



CIPD

Report
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People Profession 2023

Asia-Pacific survey report

The CIPD has been championing better work and working lives for over 100 years. It helps organisations thrive by focusing on their people, supporting our economies and societies. It's the professional body for HR, L&D, OD and all people professionals – experts in people, work and change. With over 160,000 members globally – and a growing community using its research, insights and learning – it gives trusted advice and offers independent thought leadership. It's a leading voice in the call for good work that creates value for everyone.

Report

People Profession 2023: Asia-Pacific survey report

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1 Introduction

As we settle into the post-pandemic 'new normal', we see significant shifts in the behaviours of workers and workplaces, which have brought new challenges and opportunities for the people profession.

Macro trends, including advancing technology and digital transformation, economic instability, the transition to net zero and new models of working, are driving constant change. It is under these conditions that businesses need to adapt or risk being left behind. It's up to senior leaders and people teams to influence and shape current strategy and people practice to navigate this ever-changing landscape.

Aims of this report

This report gives a snapshot of the current HR landscape in the Asia-Pacific region, specifically in Australia, Hong Kong, Malaysia and Singapore. It provides insights into how external factors are impacting current HR practices, and the challenges and opportunities these bring. It also explores how people professionals perceive their careers and working lives amidst these changes.

We investigate the following questions and give recommendations on how people professionals can navigate the challenges they are facing:

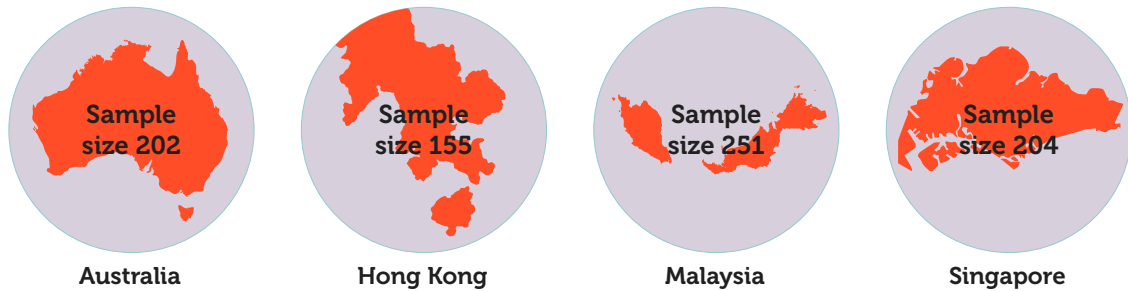
- What are the key drivers of change for organisations?
- What are the top workforce priorities for organisations?
- How are people management tasks being delegated?
- How is digital transformation changing the way people teams operate?
- What is the impact of hybrid working on people practice?
- How does people professionals' work affect their wellbeing?
- How are practitioners developing their skills and capability?
- How do people professionals feel about their career prospects and progression?

Our accompanying [international survey report](#) explores how global issues are affecting regions differently by comparing findings in nine countries across Asia-Pacific, the Middle East and North Africa, the UK and Ireland. In addition to the questions above, it also looks at how people professionals across the world perceive:

- the impact and value of people teams
- how the role of people professionals is changing
- how people professionals are using evidence in practice
- the role of HR in the sustainability agenda.

As well as this Asia-Pacific report, we also provide individual reports for the [Middle East and North Africa region](#), the [UK and Ireland](#), and [Canada](#).

Survey participants



Full details of the research methodology are included in the [Methodology](#) section.

Sample demographics are included at the end of [Section 2](#).

A note on the survey findings

- The findings are based on the perspectives of those who took part in the *People Profession* survey in April and May 2023.
- We refer to the 'people profession' throughout this report, which includes a range of people-related roles, such as human resources (HR), learning and development (L&D), organisational development (OD), employee relations and other HR specialisms. It does not include people managers.
- Our sample included those responsible for HR, both in-house and as independent consultants.
- The data collection, carried out by the CIPD and YouGov, was conducted across Australia, Hong Kong, Malaysia and Singapore. The sample is diverse, and each country will have different contextual factors influencing the findings.
- Reported percentage figures are rounded up and therefore the total may be above 100%.
- Further information on our sample can be found at the end of [Section 2](#) and in the [Methodology](#) section.

2 Asia-Pacific findings

The Asia-Pacific (APAC) countries included in this sample vary significantly in their cultural context, economic climate and political backdrop. This also plays out in the variations within the people profession itself and people practices generally. However, given the geographical proximity and the likelihood that businesses (and people teams) operating in these regions will have professional relationships with their neighbouring markets, it is useful to have a closer comparison of the differences and commonalities between them.

In certain instances, it is useful to see how the Asia-Pacific region compares with the global sample surveyed (see our accompanying *People Profession 2023: International survey report*). Where there are significant similarities or contrasts, this may be referenced.

What are the key drivers of change for organisations?

In terms of the levers that are driving change for businesses within these markets, Table 1 shows the top-ranked trends. As with the global sample in our accompanying *international survey report*, the impact of economic change, digital transformation and flexible ways of working are commonly cited by people professionals as prominent drivers. Evidence of these trends is supported by in-region policy changes. For example, the minimum wage increased by 5.75% in Australia in July 2023, to help workers with the rising costs of living.¹

However, there are some standout differences where particular regions are being impacted by different challenges.

For example, in Australia, digital transformation was ranked as the top trend, suggesting that the impact of technology is disproportionately higher than the global sample (37%, compared with the global sample average of 28%).

In Hong Kong, people professionals were significantly more likely than the global sample and the other APAC respondents to cite drivers such as demands for flexible ways of working, industrial change and organisational agility, changing employment relationships, responsible business and social impact, and globalisation.

For Malaysian people professionals, social media and content consumption was perceived as particularly influential, compared with the global sample.

Practitioners from Singapore were most likely to rank changing workforce demographics and digital technology platforms as a top trend influencing change, compared with the global sample.

Table 1: Businesses in the APAC region are being impacted by economic change, digital transformation and flexible ways of working

The top five drivers of change in APAC country organisations (ranked by number of cases)

Rank	Australia	Hong Kong	Malaysia	Singapore
1	Digital transformation and advancing technology	Demands for flexible, hybrid and new ways of working	Economic change and rising costs	Digital technology platforms
2	Economic change and rising costs	Industrial change and organisational agility	Digital transformation and advancing technology	Digital transformation and advancing technology
3	Digital technology platforms	Demand for responsible business and social impact	Digital technology platforms	Demands for flexible, hybrid and new ways of working
4	Changing workforce demographics	Changing workforce demographics	Industrial change and organisational agility	Changing workforce demographics
5	Demands for flexible, hybrid and new ways of working	Changing employment relationships	Social media and content consumption	Economic change and rising costs

Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Question: Which of the following, if any, are drivers of change in your [client] organisation? (Please tick up to three responses.)

What are the top workforce priorities for organisations?

Despite APAC countries using remote hiring strategies,² evidence suggests that recruitment remains a challenge. For example, in one survey, nearly half of employers in Australia cited it as a key concern³ and another report demonstrated that over half of businesses across the APAC region currently rely on a contingent workforce to support talent shortages.⁴

With persistent recruitment challenges, employers and people teams are turning to their current workforce to plug the skills gaps and build a workforce that can sustain and grow their businesses. In this survey, we found that respondents from Australia, Malaysia and Singapore are focusing on developing and building skills as a top priority area, significantly more than the rest of the global sample. Other research also supports this finding, with 56% of senior HR leaders saying employee training and development is an important area of focus in 2023.⁵

Additionally, we also found workforce planning to be a core focus area in Australia, Hong Kong and Malaysia. This is a key strategy for managing talent and addressing skills gaps and associated business and operational risk. Unlike the global sample, the majority of APAC countries have less of a focus on recruitment, with the exception of Singapore.

Across all countries, engaging with the workforce is a unanimous priority area. This suggests that, for many of our APAC respondents, a cultural reset is needed to focus on employee experience, engagement and building culture in a post-pandemic workplace.

Table 2: Upskilling, reskilling and building capability is the top workforce priority in Australia, Malaysia and Singapore

The top five workforce priorities in APAC country organisations (ranked by number of cases)

Rank	Australia	Hong Kong	Malaysia	Singapore
1	Upskilling, reskilling and building capability	Workforce planning and management	Upskilling, reskilling and building capability	Upskilling, reskilling and building capability
2	Engaging with the workforce	Developing leadership behaviours	Measuring productivity and financial performance	Measuring productivity and financial performance
3	Workforce planning and management	Engaging with the workforce	Workforce planning and management	Fostering innovation and adaptive ways of working
4	Measuring productivity and financial performance	Sustainability and responsible business	Engaging with the workforce	Engaging with the workforce
5	Prioritising health and safety	Fostering innovation and adaptive ways of working	Developing leadership behaviours	Focusing on recruitment, mobility and turnover

Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Question: Which, if any, of the following are your [client] organisation's workforce priorities? (Please tick up to three responses.)

How are people management tasks being delegated?

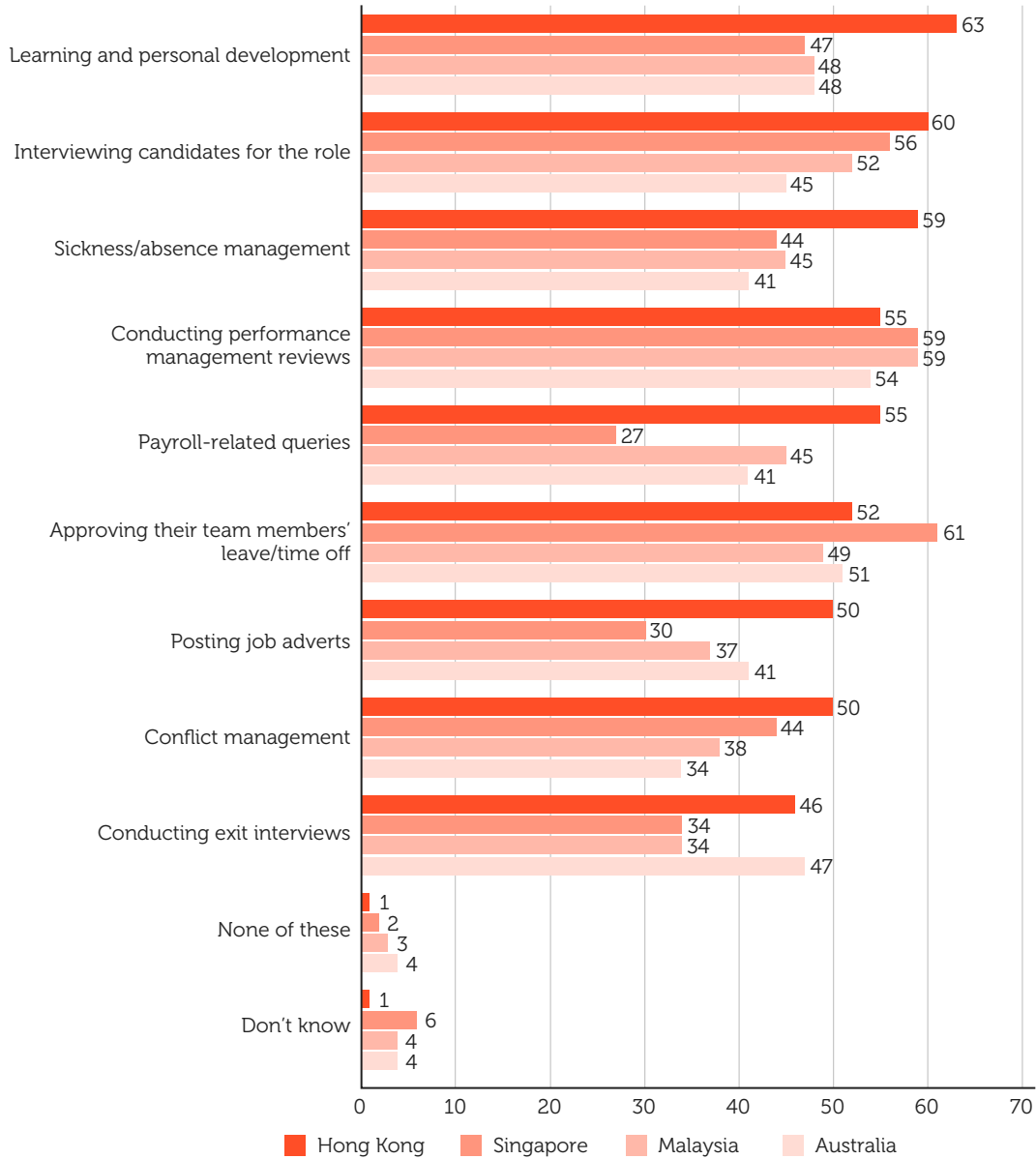
Delegation to line managers

Out of the four APAC markets surveyed, Hong Kong people professionals were most likely to delegate people management tasks to line managers, in particular learning and development, absence management, interviewing candidates and posting job adverts (see Figure 1).

However, on average, the APAC region is less likely to delegate to the line compared with those in the UK and Ireland, but more likely than those in the Middle East and North Africa (MENA) region. Where delegation to the line is more common, it is critical that people teams provide support, advice and training to line managers to ensure effective people operations are carried out and that managers feel equipped to do so.

Figure 1: Hong Kong people professionals are more likely to delegate HR tasks to line managers than those in other APAC countries

Tasks delegated to line managers (% of respondents)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Question: Are line managers in your (client) organisation responsible for any of the following? (Please select all that apply.)

Outsourcing of HR functions

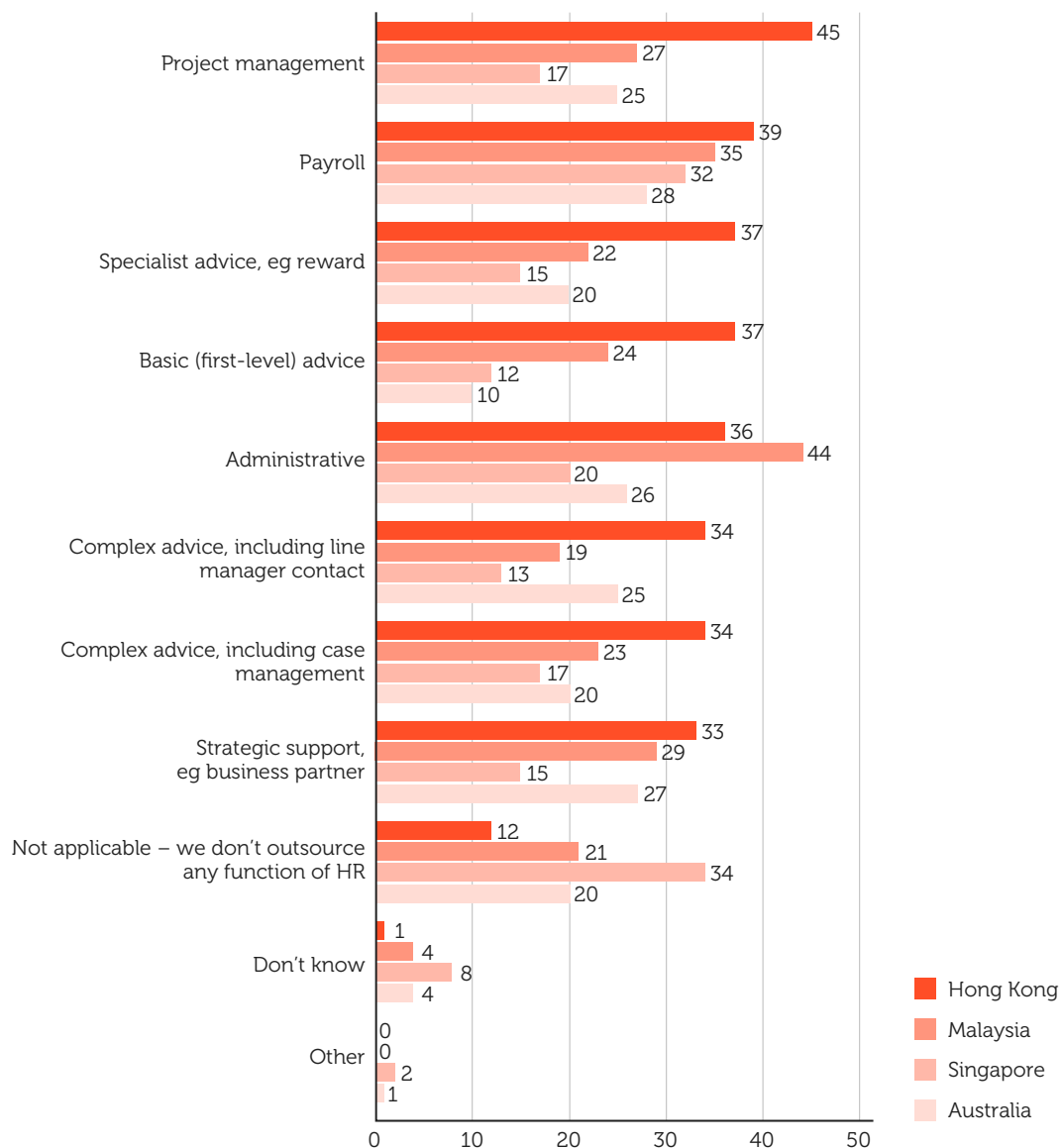
Hong Kong people teams outsource more HR functions than other countries in this region, including project management, basic HR advice, specialist and complex advice, as well as strategic support (see Figure 2). Given the higher levels of delegation to the line and outsourcing, this finding identifies a potential risk when it comes to generalist skills within Hong Kong’s talent pipeline. For example, the CIPD *HR talent trends report*, based on insights from people professionals in Singapore, Malaysia and Brunei, highlights that business partnering is a critical skill that supports career progression into more senior roles. However, 33% of respondents in Hong Kong said they outsource

business partnering and strategic support. Without the breadth of generalist knowledge, progression into such roles could become more difficult for junior professionals in the future.

Malaysian respondents are most likely to outsource their administrative HR duties. This finding is also supported by the CIPD *HR talent trends report*, which found that people teams in Asia are increasingly shifting away from perceptions of being a supportive function, and moving towards becoming a strategic partner that influences business decisions. To support this transition, outsourcing offers additional resource to alleviate transactional HR responsibility, such as administrative duties.

In contrast, a third of the Singapore sample said they don't outsource any HR function, which is a similar level to the UK.

Figure 2: Hong Kong people teams are more likely to outsource a variety of HR functions
Outsourced HR functions in APAC countries (% of respondents)



Base: Australia (n=157); Hong Kong (n=131); Malaysia (n=233); Singapore (n=193).

Question: Which elements of your HR function do you outsource, if any? (Please select all that apply.)

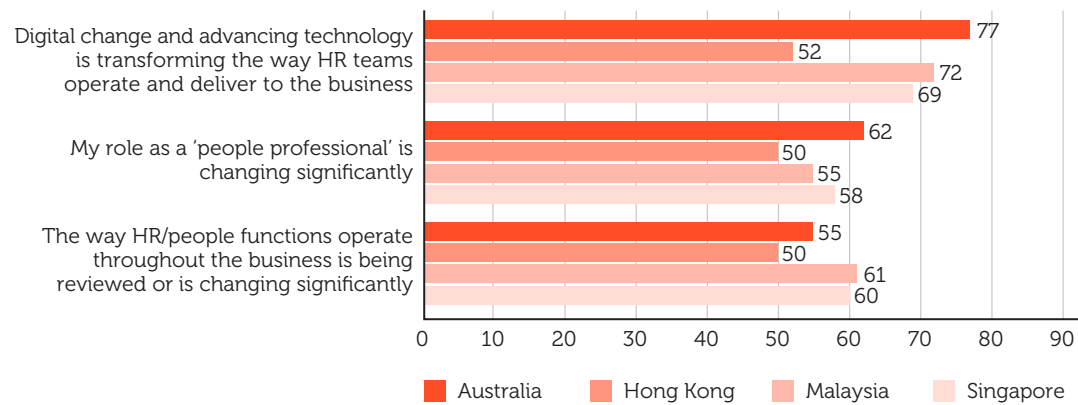
How is digital transformation changing the way people teams operate?

Our research shows that the impact of digital change on HR operations is particularly influential in Australia, Malaysia and Singapore, compared with the global sample. In these countries, the vast majority (69–77%) agreed that digital transformation and new technology is changing how people teams deliver HR to the wider business (see Figure 3). Considering that our sample consists of both large organisations and SMEs (for example, the Australia sample was 70% SMEs), this highlights that the digital influence is widespread, even within smaller organisations and people teams, where investment in new technology and building digital skills is likely to be lower than in larger businesses.

Malaysia and Singapore respondents were most likely to say that their HR operating models are changing significantly (or are currently being reviewed), compared with the wider sample. Despite 77% of Australian respondents agreeing that digital change is transforming people team operations, and 62% agreeing that individual roles are evolving, substantially less believed the operating models of people teams are also being reviewed or significantly disrupted (55%). This suggests some disparity between the proportion of people roles changing while operating models appear less disrupted.

Figure 3: Australian people professionals are most likely to agree that digital change and technology is transforming people operations

How APAC HR teams and practitioners are evolving (% of net agree)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Question: To what extent do you agree or disagree with the following statements about your [client's] HR function? (Please select one option on each row.)

What is the impact of hybrid working on people practice?

Compared with the global sample, Australian practitioners were generally most likely to say that hybrid working has impacted people management positively and, specifically, that it makes people objectives easier to deliver (see Figure 4).

In comparison, Singapore respondents more commonly said that hybrid working has made HR delivery more difficult – this is generally in line with UK people professionals' views. Respondents have found particular challenges in supporting employees' mental health and wellbeing, and attracting, recruiting and retaining talent (39% for both). Comments from Singaporean survey respondents identified several challenges around managing people and monitoring performance and work tasks.

“It’s harder to communicate, harder to directly manage and measure performance, harder to bring about a ‘human touch’ within the company.” (Survey respondent)

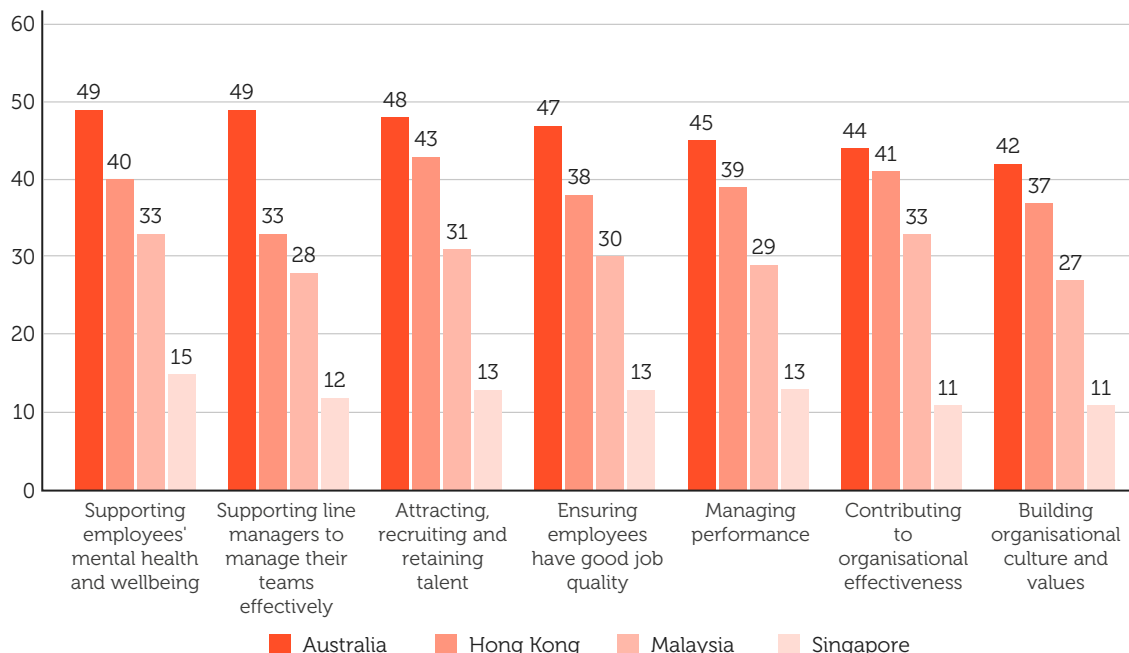
“Some of the biggest challenges of hybrid work include culture, connectedness and communication, productivity, motivation, stress management and balance.” (Survey respondent)

Other respondents highlighted that supportive line managers are critical when considering the impact on people management:

“Both employees and managers need to be supported in how to manage hybrid working – the culture needs to evolve to build trust. Many leaders and managers cannot comprehend the positives of hybrid working and actually don’t want to.” (Australian survey respondent: People and culture director)

Figure 4: Australian respondents were the most likely to say that hybrid working makes people objectives easier to deliver

Respondents who said hybrid working makes people objectives easier to deliver (% who responded “has become easier”)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Question: We are now going to ask you about some aspects of working as an HR/people professional. Please indicate how, if at all, these have changed due to the shift towards 'working from anywhere' and hybrid working.

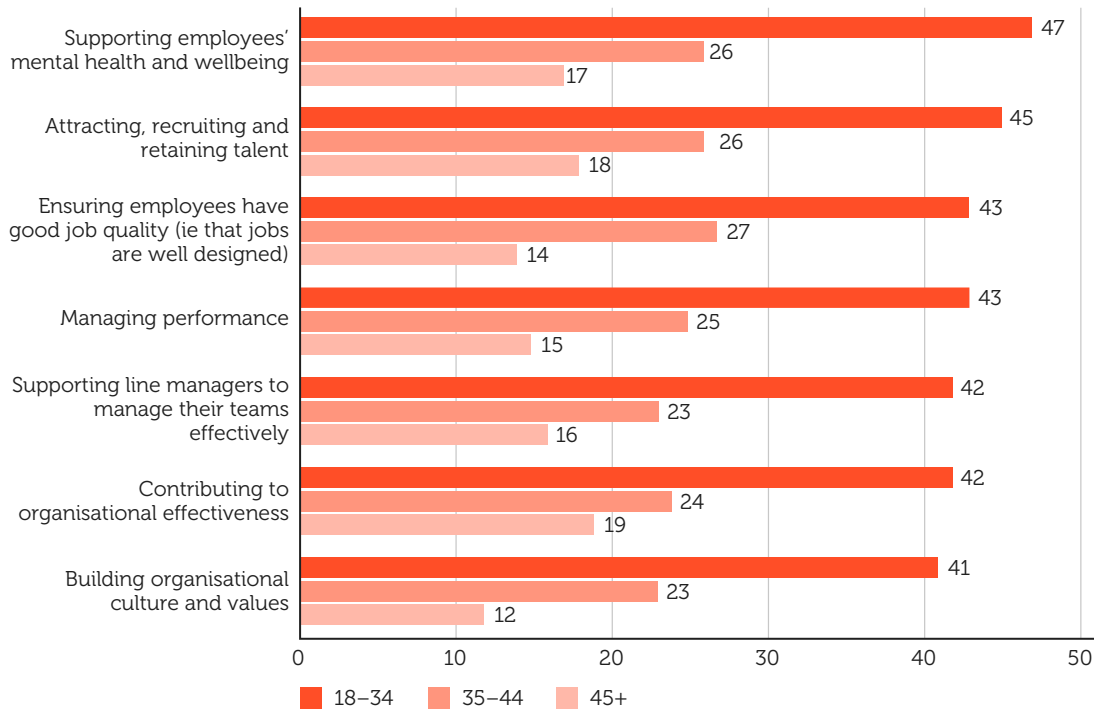
There are significant differences in perceptions of hybrid working when we account for age and years of experience within the profession. For example, younger people professionals (18–34 years) were more likely to perceive people management as easier to deliver in a hybrid context (see Figure 5).

Early-career people professionals (those with up to five years' experience within the profession) were also more likely to believe hybrid working makes people management easier.

It's likely that people professionals with more years of experience are more aware of the strategic challenges associated with hybrid and new ways of working. However, the contrast in view brings into question whether working preferences, adaptability and openness to change are factors that also affect views of hybrid working. Are leaders and managers ready to embrace the potential opportunities created by new ways of working?

Figure 5: Younger people professionals were significantly more likely to believe that hybrid working makes people management operations easier

The impact of hybrid working on people practices by age, APAC respondents only (% who responded "has become easier")



Base: APAC (n=812).

Question: We are now going to ask you about some aspects of working as an HR/people professional. Please indicate how, if at all, these have changed due to the shift towards 'working from anywhere' and hybrid working.

Our findings highlight the cultural nuances and contrasting perceptions of flexible and hybrid ways of working and its impact on business functioning. The impact of hybrid working is also likely to be different across industries and job roles, given that some roles and industries will be less flexible in nature.

Recommendations

Flexible working strategies

Hybrid, flexible and new ways of working are here to stay and will have implications for people and business strategies. Therefore, understanding how they impact people management is critical for people teams and people managers. Recommendations for businesses operating across APAC regions include the following:

- Be aware of the range of flexible working options available to determine what your business can offer employees. Flexible working practices include part-time working, compressed hours, flexi-time, job-sharing, term-time hours, hybrid and remote working, and other practices.
- Be data-driven to inform how hybrid working may impact different geographies and internal and external stakeholders. Our findings suggest there are likely to be differences across markets and employee groups.
- Ensure leaders are aligned in their thinking across markets (and between functions). It's crucial to have a consistent approach to dealing with the challenges and opportunities created by hybrid and flexible working. Are leaders aligned and aware of the perceptions, challenges and opportunities within their market?

Recommendations

Flexible working practices and supporting line managers

The role of the line manager is key to ensuring effective ways of working. The following tips should help develop hybrid working practices and support line managers:

- Engage with teams in establishing or revisiting hybrid ways of working so that they feel they have an active voice. Agreed processes should include how to communicate as a team and key principles that everyone can work to.
- Ensure line managers are familiar with the organisation's policies and procedures for hybrid working.
- Ensure that line managers have regular one-to-one time with their team, either online or face-to-face, or a mixture of both.
- Talk about wellbeing with employees and help people meaningfully disconnect and manage their technology and work-life balance. Act as a good role model with your own working practices. If you work outside of traditional working hours, be clear that your working arrangement does not set expectations for others to respond or action work that is sent out of hours.

- Line managers need to set clear objectives and performance measures. They should focus on desired results and outcomes as the main measure for performance. It is always good practice to have well-written objectives and provide regular feedback.
- Prioritise social connection, collaboration and innovation when meeting colleagues onsite. This can include face-to-face meetings, development events and social activities. You can also create online social spaces for informal conversations and sharing when colleagues are working remotely.
- If you are working in a hybrid way yourself, don't forget to be clear with your team about how to get in touch with you – and always provide opportunities for employees to speak with you one-to-one.

For more advice, see our [guide](#) for people managers on supporting hybrid working.

How does people professionals' work affect their wellbeing?

Nearly two-fifths of Australian respondents said their work “very positively” impacts their mental health (39%, compared with the global average of 16%) and physical health (38%, compared with the global average of 14%). This is significantly more positive than other APAC countries and is at odds with research on the wider workforce being prone to stress.⁶

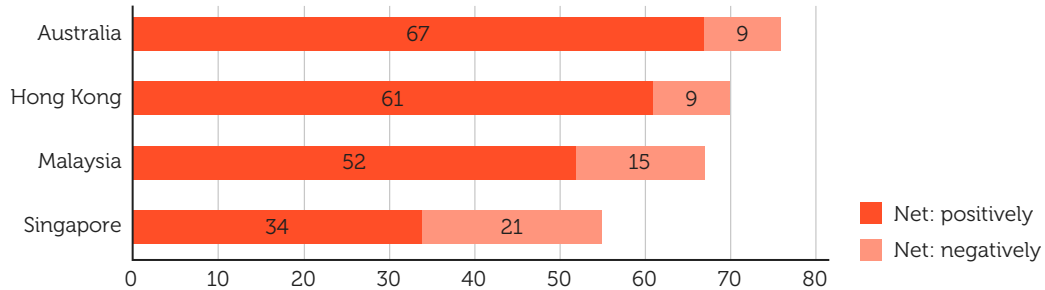
Interestingly, we found that 42% of Singapore practitioners feel ambivalent about the impact of work on their mental health, in that their wellbeing was neither positively nor negatively impacted. This was the highest proportion across the sample. In addition, we also found that significantly fewer practitioners reported a positive impact of work on their mental health. Other global research suggests that only 52% of Singapore workers feel able to have open conversations about their mental health at work,⁷ which could provide some explanation for the high levels of neutral responses.

In line with other research, the CIPD *HR talent trends report* (covering perspectives from Brunei, Malaysia and Singapore) found burnout to be a prevalent issue among people teams, evidenced by lower engagement and wellbeing results. This has stemmed from raised expectations and pressures, particularly in dealing with talent retention issues and supporting the wider workforce through the disruption of the pandemic. This suggests that the longer-term impact of the pandemic and ongoing talent challenges has influenced, and will likely continue influencing, people professionals' health and wellbeing.

We also note that, in Hong Kong, 15% did not answer these questions and responded as “prefer not to say”, the highest proportion of this response. This may suggest that wellbeing at work is a taboo subject or, at the very least, a topic which practitioners feel less able to disclose an opinion on.

Figure 6: Australian people professionals are the most positive about how work affects their mental health

Impact of work on mental health (% of respondents)

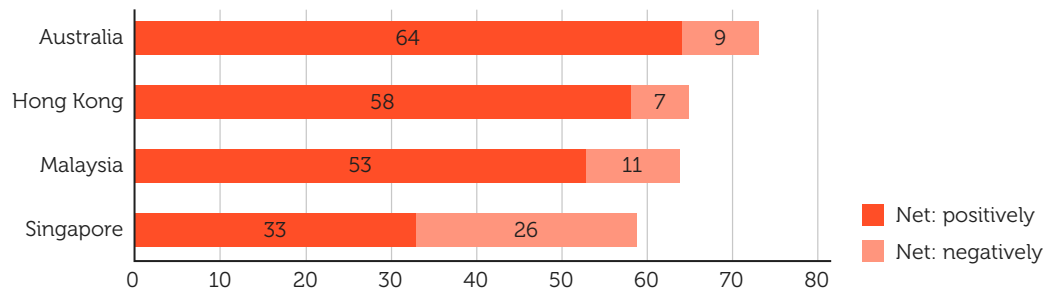


Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204). Excludes 'neither positively nor negatively', 'don't know' and 'prefer not to say' responses.

Question: To what extent does your work positively or negatively affect the following? Your mental health.

Figure 7: Australian people professionals are the most positive about how work affects their physical health, with Singapore people professionals being the least positive

Impact of work on physical health (% of respondents)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204). Excludes 'neither positively nor negatively', 'don't know' and 'prefer not to say' responses.

Question: To what extent does your work positively or negatively affect the following? Your physical health.

Recommendations

Given that health and wellbeing affects many work-related and personal outcomes, senior leaders of the profession should:

- Consider the impact of work on their people teams to protect against burnout. This is not only for the sake of the sustainability, retention and performance of their HR functions, but also for individuals' engagement, job quality and overall health. Leaders should consider a holistic approach of flexible working options, progression opportunities and setting clear boundaries between supporting the business and looking after their personal needs.
- Take an evidence-based approach to understand the context and current climate around health and wellbeing in different regions and areas of the business, especially given the number of variables that could be impacting on wellbeing outcomes.

- Help line managers to understand and better support those experiencing stress and mental health issues.

Our [guide](#) on supporting mental health at work gives best practice advice on promoting good mental health across the whole lifecycle of employment, from recruitment, through managing mental health at work, to supporting people returning to work after a period of absence.

How are practitioners developing their skills and capability?

For the majority of our APAC sample, improving their skills has been a focus, with 77% on average saying that they have upskilled within the last 12 months. Hong Kong respondents were most likely to say this (85%). Upskilling levels across the APAC region are significantly higher than in the UK and Ireland, where only 61% engaged in some form of upskilling.

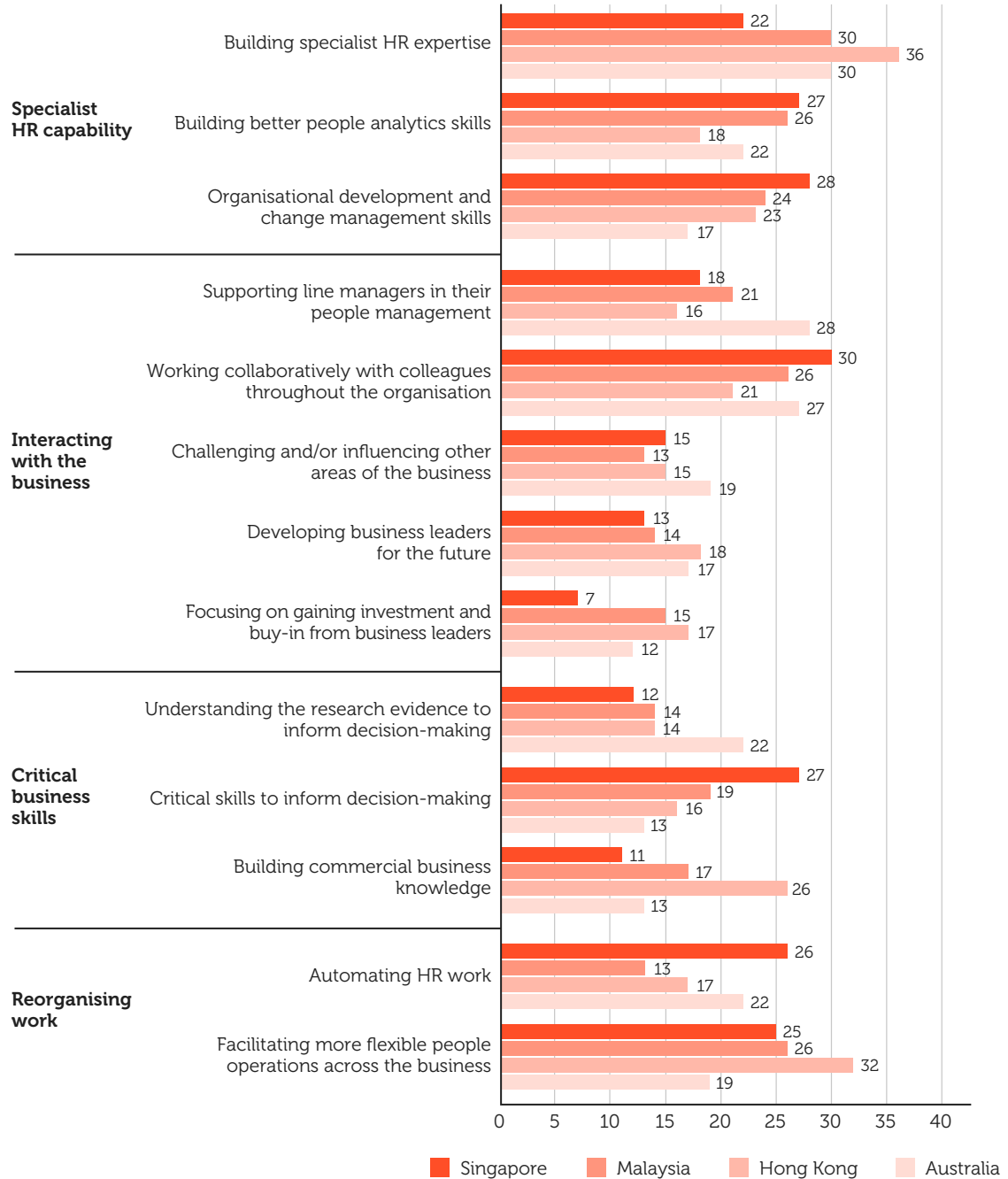
On average, just over one in 10 said they have needed to reskill in new or different areas of work. Additionally, only a small minority (11% on average) said they haven't upskilled in the last 12 months, compared with 23% of the global average.

Key areas of capability improvement include:

- people data and analytics skills (especially in Malaysia and Singapore)
- facilitating more flexible people operations (especially in Hong Kong), which supports the previous finding that exploring innovative, adaptive ways of working is a key priority for the workforce
- building commercial knowledge (especially in Hong Kong)
- automating HR work (especially in Singapore and Australia)
- critical thinking skills (especially in Singapore) and understanding research to inform decision-making (especially in Australia); as both of these capability areas are core skills for evidence-based practice, it's encouraging to see this feature as a priority area.

Figure 8: Building specialist expertise is a priority area for people professionals from Hong Kong, Malaysia and Australia

Capability improvement areas across HR functions in APAC countries (% of respondents)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204). Excludes 'not applicable', 'don't know' and 'other' responses.

Question: In your opinion, which of the following, if any, are priority areas for improvement across the HR capability in your (client) organisation? (Please tick up to three responses.)

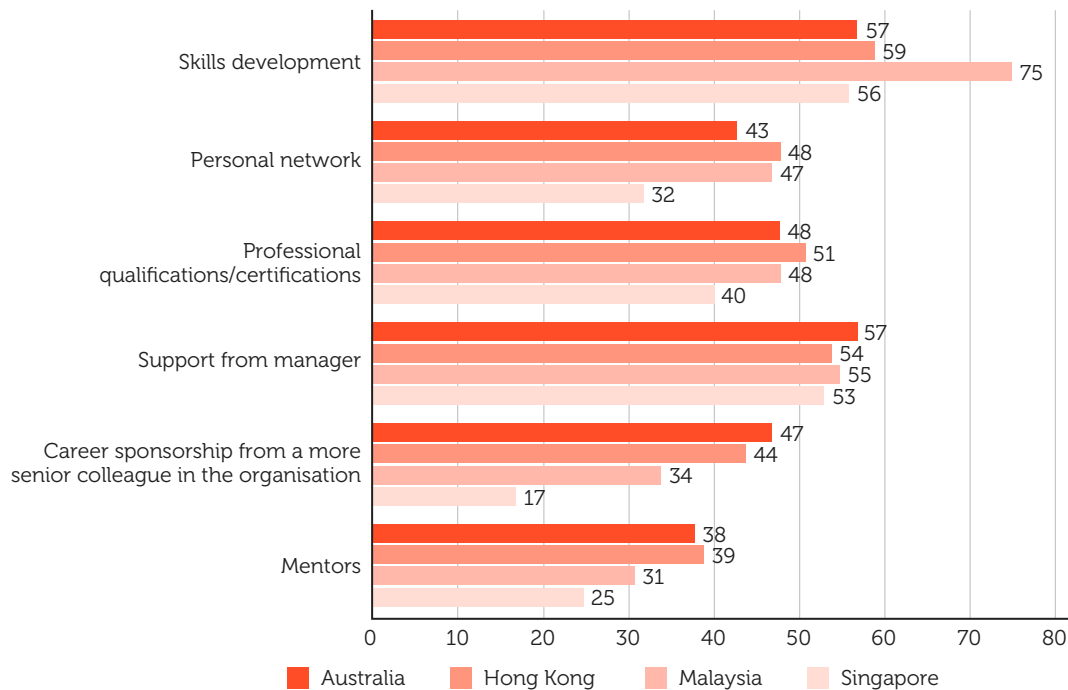
How do people professionals feel about their career prospects and progression?

On average, 78% of APAC people professionals felt their career progression had either met or exceeded their expectations. This was especially so for Australian respondents (86%), the highest in our global sample.

While other research (on the wider workforce) suggests that over a third of Singapore employees expect to be promoted in the next year,⁸ we found a fifth of respondents felt their progression had failed to meet their expectations (19%). They were the least satisfied across the global sample.

In terms of aspects that support career progression, skills development remains firmly at the top (see Figure 9) and is reported as a key enabler by three-quarters of Malaysian respondents. Compared with the global sample, career sponsorship was more often cited across the APAC respondents, except for Singapore professionals. Similarly, mentors are also a key enabler for respondents from Hong Kong and Australia.

Figure 9: Skills development is seen as the top career enabler, especially in Malaysia
Career enablers that support progression in HR (% of respondents)



Base: Australia (n=174); Hong Kong (n=122); Malaysia (n=186); Singapore (n=151) (all whose career progression has met/exceeded their expectations).

Question: If your career progression to date has met or exceeded your expectations, which of the following, if any, have helped you to achieve career advancement? (Please tick all that apply.)

In terms of barriers to progression, we found this varied widely across the APAC region. The most prevalent barriers in-region are as follows:

- Hong Kong: line manager relationships (28%).

- Malaysia: organisational politics (18%). Interestingly, around half of the respondents said they are very likely or somewhat likely to leave their current organisation within the next 12 months and 70% will start looking for new opportunities.
- Singapore: a lack of opportunities with their current employer (20%), higher than the global average of 14%. This contributes insight to the previous finding around the higher levels of dissatisfaction with career progression. Additionally, around half the sample said they are very likely, or somewhat likely, to leave their current organisation within the next 12 months and 59% will start to look for new opportunities externally.
- Australia: a lack of experience (21%), significantly higher than the global average of 6%.

Barriers to career progression are very nuanced across the APAC region, and these findings provide some insight to the perceived hurdles for people professionals in those countries. For Malaysia and Singapore, we also found a significant proportion of respondents who are at flight risk (that is, at a high risk of leaving their current organisation in the near future).

Recommendations

Line manager quality can have a big impact on the people they manage. Given the significant flight risk of people professionals in certain regions, HR leaders should:

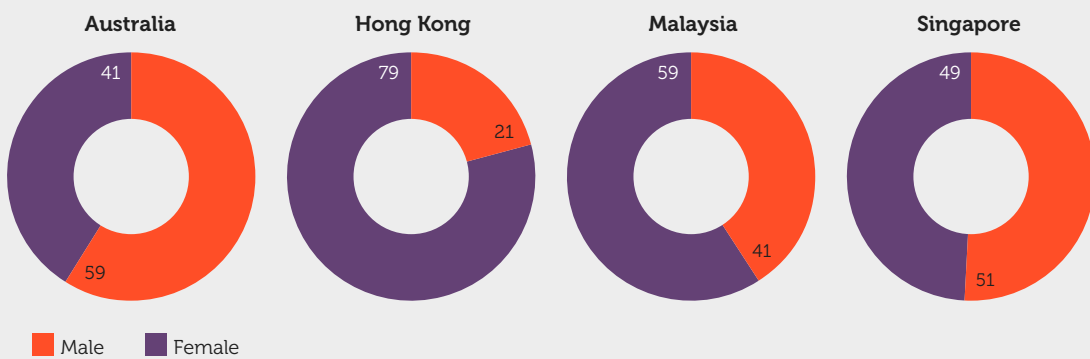
- Emphasise the importance of ongoing performance and development conversations to staff. For those with line management responsibility, build performance metrics into their objectives, so they are recognised for prioritising performance and the development of their staff.
- Ensure professionals with line management responsibility feel confident to have performance and development conversations with their direct reports. Where line managers need more support, consider training options and providing clear information to encourage good-quality development conversations with their team. The CIPD's latest evidence review on effective people managers provides evidence-based insight on developing good managers.
- Find creative solutions to strengthen the employee experience, especially if cost pressures mean that it is hard to compete against external remuneration offers. This could include boosting career development and skills through job rotations and secondments, and upskilling practitioners through online learning, on-the-job training and by supporting professional qualifications and certification (see the CIPD HR talent trends report, based on insights of people professionals in Singapore, Malaysia and Brunei, for further advice).

For more detailed analysis on how the Asia-Pacific region compares with the overall global sample, see our accompanying [People Profession 2023: International survey report](#).

For analysis of trends in other regions, see our accompanying [Middle East and North Africa](#), [UK and Ireland](#), and [Canada](#) reports.

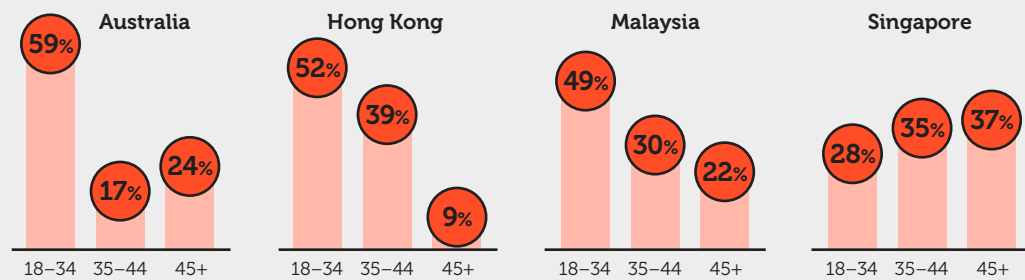
Asia-Pacific countries: Sample demographics

How would you best describe your gender? (%)



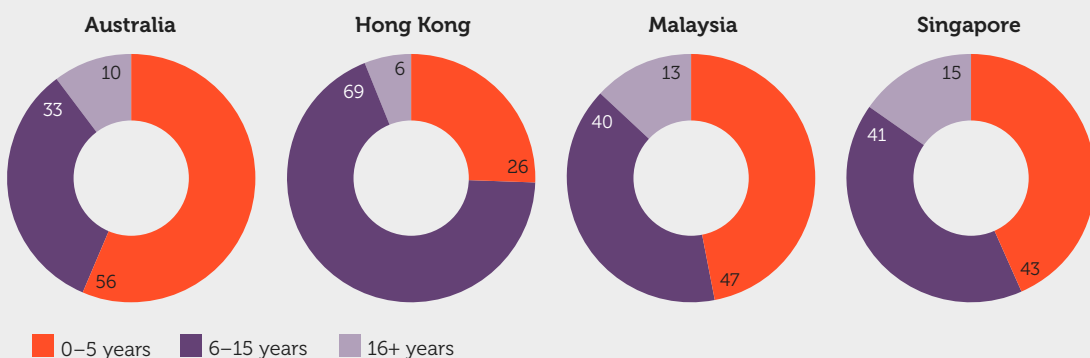
Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

What is your current age?



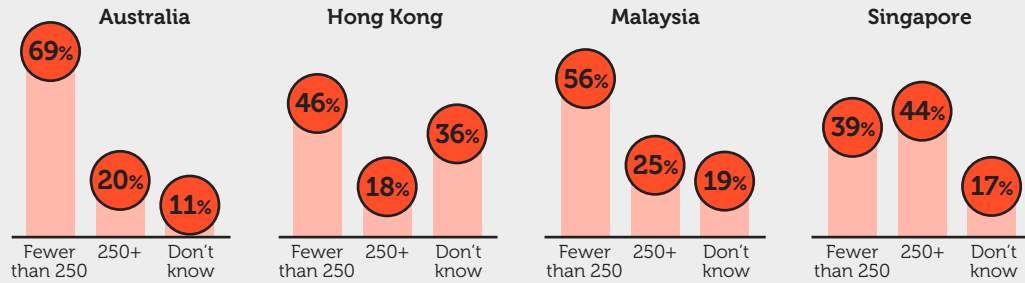
Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

How many years of work experience do you have in the HR/people profession? (%)



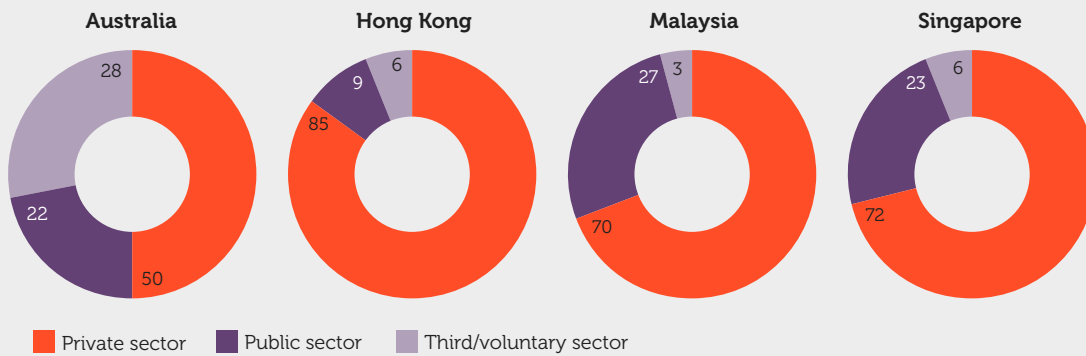
Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

Approximately how many people are employed by your company/employer in the country you live in?



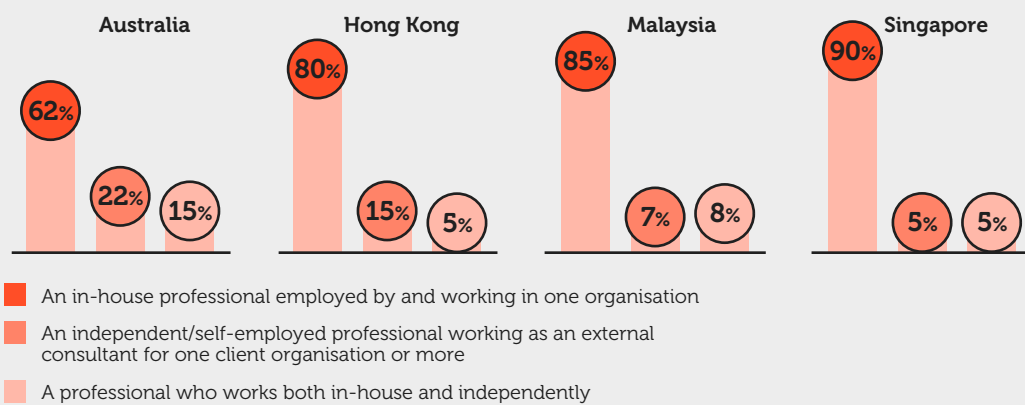
Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

What kind of organisation do you work for? (%)



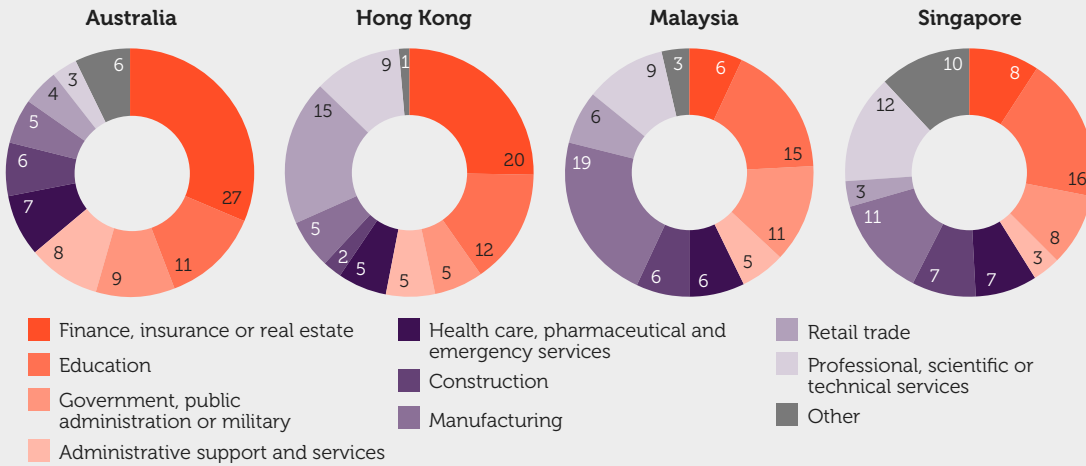
Base: Australia (n=157); Hong Kong (n=131); Malaysia (n=233); Singapore (n=193). Excludes "don't know", "not applicable" and "other" responses.

Which, if any, of the following areas reflect your role, decision-making or the services you provide? (Please tick one option on each row.)



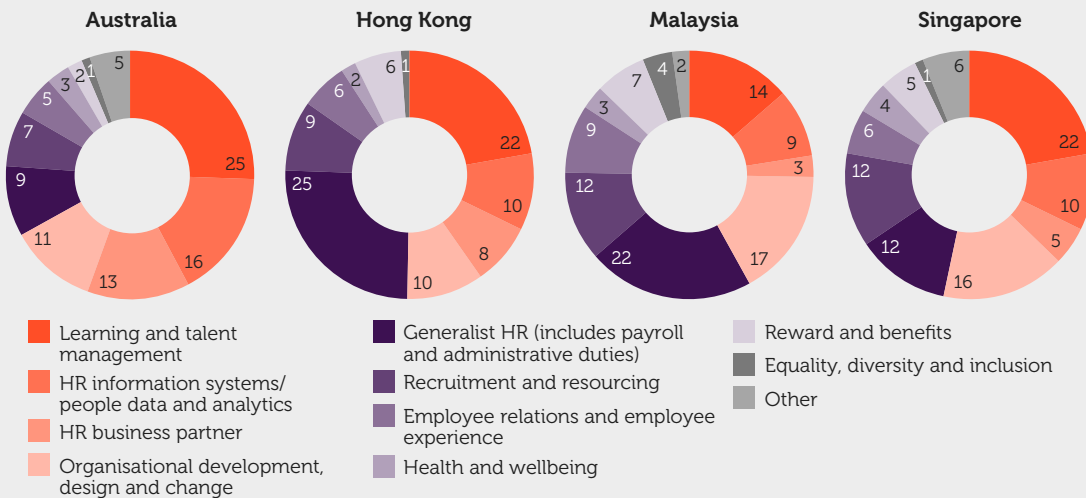
Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

In which of the following industries do you work? (%)
(Top 10 industries represented in this survey.)



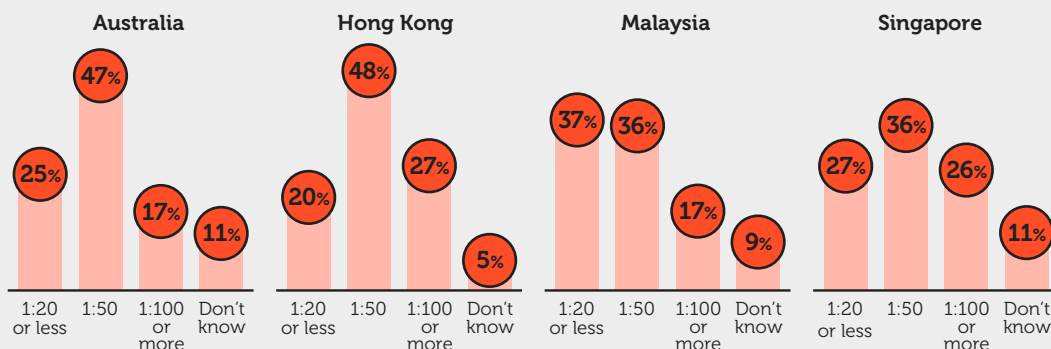
Base: Australia (n=157); Hong Kong (n=131); Malaysia (n=233); Singapore (n=193).

Please indicate which one of the HR/people profession areas listed most accurately reflects your decision-making responsibilities. (%)



Base: Australia (n=202); Hong Kong (n=155); Malaysia (n=251); Singapore (n=204).

What is the approximate ratio of HR/people department staff to employees in your organisation?



Base: Australia (n=157); Hong Kong (n=131); Malaysia (n=233); Singapore (n=193).

3 Methodology

The *People Profession survey* is a long-standing research programme that showcases the current views of people professionals' working lives and careers. This survey has developed into an international snapshot of the profession and provides the latest insights on people practices across the globe. Our sample included CIPD members and non-members, and is a mix of in-house and independent professionals from a range of specialisms (including HR, learning and development (L&D), organisational development (OD) and others). Full demographic details of our Asia-Pacific sample can be found at the end of [Section 2](#).

Survey instrument and method

Since 2018, the survey has been tested and refined, and what was originally a UK-based survey has become an international survey instrument that has now been piloted in over 14 countries through CIPD-led research, and in 20 countries alongside our research partners: the [WFPMA](#), [SHRM](#) and [AHRI](#).

This year, our data collection spans nine countries: Australia, Egypt, Hong Kong, Ireland, the Kingdom of Saudi Arabia, Malaysia, Singapore, the United Arab Emirates and the United Kingdom, with additional data from Canada, collected by the Chartered Professionals in Human Resources Canada ([CPHR Canada](#)). The findings are presented in a series of reports, including:

- the *[People Profession 2023: International survey report](#)*, which explores the collective sample and makes comparisons across regions
- this report, the *[People Profession 2023: Asia-Pacific survey report](#)*, which details the findings in Australia, Hong Kong, Malaysia and Singapore and draws on in-region comparisons
- the *[People Profession 2023: Middle East and North Africa survey report](#)*, which details the findings in Egypt, the Kingdom of Saudi Arabia and the United Arab Emirates and draws on in-region comparisons
- the *[People Profession 2023: UK and Ireland survey report](#)*, which details the findings in the United Kingdom and the Republic of Ireland and draws on comparisons between the two
- the *[People Profession 2023: A Canadian perspective](#)*, which draws on data and analysis from a separate survey conducted by the Chartered Professionals in Human Resources Canada ([CPHR Canada](#)), and gives a comparable view of the opportunities and challenges faced by people professionals in Canada.

Commissioned by the CIPD, the data was collected by YouGov between 18 April and 27 May 2023 via an online survey. The survey was translated into the official language of each country to ensure the questions were accessible and correctly interpreted within each region. The data analysis was conducted by the CIPD. We surveyed a total of 2,957 people professionals; the sample sizes for each region are shown in Table 3.

The data is unweighted and therefore the sample of respondents is not representative of the total HR population within those regions. However, this data represents the perspectives of the 2,957 people professionals who participated in this survey.

Table 3: Sample sizes of the countries surveyed in this report

Country	Sample size
Australia	202
Egypt	154
Hong Kong	155
Ireland	164
Kingdom of Saudi Arabia	158
Malaysia	251
Singapore	204
United Arab Emirates	213
United Kingdom	1,456

The details of the CPHR Canada survey are included in the [Canada report](#). This data has been analysed and written by CPHR Canada.

Survey questions

Each year, the survey instrument is reviewed and refined where changes are appropriate, or where there are new research questions to be explored. For the 2023 survey, we added new questions that explore attitudes and behaviours around applying evidence and research in practice and people teams' involvement in their organisation's sustainability agenda. The findings from these questions can be found in the [People Profession 2023: International survey report](#).

Where sample sizes are large enough, the data was cross-tabulated by business size and sector. We also explore other demographic variables such as age and experience within the profession throughout the reports, where significant differences are noted. Where we compare with the global sample, given the larger UK sample in comparison with other regions, the global average percentages will be skewed towards the UK findings.

Supplementary data

We have included qualitative data collected throughout the survey and through the CIPD's research panel to provide some further context on the quantitative data. We would like to thank those participants who contributed their views and experience in relation to the key findings from the survey.

If you are interested in being part of the CIPD's research panel, please email customerresearch@cipd.co.uk

4 Endnotes

- ¹ Liew, S. (2023) Australia to raise minimum wage by 5.75% from July. *HRM Asia*. 5 June.
- ² Tan, J. (2023) APAC led strong global hiring trends in 2022. *HRM Asia*. 20 February.
- ³ AHRI. (2023) AHRI quarterly Australian work outlook: June quarter 2023. Australian HR Institute.
- ⁴ PERSOLKELLY. (2022) Building agility with a contingent workforce: Workforce insights report. March. PERSOLKELLY.
- ⁵ Herbert, C., Dorsey, M. and Quaadgras, T. (2023) Global study: HR executives and XM. Qualtrics XM Institute.
- ⁶ Richardson, N. and Antonello, M. (2023) People at work 2023: A global workforce view. ADP Research Institute.
- ⁷ Ibid.
- ⁸ Ibid.



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