



# PRESS RELEASE

## 2011 HKSAR PAY LEVEL SURVEY



The 2011 HKSAR Pay Level Survey was conducted by the **Hong Kong People Management Association (HKPMA)** in collaboration with the **Centre for Human Resources Strategy and Development (CHRSD) of School of Business, Hong Kong Baptist University** between July and September 2011 through a mailed questionnaire. Its main purpose is to collect information on 12 areas related to human resources management; namely, Salary Adjustment, Employee Turnover, Staff Redundancy, Increase of Manpower, Cost-saving Measures, Staff Retention Strategies, Impact of the Implementation of Statutory Minimum Wage, Starting Salaries for Fresh Graduates, Incentive Scheme, Benefits Offered to Employees, Remuneration Mix and Annual Cash Compensation Packages for 89 benchmark jobs.

A total of **92** companies participated in the 2011 Survey. They came from **12** business sectors; namely, Construction, Electronics & Electrical, Engineering, Food & Beverage, Logistics, Manufacturing, Non-Government Organization, Property Management and Related Services, Retail, Textiles & Garment, Trading and Others. A separate category of “Others” was used to cover various industries such as Catering, Consultancy Services, Education, Property Agents and Telecommunication.

The survey covered a total of **69,260** employees and **89** benchmark jobs at four staff levels: Manager and above Staff, Supervisory/Technical Staff, General Staff and Operative Staff.

### **SALARY REVIEW**

Survey results showed that the overall actual average salary adjustment of the **92** companies for the period of July 2010 to June 2011 ranged from **4.2% to 4.9%**.

For the 2012 projected salary adjustment, only **66** companies supplied usable data for analysis. The overall average projected salary adjustment for **2012** ranged from **4.5% to 5.1%**. A follow-up survey will be conducted in December 2011 to provide the latest projected salary adjustment figures for 2012.

Staff Level	2007 Overall Average Salary Increase	2008 Overall Average Salary Increase	2009 Overall Average Salary Increase	2010 Overall Average Salary Increase	2011 Overall Average Salary Increase	2012 Overall Projected Salary Increase
Manager and above	3.6%	4.6%	0.4%	2.3%	4.2%	4.9%
Supervisory / Technical Staff	3.6%	4.7%	0.5%	2.6%	4.3%	5.1%
General Staff	3.4%	4.5%	0.7%	2.3%	4.3%	5.0%
Operative Staff	2.9%	4.0%	0.7%	2.1%	4.9%	4.5%

The overall rankings of salary review criteria were similar to last year, with “Company Overall Performance” and “Individual Performance” ranking at the top.

## IMPACT OF THE IMPLEMENTATION OF STATUTORY MINIMUM WAGE

With the introduction of Minimum Wage Ordinance, it was found that **28** companies of the participating companies had provided minimum wage adjustment to their Operative staff, at an average of **5.2%**, with the highest minimum wage adjustment found in the Property Management and Related Services Sector, at an average of **10%**.

## EMPLOYEE TURNOVER

The overall average turnover rate ranged from **7.9% to 39%** for the survey period, with Operative Staff recorded the highest turnover rate at **39%**. The three highest turnover positions identified from the Survey were Engineer, Technician and Clerk. "Pay" and "Career Promotion Prospect" were ranked as the top two reasons for employee turnover.

## REDUNDANCY

A total of **511** employees were made redundant in **36** companies, which represented **39.1%** of the participating companies. Industry that retrenched the largest number of employees was the Property Management and Related Services Sector, which cut down a total of **173** employees, accounting for **33.9%** of total retrenched population, followed by the Construction Sector, which retrenched **135** employees or **26.4%** of the total number.

Staff Level	Manager and above	Supervisory / Technical Staff	General Staff	Operative Staff
No. of Employees made Redundant (Total : 511)	44 (8.6%)	73 (14.3%)	173 (33.9%)	221 (43.2%)

## INCREASE OF MANPOWER

There were **7,285** new positions added to the work force of the surveyed companies. The largest growth among all sectors, **2,561** new positions, was in the Property Management and Related Services Sector, of which **2,218** (or **86.6%**) were Operative Staff.

## COST-SAVING MEASURES

**8** out of the **92** participating companies reported that they had adopted cost-saving measures in 2011. Different measures were taken by companies to reduce their operating expenses.

## STAFF RETENTION

Among the participating companies, **81 (88%)** indicated that they had adopted staff retention measures. Companies used a variety of measures to retain their employees. "Salary Adjustment" was the most frequently used measure among all, followed by "Training & Development".

In terms of resources devoted to staff development as a retention strategy, the Manufacturing Sector spent **2.3%** of total payroll in training and developing their staff, followed by the Retail Sector at **1.9%**. Overall, most of the participating companies in the survey responded that they intended to spend more in Training & Development in the coming year.

## INCENTIVE SCHEMES

About 83.7% of the participating companies, 77 out of the total 92, indicated that they offered incentive schemes to their employees. "Performance related to Company Business" was the most important criterion for providing incentive schemes for all levels of staff. For companies offering year-end cash bonus as an incentive, the bonus ranged from 1.2 months to 2.4 months of monthly salary.

## REMUNERATION MIX

The pattern was quite similar to that of last year. Basic salary was the major component in the remuneration package offered to all categories of staff. For all levels of staff, about 80% of the remuneration was basic salary. For Manager and above positions, 11.8% of the remuneration was variable pay.

## STARTING MONTHLY SALARY FOR FRESH GRADUATES

Monthly starting salaries for fresh graduates varied according to their qualifications and the nature of the job. The lowest average starting salary for Matriculated school graduates was recorded in "Marketing" positions at HK\$7,707, while the highest figure reported was an average of HK\$14,167 in the functional area of "Construction" for Master degree or above graduates. On average, the starting salary of fresh graduates of all entry qualifications across most job functions and business sectors was slightly higher than that of last year.

Qualification	2011 Average Starting Monthly Salary (HKD)								
	Construction	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Others
Matriculated	\$8,190	\$8,075	\$7,790	\$7,707	\$8,195	\$8,095	\$8,404	\$8,223	\$8,045
Diploma/ Higher Diploma/ Associate Degree	\$10,607	\$10,375	\$9,985	\$9,453	\$9,279	\$9,584	\$9,492	\$9,465	\$9,193
Bachelor Degree	\$13,159	\$11,984	\$11,594	\$11,493	\$11,249	\$11,354	\$10,974	\$10,965	\$11,064
Master Degree or above	\$14,167	\$13,372	\$12,900	\$13,111	\$11,525	\$12,337	\$11,852	\$12,429	\$12,670

## EMPLOYEE BONUS AND BENEFIT

In general, the employee benefit provisions remained relatively unchanged. The benefits offered in 2011 were summarized below:

1. **Bonus**

Bonus was classified into Guaranteed Bonus and Non-guaranteed Bonus, both of which were expressed in terms of number of months. In this year's survey, the amount of Non-guaranteed Bonus was higher than Guaranteed Bonus.

2. **Education**

Around 60% of participating companies provided financial assistance or subsidies to their employees for education purpose. Education allowance for employees' children was not common for all levels of staff.

3. **Tax Effective Benefits**

Tax effective benefits would not incur additional cost to the organization while employees could benefit from paying lower salary tax. These were given in the form of rental reimbursement, usually for Manager & above staff.

#### 4. Retirement Benefits

A detailed breakdown was made for each of the two prevailing retirement plans; namely, MPF and ORSO. Minimum MPF and MPF with top-up for all employees were the more commonly adopted retirement protection plans.

#### 5. Medical Benefits

Around 40% of the participating companies offered premium fully covered outpatient and hospitalization benefits to their employees and around 50% of the participating companies offered premium subsidized outpatient and hospitalization benefits.

### **2011 CASH COMPENSATION PACKAGES BY JOB**

A total of 89 positions were selected as benchmark jobs for pay and benefit analysis in this year's survey. Among the 89 benchmark jobs, 27 were classified under Manager and above, 30 were under Supervisory/Technical Staff, 24 were under General Staff and 8 were under Operative Staff.

<b><u>Manager and above</u></b>	<b><u>Supervisory/Technical Staff</u></b>	<b><u>General Staff</u></b>
01 Accounting Manager	02 Accountant	04 Accounts Clerk
05 China Affairs Manager	03 Assistant Accountant	11 Chef
06 Admin. Manager/ General	08 Admin. Officer/ General	12 Executive Secretary
07 Compliance Manager	09 Security Officer	13 Secretary
21 HR/Personnel Manager	10 Factory Doctor	14 Clerk
22 Training Manager	23 HR/Personnel Officer	15 Receptionist
26 IT Manager	24 Training Officer	16 Compliance Auditor
31 Sales Manager	27 Systems Analyst	25 HR/Personnel Assistant
32 Marketing Manager	28 Analyst Programmer	29 Programmer
39 Customer Services Manager	33 Sales / Retail Sales Supervisor	30 Computer Operator
41 Property / Estate Manager	34 Sales Engineer	35 Sales Executive
44 Factory / General Manager	40 Customer Services Supervisor	36 Sales Coordinator/ Administrator
45 Operations Manager	42 Property / Estate Officer	37 Marketing Executive
46 Production Manager	43 Building Supervisor /	54 Merchandiser
47 Merchandising Manager	51 Production Supervisor	55 Assistant Merchandiser
48 Sample Room Manager	52 Senior Merchandiser	56 Pattern Maker
49 Product Development	53 Production Planner/Scheduler	73 Assistant Site Foreman
50 Production Planning	60 Quality Control Supervisor	74 Assistant Engineer
59 Quality Control Manager	61 Quality Control Engineer	75 Senior Technician
62 Building Services Manager	66 Building Services Engineer	76 Technician
63 Project Manager	67 Project / Site Coordinator	77 Electrician
64 Engineering Manager	68 Site Quantity Surveyor	86 Buyer
65 Industrial Engineering	69 Site Foreman	87 Storekeeper
78 Logistics Manager	70 Senior Engineer	88 Customs Coordinator
79 Purchasing Manager	71 Engineer	
80 Materials Manager	72 Safety Officer	<b><u>Operative Staff</u></b>
81 Warehouse Manager	82 Logistics Officer	17 Security Guard
	83 Purchasing Officer	18 Office Assistant/Messenger
	84 Shipping Supervisor	19 Cleaner
	85 Warehouse Supervisor	20 Company Driver
		38 Retail Sales Assistant
		57 Skilled Production Worker/ Operator
		58 Unskilled Production Worker/ Operator
		89 Truck Driver

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## 2011 年度香港特別行政區薪酬及福利調查

由香港人才管理協會及香港浸會大學工商管理學院人力資源策略及發展研究中心合辦的「2011 年度香港特別行政區薪酬及福利調查報告」已經完成。該調查在本年 7 至 9 月間以問卷調查方式，從 92 間自願參與此項調查的本港工商機構收集數據，加以整理及分析，從而完成報告。調查的主要範圍包括香港僱員薪酬調整幅度、僱員流失率、機構裁員情況、增聘人手、節流措施、挽留僱員、實施最低工資後的影響、應屆畢業生的入職薪酬、獎勵計劃、僱員福利項目、薪酬福利組合及 89 個職位的薪酬及津貼資料分析。

今年參與調查的機構主要來自 12 個行業：建築、電子及電器、工程、飲食、物流、製造、非政府組織、物業管理及相關服務、零售、紡織及製衣、貿易和其他。「其他」行業則包括諮詢服務、教育、物業代理、電訊等。參與調查的僱員總人數為 69,260 人，分別屬於四個職級：經理級或以上、主任/專業人員、職員及基層員工。

### 薪酬調整

調查結果顯示，本年度(即由 2010 年 7 月至 2011 年 6 月) 92 間參與調查機構的平均薪金調整幅度介乎 4.2%至 4.9%。

至於 2012 年度的預測薪金調整幅度，共有 66 間機構提供數據。各級的整體調整加幅介乎 4.5%至 5.1%之間。跟進問卷調查將於 2011 年 12 月展開，以提供 2012 年度薪金調整幅度預測的最新數據。

職級	2007 平均加薪 幅度	2008 平均加薪 幅度	2009 平均加薪 幅度	2010 平均加薪 幅度	2011 平均加薪 幅度	2012 預測平均 加薪幅度
經理級或以上	3.6%	4.6%	0.4%	2.3%	4.2%	4.9%
主任/專業人員	3.6%	4.7%	0.5%	2.6%	4.3%	5.1%
職員	3.4%	4.5%	0.7%	2.3%	4.3%	5.0%
基層員工	2.9%	4.0%	0.7%	2.1%	4.9%	4.5%

大部份機構在調整薪金幅度時，與去年的調查一樣，普遍將「機構整體業績」及「個人表現」列為最主要的考慮因素。

### 實施最低工資後的影響

從調查所得，最低工資實施後， 28 間機構須給予基層員工最低工資薪酬調整，平均為 5.2%；其中「物業管理及相關服務」的平均調整最高，為 10%。

## 僱員流失情況

調查亦顯示，2010年7月至2011年6月期間的僱員平均流失率介乎**7.9%至39%**。基層員工流失率最高，達**39%**。本年度工程師的流失率最高，其次是技術員和文員。與去年相若，「晉升機會」和「薪酬」仍是今年離職的最主要原因。

## 裁減僱員

在**92**間參與調查的機構中，有**36**間表示曾經裁員，佔機構總數**39.1%**，共裁減員工**511**人。「物業管理及相關服務」業裁減的僱員人數最多，達**173**人，佔總被裁人數的**33.9%**；其次是「建築」業，裁減了**135**人，為總數的**26.4%**。

職級	經理級或以上	主任/專業人員	職員	基層員工
裁減人數 (總數共 511 名)	44 (8.6%)	73 (14.3%)	173 (33.9%)	221 (43.2%)

## 增聘人手

本年度共有**7,285**名新聘僱員加入參加調查的機構。「物業管理及相關服務」業錄得最多新增職位，為數達**2,561**人；其中**2,218**人（**86.6%**）屬基層員工。

## 節流措施

在**92**間參與調查的機構中，有**8**間表示有採用節流措施的策略，各機構採用不同的策略以減低營運成本。

## 挽留僱員

在**92**間參與調查的機構中，有**81**間表示有採用挽留僱員的策略，佔機構總數**88%**。各機構採用不同的策略挽留員工，「市場薪酬調整」是挽留策略的首選，其次為「培訓及發展計劃」。

員工培訓及發展是一個日趨普及的挽留員工策略。本年度「製造」業投放了佔薪金總額**2.3%**的資源於培訓員工方面，其次為「零售」業（**1.9%**）。整體而言，大部分參加調查的機構均表示，來年會投放更多資源於僱員培訓及發展。

## 獎勵計劃

本年度有**77**間（**83.7%**）參與調查的機構表示有實施僱員獎勵計劃。各機構均以「機構整體業績表現」為決定獎勵計劃的最重要因素。表示會以花紅作為獎勵的機構，其平均月薪等值獎勵是**1.2至2.4**個月。

## 薪酬福利組合

整體上，各福利在組合中的比例跟去年相若。在所有四個職級中，「基本工資」佔薪酬福利組合約八成。經理或以上職級有**11.8%**是非固定收入。

## 應屆畢業生的平均入職月薪

應屆畢業生的平均入職薪金因應不同的學歷及職能而有所調整。最低平均起薪點為從事「市場拓展」職能的預科畢業生，為港幣 7,707 元；而最高則是從事「建築」的碩士或以上畢業生，平均起薪點為港幣 14,167 元。整體而言，不同資歷的應屆畢業生在各職能界別的平均入職薪金，大致上均較去年略高。

學歷	2011 年度平均入職月薪 (港幣)								
	建築	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及 行政總務	其他
預科	\$8,190	\$8,075	\$7,790	\$7,707	\$8,195	\$8,095	\$8,404	\$8,223	\$8,045
文憑	\$10,607	\$10,375	\$9,985	\$9,453	\$9,279	\$9,584	\$9,492	\$9,465	\$9,193
學士	\$13,159	\$11,984	\$11,594	\$11,493	\$11,249	\$11,354	\$10,974	\$10,965	\$11,064
碩士及以上	\$14,167	\$13,372	\$12,900	\$13,111	\$11,525	\$12,337	\$11,852	\$12,429	\$12,670

## 僱員福利

整體上，2011 年度的僱員福利項目與去年相若，細列如下：

### 1. 獎金

本年度在獎金方面，我們分為「固定花紅」和「非固定花紅」兩項，以 12 個月為計算基數。按資料顯示，本年度的獎金比例，「非固定花紅」比「固定花紅」稍高。

### 2. 教育

多數參與機構都有為各職級的僱員提供教育資助。為各級僱員子女提供教育資助並不普遍。

### 3. 稅務安排計劃

此計劃不會為機構帶來額外成本，但卻可令僱員減少稅款的負擔。這計劃較常見於經理級或以上職級員工的租金報銷安排方面。

### 4. 退休福利

本報告就現行兩大主要退休保障計劃類別：強積金和職業退休計劃，作詳細分析。資料顯示大多數機構對所有員工實施只包括強制性部份的強積金或給予僱主自願性供款強積金計劃。

### 5. 醫療福利

大約四成的參與機構表示為僱員支付門診醫療和住院計劃的全部保費，而大約五成的參與機構表示為員工支付部份保費。

## 2011年度各職位的薪酬及津貼

本年度調查報告中細列 89 個職位的薪酬及津貼。其中包括 27 個屬於經理或以上職級，30 個是主任/專業人員職級，24 個是職員職級，另外 8 個屬於基層員工：

職位 <u>經理級或以上</u> 編號	職位 <u>主任/專業人員</u> 編號	職位 <u>職員</u> 編號	職位 <u>基層員工</u> 編號
01 會計經理	02 會計主任	04 會計文員	17 保安員
05 中國事務經理	03 助理會計主任	11 廚師	18 辦公室助理/外勤
06 行政/總務經理	08 行政/總務主任	12 行政秘書	19 清潔工
07 規章監管經理	09 保安主任	13 秘書	20 客車司機
21 人力資源/人事經理	10 廠醫	14 文員	38 銷售員/零售員
22 培訓經理	23 人力資源/人事主任	15 接待員	57 熟練生產工/操作工
26 資訊科技經理	24 培訓主任	16 規章監管員	58 非熟練生產工/操作工
31 業務經理	27 系統分析員	25 人力資源/人事助理	89 貨車司機
32 市務經理	28 程式分析員	29 電腦程式員	
39 客戶服務經理	33 業務主任	30 電腦操作員	
41 物業/屋苑經理	34 業務工程師	35 業務代表	
44 廠長/總經理	40 客戶服務主任	36 業務聯絡員/行政員	
45 營運經理	42 物業/屋苑主任	37 市場推廣員	
46 生產經理	43 物業主管	54 跟單	
47 跟單經理	51 生產主任	55 助理跟單	
48 辦房經理	52 高級跟單	56 紙樣師傅	
49 產品開發經理	53 生產策劃員	73 助理地盤管工	
50 生產排期經理	60 品質控制主任	74 助理工程師	
59 品質控制經理	61 品控工程師	75 高級技術員	
62 屋宇裝備經理	66 屋宇裝備工程師	76 技術員	
63 項目經理	67 地盤聯絡員	77 電氣技工	
64 工程經理	68 地盤計量員	86 採購員	
65 工業工程經理	69 地盤管工	87 倉務員	
78 物流經理	70 高級工程師	88 報關員	
79 採購經理	71 工程師		
80 物料經理	72 安全主任		
81 倉務經理	82 物流主任		
	83 採購主任		
	84 船務主任		
	85 倉務主任		

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