

The background of the cover is a photograph of several hands carefully balancing a series of wooden blocks on a dark surface. The blocks are arranged in a line, with some standing upright and others being placed or adjusted by the hands. The lighting is warm and focused on the hands and blocks, creating a sense of precision and balance.

CBI

# CBI VISION

Employment Risk Management  
Monthly Journal

2025

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## Monthly Hotspot



### From an overtime culture to "mandatory leaving work," what is changing?

Recently, there's been an event that has the entire professional world buzzing: major companies are actually pushing employees to leave work on time!

First, the home appliance giant Midea has started strictly controlling overtime. Once the clock hits 6:20 PM, everyone must leave the office. Even if someone wants to stay, it's not allowed, as HR goes around each department to ensure everyone leaves.

Another example is the drone giant DJI, which has adopted a similar strategy. They've initiated a "no overtime" policy, where at a certain time, the company cuts the power, turning off the lights, blacking out computer screens, and shutting down the air conditioning, turning the office into a haunted house in seconds.

This shift from an overtime culture to "mandatory clocking out" reflects a change in mindset and sends a strong signal against workplace overexertion. Several factors have contributed to this change:

#### **The Demonstration Effect of Foreign Enterprises: The Logic Behind "High Satisfaction-High Efficiency" in Compliance**

The exploration of "mandatory off-duty" by Chinese local enterprises, to some extent, is a reference and upgrade of foreign enterprise management experience. Foreign companies operating in China generally comply with labor laws, not due to a "moral advantage," but because it is a rational choice based on global operations. Compliance and risk avoidance: Companies like Apple and Microsoft internalize the requirements of Chinese labor laws into global ESG standards to avoid legal disputes



and damage to brand reputation. Talent competition strategy: A survey by Boston Consulting shows that for every 10% increase in employee satisfaction in foreign enterprises, the turnover rate of core talent decreases by 7%, and recruitment costs are reduced by 25%. This "high welfare-high output" closed loop validates a rule: the stronger the employees' sense of control over their work, the higher the value density per unit of time. For example, after Bosch's Suzhou factory in Germany implemented a "no overtime" policy, the error rate on the production line dropped by 15%, and the number of process optimization suggestions from employees doubled.

### **The Transformation Logic of Chinese Enterprises: The Triangular Game of Policy, Efficiency, and Satisfaction**

The leading Chinese companies are implementing mandatory off-duty policies, not simply imitating foreign enterprises, but as a proactive breakthrough under multiple pressures: Policy pressure: from "laissez-faire" to "red line."

The 2025 government work report explicitly proposes "comprehensive management of involution-style competition." The State Administration for Market Regulation and other departments have also intensively stated their commitment to cracking down on illegal practices such as excessive overtime work. Companies that continue to tolerate an overtime culture may face penalties from labor inspections, the cancellation of tax incentives, and even risks to their export qualifications (such as the EU's "Prohibition of Forced Labor Products Regulation," which limits excessive overtime).

### **The Hard Demand for an Efficiency Revolution**

The era when traditional manufacturing relied on a "labor-intensive approach" has come to an end. Practice shows that when a company has the capability to replace labor with technology, extending working hours actually becomes the enemy of efficiency.

### **New Generation Employees 'Vote with Their Feet'**

Data from 2025 shows that Generation Z job seekers have increased the weight of 'work-life balance' to 78% compared to salary. An HR representative from a major internet company revealed: 'After implementing mandatory off-hours, the recruitment cycle for core positions was reduced from 45 days to 28 days, and the candidate rejection rate decreased by 40%.'

### **Challenges and Breakthroughs: Beware of 'Invisible Overtime' and the Alienation of Execution**

Although mandatory time off is a positive sign, potential risks still remain.

**Invisible Overtime at Home:** Some companies have not reduced daytime meetings and have increased KPIs, forcing employees to continue working from home, potentially giving rise to new forms of online overtime from home.

**Outdated Evaluation Systems:** DJI employees report that "there is no overtime, but the workload has not been adjusted." If tools like OKR are not used to restructure goal management, the policy may remain superficial.

**Inertia in Management Thinking:** Some managers still evaluate employees based on "who stays late is dedicated" and equate overtime with hard work, leading to distorted policy implementation. There is a need to change this cognitive inertia.

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Solution to Breaking the Deadlock:

**Digital Management:** Implement automatic monitoring of employee account activity after work hours. Trigger an alert if there are more than three instances per month.

**Organizational Culture Restructuring:** Alibaba enforces a "Meeting Tax"—meetings lasting over 30 minutes require prior approval and a value explanation. Initiators of ineffective meetings will have 10% of their daily performance score deducted.

**Incentive Mechanism Binding:** Haier incorporates "Employee Satisfaction" into management performance evaluations, with a weighting of no less than 30%.

### **Future Outlook: From the "Compliance Baseline" to the "Competitiveness Ceiling"**

**Technological substitution deepens:** AI assistants and automated processes will further reduce inefficient work hours, allowing human resources to focus on high-value tasks.

**Differentiated benefits competition:** In the future, companies may introduce flexible policies such as "no overtime for parenting" and "exemption for cross-city work" to attract specific talent.

**Social value spillover:** The enhancement of employee well-being will feed back into the consumer market, forming a positive cycle of "enterprise-employee-economy."

### **Conclusion**

The "forced off-duty" movement is essentially a sign of Chinese enterprises transitioning from "industrial control" to "human-centered governance." When managers realize that employees are not just cost figures but "human capital" carrying creativity, emotions, and social relationships, reducing working hours becomes not a compromise but a key to unlocking organizational potential. The future of business competition is destined to belong to those enterprises that understand both "process efficiency" and, more importantly, the "laws of human nature."



# Case Sharing

## **The exposure of tech experts forging social security web pages: How can third-party background checks solve the dilemma of workplace integrity?**

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Recently, a news story about "spending a few dozen yuan to fake exam results for the postgraduate entrance exam" has garnered widespread attention in society. According to a report by Cover News, journalists have discovered numerous posts about "editing exam results" and "modifying exam scores" on various social media platforms, with the number reaching hundreds. Vendors offer services such as providing screenshots, screen recordings, and web operation demonstrations, with prices ranging from 5 to 69 yuan, claiming they can complete hundreds of orders within two days. This behavior not only severely disrupts the examination order but also greatly damages the integrity of the candidates and the environment of fair competition.

A journalist, posing as a student, consulted multiple businesses and discovered that they offer a variety of services at low prices, with coverage across the country. The businesses admitted that their main goal is to fabricate a seemingly reasonable score to gain parental support for another attempt at the graduate school entrance exam. In response, a relevant staff member from the Graduate School Admissions Network stated that the data on their platform is reported by the admissions units, and any errors or falsifications in scores are the responsibility of those units, unrelated to the screenshots of scores presented by the candidates. A lawyer mentioned that businesses profiting by setting up fake websites to provide query services for others may constitute illegal business operations.

Coincidentally, in December 2024, our company encountered a similar situation during a background check. A leading internet company, through a headhunter, identified an algorithm expert named Zhang with an annual salary exceeding one million. With a top-notch educational background and an impressive resume, Zhang successfully passed five rounds of interviews and entered the background check phase. Since the position involved core algorithm development, the company entrusted us with conducting an in-depth investigation. However, what seemed like a routine background check turned into a battle of technology and integrity due to the candidate's meticulously crafted fraudulent tactics.

### **The Dilemma of Background Checks Amid a Trust Crisis**

The resume indicates that Zhang worked at a well-known internet company from July 2019 to March 2022, and then seamlessly transitioned to another tech firm. However, when the background check consultant contacted Zhang's supervisors and colleagues from the first job, they found that many people were vague about the departure timeline. Moreover, the system records showed a departure date six months later than what was stated on the resume. More troubling is the fact that there was originally a 2-month gap between the two jobs, and with the time discrepancy, an 8-month period of "unknown experience" inexplicably appears in Zhang's career history.

In the face of skepticism, Mr. Zhang reacted strongly, firmly asserting that "there are loopholes in the personnel system" and proactively provided Beijing social security payment records as evidence. The documents showed that the end date of his social security payments matched his resume perfectly, seemingly proving his innocence. However, the experienced background check consultants did not easily accept this. According to industry practices, social security records are used only as a reference, with professional agencies relying more on official company records and cross-verification. Indeed, further investigation revealed that the social security query link provided by Mr. Zhang was actually a temporary webpage imitating the Beijing electronic social security platform. The technical team traced it back and found that the IP address of this webpage was closely associated with Mr. Zhang's personal server.



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The case ultimately concluded with the company revoking the offer and placing Zhang on the industry's integrity blacklist. Although his technical skills were outstanding, the lack of integrity crossed a red line. The value of a professional is not just built on skills but is fundamentally based on integrity. For companies, making background checks a key part of their talent strategy and leveraging third-party agencies to build a comprehensive review system of "data verification + personal interviews + technical tracing" is essential to combat the ever-evolving methods of fraud. For job seekers, this case reaffirms that any "shortcut" will eventually come at a higher cost, and integrity is the most enduring career investment.

### The Breakthrough Strategy for Third-Party Background Checks

This case highlights the limitations of companies conducting their own background checks. Relying solely on references provided by candidates can easily lead to an information silo. For instance, some company HRs may struggle to identify fake references due to a lack of investigative skills, such as when candidates collude with former colleagues to pose as supervisors. In contrast, third-party agencies can leverage extensive databases and compliant channels to cross-verify information using various data sources, such as business registration and social security information. Moreover, professional background checks need to balance efficiency and risk.

### Reflection on the Workplace Ecology Behind Technological Fraud

The case of Zhang is not an isolated one. As "resume embellishment" evolves into "technological fraud," methods such as forging bank statements, altering email records, and even using deep learning to synthesize referees' voices are emerging one after another. Data from our company shows that in the fraud cases uncovered in 2024, 23% involved the falsification of digital evidence, an increase of 17 percentage points compared to three years ago. This has forced the background check industry to upgrade its technological countermeasures.

# Industry Insights

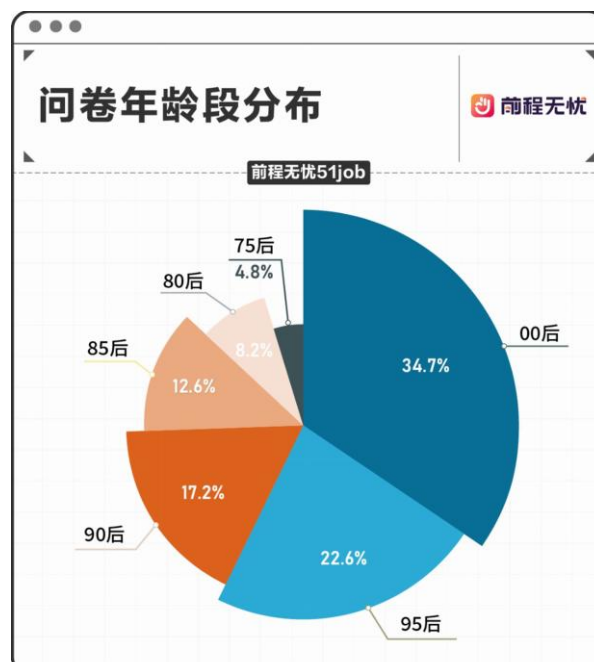
## "The 2025 Workplace AI Application Trends Report"

When ChatGPT generates meeting minutes in one minute, when Midjourney replaces designers to complete drafts, and when Deepseek emerges to integrate into various applications—artificial intelligence is quietly rewriting the rules of workplace survival as a "digital colleague." According to a report by the McKinsey Global Institute, by 2030, approximately 30% of global occupational activities could be automated, with the penetration rate of generative AI in knowledge-based jobs rising from 12% in 2020 to 37% in 2023.

Recently, the "2025 Workplace AI Application Trend Report" was released, aiming to understand the differences in how workers from different generations, industries, and positions assess the occupational safety risks associated with AI. It also analyzes the gap in the alignment between individual skill upgrades and organizational empowerment mechanisms, while clarifying the balance between efficiency optimization and ethical constraints in the workplace.

### **Young professionals drive the frequent use of AI tools, while the middle-aged group is more cautious about the impact on stability.**

The survey indicates that age serves as a natural dividing line in attitudes toward AI. Those born in the 2000s and late 1990s dominate the respondent group, accounting for a combined 57.3%. They are more inclined to view AI as an "efficiency booster"—52.1% of respondents born in the 2000s use AI for document writing, significantly higher than the average across all age groups. Additionally, 45.5% of respondents born in the late 1990s use AI "several times a week," marking the highest frequency of usage. This tendency to view AI as a tool is closely related to the career stage of young people: when first entering the workforce, using AI to optimize basic tasks (such as documents and data) becomes a shortcut to quickly getting up to speed.





In contrast, the middle-aged group (those born in the 1980s and earlier) tends to perceive AI as a systemic risk. Among respondents born in the 1980s, 62.5% believe that "job replacement" is the main professional threat in the long run, which is nearly 9 percentage points higher than those born in the 2000s. Within this group, 51.1% predict that "AI will replace entry-level positions in companies." Middle-aged professionals, leveraging their experience, are quicker to sense signals of organizational changes. However, their deep-seated concern about possibly being replaced makes them increasingly wary of risk factors that could disrupt the current stable state.

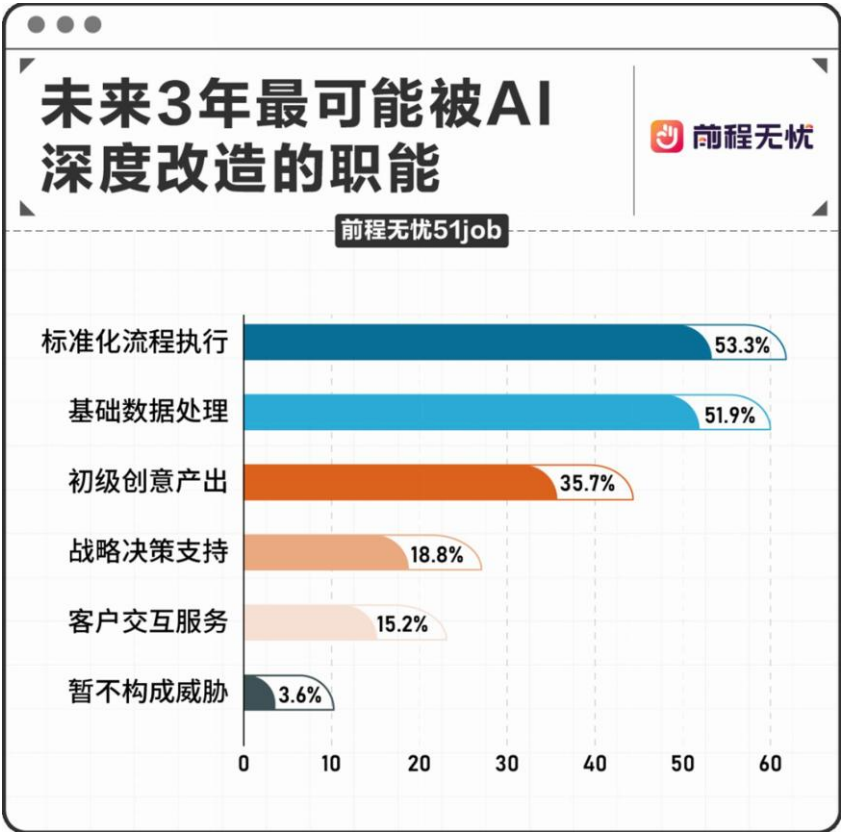
Interestingly, generational differences have not hindered the formation of a consensus. 53.7% of respondents (across all age groups) believe that the mainstream model of the future is "human-machine collaborative enhancement." However, the paths to achieving this are quite different: young people try to use AI to "run faster," while the middle-aged group, due to the need for job stability, tends to avoid risks and focuses more on "how to run more steadily."

**The penetration rate of AI tools in administrative positions has reached 72.3%, and the anxiety about being replaced has simultaneously risen to over 70%.**

A survey shows that nearly half of the respondents have observed that "upskilling requirements" have substantially occurred, and more than 30% of respondents have experienced "workflow restructuring." For 45.3% of the respondents, these changes are seen as "significant optimizations" rather than "disruptive transformations" in the short term.

From the perspective of future trends, "human-machine collaborative enhancement" and "full-process automation" are the two mainstream work models that respondents believe may emerge in the future, with both accounting for over 40%. In addition to worrying about "job replacement," respondents believe that the likelihood of "increased competition" is higher.

More than half of the respondents believe that in the next three years, AI will significantly transform roles related to "standardized process execution" and "basic data processing." This expectation is highly consistent with current workplace practices.



A survey shows that over 50% of respondents use AI to help with document writing, and nearly 40% apply it to data analysis. AI has evolved from a tool to a "collaborative partner." Among them, 72.3% of respondents in administrative support roles use AI for document writing in their daily work, while financial role respondents are the most active in using AI for data analysis, at 53.6%. The frequency of use is positively correlated with expectations of job replacement, with over 70% of respondents in these two groups expressing more pronounced anxiety about "job replacement."

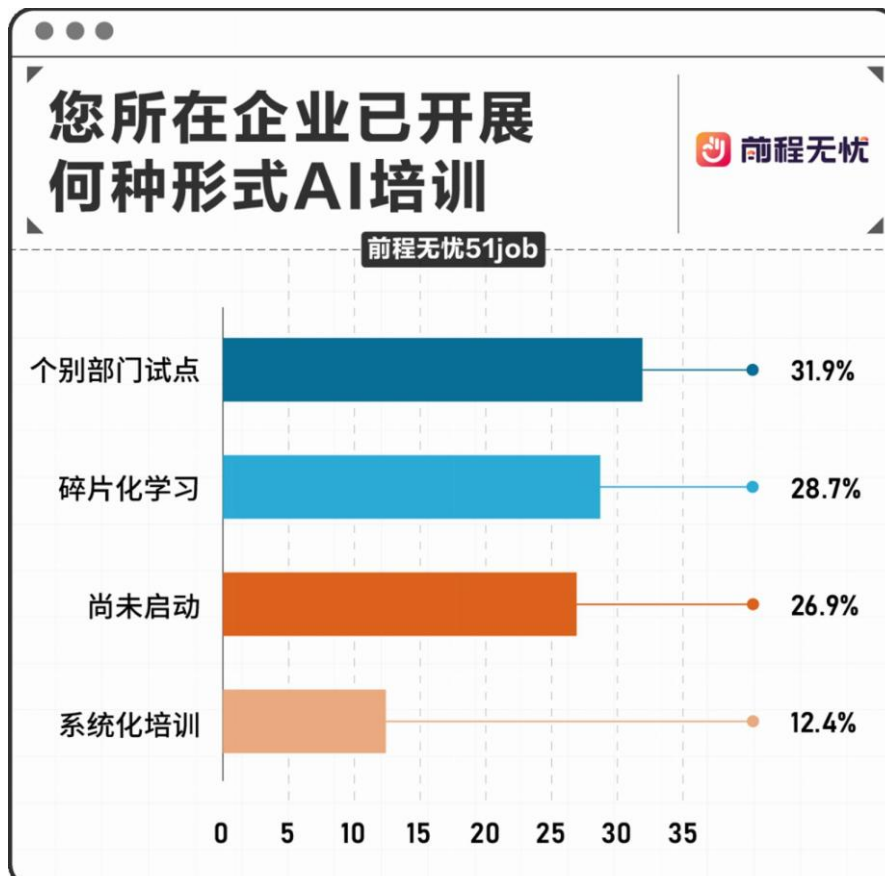
In response to these changes, 45.5% of respondents chose to "enhance the ability to work collaboratively with AI" and placed more importance on "composite competitiveness" rather than "single skills." "Cross-disciplinary collaboration" and "complex problem solving" have become key areas of focus for respondents seeking to improve their capabilities, with both areas garnering attention from nearly 40% of respondents.

### **The rate of systematic AI training in private enterprises is less than half that of foreign enterprises, indicating a gap in technological empowerment.**

A survey shows that among respondents, the proportion of people in the technology and internet sectors who "use AI frequently on a daily basis" is far ahead of other industries. In this group, 67.5% of respondents believe that "standardized process execution" will be prioritized for AI transformation, slightly higher than in the finance and insurance sectors.

In contrast, traditional industries tend to adopt a conservative attitude. In the energy and environmental sectors, 38.5% of respondents indicated that their companies have not yet initiated AI training, which is above the average. Among respondents from the real estate industry, 31.8% believe that the future work model will be "led by core decision-makers."

The stronger the technical attributes of an industry, the higher the penetration rate of AI tools; conversely, industries with weaker technical attributes tend to rely more on human inertia.

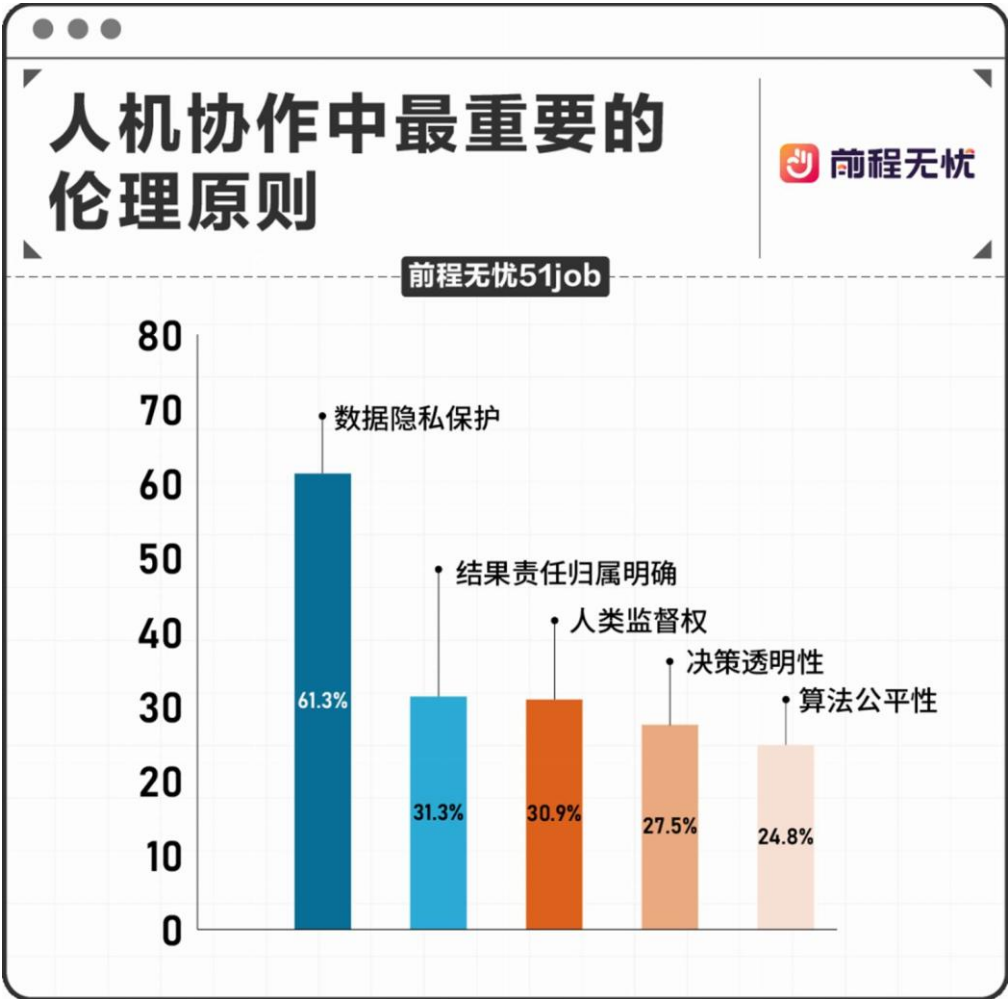


From the perspective of business types, over 50% of respondents come from private enterprises. However, the proportion of respondents from foreign-funded enterprises who use AI "frequently on a daily basis" far exceeds that of other types of enterprises. This contrast may stem from the advantages foreign-funded enterprises have in empowering employees with technology. Their global management systems are often equipped with well-developed AI training resources, making it easier for employees to develop a habit of regular use. Although private enterprises have widely adopted AI technology, the actual depth of use by employees has not been fully realized due to insufficient training coverage or weaker scenario adaptability, remaining primarily at the level of personal office assistance. Correspondingly, the systematic AI training coverage rate among respondents from foreign-funded enterprises is 25.0%, while for private enterprises it is only 12.2%.

An overlooked conflict is that 51.3% of respondents rely on "fragmented learning" to enhance their AI skills, but only 28.7% of companies provide similar support.

**The rate of systematic AI training in private enterprises is less than half that of foreign enterprises, resulting in a gap in technological empowerment.**

A survey shows that 61.3% of respondents consider "data privacy protection" as their top priority, far surpassing other options. This demand is particularly prominent in data-sensitive industries such as healthcare and finance. Among financial professionals, 85.7% of respondents believe that privacy protection is "crucially important," a higher percentage than the 67.6% observed in the healthcare industry. This reflects the extreme sensitivity to data security in the financial sector. The financial industry directly involves core information such as user assets, credit records, and transaction behaviors, which, if leaked, could trigger systemic risks or a crisis of trust.



In the media and advertising industry, respondents chose "human oversight rights" over "data privacy protection" by a margin of 6 percentage points. This preference stems from the industry's high sensitivity to the authenticity of AI-generated content. It has been publicly reported that due to technical flaws in AI text creation, such as "fabricating facts" (e.g., automatically generating false information) and "logical fallacies" (e.g., contradictory statements), media professionals have been compelled to enhance human review mechanisms to maintain content credibility. This has led to a causal chain where "technological risks give rise to oversight demands."

In addition, regarding the application of AI in the workplace, the primary concern for respondents is unsurprisingly the "impact on employment." In a rapidly changing technological environment, the workforce's sensitivity to technological changes is continuously increasing. Only 5.2% of respondents reported "not yet perceiving any risk."



# Thanks for reading

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