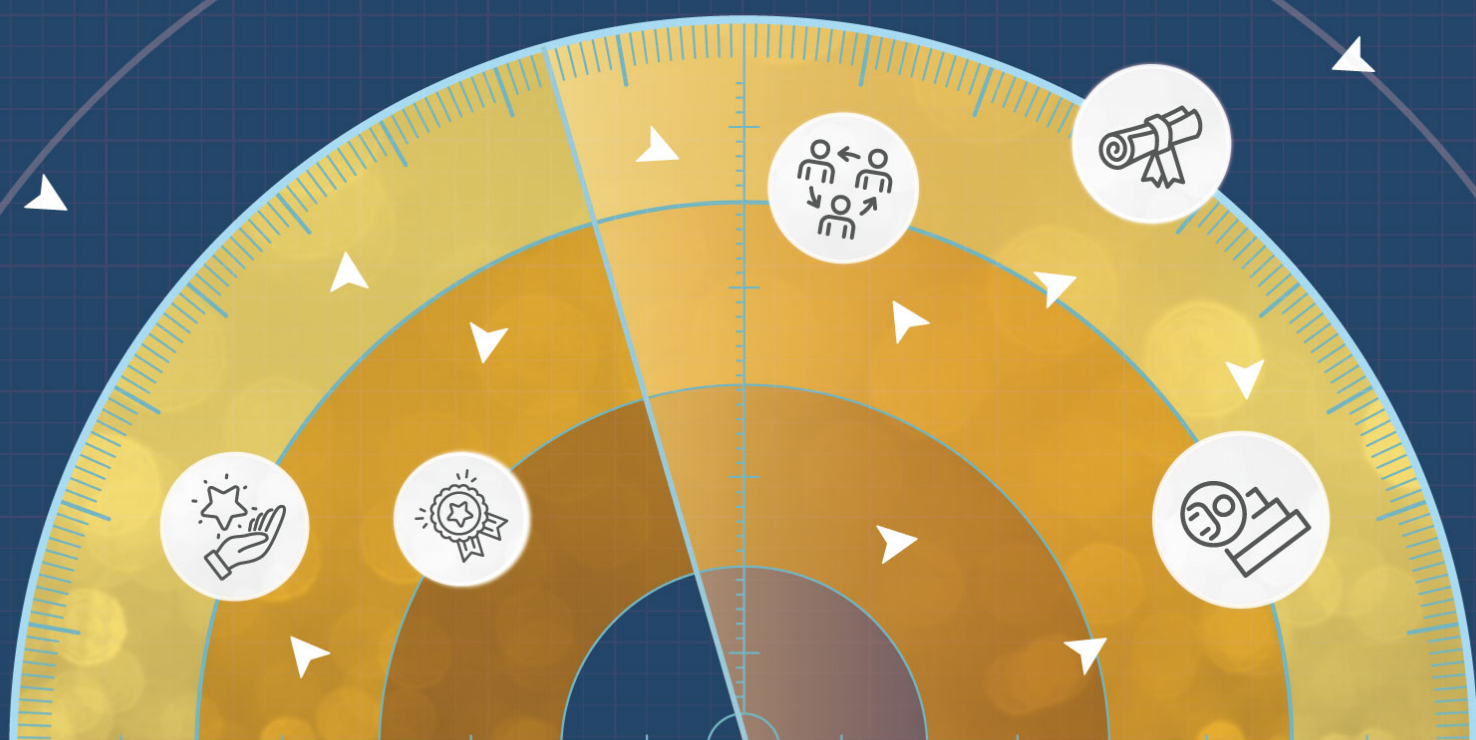


2021

粵港澳大灣區

# 薪酬及福利調查報告

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





## 報告撮要

# 2021 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「2021 粵港澳大灣區薪酬及福利調查」已經完成。該調查於 2021 年 6 月啟動，共發出超過 3,500 封邀請函，誠邀各機構參加 2021 年度的薪酬及福利調查。

在 7 至 9 月期間，共收回 **302** 份問卷，超過 **22 萬 4 仟** 僱員參與調查。**94** 份來自香港機構，**12** 份來自澳門機構，**196** 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。是項調查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。

「2021 粵港澳大灣區(香港特別行政區)薪酬及福利調查報告」從 **94** 間香港機構收集數據。主要來自 **11** 個行業，包括建築、教育、工程、款待及餐飲、信息/通訊及軟高科技、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 **81,680** 人。

「2021 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；她們來自不同行業，包括工程、製造、非政府組織及社會企業和零售，八成屬於 **200** 人以下的小型機構。參與是次調查公司的僱員人數為 **1,503** 人。

「2021 粵港澳大灣區(廣東省城市)薪酬及福利調查報告」從 **196** 間廣東省大灣區不同城市機構取得數據。本年度調查包括 **10** 個行業：能源/化工/環保、工程、硬高科、信息/通訊科技及軟高科、製造(包括: 電子製造、五金製造、機械製造、塑膠製造、其他製造)、醫療/醫藥/健康、專業服務、房地產及物業管理、零售、貿易和其他；覆蓋大灣區主要城市，包括東莞、佛山、廣州、惠州、江門、深圳、中山及珠海(是次獨欠肇慶數據)。調查僱員人數達 **141,116** 人。

## 2021 粵港澳大灣區(香港特別行政區)薪酬及福利調查

### 薪酬調整

94 間參與調查的機構中，有 93 間提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2020 年 7 月至 2021 年 6 月)平均薪金調整幅度介乎 1.3%至 2.1%之間。提供數據作分析的 93 間機構中有 28 間表示凍薪，在剔除該些凍薪機構後，其餘 65 間機構的整體實際調整加幅介乎 2.7%至 3.2%之間。

至於 2022 年度的薪金調整幅度預測，共有 88 間機構提供數據。各職級的整體調整加幅預測介乎 1.9%至 2.4%之間。提供數據作分析的 88 間機構中有 17 間表示凍薪，在剔除該些凍薪機構後，其餘 71 間機構的整體調整加幅預測介乎 2.6%至 3.0%之間。

職級	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	2022 平均薪金 調整幅度 預測
經理級人員	3.6%	3.9%	3.9%	2.3%	1.9%	2.3%
主任/專業人員	3.9%	4.3%	4.1%	2.4%	2.1%	2.3%
職員	3.9%	4.2%	4.0%	2.3%	2.1%	2.4%
基層員工	4.0%	4.3%	4.1%	2.2%	1.3%	1.9%

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。「生產」職能的香港中學文憑畢業生錄得最低平均起薪點，為港幣 11,425 元，而最高則是「工程」職能的碩士學位或以上畢業生，平均起薪點為港幣 19,038 元。學士學位/本科畢業生以「工程」職能及「資訊科技」職能錄得最高平均起薪點，為港幣 17,206 元及 16,287 元。整體而言，應屆畢業生的平均入職薪金較去年略高。

教育程度	2021 年度應屆畢業生平均入職月薪 (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	研發及發 展	其他 職能
高中/或以下	12,240	11,425	12,060	11,767	13,370	12,621	12,036	12,000	12,491
大專/文憑/副學 士或同等學歷	14,967	13,425	13,900	13,200	15,108	14,908	14,427	13,983	14,349
學士學位/本科	17,206	15,183	14,819	14,429	16,287	15,604	14,666	14,767	15,549
碩士學位或以 上	19,038	15,067	15,371	15,400	17,154	16,238	16,073	16,450	15,976

## 獎勵計劃

本年度有 **80 間(85.1%)**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「提供培訓」，其次是「非固定花紅」。機構在不同職級上所提供的固定花紅平均為 **1.1** 個月，非固定花紅為 **0.9 至 1.5** 個月。各機構考慮發放非固定獎金時，以「機構整體業績表現」為最重要的考慮因素。

## 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。本年度有 **38.3%**機構向員工提供全薪的「生日假」，機構數目比例較去年上升，日數沒有改變，平均為 **1** 日；至於「考試假」平均為 **2.5 至 2.7** 日，相比較去年少(**3.3 至 3.7** 日)。

## 人事變動

### 1. 僱員流失

調查亦顯示，僱員平均流失百分比介乎 **8.8%**至 **22.6%**。職級越高平均流失百分比越低。與去年相若，「晉升及發展機會」和「薪酬」仍是今年離職的最主要原因。

### 2. 僱員裁減

在 **94** 間參與調查的機構中，有 **44** 間表示曾經裁員，佔調查機構總數 **46.8%**，合共裁減僱員 **755** 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 **423** 人，佔總被裁人數的 **56%**；其次是「工程」業，裁減了 **142** 人，佔總被裁人數的 **18.8%**。以機構規模劃分，大型機構裁減僱員人數最多，合共 **478** 人，佔總裁減人數的 **63.3%**。

### 3. 新增員工

調查期間，有 **42** 間參與的機構共增聘了 **2,389** 名僱員，當中 **842** 人是職員級員工。「物流及運輸」業是增聘僱員最多的行業，為數達 **701** 人，當中 **393** 人是職員員工。以機構規模計算，大型機構增聘僱員較多，當中以職員員工為主。

### 4. 退休年齡制定

在 **80** 間(85.1%)參與的機構制定退休年齡政策，約一成機構會考慮將退休年齡由 **60** 歲延長至 **65** 歲，僱員到達制定退休年齡共 **2,608** 名，當中 **1,661** 人是基層員工。

### 5. 工作模式的改變

由於疫情關係，約五成機構採取員工輪流在工作場所上班或在家中辦公，接近五成機構因「行業不適合在家工作」難以安排，基於「關心員工健康」(73.1%)及「降低經營風險」(50.5%)機構繼續改變工作模式的安排。

## 2021年度各職位的薪酬及獎金分析

本年度共涵蓋 **305** 個調查職位，是次重點選出了 **15** 個關鍵職位作出重點分析。另有其他 **107** 個的職位跟據行業分類細列於報告中。

# 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

12 間參與調查的機構中，有 8 間提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2020 年 7 月至 2021 年 6 月)平均薪金調整幅度介乎 1%至 1.7%之間。機構中有 4 間表示凍薪，在剔除該些凍薪機構後，其餘 8 間機構的整體實際調整加幅介乎 2.5%至 2.6%之間。

至於 2022 年度的薪金調整幅度預測，共有 11 間機構提供數據。各職級的整體調整加幅預測介乎 2%至 2.3%之間。提供數據作分析的 11 間機構中有 3 間表示凍薪，在剔除該些凍薪機構後，其餘 8 間機構的整體調整加幅預測介乎 2.9%至 3.2%之間。

職級	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	2022 平均薪金 調整幅度 預測
經理級或以上	4.0%	2.7%	3.0%	0.9%	1.0%	2.0%
主任/專業人員	4.8%	3.6%	3.1%	1.5%	1.1%	2.0%
職員	3.4%	3.7%	3.1%	1.2%	1.4%	2.3%
基層員工	3.2%	4.0%	3.3%	1.1%	1.7%	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「政府政策調整(例如：最低工資)」，其次為「部門表現」。

## 獎勵計劃

機構給予各職級僱員的固定花紅，平均為 1 個月的基本月薪；非固定花紅，為 1 至 2.3 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，2020 年 7 月至 2021 年 6 月期間的僱員平均流失百分比介乎 4.7%至 17.6%。其中流失率最高的僱員職級是職員員工。「薪酬」和「晉升及發展機會」是離職的最主要原因。

## 工作模式的改變

由於疫情關係，約五成機構仍採取輪流在工作場所上班或在家中辦公，五成機構基於「關心員工健康」及「降低經營風險」願意繼續改變工作模式的安排。

## 2021 粵港澳大灣區(廣東省城市)薪酬及福利調查

### 薪酬調整

196 間參與調查的機構中，有 194 間提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2020 年 7 月至 2021 年 6 月)平均薪金調整幅度介乎 5.2%至 6%之間。提供數據作分析的 194 間機構中有 24 間表示凍薪，在剔除該些凍薪機構後，其餘 170 間機構的整體實際調整加幅介乎 6.4%至 7.5%之間。

至於 2022 年度的薪金調整幅度預測，共有 194 間機構提供數據。各職級的整體調整加幅預測介乎 5.3%至 5.8%之間。提供數據作分析的 194 間機構中有 30 間表示凍薪，在剔除該些凍薪機構後，其餘 164 間機構的整體調整加幅預測介乎 6.6%至 7.3%之間。

職級	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	2022 平均薪金 調整幅度 預測
經理級或以上	4.1%	5.0%	5.4%	4.6%	6.0%	5.6%
主任/專業人員	4.8%	5.6%	6.4%	5.0%	5.7%	5.8%
職員	4.5%	6.0%	6.4%	4.5%	5.4%	5.5%
基層員工	5.5%	5.5%	6.8%	4.4%	5.2%	5.3%

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「個人表現」，其次為「機構整體業績」。

### 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」職能的碩士學位或以上學歷的畢業生平均入職薪金為最高，分別為人民幣 9,128 元及 7,992 元。學士學位/本科畢業生以「研發及發展」職能及「工程」職能錄得最高平均起薪點，為人民幣 7,005 元及 6,029 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較去年略高。

教育程度	2021 年度應屆畢業生平均入職月薪 (人民幣)								
	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	研發及發 展	其他 職能
高中/或以下	4,485	4,074	4,282	4,502	4,602	4,224	4,136	4,724	3,857
大專/文憑/副學 士或同等學歷	5,110	4,742	4,938	4,746	5,136	4,690	4,674	5,636	4,489
學士學位/本科	6,029	5,348	5,721	5,590	5,951	5,470	5,428	7,005	5,178
碩士學位或以 上	7,940	7,992	7,438	7,289	7,545	7,000	6,623	9,128	6,186

## 獎勵計劃

本年度有 **175** 間 (**89.3%**) 參與調查的機構表示向僱員提供獎勵計劃。機構在不同職級上所提供的「固定花紅」平均為 **1.7** 至 **3.5** 個月，各機構都有不同的獎勵計畫，其中包括「績效獎勵」、「提供培訓」及「全勤獎」等獎勵方法。

## 僱員福利

是次調查也對各職級僱員的福利項目，包括住宿、教育、膳食、醫療、保險及全薪病假等進行分析。約三成機構提供平均 **3** 日的法規以外的全薪病假及平均 **2.1** 日的福利性假期，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，相比去年略少。

## 人事變動

### 1. 主動離職

調查亦顯示，2020 年 7 月至 2021 年 6 月期間的僱員平均流失百分比介乎 **12.2%** 至 **64.1%**，不同地區、行業與職級的流失百分比差異頗大。其中流失百分比最高的僱員職級是基層員工。以行業劃分，「薪酬」是離職的最主要原因。

### 2. 非主動離職

在 **196** 個參與調查的機構中，有 **95** 間表示曾經裁員，合共裁減員工 **1,426** 人。主要的裁員原因為「架構重整」。「製造」業裁減的僱員人數最多，達 **1,122** 人，佔總被裁人數的 **78.7%**；其中 **773** 人屬於基層員工。以機構規模劃分，大型機構裁減僱員人數最多，合共 **460** 人，佔總裁減人數的 **32.3%**；同時其在經理級或以上員工裁員人數亦較其他規模的機構為多。

### 3. 新增員工

調查期間，有 **143** 個參與調查的機構表示有增聘人手，人數達 **24,966** 人。「製造」業是增聘人手最多的行業，為數達 **23,089** 人，當中 **20,556** 人是基層員工。就地區分佈而言，東莞地區錄得最高新增人數 (**16,125**)。

## 靈活用工探討

**52** 個 (**26.5%**) 參與機構採用靈活用工模式，**31** 個 (**15.8%**) 參與機構會考慮在未來一年嘗試採用此模式。靈活用工可解決招聘的困難、短期用工的缺口、保證生產工作正常進行；招聘崗位大多是基層員工。但同時亦面對「用工人員質素不穩定」及「管理困難」的問題。

## 2021 年度各職位的薪酬及津貼

本年度共涵蓋 **305** 個調查職位，是次重點選出了 **15** 個關鍵職位作出重點分析。另有其他 **131** 個的職位跟據行業分類細列於報告中。

## 2021 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 (是次調查獨欠肇慶數據)，調查結果顯示，本年度(由 2020 年 7 月至 2021 年 6 月)平均薪金調整幅度範圍為 1%至 8.8%。2021 年薪金調整幅度預測範圍為 1.9%至 8.4%。大灣區各城市平均僱員流失百分比範圍為 4.7%至 102.1%。

地區	大灣區各城市 2021 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
東莞	5.7%	5.8%	5.1%	5.5%
佛山	8.8%	8.6%	6.4%	6.0%
廣州	5.9%	5.2%	5.2%	4.3%
惠州	4.9%	4.3%	4.4%	4.0%
江門	4.1%	3.1%	4.4%	4.5%
深圳	8.5%	7.2%	7.3%	5.6%
中山	3.6%	5.6%	5.6%	4.7%
珠海	2.2%	2.5%	3.0%	3.6%
香港	1.9%	2.1%	2.1%	1.3%
澳門	1.0%	1.1%	1.4%	1.7%

地區	大灣區各城市 2022 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
東莞	4.9%	5.2%	4.7%	4.5%
佛山	8.1%	6.2%	6.0%	5.6%
廣州	7.6%	7.4%	7.8%	7.5%
惠州	4.4%	4.0%	4.7%	3.8%
江門	4.1%	4.6%	4.5%	3.9%
深圳	6.8%	8.4%	7.1%	7.7%
中山	5.0%	6.3%	6.6%	7.0%
珠海	5.2%	5.2%	6.0%	7.0%
香港	2.3%	2.3%	2.4%	1.9%
澳門	2.0%	2.0%	2.3%	2.2%



地區	大灣區各城市 2021 年平均僱員流失百分比				
	經理級 或以上	主任/ 專業人員	職員員工	基層員工	整體
東莞	7.4%	8.4%	24.1%	73.9%	57.9%
佛山	29.3%	14.6%	30.5%	33.5%	31.3%
廣州	16.0%	12.2%	9.9%	5.7%	7.4%
惠州	6.7%	14.2%	12.7%	102.1%	66.8%
江門	13.9%	16.4%	27.6%	34.6%	30.7%
深圳	19.5%	22.3%	40.9%	64.2%	58.3%
中山	27.8%	22.2%	26.8%	44.1%	36.9%
珠海	22.8%	23.2%	43.8%	32.2%	32.9%
香港	8.8%	9.7%	22.6%	20.9%	18.0%
澳門	4.7%	5.3%	17.6%	13.4%	12.1%



## **REPORT SUMMARY**

### **2021 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA PAY AND BENEFITS SURVEY**

The 2021 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 2021, the invitations of the pay and benefits surveys were sent to over 3,500 organizations.

Between July and September 2021 through online questionnaires, a total of **302** completed questionnaires were received, and covered over **224,000** employees. **94** questionnaires were collected from Hong Kong SAR, **196** 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, and Annual Cash Compensation Packages. Data are analyzed by four staff levels: Managerial Staff, Supervisory/Technical Staff, General Staff, and Operative Staff.

The 2021 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey Report included a total of **94** organizations. They were from **11** business sectors, namely, Construction, Education, Engineering, Hospitality & Catering, Information/Communication & Software Technology, Logistics & Transportation, Manufacturing, Non-Government Organization & Social Enterprises, Real Estate & Property Management, Retail, Trading, and Others. The survey covered a total of **81,680** employees.

The 2021 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, Engineering, Manufacturing, NGO & Social Enterprises, and Retail. The survey covered a total of **1,503** employees. 80% organizations were small-size organizations employing less than 200 employees.

The 2021 Guangdong-Hong Kong-Macao Greater Bay Area (Guangdong Cities) Pay and Benefits Survey Report included a total of **196** organizations. They were from **10** business sectors, namely, Energy / Chemical / Environment Protection, Engineering, High Tech-Hardware, Information/Communication Technology & Software, Manufacturing (include: Electronics, Hardware, Mechanical & Machinery, Plastic Product, and other Manufacturing), Medical / Pharmaceuticals / Health care, Professional Services, Real Estate & Property Management, Retail, Trading, and Others. Respondents were in Guangdong cities, including Dongguan, Foshan, Guangzhou, Huizhou, Jiangmen Shenzhen, Zhongshan, and Zhuhai (excluding the data of Zhaoqing city). The survey covered a total of **141,116** employees.

## 2021 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (HKSAR) PAY AND BENEFITS SURVEY

### SALARY REVIEW

Ninety-three out of the 94 participating organizations provided data for the overall actual salary increases analysis, it ranged from 1.3% to 2.1% for the period from July 2020 to June 2021. Of the 93 organizations that provided data for analysis, 28 reported salary freezes, after excluding them, the overall actual salary increases for the remaining 65 organizations ranged from 2.7% to 3.2%.

As for the salary adjustment forecast for 2022, as reported by 88 participating organizations, it would range from 1.9% to 2.4%. Seventeen of the 88 organizations that provided data for analysis indicated that their salaries were frozen, after excluding them, the overall salary increase forecast for the remaining 71 organizations ranged from 2.6% to 3.0%.

Staff Level	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Projected Salary Adjustment
Managerial Staff	3.6%	3.9%	3.9%	2.3%	1.9%	2.3%
Supervisory / Technical Staff	3.9%	4.3%	4.1%	2.4%	2.1%	2.3%
General Staff	3.9%	4.2%	4.0%	2.3%	2.1%	2.4%
Operative Staff	4.0%	4.3%	4.1%	2.2%	1.3%	1.9%

The overall ranking of salary review criteria was similar to those of in last year, with “Organization’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 “Production” function at HK\$11,425 for graduates of Hong Kong Diploma of Secondary Education (DSE) while the highest figure reported was an average of HK\$19,038 in “Engineering” function for graduates of Master’s Degree or above. Graduated in Bachelor Degree in “Engineering” function and “IT” function were recorded the highest figure (HK\$17,206 & HK\$16,287). In general, the starting salaries for fresh graduates were higher than those of last year.

Education Level	2021 Average Starting Monthly Salary (HKD)								
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Other Function
Secondary school or below	12,240	11,425	12,060	11,767	13,370	12,621	12,036	12,000	12,491
Diploma / Associate Degree or equivalent	14,967	13,425	13,900	13,200	15,108	14,908	14,427	13,983	14,349
Bachelor Degree	17,206	15,183	14,819	14,429	16,287	15,604	14,666	14,767	15,549
Master Degree or above	19,038	15,067	15,371	15,400	17,154	16,238	16,073	16,450	15,976

## **INCENTIVE SCHEMES**

Eighty (85.1%) participating organizations indicated that they offered incentive schemes to employees. "Training" was the most popular scheme, followed by "Variable Bonus". The Guaranteed Bonus offered to different staff levels was 1.1 month whereas Variable Bonus offered ranged from 0.9 to 1.5 months. "Organization's Overall Performance" was the most important criterion for providing variable bonus.

## **EMPLOYEE BENEFITS**

The Survey Results showed different benefits offered to different levels of staff, including leaves, education, housing, retirement protection, medical, insurance, and meals. This year, 38.3% of participating organizations provided employees with 1 day full-pay "Birthday Leave". The number of days of "Examination Leave" offered to different staff levels ranged from 2.5 to 2.7 days, which is fewer than that of last year (3.3 to 3.7 days).

## **WORKFORCE MOVEMENT**

### **1. Employee Turnover**

The overall average turnover rate ranged from 8.8% to 22.6% for the survey period. The higher the employee level, occupied the lower the turnover rate was reported. "Career/Promotion Prospect" and "Pay" were ranked as the top two reasons for employee turnover.

### **2. Redundancy**

Among 94 participating organizations, 44 organizations had reported redundancy, which represented 46.8% of surveyed organizations. A total of 755 employees were made redundant, the main reason was "Restructuring". The Real Estate & Property Management Sector retrenched the largest number of employees, accounting for 56% of total retrenched population (423 out of 755). The Engineer Sector was reported 142 employees retrenched, accounting for 18.8% of the total retrenched population. By company size, large size organizations retrenched the largest number of employees (478), accounting for 63.3% of the total retrenched population.

### **3. Increase of Manpower**

A total of 2,389 additional headcounts were created by 42 responding organizations during the survey period. 842 of which were General Staff. Logistics & Transportation Sector created 29.3% (701) of the total headcounts reported. In terms of Organization size, large size companies as a whole created the largest number of additional headcounts, mainly were General Staff.

### **4. Retirement Age**

Eighty (85.1%) participating organizations had the policy for retirement age, around 10% organizations will consider extending the retirement age from 60 to 65. A total of 2,608 employees reached the prescribed retirement age, of which 1,661 were Operative Staff.

### **5. Changes in Workplace Arrangement**

Due to the outbreak of COVID-19, Around 50% participating organizations still take turns to alternate work team in office or to work from home. Nearly 50% participating organizations were difficulties of implementing the "The industry is not suitable for work from home". Organizations would consider "Concern of employees health"(73.1%) and "Reduce business risks" (50.5%) to continue to change their operating mode.

## **2021 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS**

A total of 305 positions were selected as benchmark jobs for pay and benefits analysis. 15 common positions were analyzed. Among them, 107 positions are listed in the report according to business sector classification.

## 2021 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (MACAO SAR) PAY AND BENEFITS SURVEY

### SALARY REVIEW

**Eight** out of the 12 participating organizations provided data for the overall actual salary increases analysis, it ranged from **1%** to **1.7%** for the period from July 2020 to June 2021. Four organizations reported salary freezes, after excluding them, the overall actual salary increases for the remaining 8 organizations ranged from **2.5%** to **2.6%**.

As for the salary adjustment forecast for 2022, as reported by **11** participating organizations, it would range from **2%** to **2.3%**. Three of the 11 organizations that provided data for analysis indicated that their salaries were frozen, after excluding them, the overall salary increase forecast for the remaining 8 organizations ranged from **2.9%** to **3.2%**.

Staff Level	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Projected Salary Adjustment
Managerial Staff	4.0%	2.7%	3.0%	0.9%	1.0%	2.0%
Supervisory / Technical Staff	4.8%	3.6%	3.1%	1.5%	1.1%	2.0%
General Staff	3.4%	3.7%	3.1%	1.2%	1.4%	2.3%
Operative Staff	3.2%	4.0%	3.3%	1.1%	1.7%	2.2%

The overall ranking of salary review criteria, "Change in Government Policy" was ranked the top for all levels of staff, followed by "Individual Performance".

### INCENTIVE SCHEMES

The Guaranteed Bonus offered to different staff levels was **1.0** month whereas Variable Bonus was ranged from **1** to **2.3** months. "Organization's Overall Performance" was the most important criterion for providing variable bonus, followed by "Departmental Performance".

### WORKFORCE MOVEMENT

The overall average turnover rate ranged from **4.7%** to **17.6%** in the survey period. The highest turnover rate was recorded in the General Staff level. "Pay" and "Career/Promotion Prospect" were ranked as the top two reasons for employee turnover.

### CHANGES IN WORKPLACE ARRANGEMENT

Due to the outbreak of COVID-19, About 50% participating organizations still take turns to alternate work team in office or to work from home, and willing to continue to change their operating mode based on "Concern of employees health" and "Reduce business risks."

## 2021 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (GUANGDONG CITIES) PAY AND BENEFITS SURVEY

### SALARY REVIEW

One hundred ninety-four out of the 196 participating organizations provided data for the overall actual salary increases analysis, it ranged from 5.2% to 6% for the period from July 2020 to June 2021. Twenty-four organizations reported salary freezes, after excluding them, the overall actual salary increases for the remaining 170 organizations ranged from 6.4% to 7.5%.

As for the salary adjustment forecast for 2022, as reported by 194 participating organizations, would range from 5.3% to 5.8%. Thirty of the 194 organizations that provided data for analysis indicated that their salaries were frozen, after excluding them, the overall salary increase forecast for the remaining 8 organizations ranged from 6.6% to 7.3%.

Staff Level	2017 Overall Average Salary Adjustment	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Projected Salary Adjustment
Managerial Staff or Above	4.1%	5.0%	5.4%	4.6%	6.0%	5.6%
Supervisory/Technical Staff	4.8%	5.6%	6.4%	5.0%	5.7%	5.8%
General Staff	4.5%	6.0%	6.4%	4.5%	5.4%	5.5%
Operative Staff	5.5%	5.5%	6.8%	4.4%	5.2%	5.3%

All respondents reported that the most important criterion of salary review for all levels of staff in 2021 was "Individual Performance", followed by "Organization's Overall Performance".

### STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salaries for fresh graduates varied according to their qualifications and job nature. Results showed that Master's Degree or above holders in the Research & Development and Production Functions were offered the highest monthly starting salaries at **RMB 9,128** & **RMB 7,992** respectively. Graduated in Bachelor Degree in "R & D" function and "Engineering" function were recorded the highest figure (**RMB7,005** & **RMB6,029**). Comparing with last year, the entry salary levels for most fresh graduates from different academic qualifications was slightly higher than last year.

Education Level	2021 Average Starting Monthly Salary (RMB)								
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Other Function
Secondary school or below	4,485	4,074	4,282	4,502	4,602	4,224	4,136	4,724	3,857
Diploma / Associate Degree or equivalent	5,110	4,742	4,938	4,746	5,136	4,690	4,674	5,636	4,489
Bachelor Degree	6,029	5,348	5,721	5,590	5,951	5,470	5,428	7,005	5,178
Master Degree or above	7,940	7,992	7,438	7,289	7,545	7,000	6,623	9,128	6,186

## EMPLOYEE BENEFITS

Employee benefits offered to different levels of staff included housing, education, meals, medical, insurance and full paid sick leaves etc. The percentages of organizations offering various kinds of benefits to all levels of staff were slightly lower than last year.

## INCENTIVE SCHEME

**One hundred seventy and five (89.3%)** participating organizations indicated that they offered incentive schemes to employees. The Guaranteed Bonus offered by organizations to different staff levels ranged from **1.7 to 3.5** months. Some commonly adopted incentive schemes were "Performance Bonus", "Training" and "Full Attendance Bonus".

## WORKFORCE MOVEMENT

### **1. Employee Turnover**

The average turnover rate ranged from **12.2% to 64.1%** for the survey period. There were significant differences by region and by staff level. The highest turnover rate was recorded in General Staff. "Pay" was ranked as the top reasons for employee turnover.

### **2. Redundancy**

A total of **1,426** employees in **95** out of **196** responding organizations were made redundant this year. The main reason for redundancy was "Restructuring". The Manufacturing Sector recorded the largest number of employees made redundant, accounting for **78.7%** of the total number of retrenched employees (**1,122** out of 1,426), **773** were Operative Staff. By company size, large size organizations retrenched the largest number of employees (**460** out of 1,426), accounting for **32.3%** of the total retrenched employees. Likewise, large size organizations laid off the largest number for Managerial Staff or Above.

### **3. Additional Headcount**

This year, a total of **24,966** additional headcounts were added to **143** organizations during the survey period. The Manufacturing Sector created the largest number of additional headcount (**23,089**), among which **20,556** were Operative Staff. In terms of region, Dongguan had created the largest number of additional headcount (**16,125**).

### **4. Flexible Employment**

**Fifty-two (26.5%)** participating organizations adopted the flexible employment model. **Thirty-one (15.8%)** participating organizations consider that they will try to adopt this model in the next year. Due to the resolution of recruitment difficulties, ensuring the normal progress of production work, saving costs, and solving short-term labor gaps; Recruitment positions are mostly operative staff. But at the same time, organization also facing the problems of "unstable quality of employees" and "difficult management".

## 2021 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of **305** positions were selected as benchmark jobs for pay and benefits analysis. **15** common positions were analyzed. Among them, **131** positions are listed in the report according to business sector classification.

## 2021 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA COMPREHENSIVE REPORT

The 2021 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 2021 overall actual salary adjustment in the entire Greater Bay Area ranged from **1% to 8.8%** for the period from July 2020 to June 2021. The 2022 overall projected salary adjustment for all levels of staff ranged from **1.9% to 8.4%**. The 2021 average overall turnover rate of Greater Bay Area ranged from **4.7% to 102.1%**.

Region	Cities in the GBA 2021 Overall Average Actual Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff
Dongguan	5.7%	5.8%	5.1%	5.5%
Foshan	8.8%	8.6%	6.4%	6.0%
Guangzhou	5.9%	5.2%	5.2%	4.3%
Huizhou	4.9%	4.3%	4.4%	4.0%
Jiangmen	4.1%	3.1%	4.4%	4.5%
Shenzhen	8.5%	7.2%	7.3%	5.6%
Zhongshan	3.6%	5.6%	5.6%	4.7%
Zhuhai	2.2%	2.5%	3.0%	3.6%
Hong Kong	1.9%	2.1%	2.1%	1.3%
Macao	1.0%	1.1%	1.4%	1.7%

Region	Cities in the GBA 2022 Overall Average Projected Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff
Dongguan	4.9%	5.2%	4.7%	4.5%
Foshan	8.1%	6.2%	6.0%	5.6%
Guangzhou	7.6%	7.4%	7.8%	7.5%
Huizhou	4.4%	4.0%	4.7%	3.8%
Jiangmen	4.1%	4.6%	4.5%	3.9%
Shenzhen	6.8%	8.4%	7.1%	7.7%
Zhongshan	5.0%	6.3%	6.6%	7.0%
Zhuhai	5.2%	5.2%	6.0%	7.0%
Hong Kong	2.3%	2.3%	2.4%	1.9%
Macao	2.0%	2.0%	2.3%	2.2%



Region	Cities in the GBA 2021 Average Turnover Rate by Staff Level				
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Operative Staff	Overall
Dongguan	7.4%	8.4%	24.1%	73.9%	57.9%
Foshan	29.3%	14.6%	30.5%	33.5%	31.3%
Guangzhou	23.9%	16.9%	30.8%	23.7%	24.8%
Huizhou	6.7%	14.2%	12.7%	102.1%	66.8%
Jiangmen	13.9%	16.4%	27.6%	34.6%	30.7%
Shenzhen	19.5%	22.3%	40.9%	64.2%	58.3%
Zhongshan	27.8%	22.2%	26.8%	44.1%	36.9%
Zhuhai	22.8%	23.2%	43.8%	32.2%	32.9%
Hong Kong	8.8%	9.7%	22.6%	20.9%	18.0%
Macao	4.7%	5.3%	17.6%	13.4%	12.1%

- End -

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