

**PAY COMPARISON SURVEY FOR THE  
2012 STARTING SALARIES SURVEY**

**SURVEY REPORT**

NOVEMBER 2012

HEWITT ASSOCIATES LLC  
(AON HEWITT)

## Table of Contents

1.	Introduction .....	3
1.1.	Background of the Survey .....	3
2.	Methodology .....	4
2.1.	Overview of the Survey.....	4
2.2.	Qualification Groups.....	4
2.3.	Job Families .....	5
2.4.	Selecting Private Sector Organizations .....	6
2.5.	Selecting Private Sector Jobs.....	6
2.6.	Components of the Survey Data .....	7
2.7.	Vetting of Survey Data .....	8
2.8.	Consolidation and Analysis of Survey Data .....	9
3.	Conducting the Survey.....	10
3.1.	Survey Field .....	10
3.2.	Data Collection.....	10
3.3.	Verification Process.....	11
3.4.	Data Consolidation and Analysis.....	11
4.	Survey Results .....	12
4.1.	Participating Organizations .....	12
4.2.	Details of the Participating Organizations.....	16
4.3.	Details of the Data Collected.....	17
4.4.	Survey Results and Analysis.....	18
5.	Observations and Recommendations .....	23
5.1.	General Observations .....	23
5.2.	Application of Survey Results.....	23
5.3.	Other Observations.....	27
	Annex 1: Qualification Groups and Job Families in the Pay Comparison Survey.....	29
	Annex 2: Data Collection Package .....	31
	Annex 3: List of Participating Organizations .....	46

## **1. INTRODUCTION**

### **1.1. BACKGROUND OF THE SURVEY**

- 1.1.1. Hewitt Associates LLC (hereafter known as “Aon Hewitt”) was commissioned by the Standing Commission on Civil Service Salaries and Conditions of Service (hereafter referred to as “the Standing Commission”) in April 2012 to conduct a pay comparison survey (the Survey) for the 2012 Starting Salaries Survey (SSS) for the non-directorate civilian grades in the civil service.
- 1.1.2. The SSS is part of the Government’s Improved Civil Service Pay Adjustment Mechanism. It should be conducted regularly at three-yearly intervals to complement the Pay Level Survey (PLS) and the annual Pay Trend Survey (PTS) to ascertain whether civil service starting salaries are broadly comparable with those in the private sector.
- 1.1.3. The purpose of the Survey is to collect relevant pay data in the private sector using 1 April 2012 as the reference date, and produce a comparison of cash compensations between entry-level jobs requiring similar educational qualifications and experience requirements (where applicable) in the private sector and the civil service. The findings of the Survey are intended to provide reference for the Standing Commission to consider whether the civil service starting salaries should be revised, and if so, make recommendations to the Administration on how they should be implemented.

## 2. METHODOLOGY

### 2.1. OVERVIEW OF THE SURVEY

- 2.1.1. The survey methodology, as agreed by the Standing Commission (hereafter known as the “Agreed Survey Methodology”), makes reference to the approach adopted in the 2009 SSS, 2006 SSS and 1999 Starting Salaries Review for the sake of consistency and comparability.
- 2.1.2. The Survey focuses on the analysis of cash compensations (including basic salary, guaranteed bonus, cash allowances and variable pay) of entry-level jobs in the private sector which are comparable to those in the civil service. The Survey reference date is 1 April 2012.

### 2.2. QUALIFICATION GROUPS

- 2.2.1. In line with previous SSSs, the qualification benchmark system has been adopted as the basis for the Survey. The basic ranks in the civil service grades are grouped into 12 broad-banded Qualification Groups (QGs) according to their entry requirements based primarily on academic levels or educational achievements, while some of the QGs (namely, QG 2.2, QG 4, QG 5 and QG 6) also have experience requirements.
- 2.2.2. Each QG has one (or two) benchmark(s) set having regard to the entry pay in the private sector for jobs requiring similar educational qualifications and/or experiences as determined through previous SSSs. In case no comparable entry pay is found in the private sector for a QG, the benchmark could be determined through its internal relativities with other QGs. The 12 QGs are as follows –

**Table 1: Educational Qualification and Experience Requirements of each Qualification Group**

QG	Educational Qualification and Experience Requirements (where applicable)
1	Grades not requiring five passes in the Hong Kong Certificate of Education Examination (HKCEE)
2	School Certificate Grades Group I: Grades requiring five passes in HKCEE Group II: Grades requiring five passes in HKCEE plus considerable experience
3	Higher Diploma and Diploma Grades Group I: Higher Diploma Grades Group II: Diploma Grades
4	Technical Inspectorate and Related Grades: Higher Certificate plus experience
5	Technician, Supervisory and Related Grades Group I: certificate or apprenticeship plus experience
6	Technician, Supervisory and Related Grades Group II: craft and skill plus experience, apprenticeship plus experience
7	Grades requiring two passes at Advanced Level in the Hong Kong Advanced Level Examination (HKALE) plus three credits in HKCEE (2A3O)

QG	Educational Qualification and Experience Requirements (where applicable)
8	Professional and Related Grades Group I: Membership of a professional institution or equivalent Group II: Grades with pay structure related to Grades in Group I
9	Degree and Related Grades
10	Model Scale 1 Grades
11	Education Grades
12	Other Grades

2.2.3. The Survey covers QG 1 to QG 10, which involve a total of 268 non-directorate civilian basic ranks. QG 11 and QG 12 are excluded from the survey field due to their unique nature and disparate entry requirements. In particular, QG 11 should remain excluded from the survey field due to its unique nature and the lack of private sector comparators.

### 2.3. JOB FAMILIES

2.3.1. To ensure functional comparability, basic ranks in the civil service are grouped into Job Families (JFs) based on their broad functions. Each JF represents jobs which are similar in functional principle, nature or practice.

2.3.2. The JF classification, together with the QG requirements, forms the basis for identifying comparable private sector jobs and verification of data for the Survey. Only private sector entry-level jobs with similar qualification requirements as a particular QG, and comparable in terms of functions to those identified under the JFs for that QG, would be used for comparison in the Survey. This would ensure that the market data sampled are relevant and comparable with the civil service basic ranks for the QG concerned.

2.3.3. Similar to the 2009 SSS, an 8-JF classification has been adopted in the 2012 SSS –

**Table 2: Job Families Classification**

JF 1:	Clerical and Secretarial
JF 2:	Internal Support (Corporate Services)
JF 3:	Internal Support (Technical and Operation)
JF 4:	Public Services (Social and Personal Services)
JF 5:	Public Services (Community)
JF 6:	Public Services (Physical Resources)
JF 7:	Works-Related
JF 8:	Operational Support

2.3.4. Having examined the job descriptions of all 268 civil service basic ranks in QGs 1 to 10 covered in the Survey, particularly those job descriptions updated after April 2009, we did not observe any material difference affecting the JF classification for the basic ranks. Accordingly, the distribution of the basic ranks in the 10 QGs among the 8 JFs remained the same as in the 2009 SSS. Details are set out at **Annex 1**.

## **2.4. SELECTING PRIVATE SECTOR ORGANIZATIONS**

2.4.1. The following criteria, as adopted in the 2009 SSS to select private sector organizations, were used for selection of private sector organizations in the 2012 SSS -

- (a) the selected organizations should be generally known as steady and good employers conducting wage and salary administration on a rational and systematic basis;
- (b) they should be typical employers in their respective fields normally employing 100 or more employees, with flexibility allowed for the inclusion of private sector organizations with less than 100 employees to enhance the representativeness of the Survey, provided that they meet all the other selection criteria;
- (c) they should collectively have a sufficient number of entry-level jobs that are reasonable counterparts to entry-level jobs in each of the QG in the civil service covered in the Survey;
- (d) they should determine pay on the basis of factors and considerations applying to Hong Kong rather than factors applying outside Hong Kong;
- (e) they should not use the Government's pay adjustment or civil service pay scales as the main factor in determining pay adjustments or setting pay levels;
- (f) they should collectively cover a wide range of economic sectors in Hong Kong; and
- (g) they would be treated as separate organizations where pay practices are determined primarily with regard to conditions in the relevant economic sector if they form part of a group in Hong Kong.

## **2.5. SELECTING PRIVATE SECTOR JOBS**

2.5.1. As in the 2009 SSS, for comparison with civil service entry-level jobs in QGs 1 to 10, the Survey covered private sector jobs which –

- (a) require similar minimum qualifications for appointment as that of the basic ranks of the civil service grades in the respective QGs;
- (b) perform similar functions as the basic ranks of the civil service grades as identified in the JFs for the respective QGs; and
- (c) should be full-time jobs with salary determined on factors and considerations applying to Hong Kong only.

- 2.5.2. For comparison with civil service jobs in QGs not requiring any experience, the Survey covered private sector entry-level jobs requiring no experience and those requiring no more than one year of experience.
- 2.5.3. For QGs with relevant experience requirements, the following years of experience were applied in data collection, as in the 2009 SSS –
- (a) School Certificate Grades – Group II (QG 2.2): 2 to 5 years' experience;
  - (b) Technical Inspectorate and Related Grades (QG 4): 3 years' experience;
  - (c) Technician, Supervisory and Related Grades – Group I (QG 5): 2 years' experience; and
  - (d) Technician, Supervisory and Related Grades – Group II (QG 6): 2 or 3 years' experience.
- 2.5.4. Private sector jobs not fitting the above criteria were not accepted as valid data points in the Survey.

## **2.6. COMPONENTS OF THE SURVEY DATA**

- 2.6.1. Starting salary in the Survey is defined as –
- (a) cash compensation elements paid to an employee after confirmation adjustment and within the first year of employment; or
  - (b) cash compensation elements paid to an employee on probation if there is no adjustment after confirmation and within the first year of employment.
- 2.6.2. The cash compensation elements collected are –
- (a) basic salary;
  - (b) guaranteed bonus;
  - (c) cash allowances paid to employees (e.g. housing allowance, education allowance) and any payments which are job-related, reflect the value of the job under their normal requirements and paid on a regular basis (e.g. regular overtime and shift allowances which are regular and expected of the job duties). On the other hand, those that are conditional on particular working conditions (e.g. occasional overtime, shift or work location) or on individual circumstances (e.g. payments for actual reimbursement of business expenses) are excluded; and
  - (d) variable pay.

- 2.6.3. Data on the four cash compensation elements in paragraph 2.6.2 above have been collected on full-time employees recruited to entry-level jobs between 2 April 2011 and 1 April 2012 (the survey period). The participating organizations were asked to provide the following pay data under four types of employment status of the job-holder –
- (a) When a job-holder has passed confirmation on or before 1 April 2012 – the cash compensation elements paid to the job-holder using the survey reference date of 1 April 2012;
  - (b) When a job-holder is on probation on 1 April 2012, but without any post-confirmation salary adjustment – the cash compensation elements paid to the job-holder using the survey reference date of 1 April 2012;
  - (c) When a job-holder is on probation on 1 April 2012, but with post-confirmation salary adjustment – the target cash compensation elements which would be offered to the job-holder upon confirmation under the organization's entry-level compensation policy prevailing as at 1 April 2012; and
  - (d) When an entry-level job which was unfilled on 1 April 2012 – the target cash compensation elements which would be offered to the job-holder upon confirmation under the organization's entry-level compensation policy prevailing as at 1 April 2012.
- 2.6.4. Only the data on actual cash compensation, i.e. paragraph 2.6.3 (a) and (b) above, were used for analysis in this Survey. The data on target cash compensation were collected and compiled separately.
- 2.6.5. The Survey aimed to collect pay data based on the minimum educational qualification (and minimum years of experience, where applicable) required for appointment to an entry-level job. Pay variations due to over- or under-qualification in educational qualification or experience compared with the minimum requirement of the job should not be included. To this end, in the data entry spreadsheet, organizations were requested to indicate whether the basic salary of a job-holder has been adjusted due to his/her actual qualification and/or experience. If so, the respondents were reminded to provide the pay data for the respective job based on the minimum requirements for appointment to the entry-level job by excluding pay adjustments, if any, due to special consideration of the job holder's actual qualification, experience and/or other factors (e.g. personal attributes).

## **2.7. VETTING OF SURVEY DATA**

- 2.7.1. To ensure data integrity, and following the approach of the 2009 SSS, the following vetting criteria have been adopted –
- (a) private sector jobs data collected for individual QG should cover at least 60% of the JF identified from the civil service basic ranks in the same QG; and



- (b) the survey field for individual QG should comprise data points from at least 15% of all surveyed organizations or 15 surveyed organizations, whichever was the less.

2.7.2. Market data of the QGs not meeting these criteria were not reported or used for further analysis to ensure data integrity.

## 2.8. CONSOLIDATION AND ANALYSIS OF SURVEY DATA

2.8.1. As in the 2006 SSS and 2009 SSS, the “organization approach” has been adopted to consolidate data collected from individual participating organizations and to work out the market indicators of respective QGs. Under this approach, each participating organization has an equal weight irrespective of its employment size. Validity of the results depends on the number of organizations providing data for each QG, rather than on the number of data points for each QG. The approach could prevent organizations with a large number of employees from heavily influencing the Survey results.

2.8.2. The steps for data consolidation under the approach are as follows –

- (a) for each JF, all incumbents’ pay data of the same job matched to a particular QG from each organization were gathered to produce the “first-tier indicator” by taking the median of all the pay for job-holders of that particular job for that particular organization;
- (b) afterwards, all first-tier indicators for different jobs from the same organization in the JF concerned were averaged to give a “second-tier indicator” (of that QG and JF);
- (c) the second-tier indicator of the organization was analyzed together with such indicators of other surveyed organizations to produce the pay indicators for the JF concerned; and
- (d) the overall pay indicators for a particular QG were calculated by taking a simple average of the pay indicators across different JFs in the same QG.

2.8.3. The pay level information in terms of overall pay indicator was analyzed in terms of percentiles (including 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup> and 90<sup>th</sup> percentiles). In line with the 2009 SSS, we performed data analysis based on the following two aggregates of cash compensations –

- (a) Annual Base Salary – Basic salary plus guaranteed bonus.
- (b) Annual Total Cash Compensation – Annual base salary plus any other cash payment (including cash allowances and variable pay) except those that are conditional on particular working conditions (such as occasional overtime, shift or work location) or on individual circumstances (such as payments for actual reimbursement of business expenses)<sup>1</sup>.

---

<sup>1</sup> As elaborated in the Data Collection Package, only cash allowances which are job-related, which reflect the value of the job under their normal requirements, and which are paid on a regular basis (e.g. housing allowance and education allowance) are included in the Survey.

### 3. CONDUCTING THE SURVEY

#### 3.1. SURVEY FIELD

3.1.1. The Survey aims to cover not fewer than 117 private sector organizations (i.e. the number of organizations providing data points in the 2009 SSS), and to collect from them at least 8 800 data points (i.e. the number of data points collected in the 2009 SSS for analysis). The list of 383 organizations<sup>2</sup> invited in the 2009 SSS was used as a starting point for the survey field. Upon a review of the compliance of these organizations with the selection criteria for organizations (paragraph 2.4.1), we removed one organization from the list which had ceased operation, and replaced two with their parent organization as they shared the same pay practice. Besides the resulting list of 381 organizations in the 2009 SSS, we included 44 new organizations not previously covered in 2009, with a view to further improving the representativeness of the survey field, increasing the number of data points for the 2012 SSS, and reducing the number of QGs with insufficient data points. Together, the invitation list covered a total of 425 private sector organizations. The list was endorsed by the Standing Commission in May 2012 for proceeding with the invitation for organizations to participate.

#### 3.2. DATA COLLECTION

3.2.1. Data collection commenced in June 2012 and was completed in September 2012. We issued the Data Collection Package (**Annex 2**) to the Chief Executive Officers and the Human Resource Directors of organizations in the survey field, together with an invitation letter and an appeal letter from the Chairman of the Standing Commission to solicit their support of the Survey. The Data Collection Package included a short questionnaire for collecting company profile and survey-related information, and a detailed data entry spreadsheet with guidance notes for organizations to provide pay information (including basic salary, guaranteed bonus, cash allowances and variable pay) for each job-holder or unfilled entry-level positions.

3.2.2. The guidance notes explained in detail the relevant information requested from the organizations to facilitate them in their completion of the data entry spreadsheet. In particular, the notes included a specification of each QG and detailed description for each JF with typical job functions / titles as reference, to assist organizations in identifying and categorizing their jobs into respective QGs and JFs.

3.2.3. We followed up closely with the invited organizations with phone calls and emails to provide assistance in their completion of the data entry spreadsheet, and answering queries from organizations arising in the process. A hotline was set up for invited organizations to answer their questions and provide help

---

<sup>2</sup> Including any non-governmental organizations regardless of ownership and nature of business or operations and may include public or private, local or multinational, profit-making or non-profit making organizations.

in their submission of data. In particular, to enable a better understanding of the Survey and to assist organizations in completing the questionnaire, we organized briefing sessions for participating organizations in July 2012 to explain the Data Collection Package, address queries raised, and reassure them of data confidentiality.

### **3.3. VERIFICATION PROCESS**

- 3.3.1. Data verification was conducted on all the data collected to ensure that they were complete, consistent with the purpose of the Survey and in compliance with the Agreed Survey Methodology. Where necessary, we further approached the organizations concerned for additional information or clarification.
- 3.3.2. In particular, a number of steps were carried out to ensure the following for all pay data received from private sector organizations –
  - (a) the minimum qualification stated for each job matches the selected QG;
  - (b) the minimum experience stated for each job matches the minimum experience defined for the selected QG;
  - (c) the jobs selected are at entry-level (data were double checked if the job titles indicated a high seniority);
  - (d) the main job functions stated for each job match the selected JF; and
  - (e) there is no mismatch of QG and JF.
- 3.3.3 Data within the top and bottom 10% of the data range were double checked to ensure accuracy.

### **3.4. DATA CONSOLIDATION AND ANALYSIS**

- 3.4.1 The verified pay data from participating organizations were consolidated in accordance with the Agreed Survey Methodology as set out in paragraphs 2.8.1 and 2.8.2. Quantitative analyses were then carried out on the consolidated data.

## 4. SURVEY RESULTS

### 4.1. PARTICIPATING ORGANIZATIONS

4.1.1. Of the 142 private sector organizations in the confirmed survey field, 136 provided valid data points for the Survey after going through the verification process as described in section 3.3, while the other 6 provided only data points that were found to be invalid for the Survey after verification, as they did not meet the verification criteria as set out in paragraph 3.3.2. Details of the 142 private sector organizations in the confirmed survey field are set out at **Annex 3**.

4.1.2. As further reaffirmed, all the 136 organizations that provided valid data points complied with the selection criteria for private sector organizations, as set out in paragraph 2.4.1 above.

4.1.3. The distribution by economic sectors of the 136 organizations in the survey field is as follows –

**Table 3: Distribution of Participating Organizations by Economic Sectors**

Economic Sector	No. of Private Sector Organizations	%
1. Accommodation and Food Services	5	3.7%
2. Construction	9	6.6%
3. Financing, Insurance and Real Estate	32	23.5%
4. Information and Communications	6	4.4%
5. Manufacturing	5	3.7%
6. Professional and Business Services	16	11.8%
7. Social and Personal Services	18	13.2%
8. Transport, Storage, Postal, Courier Services and Utility	17	12.5%
9. Wholesale, Retail and Import/Export	28	20.6%
Total	136	100%

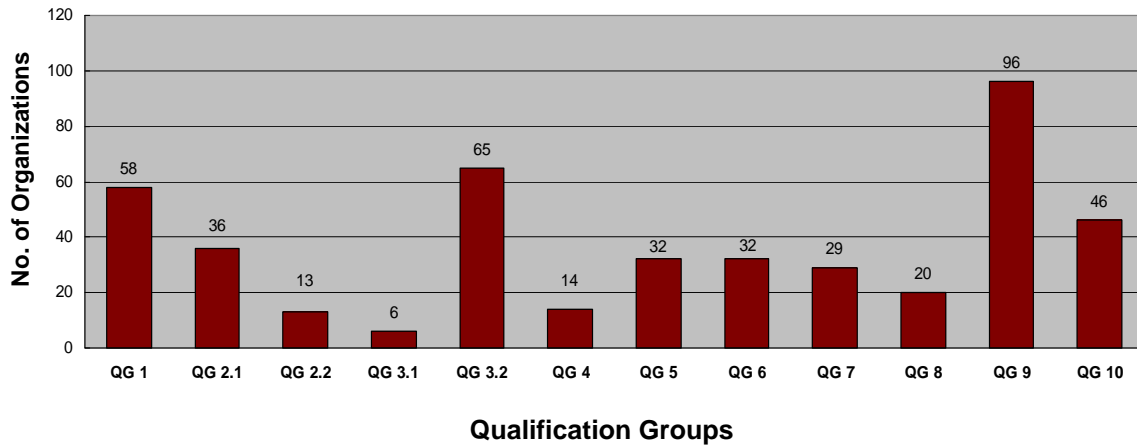
4.1.4. These 136 organizations provided 12 099 data points, comprising 11 148 data points on actual cash compensation and 951 data points on target cash compensation (see paragraph 2.6.3 above). Data points on target cash compensation constitute only about 8% of all data points. Since actual pay data could provide a basis for more credible analysis on pay comparison, and given that there are generally sufficient data points on actual pay data available, only actual pay data were used for analysis purpose for the 2012 SSS as mentioned in paragraph 2.6.4, in line with the approach in the 2009 SSS. The breakdown of the 11 148 data points on actual pay data, and the coverage of the participating organizations, are as follows –

**Table 4: Breakdown of Data Points and Organizations**

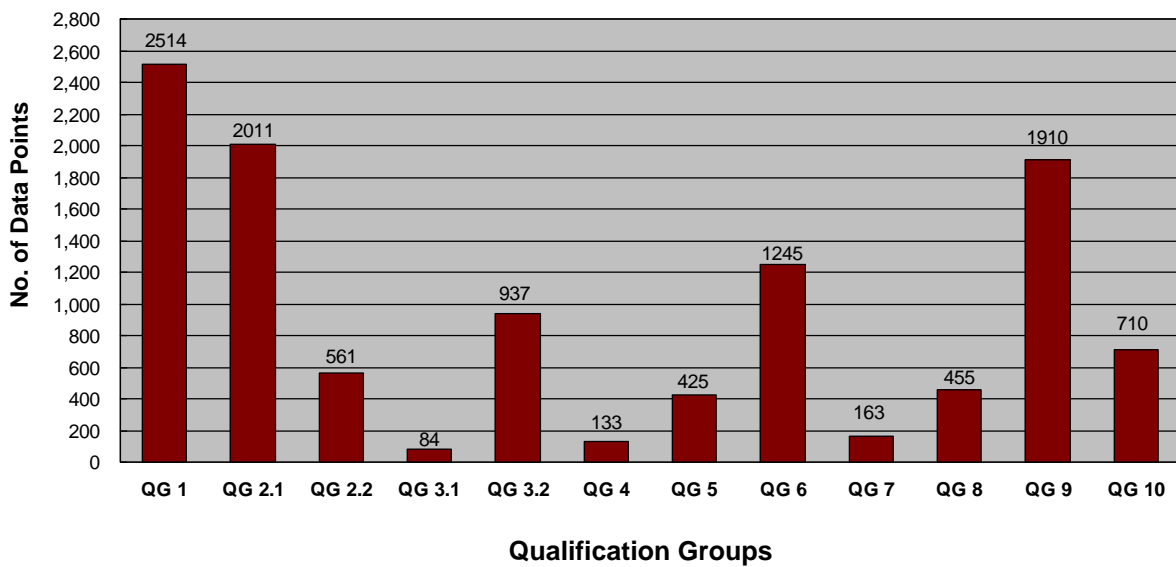
Qualification Group (QG)	No. of data points (actual pay)	Organizations		Job Families Covered	
		No.	%	No.	%
<b>QG 1</b> Grades not requiring 5 passes in HKCEE	2 514	58	43%	5	100%
<b>QG 2.1</b> School Certificate Grades Group I: Grades requiring five passes in HKCEE	2 011	36	26%	6	100%
<b>QG 2.2</b> School Certificate Grades Group II: Grades requiring five passes in HKCEE plus considerable experience	561	13	10%	4	100%
<b>QG 3.1</b> Higher Diploma and Diploma Grades Group I: Higher Diploma Grades	84	6	4%	1	100%
<b>QG 3.2</b> Higher Diploma and Diploma Grades Group II: Diploma Grades	937	65	48%	5	100%
<b>QG 4</b> Technical Inspectorate and Related Grades – Higher Certificate plus experience	133	14	10%	2	67%
<b>QG 5</b> Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience	425	32	24%	5	100%
<b>QG 6</b> Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience	1 245	32	24%	3	100%
<b>QG 7</b> Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in HKCEE	163	29	21%	5	100%
<b>QG 8</b> Professional and Related Grades	455	20	15%	6	100%
<b>QG 9</b> Degree and Related Grades	1 910	96	71%	5	100%
<b>QG 10</b> Model Scale 1 Grades	710	46	34%	1	100%
Total	11 148	-	-	-	-

4.1.5. The number and distribution of participating organizations and data points across different QGs are shown in **Chart 1** and **Chart 2** below.

**Chart 1: No. of Participating Organizations by Qualification Group**



**Chart 2: No. of Data Points by Qualification Group**



- 4.1.6. Overall speaking, when compared with the 2009 SSS, the number of participating organizations and data points collected increased, arising from efforts in expanding the survey field as well as follow-up actions taken with organizations to solicit their support, as elaborated in section 3.2 above. A more active job market due to the booming economy also contributed to a higher number of intake of new recruits and thus more valid data points for the Survey. The representativeness of the outcome of the Survey has therefore been enhanced. In particular, other than QG 2.2, QG 3.1 and QG 4 (elaborated in paragraph 4.1.7 below), each QG comprises data points from 20 or more organizations and there are 5 QGs having more than 900 valid data points each. This has generally enhanced the credibility of outcome of the Survey in reflecting the market situation for comparison with starting salaries in the civil service.
- 4.1.7. On the other hand, similar to the 2009 SSS, the data collected on QG 2.2, QG 3.1 and QG 4 were not sufficient for meeting the criterion of covering at least 15 surveyed organizations as set out in paragraph 2.7.1 above, despite attempts in expanding the survey field with a view to soliciting more data points under these QGs. A number of factors may have contributed to the persistent situation of insufficient data in these three QGs -
- (a) For QG 2.2, an experience of 2 to 5 years on top of five passes in HKCEE is required. Not many private sector organizations have entry-level jobs requiring such level of experience;
  - (b) For QG 3.1, i.e. Higher Diploma, civil service jobs under this QG cover only one JF, i.e. JF 4 (Public Services (Social and Personal Services)). Under the Agreed Survey Methodology, for this QG, only entry-level jobs in the private sector with functions comparable to those under JF 4 would be accepted in the Survey. This specific QG and JF combination has limited the survey field with only a few organizations being able to provide data points falling under JF 4 in QG 3.1; and
  - (c) QG 4 refers to a requirement of Higher Certificate plus 3 years' experience. The qualification of Higher Certificate has been gradually fading out from the market, and as a result, relatively fewer organizations still use this qualification to set the minimum requirement for entry-level jobs in recent years.
- 4.1.8. In accordance with the Agreed Survey Methodology, the market data for the above three QGs with insufficient data would not be included for further analysis. As a result, discounting the data of these three QGs, a total of 10 370 data points of actual pay data from 135 private sector organizations could be used for data analysis.
- 4.1.9. The analyses in the following sections of this report were based on the 10 370 data points provided by the 135 organizations.

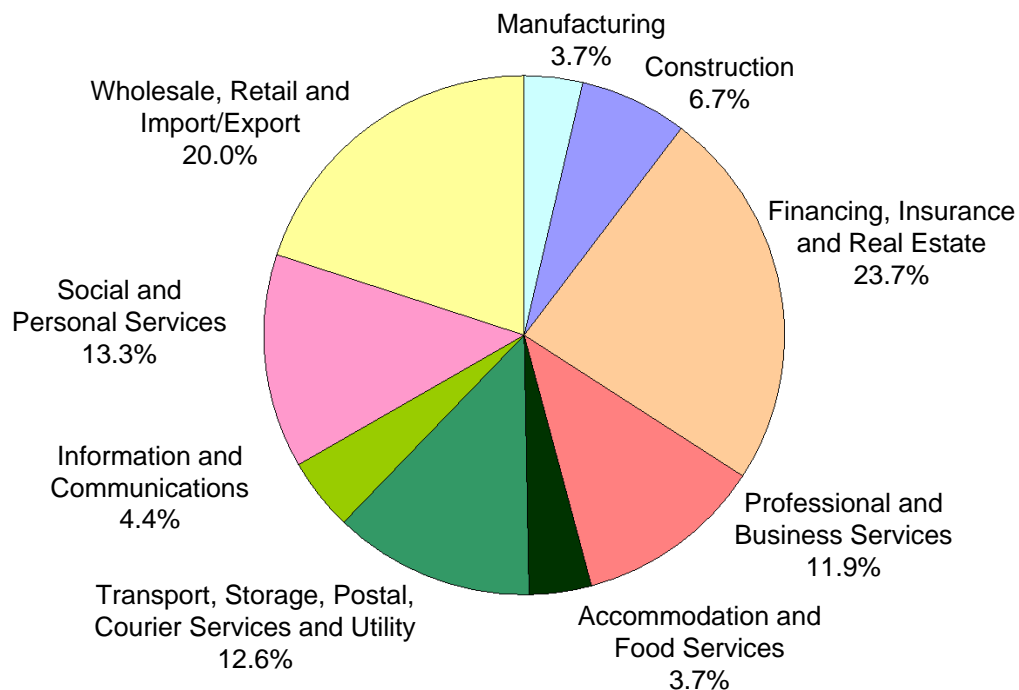
#### 4.2. DETAILS OF THE PARTICIPATING ORGANIZATIONS

4.2.1. The 135 private sector organizations contributing data for analysis cover a wide range of economic sectors in Hong Kong. Details are set out below in **Table 5** and **Chart 3** –

**Table 5: Distribution of Participating Organizations by Economic Sectors**

Economic Sector	No. of Private Sector Organizations	%
1. Accommodation and Food Services	5	3.7%
2. Construction	9	6.7%
3. Financing, Insurance and Real Estate	32	23.7%
4. Information and Communications	6	4.4%
5. Manufacturing	5	3.7%
6. Professional and Business Services	16	11.9%
7. Social and Personal Services	18	13.3%
8. Transport, Storage, Postal, Courier Services and Utility	17	12.6%
9. Wholesale, Retail and Import/Export	27	20.0%
Total	135	100%

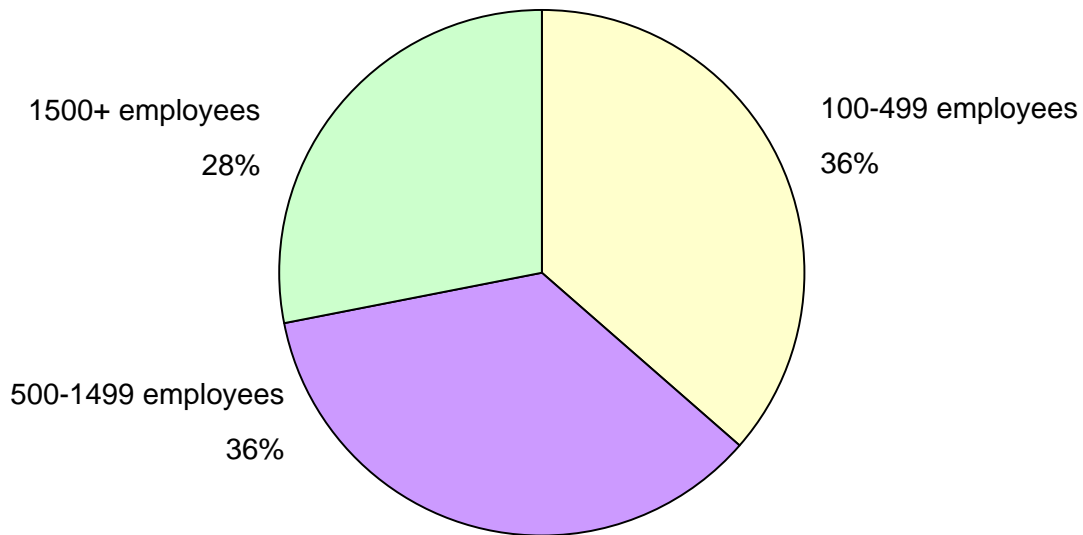
**Chart 3: Distribution of Participating Organizations by Economic Sector**





4.2.2. In terms of employment size, all the 135 organizations employed 100 or more employees (which is one of the selection criteria for organizations, as set out in paragraph 2.4.1 above). There is a reasonable mix of organizations of different sizes. The distribution of these organizations by employment size is shown in **Chart 4** below.

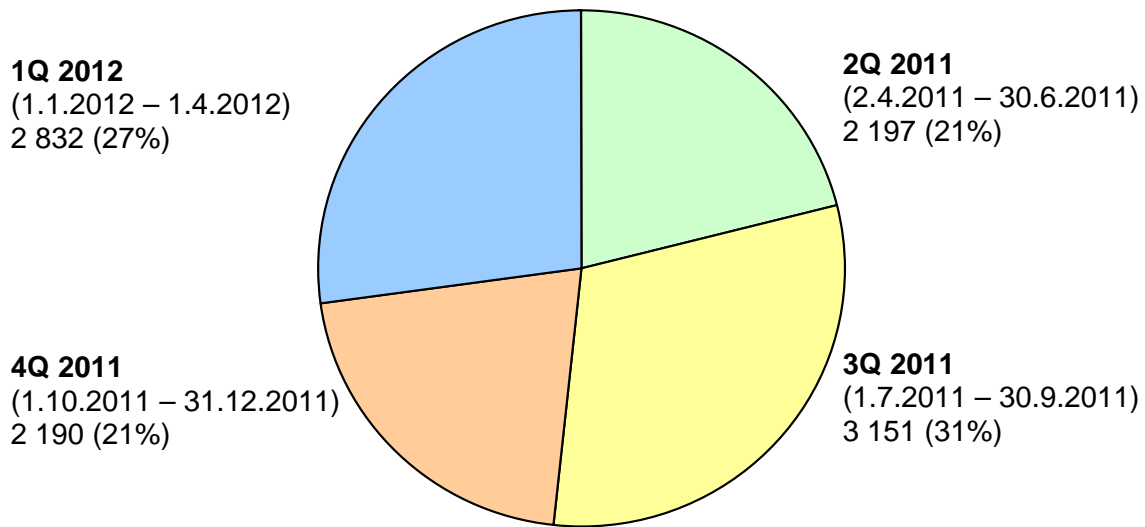
**Chart 4: Distribution of Participating Organizations by Employment Size**



#### 4.3. DETAILS OF THE DATA COLLECTED

4.3.1. The Survey period covers the twelve-month period from 2 April 2011 to 1 April 2012. **Chart 5** shows the data points by the quarter of hire. The highest number of employees (31%) was hired in the third quarter (i.e. July to September), in line with our expectation since recruitment activities tend to be more active in summer with a more abundant supply of fresh graduates and school leavers looking for employment. A relatively large portion (27%) of the recruitments also occurred in the first quarter (i.e. January to March), when organizations look for replacements or make adjustments of headcounts at the start of each year.

**Chart 5: Data Points by Date of Hire (by Quarter)**



#### 4.4. SURVEY RESULTS AND ANALYSIS

##### **Market Data**

4.4.1. The market upper quartile (i.e. P75) pay level of total cash compensation has been adopted in the previous SSSs as the basis for comparison with civil service pay. P75 refers to the level that separates the top 25% paying organizations in respect of the comparable entry level jobs in the private sector from the 75% lower paying ones. The consolidated base salary and total cash compensation at market P75 pay level for each QG based on the private sector entry-pay data collected are tabulated below.

**Table 6: Survey Results of each Qualification Group and its respective Civil Service Benchmark Pay**

QG	<u>Base Salary</u>		<u>Total Cash Compensation</u>		<u>Civil Service Benchmark Pay</u> \$
	Market Upper Quartile (P75) \$		Market Upper Quartile (P75) \$		Monthly
	Annual	Monthly	Annual	Monthly	
1	112,600	9,383	124,325	10,360	10,160
2.1	129,572	10,798	140,269	11,689	11,520
2.2	<i>Insufficient Data</i>				
3.1	<i>Insufficient Data</i>				21,330
3.2	186,140	15,512	190,135	15,845	15,805
4	<i>Insufficient Data</i>				21,330
5	158,644	13,220	171,684	14,307	13,910
6	145,692	12,141	161,771	13,481	13,085

QG	<u>Base Salary</u> Market Upper Quartile (P75) \$		<u>Total Cash Compensation</u> Market Upper Quartile (P75) \$		Civil Service Benchmark Pay \$
	Annual	Monthly	Annual	Monthly	Monthly
7	174,878	14,573	184,830	15,403	15,805
8	447,113	37,259	501,976	41,831	41,495
9	230,814	19,235	245,181	20,432	22,405
10	107,483	8,957	114,903	9,575	10,155

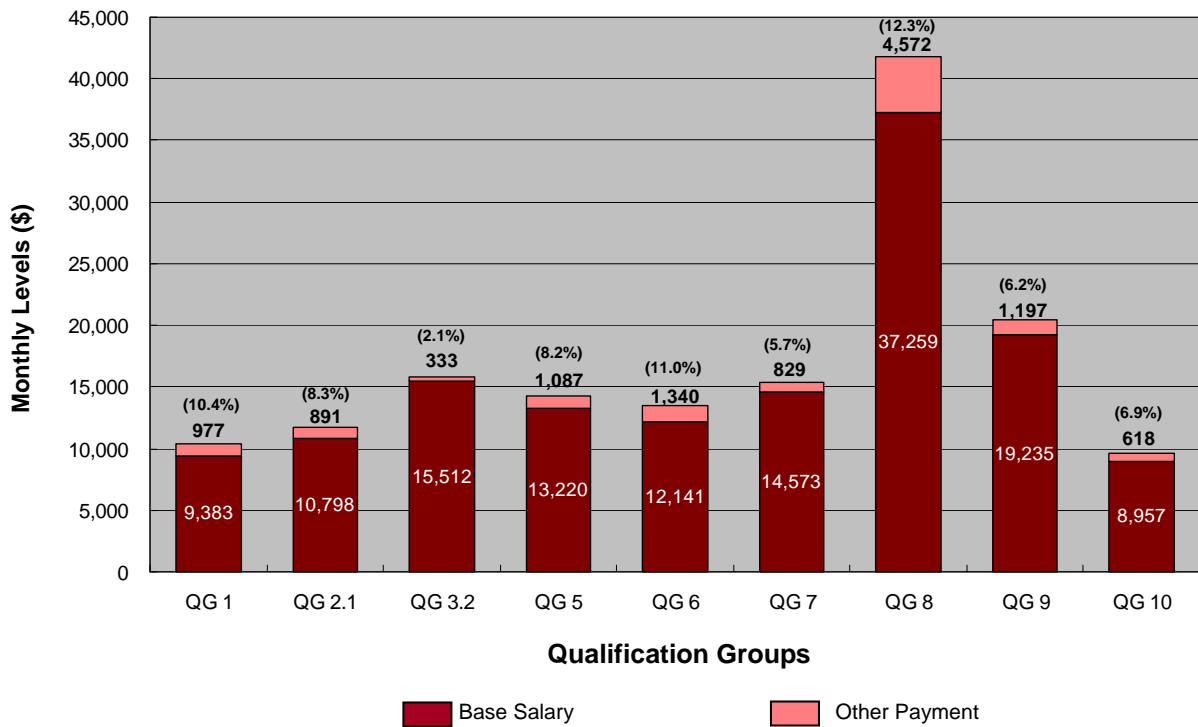
- 4.4.2. Generally speaking, there is an increase in the market P75 pay level in private sector organizations across all QGs, compared with the outcome of the 2009 SSS. This is consistent with the general pay trend of the job market - since the financial crisis in late 2008, the economic situation has been on recovery, and there have been positive salary movements in the market.
- 4.4.3. The Survey outcome, compared with the 2009 SSS, has also reflected the impact of the implementation of the Minimum Wage Ordinance on 1 May 2011, i.e. between the reference dates of the 2009 SSS and the 2012 SSS. We noted that QG 1, QG 2.1 and QG 10, which comprise lower-paid positions at entry levels, witnessed a higher percentage increase in their market P75 pay levels compared with the 2009 SSS, probably due to the effect of the Ordinance. We also observed that the P10 and P25 values of QG 1 and QG 10, representing the lowest-paid positions under the Survey, have particularly sharp increases over the corresponding values in the 2009 SSS, as these positions might have been more directly affected by the Ordinance.

### ***Pay Mix***

- 4.4.4. As explained in paragraph 2.8.3, the base salary consists of basic salary and guaranteed bonus. Other cash payments (including cash allowances and variable pay) are reflected in the total cash compensation. From the information provided by organizations in the Survey, we noted that common types of allowances include regular shift, overtime, travel and housing allowances.
- 4.4.5. **Chart 6** below shows the market P75 pay levels of the base salary and the total cash compensation in different QGs. We noted that the percentage of other cash remunerations (i.e. total cash compensation minus base salary) to the base salary across QGs is rather consistent, at around 7% to 11% and roughly equivalent to one-month's salary (i.e. 8.33%). This is in line with the general practice of the level of cash allowances and variable pay in Hong Kong for an entry-level job. For QG 8 (Professional Grades), a relatively high percentage of allowances and variable pay was observed in the market (at 12.3%), as employees in this QG generally occupy more senior positions in their organizations, and may be eligible for more bonuses and other allowances such as housing allowances. We also noted that employees under QG 1 enjoyed a higher percentage of other cash remunerations (10.4%) – jobs under QG 1 include a large number of positions in the service industries such as the retail sector, and the higher percentage might be due to a higher level of

commission and other performance-related benefits received by employees in this sector, at times of economic boom. On the other hand, QG 3.2 has a consistently low percentage of other cash remunerations (2.1%) as also observed in the 2009 SSS. This might be due to the nature of typical jobs under this QG in the private sector, such as technical and operational positions. These positions are less likely to have bonuses or allowances such as housing allowances. This may account for the relatively low percentage of other cash remunerations for QG 3.2.

**Chart 6: Pay Mix by Qualification Group**



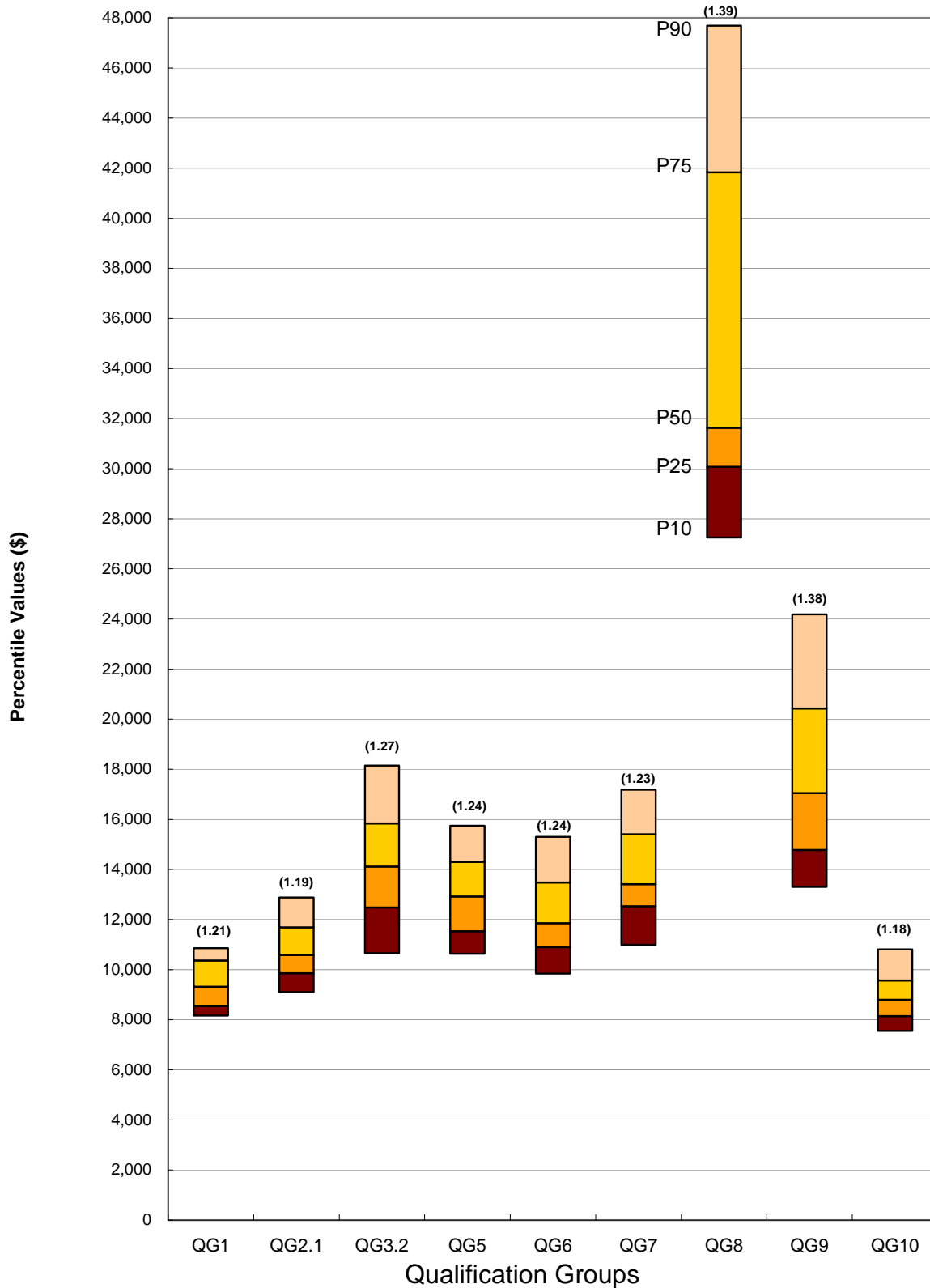
(Figures in bracket denote the percentage of other cash compensation to base salary at market P75 pay level)

(Insufficient data for QG 2.2, QG 3.1 and QG 4)

**Data Dispersion**

4.4.6. **Chart 7** shows the dispersion of 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup> and 90<sup>th</sup> percentiles of the total cash compensation across different QGs.

**Chart 7: Dispersion of Percentile Values by Qualification Group**



(Figures in bracket denote the ratio of P75 over P25)  
 (Insufficient data for QG 2.2, QG 3.1 and QG 4)

4.4.7. In line with professional practice, the variance (as the ratio of P75 to P25) for each QG could be used as a measure of dispersion of total cash compensation values within each QG. In general, the variance is generally consistent across all QGs, at around 1.2 to 1.3, while a slightly higher variance value is observed for QG 8 and QG 9, at 1.39 and 1.38 respectively. This is consistent with the nature of the two QGs, which encompass jobs with a relatively high variation in their nature, leading to more pronounced differences in pay levels. Specifically, QG 8 covers professionals across different professional fields with varying pay, while graduates in QG 9 are employed in a wide range of starting positions across all sectors with diverse pay practices, leading to highly varied remunerations.

## **5. OBSERVATIONS AND RECOMMENDATIONS**

### **5.1. GENERAL OBSERVATIONS**

- 5.1.1. The Survey was conducted smoothly in accordance with the Agreed Survey Methodology endorsed by the Standing Commission. With efforts to encourage and facilitate the participation of the private sector in the Survey, the response from the invited organizations was encouraging, resulting in an increase in both the number of participating organizations and valid data points collected. The representativeness of the Survey was further enhanced as a result.
- 5.1.2. The outcome of the Survey, particularly when compared with the 2009 SSS, also conforms with our expectation arising from the trend of the manpower market in recent years, including the economic recovery and general rising salary trend since the financial crisis in late 2008, the trend in salary movements across different qualifications, the implementation of the Statutory Minimum Wage in 2011, and the general economic boom particularly in some economic sectors.
- 5.1.3. On the other hand, in the course of the Survey, we noticed some inherent issues in the current methodology – as a result of mismatch between the QGs used by the civil service and the qualification adopted in the private market, the difficulties in collecting sufficient data for some QGs persisted. The effect of the entry of graduates from the new 3-3-4 education system into the market is yet to be seen though, since the first batch of graduates were only available in the third quarter of 2012.
- 5.1.4. In the ensuing sections, we will give our observations and recommendations on how the outcome of the Survey could be applied in different QGs, and the possible issues for consideration in future surveys, for reference by the Standing Commission.

### **5.2. APPLICATION OF SURVEY RESULTS**

#### ***General Principles***

- 5.2.1. We noted that the objective of the civil service pay policy is to offer sufficient remuneration to attract, retain and motivate staff of a suitable calibre to provide the public with an efficient and effective service, and to ensure that civil service remuneration is regarded as fair by both civil servants and the public they serve. The SSS is part of the Government's pay adjustment mechanism to this end. In previous SSSs, among others, it has been established that civil service starting salaries should be benchmarked against the P75 pay level of the private sector, i.e. representing better-paying private sector jobs. Given the Government's position as a large and good employer, the need to attract and retain suitable talent, the importance of maintaining stability in civil service pay, as well as the need for consistency with past surveys, we see no reason

to change the current approach of using the market P75 pay level for benchmarking civil service starting salaries.

- 5.2.2. At the same time, we understand that the initial view of the Standing Commission is to adopt a holistic approach, similar to the 2009 SSS, in the consideration of how the Survey findings should be applied, taking into account relevant principles. We fully agree that, as a matter of principle, the Survey findings in the SSS should not be applied mechanically, due to a number of factors including the inherent fundamental differences between civil service positions and private sector jobs which are not reflected in the Survey (such as differences in recruitment and pay practices and career development), the need to maintain stability in civil service pay, the inherent discrepancies in statistical surveys, etc.
- 5.2.3. Indeed, in the private sector, pay adjustment decisions are seldom based mechanically and solely on the outcomes of pay surveys. Different relevant factors, including the financial position of the firm, staff turnover and availability of talents, general economic situation, policies of competitors, internal and external relativities, etc. are often taken into account in such decisions.
- 5.2.4. An important feature of the civil service is the retention and development of staff by providing a stable and structured career progression, with a high level of job security. It is important to maintain stability in the pay of civil service for the purpose, and any considerations in adjusting the pay level and structure of the civil service should be made very carefully.
- 5.2.5. In particular, any consideration to reduce the entry-pay level in the civil service should be dealt with in a prudent manner, as such decision may adversely affect the competitiveness in recruitment of civil servants, reduce attractiveness of the civil service jobs and would likely have an impact on staff morale. Decisions to reduce entry-pay should not be made solely on findings of pay surveys.

**Overall Comparison of Market Pay Level with Civil Service Benchmark**

- 5.2.6. The market P75 pay level for different QGs compared with the existing benchmark for the civil service is shown in **Table 7** below.

**Table 7: Market P75 Pay Level of each Qualification Group**

QG	Grades and qualification requirements	Existing benchmark (a)	Market P75 pay level (b)	Difference (b) – (a)	% Difference
1	Grades not requiring five passes in HKCEE	MPS 1 (\$10,160)	\$10,360	\$200	+1.97%
2.1	Grades requiring five passes in HKCEE	MPS 3 (\$11,520)	\$11,689	\$169	+1.47%
2.2	Grades requiring five passes in HKCEE plus considerable experience		N/A	N/A	N/A



QG	Grades and qualification requirements	Existing benchmark (a)	Market P75 pay level (b)	Difference (b) – (a)	% Difference
3.1	Higher Diploma Grades	MPS 13 (\$21,330)	N/A	N/A	N/A
3.2	Diploma Grades	MPS 8 (\$15,805)	\$15,845	\$40	+0.25%
4	Technical Inspectorate and Related Grades: Higher Certificate plus experience	MPS 13 (\$21,330)	N/A	N/A	N/A
5	Technician, Supervisory and Related Grades I: Certificate or apprenticeship plus experience	MPS 6 (\$13,910)	\$14,307	\$397	+2.85%
6	Technician, Supervisory and Related Grades II: Craft and skill plus experience, or apprenticeship plus experience	MPS 5 (\$13,085)	\$13,481	\$396	+3.03%
7	Grades requiring two passes at Advanced Level in HKALE plus three credits in HKCEE	MPS 8 (\$15,805)	\$15,403	-\$402	-2.54%
8	Professional and Related Grades	MPS 27 (\$41,495)	\$41,831	\$336	+0.81%
9	Degree and Related Grades	MPS 14 (\$22,405)	\$20,432	-\$1,973	-8.81%
10	Model Scale 1 Grades	MOD 0 (\$10,155)	\$9,575	-\$580	-5.71%

5.2.7. It is noted that in general, for QGs with sufficient data (i.e. other than the three QGs shaded in grey), the existing benchmark closely reflects the market P75 pay levels for various QGs. We believe the adjustments to the Master Pay Scale since 2009 have in general been effective and are able to maintain the competitive pay positions of the civil service to the private sector. The exceptions are QG 9 and QG 10, where data at the market P75 pay level is lower than the benchmark by 8.8% and 5.7% respectively. Our observations for different QGs and recommendations are as follows.

#### **QG 9 – Degree and Related Grades**

5.2.8. For QG 9, the monthly market P75 pay level is lower than the civil service benchmark pay by about \$2,000 (8.8%). As analyzed above, jobs within this QG have relatively large variance in pay, due to the wide range of sectors and job nature falling under this QG, with diverse pay practices.

5.2.9. As such, there may be merits in taking account of other indicators in considering whether the benchmark pay of this QG should be adjusted. We noted that, as compared with the 2009 SSS, the average and market median (P50) pay level for QG 9 has increased more significantly than both the market

P75 pay level and the increase in the civil service benchmark pay for QG 9. Furthermore, as analyzed above, QG 9 covers a wide range of sectors with diverse job nature, leading to a relatively large variance in pay across different sectors and job families. The market P75 pay level for QG 9 is an average of the market P75 pay levels across different job families, and for certain sectors and job families, this level would be relatively less competitive if the Survey results are applied mechanically.

- 5.2.10. If we take into account only the overall market P75 pay level for QG 9, and reduce the benchmark pay of QG 9 for the civil service accordingly, the difference between market average and market median (P50) pay level for the QG and the civil service benchmark pay will be reduced. Factors other than pay being equal, the competitiveness of the Government in attracting talents for the civil service job relative to typical degree jobs in the market would be reduced. At the same time, the reduction of the benchmark would also cause the benchmark pay of QG 9 to fall below the market P75 pay level of private sector jobs under some of the sectors or job families, thus lowering the competitiveness of the Government in recruiting staff for the relevant sectors or jobs under QG 9.
- 5.2.11. Another important factor for consideration is the difference in salary structure in degree jobs between the civil service and the private sector. Degree jobs in the private sector generally enjoy a relatively large jump in salary a few years after recruitment. For example, management trainees in large corporations may enjoy a considerable increase in pay after a few years upon completion of the management trainee program. In the private sector, career opportunities, exposure and experience that would be gained, etc. are also factors attracting graduates. Organizations often offer relatively lower starting pay, and can make flexible adjustment to raise the pay level by a higher scale if the employees' performance meets or exceeds expectation when they progress up the career ladder. On the other hand, the pay levels for QG 9 positions in the Government, as with other civil service ranks, would only rise steadily in the course of their career. Civil service pay progression is more structured and stable. Such differences in salary structure cannot be overlooked. The attractiveness of the private sector jobs in competing for graduates may therefore be underestimated if comparison is made on the starting salaries alone, without regard to the subsequent salary increases in the private sector. In other words, for QG 9 positions in the civil service, a slightly higher entry pay above the market P75 pay level may be necessary to maintain competitiveness with the private sector.
- 5.2.12. Degree positions are of particular importance for both the public and the private sector, as these are the starting points for many positions in all sectors with long career paths, leading to positions in the senior management. Taking into account the above, a reduction of the benchmark pay for QG 9, which would be the case if the Survey findings were to be applied mechanically, might not be warranted.

**QG 10 – Model Scale 1 Grades**

- 5.2.13. Jobs under this QG are frontline positions at a junior level. We noted that the monthly market P75 pay level of QG 10 is lower than the civil service benchmark pay by only \$580. Such a small difference may not be a case for a strict application of the market P75 pay level for reducing the benchmark pay of QG 10.
- 5.2.14. In addition, we noted that the market average and median (P50) pay levels, as well as the market P10 and P25 pay levels, have increased by a rate more than the civil service benchmark pay during the same period. This may be attributable to the introduction of the Statutory Minimum Wage. Moreover, we understand that there have been widespread labor shortages for jobs covered by this QG. This may further push up the market pay level for these jobs. At this stage, therefore, there may not be a case to support a strict application of the market P75 pay levels for reducing the benchmark pay of QG 10.

**QG 1, QG 2.1, QG 3.2, QG 5, QG 6, QG 7 and QG 8**

- 5.2.15. The difference in private sector pay and the civil service benchmark pay for these QGs is very small. We consider that no adjustment in civil service benchmarks in these QGs is necessary.

**QG 2.2, QG 3.1 and QG 4 (QGs with insufficient data)**

- 5.2.16. Similar to the practice of the 2009 SSS, as there was insufficient data for these QGs, their benchmarks could be determined through internal relativities with other QGs. In the event that it is decided that the benchmarks for all other QGs above should remain unchanged, no adjustment would be necessary.

**5.3. OTHER OBSERVATIONS**

- 5.3.1. As foreshadowed above, arising from the persistent difficulties in collecting sufficient data for some QGs and the views expressed by the Staff Sides, we have a number of observations, as elaborated below.
- 5.3.2. We noted that some qualification requirements in use by the Government have become or are becoming obsolete in the market. The emergence of various post-secondary education programs, the replacement of requirements relating to the HKCEE and the HKALE by the Hong Kong Diploma of Secondary Education Examination, and entry of graduates from the new 3-3-4 education system into the job market, may further change the landscape of the private sector in this respect. The situation of insufficient data for certain QGs is expected to persist if the same approach is adopted in future SSSs.
- 5.3.3. We suggest that, for the purpose of conducting the next SSS, consideration be given to collecting data only for a few key and representative QGs, to be determined nearer the time having regard to the market situation. The civil service benchmark pay for other QGs could then be determined using internal relativities.

- 5.3.4. In particular, we observed that some QGs carry experience requirements for up to five years. In the private sector, jobs requiring experiences may not be entry level positions. For consistency and simplicity, consideration may be given to determining the benchmark pay for these QGs using internal relativities, such as with reference to similar QGs without the experience requirements, where applicable.
- 5.3.5. In the longer run, we suggest that the Administration may consider a more comprehensive review of the QG classifications and their mapping to the requirements of the civil service basic ranks. This may keep the QG classifications up-to-date with the market situation, and further enhance the comparability of the private sector organizations selected for future surveys.
- 5.3.6. In considering the review, besides taking into account the impact of the new education programs and the new 3-3-4 education system on private sector recruitment, it may be worth taking note of the development of the Qualifications Framework (QF) by the Government. The seven-level cross-sectoral hierarchy of qualifications under the QF may potentially serve as a useful reference for recruitment of entry-level jobs in the private sector. The Administration may consider keeping in view the adoption of the QF in the market for considering the review.
- 5.3.7. Separately, we note that the Staff Sides have raised at a staff consultation meeting that there is a rising number of new recruits with qualifications higher than the minimum requirements in the civil service. This situation is not uncommon in the private sector due to the increasing supply of holders of higher qualifications. While private sector organizations would similarly state their minimum qualification requirements during recruitment, they would seek the best qualified candidates to fill the job vacancies. Private sector organizations normally look at, or indeed focus on, qualities of applicants other than qualifications during recruitment, such as the candidate's competence, communication skills, performance at the interview, relevant experiences, etc. While over-qualified recruits may be better placed for future promotion in the private sector if they perform well, extra remuneration for these candidates is not prevalent in the private sector.
- 5.3.8. The situation of over-qualification exists both in the civil service and in the private sector. The Survey is appropriately based on the minimum qualification requirement rather than the actual qualifications that the job-holder may have. This would not affect the credibility of the findings for comparison with civil service jobs with similar minimum requirements.

## ANNEX 1: QUALIFICATION GROUPS AND JOB FAMILIES IN THE PAY COMPARISON SURVEY

Qualification Groups (QG)		Job Families (JF)	
QG 1	Grades not requiring 5 passes in Hong Kong Certificate of Education Examination (HKCEE)	JF 1 JF 2 JF 3 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Community) Public Services (Physical Resources)
QG 2.1	School Certificate Grades Group I: Grades requiring five passes in HKCEE	JF 1 JF 2 JF 3 JF 4 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 2.2	School Certificate Grades Group II: Grades requiring five passes in HKCEE plus considerable experience	JF 1 JF 2 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Public Services (Community) Public Services (Physical Resources)
QG 3.1	Higher Diploma and Diploma Grades Group I: Higher Diploma Grades	JF 4	Public Services (Social and Personal Services)
QG 3.2	Higher Diploma and Diploma Grades Group II: Diploma Grades	JF 3 JF 4 JF 5 JF 6 JF 7	Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources) Works-Related
QG 4	Technical Inspectorate and Related Grades – Higher Certificate plus experience	JF 3 JF 6 JF 7	Internal Support (Technical and Operation) Public Services (Physical Resources) Works-Related
QG 5	Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience	JF 3 JF 4 JF 6 JF 7 JF 8	Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Physical Resources) Works-Related Operational Support
QG 6	Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience	JF 3 JF 7 JF 8	Internal Support (Technical and Operation) Works-Related Operational Support

Qualification Groups (QG)		Job Families (JF)	
QG 7	Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in HKCEE	JF 2 JF 3 JF 4 JF 5 JF 6	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 8	Professional and Related Grades Group I: Membership of a professional institution or equivalent  Professional and Related Grades Group II: Grades with pay structure related to grades in Group I	JF 2 JF 3 JF 4 JF 5 JF 6 JF 7	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources) Works-Related
QG 9	Degree and Related Grades	JF 2 JF 3 JF 4 JF 5 JF 6	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 10	Model Scale 1 Grades	JF 8	Operational Support

**ANNEX 2: DATA COLLECTION PACKAGE**

**Pay Comparison Survey  
for 2012 Starting Salaries Survey  
for the Civil Service**

**Data Collection Package**

Survey Reference Date: 1 April 2012

## **Contents**

Data Collection Package

*Part A : Questionnaire on Basic Information*

*Part B : Data Entry Spreadsheet for Entry-level Jobs*

Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet



## Part A: Basic Information

### 1. General Information

- a. Company Name: \_\_\_\_\_
- b. Contact Person:
  - (i) Name: \_\_\_\_\_
  - (ii) Position: \_\_\_\_\_
  - (iii) Phone: \_\_\_\_\_
  - (iv) Fax: \_\_\_\_\_
  - (v) Email: \_\_\_\_\_

### 2. Company Profile

- a. No. of employees (monthly paid) as at 1 April 2012: \_\_\_\_\_
- b. No. of full-time entry-level employees<sup>1</sup> recruited between 2 April 2011 to 1 April 2012 and still under such employment as at 1 April 2012: \_\_\_\_\_, **excluding** interns, apprentices, imported labour and employees whose term of employment is less than a year.
- c. No. of entry-level jobs<sup>2</sup> unfilled as at 1 April 2012: \_\_\_\_\_
- d. Nature of core business: \_\_\_\_\_

### 3. Remuneration Policy

- a. Salary Review Month<sup>3</sup>(s): \_\_\_\_\_
- b. Assuming the entry-level job is offered to a candidate who is academically qualified but with lower experience than the job requirement:  
Whether the base salary would be the same (Y/N): \_\_\_\_
  - If N, please specify the arrangement: \_\_\_\_\_
- c. Assuming the entry-level job is offered to a candidate who possesses qualifications and/or experience higher than the job requirements:  
Whether the base salary would be the same (Y/N): \_\_\_\_
  - If N, please specify the arrangement: \_\_\_\_\_
- d. Whether your company/organization has any policy to preset the target pay for entry-level jobs (i.e. “policy pay”)? (Y/N): \_\_\_\_

---

<sup>1</sup> Please see definitions of “Full-time Employees” in paragraph 3(a) of the Guidance Note for Completing the Questionnaire and Data Entry Spreadsheet.

<sup>2</sup> Please see the definition of “Entry Level Jobs” in paragraph 3(b) of the Guidance Note for Completing the Questionnaire and Data Entry Spreadsheet.

<sup>3</sup> “Salary Review Month” refers to the month in which the salary adjustment takes effect.

**Part B: Data Entry Spreadsheet for Entry-level Jobs**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Job Title	Prob. Period (in month(s)) [if applicable]	Pay Adjust After Confirm (Y/N)	EE NO	Date of Hire (dd/mm/yyyy)	Employment Status	Job Function	Job Family (JF)	Min Q	Min Exp. (yr)	QG	Actual/ Target Pay	Pay Variation (Y/N)	Annual Basic	G Bonus	Housing Allow	Other Allow	Other Allow Type	Variable Pay

**Legend:**

1. Job Title – Job title
2. Prob. Period – Probationary period
3. Pay Adjust After Confirm – Salary adjustment after confirmation
4. EE NO – Employee code number
5. Date of Hire – Date of hire of the job-holder
6. Employment Status – Employment status
7. Job Function – Main job functions
8. Job Family (JF) – Job families
9. Min Q – Minimum educational qualification for appointment to the job
10. Min Exp – Years of minimum experience for appointment to the job
11. QG – Qualification Group
12. Actual/Target Pay – Type of pay information in terms of actual pay or target pay
13. Pay Variation – Pay variation due to job holder’s qualification/experience
14. Annual basic – Annual basic salary
15. G Bonus – Guaranteed bonus
16. Housing Allow – Housing allowance per annum
17. Other Allow – Other allowances per annum
18. Other Allow Type – Types of other allowances
19. Variable Pay – Variable pay per annum

## Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet

### INTRODUCTION

1. The Pay Comparison Survey (the Survey) for the 2012 Starting Salaries Survey for the civil service aims to collect the starting salaries of entry-level jobs in the private sector for comparison with the starting salaries of civil service grades requiring similar qualifications, with a view to ascertaining whether the entry pay in the civil service remains broadly comparable with that in the private sector.
2. The reference date for the Survey is **1 April 2012**. The Survey covers full-time employees recruited to entry-level jobs between 2 April 2011 to 1 April 2012 who were still under such employment as at 1 April 2012. All pay for the work done during 2 April 2011 to 1 April 2012, regardless of the actual payment effective date, should be captured so long as it could be confirmed at the reference date that the amount will be paid to the job-holder without additional conditions.
3. For the purpose of this Survey –
  - (a) **“Full-time Employees”** refer to those monthly-paid employees, excluding interns, apprentices, imported labour, and employees whose term of employment is less than a year;
  - (b) **“Entry-level Jobs”** refer to entry-level jobs, with salaries determined on the basis of factors and considerations applying to Hong Kong, excluding those with entry requirements outside the qualification groups as detailed in paragraph 16 below; and
  - (c) **“Cash Compensation”** elements comprise –
    - Basic Salary (paragraph 20 below is relevant);
    - Guaranteed Bonus (paragraph 21 below is relevant);
    - Cash Allowances paid to employees (e.g. housing allowance, education allowance) and any payments which are job-related, reflect the value of the job under their normal requirements and paid on a regular basis (e.g. regular overtime and shift allowances which are regular and expected of the job duties). On the other hand, those that are conditional on particular working conditions (e.g. occasional overtime, shift or work location) or on individual circumstances (e.g. payments for actual reimbursement of business expenses)(paragraphs 22 to 25 below are relevant) should be excluded; and
    - Variable Pay (paragraph 26 below is relevant).

## **INSTRUCTIONS ON COMPLETION OF THE DATA ENTRY SPREADSHEET**

**(Please see the sample of a completed spreadsheet at Appendix I)**

### **General**

4. This Survey covers all entry-level jobs as defined in paragraph 3(b) above.
  - For those entry-level jobs which were filled on 1 April 2012 by employees recruited between 2 April 2011 and 1 April 2012, please provide the pay information based on the job-holder.
  - For those entry-level jobs which were unfilled on 1 April 2012, please provide the pay information based on your compensation policies (i.e. the minimum entry pay which would have been paid for the job if it has been filled, **not** the entry pay for budgetary purpose).

### **Column 1 – Job title (“Job Title”)**

5. Please enter the job title of the job-holder or the unfilled job as appropriate.

### **Column 2 – Probationary period (“Prob. Period”)**

6. Please state the duration of probationary period in month(s). Please put “N.A.” if it is not applicable.

### **Column 3 – Salary adjustment after confirmation (“Pay Adjust After Confirm”)**

7. Please input “Y” if there is salary adjustment after confirmation and “N” if it is not applicable.

### **Column 4 – Employee code number (“EE NO”)**

8. Please assign a code number for each job-holder. For confidentiality, there is no need to provide the name of any job-holders concerned. Please enter “N.A.” if the job was unfilled as at 1 April 2012.

### **Column 5 – Date of hire of the job-holder (“Date of Hire”)**

9. Please provide the date on which the job-holder was recruited to your organization.

### **Column 6 – Employment status (“Employment Status”)**

10. Please indicate whether this was a filled or unfilled position as of 1 April 2012. If the job was unfilled, please input “Unfilled”. If this job was filled, please further

indicate whether the job-holder was on probation (please input “Prob”) or confirmed as a full-time employee (please input “Confirm”) as of 1 April 2012.

**Column 7 – Main job functions (“Job Function”), and**

**Column 8 – Job family (“Job Family”)**

11. Please refer to **Appendix II** for detailed description of each job family as set out in paragraph 13 below and the examples of main job functions.

12. For “Main Job Functions”, please provide the main broad functions of the job (e.g. finance & accounting, sales/business development).

13. For “Job Family”, based on the main broad functions of the job, please enter the appropriate job family code (e.g. JF1) as defined in **Appendix II** and summarized below –

Code	Job Families
JF 1:	Clerical and Secretarial
JF 2:	Internal Support (Corporate Services)
JF 3:	Internal Support (Technical and Operation)
JF 4:	Public Services (Social and Personal Services)
JF 5:	Public Services (Community)
JF 6:	Public Services (Physical Resources)
JF 7:	Works-Related
JF 8:	Operational Support

**Column 9 – Minimum educational qualifications for appointment to the job (“Min Q”)**

14. Please provide the **minimum** educational qualifications that the job-holder must possess before he/she is eligible for appointment to this entry-level job, **not** the actual qualifications that the job-holder may have.

**Column 10 –Years of minimum experience for appointment to the job (“Min Exp”)**

15. Please provide the **minimum** number of years of relevant experience that the job-holder must possess before he/she is eligible for appointment to this entry-level job, **not** the actual experience that the job-holder may have.

**Column 11 – Qualification Group (“QG”)**

16. Please insert in this column the qualification code (e.g. QG1) for the qualification group to which the job-holder/job concerned belongs. Please select the QG based on the minimum requirement of the entry-level job as set out below –

Qualification Group		Qualification Requirements
QG 1 Grades not requiring 5 passes in the Hong Kong Certificate of Education Examination (HKCEE)		Education of Form 5 or below plus 0 – 1 year of experience
QG 2.1 School Certificate Grades Group I		Five passes in the HKCEE ( <b>Note 1</b> ) plus 0 – 1 year of experience
QG 2.2 School Certificate Grades Group II		Five passes in the HKCEE ( <b>Note 1</b> ) plus 2 – 5 years of experience
QG 3.1 Higher Diploma and Diploma Grades Group I		Higher diploma ( <b>Note 2</b> ) plus 0 – 1 year of experience
QG 3.2 Higher Diploma and Diploma Grades Group II		Diploma plus 0 – 1 year of experience
QG 4 Technical Inspectorate and Related Grades		Higher certificate plus 3 years of experience
QG 5 Technician, Supervisory and Related Grades Group I		Relevant certificate or apprenticeship plus 2 years of experience
QG 6 Technician, Supervisory and Related Grades Group II		Craft and skill plus experience or apprenticeship plus 2-3 years of experience
QG 7 Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in the HKCEE (2A3O)		Pass in 2 Advanced Level subjects and Grade C or above in 3 School Certificate subjects ( <b>Note 3</b> ) plus 0 – 1 year of experience
QG 8	Professional and Related Grades Group I	Membership of a professional institution or equivalent which may or may not implicitly imply an experience requirement depending on the industry concerned
	Professional and Related Grades Group II (Grades with pay structure related to grades in Group I)	
QG 9 Degree and Related Grades		A degree plus 0 – 1 year of experience
QG 10 Model Scale 1 Grades		Strong physique and ability to read Chinese plus 0 – 1 year of experience

For civil service appointment purpose –

**Note 1:** A pass refers to –

- (i) in/before 2006 HKCEE, ‘Grade E’ or above; and
- (ii) in/after 2007 HKCEE, ‘Level 2’ in Chinese Language and English Language, and ‘Grade E’ in other subjects.

**Note 2:** Associate Degree is accepted for jobs with general requirements set at Higher Diploma level; and

**Note 3:** In/after 2007 HKCEE, ‘Level 3’ in Chinese Language and English Language is accepted as comparable to ‘Grade C’ in Chinese Language and English Language (Syllabus B).

**Column 12 – Type of pay information in terms of actual pay or target pay (“Actual/Target Pay”)**

17. Please input the information as follows –
- a. For an entry-level job with a job-holder who was confirmed on or before 1 April 2012, please input “Actual”.
  - b. For an entry-level job with a job-holder who was on probation on 1 April 2012 with no post-confirmation salary adjustment, please input “Actual”.
  - c. For an entry-level job with a job-holder who was on probation on 1 April 2012, but will have post-confirmation salary adjustment, please input “Target”.
  - d. For an entry-level job which was unfilled on 1 April 2012, please input “Target”.

**Column 13 – Pay variation due to job holder’s qualification/experience (“Pay Variation”)**

18. In the case that this job is offered to a candidate with qualifications and/or experience higher or lower than the minimum requirements of the job, please input “Y” if his/her basic salary has been adjusted due to the job holder’s actual qualification and/or experience. Please input “N” if no such an adjustment has been made.

19. If the answer in Column 13 is “Y”, please ensure that the pay information in columns 14 to 19 records the pay data based on the minimum requirements for appointment to the entry-level job by excluding pay adjustment(s) due to special consideration of the job holder’s actual qualification, experience and/or other factors.

**Column 14 - Annual Basic Salary (“Annual Basic”)**

20. Please provide the annualised actual/target basic salary offered/to be offered to the job-holder.

Scenario	Information required
a) Entry-level job with a job-holder who was <u>confirmed on or before 1 April 2012</u>	Please provide the <u>annualised</u> basic salary to the job-holder based on the basic salary as at 1 April 2012 (i.e. actual monthly salary as at 1 April 2012 times 12).
b) Entry-level job with a job-holder who was <u>on probation on 1 April 2012 with no post-confirmation salary adjustment</u>	
c) Entry-level job with a job-holder who was <u>on probation on 1 April 2012, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> basic salary which would be offered to the job-holder upon confirmation under your entry-level compensation policies prevailing as at 1 April 2012 (i.e. the target monthly salary times 12).
d) Entry-level job which was <u>unfilled</u> on 1 April 2012	

### **Column 15 – Guaranteed Bonus (“G. Bonus”)**

21. Please provide the annualised amount of actual/target paid/to be paid on top of the basic salary and on a guaranteed basis either contractually or by established practice, e.g. one month’s salary in the case of guaranteed bonus of 13<sup>th</sup> month salary. Guaranteed bonus may also include end-of-contract gratuity on a fixed amount or based on a preset percentage of total salary of the contract period. For guaranteed bonus of end-of-contract gratuity, please provide on a pro rata basis the annualised amount of the gratuity for the period from 2 April 2011 to 1 April 2012 for survey purpose.

### **Columns 16-18 – Allowances**

22. Cash allowances paid or to be paid to employees (e.g. housing allowance, education allowance) and any payments which are job-related, reflect the value of the job under their normal requirements and paid on a regular basis (e.g. regular overtime and shift allowances which are regular and expected of the job duties) should be included.

23. The following cash allowances which are conditional on particular working conditions or individual circumstances are **excluded** –

- (a) Cash payments which are conditional on individual circumstances (e.g. cash payment for actual reimbursement or substitute for reimbursement of an accountable expense borne by the employees). Examples are :
  - (i) transport and meal allowances paid subject to working overtime or unsocial hours or in remote locations or paid in lieu of actual reimbursement of actual expenses; and
  - (ii) non-accountable entertainment allowances paid in lieu of reimbursement of actual expenses.
- (b) Cash payments which are conditional on particular working conditions, such as occasional payments for overtime, shift work, remote locations, typhoon duty, obnoxious or dangerous duties, etc. that are related to the working conditions of a particular job.
- (c) Some exceptional cases of payments of certain benefits in cash in the private sector. Examples include cash reimbursement of out-patient medical expenses paid directly by the employer rather than through a medical insurance scheme.

### **Column 16 - Housing Allowance per annum (“Housing Allow”), and**

### **Column 17 - Other Allowances per annum (“Other Allow”)**

24. Please provide information as follows –



Scenario	Information required
a) Entry-level job with a job-holder who was <u>confirmed on or before 1 April 2012</u>	Please provide the total amount of cash allowance(s) paid or to be paid to the job-holder for the work done during the 12 months prior to 1 April 2012. If the job-holder had less than 12 months' service as at 1 April 2012, please provide the <u>annualised</u> amount based on your compensation policies.
b) Entry-level job with a job-holder who was <u>on probation on 1 April 2012 with no post-confirmation salary adjustment</u>	
c) Entry-level job with a job-holder who was <u>on probation on 1 April 2012, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> amount of cash allowance(s) at the rate entitled by the job-holder upon confirmation under your entry-level compensation policies prevailing as at 1 April 2012.
d) Entry-level job which was <u>unfilled</u> on 1 April 2012	

#### Column 18 – Type of Other Allowances (“Other Allow Type”)

25. Please specify the type(s) of the allowance(s) if you have provided figures under “Other Allowances”.

#### Column 19 – Variable Pay (“Variable Pay”)

26. Examples of variable pay may include sales commission, performance pay, attendance awards, or end-of-contract gratuity on a variable amount (e.g. based on business/individual performance). Please provide information on the annualised amount of the variable pay as follows –

Scenario	Information required
(a) Entry-level job with a job-holder who were <u>confirmed on or before 1 April 2012</u>	Please provide the total amount of actual variable compensation paid or to be paid in cash to the job-holder for the work done during the 12 months prior to 1 April 2012. If the job-holder had less than 12 months' service as at 1 April 2012, please provide the <u>annualised</u> amount based on your compensation policies.
(b) Entry-level job with a job-holder who was <u>on probation on 1 April 2012 with no post-confirmation salary adjustment</u>	
(c) Entry-level job with a job-holder who was <u>on probation on 1 April 2012, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> amount of variable compensation paid or to be paid in cash at the rate entitled by the job-holder upon confirmation under your organization's entry-level compensation policies prevailing as at 1 April 2012.
(d) Entry-level job which was <u>unfilled</u> on 1 April 2012	

### Sample of Completed Data Entry Spreadsheet for Entry-level Jobs

### Appendix I

(1) Job Title	(2) Prob. Period (in month(s)) [if applicable]	(3) Pay Adjust After Confirm (Y/N)	(4) EE NO	(5) Date of Hire (dd/mm/yyyy)	(6) Employment Status	(7) Job Function	(8) Job Family (JF)	(9) Min Q	(10) Min Exp. (yr)	(11) QG	(12) Actual/ Target Pay	(13) Pay Variation (Y/N)	(14) Annual Basic	(15) G. Bonus	(16) Housing Allow	(17) Other Allow	(18) Other Allow Type	(19) Variable Pay
HR Asst	1	Y	030	8.12.2011	Confirm	HRM	2	5 E in HKCEE	0	2.1	Actual	N	\$96,000	\$12,000	\$0	\$0	-	\$4,000
Sales Rep	3	N	071	5.2.2012	Prob	Sales	5	Degree	1	9	Actual	Y	\$120,000	\$18,000	\$0	\$7,200	Education allowance	\$10,000
Sales Rep	3	N	072	3.6.2011	Confirm	Business Develop ment	5	Degree	1	9	Actual	N	\$120,000	\$18,000	\$24,000	\$7,200	Education allowance	\$20,000
Sales Rep	3	N	073	4.12.2011	Confirm	Sales	5	Degree	1	9	Actual	N	\$120,000	\$18,000	\$0	\$7,200	Education allowance	\$30,000
Driver	1	Y	101	6.3.2012	Prob	Driving	8	A valid HK driving licence	3	6	Target	N	\$110,000	\$9,000	\$0	\$7,200	Regular shift allowance	\$0
Engineer	N.A.	N	N.A.	N.A.	Unfilled	Construction	7	Membership of a professional institution	1	8	Target	N	\$200,000	\$16,000	\$120,000	\$0	-	\$20,000

## **Job Family Descriptions**

### **Job Family 1: Clerical and Secretarial**

This Family covers jobs that perform clerical duties and secretarial functions. Examples of civil service basic ranks include Assistant Clerical Officer, Clerical Assistant, Personal Secretary II, etc.

Examples of typical jobs in the private sector may include general clerk, secretary, personal assistant etc.

### **Job Family 2: Internal Support (Corporate Services)**

This Family covers jobs that provide internal support services related to management, office administration, information systems or other internal support functions for organizations. Examples of civil service basic ranks include Supplies Supervisor II, Government Counsel, Executive Officer II, Analyst/Programmer II, Accounting Officer II etc.

Examples of relevant job functions in the private sector may include:

- Finance & Accounting
- Information Technology (IT)
- Legal & Corporate Secretarial
- Human Resources Management
- Office Administration and Management such as Planning & Policy Formulation, Office Management, Translation Services, Organization Methods, Catering & Accommodation Services
- Supply/Purchasing

### **Job Family 3: Internal Support (Technical and Operation)**

This Family covers jobs that provide internal support services related to technical functions and operations in organizations. Examples of civil service basic ranks include Communications Controller, Statistical Officer II, Printing Technician II, Cook, Estate Surveyor, etc.

Examples of relevant job functions in the private sector may include:

- Marketing/Market Research
- Research & Development
- Sales Administration
- Communication
- Valuation
- Estate Surveying
- Land Surveying
- Production Control/Planning
- Quality Control/Assurance
- Logistics/Warehouse Management
- Shipping/Transport Distribution
- Operations/Traffic
- Materials/Inventory Control
- Merchandising

#### **Job Family 4: Public Services (Social and Personal Services)**

This Family covers jobs that specialize in delivering social or personal services to clients mainly on a one-on-one basis and providing personalized or customized services on a direct client-provider interface. Examples of civil service basic ranks include Occupational Safety Officer II, Registered Nurse, Medical and Health Officer, Assistant Social Work Officer, Pharmacist, Dietitian, etc.

Examples of relevant job functions in the private sector may include:

- Hospital Medical Services
- Clinical Medical and Dental Services
- Health Care Services
- Social Welfare Services

#### **Job Family 5: Public Services (Community)**

This Family covers jobs that provide services to communities of clients collectively and not on a personal basis with a key role in dealing with external parties. Examples of civil service basic ranks include Postman, Tax Inspector II, Assessor, Assistant Labour Officer II, etc.

Examples of relevant job functions in the private sector may include:

- Sales/Business Development
- Public Relations & Promotion
- Customer Service
- Import/Export Compliance
- Banking & Financial Services

#### **Job Family 6: Public Services (Physical Resources)**

This Family covers jobs that provide services to clients not on a direct basis but through performing/managing functions relating to facilities, structures, hardwares, etc. Examples of civil service basic ranks include Cultural Services Assistant II, Housing Officer, Veterinary Officer, Agricultural Officer, Assistant Librarian, Transport Officer II, etc.

Examples of relevant job functions in the private sector may include:

- Building Services
- Estate Management
- Leasing
- Environmental Protection
- Conservation

### **Job Family 7: Works-Related**

This Family covers jobs that perform professional services and those that perform technical support and inspection work related to the design, construction, monitoring of quality and safety and maintenance of and planning for facilities and infrastructure, as well as related consultation services. Examples of civil service basic ranks include Engineering Laboratory Technician II, Survey Officer, Works Supervisor II, Assistant Inspector of Works, Architect, Assistant Electronic Engineer, Building Services Engineer, Quantity Surveyor, etc.

Examples of relevant job functions in the private sector may include:

- Design and Specification
- Measurement and Evaluation
- Contract Management
- Project Management
- Construction and Installation
- Plant Operation
- Maintenance and Repair
- Draughting and Drawing
- Testing and Research
- Quality Control/Assurance
- Industrial Safety
- Building Surveying
- Quantity Surveying

### **Job Family 8: Operational Support**

This Family covers jobs that provide operational support for organizations in non-administrative services. Typical jobs in this family require operation of equipment or machinery, manual work or outdoor work. Examples of civil service basic ranks include Foreman, Artisan, Motor Driver, Property Attendant, Workman II, etc.

Examples of typical jobs in the private sector may include Driver, Security Guard, Tea Lady, Cleanser, etc.

### ANNEX 3: LIST OF PARTICIPATING ORGANIZATIONS

(in alphabetical order)

1	ACE Life Insurance Company Ltd.	安達人壽保險有限公司
2	AIA Group Limited	友邦保險控股有限公司
3	Airport Authority Hong Kong	香港機場管理局
4	Asia Airfreight Terminal	亞洲空運中心有限公司
5	Atkins China Ltd.	阿特金斯顧問有限公司
6	Aviation Security Company Limited	機場保安有限公司
7	Belle Worldwide Limited	百麗環球有限公司
8	Black & Veatch Hong Kong Limited	博威工程顧問有限公司
9	C M WONG & ASSOCIATES LTD	黃志明建築工程師有限公司
10	Café de Coral Holdings Limited	大家樂集團有限公司
11	Carlsberg Hong Kong Limited	嘉士伯香港有限公司
12	Cathay Pacific Airways Ltd.	國泰航空公司
13	Celestica Hong Kong Limited	—
14	Chubb Hong Kong Limited	集寶香港有限公司
15	Chun Wo Construction & Engineering Company Limited	俊和建築工程有限公司
16	Citibank (Hong Kong) Limited	—
17	CITIC Pacific Limited	中信泰富有限公司
18	Citybus Limited	城巴有限公司
19	Compass Technology Company Limited	—
20	Dah Chong Hong, Limited	大昌貿易行有限公司
21	Dah Sing Bank, Limited	大新銀行有限公司
22	Defond Electrical Industries Limited	德豐電業有限公司
23	DHL Express (Hong Kong) Limited	敦豪國際速遞（香港）有限公司
24	Elec & Eltek Multilayer PCB Limited	依利多層線路板有限公司
25	Employees Retraining Board	僱員再培訓局
26	Esquel Enterprises Ltd.	溢達企業有限公司
27	Evangelical Lutheran Church Social Service - Hong Kong	基督教香港信義會社會服務部
28	Gammon Construction Limited	金門建築有限公司
29	Giordano Limited	佐丹奴有限公司
30	Green Island Cement Company Limited	青洲英坭有限公司
31	Halcrow China Limited	合樂中國有限公司
32	Hang Lung Properties Limited	恒隆地產有限公司
33	Hip Hing Construction Co., Ltd.	協興建築有限公司
34	Hong Kong Baptist Hospital	香港浸信會醫院
35	Hong Kong Exchanges and Clearing Ltd	香港交易及結算所有限公司
36	Hong Kong Housing Authority	香港房屋委員會
37	Hong Kong Housing Society	香港房屋協會

38	Hong Kong Lutheran Social Service Lutheran Church-Hong Kong Synod	香港路德會社會服務處
39	Hong Kong Productivity Council	香港生產力促進局
40	Hong Kong Seibu Enterprise Co., Ltd	—
41	Hong Kong Tourism Board	香港旅遊發展局
42	Hong Kong Trade Development Council	香港貿易發展局
43	Hong Yip Service Company Limited	康業服務有限公司
44	HongKong International Theme Parks Limited	香港國際主題樂園有限公司
45	Hongkong Land Group Limited	置地集團有限公司
46	Hongkong United Dockyards Limited	香港聯合船塢集團有限公司
47	Hsin Chong Construction Group Ltd	新昌營造集團有限公司
48	Hutchison Telecommunications Hong Kong Holdings Limited	和記電訊香港控股有限公司
49	Hyder Consulting Limited	安誠工程顧問有限公司
50	i-CABLE Communications Limited	有線寬頻通訊有限公司
51	Inchcape Hong Kong	英之傑香港
52	InfoTech Services (Hong Kong) Limited	資訊科技服務（香港）有限公司
53	ISS Facility Services Limited	—
54	Jardine Airport Services Limited	怡中航空服務有限公司
55	Jebsen & Co. Ltd.	捷成洋行有限公司
56	K. Wah Construction Materials (HK) Ltd.	嘉華建材（香港）有限公司
57	Kai Shing Management Services Limited	啓勝管理服務有限公司
58	Kwoon Chung Bus Holdings Limited	冠忠巴士集團有限公司
59	Lane Crawford (Hong Kong) Limited	連卡佛（香港）有限公司
60	Maersk Hong Kong Limited	—
61	Manulife (International) Limited	宏利人壽保險（國際）有限公司
62	Ming Pao Holdings Limited	明報集團有限公司
63	Modern Terminals Ltd.	現代貨箱碼頭有限公司
64	MTR Corporation Ltd	香港鐵路有限公司
65	Nestle Hong Kong Ltd.	雀巢香港有限公司
66	New Hong Kong Tunnel Company	新香港隧道有限公司
67	New World First Bus Services Limited	新世界第一巴士服務有限公司
68	NXP Semiconductors Hong Kong Limited	恩智浦半導體香港有限公司
69	Ocean Empire Food Shop (Holdings) Limited	海皇粥店（集團）有限公司
70	Ocean Park Corporation	香港海洋公園
71	Orient Overseas Container Line Limited	東方海外貨櫃航運有限公司
72	Prudential Corporation Asia	—
73	Public Bank (Hong Kong) Limited	大眾銀行（香港）有限公司
74	Quality HealthCare Medical Services Limited	卓健醫療服務有限公司
75	River Trade Terminal Co. Ltd.	香港內河碼頭
76	Samsonite Asia Limited	—

77	Securities and Futures Commission	證券及期貨事務監察委員會
78	Shiu Wing Steel Limited	紹榮鋼鐵有限公司
79	Shun Hing Electronic Trading Co., Ltd	信興電器貿易有限公司
80	Shun Tak Holdings Ltd	信德集團有限公司
81	Sik Sik Yuen	齋色園
82	Sino Land Company Limited	信和置業有限公司
83	SmarTone Telecommunications Limited	—
84	SOCAM Development Limited	瑞安建業有限公司
85	Society for the Prevention of Cruelty to Animals (HK)	香港愛護動物協會
86	South China Morning Post Publishers Limited	南華早報出版有限公司
87	St. James' Settlement	聖雅各福群會
88	Standard Chartered Bank (Hong Kong) Limited	渣打銀行（香港）有限公司
89	Sun Hung Kai Properties Limited	新鴻基地產發展有限公司
90	The Bank of East Asia, Limited	東亞銀行有限公司
91	The Commercial Press (Hong Kong) Limited	商務印書館（香港）有限公司
92	The Dairy Farm Co. Ltd.	牛奶有限公司
93	The Hong Kong and China Gas Company Limited	香港中華煤氣有限公司
94	The Hong Kong Jockey Club	香港賽馬會
95	The Hong Kong Society for the Aged	香港耆康老人福利會
96	The Jardine Engineering Corporation, Limited	怡和機器有限公司
97	The Kowloon Motor Bus Co. (1933) Ltd.	九龍巴士（一九三三）有限公司
98	The Swank Shop Limited	詩韻有限公司
99	The Wing On Department Stores (Hong Kong) Limited	永安百貨有限公司
100	TNT Express Worldwide (HK) Ltd.	—
101	Tung Wah Group of Hospitals	東華三院
102	Urban Group	富城集團
103	Urban Renewal Authority	市區重建局
104	Whirlpool (Hong Kong) Limited	惠而浦（香港）有限公司
105	Wing Hang Bank, Ltd.	永亨銀行有限公司
106	YATA Limited	一田百貨
107 – 142 Anonymous*		

\* These organizations do not want to have their names published.