

**PAY COMPARISON SURVEY FOR THE
2015 STARTING SALARIES SURVEY**

SURVEY REPORT

JANUARY 2016

AON HEWITT



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1. INTRODUCTION

1.1. BACKGROUND OF THE SURVEY

- 1.1.1. Aon Hewitt Hong Kong Limited (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 May 2015 to conduct a pay comparison survey for the 2015 Starting Salaries Survey (SSS) for the non-directorate civilian grades in the civil service. As part of the Government’s Improved Civil Service Pay Adjustment Mechanism, an SSS is conducted every three years to complement the Pay Level Survey (PLS) and the annual Pay Trend Survey (PTS) to ascertain whether the entry pay for non-directorate civilian grades in the civil service is broadly comparable with private sector entry pay.
- 1.1.2. The purpose of the survey is to collect relevant pay data in the private sector using 1 April 2015 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 ascertain whether the entry pay for non-directorate civilian grades in the civil service is broadly comparable with private sector entry pay.

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 and 2012 SSSs for the sake of consistency and comparability.
- 2.1.2. The survey focuses on the analysis of total 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, with 1 April 2015 as the survey reference date.

2.2. THE QUALIFICATION BENCHMARK SYSTEM

- 2.2.1. In line with previous SSSs, the qualification benchmark system has been adopted as the basis for the survey. In the light of emergence of various post-secondary education programmes and the entry of graduates from the 3-3-4 new academic structure into the job market, the Government has conducted a review of the qualification benchmark system. A few refinements to the grouping and labelling of certain Qualification Groups (QGs) were made and the number of QGs was reduced from 12 to 11. Such refinements aim to duly reflect the prevailing qualification requirements for civil service jobs and do not cause any changes to the existing entry requirements or starting salaries of any civil service grades. The revised QGs were adopted for the conduct of the 2015 SSS. The basic ranks in the civil service grades are grouped into 11 QGs according to their entry requirements based primarily on educational qualifications or academic levels, while some of the QGs (namely, QG 2 Group II, 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 11 QGs are as follows –

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

QG	Grades and Qualification Requirements
1	Grades not requiring Level 2 or equivalent in five subjects in Hong Kong Diploma of Secondary Education Examination (HKDSEE) (or five passes in Hong Kong Certificate of Education Examination (HKCEE))
2	HKDSEE Grades
	Group I: Grades requiring Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE)
	Group II: Grades requiring Level 2 or equivalent in five subjects in HKDSEE plus considerable experience (or five passes in HKCEE plus considerable experience)

QG	Grades and Qualification Requirements
	Group III: Grades requiring Level 3 or equivalent in five subjects in HKDSEE (or two passes at Advanced Level in Hong Kong Advanced Level of Examination (HKALE) plus three credits in HKCEE)
3	Higher Diploma, Associate Degree and Diploma Grades Group I: Higher Diploma or Associate Degree Grades Group II: Diploma Grades
4	Technical Inspectorate and Related Grades: Higher Certificate or equivalent qualification 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, or apprenticeship plus experience
7	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
8	Degree and Related Grades
9	Model Scale 1 Grades
10	Education Grades
11	Other Grades

2.3. QUALIFICATION GROUPS COVERED IN THE SURVEY

2.3.1. The survey covers QG 1 to QG 9, which involve a total of 268 non-directorate civilian basic ranks. QG 10 and QG 11 are excluded due to their unique nature and/or disparate entry requirements.

2.4. CONSIDERATION OF ASSOCIATE DEGREE

2.4.1. At the Staff Consultation Meeting, there was a concern from the Staff Sides that the private sector might have different practices in recognizing the qualification of Associate Degree (AD), which might affect the findings of the 2015 SSS when the qualifications of Higher Diploma (HD) and AD were grouped under the same QG (i.e. QG 3 Group I) as a result of the Government's recent refinement to the QGs. To ascertain whether the private sector might have different practices in recognizing the qualification of AD, as compared to HD, and its impact on the survey findings, questions were incorporated in this survey to collect views from participating organizations on how they recognize the qualification of AD for their recruitment.

2.5. JOB FAMILIES COVERED IN THE SURVEY

2.5.1. 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.

2.5.2. The JF classification complements minimum educational qualification to form the basis for identifying comparable private sector jobs and verification of data for the

survey. Only private sector entry-level jobs with similar qualification and/or experience requirements as a particular QG, and comparable in terms of functions to those identified under the JFs for that QG would be selected for comparison. This would ensure that the market data sampled are relevant and comparable with the civil service basic ranks for the QG concerned.

- 2.5.3. Similar to the 2009 and 2012 SSSs, an 8-JF classification has been adopted in the 2015 SSS –

Table 2: Job Families Classification

Job Family (JF)	Description
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

- 2.5.4. Having examined the job duties of all 268 civil service basic ranks in QGs 1 to 9 covered in the survey, particularly those job duties updated after the last SSS in 2012, we did not observe any material difference affecting the JF classification for the basic ranks. Accordingly, the distribution of the basic ranks among the JFs remained the same as in the 2012 SSS. Details are set out at **Annex 1**.

2.6. SELECTING PRIVATE SECTOR ORGANIZATIONS

- 2.6.1. The following criteria were used for the selection of private sector organizations in the 2015 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 employing 100 or more employees as at the survey reference date;
- (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 adjustments 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 should 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.

2.7. SELECTING PRIVATE SECTOR JOBS

- 2.7.1. As in the 2009 and 2012 SSSs, for comparison with civil service entry-level jobs in QGs 1 to 9, 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.
- 2.7.2. 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.
- 2.7.3. For QGs with relevant experience requirement, the following years of experience were applied in data collection, as in the 2009 and 2012 SSSs –
- (a) HKDSEE Grades – Group II (QG 2 Group II): 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.
- 2.7.4. Private sector jobs not meeting the above criteria were not accepted as valid data points in the survey.

2.8. SURVEY REFERENCE DATE

- 2.8.1. The survey reference date was set on 1 April in the 2009 and 2012 SSSs. According to our annual survey and consultancy experience in the Hong Kong market, most private sector organizations have their financial year ending on 31 December or 31 March, and majority of them would implement the new salary on 1 January or 1 April. It is more appropriate to set the reference date on 1 April for the 2015 SSS. Adopting 1 April as the survey reference date also ensured consistency and comparability of survey findings.
- 2.8.2. Data on basic salary are collected to reflect the position as of 1 April 2015. For other relevant cash compensation elements, the data should indicate the amount paid to job-holders concerned over the 12-month period prior to 1 April 2015.

2.9. COMPOSITION OF THE SURVEY DATA

- 2.9.1. The cash compensation elements collected are –
- (a) basic salary;
 - (b) guaranteed bonus;

- (c) cash allowances paid or to be paid to employees under a pay policy reflecting the value of the job under their normal requirements and paid on a regular basis (e.g. housing allowance, education allowance, regular overtime and shift allowances which are regular and expected of the job duties). On the other hand, occasional cash allowances which are conditional on particular working conditions (e.g. payments for occasional overtime, shift or remote work location) or cash allowances which are conditional on individual circumstances (e.g. payments for actual reimbursement of business expenses) should be excluded; and
- (d) variable pay (e.g. sales commission and incentive bonus).

2.9.2. Data on the four cash compensation elements in paragraph 2.9.1 above have been collected on full-time employees recruited to entry-level jobs between 2 April 2014 and 1 April 2015 (the survey period). The following actual pay data of entry-level positions under two types of employment status of the job-holder will be captured for analysis in the survey –

- (a) When a job-holder has passed confirmation on or before 1 April 2015 – the cash compensation elements paid to the job-holder using the survey reference date of 1 April 2015; and
- (b) When a job-holder is on probation on 1 April 2015, but without any post-confirmation salary adjustment – the cash compensation elements paid to the job-holder using the survey reference date of 1 April 2015.

2.9.3. 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 and/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).

2.10. VETTING CRITERIA

2.10.1. To ensure data integrity, and following the approach of the 2009 and 2012 SSSs, the following vetting criteria have been adopted. Data points for private sector jobs collected for individual QGs should cover –

- (a) at least 60% of the JFs identified from the civil service basic ranks in the same QG; and
- (b) at least 15% of all surveyed organizations or 15 surveyed organizations, whichever is the less.

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

2.11. APPROACH OF DATA CONSOLIDATION AND ANALYSIS

- 2.11.1. As in the 2009 and 2012 SSSs, the “typical organization practice approach” has been adopted to consolidate data collected from each organization in individual QGs to a single value for market benchmarking purpose. 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.
- 2.11.2. This approach avoids the risk of the findings being unduly influenced by a small number of exceptionally low-paying or high-paying organizations with a large number of staff.
- 2.11.3. The steps for data consolidation under the approach are as follows –
- (a) for each QG-JF combination, all incumbents’ pay data of the same job from each organization will be 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 QG-JF combination concerned will be averaged to give a “second-tier indicator”;
 - (c) the second-tier indicator of the organization will be analyzed together with such indicators of other surveyed organizations to produce the pay indicators for the QG-JF combination concerned; and
 - (d) the overall pay indicators for a particular QG are calculated by taking a simple average of the pay indicators across different QG-JF combinations in the same QG.
- 2.11.4. The pay level information in terms of overall pay indicator was analyzed in terms of percentiles (such as 50th and 75th percentiles). In line with the 2009 and 2012 SSSs, we performed data analysis based on the following two aggregates of cash compensations –
- (a) Annual base salary – Basic salary plus guaranteed bonus; and
 - (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 remote location) or on individual circumstances (such as payments for actual reimbursement of business expenses).
- 2.11.5. In the 2009 and 2012 SSSs, the Standing Commission adopted the upper quartile (i.e. P75) level of private sector pay as the basis for comparison with the civil service benchmark pay in each QG. Our observation is that the adoption of P75 as the basis of comparison for the 2015 SSS is agreeable as it accords with the general objective that the Government should be a good employer and hence civil service pay should be measured against the better paying private sector jobs.

3. CONDUCTING THE SURVEY

3.1. SURVEY FIELD

3.1.1. The survey aimed to cover no fewer than 120 participating organizations in the survey field. The 447 organizations in the invitation list of the 2013 PLS were used as a starting point. After removing some organizations which did not meet the selection criteria, a total of 442 organizations, covering a wide range of economic sectors, were invited to participate in the 2015 SSS.

3.2. DATA COLLECTION

3.2.1. Data collection commenced in August 2015 and was completed in October 2015. We issued invitation letters to the Chief Executive Officers and the Human Resources Directors of the potential organizations in the survey field, and conducted two briefing sessions for the invited organizations to explain the details of the survey and the key steps involved in the fieldwork. While encouraging their participation, we had also reassured them that the data submitted would be kept strictly confidential.

3.2.2. We followed up closely with the invited organizations with phone calls and emails to solicit their support for the survey. Hotlines were set up for answering enquiries on the survey. For those that have confirmed their participation, we distributed to them a data collection package (**Annex 2**), i.e. a data entry spreadsheet together with the guidance notes, for collecting pay information. During the data collection period from August to October 2015, our consultants liaised closely with the participating organizations in identifying the targeted entry-level positions and provided them with assistance in their submission of data. The pay data collected were subject to the data verification process before being consolidated to produce the pay indicators for each specified QG.

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.



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3.3.3. All outlying pay data that are not representing the typical practices of the surveyed organizations and data within the top and bottom 10% of the data range were double-checked to ensure the integrity of the data collected.

3.4. CONSOLIDATION AND ANALYSIS OF SURVEY DATA

3.4.1. The verified pay data from participating organizations were consolidated in accordance with the Agreed Survey Methodology as set out in paragraphs 2.11.1 to 2.11.5. Quantitative analyses were then carried out on the consolidated data.

4. SURVEY RESULTS**4.1. PARTICIPATING ORGANIZATIONS**

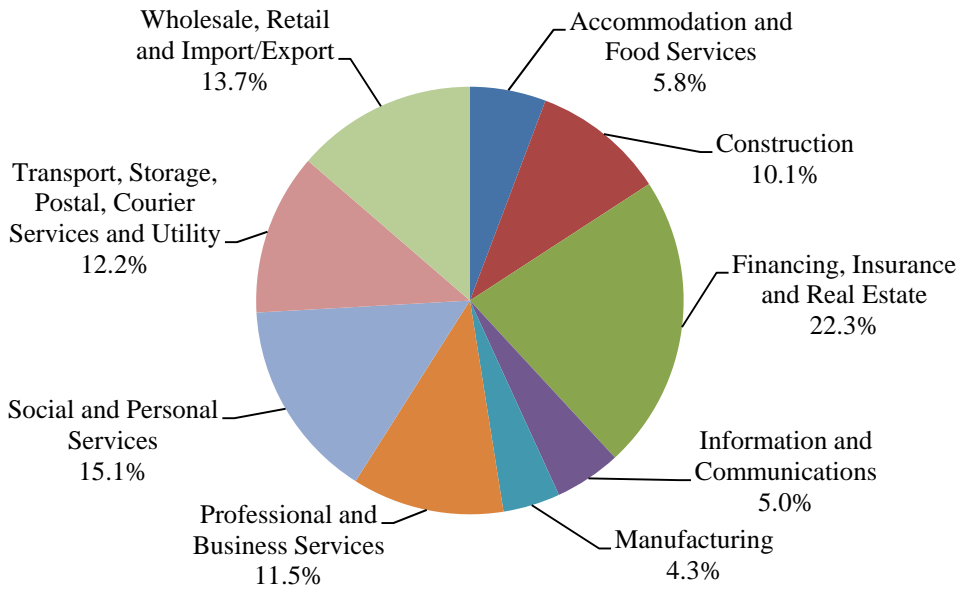
4.1.1. Of the 142 organizations initially confirmed their willingness to participate, 139 of them have successfully provided their pay-related data on time. A total of 11 029 data points were collected. This exceeded the target of covering not fewer than 120 organizations and there was an increase in the number of participating organizations when compared with the corresponding figure in the 2012 SSS. The representativeness of the outcome of the survey has been enhanced. Details of the 139 participating organizations are set out at **Annex 3**.

4.1.2. The 139 private sector organizations cover a wide range of economic sectors in Hong Kong. The distribution of organizations by economic sectors is set out below –

Table 3: Distribution of Participating Organizations by Economic Sectors

Economic Sector	No. of Participating Organizations	%
1. Accommodation and Food Services	8	5.8%
2. Construction	14	10.1%
3. Financing, Insurance and Real Estate	31	22.3%
4. Information and Communications	7	5.0%
5. Manufacturing	6	4.3%
6. Professional and Business Services	16	11.5%
7. Social and Personal Services	21	15.1%
8. Transport, Storage, Postal, Courier Services and Utility	17	12.2%
9. Wholesale, Retail and Import/Export	19	13.7%
Total	139	100%

Chart 1: Distribution of Participating Organizations by Economic Sector

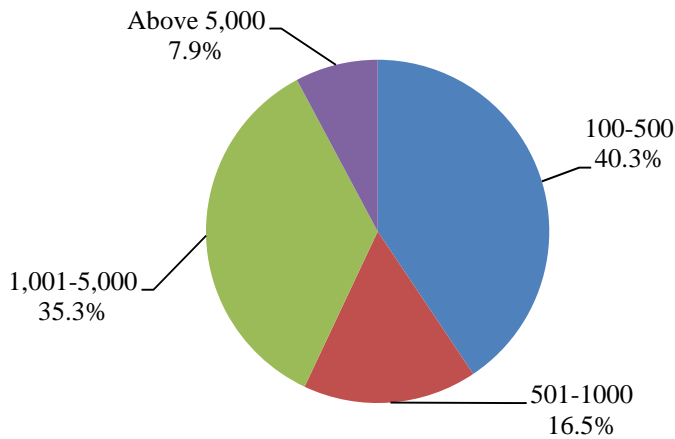


4.1.3. In terms of employment size, all the 139 private sector organizations employed 100 or more employees and has a reasonable mix of organizations of different sizes. The distribution of these organizations by employment size is shown below –

Table 4: Distribution of Participating Organizations by Employment Size

Employment Size (No. of Staff)	No. of Organizations	% of Total
Above 5,000	11	7.9%
1,001-5,000	49	35.3%
501-1,000	23	16.5%
100-500	56	40.3%
Total	139	100%

Chart 2: Distribution of Participating Organizations by Employment Size



4.1.4. These 139 organizations provided 11 029 data points. The breakdown of the data points and the coverage of the participating organizations, are as follows –

Table 5: Distribution of Data Points and Organizations by Qualification Groups (QGs)

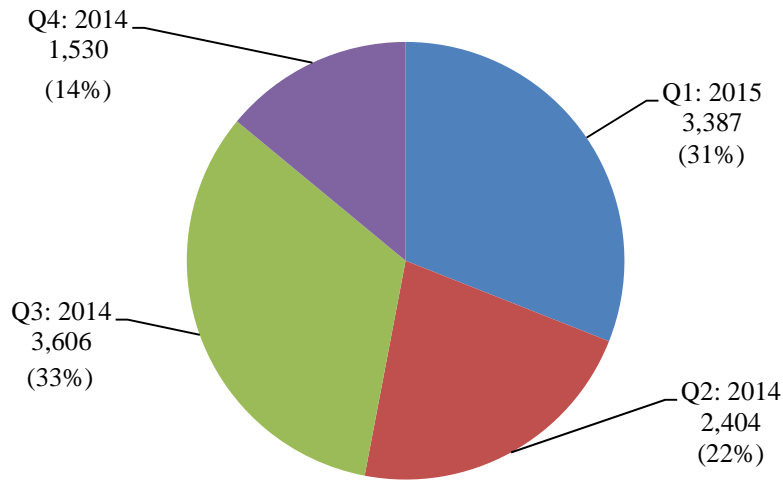
QG	Grades and Qualification Requirements	No. of Data Points	Organizations		Job Families Covered	
			No.	%	No.	%
QG 1	Grades not requiring Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE)	2,317	61	44%	5	100%
QG 2 Group I	HKDSEE Grades Group I: Grades requiring Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE)	2,106	42	30%	6	100%
QG 2 Group II	HKDSEE Grades Group II: Grades requiring Level 2 or equivalent in five subjects in HKDSEE plus considerable experience (or five passes in HKCEE plus considerable experience)	613	18	13%	4	100%
QG 2 Group III	HKDSEE Grades Group III: Grades requiring Level 3 or equivalent in five subjects in HKDSEE (or two passes at Advanced Level in HKALE plus three credits in HKCEE)	106	18	13%	5	100%
QG 3 Group I	Higher Diploma, Associate Degree and Diploma Grades Group I: Higher Diploma or Associate Degree Grades	31	5	4%	1	100%
QG 3 Group II	Higher Diploma, Associate Degree and Diploma Grades Group II: Diploma Grades	883	62	45%	5	100%
QG 4	Technical Inspectorate and Related Grades: Higher Certificate or equivalent qualification plus experience	71	10	7%	2	67%
QG 5	Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience	588	39	28%	5	100%
QG 6	Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience	1,106	36	26%	3	100%
QG 7	Professional and Related Grades	314	23	17%	6	100%
QG 8	Degree and Related Grades	2,013	99	71%	5	100%
QG 9	Model Scale 1 Grades	881	59	42%	1	100%

4.1.5. In the 2009 and 2012 SSSs, three QGs (namely QG 2 Group II, QG 3 Group I and QG 4) did not have sufficient data to meet the vetting criteria in section 2.10 above. Different from the two past SSSs, we are able to gather sufficient market data for QG 2 Group II in this survey. The improvement may be attributable to the expanded survey field and the increased efforts in persuading organizations to participate in the survey. It is also aligned to our recommendation in the survey proposal to include this QG in the survey field despite there were insufficient data in past SSSs.

4.1.6. However, QG 3 Group I and QG 4 were not able to have sufficient data in meeting the criterion of covering at least 15 surveyed organizations as set out in paragraph 2.10.1 above. A number of factors may have contributed to the persistent situation of insufficient data in these two QGs –

- (a) For QG 3 Group I, i.e. HD or AD grades, 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 Group I; and
 - (b) QG 4 refers to a requirement of Higher Certificate or equivalent qualification 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. Under the refinements made to the QG framework to incorporate equivalent qualifications (such as Diploma plus experience) for this QG, we were able to collect some data points that accept Diploma plus 3 years' experience as the minimum qualification requirements from the survey. However, the number of surveyed organizations still could not meet the vetting criteria to produce a representative market pay indication for this QG. We observed that the requirement of three years of experience tended to limit the availability of data. Not many private sector organizations have entry-level jobs requiring such level of experience and jobs requiring such level of experiences in the private sector often might not be entry-level positions. This situation would likely continue to affect the availability of market data for this QG.
- 4.1.7. In accordance with the Agreed Survey Methodology, the market data for the above two QGs with insufficient data would not be included for further analysis. As a result, discounting the data of these two QGs, a total of 10 927 valid data points from 139 private sector organizations could be used for data analysis. The number of valid data collected in the 2015 SSS is slightly more than that in the 2012 SSS (i.e. 10 370).
- 4.1.8. The survey period covers the twelve-month period from 2 April 2014 to 1 April 2015. **Chart 3** shows the data points by the quarter of hire. The highest number of employees (33%) 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 (31%) of the recruitments also occurred in the first quarter (i.e. January to March), when organizations look for replacements or adjustments of headcounts at the start of each year.

Chart 3: Data Points by Date of Hire (by Quarter)



4.2. SURVEY RESULTS AND ANALYSIS

Market Data

4.2.1. 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> Market Upper Quartile (P75) \$		<u>Total Cash Compensation</u> Market Upper Quartile (P75) \$		Civil Service Benchmark Pay \$
	Annual	Monthly	Annual	Monthly	Monthly
QG 1	127,580	10,632	142,822	11,902	11,575
QG 2 Group I	136,980	11,415	152,798	12,733	13,120
QG 2 Group II	148,419	12,368	162,168	13,514	13,120
QG 2 Group III	196,761	16,397	208,543	17,379	17,995
QG 3 Group I	Insufficient Data				24,280
QG 3 Group II	207,276	17,273	220,728	18,394	17,995
QG 4	Insufficient Data				24,280
QG 5	184,254	15,354	197,015	16,418	15,845
QG 6	162,878	13,573	177,639	14,803	14,905
QG 7	493,734	41,144	537,151	44,763	47,235
QG 8	239,565	19,964	259,084	21,590	25,505
QG 9	135,186	11,265	141,585	11,799	11,570

4.2.2. The market P75 pay level in private sector organizations across all QGs increase when compared with the outcome of the 2012 SSS. This is consistent with the general pay trend of the job market that the economic situation has experience a modest but steady growth in the last few years, and there have been positive salary movements in the market.

Pay Mix

4.2.3. As explained in paragraph 2.11.4, 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.

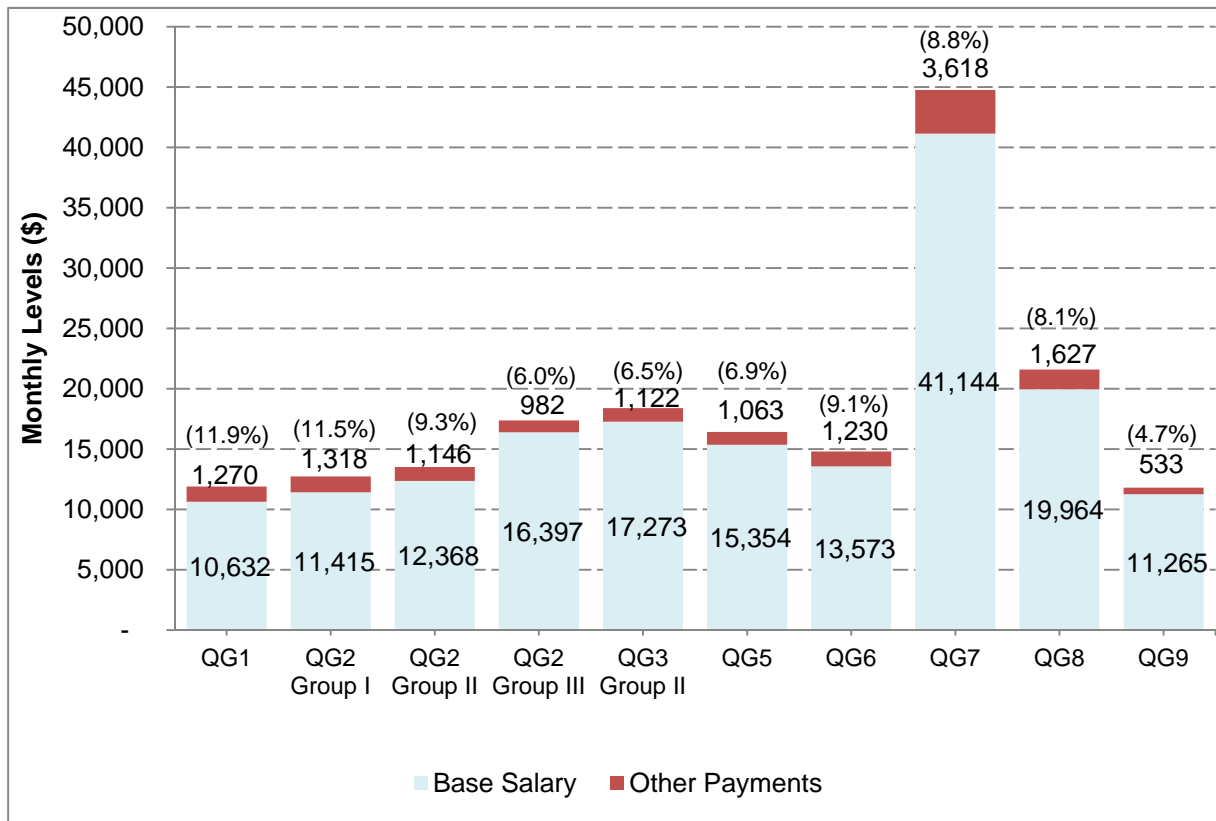
4.2.4. **Chart 4** below shows the market P75 pay levels of the base salary and the total cash compensation in different QGs. We noted that the percentage of other cash remunerations (i.e. total cash compensation minus base salary) to the base salary across QGs is rather consistent, at around 6% to 12% and roughly equivalent to one to one and a half month's salary (i.e. 8.3% to 12.5%). 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 7 (professional grades), as compare with the result in 2012 SSS, we observed that there is a drop in the proportion of allowances and variable pay, from 12.3% to 8.8%. Employees in this QG generally occupy more senior positions in their organizations, and generally are eligible for more variable pay. However, in anticipation of a rising uncertainties of the global economy in the near future, organizations tend to be more conservative than before in offering other cash remunerations to this group of employees.

4.2.5. We also noted that employees under QG 1 and QG 2 enjoyed a higher percentage of other cash remunerations (11.9% and 11.5% respectively) since these QGs included 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.



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Chart 4: Pay Mix by Qualification Group

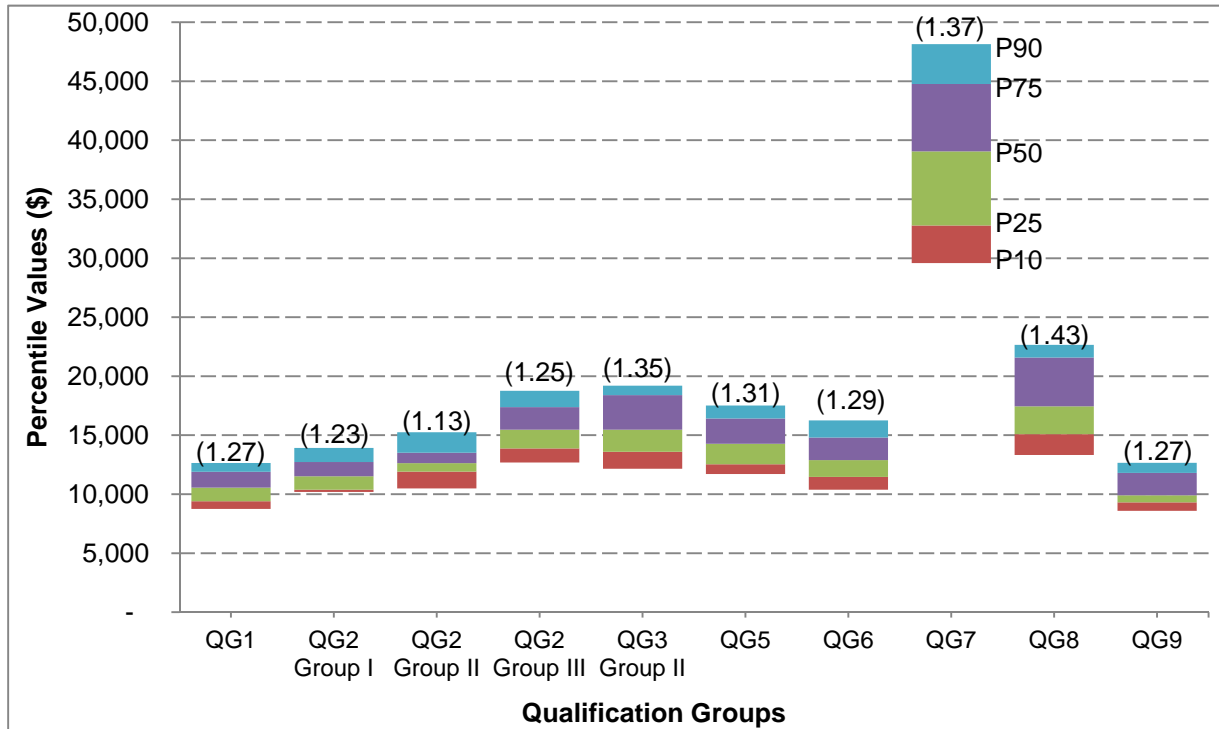


(Figures in bracket denote the percentage of other cash compensation to base salary at P75 level)
 (Insufficient data for QG 3 Group I and QG 4)

Data Dispersion

4.2.6. **Chart 5** shows the dispersion of 10th, 25th, 50th, 75th and 90th percentiles of the total cash compensation across different QGs.

Chart 5: Dispersion of Percentile Values by Qualification Group



(Figures in bracket denote the ratio of P75 over P25)
(Insufficient data for QG 3 Group I and QG 4)

4.2.7. In line with professional practice, the degree of 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 1.4, while a relatively higher variance value is observed for QG 7 and QG 8, at 1.37 and 1.43 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 7 covers professionals across different professional fields with varying pay, while degree graduates in QG 8 are employed in a wide range of starting positions across all sectors with diverse pay practices, leading to highly varied remunerations.

4.3. CONSIDERATION OF ASSOCIATE DEGREE

4.3.1. The Government has accepted locally accredited AD programmes for appointment to Government jobs with general entry requirements set at HD level since 2001, having considered that AD programmes are broadly comparable with those at HD level in terms of academic qualification.

4.3.2. For the QG 3 Group I, in response to the concern from the Staff Sides that there might be different practices between the civil service and the private sector in recognizing the qualification of AD as the minimum qualification requirement for appointment,

which might affect the findings of the 2015 SSS when the HD and AD are grouped under the same QG, we have included related questions on this subject in the data collection package to collect the views and practices from participating organizations on how they recognize the qualification of AD for recruitment purpose.

- 4.3.3. According to the survey findings, overall speaking, over 76% (i.e. 106 out of 139) of participating organizations have entry-level positions that accept either HD or AD as the minimum qualification requirement. Only less than 24 % (i.e. 33 out of 139) of the participating organizations do not have entry-level positions requiring the above two qualifications. In other words, these organizations need staff holding lower or higher qualifications to suit their business needs.
- 4.3.4. Among the 106 organizations which accept either HD or AD, 89 organizations (i.e. 84%) consider that both HD and AD are acceptable for the same position; while 17 organizations (i.e. 16%) only specify HD as acceptable qualifications. This suggests that most of the participating organizations treated the two qualifications as broadly comparable for recruitment purpose.
- 4.3.5. In addition, among the 89 organizations which consider that both HD and AD are acceptable for the same position, none of them offer different pay packages to HD or AD graduates taking up the relevant positions. Only 5 out of the 89 organizations add that other things being equal, they might prefer the one with HD to AD since HD are generally more vocation-oriented in nature. However, their preference is not reflected in the pay package offered to new recruits. This suggests that most of the participating organizations treat both qualifications equally in the recruitment process and in the pay packages offered.
- 4.3.6. It was our original plan to conduct a sensitivity test to analyse the impact of including the qualification of AD to QG 3 Group I, subject to the availability of sufficient pay data to meet the vetting criteria. However, since there was insufficient market data collected for this QG, we therefore could not conduct a further analysis on the impact of including AD to the benchmarking. That said, we believe that the findings and analysis as described in paragraphs 4.3.3 to 4.3.5 above have provided an overview of the market practice in recognising the qualifications of AD and HD for recruitment purpose. In short, as reflected in the survey findings, most of the participating organizations treat both qualifications equally in the recruitment process and in the pay packages offered.

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 the experience in 2012 SSS and the efforts to encourage and facilitate the participation of the private sector in the survey, the response from the invited organizations was encouraging. The number of participating organizations, valid data points collected and representativeness of the survey can be maintained as in the 2012 SSS.
- 5.1.2. The outcome of the survey, particularly when compared with the 2012 SSS, also conforms with our expectation arising from the general rising salary trend of the manpower market and the local economic environment in recent years.
- 5.1.3. From our understanding of the market, the Hong Kong economy has been growing steadily and modestly in the past few years. The real Gross Domestic Product (GDP) for 2015 as a whole is expected to attain a moderate growth at 2.4%, as compared to 2.3% in 2014. The slower growth rate is part of a region-wide phenomenon amid a lackluster global economy and weaker external demand. The domestic segment, while also expands at a slower pace, remains relatively stable.
- 5.1.4. Despite the economic slowdown, the labour market remains to be in a state of full employment and labour earnings continue to rise in real term. The seasonally adjusted unemployment rate stayed at a low level of 3.3% in the third quarter of 2015, while the underemployment rate stood low at 1.4%. We note that manual workforce and those with specific skills in particular sectors continue to be in great demand and experience a relatively higher pay rise in general.
- 5.1.5. Nevertheless, at times of economic uncertainties, most of the organizations tend to be more conservative in setting starting salaries for new recruits in general, and incline to monitor the talent pool and market situation flexibly by adjusting pay packages through other instruments such as variable pay and other cash allowances in competing for talents and retention of staff.
- 5.1.6. On the other hand, in the course of the survey, we noticed some inherent issues in the current methodology. The qualifications in the QGs used by the civil service are not totally aligned with those adopted in the private market. The difficulties in collecting sufficient data for some QGs persisted despite the expanded survey field and increased efforts in data collection.
- 5.1.7. 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

Holistic Approach in Application

- 5.2.1. We understand that the Standing Commission will adopt a holistic approach in the 2015 SSS, similar to the 2009 and 2012 SSSs, 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, pay practices and career development), the need to maintain stability in civil service pay as well as the inherent discrepancies in statistical surveys, etc.
- 5.2.2. 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.
- 5.2.3. 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.
- 5.2.4. 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

- 5.2.5. 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 Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE)	MPS 1 (11,575)	11,902	327	2.8%
2	HKDSEE Grades Group I: Grades requiring Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE)	MPS 3 (13,120)	12,733	(387)	-2.9%

QG	Grades and Qualification Requirements	Existing Benchmark (\$) (a)	Market P75 Pay Level (\$) (b)	Difference (\$) (b) – (a)	% Difference
	Group II: Grades requiring Level 2 or equivalent in five subjects in HKDSEE plus considerable experience (or five passes in HKCEE plus considerable experience)		13,514	394	3.0%
	Group III: Grades requiring Level 3 or equivalent in five subjects in HKDSEE (or two passes at Advanced Level in HKALE plus three credits in HKCEE)	MPS 8 (17,995)	17,379	(616)	-3.4%
3	Higher Diploma, Associate Degree and Diploma Grades Group I: Higher Diploma or Associate Degree Grades	MPS 13 (24,280)	N/A	N/A	N/A
	Group II: Diploma Grades	MPS 8 (17,995)	18,394	399	2.2%
4	Technical Inspectorate and Related Grades: Higher Certificate or equivalent qualification plus experience	MPS 13 (24,280)	N/A	N/A	N/A
5	Technician, Supervisory and Related Grades: Group I: Certificate or apprenticeship plus experience	MPS 6 (15,845)	16,418	573	3.6%
6	Technician, Supervisory and Related Grades: Group II: Craft and skill plus experience, or apprenticeship plus experience	MPS 5 (14,905)	14,803	(102)	-0.7%
7	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	MPS 27 (47,235)	44,763	(2,472)	-5.2%
8	Degree and Related Grades	MPS 14 (25,505)	21,590	(3,915)	-15.3%
9	Model Scale 1 Grades	MOD 0 (11,570)	11,799	229	2.0%

5.2.6. It is noted that in general, for QGs with sufficient data (i.e. other than the two 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 2012 have in general been effective and are able to maintain the competitive pay positions of the civil service to the private sector. An exception is QG 8, where the market P75 pay level is lower than the existing benchmark by 15.3%. Our observations for different QGs and recommendations are as follows.

QG 8 – Degree and Related Grades

- 5.2.7. For QG 8, the market P75 pay level is lower than the civil service benchmark pay by about \$3,915 (-15.3%). We also note that jobs within this QG have relatively large variance in pay, due to the wide range of sectors and job natures falling under this QG, with diverse pay practices. In interpreting the survey findings, the following are relevant considerations.
- 5.2.8. At times of economic uncertainties, employers in general tend to be more conservative in setting starting salaries for new recruits, and instead many would rather deploy resources for pay adjustment to retain their serving staff and attract talents which are in shortage in the labour market, such as labour with specific skills. Some organizations are monitoring the market situation and may flexibly adjust pay packages through other instruments such as variable pay and other cash allowances in competing for talents and retention of staff. Indeed, according to the pay policy of some organizations, new recruits are not awarded salary adjustment in the same way as other staff, i.e. either no or a lower rate of annual salary adjustment is granted to new recruits.
- 5.2.9. With the increase in supply of degree holders due to the expansion of tertiary education in recent years, degree graduates are not the most sought after group in the labour market. Indeed, the market P75 pay level for QG 8 reported the lowest cumulative percentage increase of 5.7% only in the past three years (from \$20,432 in 2012 to \$21,590 in 2015), while the average growth rate for other QGs in the past three years is 12.6%. The sluggish growth in the starting salaries of degree graduates suggests that degree graduates do not have much bargaining power to exert pressure to employers for a more attractive remuneration package.
- 5.2.10. Yet, it is worthy to note that starting salary is just part of the remuneration package. Degree job holders generally expect a relatively larger salary jump or better career prospect a few years after appointment when their calibres are proven. They are thus more willing to consider a less favourable starting salary in exchange for other important considerations such as potential for advancement, career exposure, training opportunities, connection with client base, access to industry specific knowledge, etc. For certain well established companies, even if relatively lower starting salaries are offered for degree graduates, these jobs could be highly popular among fresh graduates in view of the comprehensive training programmes and vast opportunities offered as well as the salary jump when they progress up the career ladder.
- 5.2.11. Another important factor is the inherent differences in salary structure between the civil service and private sector. The potential for career progression in the private sector could be high, especially when the employees progress up the career ladder. Management trainee program is a typical example that fresh graduates may enjoy a considerable increase in pay after a few years. For instance, subject to satisfactory completion of the program, the salary jump could be in the range of 40% to 60%.
- 5.2.12. Moreover, the turnover rate for new recruits is generally much higher in the private sector and it is not uncommon for new recruits to make use of their experience in reputable organizations as a springboard for advancing to other positions, in exchange for a substantial salary jump. According to our own study, the overall turnover rate in the private sector in Hong Kong is about 17%, whilst it could be as high as over 20%

for certain sectors. The top reason for over 90% of the resignations is better external opportunity. As a general reference, those switching jobs may receive a pay increase of at least 15%, or even 20% to 30% for those with specific skills, after moving to a new post. We also observe that job switching is quite common among degree graduates in their early years of career.

- 5.2.13. In contrast, civil service progression is more structured and stable. The pay levels for QG 8 positions in the Government would only rise steadily in the course of their career. It is not possible for civil servants to get a substantial salary jump unless there is a promotion opportunity, which is much less common and frequent when compared to the private sector. Such differences in salary structure cannot be overlooked.
- 5.2.14. While SSS only provides objective data on starting salaries at the point of entry for new recruits, the attractiveness of the private sector in competing for degree graduates may be underestimated if the subsequent salary progression in the private sector as well as other intangible factors are not taken into account. Hence, the Standing Commission may wish to take a broader and longer term perspective in viewing the attractiveness of civil service pay and recommending the starting salaries for degree grades.
- 5.2.15. Degree positions are of particular importance for both the public and private sector, as these are the starting points for many positions in all sectors with long career paths. These post holders often take up a wide range of important middle to senior management positions as they progress along the career ladder in due course. Any reduction of the benchmark of QG 8 would lower the Government's competitiveness in attracting talents for civil service jobs. Taking into account the above, the Standing Commission should take a prudent approach in making any recommendations to adjust the starting salaries for QG 8.

QG 1, QG 2 Group I to III, QG 3 Group II, QG 5, QG 6, QG 7 and QG 9

- 5.2.16. The difference in private sector pay and the civil service benchmark pay for these QGs is small. We consider that no adjustment in civil service benchmarks in these QGs is necessary.
- 5.2.17. With regard to QG 2 Group II, different from the two past SSSs, after expanding the survey field and soliciting support from the private sector organizations, we are able to gather sufficient market data for QG 2 Group II in this survey. We note that currently no benchmark has been set for QG 2 Group II, as both Group I and Group II of QG 2 had identical basic academic requirement and the starting salaries for grades of QG 2 Group II are based largely on different additional appointment requirements for different grades such as experience, special skills as well as factors such as supervisory or managerial responsibilities.
- 5.2.18. We understand that the starting salaries for QG 2 Group II has all along been adjusted by following the benchmark of QG 2 Group I based on the established relativity in the past. According to the survey findings, the market P75 pay level for QG 2 Group II is \$13,514 and for QG 2 Group I is \$ 12,733. This reflects that the experience requirement of QG 2 Group II has already been taken into account in determining the market pay for this QG. To a certain extent, the findings reveal that the prevailing starting salaries for QG 2 Group II and the established relativity between QG 2

Group I and Group II remains valid, and hence should continue to be adopted to determine the starting salaries of QG 2 Group II.

- 5.2.19. The market P75 pay level of QG 7 is slightly below the civil service benchmark pay. The percentage of difference is relatively more than those for most of the QGs. In the private sector, variable pay often takes up a significant portion for professional jobs versus the basic salary. From the pay mix of this QG, there is a drop in its variable pay, e.g. bonus which is typically linked to the overall economy for the year and business performance. Since the economic figures show that there is a risk of economic down-turning in the latter half of 2015, employers tend to be more conservative in offering other cash remuneration to their staff.

QG 3 Group I and QG 4 (QGs with insufficient data)

- 5.2.20. Similar to the practice of the 2009 and 2012 SSSs, as there are 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 of the relevant QGs above should remain unchanged, no adjustment would be necessary.

5.3. OTHER OBSERVATIONS

- 5.3.1. As foreshadowed above, in view of 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.

Qualification Group

- 5.3.2. We noted that some qualification requirements in use by the Government have become or are becoming outdated in the market to cater for applicants who are still holding qualifications which they obtained in the past (e.g. Higher Certificate) yet remain a valid proof of their education levels or the level of training they have received. The emergence of various post-secondary education programs, the replacement of requirements relating to the HKCEE and the HKALE by the HKDSEE, and entry of graduates from the new 3-3-4 education system into the job market, have changed the landscape of the manpower market in the private sector in recent years. In view of the inherent differences of the qualification and/or experience requirements and limited scope of job nature of certain QGs, the situation of insufficient data for certain QGs, such as QG 3 Group I and QG 4, is expected to persist in future SSSs.
- 5.3.3. As explained in paragraph 4.1.6, for QG 3 Group I, civil service jobs under this QG cover only one JF, i.e. JF 4 (Public Services (Social and Personal Services)). This specific QG and JF combination for their unique job nature has limited the survey field with only a few organizations being able to provide data points for the survey.
- 5.3.4. For QG 4, with the gradual fading out of the qualification of Higher Certificate, the Government has made refinements to this QG so as to incorporate its equivalent qualifications (such as Diploma plus experience). As such, we are able to collect some data points that accept Diploma plus 3 years' experience as the minimum qualification requirements for the survey. Nevertheless, the requirement of three years of experience still limits the availability of data. Indeed, not many private sector organizations have entry-level jobs requiring such level of experience. In the private sector, jobs requiring

such level of experiences often may not be entry-level positions. Yet we understand that there is genuine need for considerable experience requirements in many civil service basic ranks in this QG, especially those works-related posts, which often has work inspection roles in their job duties. This inherent limitation would likely continue to affect the availability of market data for this QG.

- 5.3.5. We observed that the difficulties in collecting sufficient data for some QGs persisted despite the expanded survey field and increased efforts in data collection. We suggest that, for the purpose of conducting the next SSS, consideration be given to whether excluding those QGs with persistent issue of data insufficiency, i.e. QG 3 Group I and QG 4, for data collection. One option is to determine the civil service benchmark pay for these two QGs by using internal relativities, such as with reference to other relevant QGs.

Entry Qualifications

- 5.3.6. We also note that there are concerns from some Staff Sides that many new recruits hold qualifications higher than the minimum requirements in the civil service. This situation of over-qualification is not uncommon in the private sector due to the increasing supply of holders of higher qualifications in recent years following the expansion of the tertiary education. 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, such as candidate's competence, communication skills and performance at the interview during recruitment. While over-qualified recruits may be better placed for future promotion in the private sector, extra remuneration for these candidates is not prevalent in the private sector.
- 5.3.7. 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-holders 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 SURVEY

Qualification Groups (QGs)		Job Families (JFs)	
QG 1	Grades not requiring Level 2 or equivalent in five subjects in Hong Kong Diploma of Secondary Education Examination (HKDSEE) (or five 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	HKDSEE Grades Group I: Grades requiring Level 2 or equivalent in five subjects in HKDSEE (or 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)
	Group II: Grades requiring Level 2 or equivalent in five subjects in HKDSEE plus considerable experience (or 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)
	Group III: Grades requiring Level 3 or equivalent in five subjects in HKDSEE (or two passes at Advanced Level in Hong Kong Advanced Level of Examination (HKALE) plus three 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 3	Higher Diploma, Associate Degree and Diploma Grades Group I: Higher Diploma or Associate Degree Grades	JF 4	Public Services (Social and Personal Services)
	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 or equivalent qualification 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



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Qualification Groups (QGs)		Job Families (JFs)	
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
QG 7	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	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 8	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 9	Model Scale 1 Grades	JF 8	Operational Support



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ANNEX 2: DATA COLLECTION PACKAGE

CONFIDENTIAL

**Pay Comparison Survey
2015 Starting Salaries Survey
for the Civil Service**

Data Collection Package

Survey Reference Date: 1 April 2015



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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



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Part A: Basic Information

1. General Information

- a. Name of Organization: _____
- b. Contact Person:
 - (i) Name: _____
 - (ii) Position: _____
 - (iii) Phone: _____
 - (iv) Fax: _____
 - (v) Email: _____

2. Organization Profile

- a. No. of employees (monthly paid) as at 1 April 2015: _____
- b. No. of full-time¹ entry-level² employees recruited between 2 April 2014 to 1 April 2015 and still under such employment as at 1 April 2015: _____, **excluding** interns, apprentices, imported labour and employees whose term of employment is less than a year.
- c. Nature of core business: _____

3. Remuneration Policy

- a. Salary Review Month³ (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: _____

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

² Please see definitions of “Entry-level Jobs” in paragraph 3(b) of the Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet.

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



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4. **Use of Associate Degree and Higher Diploma Qualifications for Recruitment of Entry-level Jobs**

a. Does your organization use any of the following qualification(s) as minimum qualification requirements for entry-level jobs:

- (i) Associate Degree
- (ii) Higher Diploma
- (iii) We do not have positions requiring the above qualifications. Please proceed with **Part B**.

b. Are there any entry-level position(s) in your organization for which both “Higher Diploma” and “Associate Degree” are accepted as the minimum qualification requirement (i.e. both qualifications are considered acceptable for the same position)?

- No
- Yes. Please continue question 4(c).

c. For the same entry-level position(s) accepting both “Higher Diploma” and “Associate Degree” as the minimum qualification requirement, how would your organization consider the candidates holding these two qualifications (holding other individual factors constant)?

- Both qualifications are regarded as generally comparable for entry qualification. There is no significant difference in the pay offered.
- The two qualifications are not regarded as generally comparable for entry qualification. Please specify the different treatment (e.g. pay offered and/or other appointment terms and conditions, etc.): _____



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Part B: Data Entry Spreadsheet for Entry-level Jobs

1	2	3	4	5	6	7	8	9	10	11
Job Title	Prob. Period (in month(s)) [if applicable]	Pay Adjust After Confirm (Y/N)	EE NO	Date of Hire (dd/mm/yyyy)	Job Function	Job Family (JF)	Min Q	Min Exp. (yr)	QG	Pay Variation (Y/N)

12	13	14	15	16	17
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. Job Function – Main job functions
7. Job Family (JF) – Job families
8. Min Q – Minimum educational qualification for appointment to the job
9. Min Exp. – Years of minimum experience for appointment to the job
10. QG – Qualification Group
11. Pay Variation – Pay variation due to job holder’s qualification/experience
12. Annual basic – Annual basic salary
13. G Bonus – Guaranteed bonus
14. Housing Allow – Housing allowance per annum
15. Other Allow – Other allowances per annum
16. Other Allow Type – Types of other allowances
17. 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 2015 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 survey reference date is **1 April 2015**. The Survey covers full-time employees recruited to entry-level jobs between 2 April 2014 and 1 April 2015 who were still under such employment as at 1 April 2015. All pay for the work done during 2 April 2014 to 1 April 2015, regardless of the actual payment effective date, should be captured so long as it could be confirmed at the survey 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 15 below; and
 - (c) **“Cash Compensation”** elements comprise –
 - Basic Salary;
 - Guaranteed Bonus;
 - Cash Allowances paid or to be paid to employees under a pay policy reflecting the value of the job under their normal requirements and paid on a regular basis (e.g. housing allowance, education allowance, regular overtime and shift allowances which are regular and expected of the job duties). On the other hand, occasional cash allowances that are conditional on particular working conditions (e.g. payments for occasional overtime, shift or remote work location) or cash allowances which are conditional on individual circumstances (e.g. payments for actual reimbursement of business expenses) should be excluded; and
 - Variable Pay (e.g. sales commission and incentive bonus).



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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 2015 by employees recruited between 2 April 2014 and 1 April 2015, please provide the pay information based on the job-holder.

Column 1 – Job title (“Job Title”)

5. Please enter the job title of the job-holder.

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.

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.



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Column 6 – Main job functions (“Job Function”), and

Column 7 – Job family (“Job Family”)

- 10. Please refer to **Appendix II** for detailed description of each job family as set out in paragraph 12 below and the examples of main job functions.
- 11. For “Main Job Functions”, please provide the main broad functions of the job (e.g. finance & accounting, sales/business development).
- 12. For “Job Family”, based on the main broad functions of the job, please enter the appropriate job family code (e.g. JF 1) 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 8 – Minimum educational qualifications for appointment to the job (“Min Q”)

- 13. 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 9 – Years of minimum experience for appointment to the job (“Min Exp”)

- 14. 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 10 – Qualification Group (“QG”)

- 15. 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 (QG)	Qualification Requirements
QG1	Not requiring Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE) plus 0 – 1 year of experience
QG2: HKDSEE Grades	
QG2 Group I	Level 2 or equivalent in five subjects in HKDSEE (or five passes in HKCEE ^{Note 1}) plus 0 – 1 year of experience
QG2 Group II	Level 2 or equivalent in five subjects in HKDSEE plus considerable experience (or five passes in HKCEE ^{Note 1}) plus 2 – 5 years of experience
QG2 Group III	Level 3 or equivalent in five subjects in HKDSEE (or two passes at Advanced Level in HKALE plus three credits in HKCEE ^{Note 2}) plus 0 – 1 year of experience
QG3: Higher Diploma, Associate Degree and Diploma Grades	
QG3 Group I	Higher Diploma or Associate Degree plus 0 – 1 year of experience
QG3 Group II	Diploma plus 0 – 1 year of experience
QG4	Higher Certificate or equivalent ^{Note 3} plus 3 years of experience
QG5	Relevant certificate or apprenticeship plus 2 years of experience
QG6	Craft and skill plus experience, or apprenticeship plus 2-3 years of experience
QG7	Membership of a professional institution or equivalent which may or may not implicitly imply an experience requirement depending on the industry concerned
QG8	A degree plus 0 – 1 year of experience
QG9	Strong physique and ability to read Chinese plus 0 – 1 year of experience

For civil 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: 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).

Note 3: Diploma plus experience requirement is accepted as equivalent to jobs with general requirements set at Higher Certificate level.

Column 11 – Pay variation due to job holder’s qualification/experience (“Pay Variation”)

16. 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.
17. If the answer in Column 11 is “Y”, please ensure that the pay information in columns 12 to 17 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 12 – Annual Basic Salary (“Annual Basic”)

18. 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 2015</u>	Please provide the <u>annualised actual</u> basic salary to the job-holder based on the basic salary as at 1 April 2015 (i.e. actual monthly salary as at 1 April 2015 times 12).
b) Entry-level job with a job-holder who was <u>on probation on 1 April 2015 with no post-confirmation salary adjustment</u>	
c) Entry-level job with a job-holder who was <u>on probation on 1 April 2015, 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 2015 (i.e. the target monthly salary times 12).

Note: The collection of target data is used for cross-checking the accuracy of entries in the questionnaire only.

Column 13 – Guaranteed Bonus (“G. Bonus”)

19. Please provide the annualised amount of actual bonus paid/will 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 13th 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 2014 to 1 April 2015 for survey purpose.

Columns 14-16 – Allowances

20. Cash allowances paid or to be paid to employees refer to any regular cash compensation under a pay policy reflecting the value of the job under their normal requirements which is predictable and paid on a pre-determined schedule such as on a monthly or quarterly basis (e.g. housing allowance, education allowance, regular overtime and shift allowances which are regular and expected of the job duties), and should be included;

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

- (a) Occasional cash allowances which are conditional on particular working conditions refer to those which are infrequent and unpredictable in nature; cannot be paid on a pre-determined schedule (such as on a monthly or quarterly basis). Typical examples include payments for occasional

overtime, shift, remote work locations, typhoon duty, obnoxious or dangerous duties, stand-in arrangement to cover someone’s short-term absence such as sick leave, etc.

- (b) Cash allowances 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;
 - (ii) non-accountable entertainment allowances paid in lieu of reimbursement of actual expenses; and
 - (iii) exceptional cases of payments of certain benefits in cash such as cash reimbursement of out-patient medical expenses paid directly by the employer rather than through a medical insurance scheme.

Column 14 – Housing Allowance per annum (“Housing Allow”), and

Column 15 – Other Allowances per annum (“Other Allow”)

22. Please provide information as follows –

Scenario	Information required
(a) Entry-level job with a job-holder who were <u>confirmed on or before 1 April 2015</u>	Please provide the total amount of cash allowance(s) paid or to be paid to the job-holder during the 12 months prior to 1 April 2015. If the job-holder had less than 12 months’ service as at 1 April 2015, 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 2015 with no post-confirmation salary adjustment</u>	
(c) Entry-level job with a job-holder who was <u>on probation on 1 April 2015, 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 organization’s entry-level compensation policies prevailing as at 1 April 2015.

Note: The collection of target data is used for cross-checking the accuracy of entries in the questionnaire only.



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Column 16 – Type of Other Allowances (“Other Allow Type”)

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

Column 17 – Variable Pay (“Variable Pay”)

24. Examples of variable pay may include sales commission, incentive bonus, 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 2015</u>	Please provide the total amount of actual variable compensation paid or to be paid in cash to the job-holder during the 12 months prior to 1 April 2015. If the job-holder had less than 12 months’ service as at 1 April 2015, 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 2015 with no post-confirmation salary adjustment</u>	
(c) Entry-level job with a job-holder who was <u>on probation on 1 April 2015, 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 2015.

Note: The collection of target data is used for cross-checking the accuracy of entries in the questionnaire only.

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) Job Function	(7) Job Family (JF)	(8) Min Q	(9) Min Exp. (yr)	(10) QG	(11) Pay Variation (Y/N)
HR Asst	1	N	030	8.12.2014	Clerical	2	F.4	1	1	N
Sales Rep	3	N	071	5.2.2015	Sales	5	Degree	1	8	Y
Sales Rep	3	N	072	3.6.2014	Business Development	5	Degree	1	8	N
Driver	1	Y	101	6.3.2014	Driving	8	Driving licence	3	6	N
Engineer	N.A.	N	083	4.12.2014	Construction	7	Membership of a Professional Institute	1	7	N

(12) Annual Basic	(13) G. Bonus	(14) Housing Allow	(15) Other Allow	(16) Other Allow Type	(17) Variable Pay
\$116,000	\$12,000	\$0	\$0	-	\$4,000
\$120,000	\$18,000	\$0	\$7,200	Education allowance	\$10,000
\$120,000	\$18,000	\$24,000	\$7,200	Education allowance	\$20,000
\$110,000	\$9,000	\$0	\$7,200	Regular shift allowance	\$0
\$240,000	\$30,000	\$120,000	\$14,000	Education allowance	\$30,000



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Appendix II

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



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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



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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

(by alphabetical order)

1	AECOM	[沒有中文名稱]
2	Airport Authority Hong Kong	香港機場管理局
3	Asia Airfreight Terminal Co., Ltd	亞洲空運中心有限公司
4	Atkins China Ltd	阿特金斯顧問有限公司
5	Aviation Security Company Limited	機場保安有限公司
6	Bank of China (Hong Kong) Limited	中國銀行（香港）有限公司
7	Belle Worldwide Limited	百麗環球有限公司
8	Bossini Enterprises Limited	堡獅龍企業有限公司
9	Build King Holdings Limited	利基控股有限公司
10	BYME Engineering (HK) Ltd.	嘉福機電工程有限公司
11	Café de Coral Holdings Limited	大家樂集團有限公司
12	Castco Testing Centre Limited	佳力高試驗中心有限公司
13	Cathay Pacific Airways Limited	國泰航空有限公司
14	Christian Family Service Centre	基督教家庭服務中心
15	Citibank N.A.	花旗銀行
16	CITIC Pacific Limited	中信泰富有限公司
17	COSCO-HIT Terminals (Hong Kong) Limited	中遠-國際貨櫃碼頭（香港）有限公司
18	Dah Sing Financial Holdings Limited	大新金融集團有限公司
19	David S.K. Au & Associates Ltd.	區兆堅建築及工程設計顧問有限公司
20	Defond Electrical Industries Ltd.	德豐電業有限公司
21	Employees Retraining Board	僱員再培訓局
22	Esquel Enterprises Ltd.	溢達企業有限公司
23	Evangelical Lutheran Church Social Service – Hong Kong	基督教香港信義會社會服務部
24	Fuji Xerox (Hong Kong) Limited	富士施樂（香港）有限公司
25	Gammon Construction Limited	金門建築有限公司
26	Grand Hyatt Hong Kong	香港君悅酒店
27	Great Eagle Holdings Limited	鷹君集團
28	Green Island Cement (Holdings) Limited	青洲英坭（集團）有限公司
29	Hip Hing Construction Co., Ltd.	協興建築有限公司
30	Hong Kong Aircraft Engineering Company Limited	香港飛機工程有限公司
31	Hong Kong Applied Science and Technology Research Institute Company Limited (ASTRI)	香港應用科技研究院有限公司
32	Hong Kong Baptist Hospital	香港浸信會醫院
33	Hong Kong Broadband Network Limited	香港寬頻網絡有限公司
34	Hong Kong Convention and Exhibition Centre (Management) Limited	香港會議展覽中心（管理）有限公司
35	Hong Kong Cyberport Management Company Limited	香港數碼港管理有限公司
36	Hong Kong Exchanges and Clearing Limited	香港交易及結算所有限公司
37	Hong Kong Housing Authority	香港房屋委員會
38	Hong Kong Housing Society	香港房屋協會

39	Hong Kong Productivity Council	香港生產力促進局
40	Hong Kong Tourism Board	香港旅遊發展局
41	Hong Kong Trade Development Council	香港貿易發展局
42	Hong Kong Tramways, Limited	香港電車
43	Hong Yip Service Company Ltd.	康業服務有限公司
44	Hongkong International Terminals	香港國際貨櫃碼頭
45	Hongkong International Theme Parks Limited	香港國際主題樂園有限公司
46	Hongkong Land Group Limited	置地集團有限公司
47	Hongkong United Dockyards Limited	香港聯合船塢集團有限公司
48	Hopewell Holdings Limited	合和實業有限公司
49	IBM China/Hong Kong Limited	國際商業機器中國香港有限公司
50	InterContinental Hong Kong	香港洲際酒店
51	John Swire & Sons (H.K.) Ltd.	香港太古集團有限公司
52	K. Wah Construction Materials (HK) Ltd.	嘉華建材（香港）有限公司
53	KPMG	畢馬威會計師事務所
54	Kwoon Chung Bus Holdings Limited	冠忠巴士集團有限公司
55	LEE KUM KEE	李錦記
56	Mandatory Provident Fund Schemes Authority	強制性公積金計劃管理局
57	Miramar Group	美麗華集團
58	Modern Terminals Limited	現代貨箱碼頭有限公司
59	MTR Corporation Limited	香港鐵路有限公司
60	New Hong Kong Tunnel Company Limited	新香港隧道有限公司
61	New World Development Company Limited	新世界發展有限公司
62	Ngong Ping 360 Limited	昂坪 360 有限公司
63	OCBC Wing Hang Bank Limited	華僑永亨銀行有限公司
64	Ocean Empire International Ltd.	海皇國際有限公司
65	Ocean Park Corporation	海洋公園
66	ONC Lawyers	柯伍陳律師事務所
67	Orient Overseas Container Line Limited	東方海外貨櫃航運有限公司
68	Ove Arup & Partners Hong Kong Limited	奧雅納工程顧問
69	Paul Y Management Limited	保華建業集團有限公司
70	REC Engineering Company Limited	盈電工程有限公司
71	River Trade Terminal Co. Ltd.	香港內河碼頭
72	Royal Hong Kong Yacht Club	香港遊艇會
73	Securities and Futures Commission	證券及期貨事務監察委員會
74	Sheraton Hong Kong Hotel & Towers	香港喜來登酒店
75	Shun Hing Electronic Trading Co Ltd.	信興電器貿易有限公司
76	Sik Sik Yuen	薈色園
77	Sino Land Company Limited	信和置業有限公司
78	SOCAM Development Limited	瑞安建業有限公司
79	Society for the Prevention of Cruelty to Animals (HK)	香港愛護動物協會
80	Sony Corporation of Hong Kong Limited	索尼香港



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81	South China Morning Post Publishers Limited	南華早報出版有限公司
82	Standard Chartered Bank (Hong Kong) Limited	渣打銀行（香港）有限公司
83	Sun Hung Kai Properties Limited	新鴻基地產發展有限公司
84	Sun Life Assurance Company of Canada	[沒有中文名稱]
85	Swire Resources Limited	太古資源有限公司
86	The Commercial Press (Hong Kong) Limited	商務印書館（香港）有限公司
87	The Dairy Farm Company, Limited	牛奶有限公司
88	The Hong Kong and China Gas Company Limited	香港中華煤氣有限公司
89	The Hong Kong Jockey Club	香港賽馬會
90	The Hong Kong Philharmonic Society Ltd.	香港管弦協會有限公司
91	The Jardine Engineering Corporation Limited	怡和機器有限公司
92	The Kowloon Motor Bus Co. (1933) Ltd.	九龍巴士（一九三三）有限公司
93	The Sincere Company Limited	先施有限公司
94	TNT Express Worldwide (HK) Limited	[沒有中文名稱]
95	Tung Wah Group of Hospitals	東華三院
96	Urban Group	富城集團
97	Urban Renewal Authority	市區重建局
98	Wong & Ouyang (HK) Limited	王歐陽（香港）有限公司
99	Wong Tung & Partners	王董集團
100	YATA Limited	一田有限公司
101	YMCA of Hong Kong	香港基督教青年會
102-139 Anonymous*		

* These organizations do not wish to have their names published.