

Demystifying the Market for Executive Talent in Asia

Seven Things You Should Know

An Insight Partnership Between CEB and Russell Reynolds Associates



A FRAMEWORK FOR MEMBER CONVERSATIONS

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ATTRACTING EXECUTIVE TALENT IN ASIA

Asia sits in the driver's seat of the world's economic growth and will continue to for the foreseeable future. The picture is staggering: between now and 2030, the emerging markets from Asia are expected to grow twice as fast as the advanced economies.

But beneath the headlines, Asia's dynamic and fiercely competitive environment presents formidable growth challenges for companies. Fast-growing, connected domestic firms pose a rising competitive threat to western multinational companies (WMNCs) but urgently need new leaders to grow beyond Asia. WMNCs' regional leaders, on the other hand, struggle to navigate less familiar local markets and deal with the constraints of their complex companies fast enough to keep pace.

Firms require uninterrupted leadership capabilities that will position their businesses to win in Asia—in the short and long run. But leader turnover is significantly higher in Asia than the rest of the world. And, a majority of global business leaders cite senior management turnover in Asia as a key risk to achieving business growth.

To help firms advance their abilities to find (and retain) leaders in Asia, Russell Reynolds Associates, the premier provider of senior-level executive search and assessment, in partnership with CEB, the leading global member-based advisory firm, presents *Demystifying the Market for Executive Talent in Asia*.

Our survey of more than 1,000 Asia CEOs, general managers, country heads, and functional leads provides a new window into the market for executive talent in Asia.

Demystifying the Market for Executive Talent in Asia answers three key questions:

1. What are the market realities for executive talent in Asia?
2. What do Asia-based executives most want in an employment offer?
3. How willing are Asia-based executives to move across regions and functions?

We sincerely hope this study will help you attract and retain the leaders you need to achieve sustainable growth in Asia—now and in the future.

SUMMARY OF KEY FINDINGS

Seven Things You Should Know About the Market for Executive Talent in Asia¹

Understanding the Realities of the Market for Executive Talent in Asia

- 1. Leaders in Asia pose a higher attrition risk and demand higher switching premiums.** Compared to leaders outside of Asia, leaders in this region are significantly more likely to leave their current organizations and are considerably more receptive to recruiters from other organizations. Likewise, their expectation for switching premiums is considerably higher than leaders outside of Asia.
- 2. WMNCs struggle to forge strong bonds with leaders in their Asian operations.** Tensions between headquarters (HQ) and the regional leaders are a leading cause of dissatisfaction and intent to leave among Asian-based executives in many WMNCs.

Understanding Executive Employment Preferences in Asia

- 3. Engaging each individual prospective leader in Asia is different, but the differences are predictable.** There seems to be no one-size-fits-all employment value proposition (EVP) for engaging prospective leaders in Asia, but there are predictable regional-, country-, and other segment-level trends in leader EVP preferences.
- 4. Local and expatriate leaders in Asia want different things in their ideal EVP.** Local leaders place greater emphasis on recognition and future career opportunities; expatriates are more sensitive to location and market position.
- 5. Gender matters when engaging prospective leaders in Asia.** Female leaders in Asia scrutinize manager and coworker quality and cohesion, stability, and the degree of job-interests alignment, whereas their male counterparts are attracted to more empowering roles in organizations with a strong market position.
- 6. Leaders require a different value proposition than the broader employee population.** Leaders in Asia prioritize senior leadership reputation, the degree of empowerment and impact, the organization's market position, and ethics at a significantly higher level than mid- and junior-level employees. Junior employees place much greater weight on total rewards and work-life balance as they evaluate new roles.

Understanding Executive Mobility in Asia

- 7. Leaders in Asia are receptive to moving internationally as well as cross-functionally.** More leaders in Asia prefer a new international assignment over a within-country move, but only for the right opportunity. Executives in certain functions (e.g., Supply Chain and Operations) are more willing to switch functions than others.

¹ "Asia" includes Mainland China, Hong Kong, India, Singapore, Indonesia, Japan, Malaysia, Philippines, South Korea, Taiwan, and Vietnam. That said, the "Asia" benchmarks for this study are dominated by Mainland China, Hong Kong, India, and Singapore.

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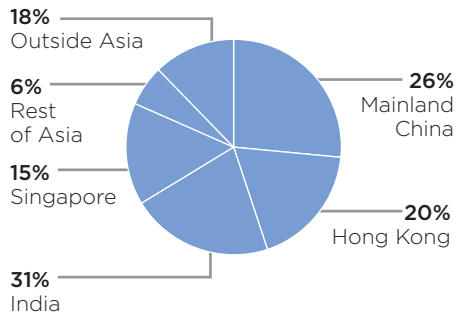
UNPARALLELED INSIGHT INTO EXECUTIVE EMPLOYMENT PREFERENCES IN ASIA

CEB and Russell Reynolds Associates surveyed over 1,000 Asia-based executives representing a diversity of industries, organizations, and functions to pinpoint the best ways to attract and engage leadership talent in Asia's dynamic labor market. The survey measured employment preferences, job switching premiums and behaviors, and team dynamics of senior executives in Asia.

Leader Profiles

Countries

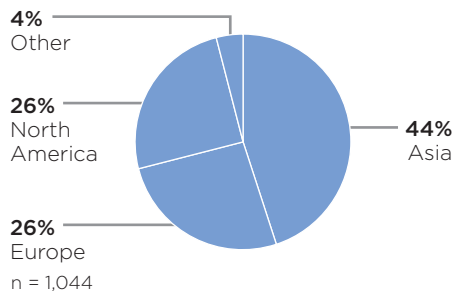
Percentage Leaders



Source: CEB analysis.
n=110 leaders.
Note: Pie may not equal 100% due to rounding.

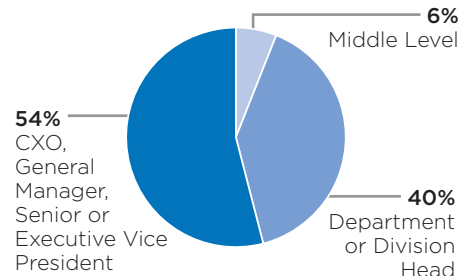
Location of corporate HQ

Percentage of Organizations



Level

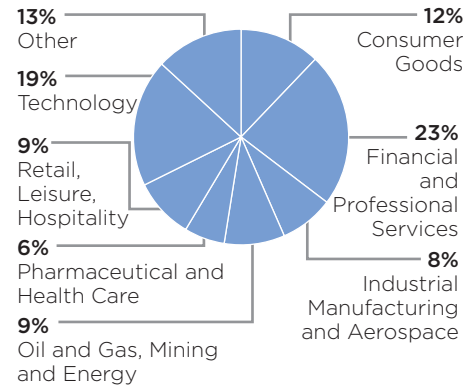
Percentage of Leaders



Organization Profiles

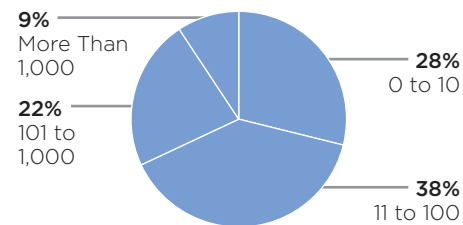
Industry

Percentage of Organizations



Size of Team Reporting Directly or Indirectly to Leader

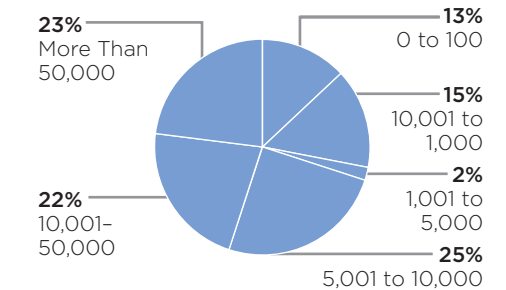
Percentage of Leaders¹



Note: Pie may not equal 100% due to rounding
¹ Leaders questioned

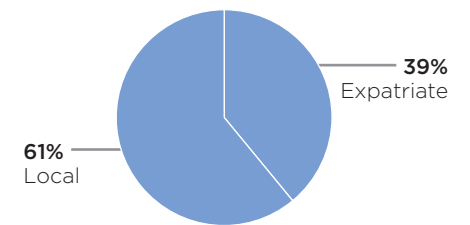
Size of Organization Workforce

Percentage of Organizations



Expatriate Versus Local

Percentage of Leaders



Note: Rest of Asia includes Indonesia, Japan, Malaysia, Philippines, South Korea, Taiwan, and Vietnam. That said, the "Asia" benchmarks for this study are dominated by Mainland China, Hong Kong, India, and Singapore.

Understanding the Realities of the Market for Executive Talent in Asia

- Why is executive talent in Asia in such high demand?
- How difficult is it to retain executive talent in Asia?
- How expensive is it to attract Asia-based executives?

Understanding Executive Employment Preferences in Asia

- What do Asia-based executives want in an employment offer?
- How do these preferences vary across regions (within Asia and beyond)?
- How do these preferences vary across demographic segments?

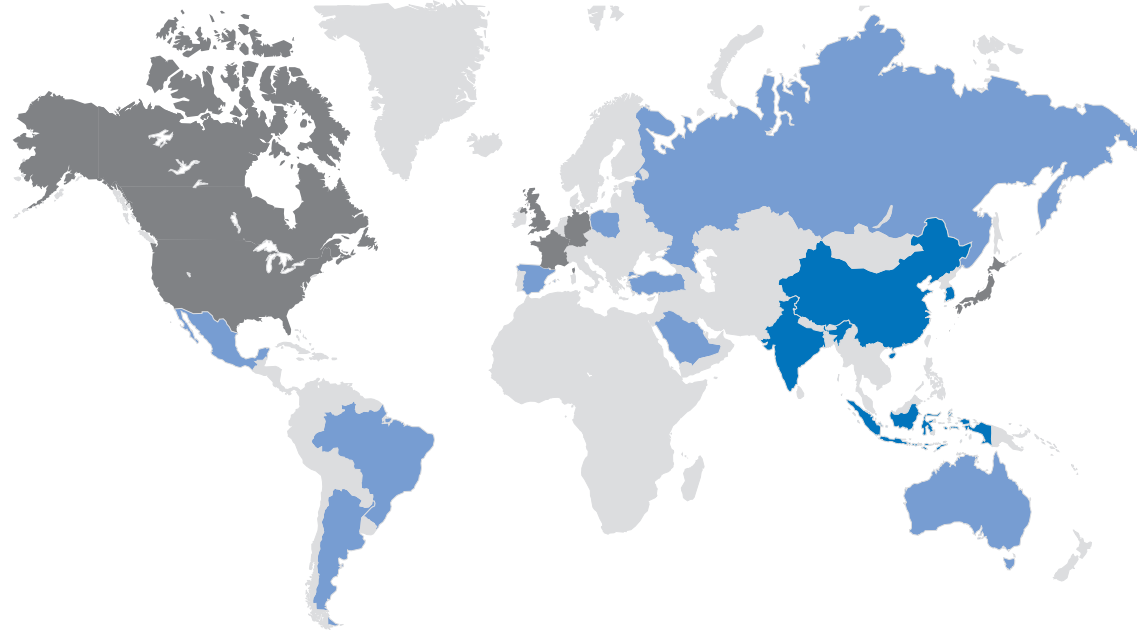
Understanding Executive Mobility in Asia

- How willing are Asia-based executives to move within and between countries?
- How likely are Asia-based executives to move across job functions?
- How do mobility preferences vary across regions and functions?

The emerging economies in Asia are expected to grow twice as fast as the advanced economies between 2011 and 2030.

GLOBAL GROWTH MIX SHIFTING TO EMERGING MARKETS

GDP Growth Expected More from Emerging Markets in the Future¹
Compounded Annual Growth Rate of GDP, 2011-2030



	Emerging Economies Asia ²	Emerging Economies Outside of Asia ³	Advanced Economies ⁴
CAGR	5.34%	3.45%	2.04%
GDP Growth Between 2011 and 2030 (in US\$ Trillion)	31.20	11.71	14.37

¹ Assessment of Top 20 Economies based on GDP in PPP terms.

² India, China, South Korea, and Indonesia.

³ Russia, Brazil, Mexico, Spain, Turkey, Australia, Poland, Argentina, and Saudi Arabia.

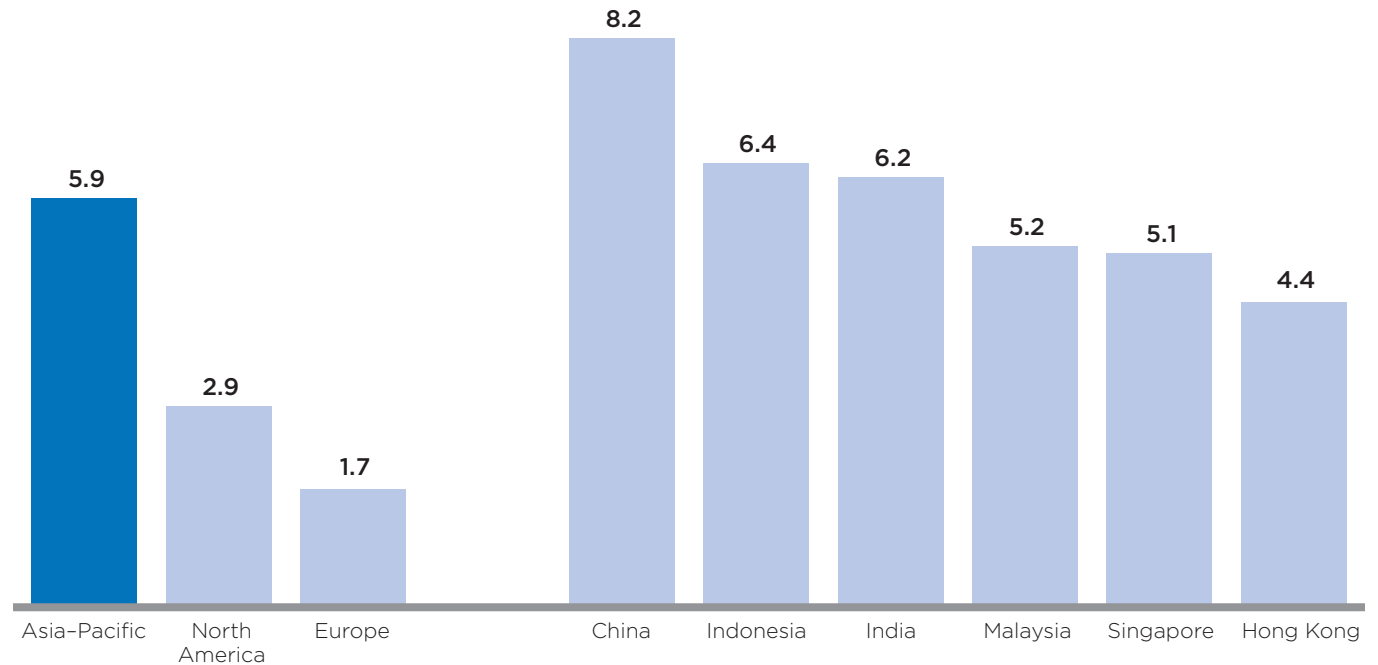
⁴ G7 (United States, Japan, Germany, United Kingdom, France, Italy, and Canada).

Source: PwC, "The BRICs and Beyond: Prospects, Challenges, and Opportunities," January 2013, <http://www.pwc.com/gx/en/world-2050/the-brics-and-beyond-prospects-challenges-and-opportunities.html>.

Growth expectations across Asia outstrip the growth expectations of developed economies.

LOOKING TO ASIA FOR GROWTH

Projected Real GDP Growth Rate for 2014

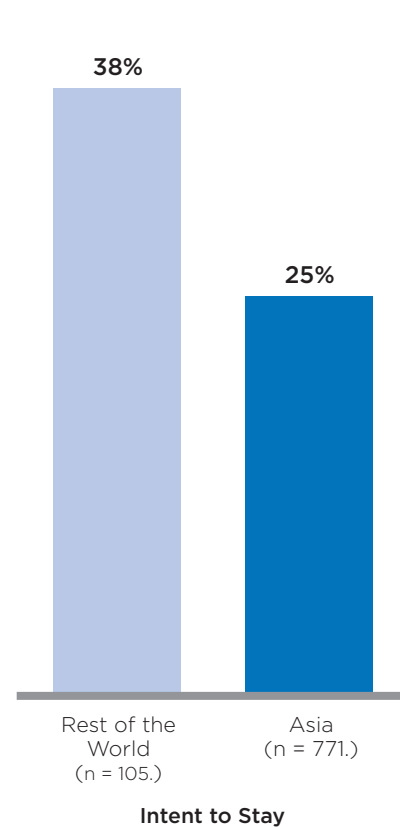


Source: International Monetary Fund, "World Economic Outlook: Hopes, Realities, and Risks," April 2013, <http://www.imf.org/external/pubs/ft/weo/2013/01/>.

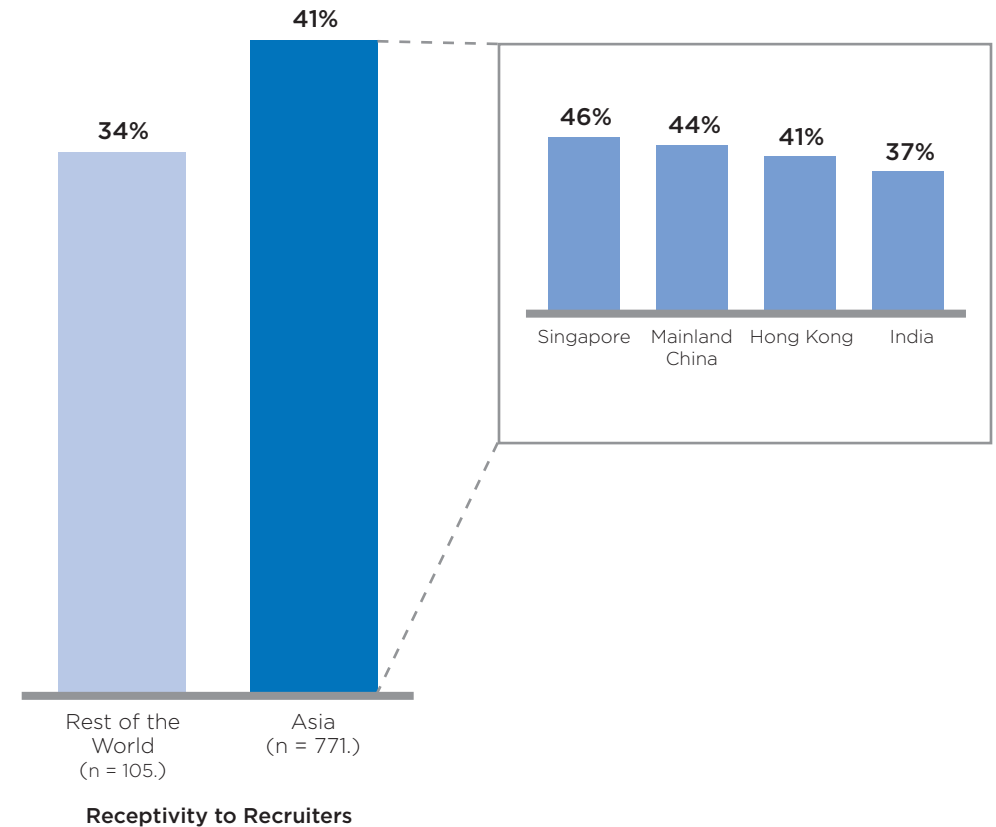
Compared to their peers outside of Asia, leaders in Asia are significantly more likely to leave and are significantly more receptive to recruiters from other organizations.

A REVOLVING DOOR: HIGHER LEADER CHURN AND GREATER RECEPTIVITY TO RECRUITERS IN ASIA

Percentage of Leaders with High Intent to Stay¹



Percentage of Leaders Receptive to Recruiters² from Other Organizations



¹ Percentage of leaders with high intent to stay with their current organization over the next 12 months.

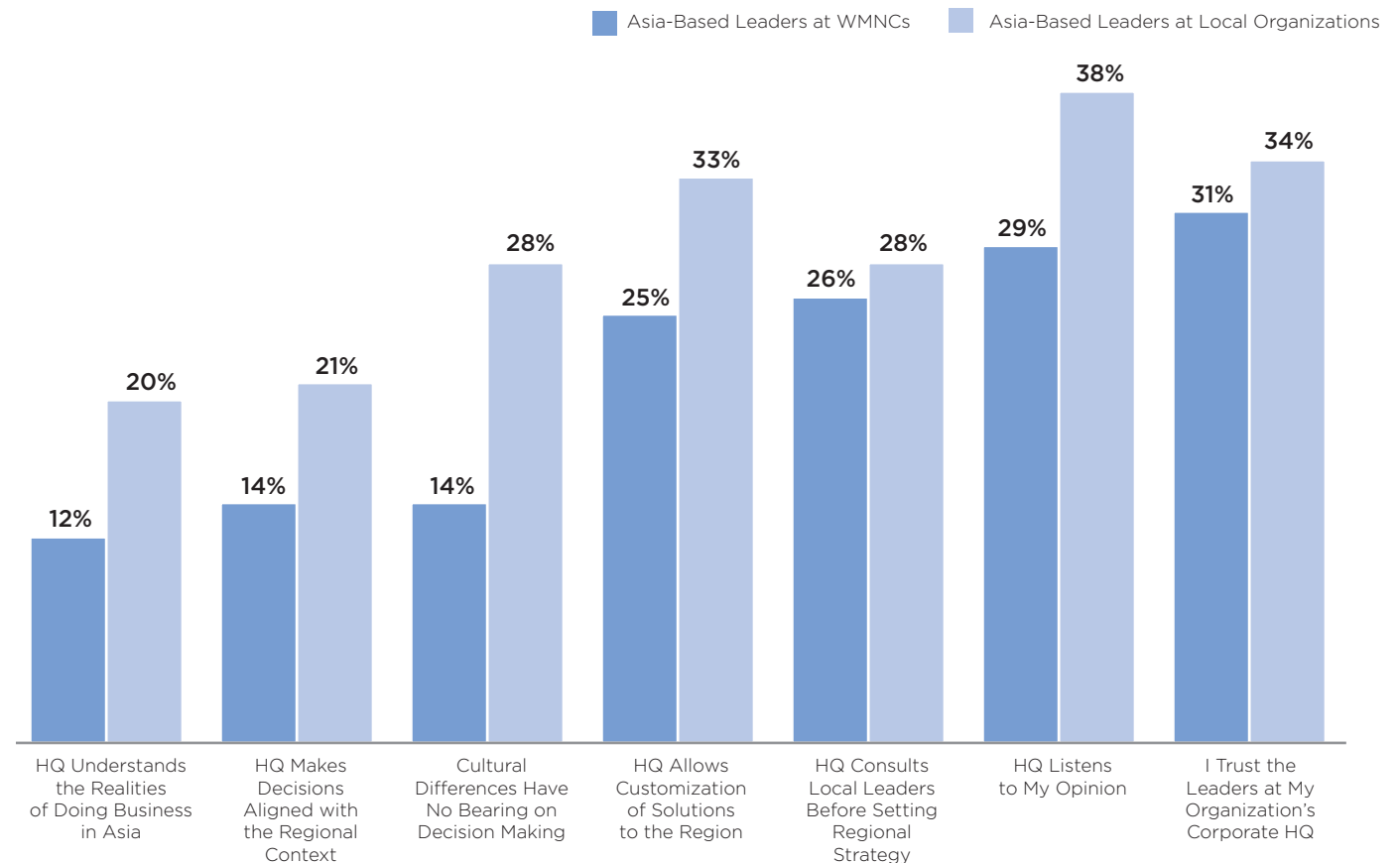
² Percentage of leaders who "agree" and "strongly agree" to responding to recruiters from other organizations.

Source: CEB, Global Labor Market Survey, Q3 2012; CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Many Asia-based WMNC leaders lack confidence in their HQs' understanding of the region and feel their opinions are ignored by HQ leaders.

ASIA-BASED LEADERS AT WMNCs SIGNIFICANTLY MORE SKEPTICAL OF HQ

Skepticism of HQ Among Asia-Based Leaders at WMNCs
Percentage of Asia-Based Leaders Selecting "Agree" or "Strongly Agree"



n = 102 (leaders at local organizations); 284 (leaders at WMNCs).

Note: For the country-level variation in the work attributes at WMNCs in Asia, please refer to the Appendix on p. 42.

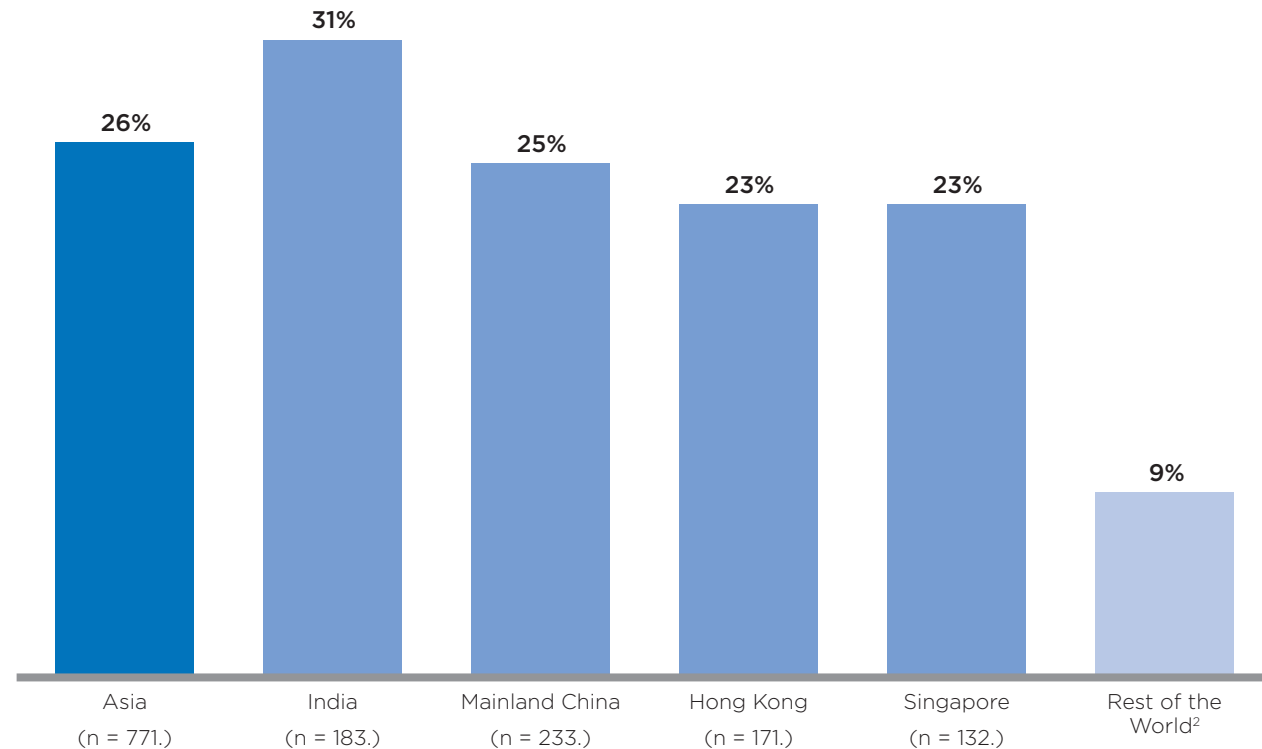
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Switching premium expectations for leaders in Asia are up to three times higher than for leaders outside of Asia.

- Importantly, the higher switching premium in India is driven primarily by higher levels of wage inflation in the country, rather than greater levels of employee loyalty.

IN DEMAND: LEADERS IN ASIA WANT SIGNIFICANTLY MORE TO SWITCH

Switching Premium¹ Expectations of Leadership Talent



¹ CEB defines job switching premium as the expected percent change in the employee's current total compensation for him or her to switch to a new employer. Asia calculation includes Southeast Asia, India, and China.

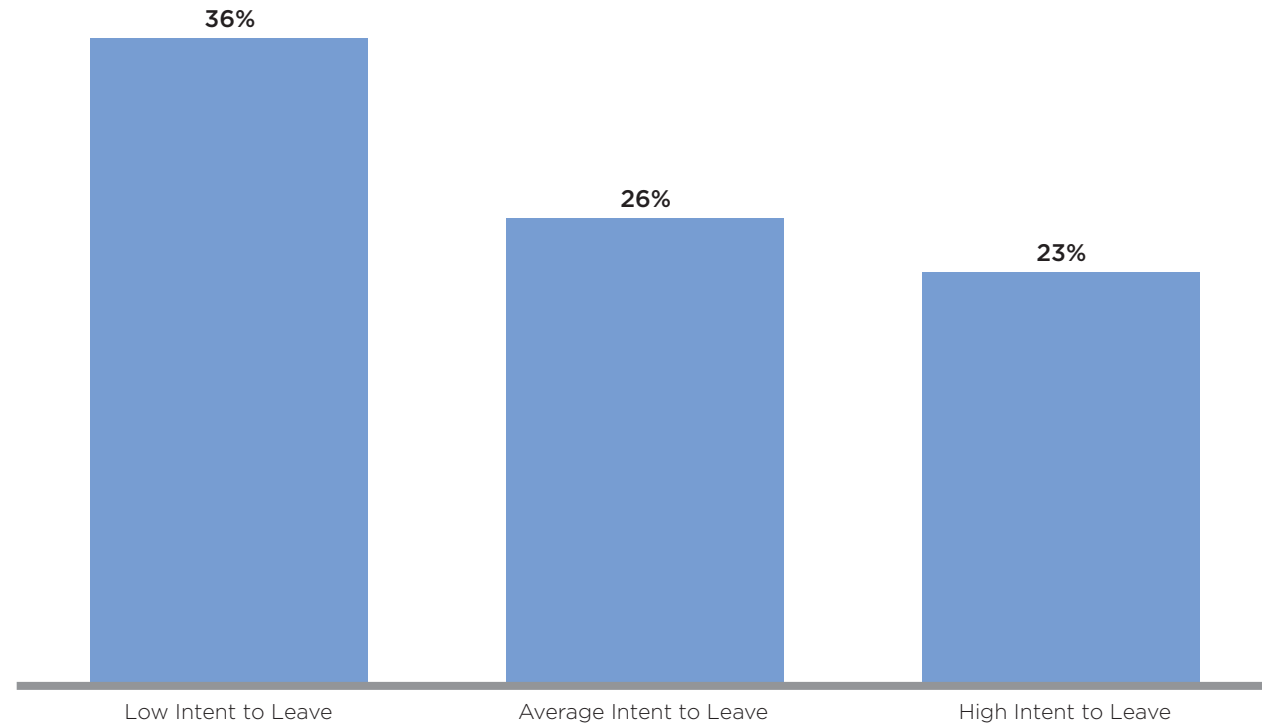
² Rest of the world average for leaders is calculated from CEB's Global Labor Market Data, 2012.

Source: CEB, Global Labor Market Survey, Q3 2012, CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

In Asia, switching premium expectations are high even for executives with a strong desire to leave their current organizations.

EVEN EXECUTIVES WITH HIGH INTENT TO LEAVE COMMAND A HIGH PRICE TO SWITCH

Switching Premium¹ Expectations by Asia-Based Executives' Intent to Leave²



n = 771.

¹ CEB defines job switching premium as the expected percent change in the employee's current total compensation for him or her to switch to a new employer. Asia calculation includes Southeast Asia, India, and China.

² Percentage of leaders with high, average, and low intent to leave with their current organization over the next 12 months.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Understanding the
Realities of the
Market for Executive
Talent in Asia

- Why is executive talent in Asia in such high demand?
- How difficult is it to retain executive talent in Asia?
- How expensive is it to attract Asia-based executives?

Understanding
Executive
Employment
Preferences in Asia

- What do Asia-based executives want in an employment offer?
- How do these preferences vary across regions (within Asia and beyond)?
- How do these preferences vary across demographic segments?

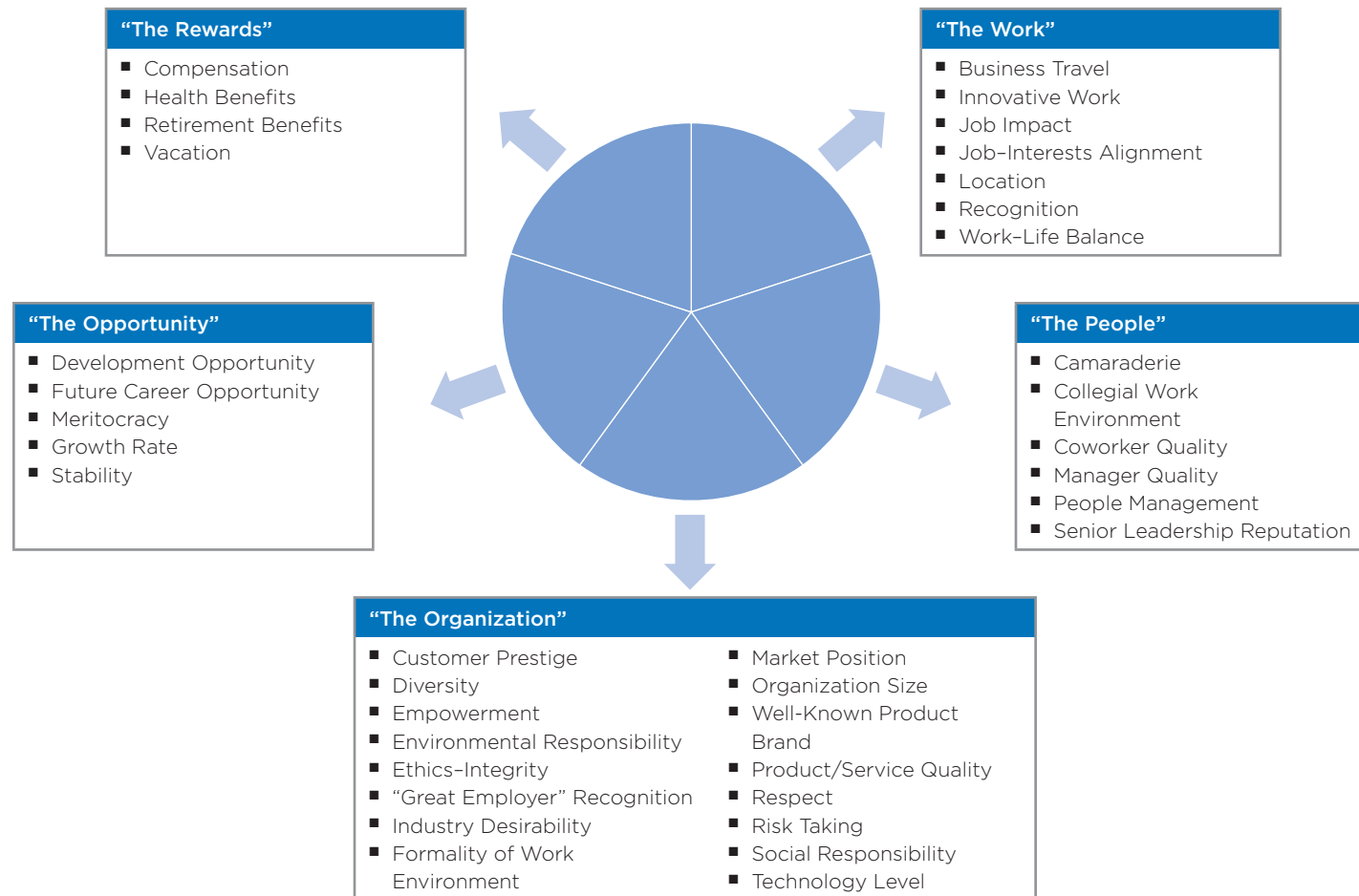
Understanding
Executive Mobility
in Asia

- How willing are Asia-based executives to move within and between countries?
- How likely are Asia-based executives to move across job functions?
- How do mobility preferences vary across regions and functions?

CEB'S EMPLOYMENT VALUE PROPOSITION (EVP) MODEL DEFINED

CEB's EVP Framework

The set of attributes that the labor market and employees perceive as the value they gain through employment with the rest of the organization; an effective EVP extends the organization's reach in the labor market and builds current employees' commitment to the organization.

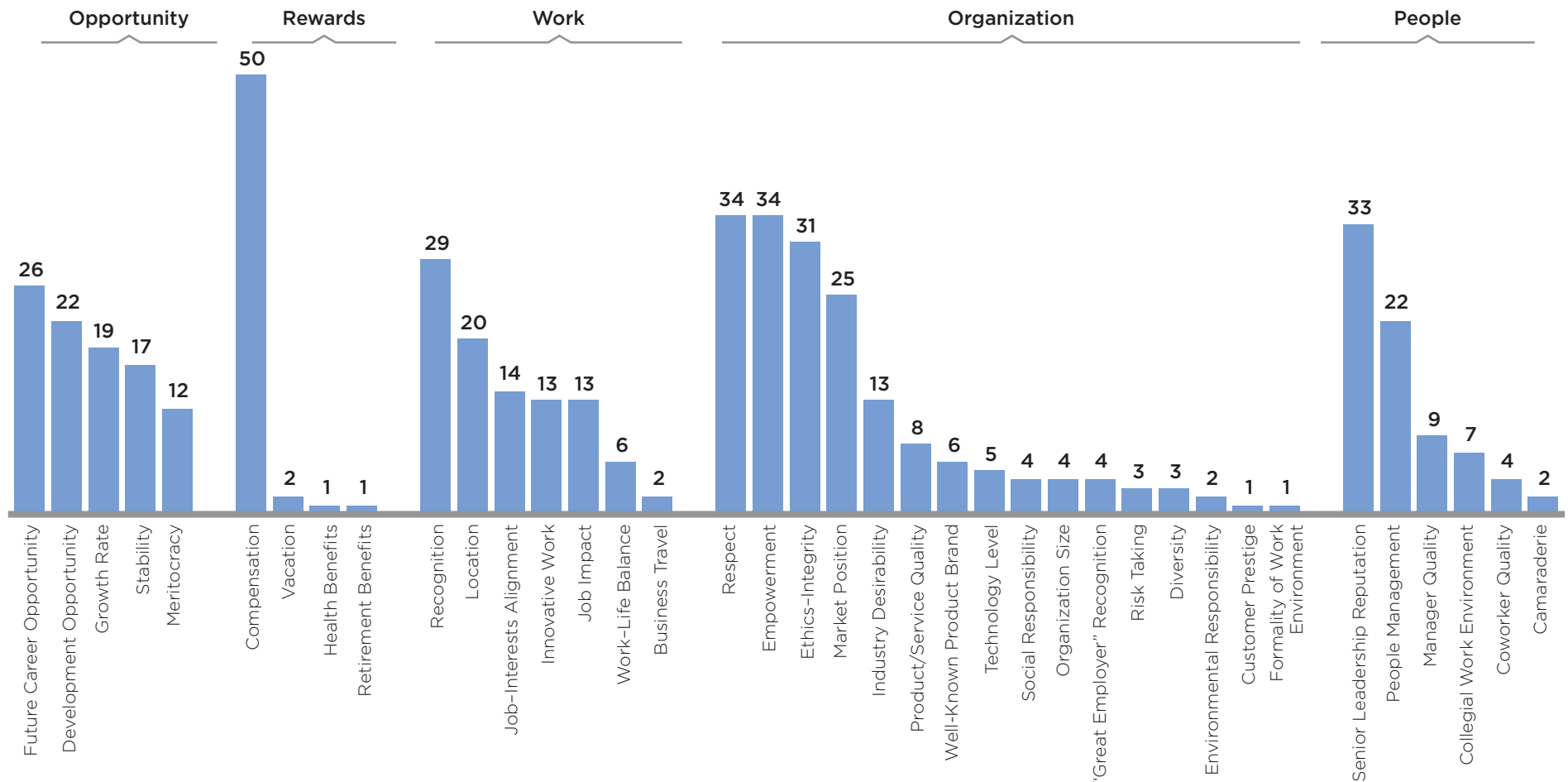


Note: Building on existing academic and business research, business news, organization and employment websites, and more than 100 member interviews, CEB distilled the EVP into 38 representative attributes. These attributes are composed of five EVP attribute groupings that together define an organization's EVP. See appendix on page 28 for more details on the EVP model.

BEYOND COMPENSATION, LEADERS IN ASIA SEEK EMPOWERING ORGANIZATIONS WITH SOLID LEADERSHIP REPUTATIONS

EVP Drivers of Attraction for Leaders in Asia

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 771 leaders in Asia.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

PAY, LEADERSHIP BRAND, AND RECOGNITION VALUED MORE BY LEADERS IN ASIA

Top 10 EVP Drivers of Attraction for Leaders in Asia

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

■ Attributes that significantly vary for Leaders in Asia (relative to leaders in the Rest of the World¹)

Rank	Rest of the World ² Leaders	Leaders in Asia	Leaders in China	Leaders in Hong Kong	Leaders in India	Leaders in Singapore
1	Compensation (44%)	Compensation (50%) ↑	Compensation (48%)	Compensation (54%) ↑	Compensation (47%)	Compensation (53%) ↑
2	Ethics-Integrity (35%)	Respect (34%)	Respect (39%) ↑	Respect (35%)	Ethics-Integrity (45%) ↑	Empowerment (37%) ↑
3	Respect (34%)	Empowerment (34%)	Future Career Opportunity (31%) ↑	Senior Leadership Reputation (29%) ↑	Empowerment (38%) ↑	People Management (33%) ↑
4	Empowerment (32%)	Senior Leadership Reputation (33%) ↑	Empowerment (30%)	Recognition (28%) ↑	Respect (38%)	Respect (30%)
5	Development Opportunity (27%)	Ethics-Integrity (31%)	Market Position (29%) ↑	Development Opportunity (27%)	Senior Leadership Reputation (37%) ↑	Senior Leadership Reputation (30%) ↑
6	Future Career Opportunity (26%)	Recognition (29%) ↑	Senior Leadership Reputation (28%)	Ethics-Integrity (27%) ↓	Future Career Opportunity (32%) ↑	Ethics-Integrity (28%) ↓
7	Market Position (24%)	Future Career Opportunity (26%)	Recognition (28%) ↑	Empowerment (25%) ↓	Recognition (27%) ↑	Development Opportunity (23%)
8	Senior Leadership Reputation (24%)	Market Position (25%)	Development Opportunity (25%)	Future Career Opportunity (24%)	Growth Rate (22%)	Future Career Opportunity (22%)
9	Location (22%)	Development Opportunity (22%) ↓	Location (21%)	Market Position (23%)	Stability (20%)	Recognition (21%)
10	People Management (20%)	People Management (22%)	Growth Rate (21%)	Location (23%)	Market Position (20%)	Market Position (21%)

n = 105 (rest of the world); 771 (Asia); 233 (China); 171 (Hong Kong); 183 (India); 132 (Singapore).

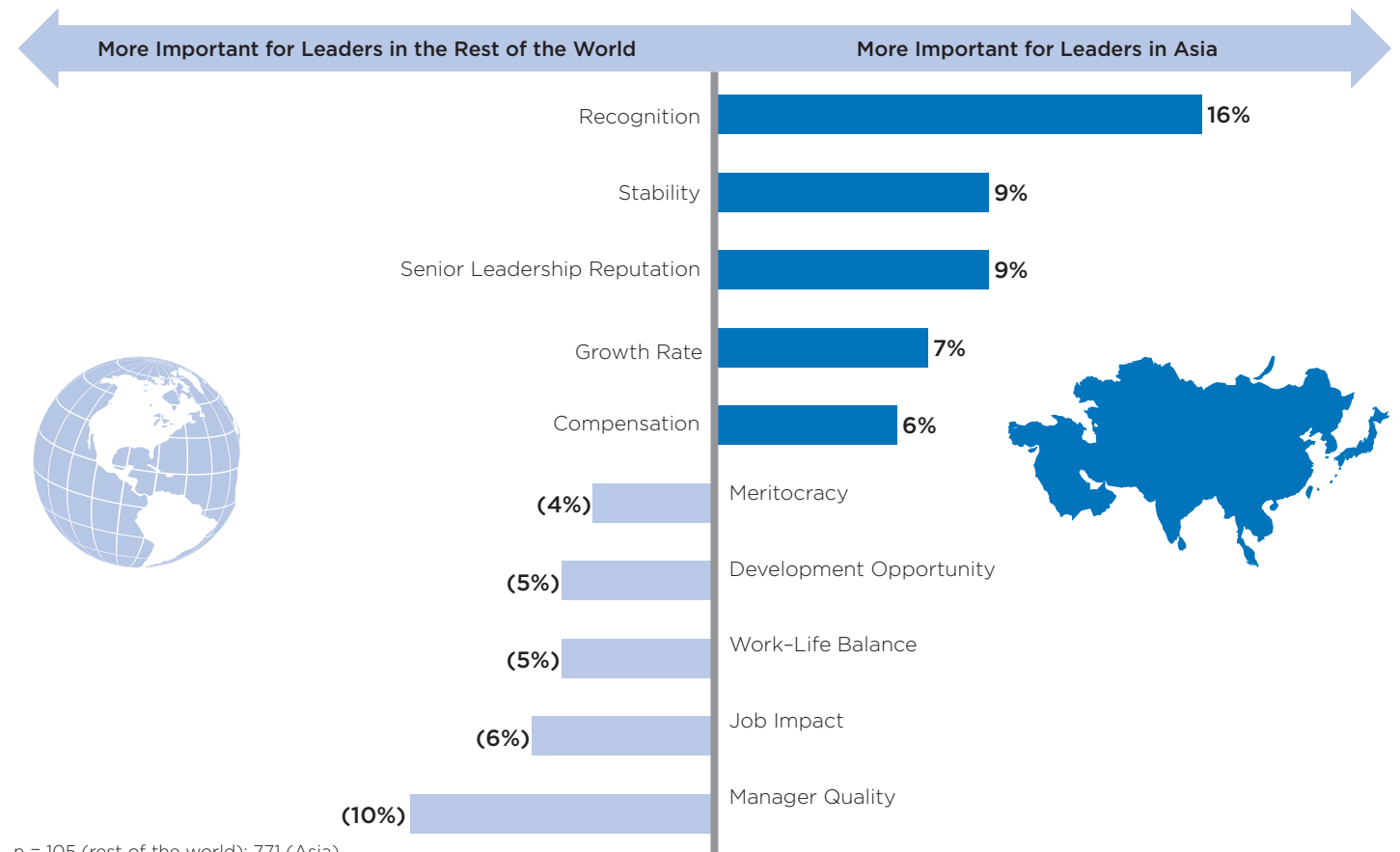
¹ Plus or minus five percentage points difference from the average for leaders in the rest of the world.

² Rest of the world includes responses from Australia, New Zealand, Europe, Middle East, Africa, and North and South America.

In comparison to leaders outside of Asia, leaders in Asia place greater emphasis on recognition, organizational stability, and leadership brand; these same leaders focus for less on the quality of their managers.

RECOGNITION AND STABILITY MATTER MORE TO EXECUTIVES IN ASIA; MANAGER QUALITY MATTERS MUCH LESS

EVP Drivers of Attraction: Differences Between Leaders in Asia and the Rest of the World¹
Difference in Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 105 (rest of the world); 771 (Asia).

¹ Rest of the world includes responses from Australia, New Zealand, Europe, Middle East, Africa, and North and South America.

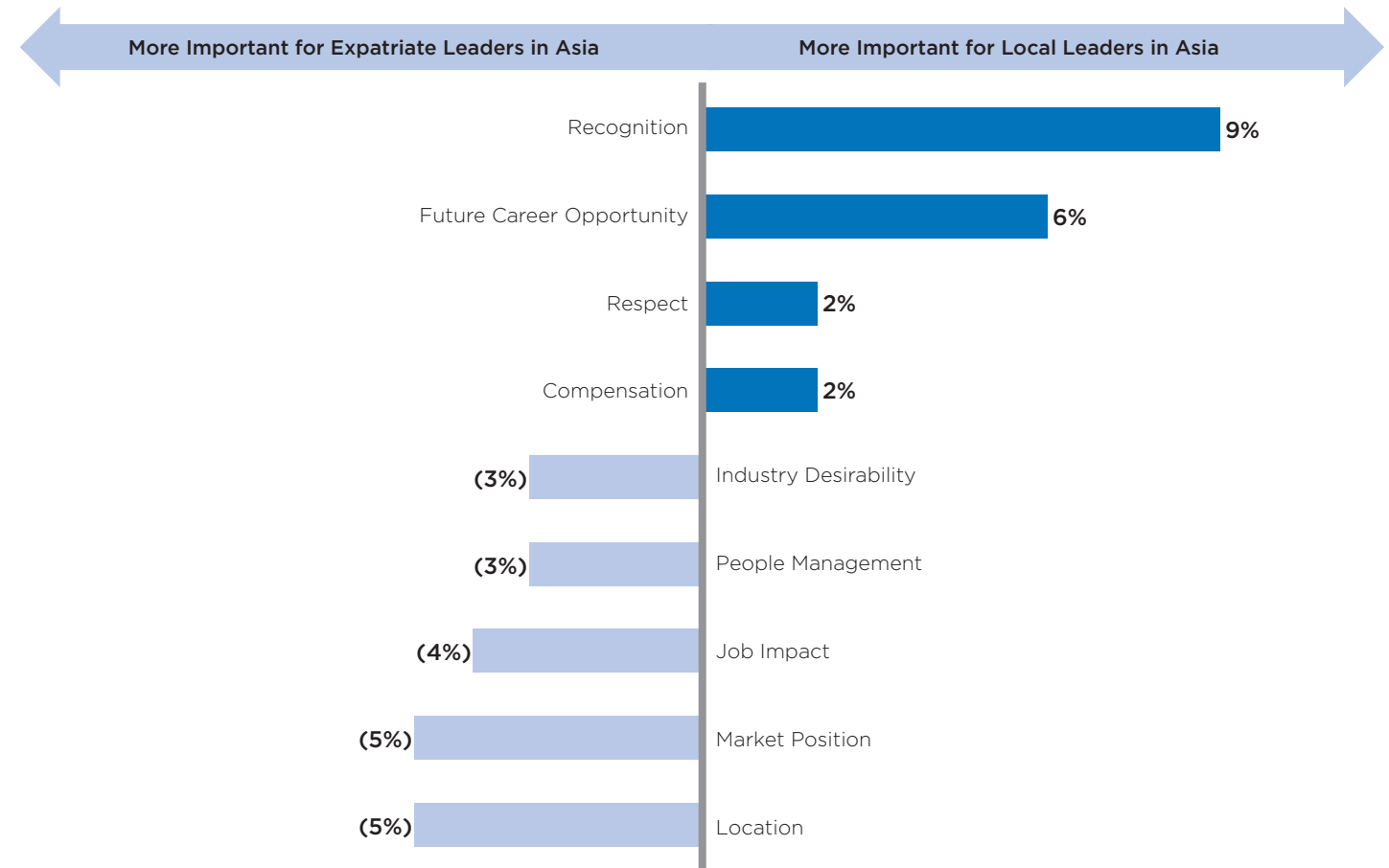
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Relative to expatriates leaders in Asia, local leaders in Asia place greater emphasis on recognition and future career opportunity. Unsurprisingly, expatriates place relatively greater value on a potential employer's location and market position.

LOCAL LEADERS MORE EAGER FOR RECOGNITION AND CAREER GROWTH

EVP Drivers of Attraction: Differences Between Local and Expatriate Leaders in Asia

Difference in Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 271 (expatriates); 427 (local leaders).

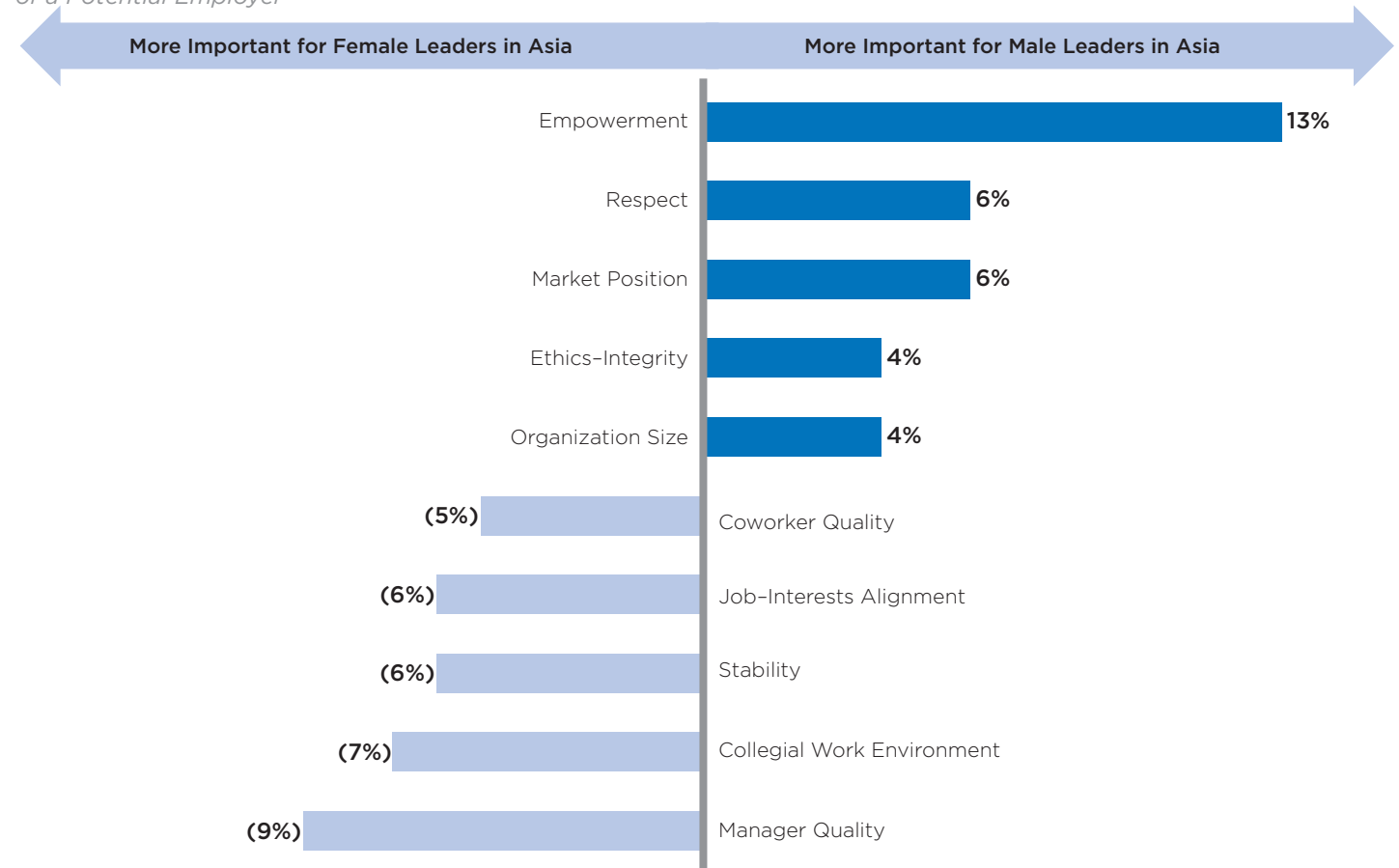
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Female leaders in Asia value their prospective manager's quality and collegial work environment more than their male peers. Empowerment, respect at work, and market position matter significantly more to male leaders.

GOOD MANAGERS AND TEAM ENVIRONMENT VALUED MORE BY FEMALE LEADERS, IN ASIA; MEN FOCUS ON EMPOWERMENT

EVP Drivers of Attraction: Difference Between Male and Female Leaders in Asia

Difference in Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 883 (male leaders in Asia); 161 (female leaders in Asia).

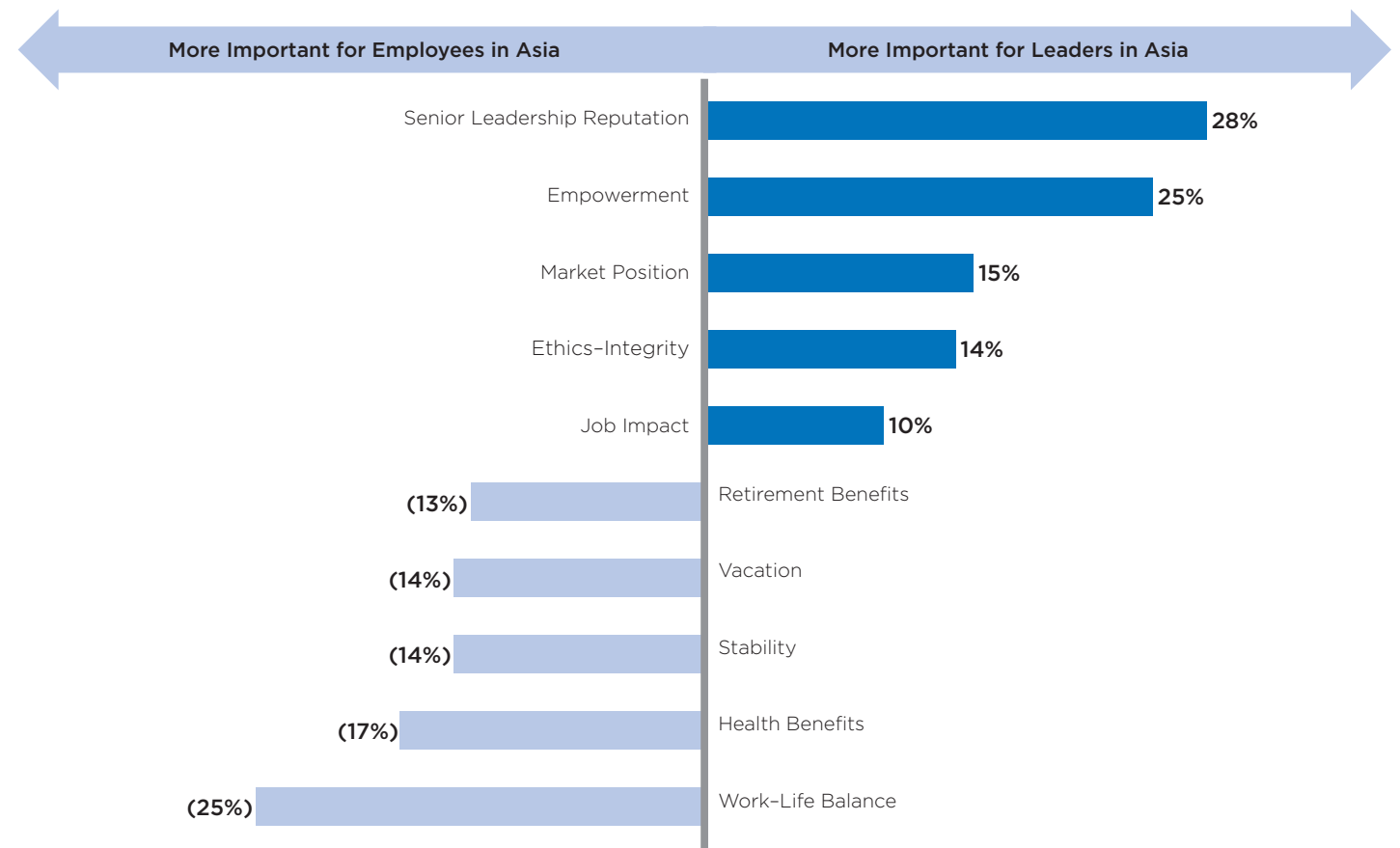
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Compared with employees in non-leadership roles, leaders in Asia place for greater emphasis on senior leadership reputation, empowerment, ethics-integrity and job impact. “Hygienic” EVP elements—such as benefits (retirement, health, vacation) and work-life balance—matter much more to employees than to leaders.

DIFFERENT LEVELS, DIFFERENT PREFERENCES

EVP Drivers of Attraction: Difference Between Employees in Asia and Leaders in Asia

Difference in Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 4,445 (employees in Asia); 771 (leaders in Asia).

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012; CEB, Global Labor Market Survey, Q3 2012.

Understanding the Realities of the Market for Executive Talent in Asia

- Why is executive talent in Asia in such high demand?
- How difficult is it to retain executive talent in Asia?
- How expensive is it to attract Asia-based executives?

Understanding Executive Employment Preferences in Asia

- What do Asia-based executives want in an employment offer?
- How do these preferences vary across regions (within Asia and beyond)?
- How do these preferences vary across demographic segments?

Understanding Executive Mobility in Asia

- How willing are Asia-based executives to move within and between countries?
- How likely are Asia-based executives to move across job functions?
- How do mobility preferences vary across regions and functions?

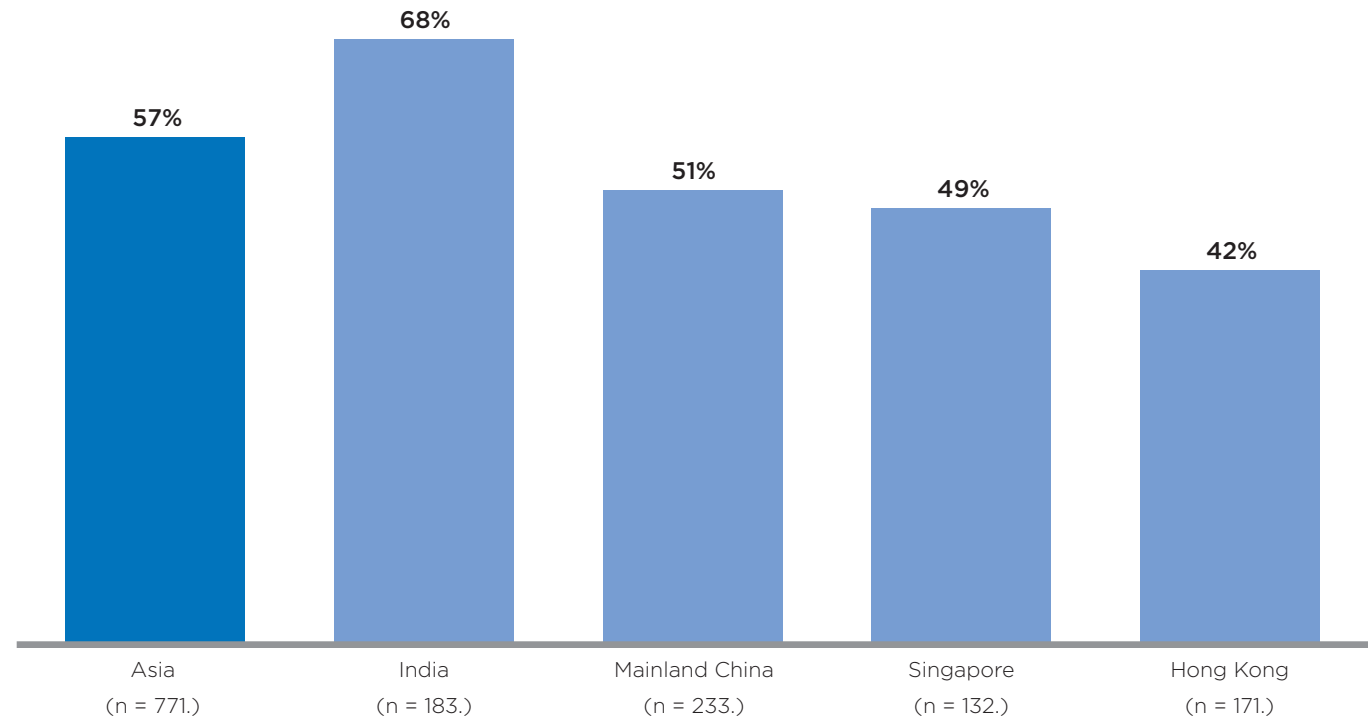
More than 50% of leaders across Asia are willing to relocate internationally.

- Notably, leaders in India are especially willing to consider a new role in a new country.

GO BEYOND BORDERS TO SOURCE TOP LEADERSHIP TALENT IN ASIA

Leaders' Preference for International Mobility

Percentage of Leaders Who "Agree" or "Strongly Agree"



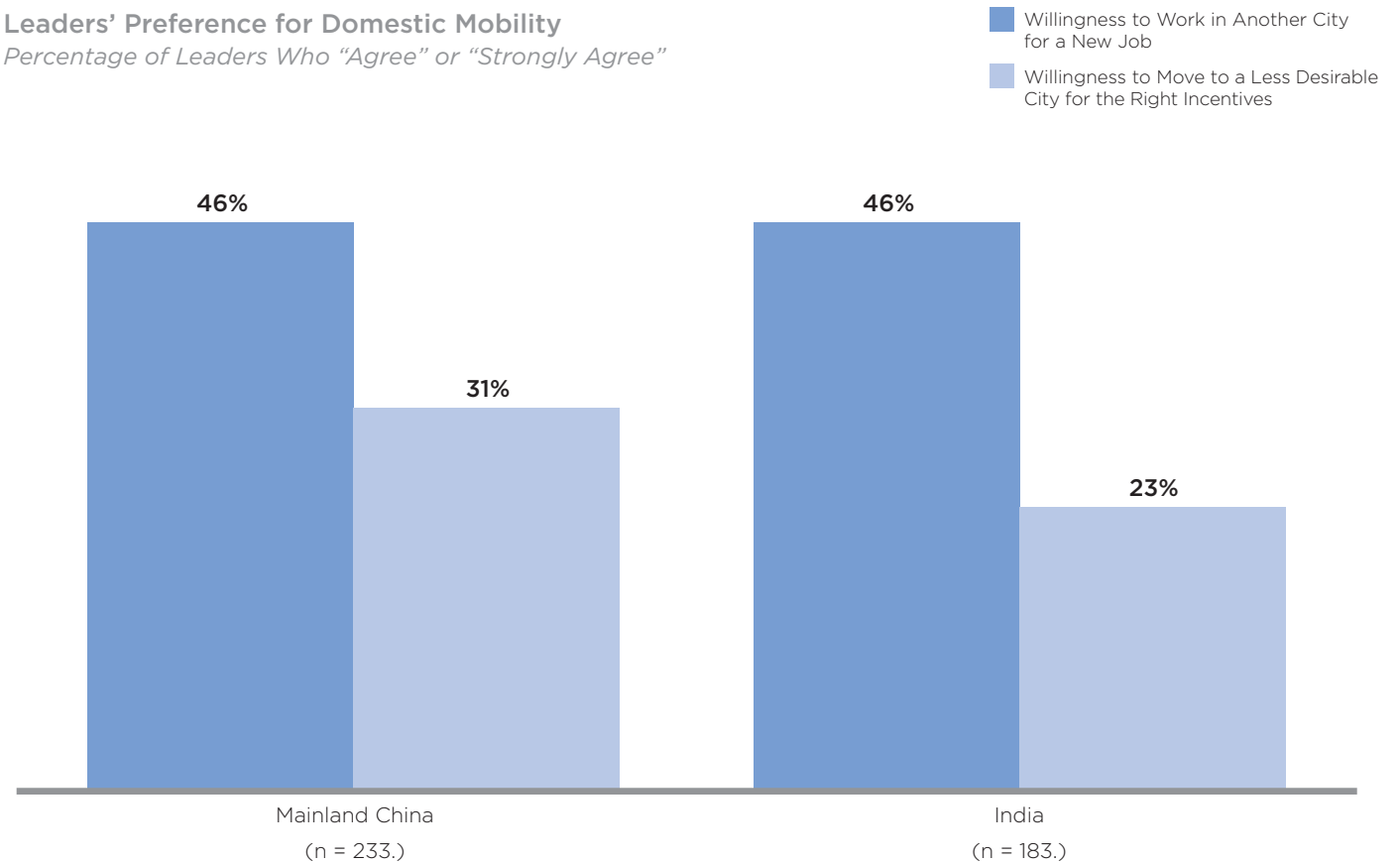
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Nearly 50% of leaders in India and China show strong receptivity to the option of moving to different cities within the same country for new jobs.

- That said, this “receptivity to relocate” falls dramatically when leaders are confronted with the option of relocating to a less desirable city. Nearly a third of leaders are willing move to a less desirable location but with right incentives.

LEADERS IN INDIA, CHINA OPEN TO RELOCATING (TO DESIRABLE) CITIES

Leaders’ Preference for Domestic Mobility
Percentage of Leaders Who “Agree” or “Strongly Agree”

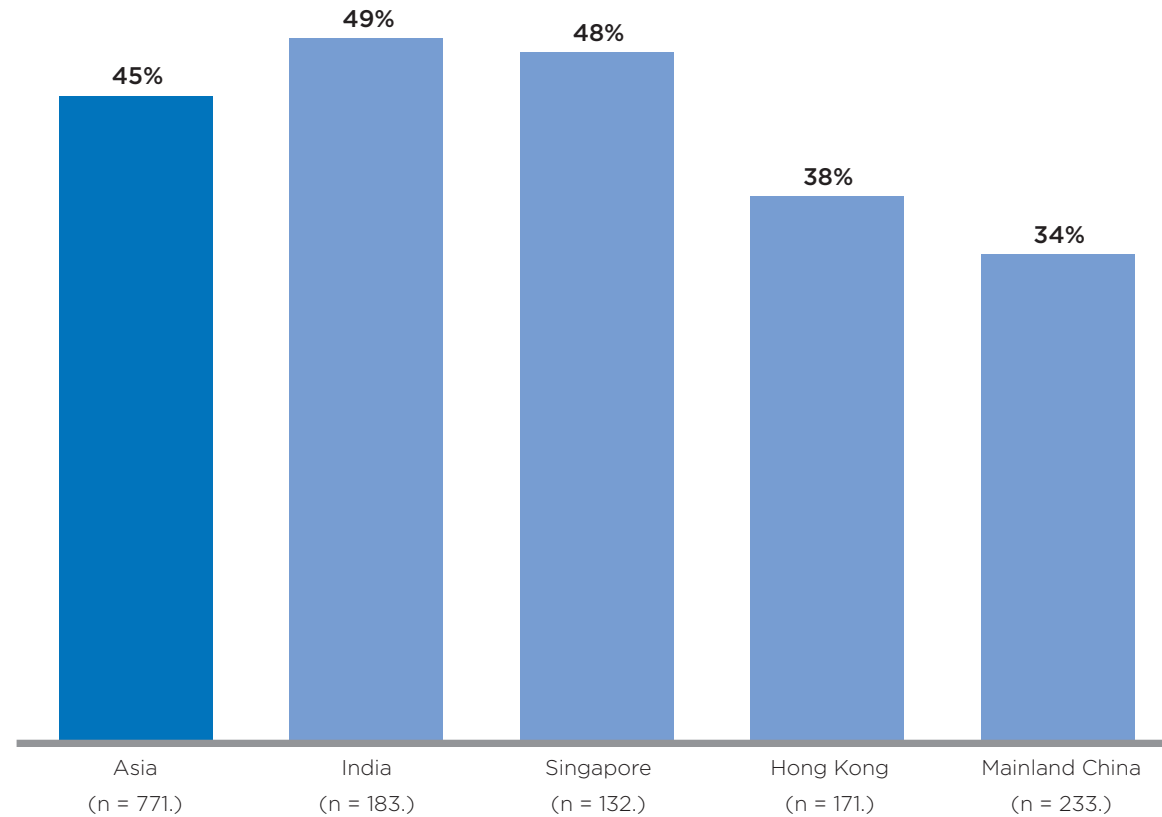


Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

Close to 50% of leaders in Asia are willing to work in a different professional function.

LEADERS IN ASIA NOTABLY WILLING TO SWITCH PROFESSIONAL FUNCTIONS

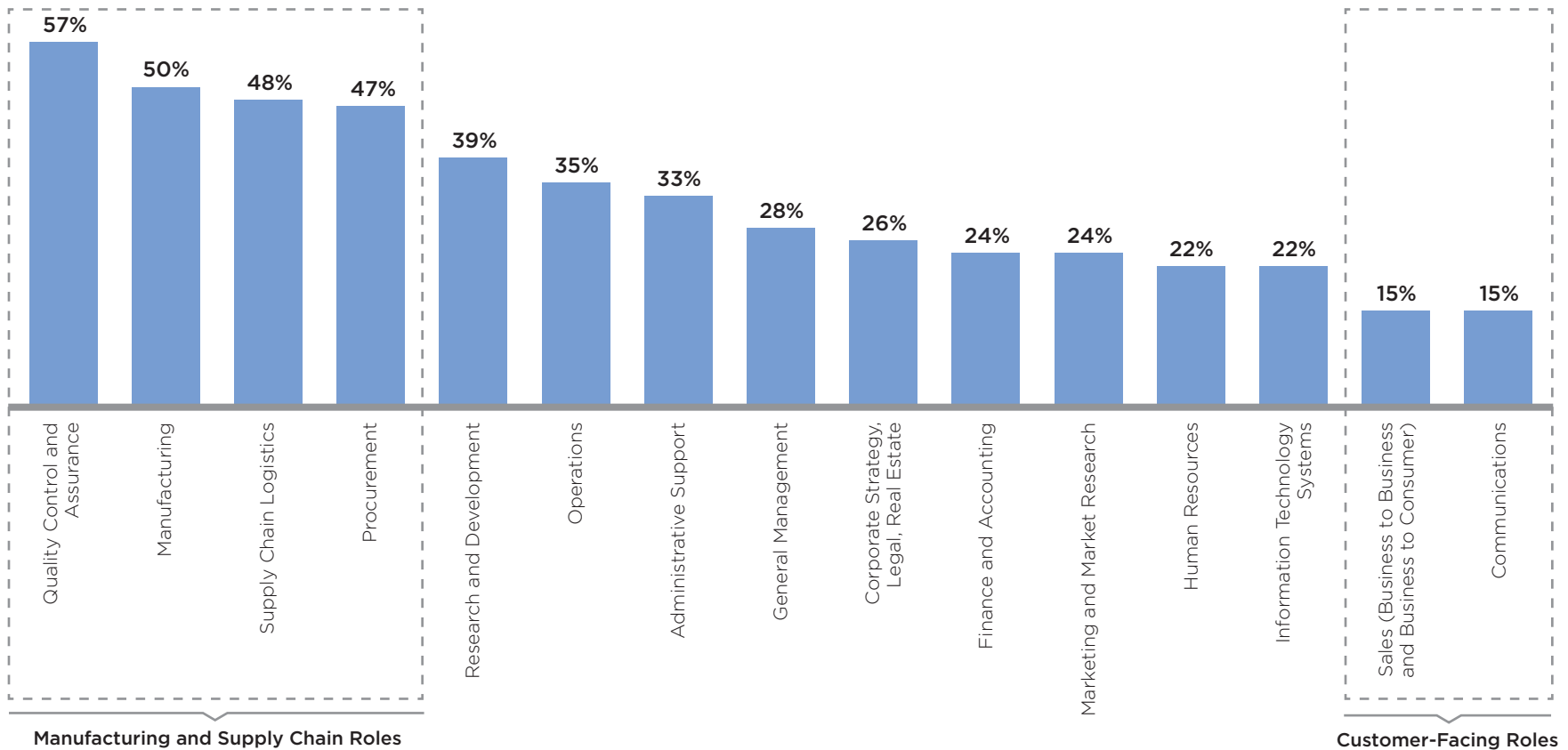
Receptivity to Working in a Different Function
Percentage of Leaders Who "Agree" or "Strongly Agree"



Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

WILLINGNESS TO SWITCH FUNCTIONS ESPECIALLY STRONG IN SUPPLY CHAIN LEADERS (AND WEAK IN SALES AND COMMUNICATION EXECUTIVES)

Receptivity to Working in a Different Function by Function
Percentage of Leaders Who "Agree" or "Strongly Agree"



Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

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DEFINITIONS OF EVP ATTRIBUTES

Originally developed in 2006, CEB's EVP model consists of 38 attributes that drive attraction and retention.

- A master list of more than 200 employment characteristics was compiled and evaluated for similarity, distinctiveness, universality, and overall ratability, leading to the consolidated list of 38 attributes.
- These attributes can be grouped into five categories: rewards, opportunity, organization, work, and people.

Attribute's Name	Definition
Business Travel	The amount of out-of-town business travel required by the job
Camaraderie	Whether working for the organization provides opportunities to socialize with other employees
Collegial Work Environment	Whether the work environment is team oriented and collaborative
Compensation	The competitiveness of the job's financial compensation package
Coworker Quality	The quality of the coworkers in the organization
Customer Reputation	The reputation of the clients and customers served in performing the job
Development Opportunities	The developmental and educational opportunities provided by the job and organization
Diversity	The organization's level of commitment to having a diverse workforce
Empowerment	The level of involvement employees have in decisions that affect their job and career
Environmental Responsibility	The organization's level of commitment to environmental health and sustainability
Ethics-Integrity	The organization's commitment to ethics and integrity
Informal Work Environment	Whether the work environment is formal or informal
Future Career Opportunities	Future career opportunities provided by the organization
"Great Employer" Recognition	Whether or not the organization's reputation as an employer has been recognized by a third-party organization
Organizational Growth Rate	The growth rate of the organization's business
Health Benefits	The comprehensiveness of the organization's health benefits
Industry	The desirability of the organization's industry to the respondent
Innovation	The opportunity provided by the job to work on innovative, leading-edge projects
Job-Interests Alignment	Whether the job responsibilities match your interests

DEFINITIONS OF EVP ATTRIBUTES (CONTINUED)

Attribute's Name	Definition
Job Impact	The level of impact the job has on outcomes
Location	The location of the jobs the organization offers
Manager Quality	The quality of the organization's managers
Market Position	The competitive position the organization holds in its market(s)
Meritocracy	Whether employees are rewarded and promoted based on their achievements
Organization Size	The size of the organization's workforce
Organizational Stability	The level of stability of the organization and the job
People Management	The organization's reputation for managing people
Product Brand Awareness	The level of awareness in the marketplace for the product's brand
Product/Service Quality	The organization's product or service quality reputation
Recognition	The amount of recognition provided to employees by the organization
Respect	The degree of respect the organization shows employees
Retirement Benefits	The comprehensiveness of the organization's retirement benefits
Risk Taking	The amount of risk the organization encourages employees to take
Senior Leadership Reputation	The quality of the organization's senior leadership
Social Responsibility	The organization's level of commitment to social responsibility (e.g., community service, philanthropy)
Technology Level	The extent to which the organization invests in modern technology and equipment
Vacation	The amount of holiday or vacation time employees earn annually
Work-Life Balance	The extent to which the job allows you to balance your work and other interests

COMPENSATION, RESPECT, AND LEADERSHIP REPUTATION TOP DRIVERS ACROSS INDUSTRIES

Top 10 EVP Drivers of Attraction by Industries

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

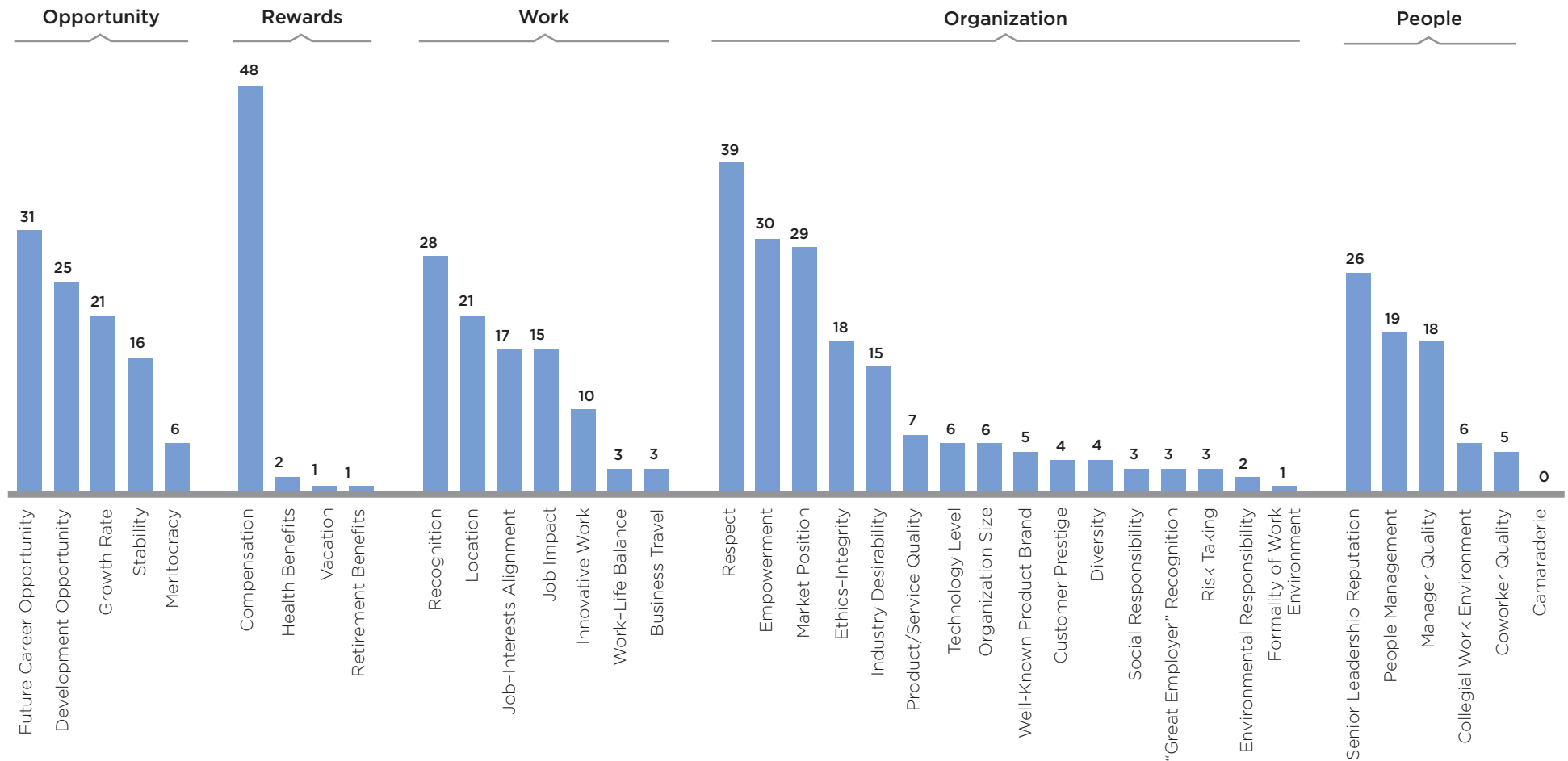
Rank	All Leaders in Asia	Aerospace/Oil and Gas/Chemicals/Utilities	Consumer Goods	Financial Services and Insurance	Retail or Hospitality	Professional Services/Media/Real Estate	Technology
1	Compensation (50%)	Compensation (47%)	Compensation (54%)	Compensation (48%)	Respect (42%)	Compensation (44%)	Compensation (49%)
2	Respect (34%)	Respect (38%)	Empowerment (37%)	Respect (35%)	Compensation (40%)	Senior Leadership Reputation (36%)	Empowerment (32%)
3	Empowerment (34%)	Future Career Opportunity (30%)	Respect (37%)	Senior Leadership Reputation (34%)	Senior Leadership Reputation (28%)	Respect (34%)	Market Position (32%)
4	Senior Leadership Reputation (33%)	Empowerment (30%)	Senior Leadership Reputation (31%)	Empowerment (33%)	Development Opportunity (27%)	Ethics-Integrity (30%)	Respect (30%)
5	Ethics-Integrity (31%)	Senior Leadership Reputation (29%)	Ethics-Integrity (30%)	Ethics-Integrity (30%)	People Management (27%)	Recognition (29%)	Senior Leadership Reputation (28%)
6	Recognition (29%)	Ethics-Integrity (27%)	Recognition (28%)	Recognition (25%)	Empowerment (26%)	Future Career Opportunity (27%)	Future Career Opportunity (27%)
7	Future Career Opportunity (26%)	Market Position (26%)	Future Career Opportunity (27%)	Future Career Opportunity (23%)	Recognition (26%)	Development Opportunity (24%)	Ethics-Integrity (25%)
8	Market Position (25%)	Development Opportunity (25%)	Location (23%)	Location (23%)	Market Position (23%)	Empowerment (22%)	Recognition (24%)
9	Development Opportunity (22%)	Recognition (22%)	Development Opportunity (20%)	Market Position (20%)	Future Career Opportunity (23%)	People Management (20%)	Growth Rate (21%)
10	People Management (22%)	People Management (21%)	Market Position (19%)	Meritocracy (20%)	Growth Rate (22%)	Growth Rate (17%)	People Management (20%)

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

COMPENSATION, RESPECT, AND FUTURE CAREER OPPORTUNITY TOP EVP DRIVERS IN CHINA

EVP Drivers of Attraction: Leaders in China

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



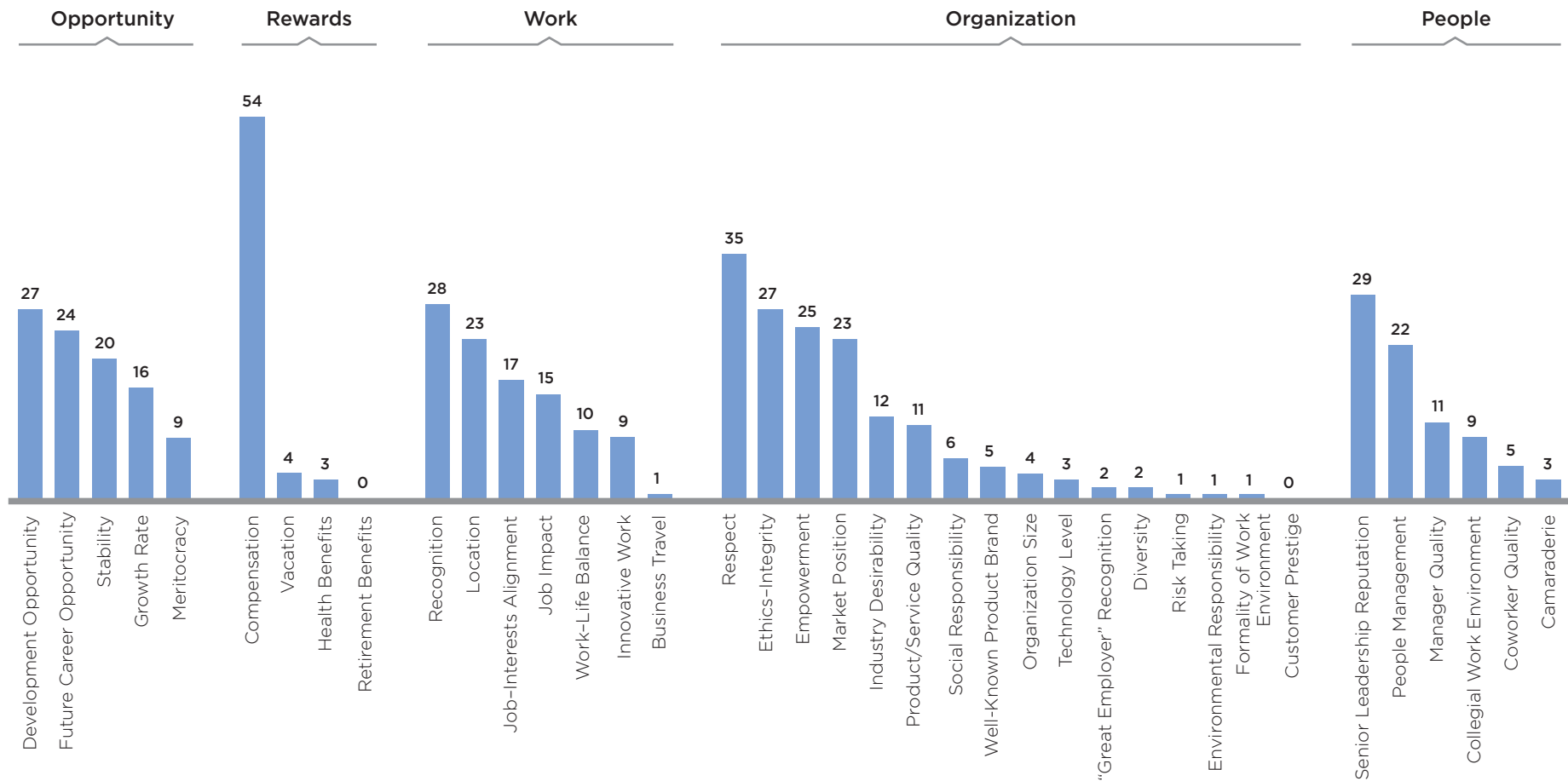
n = 233.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

COMPENSATION, RESPECT, AND SENIOR LEADERS' REPUTATION TOP EVP DRIVERS IN HONG KONG

EVP Drivers of Attraction: Leaders in Hong Kong

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



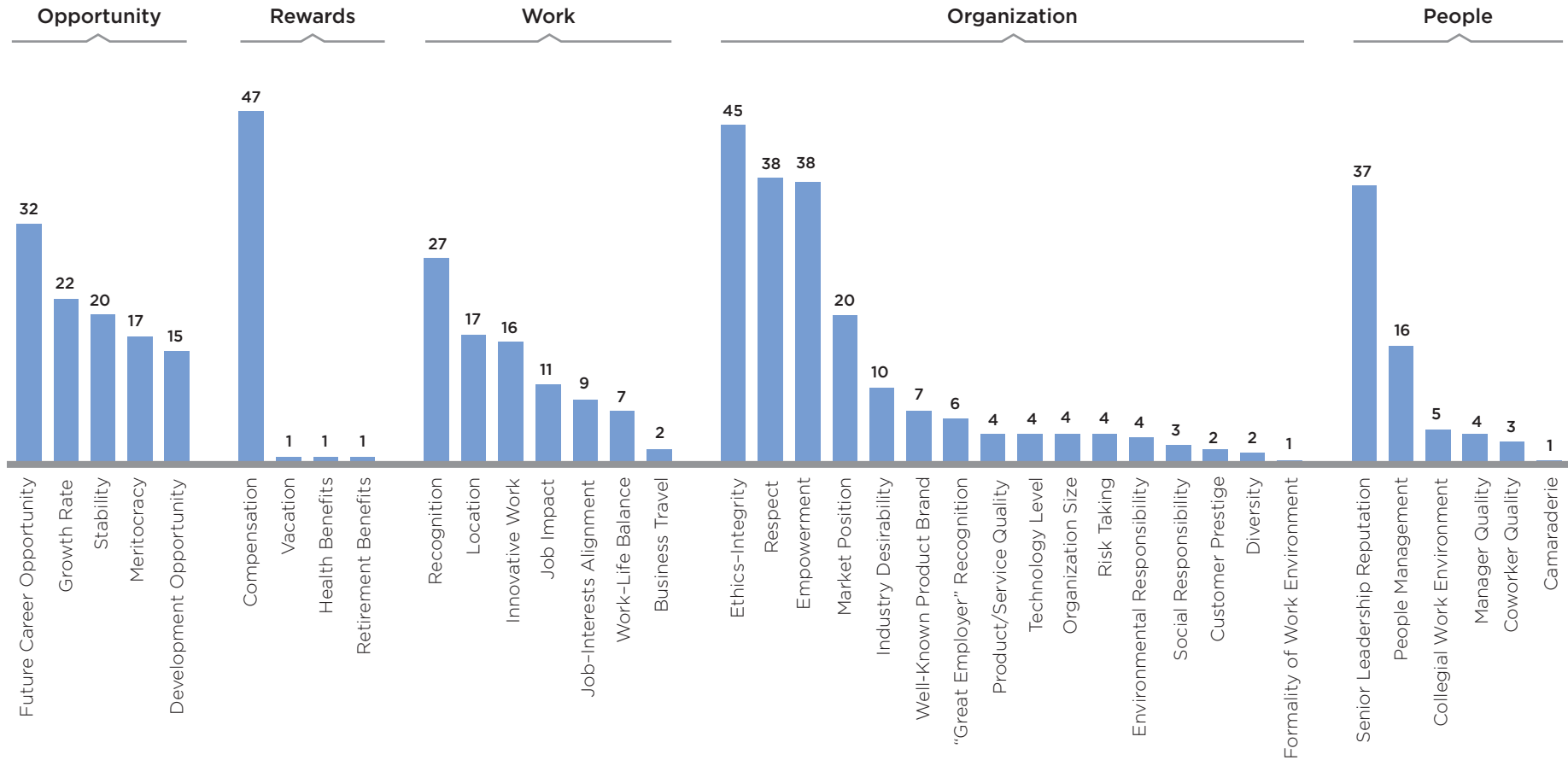
n = 171.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

COMPENSATION, ETHICS-INTEGRITY TOP EVP DRIVERS IN INDIA

EVP Drivers of Attraction: Leaders in India

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



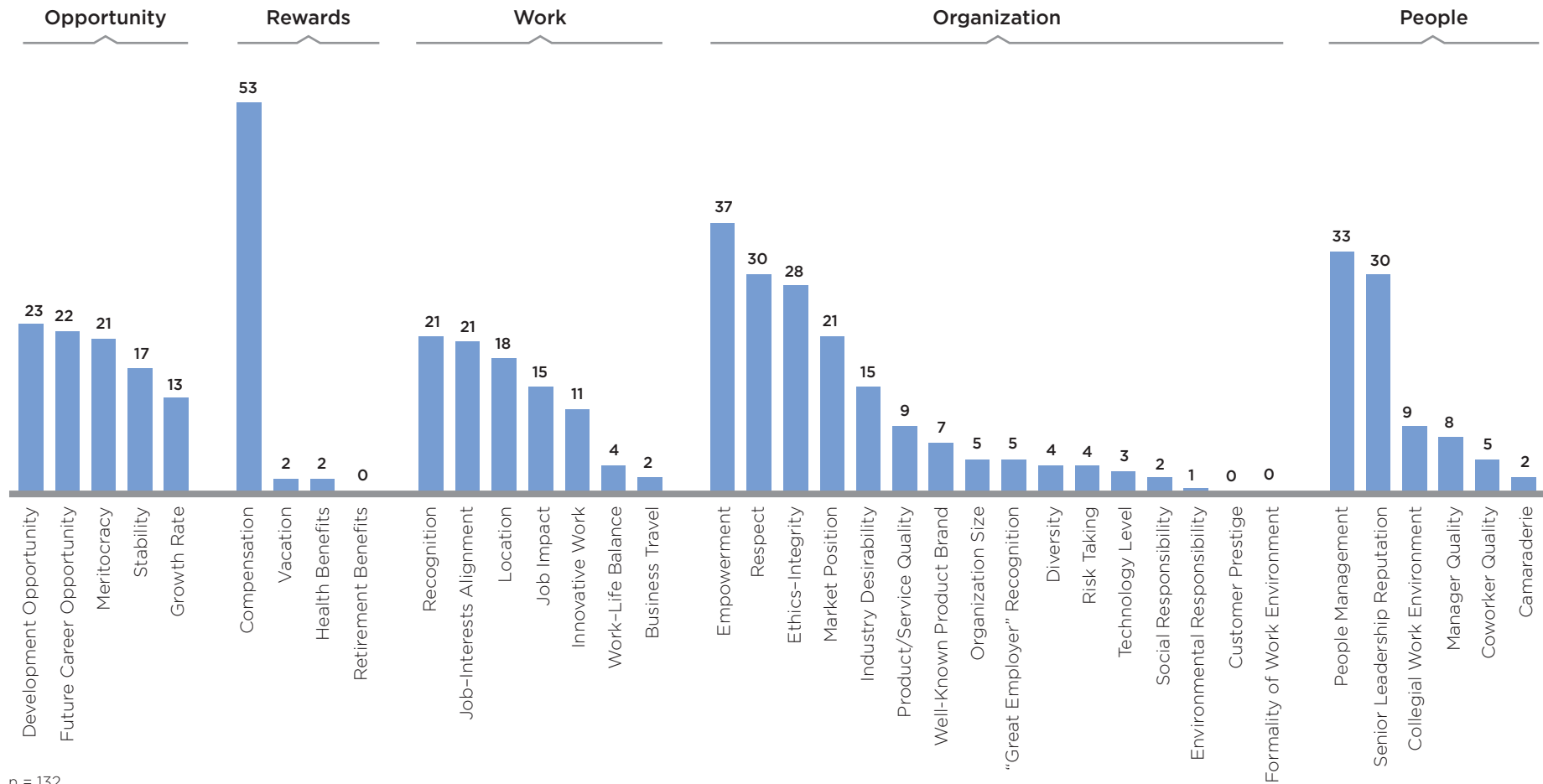
n = 183.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

COMPENSATION, EMPOWERMENT TOP EVP DRIVERS IN SINGAPORE

EVP Drivers of Attraction: Leaders in Singapore

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



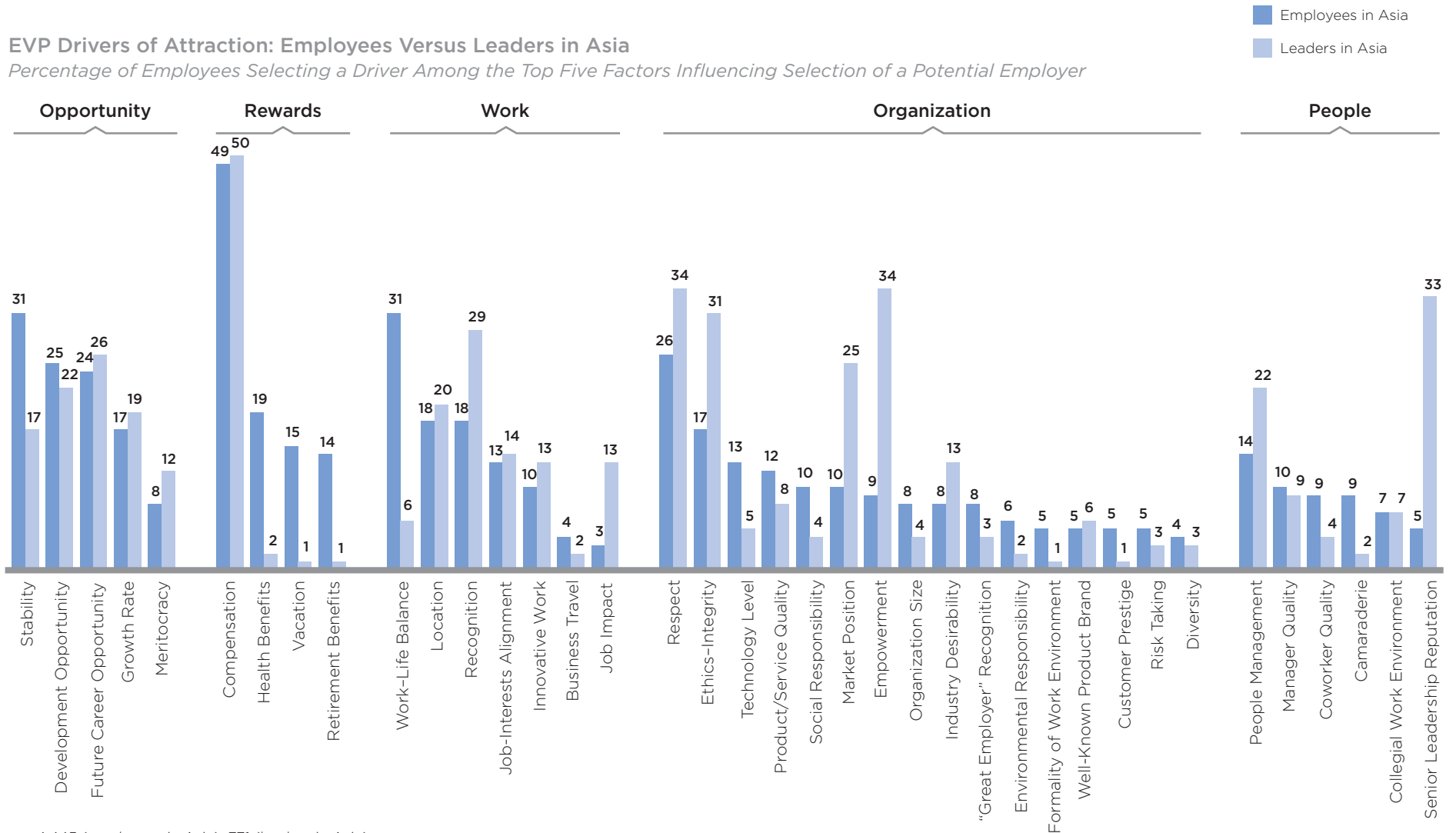
n = 132.

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

LEADERS IN ASIA ATTRACTED BY EMPOWERING ORGANIZATIONS WITH GOOD LEADERSHIP REPUTATION

EVP Drivers of Attraction: Employees Versus Leaders in Asia

Percentage of Employees Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 4,445 (employees in Asia); 771 (leaders in Asia).

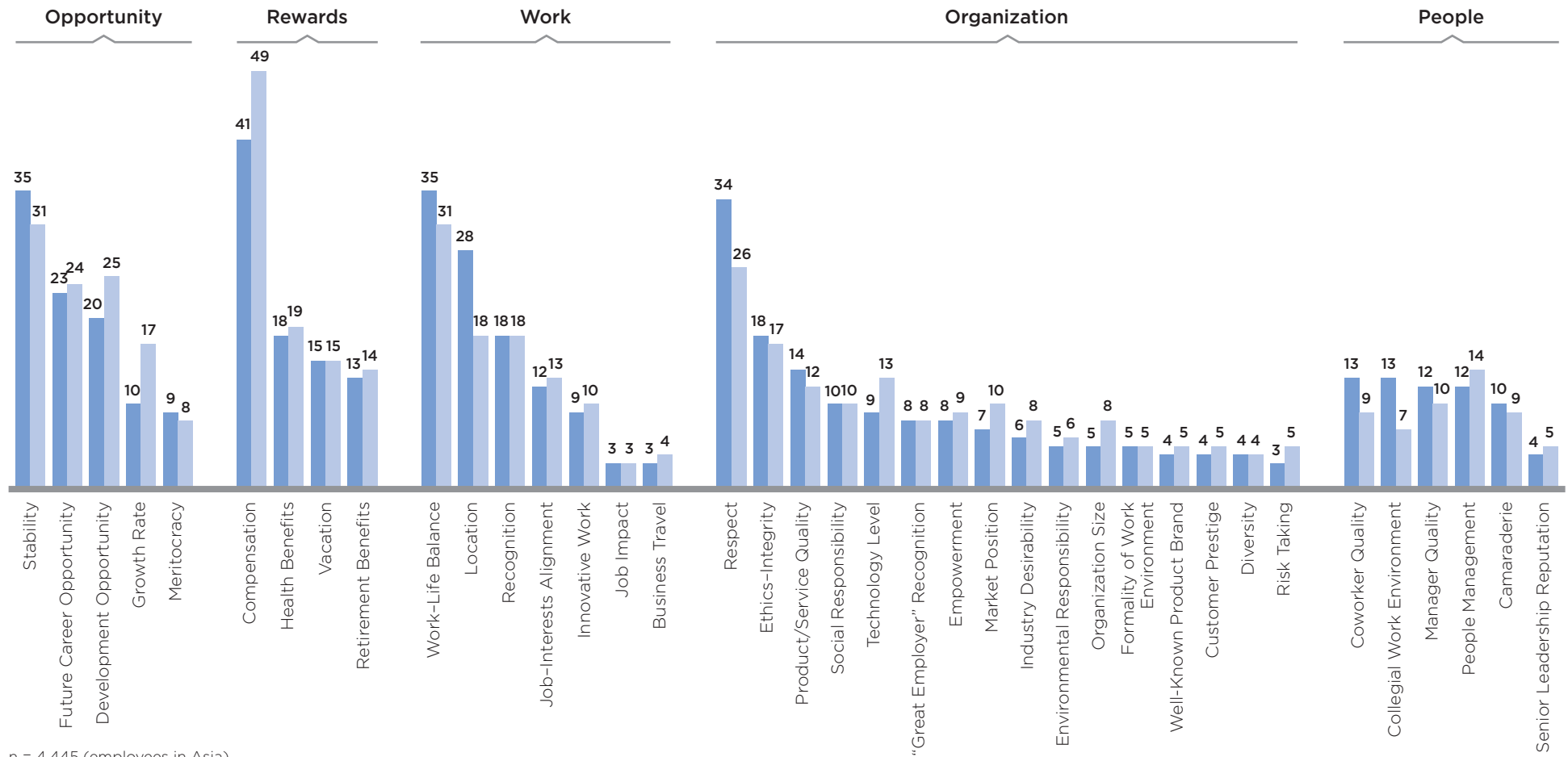
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

EMPLOYEES IN ASIA MORE ATTRACTED BY COMPENSATION AND DEVELOPMENT OPPORTUNITIES THAN THEIR GLOBAL PEERS

EVP Drivers of Attraction: Global Employees Versus Employees in Asia

Percentage of Employees Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

Global Employees
Employees in Asia



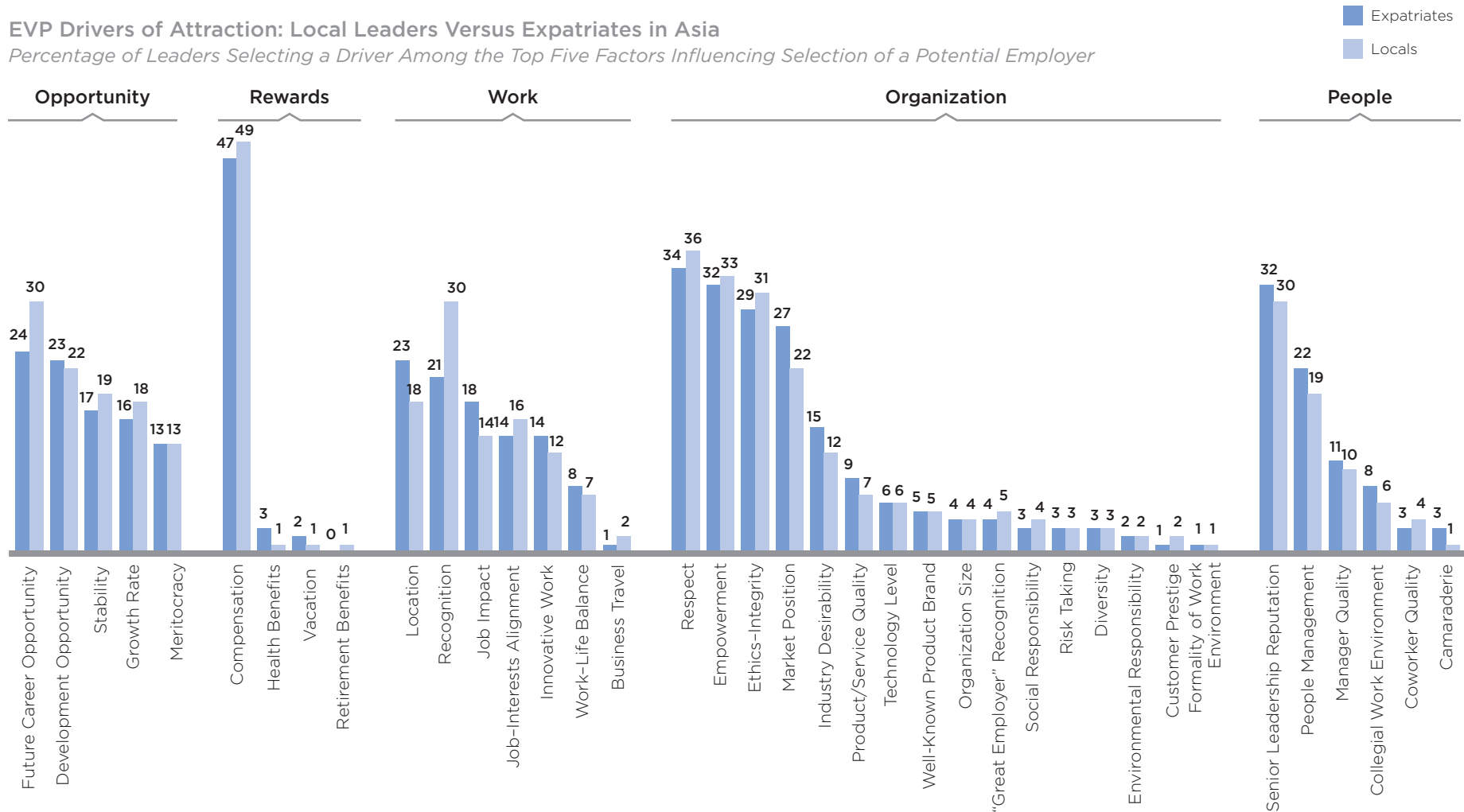
n = 4,445 (employees in Asia).

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

LOCAL LEADERS PREFER FUTURE CAREER OPPORTUNITIES AND RECOGNITION; EXPATRIATES PREFER LOCATION AND MARKET POSITION

EVP Drivers of Attraction: Local Leaders Versus Expatriates in Asia

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 271 (expatriates); 427 (locals).

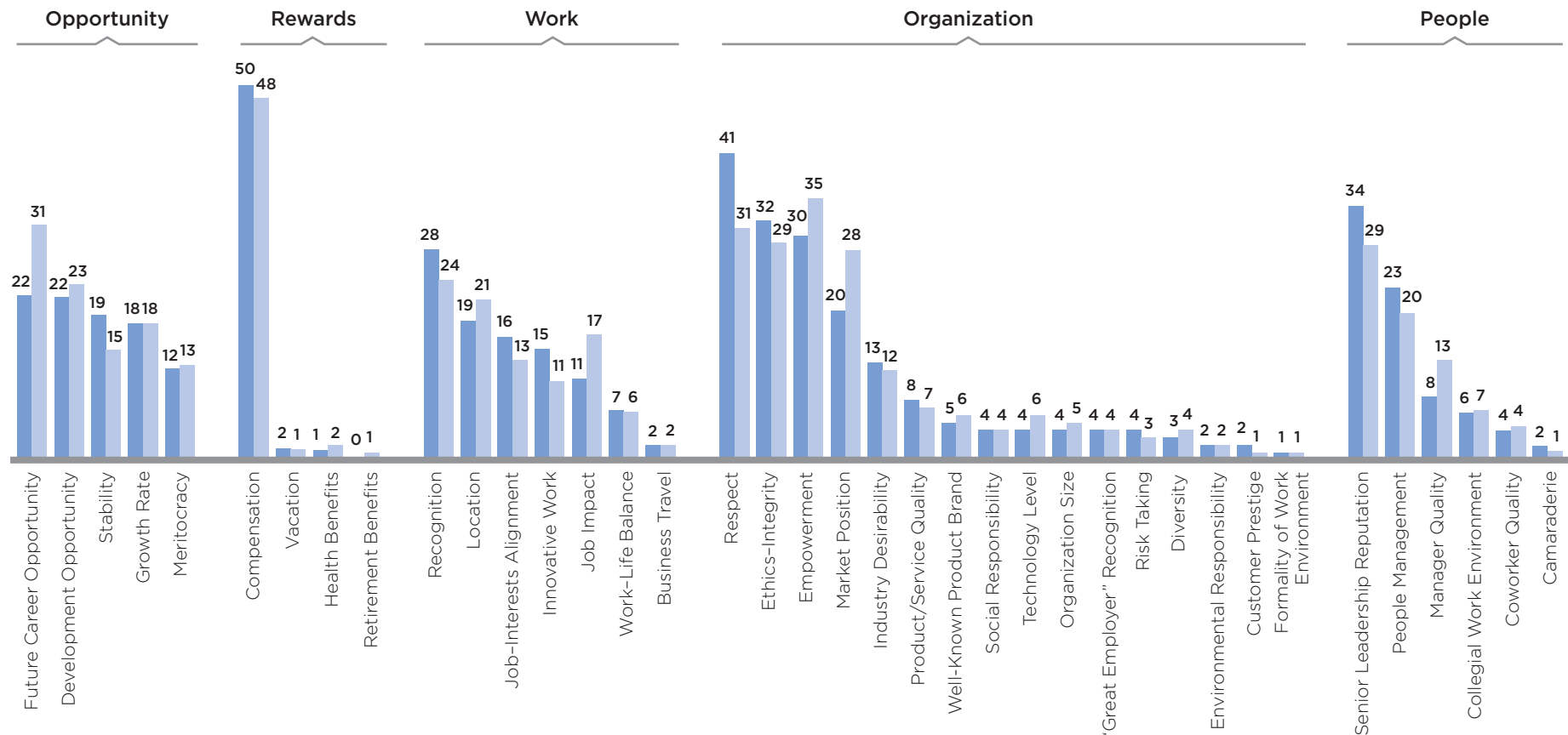
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

LEADERS IN WMNCs EMPHASIZE MORE ON CAREER OPPORTUNITIES AND MARKET POSITION

EVP Drivers of Attraction: Leaders in Domestic Firms Versus WMNCs

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

Leaders at Domestic Organizations
Leaders at a WMNCs



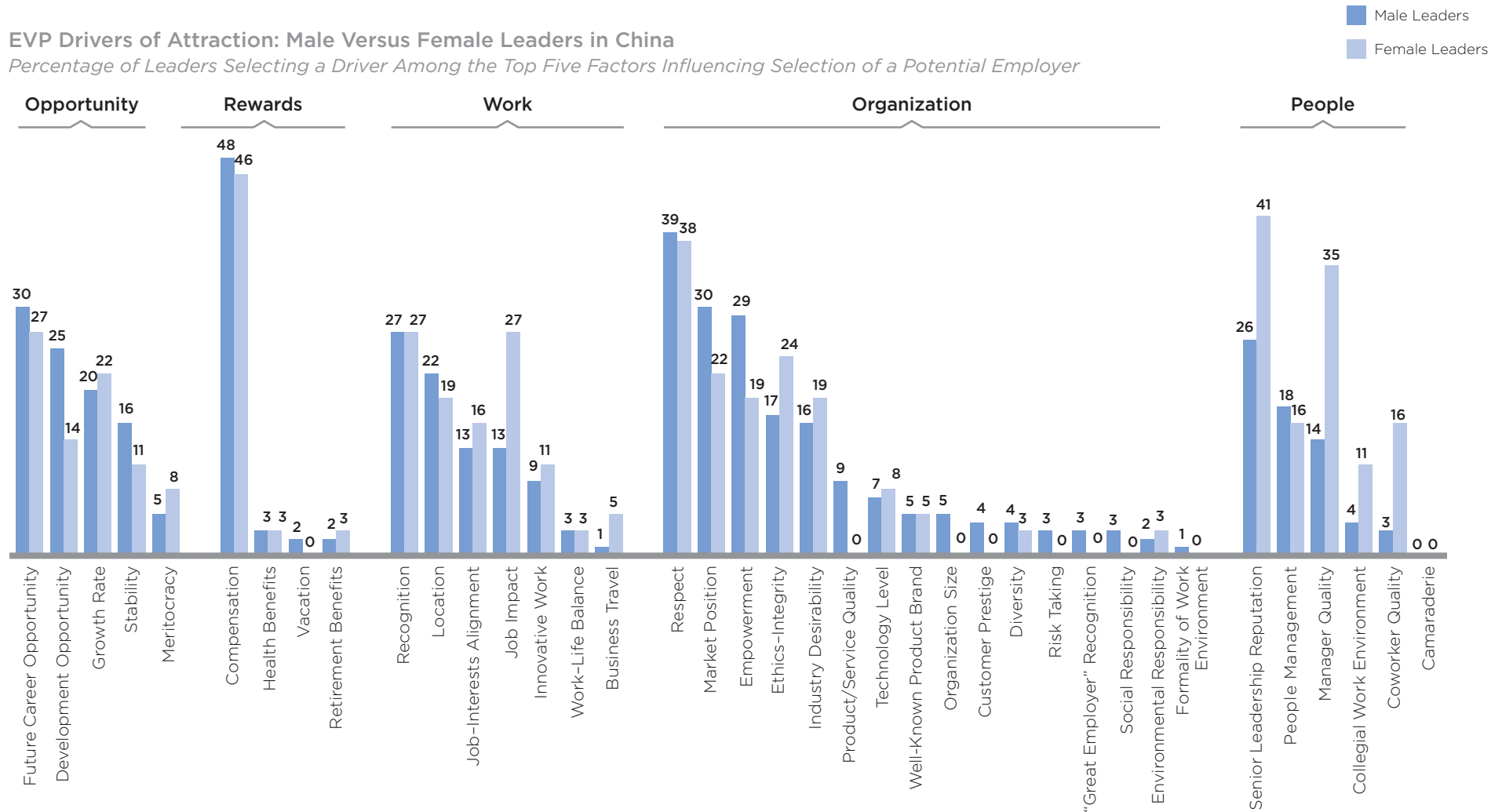
n = 102 (leaders at domestic firms); 284 (leaders at WMNCs).

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

FEMALE LEADERS IN CHINA VALUE MANAGER QUALITY AND LEADERSHIP REPUTATION MORE; MALE LEADERS PREFER DEVELOPMENT OPPORTUNITY

EVP Drivers of Attraction: Male Versus Female Leaders in China

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer



n = 260 (male leaders); 51 (female leaders).

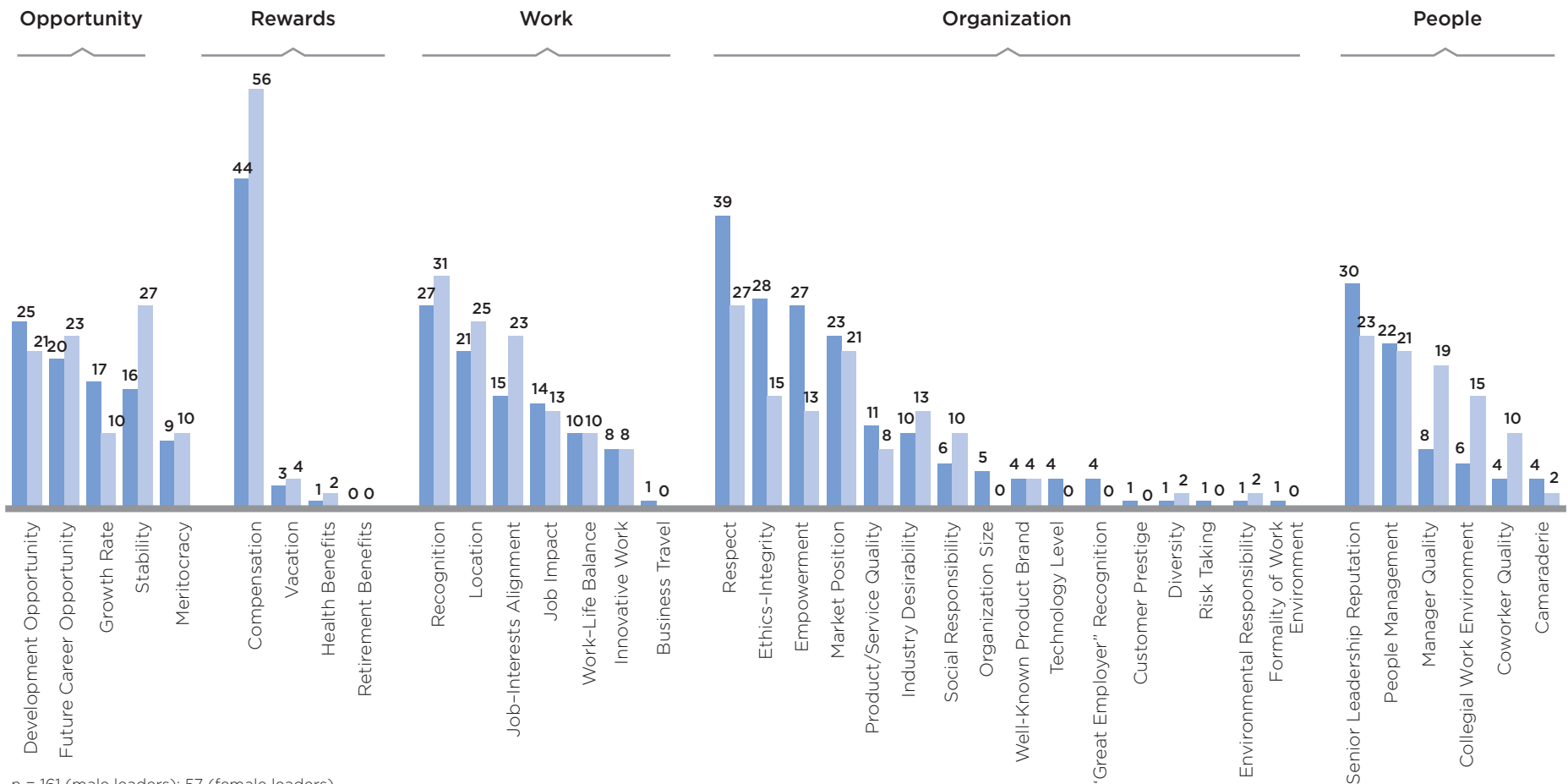
Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

FEMALE LEADERS IN HONG KONG VALUE STABILITY MORE; MALE LEADERS VALUE RESPECT AND SENIOR LEADERSHIP REPUTATION

EVP Drivers of Attraction: Male Versus Female Leaders in Hong Kong

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

Male Leaders
Female Leaders



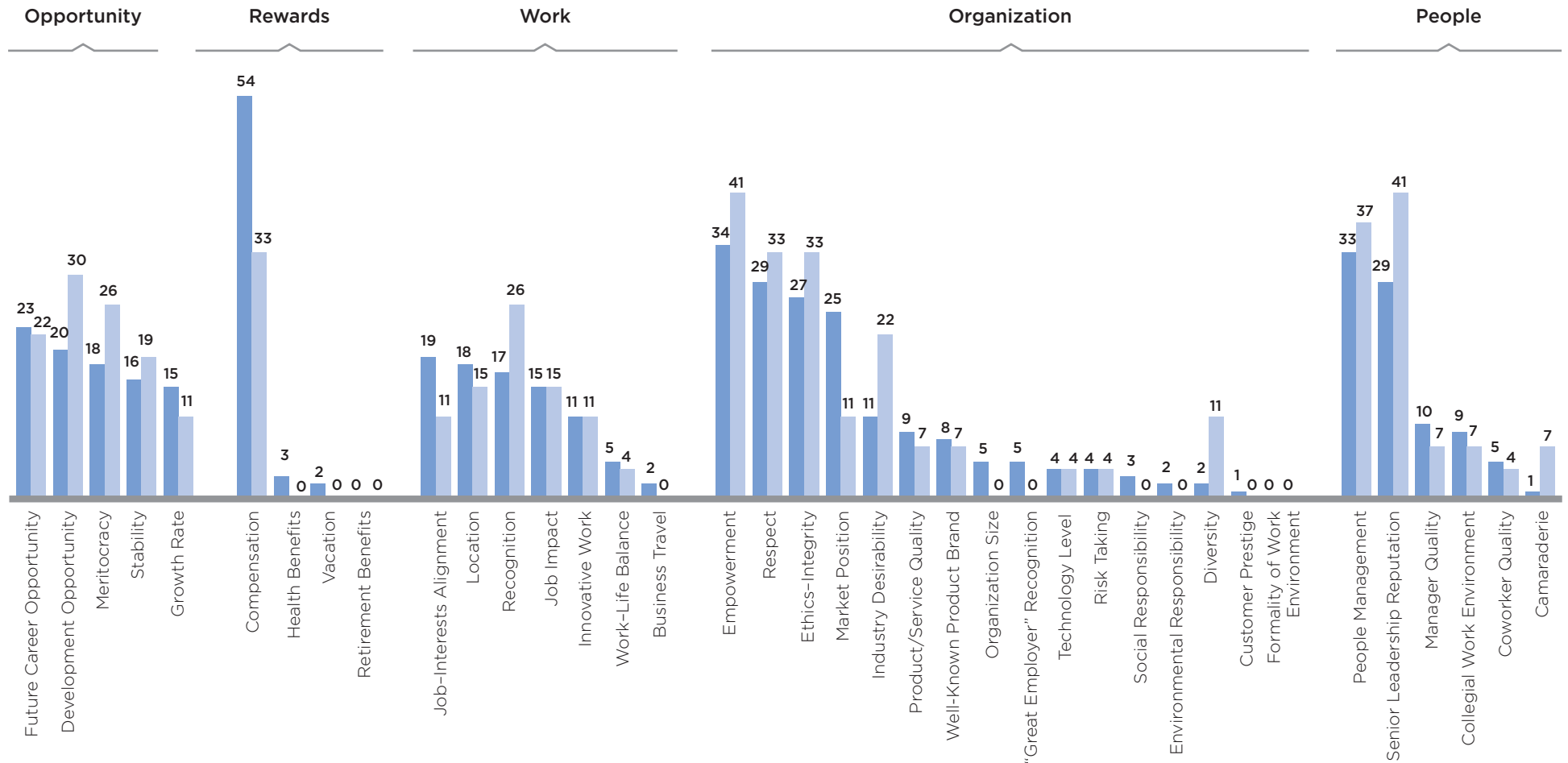
n = 161 (male leaders); 57 (female leaders).

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

RESPECT AND EMPOWERMENT MORE IMPORTANT FOR FEMALES LEADERS IN SINGAPORE THAN THEIR MALE PEERS

EVP Drivers of Attraction: Male Versus Female Leaders in Singapore

Percentage of Leaders Selecting a Driver Among the Top Five Factors Influencing Selection of a Potential Employer

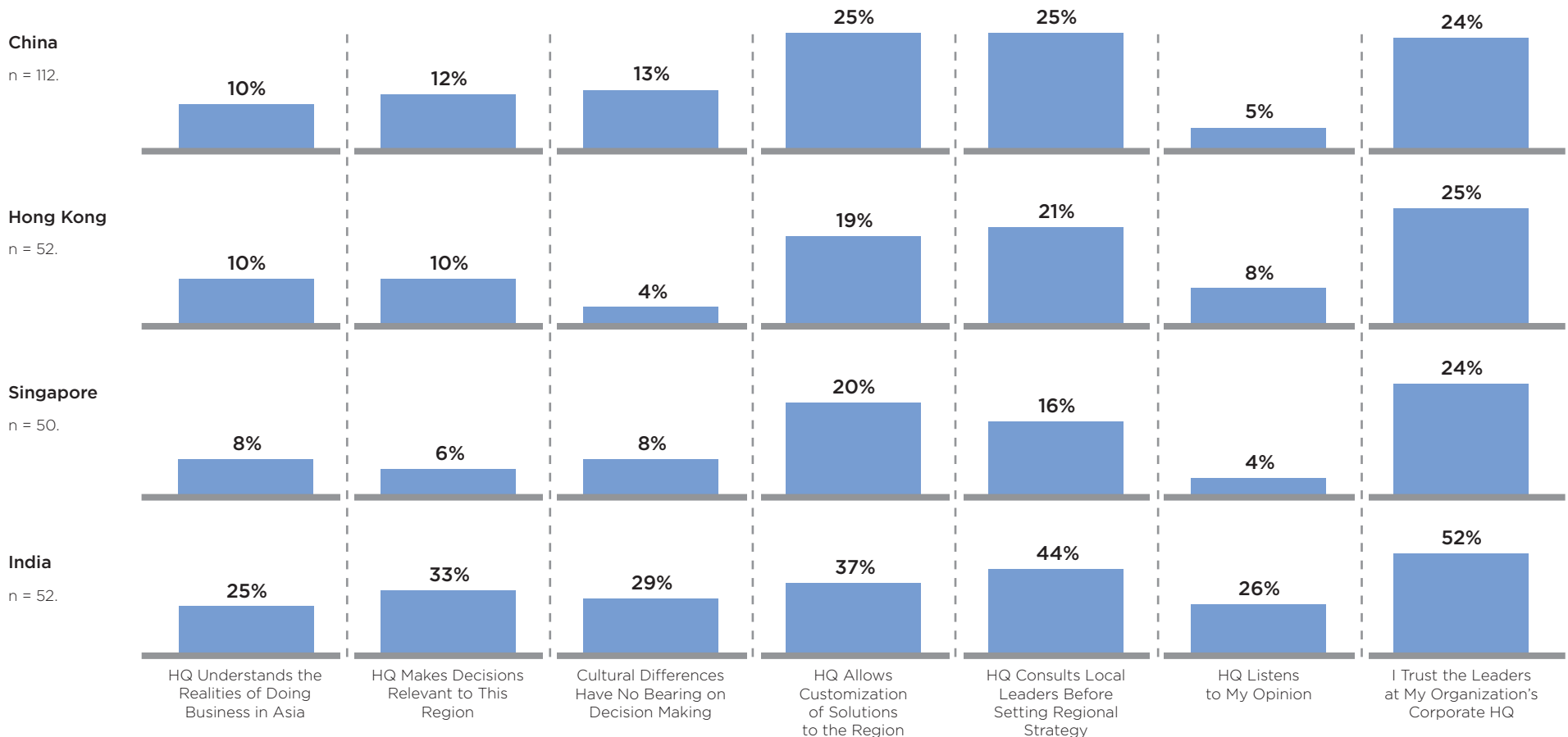


n = 141 (male leaders); 40 (female leaders).

Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

WMNC EXECUTIVES USUALLY DISSATISFIED WITH WORK DYNAMICS

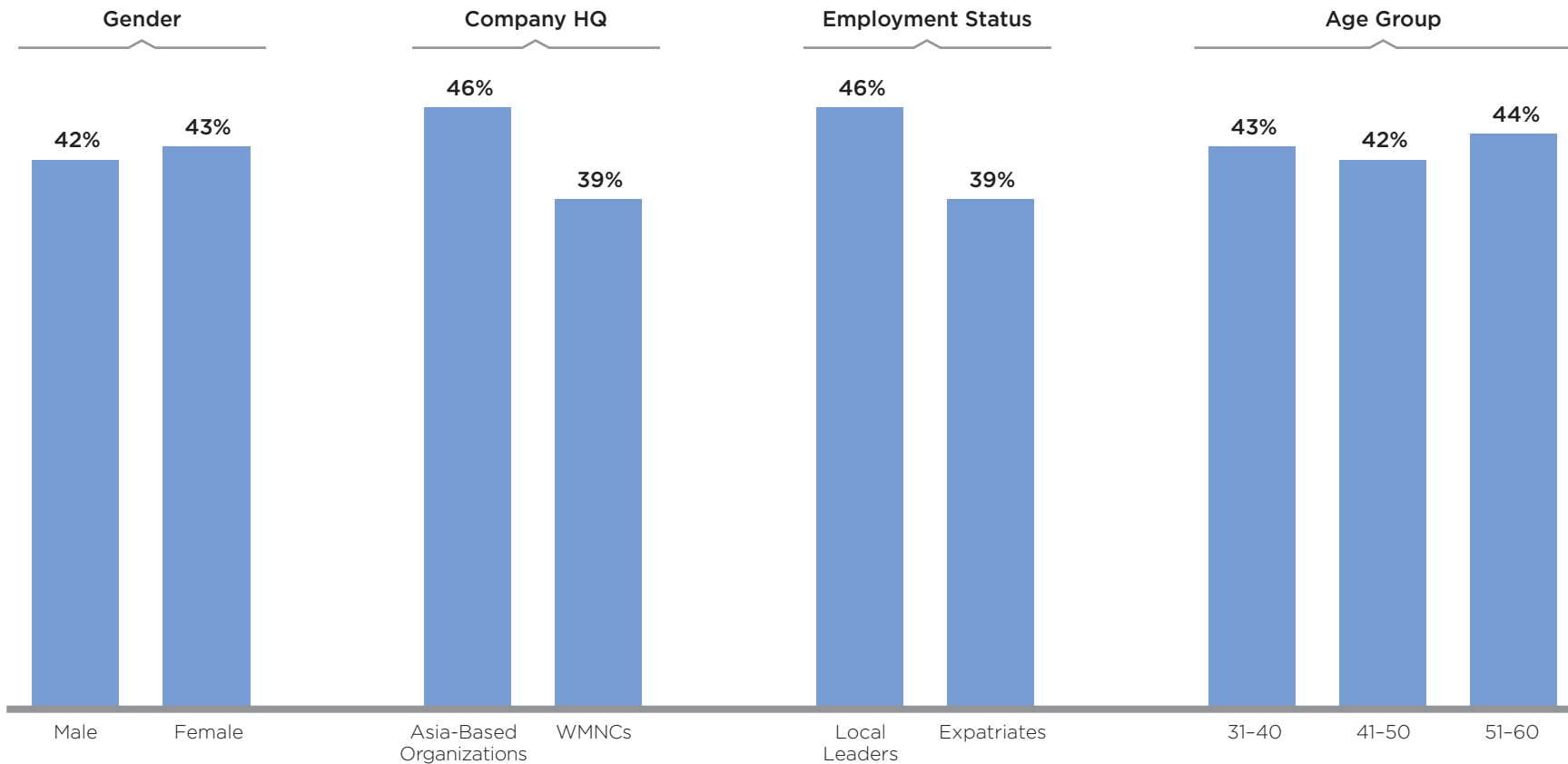
Assessment of Leaders' Work Environment Attributes in WMNC by Countries in Asia
 Percentage of Leaders Who "Agree" or "Strongly Agree"



Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

LOCAL LEADERS AND LEADERS BASED OUT OF LOCAL COMPANIES MORE WILLING TO SWITCH FUNCTIONS

Impact of Demographics on Executives' Receptivity to Changing Functions
Percentage of Leaders Who "Agree" or "Strongly Agree"

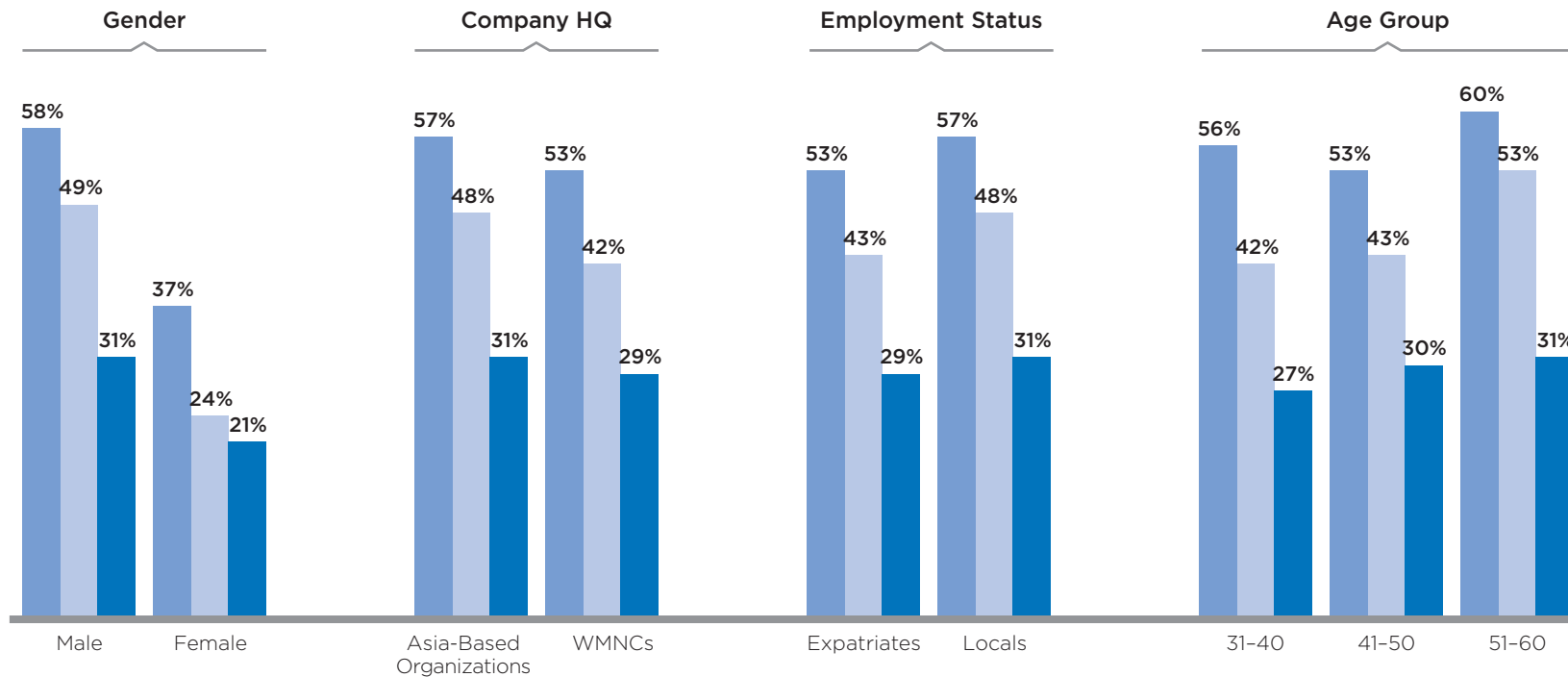


Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.

FEMALE LEADERS SIGNIFICANTLY LESS MOBILE THAN THEIR MALE PEERS

Impact of Demographics on Leaders' Mobility
 Percentage of Leaders Who "Agree" or "Strongly Agree"

- I am Willing to Work in Another Country for a New Job
- I am Willing to Work in Another City for a New Job
- I am Willing to Work in a Less Desirable City Given the Right Incentives



Source: CEB and Russell Reynolds Associates, Asia Leadership Survey, 2012.