2022
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

香港浸會大學
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

香港人才管理協會

廣東省人才開發與
管理研究會

2022 粵港澳大灣區薪酬及福利調查結

果發佈會暨研討會

程序表

日期　　　：　2022 年 10 月 20 日〈星期四〉
時間　　　：　下午 2 時至 5 時
地點　　　：　網絡研討會
　　　　　　　香港浸會大學 逸夫校園 郭鍾寶芬女士康體文娛中心 2 樓

時 間	程 序
下午 2:00 - 2:20	**歡迎辭** 　　**肖嘉泠博士** 　　香港浸會大學人力資源策略及發展研究中心　副中心主任 　　**蔣世源博士** 　　香港人才管理協會　會長 　　**劉善仕教授** 　　華南理工大學 工商管理學院 人力資源管理研究中心　中心主任 　　**梁偉佳先生** 　　2022 粵港澳大灣區薪酬及福利調查委員會　主席
	第一節: 專題演講
下午 2:20 - 2:40	**演講嘉賓** 　　**史立德博士 BBS MH JP** 　　香港中華廠商聯合會　會長 　　題目: 培育人才成就香港「再工業化」
下午 2:40 - 3:00	**演講嘉賓** 　　**劉蓉女士** 　　深圳市企業人力資源發展促進會　發起人及理事 　　題目: 數位技術與產業深度融合趨勢下大灣區的人才發展探討
下午 3:00 - 3:20	**演講嘉賓** 　　**周昶行博士** 　　澳門特別行政區政府 人才發展委員會　秘書長 　　題目: 澳門特別行政區 《人才引進法律制度》
下午 3:20 - 3:30	**小休**
	第二節: 調查結果發佈
下午 3:30 - 3:50	**(一) 調查方法** 　　**葉偉光博士** 　　香港浸會大學人力資源策略及發展研究中心　副中心主任
下午 3:50 - 4:10	**(二) 粵港澳大灣區(香港及澳門特別行政區)薪酬及福利調查結果發佈** 　　**曾文彬先生** 　　2022年度粵港澳大灣區(香港特別行政區)薪酬及福利調查　小組主席
下午 4:10 - 4:30	**(三) 粵港澳大灣區(廣東省城市)薪酬及福利調查結果發佈** 　　**李浩華先生** 　　2022年度粵港澳大灣區(廣東省城市)薪酬及福利調查　小組主席
下午 4:30 - 4:40	**(四) 大灣區各城市綜合結果** 　　**肖嘉泠博士** 　　香港浸會大學人力資源策略及發展研究中心　副中心主任
下午 4:40 - 5:00	**問答環節**
下午 5:00	**結果發佈會暨研討會結束**

報告撮要
2022 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「2022 粵港澳大灣區薪酬及福利調查」已經完成。本年度更獲得澳門大學的支持。該調查於 2022 年 6 月啟動，共發出超過 3,000 封邀請函，誠邀各機構參加 2022 年度的薪酬及福利調查。

在 7 至 9 月期間，共收回 **281** 份問卷，超過 **21 萬 3 千**僱員參與調查。**97** 份來自香港機構，**26** 份來自澳門機構，**158** 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：管理/經理級員工、中層/主任/專業員工、職員及一綫/基層員工。

「2022 粵港澳大灣區(香港特別行政區)薪酬及福利調查報告」從 **97** 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/通訊科技及軟高科、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 **78,383** 人。

「2022 粵港澳大灣區(澳門特別行政區)薪酬及福利調查報告」共獲 **26** 間公司參與；她們來自非博彩行業，包括建築、能源/化工/環保、工程、款待及餐飲、信息/通訊科技及軟高科、物流及運輸、製造、非政府組織及社會企業、專業服務、零售、貿易和其他，約八成半屬於 200 人以下的小型機構。參與是次調查公司的僱員人數為 **4,291** 人。

「2022 粵港澳大灣區(廣東省城市)薪酬及福利調查報告」從 **158** 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、款待及餐飲、物流及運輸、製造(包括: 電子製造、五金製造、機械製造、塑膠制造、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 **131,002** 人。

2022 粵港澳大灣區(香港特別行政區)薪酬及福利調查

薪酬調整

97 間參與調查的機構中，有 **96** 間提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2021 年 7 月至 2022 年 6 月)平均薪金調整幅度介乎 **3%**至 **3.3%**之間。提供數據作分析的 96 間機構中有 **10** 間表示凍薪，在剔除該些凍薪機構後，其餘 **86** 間機構的整體實際調整加幅介乎 **3.4%**至 **3.7%**之間。

至於 2023 年度的薪金調整幅度預測，共有 **84** 間機構提供數據。各職級的整體調整加幅預測介乎 **3%**至 **3.3%**之間。提供數據作分析的 84 間機構中有 **8** 間表示凍薪，在剔除該些凍薪機構後，其餘 **76** 間機構的整體調整加幅預測介乎 **3.5%**至 **3.6%**之間。

職級	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	2023 平均薪金調整幅度預測
管理/經理級員	3.9%	3.9%	2.3%	1.9%	3.1%	3.1%
中層/主任/專業	4.3%	4.1%	2.4%	2.1%	3.2%	3.2%
職員	4.2%	4.0%	2.3%	2.1%	3.3%	3.3%
一綫/基層員工	4.3%	4.1%	2.2%	1.3%	3.0%	3.0%

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」職能的高中/或以下畢業生錄得最低平均起薪點，為港幣 11,000 元，而最高分別是「工程」職能的碩士學位或以上畢業生，平均起薪點為港幣 20,938 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 18,495 元及 18,266 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	2022 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	客戶服務	其他職能
高中/或以下	14,960	11,000	13,273	13,750	13,436	12,865	12,698	12,667	13,000	12,728
大專/文憑/副學士或同等學歷	17,073	14,375	16,157	15,889	16,938	16,050	15,375	15,500	14,813	15,370
學士學位/本科	18,495	16,083	16,936	17,429	18,266	17,144	15,939	17,500	16,021	16,458
碩士學位或以上	20,938	16,000	18,306	18,500	18,564	18,034	17,485	17,333	16,600	15,585

獎勵計劃

本年度有 **77** 間**(79.4%)**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平均為 **1.1** 個月，非固定花紅為 **1** 至 **2** 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。本年度約有四成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 **2.7** 至 **2.8** 日，相比較去年少**(2.5** 至 **3.7** 日)。

人事變動

1. 主動離職

調查亦顯示，僱員平均流失百分比介乎 **11.4%**至 **22.2%**。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. 非主動離職

在 **97** 間參與調查的機構中，有 **33** 間機構表示有非主動離職員工，佔調查機構總數 **34%**，「員工工作表現」是非主動離職的首選原因。「建築」業的百分比最高**(9.9%)**；其次是「物流及運輸」業**(4%)**。以機構規模劃分，中小型機構佔百分比為 **2.7%**。

3. 新增員工

調查期間，有**45** 間參與的機構共增聘了僱員，佔總僱員人數 **4%**。除「其他」行業外，「房地產及物業管理」業是增聘僱員最多的行業，佔該行業 **11.4%**。以機構規模計算，小型機構增聘僱員較多，當中以普通/職員員工為主。

4. 退休年齡制定

在 **78** 間**(80.4%)**參與的機構制定退休年齡政策，約七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 **3,006** 名，當中 **1,916** 人是一綫/基層員工。

5. 實施工作與生活平衡

由於疫情關係，超過六成機構採取員工全在辦公工作，超過五成機構沒有彈性上班安排，18.5%機構會調整年假 - 允許員工將未使用的年假結存半年至兩年不等，機構亦為員工安排健康及保健活動、壓力管理及心理健康培訓。

2022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 **94** 個的職位跟據行業分類細列於報告中。

2022 粵港澳大灣區(澳門特別行政區)薪酬及福利調查

薪酬調整

26 間參與調查的機構提供數據作實際薪金調整分析。調查結果顯示,本年度 (由 2021 年 7 月至 2022 年 6 月)平均薪金調整幅度介乎 **-1%**至 **0.9%**之間。機構中有 **8** 間表示凍薪,**1** 間表示減薪,在剔除該些凍薪及減薪機構後,其餘 **17** 間機構的整體實際調整加幅介乎 **2.4%**至 **3.8%**之間。

至於 2023 年度的薪金調整幅度預測,共有 **24** 間機構提供數據。各職級的整體調整加幅預測介乎 **1.2%至 2.7%**之間。提供數據作分析的 24 間機構中有 **10** 間表示凍薪,在剔除該些凍薪機構後,其餘 **14** 間機構的整體調整加幅預測介乎 **2.9%**至 **4%**之間。

職級	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	2023 平均薪金調整幅度預測
經理級或以上	2.7%	3.0%	0.9%	1.0%	-0.1%	1.2%
中層/主任/專業	3.6%	3.1%	1.5%	1.1%	0.2%	1.7%
職員	3.7%	3.1%	1.2%	1.4%	0.4%	2.0%
一綫/基層員工	4.0%	3.3%	1.1%	1.7%	0.9%	2.7%

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」。

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 **1.3** 至 **1.8** 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「個人表現」。

人事變動

調查亦顯示,2021 年 7 月至 2022 年 6 月期間的僱員平均流失百分比介乎 **9.4%**至 **13.1%**。其中流失百分比最高的僱員職級是一綫/基層員工。離職原因首選「家庭因素」,其次是「晉升及發展機會」及「薪酬」。

實施工作與生活平衡

由於疫情關係,七成半機構選擇彈性上班時間－員工可選擇上班及下班時間,有四成機構有調休安排,兩成多機構為員工安排健康及保健活動及壓力管理及心理健康培訓。

2022 粵港澳大灣區(廣東省城市)薪酬及福利調查

薪酬調整

158 間參與調查的機構提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2021 年 7 月至 2022 年 6 月)平均薪金調整幅度介乎 **4.5%**至 **5.2%**之間。提供數據作分析的 158 間機構中有 **32** 間表示凍薪，**1** 間表示減薪，在剔除該些凍薪機構後，其餘 **125** 間機構的整體實際調整加幅介乎 **6.6%**至 **7%**之間。

至於 2023 年度的薪金調整幅度預測，共有 **154** 間機構提供數據。各職級的整體調整加幅預測介乎 **4.1%**至 **4.4%**之間。提供數據作分析的 154 間機構中有 **36** 間表示凍薪，在剔除該些凍薪機構後，其餘 **118** 間機構的整體調整加幅預測介乎 **5.7%**至 **6.1%**之間。

職級	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	2023 平均薪金調整幅度預測
經理級或以上	5.0%	5.4%	4.6%	6.0%	4.7%	4.4%
中層/主任/專業員	5.6%	6.4%	5.0%	5.7%	4.9%	4.3%
職員	6.0%	6.4%	4.5%	5.4%	5.2%	4.3%
一綫/基層員工	5.5%	6.8%	4.4%	5.2%	4.5%	4.1%

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「部門表現」。

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」職能的碩士學位或以上、學士學位/本科及大專/文憑/副學士或同等學歷的畢業生平均入職薪金為最高，分別為人民幣 **8,223** 元、**7,415** 元及 **5,891** 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	2022 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	客戶服務	其他職能
高中/或以下	4,786	4,274	4,733	4,979	4,943	4,676	4,568	4,952	4,471	4,293
大專/文憑/副學士或同等學歷	5,553	4,933	5,311	5,327	5,510	5,196	4,878	5,891	4,864	4,858
學士學位/本科	6,472	5,749	6,046	6,078	6,854	6,057	5,985	7,415	5,751	5,659
碩士學位或以上	7,647	6,632	6,875	7,548	7,742	7,113	7,062	8,223	6,618	6,709

獎勵計劃

本年度有 **94** 間 **(59.5%)**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 **1.1** 至 **1.3** 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。約兩成機構提供平均 **2.3** 日的法規以外的全薪病假及平均 **1.3** 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

6. 主動離職

調查亦顯示，2021 年 7 月至 2022 年 6 月期間的僱員平均流失百分比介乎 **12.0%**至 **31.6%**，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一綫/基層員工。以行業劃分，「薪酬」是離職的最主要原因。

7. 非主動離職

在 **158** 個參與調查的機構中，有 **96** 間表示曾經有員工是非主動離職的。首選的原因為「員工工作表現」。除「其他」行業外，「款待及餐飲」業佔當中的 **3.4%**。以機構規模劃分，中小型機構佔 **5.5%**。

8. 新增員工

調查期間，有 **92** 個參與調查的機構表示有增聘人手。「製造」業是增聘人手最多的行業，佔新增僱員人數 **10.1%**，以職級劃分，一綫/基層員工增聘人手最多。就地區分佈而言，東莞地區錄得最高新增人數百分比**(9.8%)**。

靈活用工探討

22 個(13.9%)參與機構採用靈活用工模式，13 個(8.2%)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，人員成本及非長期需要的工作崗位。靈活用工為機構帶來效能/效益的提升，但同時亦面對用工人員質素不穩定及管理困難的問題。招聘崗位大多是一綫/基層員工。

2022 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 **50** 個的職位跟據行業分類細列於報告中。

2022 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 2021 年 7 月至 2022 年 6 月)平均薪金調整幅度範圍為 **-0.1%** 至 **8.6%**。 2023 年薪金調整幅度預測範圍為 **1.2%** 至 **5.8%**。大灣區各城市平均僱員流失百分比範圍為 **1.3%** 至 **68.6%**。

地區	大灣區各城市 2022 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	一綫/基層員工
東莞	5.5%	5.4%	5.7%	4.7%
佛山	4.5%	5.4%	5.0%	4.4%
廣州	3.1%	4.0%	3.6%	4.3%
惠州	3.0%	3.1%	4.3%	3.5%
江門	4.7%	4.5%	5.4%	5.5%
深圳	4.0%	4.5%	4.3%	4.5%
中山	3.9%	4.4%	4.9%	5.0%
珠海	6.2%	6.5%	8.6%	3.4%
香港	3.1%	3.2%	3.3%	3.0%
澳門	-0.1%	0.2%	0.4%	0.9%

地區	大灣區各城市 2023 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	一綫/基層員工
東莞	4.2%	3.7%	3.7%	3.5%
佛山	3.8%	3.3%	3.0%	2.9%
廣州	5.2%	5.8%	5.4%	5.6%
惠州	4.6%	4.8%	5.6%	4.9%
江門	3.1%	2.9%	3.1%	2.9%
深圳	4.9%	5.0%	5.0%	5.7%
中山	5.3%	5.4%	5.6%	5.7%
珠海	4.2%	3.8%	3.8%	3.7%
香港	3.1%	3.2%	3.3%	3.0%
澳門	1.2%	1.7%	2.0%	2.7%

地區	大灣區各城市 2022 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	一綫/基層員工	整體
東莞	11.5%	15.3%	16.8%	68.6%	34.3%
佛山	33.6%	15.3%	30.0%	21.8%	22.9%
廣州	13.1%	8.0%	14.5%	22.2%	19.3%
惠州	14.2%	12.8%	21.2%	16.0%	16.3%
江門	17.0%	18.7%	11.8%	15.5%	15.0%
深圳	13.2%	10.1%	17.0%	33.2%	26.0%
中山	6.2%	11.6%	10.0%	18.2%	15.3%
珠海	12.5%	19.2%	11.8%	13.4%	13.4%
香港	11.4%	13.7%	18.3%	22.2%	18.6%
澳門	9.4%	11.9%	10.9%	13.1%	11.6%

REPORT SUMMARY

2022 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA PAY AND BENEFITS SURVEY

The 2022 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.** This year, it also received support from the University of Macau. In June 2022, the invitations of the pay and benefits surveys were sent to over 3,000 organizations.

Between July and September 2022, a total of **281** completed questionnaires were received through online questionnaires, covering over **213,000** employees. **97** questionnaires were collected from Hong Kong SAR, **158** from Guangdong Cities, and **26** 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: Senior/Managerial Staff, Middle Level/Supervisory/Technical Staff, General Staff, and Frontline/Operative Staff.

The 2022 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey Report included a total of **97** 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 **78,383** employees.

The 2022 Guangdong-Hong Kong-Macao Greater Bay Area (Macao SAR) Pay and Benefits Survey Report included a total of **26** organizations. They were from different non-gaming business sectors, namely, Construction, Energy/Chemical/Environmental, Engineering, Information/Communication Technology & Software, Hospitality & Catering, Logistics & Transportation, Manufacturing, NGO & Social Enterprises, Professional Services, Retail and Trading. The survey covered a total of **4,291** employees. Around 85% organizations were small-size organizations employing less than 200 employees.

The 2022 Guangdong-Hong Kong-Macao Greater Bay Area (Guangdong Cities) Pay and Benefits Survey Report included a total of **158** organizations. They were from **10** business sectors, namely, Energy / Chemical / Environment Protection, Engineering, Hospitality & Catering, Logistics & Transportation, 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 **131,002** employees.

2022 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (HKSAR) PAY AND BENEFITS SURVEY

SALARY REVIEW

Ninety–six out of the 97 participating organizations provided data for the overall actual salary increases analysis, which ranged from **3%** to **3.3%** for the period from July 2021 to June 2022. Of the 96 organizations that provided data for analysis, 10 reported salary freezes, and after excluding them, the overall actual salary increases for the remaining **86** organizations ranged from **3.4%** to **3.7%**.

The salary adjustment forecast for 2023, as reported by **84** participating organizations, ranged from **3%** **to 3.3%.** **Eight** of the 84 organizations that provided data for analysis indicated that their salaries were frozen, and after excluding them, the overall salary increase forecast for the remaining **76** organizations ranged from **3.5%** to **3.6%**.

Staff Level	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Projected Salary Adjustment
Senior/Managerial Staff	3.9%	3.9%	2.3%	1.9%	3.1%	3.1%
Middle Level/ Supervisory/Technical Staff	4.3%	4.1%	2.4%	2.1%	3.2%	3.2%
General Staff	4.2%	4.0%	2.3%	2.1%	3.3%	3.3%
Frontline/Operative Staff	4.3%	4.1%	2.2%	1.3%	3.0%	3.0%

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$11,000** for graduates of Hong Kong Secondary school or below while the highest figure reported was an average of **HK$20,938** in "Engineering" function for graduates of Master's Degree or above. Graduated in Bachelor Degree in "Engineering" and "IT" function were recorded the highest figure (**HK$18,495 & HK$18,266**). In general, the starting salaries for fresh graduates were higher than those of last year.

Education Level	2022 Average Starting Monthly Salary (HKD)									
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Customer Services	Other Function
Secondary school or below	14,960	11,000	13,273	13,750	13,436	12,865	12,698	12,667	13,000	12,728
Diploma / Associate Degree or equivalent	17,073	14,375	16,157	15,889	16,938	16,050	15,375	15,500	14,813	15,370
Bachelor Degree	18,495	16,083	16,936	17,429	18,266	17,144	15,939	17,500	16,021	16,458
Master Degree or above	20,938	16,000	18,306	18,500	18,564	18,034	17,485	17,333	16,600	15,585

INCENTIVE SCHEMES

Seventy-seven (79.4%) 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 **1.1** month whereas Variable Bonus offered ranged from **1** to **2** 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, around 40% 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 **2.7** to **2.8** days, which is fewer than that of last year (**2.5** to **3.7** days).

WORKFORCE MOVEMENT

1. Employee Turnover

The overall average turnover percentage ranged from **11.4%** to **22.2%** for the survey period. The higher the employee level, occupied the lower the turnover percentage was reported. "Career/Promotion Prospect" and "Pay" were ranked as the top two reasons for employee turnover.

2. Employee Involuntary Turnover

Among **97** participating organizations, **33** organizations had reported involuntary turnover, which represented **34%** of surveyed organizations. The main reason was "Employee Work Performance". The Construction Sector retrenched the highest percentage **(9.9%)**, follow by the Logistics & Transportation Sector **(4%)**. By company size, Small-Medium size organizations retrenched the highest percentage **(2.7%)**.

3. Increase of Manpower

Forty-five responding organizations were created additional headcounts during the survey period, **4%** of the total headcounts reported. Except Others Sector, the Real Estate & Property Management Sector was created the highest number of additional headcounts, accounting for **11.4%** of the Sector. In terms of Organization size, small size companies created the largest number of additional headcounts, mainly were General Staff.

4. Retirement Age

Seventy-eight (80.4%) participating organizations had the policy for retirement age, around **70%** organizations will consider extending the retirement age from 60 to 65. A total of **3,006** employees reached the prescribed retirement age, of which **1,916** were Frontline/Operative Staff.

5. Implementing Work-Life Balance

Due to the outbreak of COVID-19, Over 60% participating organizations still take turns to "Fully Work from Office". Over 50% participating organizations "No Flexible work schedules". Around 18.5% participating organizations "Adjusted annual leave - allow employee to carry over unused annual leave from half year to two years". Organizations would arrange health and wellness activities; managing stress and enhancing mental health training to employees.

2022 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, **94** positions are listed in the report according to business sector classification.

2022 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (MACAO SAR) PAY AND BENEFITS SURVEY

SALARY REVIEW

Twenty-six participating organizations provided data for the overall actual salary increases analysis, it ranged from **-1%** to **0.9%** for the period from July 2021 to June 2022. **Eight** organizations reported salary freezes, **one** organization reported salary decrease, after excluding them, the overall actual salary increases for the remaining 17 organizations ranged from **2.4%** to **3.8%**.

As for the salary adjustment forecast for 2023, as reported by **24** participating organizations, it would range from **1.2%** to **2.7%**. **Ten** of the 24 organizations that provided data for analysis indicated that their salaries were frozen, after excluding them, the overall salary increase forecast for the remaining 14 organizations ranged from **2.9%** to **4%**.

Staff Level	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Projected Salary Adjustment
Senior/Managerial Staff	2.7%	3.0%	0.9%	1.0%	-0.1%	1.2%
Middle Level/ Supervisory/Technical Staff	3.6%	3.1%	1.5%	1.1%	0.2%	1.7%
General Staff	3.7%	3.1%	1.2%	1.4%	0.4%	2.0%
Frontline/Operative Staff	4.0%	3.3%	1.1%	1.7%	0.9%	2.7%

The overall ranking of salary review criteria, "Organization's overall performance" 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** month whereas Variable Bonus was ranged from **1.3** to **1.8** months. "Organization's Overall Performance" was the most important criterion for providing variable bonus, followed by "Individual performance".

WORKFORCE MOVEMENT

The overall average turnover percentage ranged from **9.4%** to **13.1%** in the survey period. The highest turnover percentage was recorded in the Frontline/Operative Staff level. "Family issues", "Career/Promotion Prospect" and "Pay" were ranked as the top reasons for employee turnover.

CHANGES IN WORKPLACE ARRANGEMENT

Due to the outbreak of COVID-19, over 75% participating organizations choose "Flexible work schedules – employees may choose when to start and end working ". 40% participating organizations arrange "Leave/ time off in lieu ". Around 25% participating organizations arrange health and wellness activities, managing stress and enhancing mental health training to employees.

2022 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (GUANGDONG CITIES) PAY AND BENEFITS SURVEY

SALARY REVIEW

One hundred fifty-eight participating organizations provided data for the overall actual salary increases analysis, it ranged from **4.5%** to **5.2%** for the period from July 2021 to June 2022. Thirty-two organizations reported salary freezes, **one** organization reported salary decrease, after excluding them, the overall actual salary increases for the remaining 125 organizations ranged from **6.6%** to **7%**.

As for the salary adjustment forecast for 2023, as reported by **154** participating organizations, would range from **4.1%** to **4.4%**. Thirty-six of the 154 organizations that provided data for analysis indicated that their salaries were frozen, after excluding them, the overall salary increase forecast for the remaining **118** organizations ranged from **5.7%** to **6.1%**.

Staff Level	2018 Overall Average Salary Adjustment	2019 Overall Average Salary Adjustment	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Projected Salary Adjustment
Senior/Managerial Staff	5.0%	5.4%	4.6%	6.0%	4.7%	4.4%
Supervisory/Technical Staff	5.6%	6.4%	5.0%	5.7%	4.9%	4.3%
General Staff	6.0%	6.4%	4.5%	5.4%	5.2%	4.3%
Frontline/Operative Staff	5.5%	6.8%	4.4%	5.2%	4.5%	4.1%

All respondents reported that the most important criterion of salary review for all levels of staff in 2022 was "Organization's Overall Performance", followed by "Departmental Performance".

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salaries for fresh graduates varied according to their qualifications and job nature. Results showed that graduated in Master's Degree or above, Bachelor Degree, and Diploma / Associate Degree or equivalent in "R & D" function were recorded the highest monthly starting salaries at **RMB 8,223, RMB 7,415** & **RMB 5,891** respectively. Comparing with last year, the entry salary levels for most fresh graduates from different academic qualifications was slightly higher than last year.

Education Level	2022 Average Starting Monthly Salary (RMB)									
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Customer Services	Other Function
Secondary school or below	4,786	4,274	4,733	4,979	4,943	4,676	4,568	4,952	4,471	4,293
Diploma / Associate Degree or equivalent	5,553	4,933	5,311	5,327	5,510	5,196	4,878	5,891	4,864	4,858
Bachelor Degree	6,472	5,749	6,046	6,078	6,854	6,057	5,985	7,415	5,751	5,659
Master Degree or above	7,647	6,632	6,875	7,548	7,742	7,113	7,062	8,223	6,618	6,709

INCENTIVE SCHEME

Ninety-four (**59.5%**) participating organizations indicated that they offered incentive schemes to employees. The Guaranteed Bonus offered by organizations to different staff levels ranged from **1.1** to **1.3** months. Some commonly adopted incentive schemes were "Performance Bonus", "Training" and "Full Attendance Bonus".

EMPLOYEE BENEFITS

Employee benefits offered to different levels of staff included housing, education, meals, medical, insurance and full paid sick leaves etc. Around 20% participating organizations provided average 2.3 days of full pay sick leave and 1.3 days of additional leaves beyond the statutory requirements. The percentages of organizations offering various kinds of benefits to all levels of staff were slightly lower than last year.

WORKFORCE MOVEMENT

1.   Employee Turnover

The average turnover percentage ranged from **12.0% to 31.6%** for the survey period. There were significant differences by region and by staff level. The highest turnover percentage was recorded in Frontline/Operative Staff. "Pay" was ranked as the top reasons for employee turnover.

2.   Employee Involuntary Turnover

Ninety-six out of **158** responding organizations had employee involuntary turnover this year. The main reason was "Employee Work Performance". Except Others Sector, The Hospitality & Catering Sector recorded the highest percentage (3.4%). By company size, small-medium size organizations retrenched the highest percentage **(5.5%)**.

3.   Additional Headcount

During survey period, 92 organizations were added. The Manufacturing Sector created the largest number of additional headcount (**10.1%** of total participant employee). By staff level, Frontline/Operative Staff created the largest number of additional headcounts. In terms of region, Dongguan had created the highest percentage 9.8%.

FLEXIBLE EMPLOYMENT

Twenty-two (**13.9%**) participating organizations adopted the flexible employment mode. Thirteen (8.2%) participating organizations consider that they would try to adopt this employment mode in the next year, because it could help to alleviate recruitment difficulties and, saving costs with, non-long-term job positions. Flexible employment increases the effectiveness and efficiency, but at the same time, organization would face the problem of "unstable staff quality " and "difficulty in management". Recruitment positions are mostly Frontline/Operative Staff.

2022 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, **50** positions are listed in the report according to business sector classification.

2022 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA COMPREHENSIVE REPORT

The 2022 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 2022 overall actual salary adjustment in the entire Greater Bay Area ranged from **-1% to 8.6%** for the period from July 2021 to June 2022. The 2023 overall projected salary adjustment for all levels of staff ranged from **1.2% to 5.8%**. The 2022 average overall turnover rate of Greater Bay Area ranged from **1.3% to 68.6%**.

Region	Cities in the GBA 2022 Overall Average Actual Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff
Dongguan	5.5%	5.4%	5.7%	4.7%
Foshan	4.5%	5.4%	5.0%	4.4%
Guangzhou	3.1%	4.0%	3.6%	4.3%
Huizhou	3.0%	3.1%	4.3%	3.5%
Jiangmen	4.7%	4.5%	5.4%	5.5%
Shenzhen	4.0%	4.5%	4.3%	4.5%
Zhongshan	3.9%	4.4%	4.9%	5.0%
Zhuhai	6.2%	6.5%	8.6%	3.4%
Hong Kong	3.1%	3.2%	3.3%	3.0%
Macao	-0.1%	0.2%	0.4%	0.9%

Region	Cities in the GBA 2023 Overall Average Projected Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff
Dongguan	4.2%	3.7%	3.7%	3.5%
Foshan	3.8%	3.3%	3.0%	2.9%
Guangzhou	5.2%	5.8%	5.4%	5.6%
Huizhou	4.6%	4.8%	5.6%	4.9%
Jiangmen	3.1%	2.9%	3.1%	2.9%
Shenzhen	4.9%	5.0%	5.0%	5.7%
Zhongshan	5.3%	5.4%	5.6%	5.7%
Zhuhai	4.2%	3.8%	3.8%	3.7%
Hong Kong	3.1%	3.2%	3.3%	3.0%
Macao	1.2%	1.7%	2.0%	2.7%

Region	Cities in the GBA 2022 Average Turnover Rate by Staff Level				
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff	Overall
Dongguan	11.5%	15.3%	16.8%	68.6%	34.3%
Foshan	33.6%	15.3%	30.0%	21.8%	22.9%
Guangzhou	13.1%	8.0%	14.5%	22.2%	19.3%
Huizhou	14.2%	12.8%	21.2%	16.0%	16.3%
Jiangmen	17.0%	18.7%	11.8%	15.5%	15.0%
Shenzhen	13.2%	10.1%	17.0%	33.2%	26.0%
Zhongshan	6.2%	11.6%	10.0%	18.2%	15.3%
Zhuhai	12.5%	19.2%	11.8%	13.4%	13.4%
Hong Kong	11.4%	13.7%	18.3%	22.2%	18.6%
Macao	9.4%	11.9%	10.9%	13.1%	11.6%

- End -

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