

2020 粵港澳大灣區 薪酬及福利調查

Guangdong-Hong Kong-Macao Greater Bay Area
Pay and Benefits Survey Report





報告撮要

2020 粵港澳大灣區薪酬及福利調查

由香港浸會大學工商管理學院人力資源策略及發展研究中心、華南理工大學工商管理學院人力資源管理研究中心、香港人才管理協會及廣東省人才開發與管理研究會合辦的「2020 粵港澳大灣區薪酬及福利調查」已經完成。該調查於 2020 年 6 月啟動，共發出超過 3,500 封邀請函，誠邀各機構參加 2020 年度的薪酬及福利調查。

在 7 至 9 月期間，共收回 **253** 份問卷，約 **14** 萬僱員參與調查。**98** 份來自香港機構，**12** 份來自澳門機構，**143** 份來自廣東省城市機構。調查主要涵蓋：參與機構概覽、僱員實際及預測的薪酬調整幅度、應屆畢業生入職薪金、獎勵計劃、僱員福利、人事變動、薪酬及津貼的分析和節流措施。分別以四個職級作分析：經理級人員、主任/專業人員、職員及基層員工。

「2020 粵港澳大灣區(香港特別行政區)薪酬及福利調查報告」從 **98** 間本港機構收集數據。主要來自本港 **11** 個行業，包括建築、教育、工程、款待及餐飲、資訊及通訊科技、物流及運輸、製造、非政府組織及社會企業、房地產及物業管理、零售、貿易和其他。參與調查機構的僱員總人數為 **79,136** 人。

「2020 粵港澳大灣區(澳門特別行政區)薪酬及福利調查報告」共獲 **12** 間公司參與；來自不同行業，包括建築、工程、資訊及通訊科技、製造、非政府組織及社會企業和零售，全屬於 200 人以下的小型機構。參與是次調查公司的僱員人數為 **680** 人。

「2020 粵港澳大灣區(廣東省城市)薪酬及福利調查報告」從 **143** 個大灣區廣東省城市機構取得數據。本年度調查包括 **8** 個行業：房地產、軟高科、硬高科、五金製造、機械製造、電子及其他製造、能源/化工/環保、醫療/醫藥/健康和其他；覆蓋大灣區主要城市，包括廣州、深圳、珠海、東莞、佛山、中山、江門及惠州。調查僱員人數達 **56,331** 人。

2020 粵港澳大灣區(香港特別行政區)薪酬及福利調查

薪酬調整

98 間參與調查的機構中，有 97 間提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2019 年 7 月至 2020 年 6 月)平均薪金調整幅度介乎 2.2%至 2.4%之間。

至於 2021 年度的薪金調整幅度預測，共有 58 間機構提供數據。各職級的整體調整加幅介乎 1.7%至 1.8%之間。

職級	2016 平均薪金 調整幅度	2017 平均薪金 調整幅度	2018 平均薪金 調整幅度	2019 平均薪金 調整幅度	2020 平均薪金 調整幅度	2021 平均薪金 調整幅度 預測
經理級人員	3.9%	3.6%	3.9%	3.9%	2.3%	1.7%
主任/專業人員	4.1%	3.9%	4.3%	4.1%	2.4%	1.7%
職員	4.0%	3.9%	4.2%	4.0%	2.3%	1.8%
基層員工		4.0%	4.3%	4.1%	2.2%	1.8%

機構對薪金調整的考慮因素與去年大致相同，以「機構整體業績」為調整各職級僱員薪金時最重要的考慮因素，其次是「個人表現」。

應屆畢業生的平均入職月薪

應屆畢業生的平均入職月薪因應不同的學歷及職能而異。「銷售」職能的香港中學文憑畢業生錄得最低平均起薪點，為港幣 11,000 元，而最高則是「工程」職能的碩士或以上畢業生，平均起薪點為港幣 17,587 元。整體而言，應屆畢業生的平均入職薪金較去年略高。

學歷	2020 年度平均入職月薪 (港幣)							
	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及 行政總務	其他
中學文憑	11,892	11,289	11,614	11,000	11,814	12,202	12,022	11,831
文憑	13,379	12,167	12,887	11,889	13,271	13,901	13,325	13,924
高級文憑/ 副學士	14,395	11,867	13,469	12,389	14,144	13,955	13,788	14,507
學士	16,825	14,291	14,676	13,846	16,500	15,413	14,642	15,427
碩士或以上	17,587	14,386	15,898	14,500	16,480	16,228	16,116	16,035

僱員福利

是次調查對各職級僱員的福利項目，包括假期、教育、住宿、退休保障、醫療、保險及膳食等進行分析。今年，向各職級員工提供全薪的「生日假」的機構比例較去年多，日數不變，均為 **1.0** 日；各職級員工的考試假平均為 **3.3** 至 **3.7** 日，相比較去年少(**3.7** 至 **4.2** 日)。

獎勵計劃

本年度有 **64** 間(**65.3%**)參與調查的機構表示有實施僱員獎勵計劃。最受歡迎的獎勵計劃為「非固定花紅」，其次是「固定花紅」。機構在不同職級上所提供的固定花紅均為 **1.0** 個月，非固定花紅為 **0.4** 至 **1.7** 個月。各機構考慮發放非固定獎金時，以「機構業績表現」為最重要的考慮因素。

人事變動

1. 僱員流失

調查亦顯示，僱員平均流失率介乎 **7.1%**至 **19.6%**。職級越高平均流失率越低。與去年相若，「薪酬」和「晉升及發展機會」仍是今年離職的最主要原因。

2. 僱員裁減

在 **98** 間參與調查的機構中，有 **30** 間表示曾經裁員，佔調查機構總數 **30.6%**，共裁減僱員 **661** 人，「架構重整」是裁員的最主要原因。「房地產及物業管理」業裁減的僱員人數最多，達 **198** 人，佔總被裁人數的 **30%**；其次是「建築」及「零售」業，各自裁減了 **97** 人，佔總被裁人數的 **14.7%**。以機構規模劃分，大型機構裁減僱員人數最多，合共 **289** 人，佔總裁減人數的 **43.7%**。

新冠疫情下公司安排的措施

在疫情期間，約七成有採取措施的機構安排輪流在工作場所上班或在家中辦公。大多數有採取措施的機構鼓勵員工休年假。

2020年度各職位的薪酬及津貼

本年度調查 **191** 個職位的薪酬及津貼資料，**143** 個職位的回覆數據充足，其薪酬及津貼資料細列於報告中。此等職位包括 **39** 個屬於經理職級，**51** 個是主任/專業人員職級，**39** 個是職員職級及 **14** 個是基層員工職級。

2020 粵港澳大灣區(澳門特別行政區)薪酬及福利調查

薪酬調整

調查結果顯示，本年度(由 2019 年 7 月至 2020 年 6 月)平均薪金調整幅度介乎 0.9%至 1.5%之間。至於 2021 年度的薪金調整幅度預測，各職級的整體調整加幅介乎 1.1%至 2.2%之間。

職級	2016 平均薪金 調整幅度	2017 平均薪金 調整幅度	2018 平均薪金 調整幅度	2019 平均薪金 調整幅度	2020 平均薪金 調整幅度	2021 平均薪金 調整幅度 預測
經理級或以上	7.0%	4.0%	2.7%	3.0%	0.9%	1.1%
主任/專業人員	5.0%	4.8%	3.6%	3.1%	1.5%	1.5%
職員	5.3%	3.4%	3.7%	3.1%	1.2%	1.5%
基層員工		3.2%	4.0%	3.3%	1.1%	2.2%

大部份機構在考慮調整所有職級員工的薪金時，首要因素為「機構整體業績」，其次為「個人表現」。

應屆畢業生的平均入職月薪

應屆畢業生的入職起薪點會因學歷及工作性質不同而有所差別。

學歷	2020 年度平均入職月薪 (澳門幣)							
	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及 行政總務	其他
學士	-	-	13,667	12,333	14,000	13,000	13,000	-

獎勵計劃

機構給予各職級僱員的固定花紅，平均為 1.0 個月的基本月薪；非固定花紅，為 1.1 至 2.4 個月的基本月薪。公司派發非固定獎金的首要考慮因素為「機構整體業績表現」，其次為「部門表現」。

人事變動

調查亦顯示，2019 年 7 月至 2020 年 6 月期間的僱員平均流失率介乎 6.6%至 19.3%。其中流失率最高的僱員職級是基層員工。「晉升及發展機會」和「薪酬」是離職的最主要原因。

新冠疫情下公司安排的措施

在疫情期間，約五成有採取措施的機構安排在家中辦公或輪流在工作場所上班。約五成參與調查的機構表示鼓勵員工休年假。

2020 粵港澳大灣區(廣東省城市)薪酬及福利調查

薪酬調整

143 間參與調查的機構中，有 131 個機構提供數據作實際薪金調整分析，本年度(由 2019 年 7 月至 2020 年 6 月)平均薪金調整幅度介乎 4.4%至 5.0%之間。

至於 2021 年度的薪金調整幅度預測，有 116 個機構提供數據。各職級的整體調整加幅介乎 5.2%至 5.6%之間。

職級	2016 平均薪金 調整幅度	2017 平均薪金 調整幅度	2018 平均薪金 調整幅度	2019 平均薪金 調整幅度	2020 平均薪金 調整幅度	2021 平均薪金 調整幅度 預測
經理級或以上	4.1%	4.1%	5.0%	5.4%	4.6%	5.2%
主任/專業人員	4.2%	4.8%	5.6%	6.4%	5.0%	5.3%
職員	5.0%	4.5%	6.0%	6.4%	4.5%	5.2%
基層員工		5.5%	5.5%	6.8%	4.4%	5.6%

大部份機構在考慮調整所有職級員工的薪金時，首要因素為「公司／單位業績」，其次為「個人表現」。

應屆畢業生的平均入職月薪

應屆畢業生的入職起薪點會因學歷及工作性質不同而有所差別。從職能方面來看，以投身「研發」及「生產」職能的碩士或以上學歷的畢業生平均入職薪金為最高，分別為人民幣 8,239 元及 7,698 元。與去年比較，大多數不同教育水平的應屆畢業生，在不同職能的平均入職薪金水平略為下調。

學歷	2020 年度應屆畢業生平均入職月薪 (人民幣 ¥)								
	研發	工程	生產	市場	銷售	資訊科技	財務會計	人力資源 及行政	其他
高中/中專	4,415	4,141	3,771	3,755	3,747	3,796	3,771	3,670	3,601
大專	5,089	4,764	4,214	4,184	4,123	4,316	4,185	4,158	4,066
大學本科	5,936	5,506	4,990	5,024	4,671	5,376	4,976	4,875	4,771
碩士或以上	8,239	7,438	7,698	6,207	5,881	6,629	5,991	5,827	5,377

僱員福利

機構在不同職級上所提供的年終獎金平均為 **2** 至 **2.8** 個月，而績效獎金為 **4.3** 至 **4.8** 個月。是次調查也對各職級僱員的福利項目，包括住宿、膳食、醫療、保險及全薪病假等進行分析。調查結果顯示，今年向各職級員工提供各類福利的機構比例，大致與去年相若。

獎勵計劃

本年度有 **108** 間 (**75.5%**) 參與調查的機構表示向僱員提供獎勵計劃。大部分的公司均表示以「公司整體業績表現」為發放獎勵的主要考慮因素。各機構普遍提供「晉升機會」及「培訓」等為獎勵方法。

人事變動

1. 主動離職

調查亦顯示，2019 年 7 月至 2020 年 6 月期間的僱員平均流失率介乎 **11.3%** 至 **64.2%**，不同地區、行業與職級的流失率差異頗大。其中流失率最高的僱員職級是基層員工。「薪酬」和「晉升及發展機會」是離職的最主要原因。

2. 非主動離職

在 **143** 個參與調查的機構中，有 **50** 間表示曾經裁員，合共裁減員工 **3,561** 人。主要的裁員原因為「業務倒退」。「電子及其他製造」業裁減的僱員人數最多，達 **2,762** 人，佔總被裁人數的 **77.6%**；其中 **2,100** 人屬於基層員工。以機構規模劃分，中型機構裁減僱員人數最多，合共 **2,223** 人，佔總裁減人數的 **62.4%**；同時其在基層員工裁員人數亦較其他規模的機構為多。

3. 人手增聘

97 個參與調查的機構表示有增聘人手，人數達 **16,415** 人。「電子及其他製造」業是增聘人手最多的行業，為數達 **7,431** 人，當中 **6,809** 人是基層員工。就地區分佈而言，東莞地區錄得最高新增職位的百分比 (**80.6%**)。

新冠疫情下公司安排的措施

在疫情期間，五成有採取措施的機構在國家規定復工日期之後延遲上班。兩成有採取措施的機構安排輪流在工作場所上班。六成多有採取措施的機構鼓勵員工休年假。

2020 年度各職位的薪酬及津貼

本年度調查 **226** 個職位的薪酬及津貼資料，**114** 個職位的回覆數據充足，其薪酬及津貼資料細列於報告中。包括 **33** 個職級屬於經理級或以上，**38** 是主任/專業人員，**33** 個是職員及 **10** 個是基層員工。

2020 粵港澳大灣區綜合結果

粵港澳大灣區薪酬調查，覆蓋大灣區 9+2 各城市作分析 (是次獨欠肇慶數據)，調查結果顯示，本年度 (由 2019 年 7 月至 2020 年 6 月) 平均薪金調整幅度為 0.9% 至 6.8%。2021 年薪金調整幅度預測為 1.1% 至 8.8%。大灣區各城市平均僱員流失率為 9.3% 至 78.4%。

地區	大灣區各城市 2020 年平均薪金調整幅度			
	經理級或以上	主任/專業人員	職員員工	基層員工
廣州	6.8%	6.8%	5.3%	5.8%
深圳	4.3%	3.9%	3.7%	3.6%
珠海	3.8%	3.2%	2.3%	2.5%
東莞	4.5%	5.3%	4.8%	4.6%
佛山	1.7%	2.8%	2.0%	2.9%
中山	5.2%	5.9%	5.5%	4.7%
江門	4.2%	6.0%	6.0%	5.3%
惠州	6.3%	5.0%	6.3%	2.5%
香港	2.3%	2.4%	2.3%	2.2%
澳門	0.9%	1.5%	1.2%	1.1%

地區	大灣區各城市 2021 年平均薪金調整幅度預測			
	經理級或以上	主任/專業人員	職員員工	基層員工
廣州	5.1%	6.0%	5.6%	5.9%
深圳	6.8%	5.5%	5.7%	6.5%
珠海	3.7%	4.8%	3.5%	3.3%
東莞	4.6%	5.2%	4.9%	5.5%
佛山	5.0%	3.8%	4.0%	5.0%
中山	4.0%	4.0%	4.3%	3.0%
江門	4.2%	5.5%	5.9%	6.6%
惠州	8.8%	5.0%	8.8%	2.5%
香港	1.7%	1.7%	1.8%	1.8%
澳門	1.1%	1.5%	1.5%	2.2%

地區	大灣區各城市 2020 年平均僱員流失率				
	經理級 或以上	主任/ 專業人員	職員員工	基層員工	整體
廣州	13.8%	10.2%	17.7%	49.4%	29.6%
深圳	14.2%	11.1%	21.2%	19.6%	18.6%
珠海	4.7%	0.4%	6.9%	12.6%	9.3%
東莞	13.8%	14.7%	28.3%	97.0%	78.4%
佛山	5.2%	21.3%	10.8%	40.5%	33.2%
中山	6.1%	0.0%	6.1%	15.9%	10.8%
江門	0.4%	5.6%	12.8%	17.9%	16.2%
惠州	4.9%	20.1%	11.8%	38.8%	25.6%
香港	7.1%	8.3%	11.9%	19.6%	13.5%
澳門	6.6%	9.1%	9.2%	19.3%	13.9%



REPORT SUMMARY

2020 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA PAY AND BENEFITS SURVEY

The 2020 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey was conducted by the **Centre for Human Resources Strategy and Development of School of Business of Hong Kong Baptist University, Research Center for Human Resources Management of School of Business Administration of South China University of Technology, Hong Kong People Management Association and Talent Development and Management Association of Guangdong**. In June 2020, the invitations of the pay and benefits surveys were sent to over 3,500 organizations.

Between July and September 2020 through online questionnaires, a total of **253** completed questionnaires were received, and covered over **140,000** employees. **98** questionnaires were collected from Hong Kong SAR, **143** from Guangdong Cities, and only **12** questionnaires from Macao SAR. The main purpose of the Survey is to collect information on areas namely, Profile of Companies Surveyed, Actual and Projected Salary Adjustments, Starting Salary for Fresh Graduates, Incentive Schemes, Employee Benefits, Employee Movement, Annual Cash Compensation Packages, and Cost-saving Measures. Data are analyzed by four staff levels: Managerial Staff, Supervisory/Technical Staff, General Staff, and Operative Staff.

The 2020 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey Report included a total of **98** organizations. They were from **11** business sectors, namely, Construction, Education, Engineering, Hospitality & Catering, Information & Communication Technology, Logistics & Transportation, Manufacturing, Non-Government Organization & Social Enterprises, Real Estate & Property Management, Retail, Trading, and Others. The survey covered a total of **79,136** employees.

The 2020 Guangdong-Hong Kong-Macao Greater Bay Area (Macao SAR) Pay and Benefits Survey Report included a total of **12** organizations. They were from different business sectors, namely, Construction, Engineering, Information & Communication Technology, Manufacturing, NGO & Social Enterprises, and Retail. The survey covered a total of **680** employees. All organizations were small-size organizations employing less than 200 employees.

The 2020 Guangdong-Hong Kong-Macao Greater Bay Area (Guangdong Cities) Pay and Benefits Survey Report included a total of **143** organizations. They were from **8** business sectors, namely, Property Development and Services, High Tech-Software, High Tech-Hardware, Hardware Manufacturing, Mechanical & Machinery Manufacturing, Electronics and other Manufacturing, Energy / Chemical / Environment Protection, Medical / Pharmaceuticals / Health care, and Others. Respondents were located in Guangdong cities, including Guangzhou, Shenzhen, Zhuhai, Dongguan, Foshan, Zhongshan, Jiangmen, and Huizhou. The survey covered a total of **56,331** employees.

2020 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (HKSAR) PAY AND BENEFITS SURVEY

SALARY REVIEW

Ninety-seven out of the 98 participating organizations provided data for the overall actual salary increases analysis. It ranged from 2.2% to 2.4% for the period from July 2019 to June 2020.

The overall projected salary increases for 2021 for all levels of employees, as reported by 58 organizations, would range from 1.7% to 1.8%.

Staff Level	2016 Overall Average Salary Adjustment	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Projected Salary Adjustment
Managerial Staff	3.9%	3.6%	3.9%	3.9%	2.3%	1.7%
Supervisory / Technical Staff	4.1%	3.9%	4.3%	4.1%	2.4%	1.7%
General Staff	4.0%	3.9%	4.2%	4.0%	2.3%	1.8%
Operative Staff		4.0%	4.3%	4.1%	2.2%	1.8%

The overall ranking of salary review criteria was similar to that in last year, with “Company’s Overall Performance” ranking at the top for all levels of staff, followed by “Individual Performance”.

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salary for fresh graduates varied according to their qualifications and job nature. The lowest average starting salary was recorded in “Sales” function at HK\$11,000 for graduates of Hong Kong Diploma of Secondary Education (DSE) while the highest figure reported was an average of HK\$17,587 in “Engineering” function for graduates of Master’s Degree or above. In general, the starting salaries for fresh graduates were higher than those of last year.

Qualification	2020 Average Starting Monthly Salary (HKD)							
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Other Functions
DSE	11,892	11,289	11,614	11,000	11,814	12,202	12,022	11,831
Diploma	13,379	12,167	12,887	11,889	13,271	13,901	13,325	13,924
Higher Diploma/ Associate Degree	14,395	11,867	13,469	12,389	14,144	13,955	13,788	14,507
Bachelor’s Degree	16,825	14,291	14,676	13,846	16,500	15,413	14,642	15,427
Master’s Degree or Above	17,587	14,386	15,898	14,500	16,480	16,228	16,116	16,035

EMPLOYEE BENEFITS

The Survey Results showed different benefits offered to different levels of staff, including leaves, education, housing, retirement protection, medical, insurance, and meals. The percentages of organizations offering full paid "Birthday Leave" (1 day) to all levels of employees was higher than that of last year. The number of days of "Examination Leave" offered to different staff levels ranged from 3.3 to 3.7 days, which is fewer than that of last year (3.7 to 4.2 days).

INCENTIVE SCHEMES

Sixty-four (65.3%) participating organizations indicated that they offered incentive schemes to employees. "Variable Bonus" was the most popular scheme, followed by "Guaranteed Bonus". The Guaranteed Bonus offered to different staff levels was 1.0 month whereas Variable Bonus offered ranged from 0.4 to 1.7 months. "Company's Business Performance" was the most important criterion for providing variable bonus.

WORKFORCE MOVEMENT

1. Employee Turnover

The overall average turnover rate ranged from 7.1% to 19.6% for the survey period. The higher the employee level, the lower the turnover rate. "Pay" and "Career/Promotion Prospect" were ranked as the top two reasons for employee turnover.

2. Redundancy

Among 98 participating organizations, 30 organizations had reported redundancy, which represented 30.6% of surveyed organizations. A total of 661 employees were made redundant, the main reason was "Restructuring". The Real Estate & Property Management Sector retrenched the largest number of employees, accounting for 30% of total retrenched population (198 out of 661). The Construction and the Retail Sector both reported 97 employees retrenched, accounting for 14.7% of the total retrenched population. By company size, large size organizations retrenched the largest number of employees (289), accounting for 43.7% of the total retrenched population.

MEASURES ARRANGED BY THE COMPANY DURING THE OUTBREAK OF COVID-19

During the outbreak of COVID-19, around 70% of measured adopted organizations have arranged to take alternate work team in office or to work from home. Most of the measures adopted organizations have encouraged employees to take annual leave.

2020 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of 191 positions were selected as benchmark jobs for pay and benefits analysis. Among them, 143 benchmark jobs with sufficient data were reported. 39 were classified as Managerial Staff, 51 as Supervisory/Technical Staff, 39 as General Staff, and 14 as Operative Staff.

2020 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (MACAO SAR) PAY AND BENEFITS SURVEY

SALARY REVIEW

The survey results showed the overall actual salary increases analysis. It ranged from 0.9% to 1.5% for the period from July 2019 to June 2020.

The overall projected salary increases for 2021 for all levels of employees, ranging from 1.1% to 2.2%.

Staff Level	2016 Overall Average Salary Adjustment	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Projected Salary Adjustment
Managerial Staff	7.0%	4.0%	2.7%	3.0%	0.9%	1.1%
Supervisory / Technical Staff	5.0%	4.8%	3.6%	3.1%	1.5%	1.5%
General Staff	5.3%	3.4%	3.7%	3.1%	1.2%	1.5%
Operative Staff		3.2%	4.0%	3.3%	1.1%	2.2%

The overall ranking of salary review criteria, “Company’s Overall Performance” was ranked the top for all levels of staff, followed by “Individual Performance”.

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salary for fresh graduates varied according to their qualifications and job nature.

Qualification	2020 Average Starting Monthly Salary (MOP)							
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Other Functions
Bachelor’s Degree	-	-	13,667	12,333	14,000	13,000	13,000	-

INCENTIVE SCHEMES

The Guaranteed Bonus offered to different staff levels was 1.0 month whereas Variable Bonus was ranged from 1.1 to 2.4 months. “Company’s Business Performance” was the most important criterion for providing variable bonus, followed by “Department/ Division Performance”.

WORKFORCE MOVEMENT

The overall average turnover rate ranged from 6.6% to 19.3% in the survey period. The highest turnover rate was recorded in the Operative Staff level. “Career/Promotion Prospect” and “Pay” were ranked as the top two reasons for employee turnover.

MEASURES ARRANGED BY THE COMPANY DURING THE OUTBREAK OF COVID-19

During the outbreak of COVID-19, around 50% of the measures adopted organizations have arranged to work from home or to take alternate work team in office. Around 50% of the measures adopted organizations have encouraged employees to take annual leave.

2020 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (GUANGDONG CITIES) PAY AND BENEFITS SURVEY

SALARY REVIEW

One Hundred thirty-one organizations provided data for the overall actual salary increases analysis. It ranged from 4.4% to 5.0% for the period from July 2019 to June 2020.

The overall projected salary increases for 2021 for all levels of staff, as reported by 116 organizations, would range from 5.2% to 5.6%.

Staff Level	2016 Overall Average Salary Adjustment	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Projected Salary Adjustment
Managerial Staff or Above	4.1%	4.1%	5.0%	5.4%	4.6%	5.2%
Supervisory/Technical Staff	4.2%	4.8%	5.6%	6.4%	5.0%	5.3%
General Staff	5.0%	4.5%	6.0%	6.4%	4.5%	5.2%
Operative Staff		5.5%	5.5%	6.8%	4.4%	5.6%

All respondents reported that the most important criterion of salary review for all levels of staff in 2020 was “Company’s Overall Performance”, followed by “Individual Performance”.

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salaries for fresh graduates varied according to their qualifications and job nature. Results show that Master’s Degree or above holders in the Research & Development and Production Functions were offered the highest monthly starting salaries at **RMB 8,239** & **RMB 7,698** respectively. Comparing with last year, the entry salary levels for most fresh graduates from different academic qualifications were **decline**.

Qualification	2020 Average Starting Monthly Salary (RMB ¥)								
	R & D	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Others
High School	4,415	4,141	3,771	3,755	3,747	3,796	3,771	3,670	3,601
Tertiary	5,089	4,764	4,214	4,184	4,123	4,316	4,185	4,158	4,066
Bachelor’s Degree	5,936	5,506	4,990	5,024	4,671	5,376	4,976	4,875	4,771
Master’s Degree or Above	8,239	7,438	7,698	6,207	5,881	6,629	5,991	5,827	5,377

EMPLOYEE BENEFITS

The Guaranteed Bonus offered by organizations to different staff levels ranged from **2** to **2.8** months whereas Discretionary Bonus ranged from **4.3** to **4.8** months. Other benefits offered to different levels of staff included housing, meals, medical, insurance and full paid sick leaves etc. The percentages of organizations offering various kinds of benefits to all levels of staff were quite similar to those of last year.

INCENTIVE SCHEME

One Hundred and eight (75.5%) participating organizations indicated that they offered incentive schemes to employees. Most of the respondents indicated “Company’s Business Performance” as primary criterion in offering incentives. “Career Promotion” and “Training” were two commonly adopted incentive schemes offered by the organizations.

WORKFORCE MOVEMENT

1. Employee Turnover

The average turnover rate ranged from **11.3% to 64.2%** for the survey period. There were significant differences by region and by staff level. The highest turnover rate was recorded in Operative Staff. “Pay” & “Career Promotion / Prospect” were ranked as the top two reasons for employee turnover.

2. Redundancy

A total of **3,561** employees in **50** out of **143** responding organizations were made redundant this year. The main reason for redundancy was “Business Non-Performance”. The Electronics and other Manufacturing Sector recorded the largest number of employees made redundant, accounting for **77.6%** of the total number of retrenched employees (**2,762** out of 3,561), **2,100** were Operative Staff. By company size, medium size organizations retrenched the largest number of employees (**2,223** out of 3,561), accounting for **62.4%** of the total retrenched employees. Likewise, medium size organizations laid off the largest number for Operative Staff.

3. Increase of Manpower

This year, a total of **16,415** additional head counts were added to **97** organizations during the survey period. The Electronics and other Manufacturing Sector created the largest number of additional head count (**7,431**), among which **6,809** were Operative Staff. In terms of manpower increase by region, it was found that Dongguan had the highest percentage (**80.6%**).

MEASURES ARRANGED BY THE COMPANY DURING THE OUTBREAK OF COVID-19

During the COVID-19, 50% of the measures adopted organizations have postponed working date after the government statutory resume date. 20% of the measures adopted organizations arranged to take alternate work team in office. Most of the measures adopted organizations have encouraged employees to take annual leave.

2020 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of **226** positions were selected as benchmark jobs for pay and benefits analysis. Among them, **114** benchmark jobs with sufficient data were reported. **33** were classified as Managerial Staff, **38** as Supervisory/Technical Staff, **33** as General Staff, and **10** as Operative Staff.

2020 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA COMPREHENSIVE REPORT

The 2020 Guangdong-Hong Kong-Macao Greater Bay Area Pay and Benefits Survey covered data from 9+2 cities in the Greater Bay Area (excluding the data of Zhaoqing city). The 2020 overall actual salary adjustment in the entire Greater Bay Area ranged from **0.9% to 6.8%** for the period from July 2019 to June 2020. The 2021 overall projected salary adjustment for all levels of staff ranged from **1.1% to 8.8%**. The 2020 average overall turnover rate of Greater Bay Area ranged from **9.3% to 78.4%**.

Region	Cities in the GBA 2020 Overall Average Actual Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff
Guangzhou	6.8%	6.8%	5.3%	5.8%
Shenzhen	4.3%	3.9%	3.7%	3.6%
Zhuhai	3.8%	3.2%	2.3%	2.5%
Dongguan	4.5%	5.3%	4.8%	4.6%
Foshan	1.7%	2.8%	2.0%	2.9%
Zhongshan	5.2%	5.9%	5.5%	4.7%
Jiangmen	4.2%	6.0%	6.0%	5.3%
Huizhou	6.3%	5.0%	6.3%	2.5%
Hong Kong	2.3%	2.4%	2.3%	2.2%
Macao	0.9%	1.5%	1.2%	1.1%

Region	Cities in the GBA 2021 Overall Average Projected Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff
Guangzhou	5.1%	6.0%	5.6%	5.9%
Shenzhen	6.8%	5.5%	5.7%	6.5%
Zhuhai	3.7%	4.8%	3.5%	3.3%
Dongguan	4.6%	5.2%	4.9%	5.5%
Foshan	5.0%	3.8%	4.0%	5.0%
Zhongshan	4.0%	4.0%	4.3%	3.0%
Jiangmen	4.2%	5.5%	5.9%	6.6%
Huizhou	8.8%	5.0%	8.8%	2.5%
Hong Kong	1.7%	1.7%	1.8%	1.8%
Macao	1.1%	1.5%	1.5%	2.2%

Region	Cities in the GBA 2020 Average Turnover Rate by Staff Level				
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff	Overall
Guangzhou	13.8%	10.2%	17.7%	49.4%	29.6%
Shenzhen	14.2%	11.1%	21.2%	19.6%	18.6%
Zhuhai	4.7%	0.4%	6.9%	12.6%	9.3%
Dongguan	13.8%	14.7%	28.3%	97.0%	78.4%
Foshan	5.2%	21.3%	10.8%	40.5%	33.2%
Zhongshan	6.1%	0.0%	6.1%	15.9%	10.8%
Jiangmen	0.4%	5.6%	12.8%	17.9%	16.2%
Huizhou	4.9%	20.1%	11.8%	38.8%	25.6%
Hong Kong	7.1%	8.3%	11.9%	19.6%	13.5%
Macao	6.6%	9.1%	9.2%	19.3%	13.9%

- End -

For further enquiry, please contact :

Ms. Yu – Hong Kong People Management Association
Ms. Wong – Hong Kong Baptist University

Tel : 9151 4268
Tel : 3411 5011