



Manpower Update Report

Real Estate Services Industry

2025



ACKNOWLEDGEMENT

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Contents

Introduction	2
Background	
Objectives	

Methodology	3
Overview	
Focus Group Meeting	
Desk Research	
Data Analysis	
Limitations	

Findings	5
Factors Affecting the Development of the Real Estate Services Industry	
Manpower Demand	
Training Needs	
Recruitment Challenges	

Recommendations	16
Government	
Training Institutions	
Employers	
Employees	

Introduction

Background

The Real Estate Services Training Board (RETB) is responsible for ascertaining the manpower situation in the real estate services industry, assessing whether the manpower supply can meet the demand, and recommending to the VTC for the development of vocational and professional education and training (VPET), to meet the assessed training needs.

To better reflect manpower dynamics, one manpower survey collecting quantitative results is conducted every four years, supplemented by two manpower updates focusing on qualitative feedback.

Following the publication of the 2022 Manpower Survey and the 2024 Manpower Update Reports, this 2025 Manpower Update Report is the second interim update during the 4-year cycle.

This manpower update report comprises:

- (a) a focus group meeting with views from industry experts on the latest developments, manpower demand, recruitment difficulties, training needs, and measures to tackle the challenges the industry faces; and
- (b) desk research to analyse job advertisements related to the industry.

Objectives

The objectives of the manpower update report are:

- (i) to examine the latest trends and developments of the real estate services industry;
- (ii) to explore the changes in manpower demand and recruitment challenges;
- (iii) to identify the training needs; and
- (iv) to recommend measures to address the training and manpower needs of the industry.

Methodology

Overview

With reference to the 2022 Manpower Survey and the 2024 Manpower Update, this report aims to provide qualitative descriptions of the recent development of the industry from manpower perspective through the information obtained from a focus group meeting, supplemented with the findings from desk research.

Focus Group Meeting

A focus group meeting was conducted on 9 September 2025 with the participation of members from the following sectors:

- a. Real Estate Development;
- b. Real Estate Agency;
- c. Property Management and Maintenance; and
- d. Estate Surveying, Valuation and Consultancy.

Members had in-depth discussions on topics selected by the Working Party on Manpower Survey of the RETB. Their discussions were recorded and transcribed to facilitate analysis.

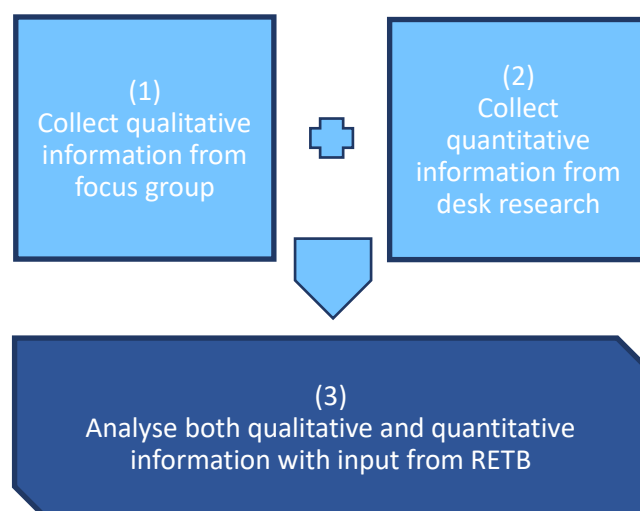
Desk Research

The desk research was conducted between September 2024 and August 2025 to collect job advertisements from major online recruitment portals through

an employment information system. The information collected was matched against the relevant company listings in the Hong Kong Standard Industrial Classification. After de-duplication, a total of 37,554 job advertisements relevant to the real estate services industry were captured during the said period.

Data Analysis

The analysis consists of three steps:



Limitations

As this is not a full manpower survey, the findings and recommendations drawn from the focus group meeting are mainly qualitative in nature and the report only focuses on the analysis of manpower trends. The information about job advertisements was collected from major recruitment portals, such as CPJobs, CTGoodJobs, JobsDB, Recruit and Labour Department. Other channels, such as recruitment through HR vendors and referrals, were not covered. The data can only serve as reference information supplementary to the findings of focus group meeting.

Findings

Factors Affecting the Development of the Real Estate Services Industry

The real estate services industry is undergoing significant transformation, shaped by a complex interplay of economic, demographic, technological, and structural factors.

Overall Economic Environment

Economic Uncertainties

The development of the real estate services industry is closely related to the overall economy. As there are many uncertainties in the economic environment, all parties – whether developers, investors, or residents with housing needs – tend to be cautious in property investment, leading to a slowdown in land purchases and property transactions.

The uncertainties in Hong Kong's economy are mainly attributed to the challenging external environment

including geopolitical tensions, trade wars and global economic slowdowns.

Domestically, while the stock market has demonstrated outstanding performance, Hong Kong's economy is facing pressures from economic restructuring and cautious consumer spending habits. It is forecasted that the Government will have a consolidated deficit of \$67 billion in FY 2025/26¹. Moreover, the unemployment rate is also trending upwards (i.e. from 3.7% in June - August 2025 to 3.9% in July - September 2025)², contributing to a subdued market sentiment.

Start of Interest Rate Reduction Cycle

On the positive note, there are several economic factors favorable to the property market. Following recent reductions in the US federal funds rate, Hong Kong Monetary Authority lowered the base rate twice to 4.5% as of 30 October 2025³. Hong Kong's major banks also followed suit by cutting interest rates twice, leading to a cumulative reduction of 0.25%. The resulting lower borrowing costs will stimulate demand, but the impact is believed to be gradual and mild due to lingering market uncertainties.

¹ The Government of the Hong Kong Special Administrative Region. *The 2025 - 26 Budget*, P.69. https://www.budget.gov.hk/2025/eng/pdf/e_budget_speech_2025-26.pdf

² Census and Statistics Department. *Unemployment and underemployment statistics for July - September 2025*. https://www.censtatd.gov.hk/en/press_release_detail.html?id=5637

³ Hong Kong Monetary Authority. *Adjustment of Base Rate (30 Oct 2025)*. <https://www.hkma.gov.hk/eng/news-and-media/press-releases/2025/10/20251030-3>

Recovery in Tourism and Retail

In addition, there are signs of recovery in tourism and retail. Hong Kong Tourism Board recorded over 36 million visitor arrivals to Hong Kong from January to September 2025, a 12% year-on-year increase⁴. After a prolonged period of decline, Hong Kong's retail sales performance in September 2025 shows an increase of 5.9%, compared with the same period in 2024⁵, indicating a continuing stabilisation in the retail sector. The rebound of the tourism and retail sectors is expected to drive demand for commercial and retail properties, providing support to the real estate market as a whole.

Looking ahead, continued increase in employment earnings, buoyant local stock market, coupled with the Government's proactive efforts in promoting tourism and mega events would provide support to the consumption sentiment in the domestic market and businesses of the retail sector.

Demographic Trends

Ongoing Population Ageing

Demographic shifts are having a profound impact on the real estate services industry in Hong Kong. With low fertility rates and

long life expectancy, Hong Kong's population is ageing rapidly. The Census and Statistics Department forecasted that the number of elderly persons aged 65 and above will rise from 1.45 million in 2021 to 2.74 million in 2046, accounting for 36% of the total population⁶. This trend is driving demand for elderly-friendly housing, universal design in new developments, and enhanced property management services tailored for elderly residents.

Influx of Non-local Talents and Students

The Government has actively pursued policies to attract non-local talents and students. Currently, the Immigration Department is administering eight talent admission schemes, including the "Top Talent Pass Scheme", the "General Employment Policy", the "Admission Scheme for Mainland Talents and Professionals", the "Immigration Arrangements for Non-local Graduates" and the "Vocational Professionals Admission Scheme". Under these initiatives, more than 190,000 applications were approved from 2024 through the first half of 2025, suggesting a significant surge in housing demand, particularly for rental properties. Buoyed by the housing needs of non-local talents/students, rents for residential

⁴ Hong Kong Tourism Board. *HKTb Announces Provisional Visitor Arrivals for September*. <https://www.discoverhongkong.com/content/dam/dhk/intl/corporate/newsroom/press-release/hktb/2025/10-September-Arrivals-E.pdf>

⁵ The Government of the Hong Kong Special Administrative Region. *Provisional Statistics of Retail Sales for September 2025*. <https://www.info.gov.hk/gja/general/202510/31/P2025103100341.htm>

⁶ Census and Statistics Department. *Hong Kong Population Projection 2022-2046*. https://www.censtatd.gov.hk/en/data/stat_report/product/B1120015/att/B1120015092023XXXXB01.pdf

buildings registered a year-on-year increase of 3.5% in the last quarter of 2024⁷.

As outlined in the 2025 Policy Address, the number of places for non-local students to study in Hong Kong on a self-financing basis will be increased and it is believed to further boost demand for rental properties. The relaxation of investment immigration, by adjusting the net asset requirement under the “New Capital Investment Entrant Scheme”⁸, is also expected to inject new impetus to new property sales by driving non-local buyers into the market.

Technological Advancements

Increasing Application of Property Technology and New Construction Materials

Since the outbreak of the Covid-19 pandemic, social distancing measures have compelled real estate professionals to explore remote transactions and digitise operational processes, thereby accelerating the development of property technology (PropTech). Manpower shortages in frontline operations have also driven property management firms to expedite technological adoption for process automation.

To date, PropTech is encompassing a wide range of applications, including smart buildings/homes; construction project management; real estate fintech; VR/AR property tours; online property buying, selling, and leasing; as well as AI-driven chatbot for automated tenant communication and predictive maintenance. Developers/contractors also proactively adopt new construction materials/tools and technologies, e.g. ultra-high strength steel, Rapid Repairing Mortar Material, Distant Tower Crane Command System, and concrete Modular Integrated Construction (MiC), to enhance productivity and reduce construction cost.

Legal Lags and other barriers for PropTech application

However, legal and regulatory frameworks have struggled to keep pace with rapid technological developments. Companies hesitate to adopt new technologies such as drones for surveillance purposes and face recognition due to legal ambiguities on the associated privacy, security and liability issues.

In addition, outdated infrastructure of old buildings, resistance from occupants and older staff, as well as budget constraints also impede/slow down the application of new technologies in the industry.

⁷ Rating and Valuation Department. *Hong Kong Property Review 2025*. https://www.rvd.gov.hk/doc/tc/hkpr25/HKPR2025_Fullbook_TC.pdf

⁸ The Government of the Hong Kong Special Administrative Region. *The Chief Executive's 2025 Policy Address*. <https://www.policyaddress.gov.hk/2025/en/p99.htm>

Current Housing Issues

Ageing Buildings

One of the alarming housing issues is the large number of ageing buildings.

According to the Building Department's record as at the end of 2024, there were 8,977 private residential buildings aged 50 years or above⁹. Many of these buildings suffer from structural issues such as concrete spalling, water leakage, and defective lifts. Frequent typhoons in recent years have accelerated the deterioration of these old buildings.

While timely repairs and preventive maintenance are essential for extending their lifespan, a shortage of skilled professionals – such as building services engineers, surveyors, and technicians – makes it challenging for property management companies to implement effective maintenance plans in these properties.

High Property Inventory

The housing market is also characterised by a high level of property inventory – an oversupply of unsold residential units.

The Housing Department projects that there will be 101,000 units of first-hand private residential units in the next 3 – 4

years¹⁰. This oversupply has put downward pressure on property prices and discouraged developers from acquiring land for new housing development.

Although the number of residential sales transactions in 2024 increased due to the competitive pricing strategies adopted by developers to boost primary sales, the domestic prices fell for the past three consecutive years, with a 7.2% year-on-year decrease by December 2024¹¹. It is believed that the inventory level will take several years to normalise.

Environmental Considerations

Energy and Waste Management

According to the “Hong Kong's Climate Action Plan 2050” formulated by the Government, major decarbonisation goals include (i) the reduction of electricity consumption of commercial buildings by 30% - 40% and that of residential buildings by 20% - 30% from the 2015 level by 2050; and (ii) the achievement of carbon neutrality in waste management before 2050¹². To meet these targets, many property management companies are implementing a multi-pronged strategy, including but not limited to the following: retrofitting properties with LED lighting and high-efficiency heating,

⁹ The Government of Hong Kong Special Administration Region. *LCQ17: Mortgage terms for aged buildings*. <https://www.info.gov.hk/gja/general/202509/10/P2025091000373.htm?fontSize=1>

¹⁰ Housing Department. *Statistics on Private Housing Supply in the Primary Market (as at 30 June 2025)*. <https://www.hb.gov.hk/eng/publications/housing/private/pshpm/stat202506.pdf>

¹¹ Rating and Valuation Department. *Hong Kong Property Review 2025*, P. 9. https://www.rvd.gov.hk/doc/tc/hkpr25/HKPR2025_Fullbook_TC.pdf

¹² The Government of Hong Kong Special Administrative Region. *Hong Kong's Climate Action Plan 2050*. https://cnsd.gov.hk/wp-content/uploads/pdf/CAP2050_booklet_en.pdf

ventilation and air conditioning (HVAC) systems; deploying smart technologies like IoT sensors to optimise energy use based on occupancy and external conditions; installing waste separation/recycling facilities; and promoting environmentally conscious behaviors among occupants.

Green Construction

Although the Action Plan does not focus on the embodied carbon associated with the properties' construction process, many developers and contractors have integrated sustainability elements in building design and deployed innovative construction technology to facilitate

efficient use of construction materials and optimise the construction process by rectifying potential problems at design stage.

With growing ESG (Environmental, Social, and Governance) awareness and increasing stringent regulatory requirements (e.g. proposed revisions of the Buildings Energy Efficiency Ordinance to mandate energy audits for more building categories¹³), it is believed that the real estate services industry will continue to incorporate more eco-friendly elements into their operations to enhance sustainability and value of their properties.

Manpower Demand

Views of the Focus Group

The industry continues to struggle with the difficulties in attracting new blood.

Trends of manpower demand observed by the focus group across sectors are given below:

Real Estate Development Sector

Over the past few years, economic downturn and high inventory have led to a slowdown in land purchases and housing construction. Labour demand for this sector has temporarily decreased.

However, owing to the impact of emigration wave, this sector has experienced a loss of middle-level personnel in recent years, thus new blood is still required for this sector.

Additionally, there are several factors favouring the growth of this sector in the next few years, including signs of economic recovery, start of low interest rate cycle, gradual digestion of housing inventory, the development of the Northern Metropolis, as well as the introduction of less costly building materials. It is anticipated that developers would gradually increase land

¹³ Hong Kong Energy Audit. *What is BEEO (Hong Kong Building Energy Efficiency Ordinance)*. <https://hkenergyaudit.com/en/pages/what-is-beeo>

acquisition and property development, suggesting a potential rise in future manpower demand.

Property Management & Maintenance Sector

While many property management companies are leveraging new technologies to streamline their manpower, the problem of manpower shortage in frontline operations persists. Building attendants/security guards, cleaners, gardening workers and property officers are in high demand. The Government also acknowledges the manpower shortage of this sector and has allowed this sector to import labour at technician level or below under the “Enhanced Supplementary Labour Scheme (ESLS)”. Although labour importation may incur additional costs, a number of property management companies have begun hiring security guards and cleaners through the scheme and are generally satisfied with the performance of these imported workers, noting that they are younger (usually aged between 30 and 40 years old) and relatively more hardworking in general.

Building services engineers and mechanical/electrical technicians are also highly desired by this sector. The ageing building problem is causing a significant increase in the demand for building repairs, retrofitting and maintenance. It

is expected that relevant manpower requirements will continue to rise.

Real Estate Agency Sector

Property transactions have been sluggish in the past few years, leading to a situation where a large number of estate agents are competing for a small number of deals. The prolonged slump in the property market has led to the continued decrease in the number of licensed real estate agents, i.e. from 38,677 in September 2024 to 37,591 in September 2025¹⁴.

Looking ahead, a range of favorable factors may help revive the property market and bring in business opportunities for estate agents. While various talent admission schemes have boosted rental housing demand, the resulting rise in rents has attracted investors to purchase residential units for leasing purposes, providing support to both property buying and leasing markets. With tourism and retail showing signs of recovery, coupled with a low-interest-rate environment, it is expected that property transactions, including commercial properties, would increase steadily.

Estate Surveying, Valuation and Consultancy Sector

Despite a relatively small employment size, this sector also faces talent attraction and retention challenges similar

¹⁴ Estate Agents Authority. *Number of licences and statements of particulars of business in the past 13 months.* (30 October 2025). <https://www.eaa.org.hk/en-us/Information-Centre/Key-Figures/Licensee-Population>

to those of other sectors. Graduates of surveying and property management programmes seldom pursue careers in estate surveying and valuation, and many practitioners would take up Government jobs after obtaining professional licences,

causing a succession problem for this sector. Thus, licensed personnel with more experience are desired by this sector.

Findings from Desk Research

Between September 2024 and August 2025, a total of 37,554 job advertisements were collected through major online recruitment portals. Below are the top three jobs with the most advertisements for different sectors, with reference to the desk research findings in the 2024 Manpower Update.

I. In-demand Jobs

Real Estate Development Sector

Top Three Principal Jobs with the most job advertisements		
<i>No. in () denotes % of the total advertisements</i>		
	2024-2025 Desk Research	2023-2024 Desk Research
1	Manager (24.7%)	Building Attendant/Security Guard (13.9%)
2	Technician (9.7%)	Technician (11%)
3	Building Attendant/Security Guard (7.5%)	Leasing Officer (8.9%)

Property Management & Maintenance Sector

Top Three Principal Jobs with the most job advertisements		
<i>No. in () denotes % of the total advertisements</i>		
	2024-2025 Desk Research	2023-2024 Desk Research
1	Building Attendant/Security Guard (29.6%)	Building Attendant/Security Guard (51.4%)
2	Property Officer (12.2%)	Property Officer (16.8%)
3	Technician (8.9%)	Customer Services Assistant (8.7%)

Real Estate Agency Sector

Top Three Principal Jobs with the most job advertisements		
<i>No. in () denotes % of the total advertisements</i>		
	2024-2025 Desk Research	2023-2024 Desk Research
1	Estate Agent (74.6%)	Estate Agent (58%)
2	Business Development Assistant (10.0%)	Trainee (12.3%)
3	Marketing and Sales Assistant (2.6%)	Business Development Assistant (5.4%)

Estate Surveying, Valuation and Consultancy Sector

Top Three Principal Jobs with the most job advertisements		
<i>No. in () denotes % of the total advertisements</i>		
	2024-2025 Desk Research	2023-2024 Desk Research
1	Manager/Branch Manager (36.3%)	Valuer (48.2%)
2	Director (27.3%)	Project Manager (30.9%)
3	Project Manager (12.5%)	Director (9.4%)

Government and Public Sector

Top Three Principal Jobs with the most job advertisements		
<i>No. in () denotes % of the total advertisements</i>		
	2024-2025 Desk Research	2023-2024 Desk Research
1	Technician (28.5%)	Technician (24.7%)
2	Manager (27.7%)	Community Services Manager (5.2%)
3	Property Officer (14.2%)	Property Officer (4.9%)

The data from desk research generally conforms with the opinions of the focus group, particularly regarding the Property Management & Maintenance Sector, in which Building Attendant/Security Guard, Property Officer and Technician are most desired. Top three jobs in the Estate Surveying, Valuation and Consultancy Sector (i.e. Manager/Branch Manager, Director, Project Manager) also coincide with the focus group's views that more senior personnel are required for this sector.

II. Essential Competencies/Attributes

These job advertisements also shed light on hot competencies/attributes required by the industry:

Top Three Competencies/Attributes appeared in the job advertisements <i>No. in () denotes % of the total advertisements</i>	
1	English (59.1%)
2	Putonghua (41.0%)
3	Proactive/Self-motivated (11.8%)

Employers across sectors are attaching great importance to job seekers' language proficiency and personal attributes.

Training Needs

Taking into consideration the latest development of the industry (e.g. demographic changes of the residents/occupants, technological advancements), training in the following areas is recommended by the Focus Group:

Soft Skills

Many job functions in the real estate services industry, such as estate agents and property officers, play a customer-facing role. With the growing elderly and non-local populations, practitioners usually come across diverse clients/occupants in their daily routines. They need to strengthen their soft skills, especially communication skills, cultural sensitivity and empathetic mindset to address the specific needs of different people.

English and Putonghua

Desk research findings revealed that English and Putonghua proficiency remain important for real estate practitioners, as they may have frequent interactions with English and Putonghua speaking clients/occupants in their daily operations.

Basic Digital and Technological Knowledge

Since PropTech encompasses a wide range of applications today, practitioners should be equipped with basic digital and technological knowledge for effective PropTech applications. For example, estate agents should acquire basic knowledge for content creation on social media and the Apps for creating virtual tours. Property management personnel should have the basic knowledge to

operate intelligent management systems, such as access control and monitoring of energy consumption. Technical staff involved in property development and maintenance should be familiar with the use of BIM (Building Information Modeling) software.

Fundamental Knowledge of Building Systems

In-service practitioners, in particular those undertaking property management functions should have a basic understanding of building systems – including ventilation, fire protection, water supply and electrical systems – to effectively report issues and communicate with occupants and technical teams when required.

Emergency Handling

Due to building ageing, frequent occurrence of adverse weather, and the ageing of residents/tenants, practitioners are required to handle many emergency incidents in their daily work. They should be well-equipped with the procedures and reporting mechanisms for common incidents such as fires, typhoon-induced flooding, and domestic accidents concerning senior-aged residents.

Entire Property Development Process

Practitioners should have a basic understanding of the entire property development lifecycle (i.e. from feasibility study, land acquisition, financing, detailed planning and design, obtaining permits and approvals, the construction phase, to marketing, sales/leasing, and post-completion management) to ensure effective collaboration with personnel across all stages.

ESG (Environmental, Social and Governance)

To fulfil regulatory requirements and public expectations, real estate services companies are increasingly integrating ESG principles in their operations. While managerial and technical staff are expected to have a more in-depth understanding of ESG, general employees should also be equipped with basic ESG concepts, e.g. ESG-related regulations and key ESG indicators applicable to the industry.

Latest Regulations and Code of Practices

Practitioners should keep abreast of the latest regulations, such as the recently revised Building Management (Amendment) Ordinance 2024, Deed of Mutual Covenant, Fire Services Ordinance, various environmental legislations and code of Practices.

Recruitment Challenges

Preference for Work-Life Balance Jobs

Job seekers, especially the younger generations, prefer jobs with flexible working modes and fewer responsibilities to achieve work-life balance. However, many typical jobs in the industry do not meet their preferences. For example, property management staff have long working hours and need to work shifts, and they need to handle emergencies as well. Estate agents need to work on weekday evenings and holidays to accommodate client needs, and their salary is mainly commission-based, leading to greater work pressure in comparison with other jobs with stable income.

Image of the Industry

Although the industry includes licensed professional roles, the public generally associates it with blue-collar positions such as building attendants and cleaners. In addition, misconduct cases of certain roles, such as estate agents, occasionally appear on the news, leading to a negative perception of the industry. Job seekers often prioritise other sectors that are viewed more favorably when considering career options.

Constraints on Labour Importation

Although some companies have begun importing labour through ESLS to address the difficulties in local hiring, they have encountered various challenges and constraints.

Firstly, current application procedures take a relatively long period of time. Secondly, hiring imported workers generally incur additional costs such as accommodation and transportation subsidies, making it more costly to employ imported workers than local workers. Thirdly, due to cultural differences, even though most imported workers come from nearby regions like Guangdong, employers need to offer additional training to help them understand Hong Kong's regulations and work culture. Lastly, as the Government's outsourced contracts currently prohibit the employment of imported workers, labour importation can only partially alleviate employers' recruitment pressures.

Recommendations

Concerted efforts of the Government, training institutions, employers and employees are essential to support the sustainable development of the real estate services industry and bring in new blood. The specific measures proposed are set out below:

Government

Establish Legal Frameworks on PropTech Application

The Government should establish comprehensive legal frameworks to govern PropTech applications, particularly those concerning privacy and personal data collection, to keep pace with technological advancements.

Relax Age Limits for Security Guards

Currently, unarmed security guards must hold either a Category A or Category B Security Personnel Permit (SPP), and persons aged 71 or above can only apply for Category A SPP and work for single private residential buildings. In consideration of the persistent labour shortage, improving health of the elderly and the availability of smart surveillance system, the Government may review whether those aged 71 or above could apply for Category B SPP and work for premises other than single private residential buildings under certain preconditions (e.g. with a proof of medical fitness and a limited validity period of the permit).

Review Labour Importation Policies Regularly

In view of the enduring recruitment difficulties, it is recommended that the Government should regularly review the labour importation policies and consider the following enhancements –

- (i) Streamline and expedite the application procedures of ESLS; and
- (ii) Relax Government contracts' restriction on the employment of imported workers.

Cultivate Youngsters' Interest in the Industry at an Early Stage

The Government may help cultivate young people's interest in the industry through the following means:

- (i) Introduction of real estate services specific "Applied Learning (ApL)" subjects, which are intended for enhancing senior secondary students' interest in different professions; and
- (ii) Encouraging secondary schools to participate in more career exploratory activities, such as

those offered through the “Business-School Partnership Programme (BSPP)” to provide students with early industry exposure.

Training Institutions

Enrich the Curriculum Making Reference to the Most Sought-after Training Needs

Training Institutions should address the training needs identified in this manpower update and consider incorporating these elements, e.g. fundamental knowledge of building systems, property development lifecycle and ESG into the curriculum of relevant real estate/property management/surveying programmes.

Cultivate Students’ Transferable Skills

As reflected in desk research findings and views of the Focus Group, soft skills (e.g. communication skills), English and Putonghua proficiency, as well as proactive attributes, are highly desired by the industry. In addition to technical knowledge, training institutions should also focus on the cultivation of these transferable skills.

Provide Career Counselling and Industry Exposure Opportunities to Students

Training institutions should collaborate with the industry to provide career counselling services to students so that they can have a better understanding of different job functions and relevant career paths. Training institutions should also

work with the industry to arrange workplace attachment for students.

Employers

Capitalise the Synergies between Technology and Human Resources

Employers should thoroughly review their workflows to capitalise on the synergies between technology and human resources. For example, by automating repetitive and routine tasks, employers can deploy their employees to more complex roles that require higher-level skills, for example, tasks requiring deeper interpersonal engagement and judgement-making. This strategic re-deployment not only maximises the unique contributions of both technological tools and human expertise but also drives overall efficiency of the companies.

Uplift Industry’s Image

Employers should step up promotion efforts targeting young people and let them know the career paths and advantages working in the industry (e.g. many roles such as property management are resilient to economic downturns and are in constant demand; many sizable companies in the industry offer attractive staff benefits and value employees’ physical and mental wellness).

Employers may arrange career talks and visits for secondary students to showcase the strengths, professionalism and

diversity of the industry, with a view to improving students' perception of the industry. Employers may also provide more workplace internships for tertiary students, so that they can understand the actual operation and career opportunities of the industry to pave the way for their future career.

Additionally, employers should educate their employees on the importance of appearance, reminding them to focus on their grooming to project a professional image to the public.

Employees

Maintain a Continuous Learning Mindset

Employees are encouraged to embrace technological change and maintain a mindset of continuous learning. Many positions in the industry, such as those in the property management sector, encompass a wide range of responsibilities, including environmental management, facility maintenance, safety and disaster prevention, administrative affairs, financial management, resident and community services, and human resource management. There is a need for employees to continuously enhance their knowledge in multiple areas, such as law, finance, construction, engineering, environmental protection, and technology, to tackle the challenges at work.

Cultivate Transferable Skills

To ensure career resilience in the face of automation, employees are also encouraged to cultivate their transferable skills, especially soft skills that represent the irreplaceable edge of human resources over technological tools.