



「2011 年度中國內地薪酬及福利調查報告」是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作完成。該調查在本年 7 月至 9 月間以問卷調查形式，從 86 個中國內地營運單位取得數據，加以整理及分析，從而完成報告。

本年度薪酬及福利調查包括 9 個行業分類：專業服務、零售、貿易、建築、電子及電器、紡織及製衣、工業材料及製品、製造和其他；而 8 個主要城市及地區則包括北京、上海、深圳、東莞、廣州、粵東地區、粵西地區及其他地區，覆蓋 89 個職位，僱員人數達 176,870 人，分佈於四個不同的職級：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) 86 個營運單位的平均實際加薪幅度介乎 8.8%至 13.6%之間。

至於 2012 年度薪酬調整幅度的預測，有 57 個營運單位提供資料。各級的整體調整幅度介乎 8.3%至 8.9%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	7.1%	8.1%	3.1%	6.1%	8.8%	8.6%
主任/專業人員	7.9%	8.2%	2.8%	6.7%	8.8%	8.9%
職員	7.9%	8.7%	2.7%	7.3%	9.1%	8.5%
基層員工	7.9%	9.9%	3.2%	11.1%	13.6%	8.3%

與過去三年的調查結果一樣，公司在考慮調整薪酬時，都會將「公司／單位業績」和「個人表現」列為最主要的考慮因素，其次為「市場薪酬趨勢」。

### 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 10.5%至 107.2%，不同地區與不同職級或行業的流失率差異頗大。其中流失率最高的是基層員工。整體而言，流失率最高的職位是非熟練生產工人/操作工、熟練生產工人/操作工及技術員，與去年相若，「職位的晉升機會」和「薪酬」仍是今年離職的最主要原因。

## 裁減僱員

在 86 間參與調查的營運單位中，有 29 間表示曾經裁員，共裁減員工 9,138 人。「製造」業裁減的僱員人數最多，達 9,000 人，佔總被裁人數的 98.5%；8,717 人屬於基層員工。以機構規模劃分，大型機構裁減最多僱員，共 8,764 人，佔總裁減人數的 95.9%。除了基層員工職級外，大型機構的其他各職級裁員人數亦較其他規模機構為多。

## 增聘人手

本年度參與調查的 86 間營運單位中有 64 間表示有新增職位，人數達 34,512 人。「電子及電器」業仍是吸納最多新增職位的行業，為數達 25,092 人，佔總數 72.7%，當中 23,809 人是基層員工。新增僱員與總調查人數的比較，就地區分佈而言，廣州錄得最高招聘基層員工的比例（66.9%），隨其後為上海（38.5%）。

## 節流措施

參與調查的 86 個營運單位中，有 12 間表示曾採取節流措施。

## 挽留僱員

在參與調查的 86 間營運單位中，有 77 間表示曾採取僱員挽留策略，佔總數 89.5%。「市場薪酬調整」是最常用的策略，其次是「培訓及發展計劃」。整體而言，大部分參與調查的營運單位均表示來年將會增撥更多資源於僱員培訓。

## 獎勵計劃

參與調查的 86 個營運單位中，有 75 間（87.2%）表示有向僱員提供獎勵計劃。大部分的公司均表示以「公司整體業績表現」及「個人表現」為主要考慮因素。公司給予員工的獎勵，以月薪等值計算，平均介乎 1.3 至 1.7 個月之間，較 2010 年的 1.1 至 2 個月的幅度略為收窄。除了以月薪等值作獎勵，各機構都有其自行擬定的獎勵方法，包括年終獎金、長期服務獎、僱員推薦獎金等。

## 僱員福利

在分析各職級僱員的福利項目，包括獎金、住宿、膳食、醫療、保險及假期等，調查結果顯示，今年向各職級員工提供各類福利的機構比例，大致與去年相若。

## 薪酬福利組合

在所有四個職級中，「基本工資」佔薪酬福利組合最主要部份，從基層員工的六成至經理級或以上職級的七成不等。在基層員工的薪酬福利組合中，非固定收入佔 17.7%，為各職級之冠。

## 應屆畢業生的平均入職月薪

應屆畢業生的入職薪金會因學歷及工作性質不同而有所差別。從職能方面來看，碩士畢業生及應屆大學本科，以投身「建築」職能者的平均入職薪金較高；大專及高中/中專畢業生則以「工程」職能和「市場」職能中得到較佳的平均入職待遇。與去年比較，大多數不同教育水平的應屆畢業生，在不同職能的平均入職薪金的水平有所上升。

學歷	2011 年度應屆畢業生平均入職月薪 (人民幣)								
	建築	工程	生產	市場	銷售	科技/傳訊	財務會計	人力資源及行政總務	其他
高中/中專	¥1,700	¥1,590	¥1,518	¥1,814	¥1,644	¥1,571	¥1,688	¥1,757	¥1,500
大專	¥2,100	¥2,226	¥1,890	¥2,208	¥1,921	¥2,013	¥2,047	¥1,979	¥1,933
大學本科	¥3,030	¥2,698	¥2,390	¥2,556	¥2,340	¥2,468	¥2,466	¥2,341	¥2,494
碩士	¥4,267	¥3,917	¥3,775	¥3,967	¥3,760	¥3,917	¥3,775	¥3,750	¥3,632

## 香港僱員派駐中國內地的福利

參與調查的 86 個營運單位中，34 個表示有香港派駐國內的經理級或以上職級員工，派駐主任／專業人員及職員職級的則分別有 25 個及 13 個營運單位。調查覆蓋的僱員數目共 827 人，其中 95.5% 於廣東省內工作。

## 外籍僱員派駐中國內地的福利

資料顯示，11 個營運單位表示有經理級或以上職級的外籍僱員被派駐內地，而有派駐主任／專業人員職級的營運單位則有 8 個，另外 2 個營運單位則表示有職員級的外籍僱員被派駐內地。派駐內地的外籍僱員數目共 230 人，當中大部份於廣東省內工作，119 人則被派駐東莞。

## 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 編號	經理級或以上	職位 編號	主任/專業人員	職位 編號	職員	職位 編號	基層員工
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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## PRESS RELEASE

### 2011 PRC PAY LEVEL SURVEY



The 2011 PRC Pay Level Survey was conducted by **Hong Kong People Management Association (HKPMA)** in collaboration with the **Centre for Human Resources Strategy and Development (CHRSD), School of Business of Hong Kong Baptist University**. This year, a total of **86** operating units in Mainland China took part in the Survey. The survey data were collected from July to September, 2011 through mailed questionnaires and were analyzed by the research team.

The Survey covered **9** business sectors; namely, Professional Services, Retail, Trading, Construction, Electrical & Electronics, Textiles & Garment, Industrial Materials & Products, Manufacturing and Others. Respondents were located in **8** regions, including Beijing, Shanghai, Shenzhen, Dongguan, Guangzhou, Guangdong East, Guangdong West and All Others. A total of **176,870** employees were covered in the Survey, representing employees at four different job levels: Manager and above Staff, Supervisory/Technical Staff, General Staff and Operative Staff. The total number of benchmark jobs surveyed was **89**.

#### SALARY REVIEW

Survey results showed that the overall actual salary increases for the period of July 2010 to June 2011 ranged from **8.8%** and **13.6%**.

The overall projected salary increases for 2012, as reported by **57** operating units, ranged from **8.3%** to **8.9%**. 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	7.1%	8.1%	3.1%	6.1%	8.8%	8.6%
Supervisory / Technical Staff	7.9%	8.2%	2.8%	6.7%	8.8%	8.9%
General Staff	7.9%	8.7%	2.7%	7.3%	9.1%	8.5%
Operative Staff	7.9%	9.9%	3.2%	11.1%	13.6%	8.3%

Similar to the findings of the last three years, “Company Overall Performance” and “Individual Performance” were ranked as the most important criteria in salary review, followed by “Market Trend”.

#### EMPLOYEE TURNOVER

The average turnover rate ranged from **10.5%** to **107.2%** for the surveyed period. There were significant differences by region and by staff level. The highest turnover rate was recorded in Operative Staff. The 3 high turnover positions identified by the operating units surveyed were Unskilled Production Worker /Operator, followed by Skilled Production Worker /Operator and Technician. “Pay” & “Career Promotion Prospect” were ranked as the top two reasons for employee turnover.

## **REDUNDANCY**

A total of **9,138** employees in **29** out of 86 responding companies were made redundant this year. The Manufacturing Sector recorded the largest number of employees made redundant, accounting for **98.5%** of the total number of retrenched employees (9,000 out of 9,138). By company size, large sized operating units retrenched the largest number of employees (8,764 out of 9,138), accounting for **95.9%** of the total retrenched employees. Large sized operating units also laid off the largest number of employees at the Manager & above, Supervisory / Technical Staff and General Staff levels.

## **INCREASE OF MANPOWER**

This year, a total of **34,512** new employees were added to **64** of the 86 operating units. The Electrical & Electronics Sector recruited the largest number of new employees (25,092 people or 72.7%), among which **23,809** were Operative Staff. Comparing the number of additional employees with the total population by region, Guangzhou reported the highest percentage increase in its operating units for Operative Staff at **66.9%**, followed by Shanghai at **38.5%**.

## **COST-SAVING MEASURES**

Twelve participating operating units reported that they had adopted cost-saving measures in 2011.

## **STAFF RETENTION**

77 out of the 86 surveyed operating units (89.5%) indicated that they had adopted staff retention measures. "Market Adjustment" was the most popular strategy for staff retention, followed by "Training & Development". Majority of the responding companies planned to spend a little bit more in the coming year in staff training.

## **INCENTIVE SCHEME**

About **87.2%** (75 out of 86) of the operating units indicated that they offered incentive scheme to employees. Most of the respondents considered "Performance related to Company Business" and "Performance related to Individual" as the top criteria in offering incentive. The average size of bonus, expressed in number of months salary, ranged from **1.3 to 1.7** months, which was slightly lower than that of 2010 (1.1 to 2.0 months). Some commonly adopted incentive schemes included year-end bonus, long service award, employee referral bonus, etc.

## **EMPLOYEE BENEFITS**

The benefit offered to different levels of employees (from July 2009 to June 2011), included bonuses, accommodation, meal, medical, insurance and leaves, etc. The percentage of operating units offering various kinds of benefit to all levels of employee was quite similar to that of last year.

## **REMUNERATION MIX**

Basic salary constituted the major part of the package for all levels of employees, **60.6%** from Operative Staff and **71.3%** for Manager and above Staff. For Operative Staff, **17.7%** of their remuneration package was from variable pay, which was the highest among other employee levels.

## STARTING MONTHLY SALARIES FOR FRESH GRADUATES

Results showed that Master and Bachelor Degree holders received the highest average monthly starting salaries in the Construction Function; graduates with Tertiary academic qualifications and High School leavers received better average monthly starting salaries in the Engineering and Marketing Function. Starting salaries for all levels of graduates in all functions were higher than 2010.

Qualification	2011 Average Starting Monthly Salary (RMB)								
	Construction	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Others
High School	¥1,700	¥1,590	¥1,518	¥1,814	¥1,644	¥1,571	¥1,688	¥1,757	¥1,500
Tertiary	¥2,100	¥2,226	¥1,890	¥2,208	¥1,921	¥2,013	¥2,047	¥1,979	¥1,933
University	¥3,030	¥2,698	¥2,390	¥2,556	¥2,340	¥2,468	¥2,466	¥2,341	¥2,494
Master Degree	¥4,267	¥3,917	¥3,775	¥3,967	¥3,760	¥3,917	¥3,775	¥3,750	¥3,632

## BENEFITS OF HONG KONG EMPLOYEES STATIONED IN CHINA

34 operating units had Hong Kong employees at Manager and above staff stationed in China, 25 had Supervisory/Technical Staff, and 13 had General Staff based in China. The total number of employees from Hong Kong stationed in China was 827 this year, and 95.5% of these employees worked in the Guangdong province.

## BENEFITS OF EXPATRIATE EMPLOYEES STATIONED IN CHINA

11 operating units had Manager and above staff from foreign countries stationed in China, 8 had Supervisory/Technical Staff and another 2 had General staff based in China. The total number of expatriate employees was 230. The majority of them worked in the Guangdong province where 119 of them worked in Dongguan.

## 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.

<u>Job Code</u>	<u>Manager and above Staff</u>	<u>Job Code</u>	<u>Supervisory/Technical Staff (Con't)</u>	
01	Accounting Manager	61	Quality Control Engineer	
05	China Affairs Manager	66	Building Services Engineer	
06	Admin. Manager/ General Services Manager	67	Project / Site Coordinator	
07	Compliance Manager	68	Site Quantity Surveyor	
21	HR/Personnel Manager	69	Site Foreman	
22	Training Manager	70	Senior Engineer	
26	IT Manager	71	Engineer	
31	Sales Manager	72	Safety Officer	
32	Marketing Manager	82	Logistics Officer	
39	Customer Services Manager	83	Purchasing Officer	
41	Property / Estate Manager	84	Shipping Supervisor	
44	Factory / General Manager	86	Warehouse Supervisor	
45	Operations Manager			
46	Production Manager	<u>Job Code</u>	<u>General Staff</u>	
47	Merchandising Manager	04	Accounts Clerk	
48	Sample Room Manager	11	Chef	
49	Product Development Manager	12	Executive Secretary	
50	Production Planning Manager	13	Secretary	
59	Quality Control Manager	14	Clerk	
62	Building Services Manager	15	Receptionist	
63	Project Manager	16	Compliance Auditor	
64	Engineering Manager	25	HR/Personnel Assistant	
65	Industrial Engineering Manager	29	Programmer	
78	Logistics Manager	30	Computer Operator	
79	Purchasing Manager	35	Sales Executive	
80	Materials Manager	36	Sales Coordinator/Administrator	
81	Warehouse Manager	37	Marketing Executive	
		54	Merchandiser	
<th><u>Job Code</u></th> <th><u>Supervisory/Technical Staff</u></th> <td>55</td> <td>Assistant Merchandiser</td>	<u>Job Code</u>	<u>Supervisory/Technical Staff</u>	55	Assistant Merchandiser
02	Accountant	56	Pattern Maker	
03	Assistant Accountant	73	Assistant Site Foreman	
08	Admin. Officer/ General Services Supervisor	74	Assistant Engineer	
09	Security Officer	75	Senior Technician	
10	Factory Doctor	76	Technician	
23	HR/Personnel Officer	77	Electrician	
24	Training Officer	86	Buyer	
27	Systems Analyst	87	Storekeeper	
28	Analyst Programmer	88	Customs Coordinator	
33	Sales / Retail Sales Supervisor			
34	Sales Engineer	<u>Job Code</u>	<u>Operative Staff</u>	
40	Customer Services Supervisor	17	Security Guard	
42	Property / Estate Officer	18	Office Assistant/Messenger	
43	Building Supervisor / Superintendent	19	Cleaner	
51	Production Supervisor	20	Company Driver	
52	Senior Merchandiser	38	Retail Sales Assistant	
53	Production Planner/Scheduler	57	Skilled Production Worker/ Operator	
60	Quality Control Supervisor	58	Unskilled Production Worker/ Operator	
		89	Truck Driver	

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