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PUMA China
Head of C&B and People Services

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Consultant Research and Survey Future of work —

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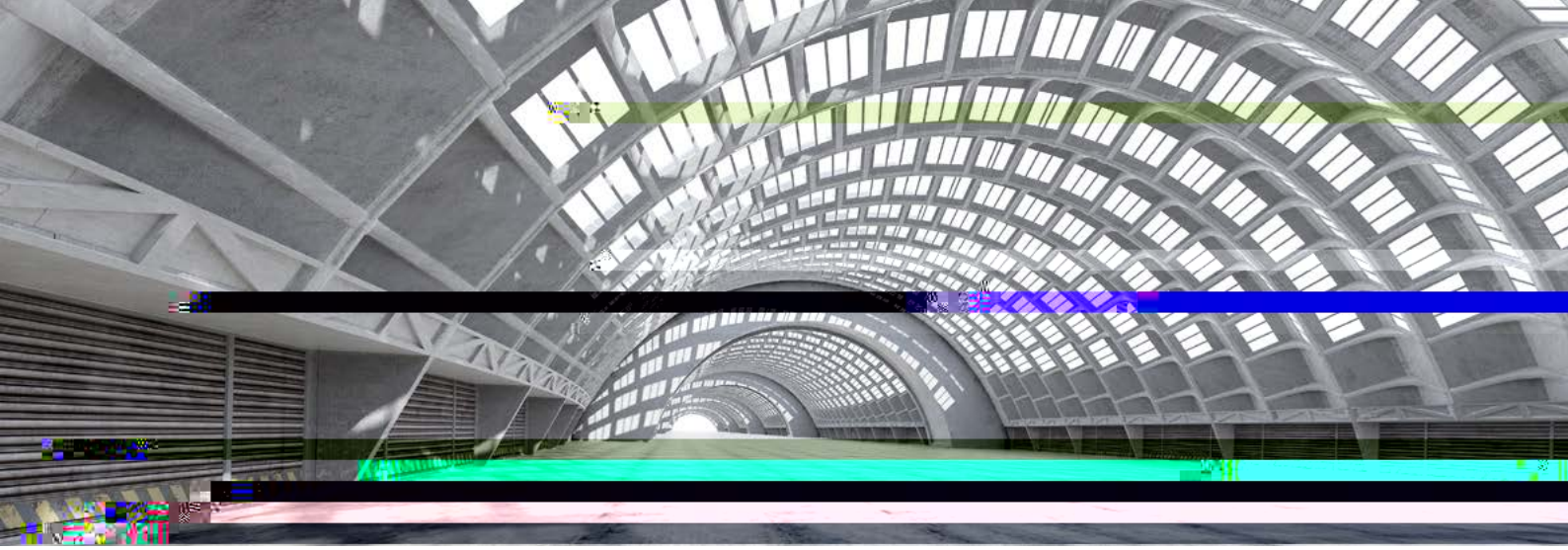

		“ ”
		» 45% 29% 26% » » » 50.91%
		2020 70 80
		2020 2022-2023
		» 32.86% 24.29% » 43.57% 31.43% »
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		» »

BOPPOU		
	» 36.67%	35%
	» 36.67%	31.67%
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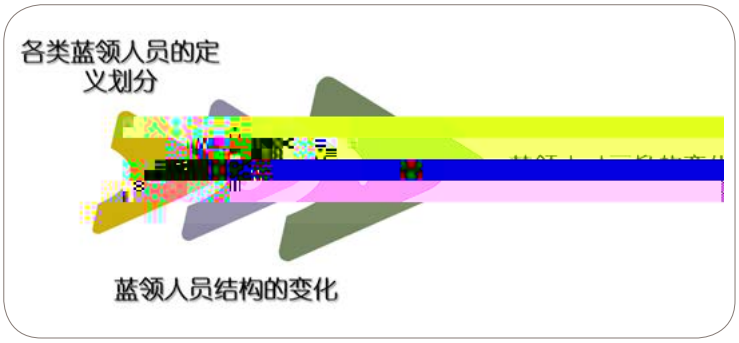

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		N=30	N=110	
		16.67%	12.73%	13.57%
		33.33%	50.91%	47.15%
		43.33%	27.27%	30.71%
		6.67%	9.09%	8.57%
		40.00%	42.73%	42.15%
		10.00%	10.91%	10.71%
		36.67%	39.09%	38.57%
		13.33%	7.27%	8.57%
		40.00%	41.82%	41.43%
		6.67%	9.09%	8.57%
		43.33%	38.18%	39.29%
		10.00%	10.91%	10.71%

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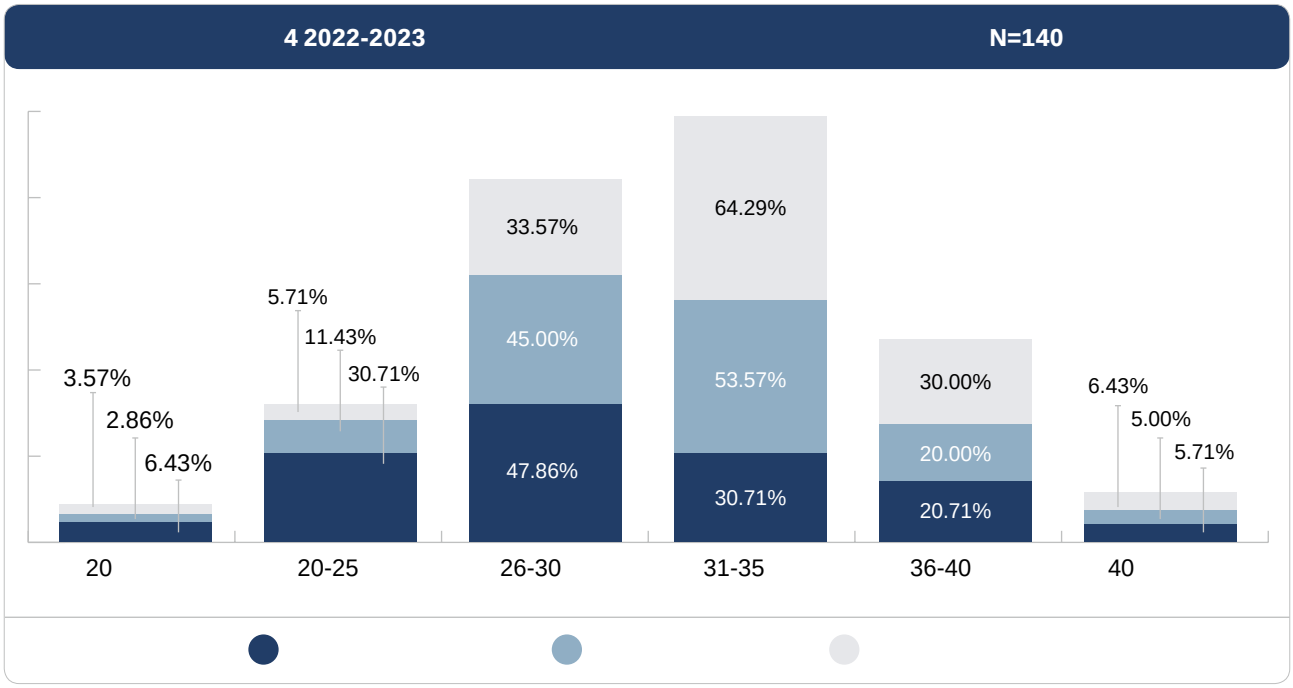
	2020 N=254	2022-2023 N=140
	24.93%	/
20	1.38%	3.05%
20-25	15.70%	11.16%
26-30	16.92%	29.95%
31-35	22.77%	35.03%
36-40	15.00%	16.75%
40	3.30%	4.06%



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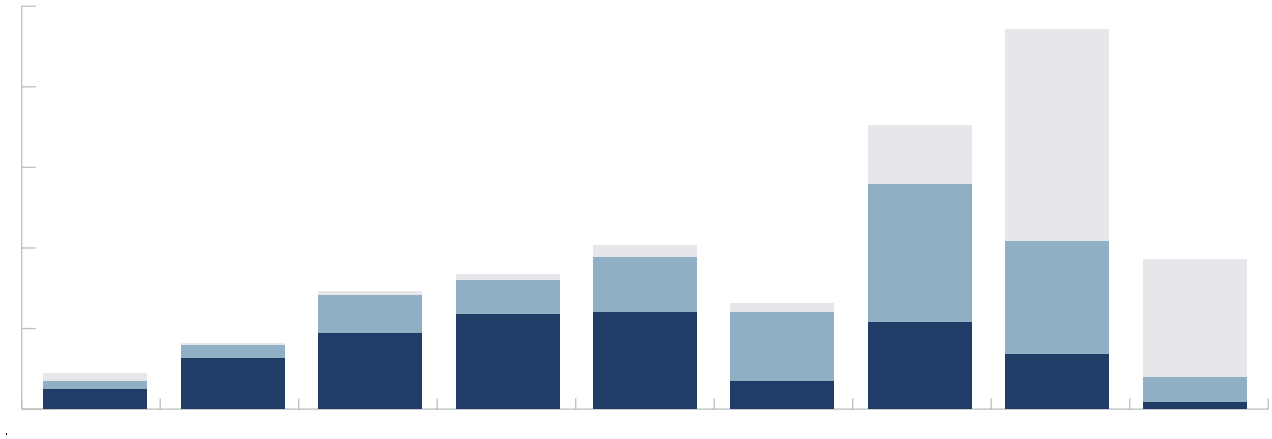

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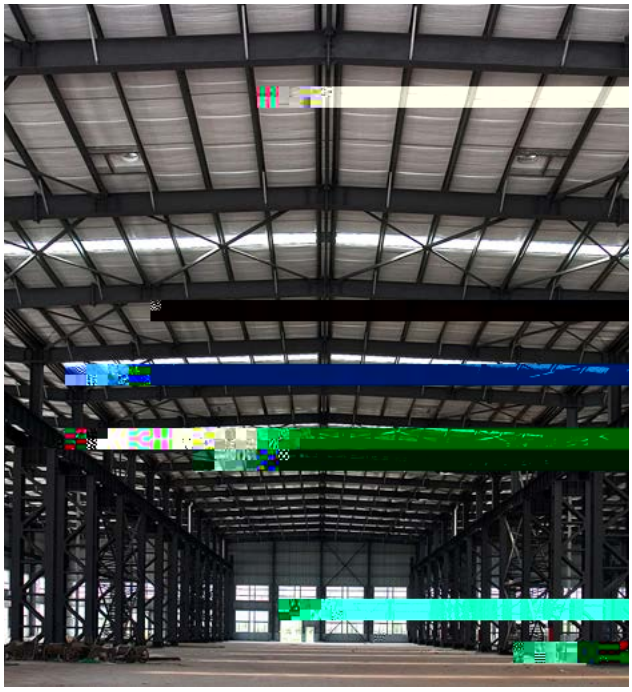

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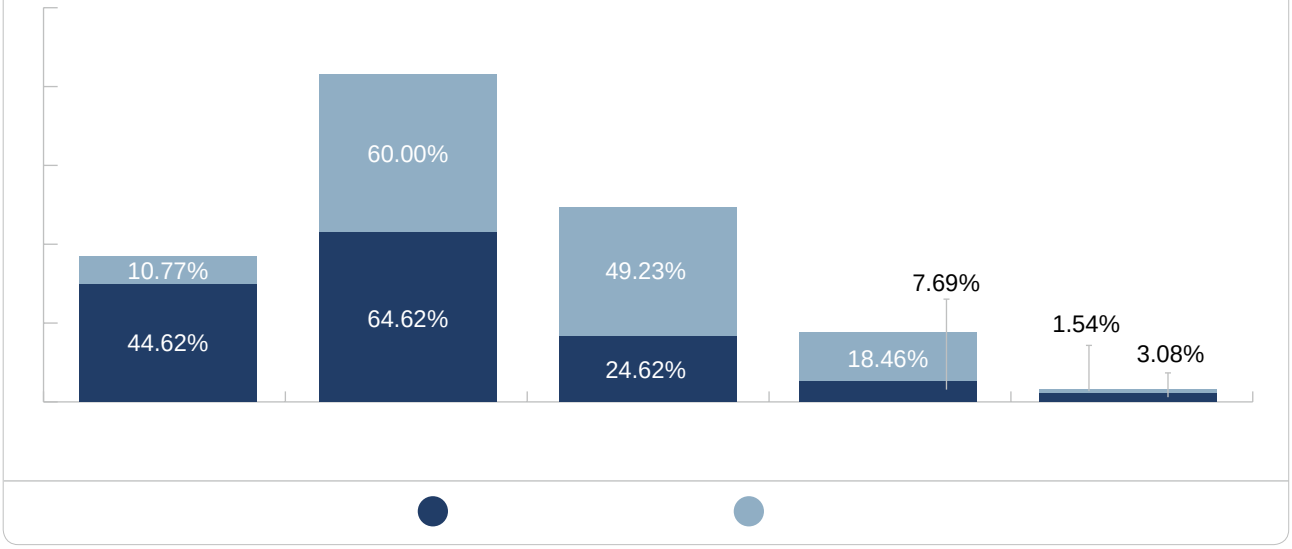
12	?
2020 N=165	2022-2023 N=65
52.12%	27.69%
76.97%	63.08%
29.09%	36.92%
/	13.85%
1.21%	3.08%

13 2022-2023 N=65



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16						N=65					
A.	7.69%	18.46%	3.08%	23.08%	1.54%	15.38%	12.31%	12.31%	21.54%	1.54%	50.77%
B.	9.23%	10.77%	12.31%	24.62%	0.00%	13.85%	12.31%	12.31%	20.00%	0.00%	46.15%
C.	0.00%	1.54%	1.54%	1.54%	0.00%	0.00%	0.00%	1.54%	1.54%	0.00%	3.08%
D.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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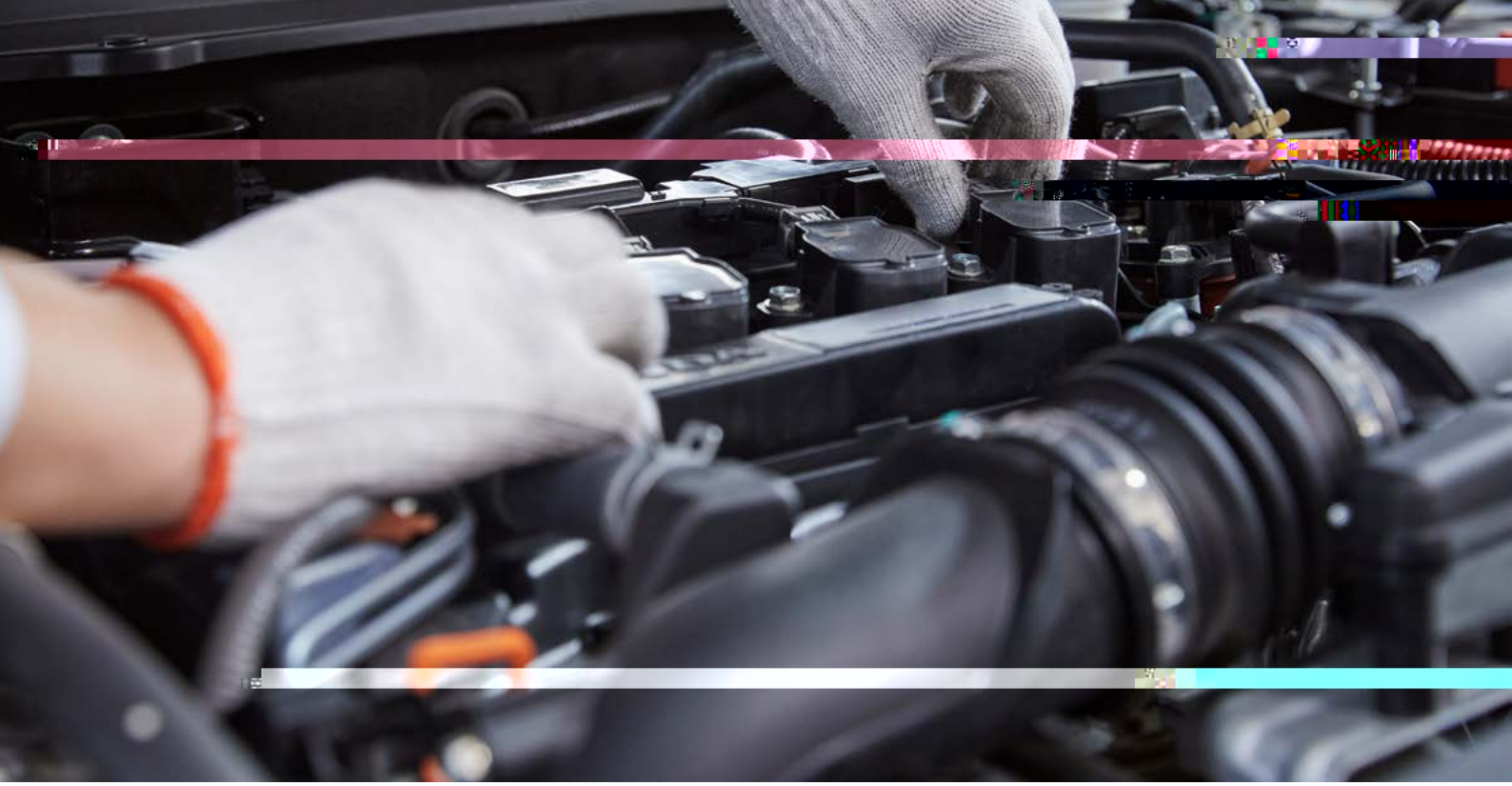

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19 2020						N=268	
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	74.25%	75.75%	19.78%	26.12%	82.84%	45.90%	0.37%
	63.81%	65.30%	47.39%	54.85%	78.36%	69.03%	1.12%

20 2022-2023												N=126
Z												
	63.49%	57.14%	24.60%	23.81%	46.83%	23.02%	11.11%	9.52%	15.08%	7.94%	14.29%	0.00%
	34.13%	27.78%	33.33%	41.27%	42.86%	52.38%	38.10%	16.67%	34.13%	11.11%	23.81%	0.00%
	26.19%	17.46%	33.33%	36.51%	26.98%	26.19%	53.97%	38.89%	38.10%	38.89%	30.95%	0.79%

2020

21	/ 3 N=126	
->		
A.	83	65.87%
B.	16	12.70%
C.	26	20.63%
->		
D.	50	39.68%
E.	37	29.37%
F.	33	26.19%
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G.	87	69.05%
H.	9	7.14%
I.	27	21.43%

22	N=46			
	A.	B. /	C.	D.
	10.87%	23.91%	21.74%	8.70%
	58.70%	58.70%	60.87%	41.30%
	10.87%	15.22%	13.04%	8.70%

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23 2022-2023			1-2 N=60	
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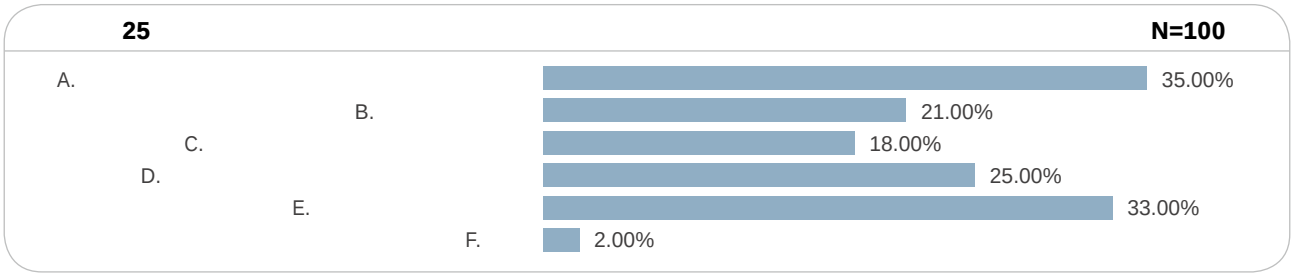
	13.33%	13.33%	61.67%	11.67%
	8.33%	8.33%	61.67%	21.67%
	6.67%	8.33%	53.33%	31.67%

24							N=60
Z			!				
	13.33%	48.33%	33.33%	56.67%	15.00%	8.33%	3.33%
	28.33%	36.67%	30.00%	35.00%	23.33%	13.33%	6.67%
	36.67%	21.67%	20.00%	28.33%	31.67%	8.33%	11.67%

23

24 BORROW



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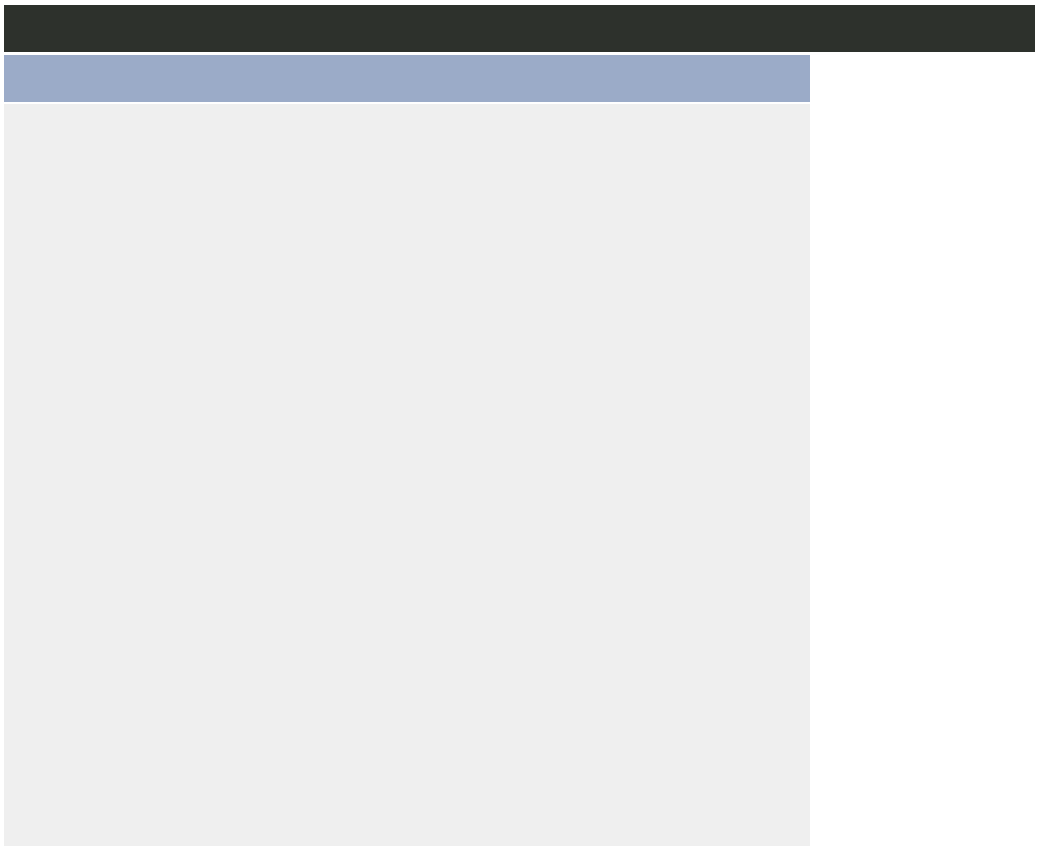

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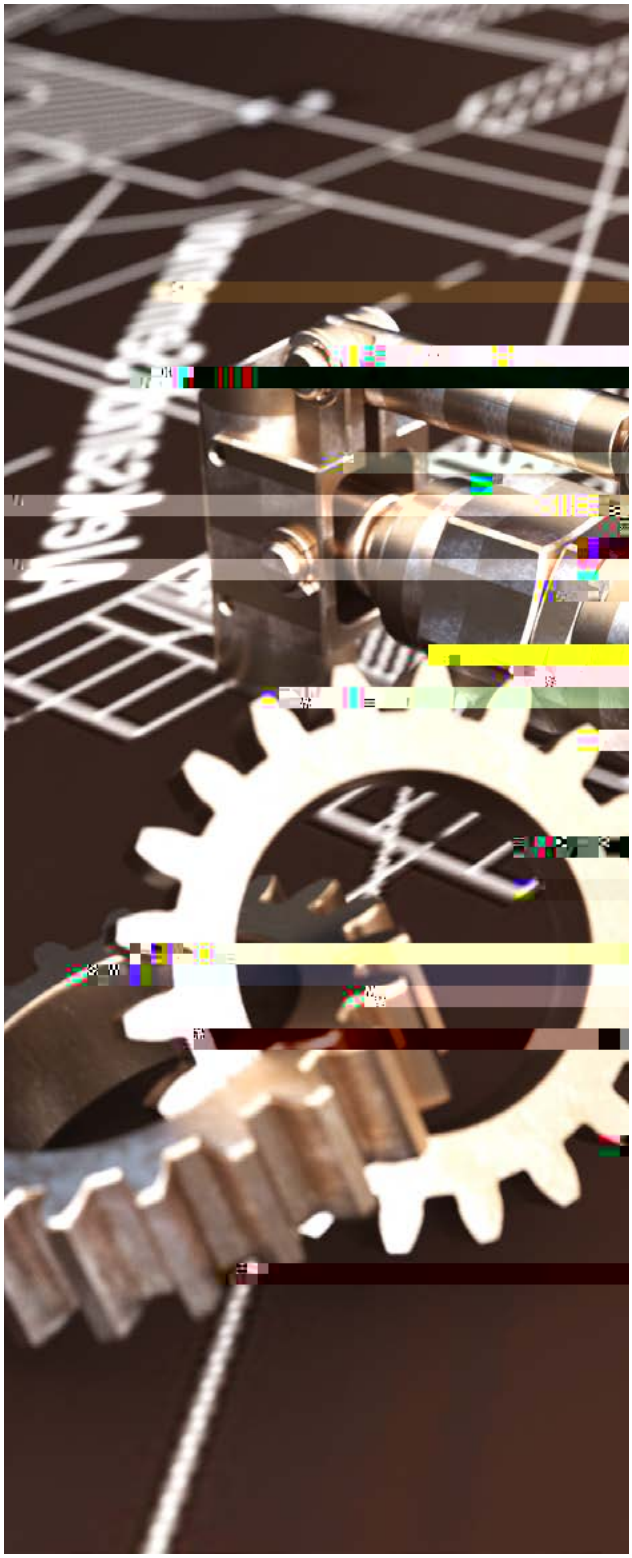

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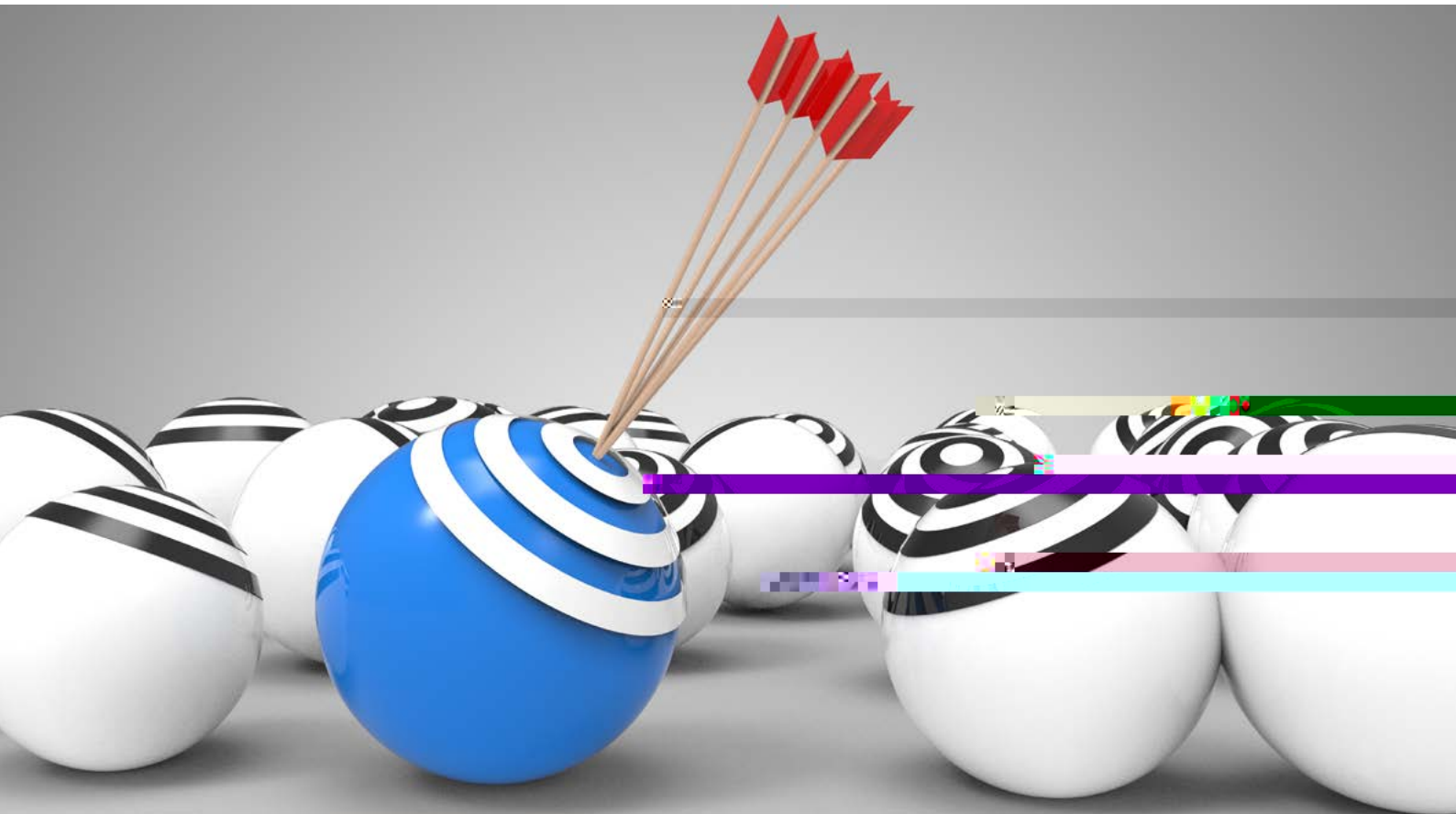

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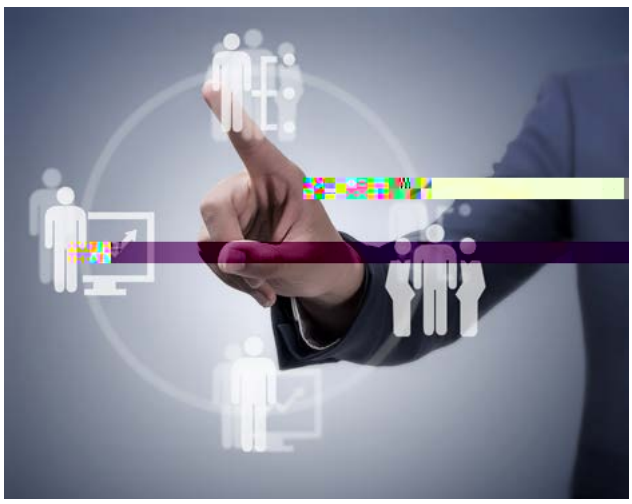

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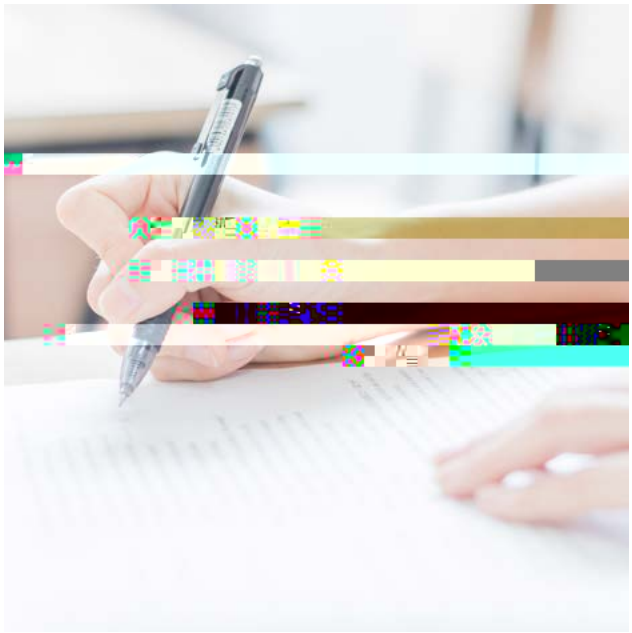

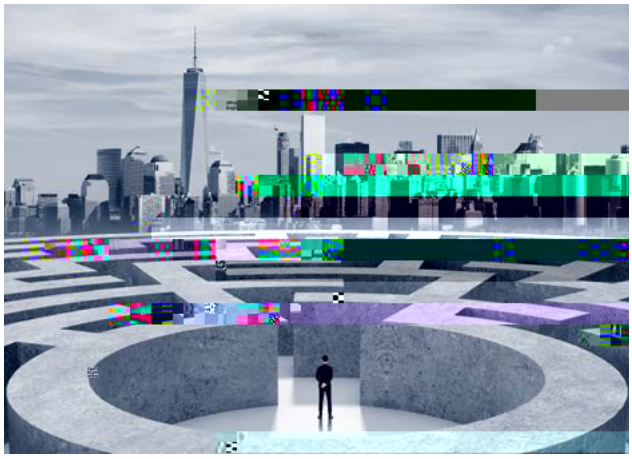

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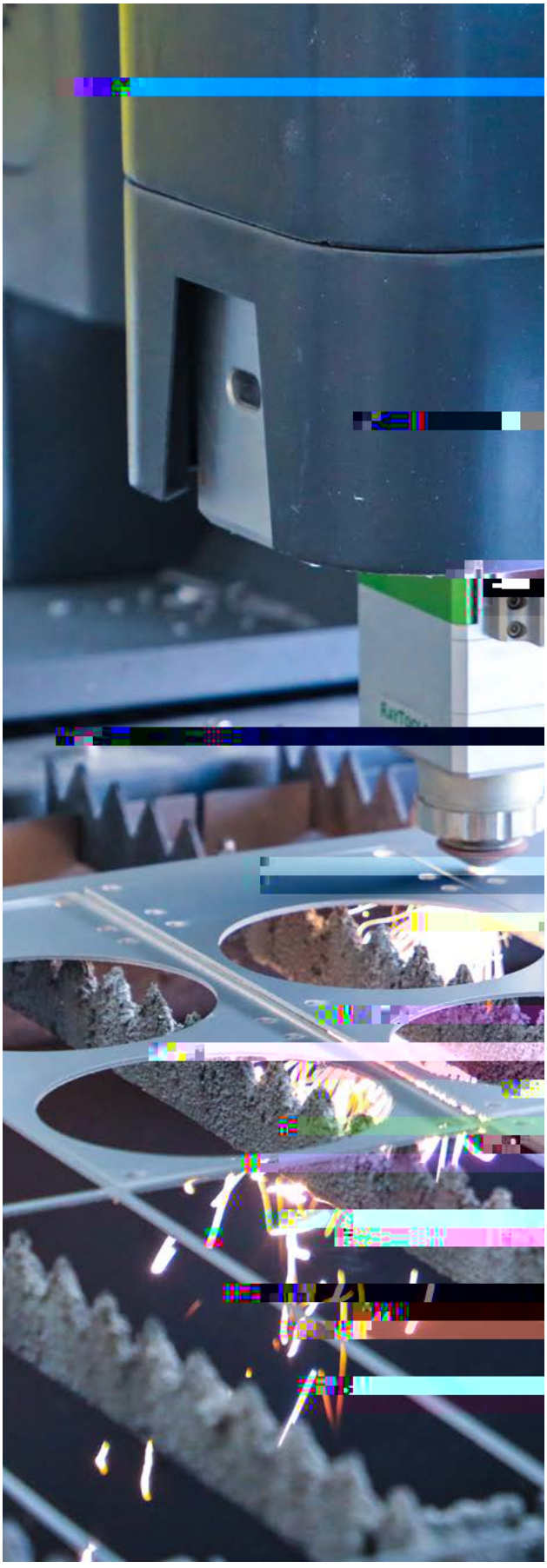

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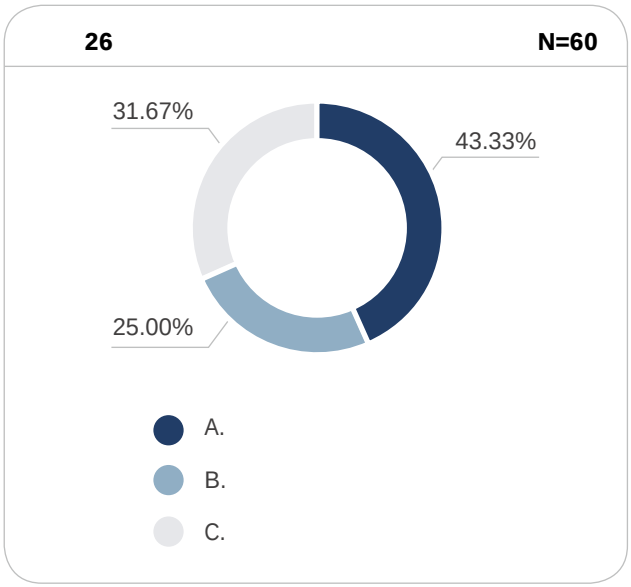

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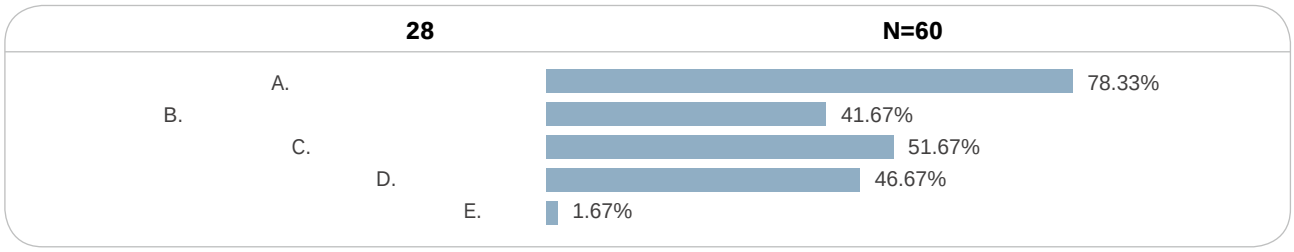
A.	**N=30**	30.00%	30.00%	20.00%	20.00%
B.	**N=18**	5.56%	50.00%	16.67%	27.78%
C.	**N=19**	15.79%	26.32%	31.58%	26.32%
D.	**N=29**	17.24%	41.38%	20.69%	20.69%
E.	**N=16**	43.75%	31.25%	12.50%	12.50%
F.	**N=8**	75.00%	12.50%	12.50%	0.00%
G.	**N=13**	30.77%	46.15%	7.69%	15.38%
H.	**N=28**	25.00%	25.00%	10.71%	39.29%

27



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A. N=47	80.85%	59.57%	40.43%	34.04%	44.68%
B. N=25	55.56%	11.11%	33.33%	66.67%	44.44%
C. N=31	51.61%	51.61%	58.06%	54.84%	29.03%
D. N=28	53.57%	39.29%	53.57%	50.00%	50.00%

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A.	N=30	56.67%	43.33%	30.00%	63.33%	60.00%	13.33%
B.	N=18	33.33%	38.89%	33.33%	50.00%	50.00%	16.67%
C.	N=19	57.89%	57.89%	42.11%	73.68%	73.68%	15.79%
D.	N=29	37.93%	27.59%	10.34%	58.62%	48.28%	6.90%
E.	N=16	31.25%	25.00%	25.00%	68.75%	43.75%	6.25%
F.	N=8	37.50%	37.50%	25.00%	62.50%	37.50%	0.00%
G.	N=13	30.77%	30.77%	23.08%	69.23%	46.15%	0.00%
H.	N=28	42.86%	32.14%	17.86%	67.86%	60.71%	17.86%

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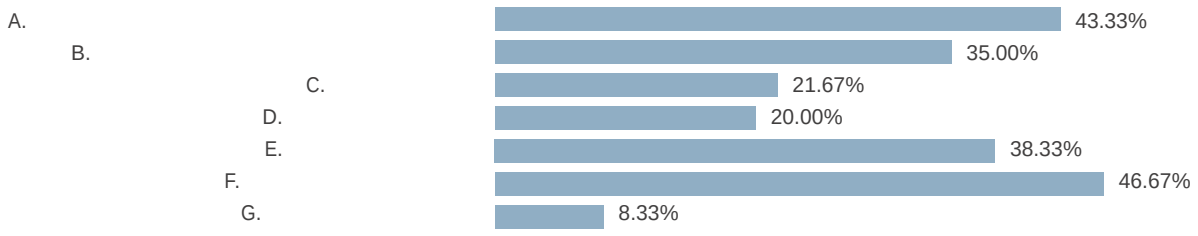

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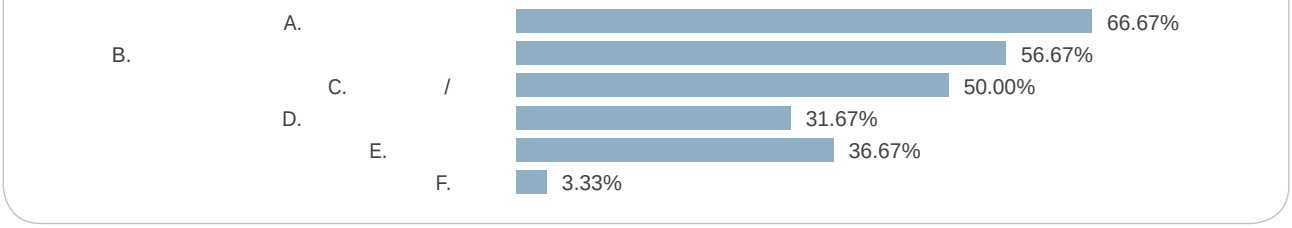

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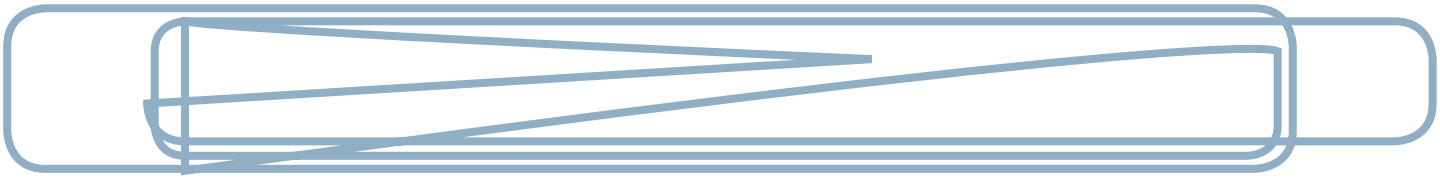

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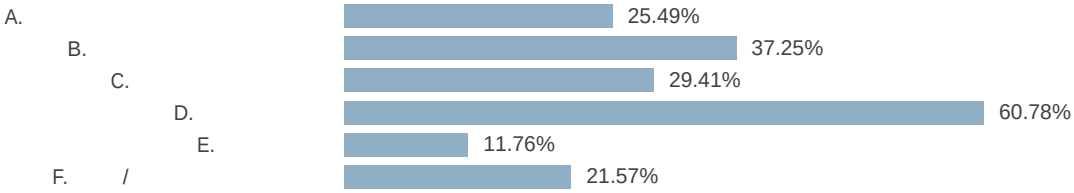

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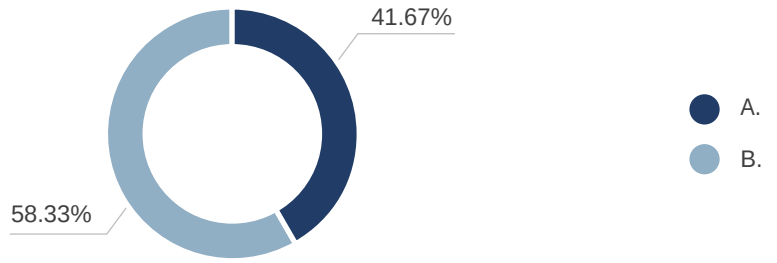

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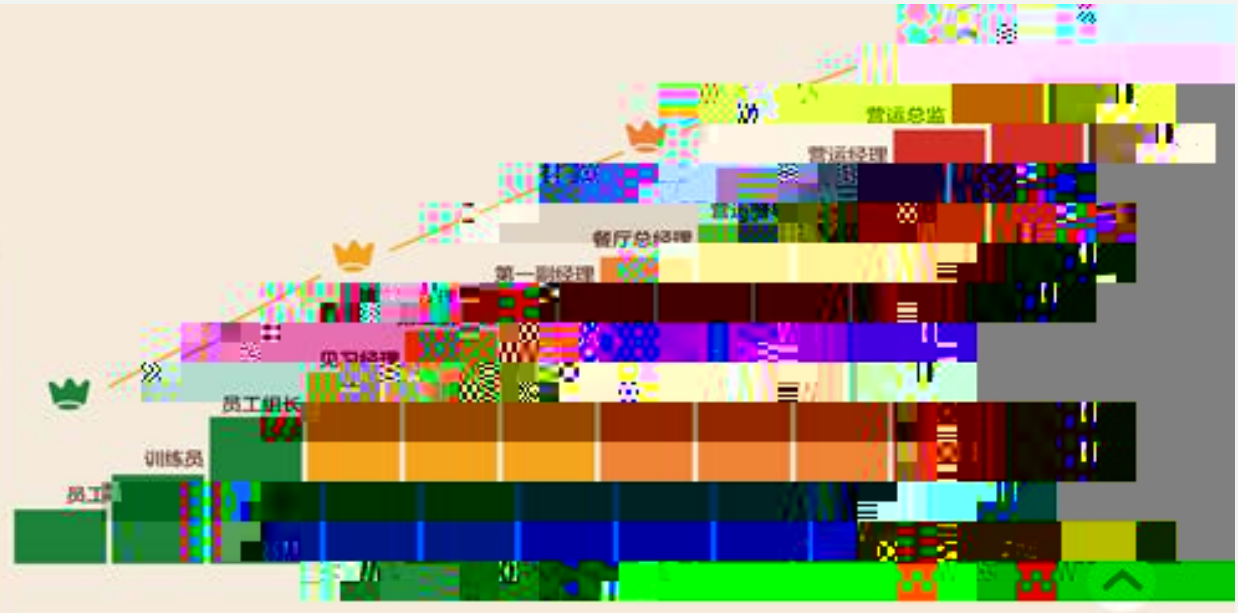

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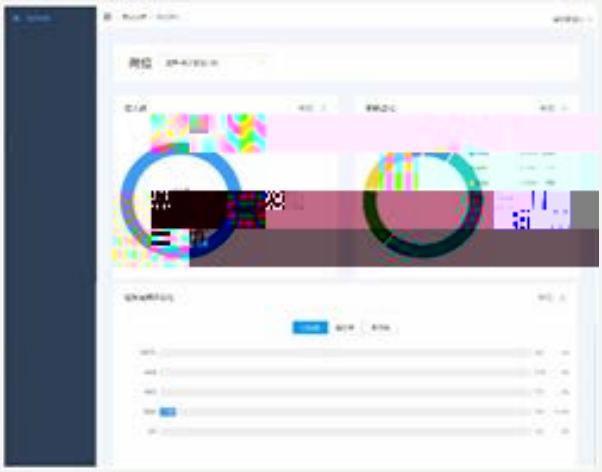

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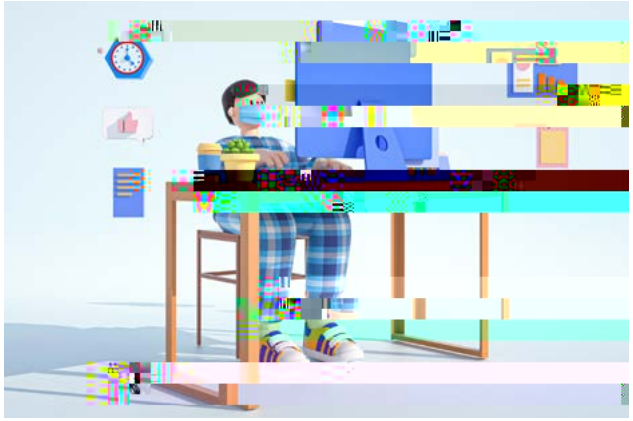

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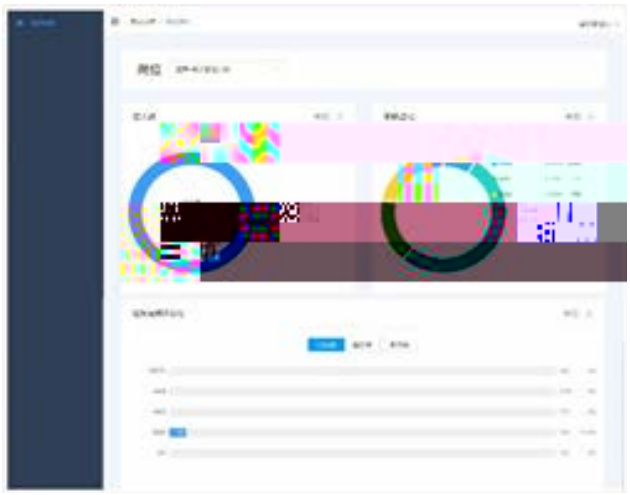

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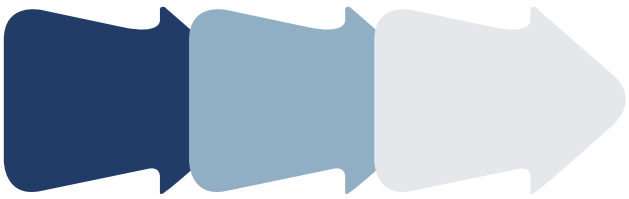

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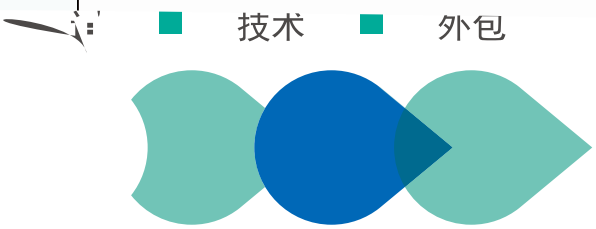

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