

HR SERVICE PROVIDERS DIRECTORY

人力資源服務機構目錄

2022/23



香港人力資源管理學會
Hong Kong Institute of Human Resource Management



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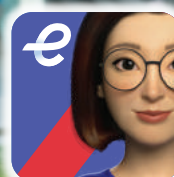
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香港人力資源管理學會
Hong Kong Institute of Human Resource Management

INTRODUCTION

The HR Service Providers (HRSP) Directory, published by the Hong Kong Institute of Human Resource Management (HKIHRM) annually, aims to offer a comprehensive and informative guide to HR practitioners, business executives, management, consultants, trainers and other professionals. It features a comprehensive list of HR service providers and is supplemented with a wide range of useful information including articles on HR related issues.

The Institute would like to take this opportunity to thank all participating organisations for their support. Special thanks go to article contributors who have shared their invaluable knowledge and insights with our readers.

An electronic version of the Directory is available for download at www.hkihrm-hrsp.org

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Quick Poll on Vaccine Pass & Unvaccinated Employees

By the Hong Kong Institute of Human Resource Management

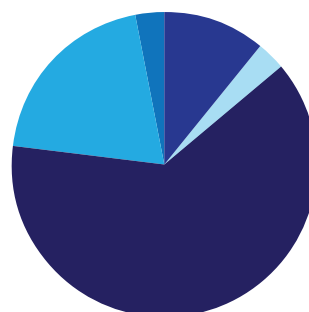
Introduction

Conducted in February 2022, the Quick Poll on Vaccine Pass & Unvaccinated Employees surveyed 194 institute members and other HR professionals whose completed questionnaires were featured in the analyses.

Organisations' vaccination strategy

The fifth wave of the COVID-19 pandemic triggered the HKSAR Government to further tighten the restrictions on vaccination requirements, such as requesting civil servants to receive the third dose of the COVID-19 vaccine by 16 May 2022. Simultaneously, most companies did not implement a mandatory vaccination policy. The most adopted vaccination strategy among the respondents is encouraging the employees to get vaccinated instead of making it compulsory (63%), followed by providing no official guideline or policy regarding vaccination (20%), while only 11% of the respondents replied that vaccination was mandatory for all employees in their organisation.

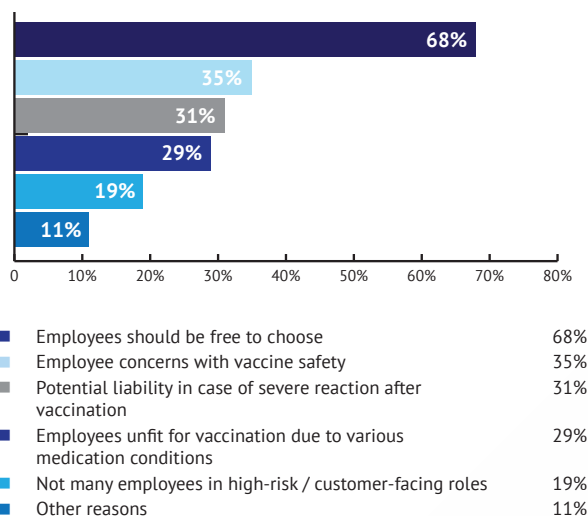
Which of the statement below best describes your organisation's vaccination strategy now?



■ Vaccination is mandatory for all employees	11%
■ Vaccination is mandatory for employees in high-risk / customer-facing roles only	3%
■ Vaccination is not mandatory, but we encourage employees to get vaccinated	63%
■ We do not have any official position / policy regarding vaccination	20%
■ Not sure	3%

When asked why did their company not implement mandatory vaccination policy, 68% of the respondents concurred that employees should be free to choose whether or not to get vaccinated. Respondents also demonstrated their understanding of employees' concerns with vaccine safety (35%) and the potential liability in the case of severe reaction after vaccination (31%).

What are the reasons for NOT mandating vaccination?



Despite most organisations demonstrating understanding to employees' concerns over vaccination, a vast majority of the responding companies admitted that they had been tracking the vaccination status of the employees (61%), followed by companies which insisted not to track staff's vaccination status (18%), while 16% of the interviewees revealed their upcoming plans to track employees' vaccination status.

Does your organisation currently track the vaccination status of employees?

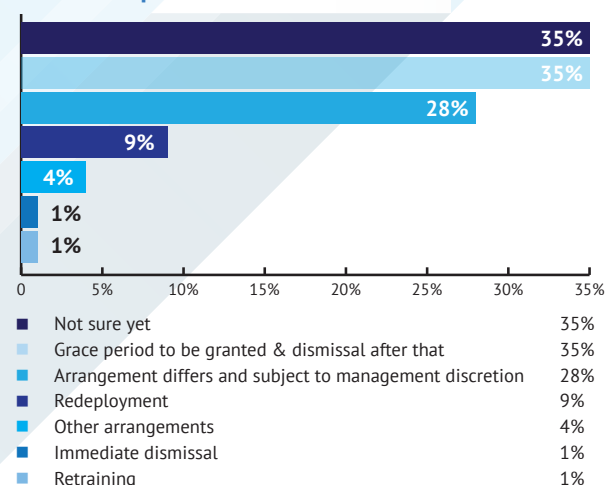


Policies for unvaccinated employees

The Government has launched the Vaccine Pass on 24 February 2022, regulating the vaccination status of people entering or remaining on specified premises. Despite most of the interviewed companies not being included in the specified premises, it is a challenge to eliminate the possibilities that the coverage of Vaccine Pass will be further expanded in future. Therefore, the research also collected data regarding the respondents' possible arrangements for any employee who had remained unvaccinated without having a valid reason for exemption, and thus could not carry out their job at the workplace if the responding companies are listed on the scheduled premises in the future.

Among the responding companies, 35% said they have not yet come up with a certain policy for the aforementioned situation while another 35% stated that the unvaccinated employees would be granted a grace period and the employees would be dismissed if they did not fulfill the requirement after the period. 28% of the respondents replied that the arrangements would differ and be subject to discretion.

If the vaccine pass is expanded and your organisation is covered by the list of scheduled premises, what will be the likely arrangement for any employee that has remained unvaccinated without having a valid reason for exemption and thus cannot carry out their job at the workplace?



Conclusion

In the new normal, most of the responding companies preferred encouraging employees to get vaccinated instead of making it compulsory, with the majority of them showcasing empathy towards staff's concerns over vaccination. Going forward, if the Government further expands the coverage of the Vaccine Pass to commercial buildings or offices, employers are prone to adjust their current vaccination policy accordingly.

PERFORMANCE MANAGEMENT SOLUTION



CASE STUDIES

A statutory authority of Hong Kong SAR Government

One of Cityray's loyalty clients, a Hong Kong SAR Government's statutory authority, which plays an important role in Hong Kong's finance sector, has been adopting the Cityray's payroll modules and employees' self-service (ESS) modules for over a decade. In order to enhance the regular performance review process, mainly aiming at digitalizing the application and workflow, the client has requested Cityray to customize the Performance and Appraisal Module for ESS, and it has been completed in April 2022.

Pain points

Massive Workload

The annual staff appraisal was handled in the traditional way, HR would manually email the review form and outstanding tasks reminders to the staff and manually input each approved review and generate the comparison table from data collected.

Time and Paper Consuming

To ensure the fairness of the review to the staff, multiple appraisers are assigned for filling in the paper review form each staff. This inevitably consumes more paper during the process. The huge consumption of paper form causes HR spends much time on handling and get them ready for passing on to corresponding Higher-ups for approval and evaluation.

Complicate Tracking Process

As all review forms were submitted either through email or hardcopy. The trace & track process for submission and approval were done manually by HR, causing HR to devote considerable time on processing and record keeping. The communication among appraisers, appraisees and HR rely on separated and shattered email messages, which may difficult to trace the communication history.

Timeliness

Occasionally, the submission deadline might overpassed, causing a hold-up to the whole appraisal progress.

How Cityray helps

Facilitating collaboration

ePerformance Module systemised all existing records and synchronised all the new records in the corporate's database. The system would send out email reminder to ensure all reviews are completed within the set timeframe.

Go Paperless

The system would generate all reviews into one consolidated eform for Higher-ups to view and approve. Higher-ups could download each department's performance summary and comparison table, allowing them to get a full picture of each department's performance and assist in decision making for future development.

Streamlining the process

All submissions of the reviews are done through the system with email notification to ensure all reviews are submitted. Moreover, HR could generate and view each review status through the system and set schedule to user as reminder on different tasks. Appraisers could view all completed and outstanding reviews through the platform and edit the reviews as needed within the set period.

Assuring the process on track

HR could approve and amend the process as needed to ensure the progress could be accomplished on time.

HR TECH
PARTNER

TALENT MANAGEMENT SOLUTION

CASE STUDIES

A Well-Known Construction and Property Management Corporation

As a well-known construction and property management corporation in both Hong Kong and China, the best practice of safety and compliance are crucial to maintain its service standards and meet the governance policy. With Cityray's eTraining & Development solution, HR could keep track of all employees' internal and external training progresses. HR can easily check-up the latest training result and qualifications of the employee for declaration purpose.

Pain points

Risk of Manual Errors & heavy workload

Traditional training record management was found difficult to maintain in terms of inputting records, verifying the record accuracy, course codes maintenance and adhoc query. Also, tons of manual processes have to be done in order to enable the mobile preview of the records, which created much workload for HR Admin team.

Time and Paper Consuming

Employees used to submit the training applications by filling in the paper form. HR Admin received huge number of paper applications each month, which need a great deal of time for filing and passing to corresponding parties for record. Massive use of paper not only need lot of space for storage, but also difficult to query. It also a burden to environment protection and so as to a business sustainability concern.

How Cityray helps

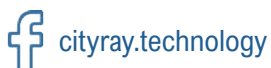
Centralize management, decentralize access

All training applications are fed into approval process and sync to system upon approved. Course codes are maintained in central system which makes available to applicant. This avoid HR Admin from spending much effort on verification in course codes and each training records. All the training records can be viewed in mobile any time, anywhere.

More environmental friendly & sustainability

Employees enroll the training course via e-platform. Both applicants and approvers could view the status of enrolment. The training records and results are stored and synchronized into the training record management system.

Training application and training records can be viewed by the mobile device, which make paper no longer necessary. It helps promoting environmental friendly.



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Updates in Hong Kong Employment Law

By Jennifer Tam, Partner, Mayer Brown

As employers in Hong Kong continue to navigate the workplace issues brought about by the pandemic, including various COVID-19 measures implemented by the HKSAR Government, there have also been other changes and developments in Hong Kong employment law. In this article, we will examine the changes that have been introduced since mid-2021 and the proposed changes in the pipeline which employers should pay close attention to.

A. New legislations

Three new changes were made to the employment-related legislations in the past year:

1. Passage of the Anti-Breastfeeding Discrimination and Harassment Law in Hong Kong

With effect from 19 June 2021, breastfeeding women in Hong Kong are protected from unlawful breastfeeding discrimination and harassment under the Sex Discrimination Ordinance (**SDO**).

A woman will be treated as breastfeeding if she is engaged in the act of breastfeeding a child or expressing breast milk, or is a person who feeds a child with her breastmilk (including if the child may not be her biological child).

Insofar as the employment context is concerned, it is unlawful to:

- a. treat a breastfeeding employee less favourably than a non-breastfeeding employee in the same or not materially different circumstances

on the ground that she is breastfeeding (i.e., direct discrimination);

- b. apply a condition or requirement where a smaller proportion of breastfeeding employees can comply compared to non-breastfeeding employees and the breastfeeding employees suffer a detriment as a result of the unjustifiable condition or requirement (i.e., indirect discrimination);
- c. engage in an unwelcome conduct, which a reasonable person, having regard to all the circumstances, would anticipate that the breastfeeding woman would be offended, humiliated or intimidated by that conduct (i.e., person-to-person harassment);
- d. engage in a conduct which creates a hostile or intimidating environment for the breastfeeding woman (i.e., hostile environment harassment).

Notably, it is not just employees who are protected from unlawful breastfeeding harassment; other workplace participants including contract workers, commission agents, firm partners, interns, and volunteers are also protected.

Employers may be held variously liable for any unlawful conduct of its employees, unless it can demonstrate that it has taken reasonably practicable steps to prevent such unlawful conduct from happening. Employers should therefore review and update the anti-discrimination and anti-harassment policies to take account of the changes in the legislation. Training or refresher trainings should also be provided to employees such that they are aware of their obligations and restrictions under the SDO.

2. Protection under the Employees' Compensation Ordinance Extended to Cover an Employee's Commute Under 'Extreme Conditions'

Employees will be provided with the same protection under the Employees' Compensation Ordinance (ECO) during a period of "extreme conditions" (as announced by the Chief Secretary for Administration) as that afforded for accidents that happen during the Tropical Cyclone Warning Signal No. 8 (T8) or above or when the Red or Black Rainstorm Warning Signal is in force effective from 2 July 2021.

If employees sustain an injury on the way to and from work (which must be a direct route within a period of four hours before the beginning or end of the working hours) during the extreme conditions, employers must duly report the injury to the Labour Department and comply with other obligations under the ECO. Employers should review its adverse weather conditions policies to make sure they take into account the extended coverage of the ECO.

3. Five More Statutory Holidays by 2030

All employees who have been employed under a continuous contract of employment are entitled to statutory holidays under the Employment Ordinance (EO). The number of statutory holidays will be increased progressively by five days from 12 days to 17 days, over a period of eight years from 2022 to 2030. As of this year, we now have 13 statutory holidays.

The five new statutory holidays are:

- (a) The Birthday of Buddha, being the eighth day of the fourth lunar month (which started from 1 January 2022);
- (b) The first weekday after Christmas Day (starting from 1 January 2024);
- (c) Easter Monday (starting from 1 January 2026);
- (d) Good Friday (starting from 1 January 2028); and
- (e) The day following Good Friday (starting from 1 January 2030).

Apart from granting an employee a statutory holiday, employers are also required to pay those employees who have been employed under a continuous contract for not less than three months

before the relevant statutory holiday statutory holiday pay. The prescribed rate of statutory holiday pay under the EO is generally the average wage earned by the employee in the 12 months immediately before the statutory holiday.

Employers should update their systems and review their calculations to ensure that they pay no less than the prescribed statutory holiday pay in respect of the additional statutory holidays.

B. Proposed Changes to the Employment-related Legislation

Two amendment bills were introduced in 2022, one to address the employment-related issues stemming from the Government's COVID-19 measures and the other one in relation to the proposed abolition of the Mandatory Provident Fund offsetting system.

4. Proposed COVID-19-Related Amendments to the EO

To address the concerns of both employees and employers which have arisen as a result of various Government COVID-19 measures, e.g., mandatory quarantine and testing requirements and vaccine pass requirements, the Government proposes to make three amendments to the EO:

- (a) 1st amendment: Failure to comply with a "legitimate vaccination request" is a valid reason for dismissal or variation of contract.

An employee's failure to comply with a "legitimate vaccination request" will be a valid reason for dismissal or variation of contract by an employer. This amendment is aimed at allowing an employer to boost vaccination rates within their workforce.

A "legitimate vaccination request" must satisfy the following requirements:

- (i) It must be in writing.
- (ii) It is a request for the employee to produce within 56 days:
 - (1) If the place of work is a public transport carrier or in any premises the subject of a vaccine pass requirement – a record, document or information showing that the employee has complied with the vaccine pass requirements. This does not apply to an employee who is exempted from the vaccine pass requirements.
 - (2) If there are any other requirements or recommendations by the Government that persons who perform a particular type of work are to be (or should be) vaccinated apart from the requirements under the vaccine pass – a record, document or a piece of information showing that the employee has

complied with this requirement or recommendation. This also does not apply to an employee who is exempted from the vaccine pass requirements.

- (3) If there are no requirements falling within (1) or (2) above – a record, document or information showing that the employee has been administered with at least one dose of the vaccine. This does not apply to an employee who is (A) pregnant, (B) breastfeeding, (C) has been issued with a specified exemption certificate as being unsuitable for the COVID-19 vaccine within the 56 days after the request is made, or (D) has proof of discharge or recovery issued by an authorised person certifying that the employee has contracted COVID-19 in the six months before the request is made.

(iii) When making the request, the employer must reasonably believe that if the employee contracts COVID-19, the persons with whom the employee may come into face-to-face contact when the employee performs the employee's work will be exposed to the risk of infection. This reasonable belief must take into consideration the nature of the employee's work and the related operational requirements.

(iv) The employer cannot pick on just one employee in a group of employees performing the same work. Instead, the request must be made to all other employees of the employer who performs work that is the same as, or similar to, the work performed by the employee in question.

Employers remain subject to the statutory prohibitions on termination even if failure to comply with a "legitimate vaccination request" is a valid reason for dismissal (when the amendment bill comes into force). Thus, even if an employee fails to comply with a "legitimate vaccination request", it remains unlawful to terminate the employment of a pregnant employee or an employee on a paid sickness days other than by way of summary dismissal; to terminate the employment of an injured employee before the Labour Department issues the relevant certificate on the assessment of injury; and it is unlawful to terminate the employment of an employee on the ground of any of the protected attributes under the anti-discrimination ordinances.

- (b) 2nd amendment: Compliance with a Cap 599 Requirement Will Not Be a "Valid Reason" for Dismissal or Variation of Contract

Conversely, employees will be protected from

dismissal if they are absent from work due to compliance with (1) a compulsory quarantine or isolation requirement under the Prevention and Control of Disease Regulation (Cap 599A), (2) a compulsory testing order or notice and/or and restriction-testing declaration under the Prevention and Control of Disease (Compulsory Testing for Certain Persons) Regulation (Cap 599J) (**Cap 599 Requirement**).

It is noteworthy that compulsory quarantine on return to Hong Kong from overseas is not listed as a Cap 599 Requirement, so employees who are subject to this type of quarantine will not be protected under the amendment bill.

- (c) 3rd amendment: "Sickness Day" Includes Absence for Compliance with a Cap 599 Requirement

The definition of "sickness day" under the EO is set to include a day where an employee is absent by reason of compliance with a Cap 599 Requirement. An employee is entitled to sickness allowance for a day of absence for compliance with a Cap 599 Requirement if the following conditions are satisfied:

- (i) The employee has accrued the required number of paid sickness days under the EO;
- (ii) The employee takes four or more consecutive days as sickness days; and
- (iii) The employee produces a document or a piece of accessible electronic data issued by the Government containing the "prescribed information" in order to prove the "sickness day". The "prescribed information" is the name of the employee subject to the Cap 599 requirement (or information that can identify the employee), the type of restriction imposed by that requirement, and the commencement and expiry dates of the restriction.

The proposed amendment will not have retrospective effect. An employee will only be entitled to statutory sickness allowance for days of absence for compliance with a Cap 599 Requirement after the proposed amendments come into force. So, employees who were absent for compliance with a Cap 599 Requirement during the fifth wave of the pandemic in early 2022 are not entitled to sickness allowance for the absence.

5. Proposed Changes to Rules on Offsetting MPF Contributions Against Long Service and Severance Pay

After many years of discussion and consultation, details of the proposed abolition of the current offsetting system, under which an employer has a

statutory right to reduce the long service pay (**LSP**) or severance pay (**SP**) payable to an employee by the value of benefits paid to an employee derived from the employer's contributions to the mandatory provident fund scheme (**MPF Scheme**) and/or an occupational retirement scheme (**ORSO Scheme**) benefits, were revealed.

Under the Employment and Retirement Schemes Legislation (Offsetting Arrangement) (Amendment) Bill 2022, the current offsetting system is set to be abolished starting from a date to be determined (**Transition Date**). After the Transition Date:

(a) An employer will no longer be able to use any part of its mandatory contribution made to the MPF Scheme (currently 5% of the relevant income of the employee per month, capped at HK\$1,500) (**Mandatory ER MPF Benefits**) to reduce the LSP/SSP payable to an employee.

(b) The MPF/ORSO Scheme benefits which an employer may still use to reduce the LSP/SSP payable to an employee are:

- i. voluntary contributions made by the employer to the MPF scheme (**Voluntary ER MPF Benefits**); and
- ii. Employer's contributions to an ORSO Scheme in excess of the "reference amount". The "reference amount" is calculated in accordance with the following formula:

$$A = B \times C \times 5\% \times 12$$

where:

"A" is the reference amount;

"B" is the employee's final average monthly relevant income (currently capped at HK\$30,000); and

"C" is the employee's years of service (pro rata for incomplete year) to which the ORSO Scheme benefits are attributable.

(c) The Bill will not have any retrospective effect, which means that where an employee's employment commenced before the Transition Date, the employer can continue to use the current system to offset the LSP/SSP earned before the Transition Date. Specifically, an employer may use the Mandatory ER MPF Benefits (irrespective of whether the contributions are made before, on or after the Transition date) to reduce the LSP/SSP earned before the Transition Date.

(d) For monthly-rated employees, LSP/SSP earned before the Transition Date would be calculated based on the employee's monthly wages immediately before the Transition Date and

years of service before the Transition date (i.e., $\frac{2}{3} \times$ monthly wages immediately before the Transition Date (capped at HK\$22,500) \times years of service before the Transition Date). LSP/SSP earned on or after the Transition Date would be calculated on the basis of the employee's last monthly wages before the termination of employment and the years of service after the Transition Date (i.e., $\frac{2}{3} \times$ last monthly wages before the termination (capped at HK\$22,500) \times years of service before the Transition Date). The aggregate amount of LSP/SSP earned before and after the Transition Date is capped at HK\$390,000.

(e) Finally, employers will still be able to use the amount of any contractual gratuity paid to an employee to reduce the amount of LSP/SSP, as is the case now under the current system.

Along with the proposed abolition, the Government will also introduce a new Designated Savings Accounts for Severance Payment and Long Service Payment Bill. This bill, although details of which have yet to be announced, would bring in a new mandatory system whereby employers would need to set up a Designated Savings Account and contribute a percentage of their employees' relevant income to it, which will then be used to pay LSP/SSP.

As of 23 May 2022, the two amendment bills are not in force yet. Employers should keep track of the developments on the passage of the bills through the Legislative Council.

How to Expand your Global Workforce through a Professional Employer Organisation (Employer of Record)

With Hong Kong's economy expected to rebound following 2021's economic expansion of 6.4%*, Enterprises and SMBs continue to explore new markets and opportunities to expand their business. In addition, Hong Kong remains a key business hub for foreign investors.

Increasingly, and partly due to travel restrictions arising from the pandemic, businesses in Hong Kong are now leveraging outsourced serviced providers in areas like Human Resources, Payroll, and Finance to streamline and reduce workloads previously performed by in-house teams. Besides benefiting from economies of scale, businesses can now expand into global markets efficiently and compliantly through vendors such as BIPO that offer **Professional Employer Organisation (Employer of Record)** services, complemented by agile technology platforms like cloud-based HR Management Systems (HRMS) and mobile apps.

Expanding into international markets is often perceived as complicated. Challenges include a lack of understating of the local labour laws and employment regulations, statutory and payroll compliance, tax implications, and possible risks and penalties arising from non-compliance.

How to Leverage PEO / EOR Services to Expand Your Business Globally?

A **Professional Employer Organisation (PEO)** – also known as **Employer of Record (EOR)** – is a partner company that acts as the official employer for your employees. A PEO handles all HR and payroll aspects, including the legal complexities associated with regulatory and tax compliance.

Engaging the services of a PEO company in areas like **HR and payroll outsourcing** ensures your business stays compliant. Regardless of the company's industry, headcount, and size, the employee on/offboarding (from payroll processing, benefits administration, labour contracts, payroll/tax compliance) to company set-up is handled seamlessly through a PEO company. Doing so relieves employers of the administrative responsibilities, ensuring businesses stay focused on their market entry and expansion.

The Complementary Role that HR Technology Plays

The beauty of agile product offerings provided by BIPO enables companies to switch seamlessly between PEO and payroll outsourcing services without changing vendors. In addition, such channels ensure that as a company

scales and decides to hire in-house HR teams, it can transition quickly to BIPO's robust cloud-based HRMS solutions to manage HR operations to grow the business efficiently.

Cloud-based HRMS platforms enable businesses to manage payroll and HR processes efficiently with 24/7 access from anywhere in the world. BIPO's award-winning HRMS platform is also ISO-27001 certified with a built-in payroll calculation engine that ensures accuracy. In addition, it supports multi-currency payments – enabling businesses to pay their global workforce in the local currency and expedite payment processing time while avoiding high currency exchange fees.

By leveraging PEO, payroll outsourcing services, and agile HR technology platforms, businesses in Hong Kong are now more resilient and better positioned to fast-track and expand their market entry in the post-pandemic global landscape.

To learn more about how BIPO's cloud-based HRMS technology, payroll outsourcing and PEO (EOR) services can support your global expansion, connect with us at:

Email: hello@biposervice.com or
Tel: **+852 3643 0295**

**Source: The Government of the Hong Kong Special Administrative Region*



About BIPO

Established in 2004 and headquartered in Singapore, BIPO is a global payroll and people solutions provider. Our HR Management System automates HR processes, simplifies workflows, and delivers actionable insights. Complemented by our payroll outsourcing and global PEO services, we support your HR needs through a network of 27+ offices, four R&D centres, and business partners in 100+ countries.

Mercer Hong Kong is a trusted source for human capital, total rewards and employee strategy



Total rewards

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Addressing the Misalignment between Youths' Skills and Those in Demand by Organisations

By PwC

Introduction

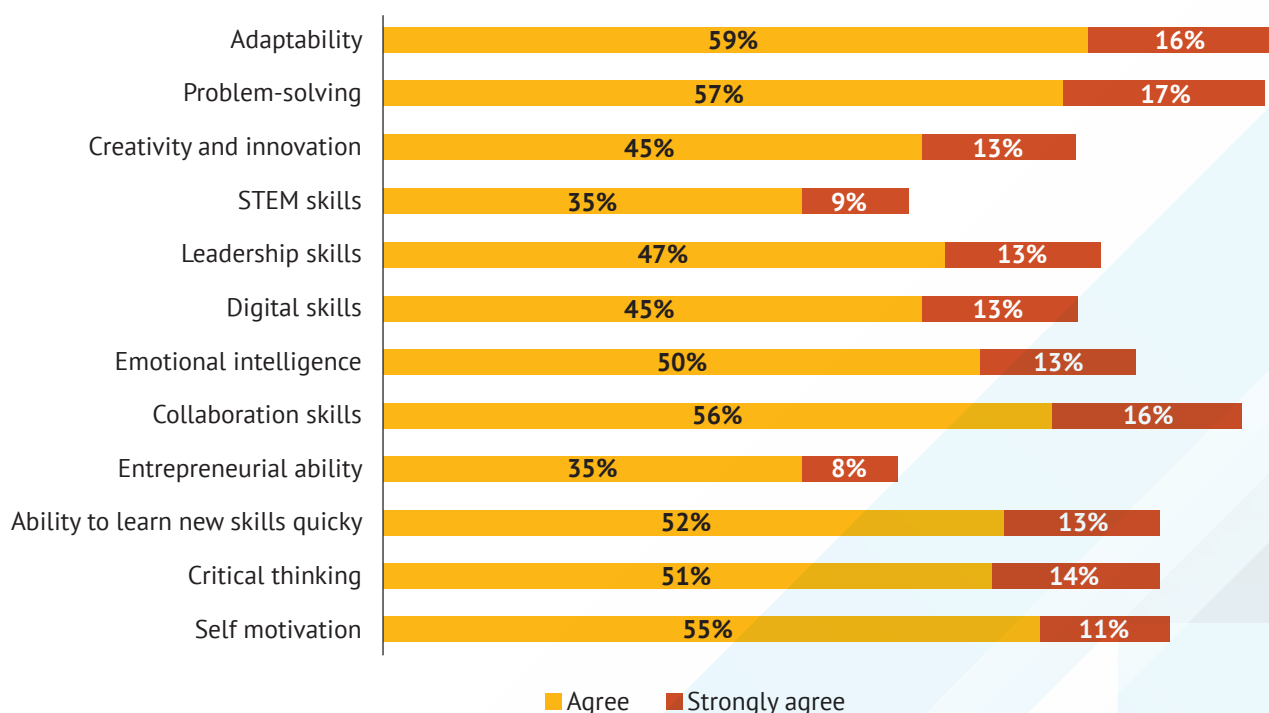
When we refer to “youth” in this article we refer to the next generation of our workforce, including the ones that will become our future leaders. With an ever-changing geo-political and macro environment, there has been much discussion on the topic of the “supply” of youth skills versus the “demand” – or expectations – from organisations.

What Hong Kong organisations are demanding – *Hopes & Fears 2021*

Through our annual *Hopes & Fears*¹ survey last year, we found that CEOs in Hong Kong are generally looking for transferable skills. Alongside digital capabilities, the skills that Hong Kong job seekers most frequently claim to possess are problem-solving (80%), adaptability (79%), ability to learn new skills quickly (78%), and collaboration skills (77%). However, they tend to be less confident when it comes to entrepreneurial ability (44%); science, technology, engineering and maths (STEM) (44%); digital-related skills (57%); and creativity and innovation (58%).

1 www.pwchk.com/en/consulting/people-and-organisation/hopes-fears-2021-hongkong-report-apr2021.pdf

Percentage of Hong Kong people claiming different skills



We also discovered that the Hong Kong workforce is willing to upskill digitally due to concerns about losing their jobs to automation. What makes this finding even more interesting is that people in Hong Kong expect employers and individuals themselves to take the most responsibility for reskilling and skilling.

This is a significant finding, as it demonstrates how local employers are actively devoting resources and time so that their staff can meet the demands presented by the everchanging technology used in the workplace. Simultaneously, it also shows that Hong Kong workers feel that training is a shared obligation between employers and themselves. However, while willing to upskill by their own means, some people may not have access to the appropriate technology to do so.

Taking a closer look, we have observed two potential causes for this misalignment between youths' skills and the skills in demand by organisations:

- **University Curriculum vs. Skills at Work:** Even with the most well-recognised university degrees, the knowledge that undergraduates possess tends to be theory-based. Consequently, many undergraduates apply for internships as

a stepping stone before joining the workforce, where they can learn skills that can be applied in their future career. Employers are looking for practicality and skills such as problem-solving and storytelling. These are critical to demonstrating workforce readiness, but are not easily acquired through four years at university in Hong Kong.

- **Consumer Technology vs. Enterprise Technology:** Technology is continuing to reinvent the workplace. Most young people are accomplished users of consumer technology and social media platforms, from Amazon to Facebook, Google to Instagram. However, companies are seeking different skills, such as Enterprise Resource Planning (ERP) systems, analytical tools such as Power BI, or programming languages such as Python.

Point of view

The direction we and other companies have established for our learning and development policy is to adopt a continuous learning approach. This instils a growth mindset and is indicative of how organisations are closing the gap between the skills youths have and those that they desire. With

continuous access to learning resources, young people can develop new skills and gain knowledge even if there are drastic changes to enterprise technology. The demand for the skills we have highlighted will only continue to grow. Thus, without exposure to upskilling opportunities, the skills gap will only continue to widen.

How Hong Kong organisations are addressing the misalignment

We have accumulated success stories by working closely with our clients to address these skills gaps. Be it building a competency development model or implementing a reskilling and upskilling programme, we have helped companies identify and minimise gaps, to ensure a scalable business operation accommodating the needs of the future of work.

For young employees specifically, we make sure our fresh graduates undergo a rigorous onboarding programme. They not only receive guidance and training to assimilate them into the business, but are equipped with the essential skills to thrive in

the early years of their careers. Even after they have onboarded and are performing their everyday tasks, we find it beneficial to continue to provide online training on various topics outside of their own job scope or competencies. Furthermore, we have found that sponsoring them to take up professional digital certification enables them to pick up more technical skills and makes them more marketable to clients, even as fresh graduates. Overall, this raises their consciousness of which skills are in demand by clients or specific industries, as well as grooms them to be more adaptable and agile.

In conclusion, organisations should take the responsibility to foster a competent and competitive workforce of the future. The next focus is for employers to implement a more standardised and efficient way to verify young people's skills, regardless of education, applications, or interviews. Ultimately, this would allow our youths to be able to showcase their unique set of skills, while also providing them with the chance to further develop in core areas that come into demand after they have joined the workforce.



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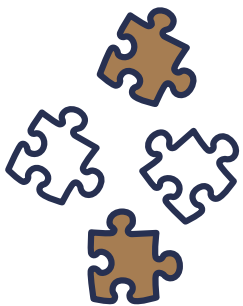
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How to Hire “Good-Fit” Candidates in a Global Talent Pool

Candidate background checks can help you hire smarter, onboard faster

Employers across APAC today are in a tight spot. By 2030, the region is expected to face a labour shortage of roughly 47 million workers.¹ At the same time, more than two-thirds of surveyed APAC executives plan to hire skilled employees to keep pace with technology advances, according to workforce research by McKinsey.²

With fewer localised candidates to choose from and a growing demand for skilled workers, more businesses are wading into the global talent pool.

So, how can you confidently identify “good fit” employees in a melting pot of unknown candidates and quickly hire them before other employers? Pre-hire background checks can help.

What are “good fit” employees? They bring value to a position and the larger organisation. They possess the right mix of education, skills, and experience to excel at their job and help advance the business. Their professional endeavours, attitude, and actions align with the organisation's culture. And last, they present no known “risk” to the organisation, including its employees, its customers, and its integrity.

The ROI of hiring the right employees.

Key HR metrics such as time-to-productivity and employee turnover factor into the ROI of hiring good-fit workers. The right employees need less ramp-up time. They often start performing faster and at a higher level. They're happier in their roles, and as a result, they're less likely to leave the company. Given the average cost-per-hire is estimated at USD\$4,000 per employee, if you can prevent just 10 employees from leaving by ensuring they're a good fit, you've saved roughly USD\$40,000.

Hire smarter, onboard faster.

Background checks help you hire smarter by better understanding both local and global candidates from multiple angles before you hire them. Through a standard background check performed as part of the hiring process, you can often learn if a candidate:

- Possesses the qualifications and skills required to perform the job.
- Has the proper credentials or licensure to practise their profession.
- Has a professional reputation that aligns with your culture.

- Has prior criminal records involving violence, sex offences, theft, fraud or substance abuse.
- Has been fired or disciplined for improper behaviour or internal fraud at a prior employer.
- Tests positive for certain drugs and/or alcohol.

Integrating background checks into the hiring process ensures candidate due diligence is performed alongside interviews and other hiring tasks, so you can onboard candidates faster.

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¹ [Potential Talent Deficit of 47 Million Workers in APAC Could Threaten Business Growth - Korn Ferry Focus](#)
² [How companies are reskilling to address skill gaps | McKinsey](#)

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Eight Steps for Dealing with An Underperforming Employee

By Randy Conley, VP & Trust Practice Leader, The Ken Blanchard Companies

- **Talking with team members about their performance challenges typically falls into the category of “least favourite” managerial tasks.**
- **It is usually not something most leaders enjoy, yet it is a necessary and critical part of helping your team perform at its best.**

Why do most leaders shy away from confronting poor performance head on? My experience has shown that it is normally because they don't know where to start. Since the process feels uncomfortable and managers don't have a plan to follow, they either do a poor job at addressing underperformance or they just don't do it at all.

It doesn't have to be that way. Managers can confidently and successfully deal with underperforming employees by following an eight-step plan. The first three steps involve what I call “looking in the mirror”, which is examining the leader's role in the employee's performance issue. The next five steps constitute “looking out the window”, which is exploring the employee's role in the situation.

Looking in the mirror

Before having a conversation with the employee, the leader needs to look in the mirror and examine if they have done their part in helping the employee succeed.

Step 1: Did I set clear goals? All good performance starts with clear goals.

That is one of the key leadership principles Ken Blanchard and I discuss in our recent book, *Simple Truths of Leadership: 52 Ways to Be a Servant Leader and Build Trust*. Although most managers agree with the importance of setting goals, many do not take the time to clearly develop goals with their team

members and put them to paper. How do leaders expect people to achieve their goals if they aren't clear on what a good job looks like? And how can leaders accurately address poor performance if there isn't a clear benchmark against which to measure?

Step 2: Did I accurately diagnose the employee's development level?

People go through predictable stages of development when starting a new goal or task. Their development level on a task is a combination of competence (knowledge and skills) and commitment (confidence and motivation).

Most people commence a new goal or task as an Enthusiastic Beginner because they have high commitment but low competence in doing the task. As they gain a bit of competence, they typically experience a dip in commitment because they realise the task is harder than they thought. We call people at that stage of development a Disillusioned Learner. As they build competence and commitment on the task, they move into the stage of being a Capable, but Cautious Performer. They know most of what to do regarding the task, but they still have some self-doubt that causes them to question themselves or seek the help of more experienced colleagues. Finally, when a person is fully competent and committed on a task, they have become a Self-Reliant Achiever.

Step 3: Did I use a leadership style that matched the employee's development level?

In The Ken Blanchard Companies' SLII® leadership development model, managers are taught to use different leadership styles that match the development level of their employees. Leaders flex their style by deploying a combination of directive and supportive behaviours. For instance, when an employee is an Enthusiastic Beginner, a leader needs to use a Directive style that is high on direction and low on support to teach the employee the basics of doing the task. Disillusioned Learners need both high direction and support for them to develop both their competence and commitment. Leaders use a Coaching style, high on support but low on direction, to draw out Capable but Cautious Performers and help them step into their own power and knowledge. And of course, Self-Reliant Achievers can be given a Delegating style of leadership because they know what to do with minimal involvement from the leader.

Looking out the window

Leaders "look in the mirror" by examining themselves to ensure they have worked with the employee to set

clear goals, accurately diagnosed the development level of the employee on each of those goals, and then used a matching leadership style to help the employee develop to peak performance. If leaders can answer in the affirmative to steps 1 to 3, then they can begin "looking out the window".

Step 4: Is the employee unclear on goals and expectations?

It is not uncommon for there to be confusion between leaders and employees on goals. Here is an interesting way to test for goal alignment between a leader and a team member. Both the leader and the team member write down what they each believe to be the team member's top 3 to 5 goals and then they compare notes. It is incredible how often there is a notable discrepancy between the two lists.

If there isn't alignment on the specific goal, the leader needs to reset or renegotiate goals with the employee, or the leader needs to give feedback on *what* and *how* the employee needs to perform differently.

Step 5: Have things changed to impact goal achievement?

Conditions in the employee's environment may have changed since the goal was first established, and as a result, their performance is being negatively impacted. Mike Tyson, the former heavyweight boxing champion, famously said, "Everyone has a plan until they get punched in the mouth."

If this is the case, the leader may need to work with the employee to renegotiate the goal. Furthermore, the leader may need to work with the employee on a strategy to mitigate the environmental risks. The leader should also partner with the team member to facilitate problem solving. Sometimes obstacles cause employees to stall out in progressing on their goal, and they just need their leader to provide good coaching that assists them in solving their own issues.

Step 6: Is it a problem of competence or skill?

If leaders answer yes to this question, it means the employee is either an Enthusiastic Beginner or a Disillusioned Learner on the goal or task. In that case, the leader should provide a more directive style of leadership that involves showing the employee how to go about the task and setting up a step-by-step plan for learning, which will help the employee evolve into a Self-Reliant Achiever (fully competent and committed).

Step 7: Is it a lack of confidence?

If the employee has the competence to do the task but lacks confidence, it signifies that they are a Capable, but Cautious Performer. The leader's job at this point is to build the employee's confidence. How is that done? The leader uses highly supportive behaviour such as encouraging and reassuring the employee. The leader can also build the employee's confidence by helping him/her reflect on past successes and highlight the progress he/she has already achieved on the goal or task.

Step 8: Is it a lack of motivation?

There are times when all of us experience the motivational doldrums. Whether it is personal or work-related, our motivational outlooks can impact our work performance. Identifying and connecting the employee's contributions to the bigger-picture outcomes of the organisation can strengthen their motivation.

Most of the time, following the previously outlined steps will enable an employee to improve their performance. However, there will be occasions when leaders work through these eight steps and performance doesn't get better. What to do then?

Leaders should challenge “won’t do” behaviour and flesh out the consequences of continued non-performance. But before resorting to such measure, consider that most people want to do a good job. Very few people wake up in the morning and tell themselves, “I can’t wait to be a total failure today!” Before “looking out the window” to address poor performance with an employee, leaders need to “look in the mirror” to see if they have done their part to set the employee up for success. After all, leadership is a partnership – it is something you do *with* people, not *to* them.





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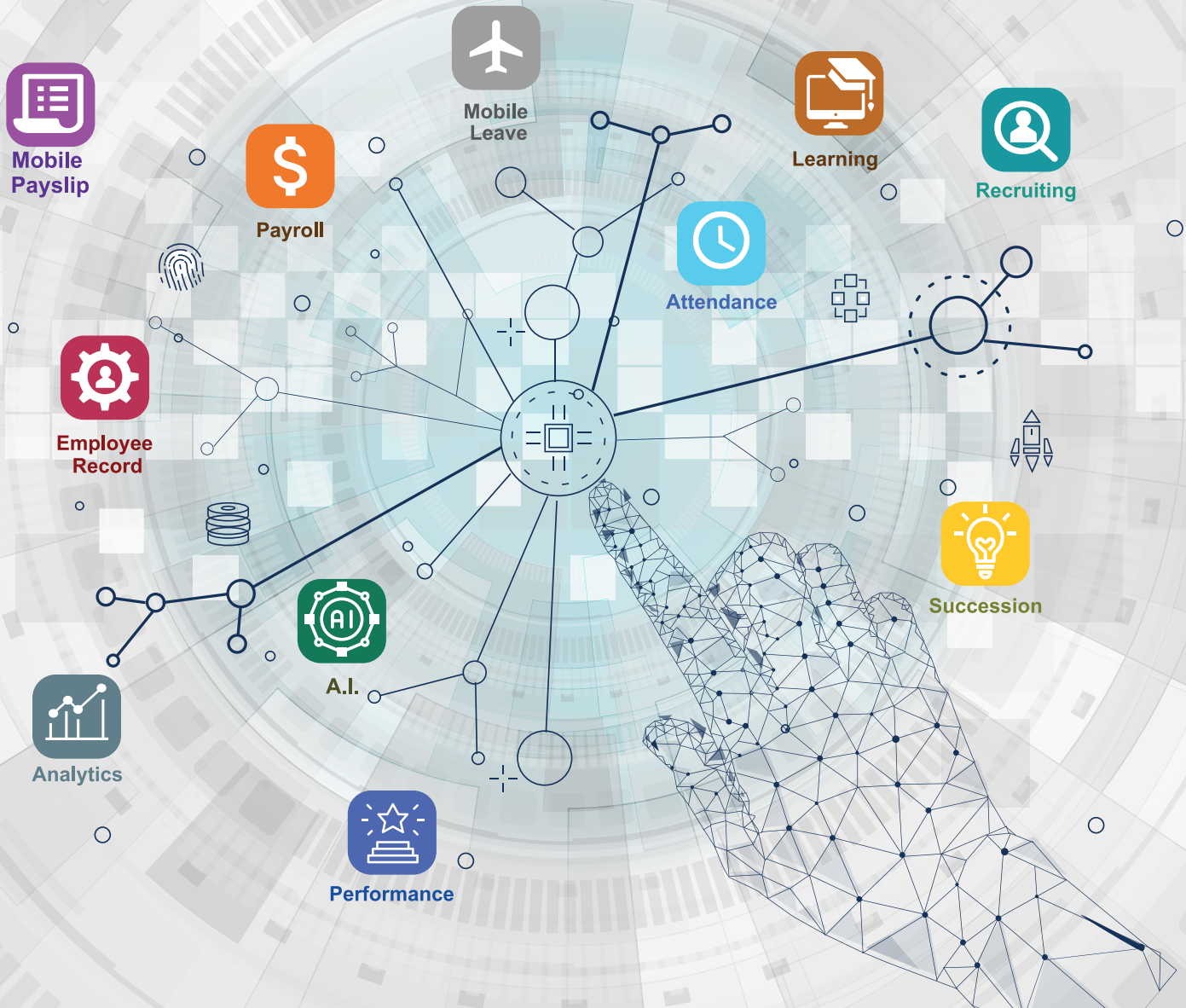
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Greater Bay Area - The Next Generation of Talent and Innovation in Asia

By Natellie Sun, Managing Director of Search and Selection at Randstad Greater China

- **The Greater Bay Area (GBA) has been a growing area of interest for both the Chinese and Hong Kong governments over the past two decades.**
- **On its own, the nine cities in Guangdong and two special administrative regions in Hong Kong and Macau possess tremendous growth potential in technology innovation, smart manufacturing, and infrastructure.**

The GBA is already Greater China's most economically prosperous region and has reported a gross domestic product equivalent to Italy's at \$2.36 trillion. Many international and Asian businesses are flocking over to the GBA, to capitalise on the region's growth potential and be at the forefront of change and innovation. Each city within the GBA has something unique to offer as well, which appeals to a wide variety of organisations looking to centralise and consolidate their research and development (R&D) efforts, manufacturing, and investments in Asia.

A former British colony, Hong Kong SAR is a multi-national city that bridges the east and the west. A city that prides itself on its bilingual and international talent pool, the financial hub helps facilitate the

business interest and commercialisation within the GBA as well as with the Asia Pacific and the western markets. The Wealth Management Connect launched in September 2021 will bring an estimated combined fund flows valued at \$46 billion to the region.

As one of the largest and fastest growing economies in China, Guangdong is home to the Shenzhen province as well as Zhuhai and Shantou, which makes it the perfect sandbox destination for companies to drive innovation and manufacture new products and services. The highly innovative ecosystem has attracted entrepreneurs from across the globe to kickstart and commercialise their ideas and concepts.

While the GBA seems to offer excellent growth opportunities for everyone, it has a fairly targeted approach in reality. In other words, its eyes are set on the prize. GBA schemes have been largely focused on emerging technologies such as artificial intelligence and robotics, biotechnology, and smart manufacturing. Infrastructure projects have also been designed to increase connectivity among the provinces to create a smart city network, facilitating a seamless flow of communication and talent.

Randstad Greater China's recruitment strategies are aligned with the GBA's developments and goals. In particular, we invest in enhancing our recruitment efforts and HR solutions to provide services in areas such as R&D, technology, as well as sales and marketing. Within the R&D realm, our recruiters are specialised in supporting the human capital developments in semiconductor and smart manufacturing.

Even as China is on a growth trajectory to overtake the U.S. as the largest economy in the world, organisations continue to face persistent challenges hindering their growth - one of them being talent.

Talent schemes to help organisations attract new talent to the GBA

The Chinese and Hong Kong governments have implemented new talent schemes and policies to support organisations' recruitment efforts of hiring skilled talent in the GBA. Introduced in 2020, the Technology Talent Admission Scheme (TechTAS) aims to fast-track approvals for companies to admit non-local technology talent for R&D roles in Hong Kong. Similarly, the Quality Migrant Admission Scheme provides companies with more flexibility to hire experienced professionals with in-demand expertise and skills to work in the city.

The Chinese government has also revised the individual income tax rate from 45% to 15% for eligible foreign talent, to lure more professionals to relocate to the GBA for work. This 30% reduction in income tax would be a useful persuasion tool employers can deploy to draw more talent from other mainland China cities such as Shanghai and Beijing, as well as expatriate workers from locations such as Singapore, Canada, and Australia to move to the GBA.

These grants and schemes go a long way to attract new talent to work in the GBA. However, the onus is on the employers to ensure that they fulfil the last mile job match by engaging workers in interesting job content, meaningful work, and useful employee benefits to retain them.

While high salaries and bonuses are attractive, candidates want more than that

Confronting the persistent challenge of attracting and retaining skilled talent, numerous employers are offering jobs that often come with high salaries and bonuses. For instance, many organisations are willing to pay above the market average for talent who are trilingual, have a wide network of customers in Greater China, or are equipped with niche skills such as data science, software engineering, and manufacturing technology.

However, that may not suffice in persuading candidates to take up a job in the GBA.

Candidates' expectations of what constitutes a good employer have become more complex over the years. The concept of loyally working in the same job from 9 to 5 every day for years no longer applies in the modern world. The dynamic between talent and employers has shifted significantly over the last two years, and there is a heightened sense of purpose that now governs people's career choices and the work they choose to pursue.

In the 2022 Randstad Workmonitor Survey, 33% of the respondents working in Asia Pacific markets said that they have quit a job because it doesn't fit into their personal lives. Workers in the Asia Pacific region were more likely to reject job offers if these didn't include flexible hours (cited by 44%) or remote options (43%). More than half (56%) of the respondents in mainland China held such sentiments regarding remote working, and nearly as many (49%) felt this way about flexible hours.

Enhance diversity and social cohesion to boost the GBA's workforce retention

The lack of diversity that has resulted in putting lives at risk can be traced as far back as to an invention in 1959 - the car seat belt. In the past, companies only used "male" crash test dummies, which were manufactured using the weight, height, and physics of an average male. It was not until 2004 when "female" crash test dummies were deployed, and even so, they were usually just a smaller size dummy that didn't take the female anatomy into account.

In contemporary times, diversity and social cohesion are key ingredients of a flourishing innovation economy. As a melting pot of cultures, the GBA offers more than just job opportunities to people, and it is up to companies and employees to discover and leverage that.

A diverse population is an important asset for businesses as employers will have access to a greater range of talent, who would have insights into the motivations and demands of stakeholders and the customer base. As with the example of the car seat belt, companies with a diverse workforce would be able to commercialise a service or product that will be more relevant and useful to a larger population, leading to a more successful business.

Social cohesion is another area where companies in the GBA need to join forces on. Social cohesion is the “glue” that brings workers together and helps lessen the frictions often associated with management changes. It is more than just about “getting along” with one another, but being able to truly understand each other’s motivations, traits, and challenges. When employees recognise their similarities and acknowledge their differences, they are more likely to support one another and collaborate in overcoming barriers together.

Currently, organisations in the GBA are not actively integrating their talent into the community and the workplace. This would pose a culture shock to expatriates who have relocated for work, as many may feel lonely if they don’t have the opportunity to build meaningful relationships with their co-workers or find a purpose for continuing their careers in the GBA.

Employers need to purposefully implement and develop HR policies and initiatives designed to help bring their people together in finding commonalities and similarities. Company events and offsites are a good way to deliver that. Leisure activities allow employees to relax and let their guard down, creating a chance for them to know one another on a more personal level. Organisations can also use this as an opportunity to recognise and reward their employees’ contributions.

Another way to build social cohesion is through collaborations and mentorship programmes. The InnoLife Healthtech Hub and Youth Employment Scheme provide companies in the GBA with the opportunities to collaborate with local universities and scientific research institutions, to drive R&D and innovation. Organisations that offer holistic coaching programmes and exciting avenues for employees to work on innovative projects together, are more likely to build a collective and socially cohesive workforce.

The Zero-COVID strategy will continue to present hurdles for organisations, but it won’t stop them from hiring more talent

Certain provinces of Greater China may still be in lockdown or face tight social distancing measures to curb the spread of COVID-19 nowadays. The zero-COVID policy, if continued as other countries open up - could diminish the benefits and significance of a highly connected network of cities, as talent will not be able to travel freely among the two special administrative regions and the nine cities in Guangdong.

Flexible work arrangement is an employee benefit that underlines a greater human need - the freedom to work wherever they want, whenever they want. Travel bubbles that use strict testing regimes to replace quarantine requirements among the GBA cities could help instigate a seamless flow of communication and talent, which would create more business avenues and strengthen social cohesion.

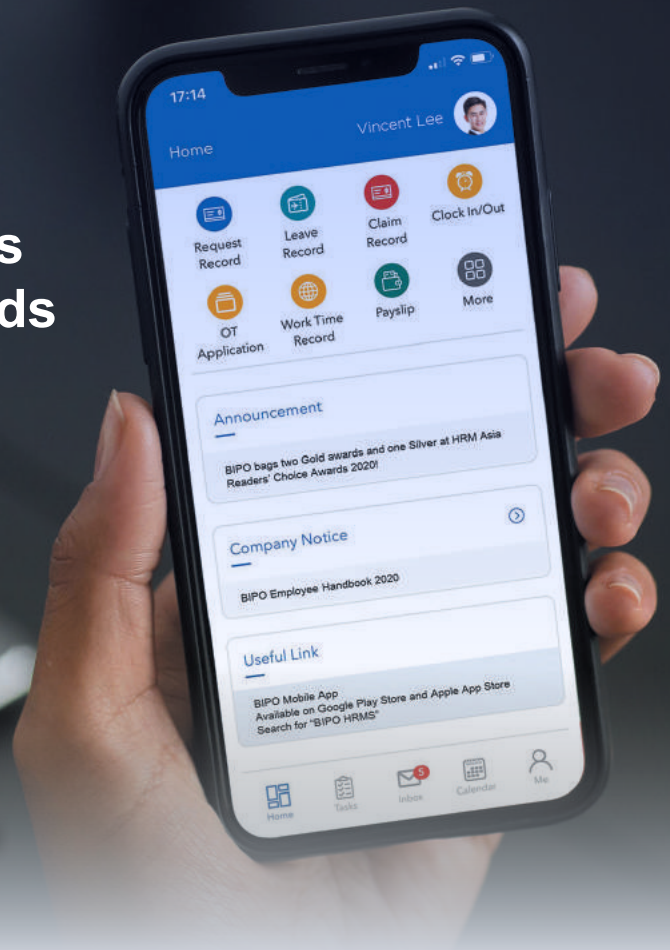
Until then, organisations will continue with their relentless pursuit of attracting skilled talent from around the world to GBA, driving innovation and organisational growth.



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Our enterprise-ready HR Management System (HRMS) platform automates HR processes, simplifies workflows, and delivers actionable insights to build an excellent employee experience. Complemented by our payroll outsourcing solutions and global PEO services, we support businesses to manage today's global workforce.

Established in 2004 and headquartered in Singapore, we are better connected to support your payroll and people solutions needs through a global network of 27+ offices, four R&D centres, and business partners across 100+ countries.

Blanchard Training and Development, Inc.



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T: (1) 760 489 5005 / (44) 148 345 6300 **E:** apac@kenblanchard.com
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Blanchard® is a global leader in workplace learning and leadership effectiveness solutions, with its headquarters in the US and a strong presence in APAC. For more than 40 years, Blanchard has been providing world-class management training, consulting, and coaching that empower leaders at all levels to inspire talent to deliver excellent results. Blanchard was incorporated by Drs. Ken and Marjorie Blanchard with three simple goals – to make a difference in people's lives, drive human worth and effectiveness in the workplace, and help each organisation become the provider, employer, and investment of choice. The power of Blanchard's solutions has been proven by 5 million+ managers who have become inspired leaders and 10,000+ organisations across the world that have gained a competitive edge.

CIIC Hong Kong Limited 中智香港有限公司



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中智集團 (CIIC) 成立於1987年，是一家國內主營人力資源服務的中央直屬企業。作為中國人力資源服務的領軍品牌企業，中智目前列中國企業500強第189位，服務各行各業客戶超過5萬家，服務雇員及平臺使用者超616萬人，服務覆蓋全國388個城市。香港中智有限公司是中智集團在港的全資子公司，主要為企業提供雇傭服務、薪稅及強積金服務、人才簽證服務、國內人力資源業務諮詢以及其他人力資源相關服務。

Cityray Technology (China) Limited 施特偉科技(中國)有限公司



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Cityray has over 35 years of experience specialising in HR & payroll systems in Hong Kong and mainland China. A robust system capable of managing ever-changing governmental policies and reliable and professional service have led to our success throughout the years. "HRPLUS" and "iHRPLUS" HRMS are our flagship products which currently support over 1000 renowned and public-listed clients. Cityray provides various workflow-enabled web-based modules, known as the Employee Self-Service system, which support a spectrum of HR business processes that. If you are hesitating how the technology can streamline your HR business processes, our free-of-charges consultant service will be your best choice. Our consultant would analyses with you and surely provide you a satisfactory solution.

PRC Branch Offices:

Beijing | Guangzhou | Shenzhen | Changchun | Shanghai | Suzhou

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LinkedIn: cityray-technology

COL Consulting Limited



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Led by dedicated and enthusiastic ICT professionals, COL Consulting Limited (COL) is at the forefront of an array of HRMS providers, garnering it the Excellent HR Information System Provider at HR Excellence Awards 2014 by the HKIHRM.

With domain expertise in business applications, our certified team of professionals deliver the best practice Human Capital Management (HCM) solutions ranging from the award-winning HR Pro, the web-based and mobile compatible employee self-service portal, to the Talent Management system for MNCs, enterprises, and SMEs.

COL is an Oracle and Cornerstone OnDemand certified partner. It has cultivated comprehensive professional services capabilities with the CMMI Level 3 qualification, to cope with the proliferated demand for digital transformation.

Computer And Technologies Holdings Limited 科聯系統集團有限公司



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Computer And Technologies (SEHK 00046) is an IT software and service company listed on the main board of Hong Kong Stock Exchange since 1998.

IPL HRMS and Platinum are the Group's flagship Human Resources Management software suites, which empower businesses to transform traditional processes and enhance strategic decision making through the full spectrum of digital HR operations, from automating complicated payroll procedures to simplifying financial transactions, managing the organisational hierarchy, raising employee engagement, etc. A distilled creation integrating the expertise of both leading brands trusted by local conglomerates and multinational corporations, C&T HCM App helps businesses achieve holistic human capital management with module-driven solutions incorporating scalability, mobility, automation, and real-timeliness.

HR Service Providers Profile

Cornerstone OnDemand



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Cornerstone powers the future-ready workforce with adaptive HR solutions designed to unite technology, data and content and inspire a work environment of growth, agility and success for all. With an AI-powered, skills-forward, experiential system designed for the contemporary workforce, we help organisations modernise their learning and development experience, deliver the most relevant content from anywhere, accelerate talent and career mobility and establish skills as the universal language of growth and success across their business. Cornerstone serves over 6,000 customers and 75M users and is available in 180 countries and 50 languages.

Data World Solutions Limited 達訊顧問有限公司



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Established in 1983, Data World is a leading one-stop IT solutions provider offering a comprehensive range of world-class Business Management Solutions (BMS) from Enterprise Resources Planning (ERP), Human Resource Management (HRM) and Customers Relationship Management (CRM) to IT Infrastructure & Network Security.

DW-iHR Human Resource Management Solution is an end-to-end human resource management system suitable for organisations of all sizes from simple single-user single-office to complicated large organisational environments with multiple locations in any industries.

With industry-specific designs, DW-iHR is optimised to meet the unique HR management needs and challenges of various industries, especially **Construction and Engineering, Cleaning and Environmental Services, Medical Services, Property Management, Security and Guarding, NGO and Education, Residential Care Home, Beauty and Care, Retail and Hospitality.**

Making use of advanced internet technologies, DW-iHR is a web-based system that provides a secure and easy-to-use HR management platform for both employers and employees to work anywhere, anytime.

Department of Management, City University of Hong Kong



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The basic purpose of the Department of Management is to produce high quality graduates. By "high quality" it means people who can communicate effectively and know about business, who can cooperate in team efforts, who have an international perspective and an acute sense of social responsibility, and above all, who have a strong drive to improve themselves through lifelong learning. To achieve this vision, the Department does not simply respond to change, but strive to anticipate changes through its research, curriculum development, and consultancy work with leading companies in Hong Kong and China.

First Advantage



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First Advantage delivers comprehensive background check solutions that enable employers to make confident choices, reduce risk, and maintain compliance. Offering an advanced global technology platform, customer service and compliance expertise delivered by local staff who understand local markets, First Advantage helps customers around the world build fully scalable, configurable screening programmes that meet their unique needs.

Access education, employment, and professional license verifications; global sanction searches; credit checks and more. First Advantage supports over 33,000 clients worldwide with offices across North America, Europe, India, Asia and Latin America. Our 93+ million international background screens annually cover 200+ countries and territories.

FlexSystem Limited



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FlexSystem is a leading enterprise solution provider in Hong Kong. Established in 1987, FlexSystem is keen on technology development and aims to enhance organisations' workforce effectiveness. We have delivered best practice solutions to over 5,000 companies and 3,000 installations across the world.

FlexSystem provides comprehensive HRMS, which includes

- Profile & Competency Management
- Attendance Management
- Performance & Training Management
- HR Analysis & Evaluation
- Payroll & Benefit Management
- Provident Fund & Taxation Management
- Workforce Self-service Platform

Franklin Templeton Investments (Asia) Limited 富蘭克林鄧普頓



FRANKLIN TEMPLETON
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Through its specialist investment managers, Franklin Templeton brings extensive capabilities in equity, fixed income, alternatives and custom multi-asset solutions. With employees in over 30 countries, the Company has more than 70 years of investment experience and \$1.58 trillion in assets under management as of 31 December 2021.

透過旗下的專家投資經理，富蘭克林鄧普頓提供包括股票、固定收益、另類投資和定制多元資產解決方案的全方位投資實力。富蘭克林鄧普頓在30多個國家設有辦事處，擁有超過70年的投資經驗，截至2021年12月31日，管理1.58萬億美元的資產。

FWD Life Insurance Company (Bermuda) Limited (Incorporated in Bermuda with limited liability) 富衛人壽保險（百慕達）有限公司（於百慕達註冊成立之有限責任公司）



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FWD Hong Kong & Macau are part of FWD Group, a pan-Asian life insurance business with more than 10 million customers across 10 markets. We are focused on making the insurance journey simpler, faster, and smoother, with innovative propositions and easy-to-understand products, supported by digital technology. We help you manage your group life and group medical policies to protect your employees' health with a comprehensive and quality coverage.

富衛集團業務遍及亞洲十個市場，服務客戶超過一千萬名。我們以創新定位及簡單易明的產品，配合數碼科技，為客戶帶來更簡便、更快捷及更順暢的保險體驗。我們提供團體人壽及醫療方案，為僱員的健康提供全面保障。

HKBU School of Business 香港浸會大學工商管理學院



香港浸會大學
 HONG KONG BAPTIST UNIVERSITY
 工商管理學院 SCHOOL OF BUSINESS



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The MSc in Strategic HRM programme is designed to provide management and HR professionals with advanced management knowledge and practical HR skills, with an emphasis on evidence-based decision making, strategic thinking, and global vision. Our curriculum is suitable for aspiring HRBP and experienced business professionals.

The professional Master of HRM programme empowers graduates with essential HR knowledge, skills, and competencies to facilitate excellence in managing and developing talent. The MHRM programme is suitable for young professionals and is offered in both full-time and part-time mode.

Both Master programmes are accredited by AACSB, EQUIS and CIPD and are endorsed by the HKIHRM.

HR Service Providers Profile

HKPC Academy 生產力學院



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HKPC has been consistently offering diversified industry training designed for different business sectors. Innovative, advanced technological and high value-added training services are provided to support Hong Kong's development into a smart city. In 2021 the HKPC Academy was awarded with "Best Corporate Trainer" from Job Market for the first time, as a token of appreciation to its achievement in promoting digital transformation and the experience in upgrading and updating corporate training.

自1967年來，生產力局一直為工商界舉辦多項專業培訓課程。旗下生產力學院，發揮該局的核心技能，開辦一系列創新、高科技和高增值的培訓服務，配合香港智慧城市及智能產業的發展。生產力學院於2021年首度榮獲《JobMarket求職廣場》頒發「最佳企業培訓服務機構」，以表揚該局協助企業裝備未來，推動數碼轉型。

HKUST Business School Executive Education Office



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Inspiring People for Continued Success - Learn with the best, from the best

HKUST Business School Executive Education Office offers company-specific and open-enrolment programmes which provide executives and managerial talents in corporations, both local and overseas, with a platform to sharpen skill sets and acquire the cutting-edge insights that help executives to stay ahead. HKUST achieves this by combining the expertise of our Business School's world-renowned faculty with input from executive-level specialists from industry and management.

Every year a number of open programmes, ranging from 1 to 8 days in duration, are offered to address the specific needs from executives.

For more information, visit us at execed.hkust.edu.hk



Hong Kong Institute of Human Resource Management 香港人力資源管理學會



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As the most representative HR professional body in Hong Kong, the Hong Kong Institute of Human Resource Management (HKIHRM) has a membership close to 5,200, of whom over 530 are corporate members. Founded in 1977, the HKIHRM aims at enhancing HR professional standards, and increasing the HR profession's influence. Serving HR practitioners and SMEs, the Institute organises a wide range of professional programmes, including annual conference, seminars, awards programme, and multi-level training. It also provides various membership services, surveys, and an online journal. The HKIHRM is a member of the Asia Pacific Federation of Human Resource Management. www.hkihrm.org

HR Solutions (Int'l) Ltd.



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HR Solutions is a Hong Kong-based training consultancy specialising in development and delivery of customised learning & development programmes with local language and regional delivery.

We work in areas of leadership development, performance management, sales, negotiating, influencing, presentations and communication skills and are local partners of the leading international programmes Think on your Feet® and Exercising Influence™ from Barnes & Conti.

Long-term clients include major companies in the insurance, finance, luxury retail, sourcing, transport and property sectors. Our virtual and face-to-face training programmes are flexible, engaging and interactive.

We also provide executive coaching and HR consulting services in areas of performance management, competency assessment, talent development and mentoring.

Integral Training & Consulting Ltd. 英高顧問及培訓有限公司



英高顧問及培訓有限公司™
INTEGRAL TRAINING & CONSULTING Ltd.

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Founded in 2004, Integral focuses on our best value to clients: advocates Dialogic OD Consultancy, Learning Solutions, Executive Coaching, Online Webinars, and Community Care to develop organisational agility and social responsibility.

Some of our areas of expertise include:

- Dialogic OD / Business Consulting
- Executive / Leadership Coaching
- Strategic Planning Facilitation
- Team Alignment Facilitation
- Change Transition
- Gamified Innovation
- Strategic Thinking
- Design & Facilitation using LEGO® SERIOUS PLAY®
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- Tactical Project Management
- Systems Thinking: Resolving Complex Problems
- Design Thinking: Resolving Wicked Problems
- Facilitation & Presentation
- Influence & Negotiation

**Please see further details on our advertisement on Inside Front Cover. 詳情請參閱本公司在封面內頁的廣告。

Lee Shau Kee School of Business and Administration, Hong Kong Metropolitan University

香港都會大學李兆基商業管理學院



香港都會大學 李兆基商業管理學院
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HKMU Lee Shau Kee School of Business and Administration strives to nurture graduates who possess the business acumen, social intelligence and global competence to become truly "future-ready". It prioritises early industry engagement, experiential learning, responsible business education as well as internationalisation in its curriculum design. Capitalising on its academic strengths, research capacity and professional and industry networks, the School aims to meet students' career aspirations and society's talent needs through its comprehensive portfolio of undergraduate and postgraduate programmes in different learning modes, many of which are accredited by local and international professional bodies.

Mayer Brown 孖士打律師行



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Mayer Brown's dedicated Employment & Benefits team in Asia is part of a global group comprising over 100 lawyers. The team advise on all forms of employment and HR-related matters, including contentious and advisory, disputes, transactional and strategic employment issues.

Mayer Brown is one of the few international firms in Hong Kong with an integrated and dedicated group of full-time employment lawyers with experience covering all aspects of employment law.

The firm's clients are some of the most prominent employers in the region from sectors including aviation, healthcare, education, and financial services. We advise them on highly-publicised, ground-breaking contentious issues, and help them to navigate complex non-contentious issues.

Mercer



28/F, Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong

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At Mercer, we believe in building brighter futures.

Together, we are redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and wellbeing. We do this by meeting the needs of today and tomorrow, by understanding the data and applying it with a human touch and by turning ideas into action to spark positive change.

For over 75 years, we have been providing trusted advice and solutions to build healthier and more sustainable futures for our clients, colleagues, and communities.

HR Service Providers Profile

Nova Management Consultants Limited | Nova Training and Education Institute 至善管理顧問有限公司 | 至善培訓及教育機構



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Established in 1996, Nova is renowned for delivering reputable HR, training and event management services. The organisation has associates in China and Asia.

Nova Consultancy focuses on executive search, recruitment and staff leasing, HR compliances, operation, etc.

Nova Institute is the sole partner of Islamic Banking and Finance Institute of Malaysia (a member of Malaysia Central Bank) for Hong Kong and China.

Pacific Base Technologies Limited 宏基科技有限公司



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HRIS88 is an up-to-date Human Resource Information System using sound current technology with innovative designs. We have more than 20 years of expertise in HRIS Systems. Core modules include HR, leave, payroll, time attendance and performance management. Intranet applications include ESS/ MSS, iLeave, iAttendance, iRostering, iOT Approval, iAppraisal, and iClaims.

Every company needs an efficient HRIS System like HRIS88 to smoothly comply with the latest labour regulations, MPF interface changes, minimum wages, and to decipher working hours from attendance data. Paving the way for an efficient and versatile workforce, HRIS88 can cope with complicated payroll and Attendance situations with integrated hardware options.

HRIS88 comes with expert HRIS consultancy and systematic project management. Our efficient customisation service makes your HRIS88 System agile and resilient to changing environments.

Paradigm21 Group Limited 鮑華登 21 管理顧問有限公司



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Paradigm21 Group is a leading global award-winning executive coaching, leadership training and organisational effectiveness HR consultancy partnering with MNCs, regional and local organisations to maximise people performance and financial results. The Group customises leadership training, executive coaching, 360 feedback & assessment programmes to help retain and develop current and future leaders for organisations' sustainable growth and future success. **Paradigm21 Executive Leadership Coaching Academy**, a division of Paradigm21, offers International Coaching Federation accredited coaching training programmes leading to ICF credentials.

** Paradigm21 Executive Leadership Coaching Academy Specialises in:

- ICF Accredited Coaching Training Certification
- Emerging Talent Coaching Programme
- 360° Feedback & Assessment
- Leadership Training Workshop
- Career Transition Programme
- C-Suite & Senior Executive Coaching
- Group & Team Coaching
- Change Management
- Speaking, Facilitation, Team Building
- ICF ACC PCC Mentor Coaching

Part-time Top-Up Programme Offered Jointly by Edinburgh Napier University (ENU) and School of Continuing Education of Hong Kong Baptist University (HKBU-SCE)



2/F., Franki Centre, 320 Junction Road, Kowloon Tong, Hong Kong

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The "Bachelor of Arts in Human Resource Management with Organisational Psychology" is a 1-year part time top-up degree programme. Following a challenging international curriculum, the programme not only focuses on theories and concepts, but also reinforces understanding through a wide range of up-to-date case studies from around the world. It aspires to produce graduates with an international perspective in addition to the necessary knowledge and skills required by the industry in the 21st century, providing a strong foundation for a successful career in human resource management in different sectors.

PwC 羅兵咸永道



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PwC Mainland China, Hong Kong SAR, and Macau SAR work together on a collaborative basis, subject to local applicable laws. Collectively, we have over 800 partners and more than 20,000 people in total.

We provide organisations with the professional service they need, wherever they may be located. Our highly qualified, experienced professionals listen to different points of view to help organisations solve their business issues and identify and maximise the opportunities they seek. Our industry specialisation allows us to help co-create solutions with our clients for their sector of interest.

We are located in these cities – Beijing, Shanghai, Hong Kong, Shenyang, Tianjin, Dalian, Jinan, Qingdao, Zhengzhou, Xi'an, Nanjing, Hefei, Suzhou, Wuxi, Wuhan, Chengdu, Hangzhou, Ningbo, Chongqing, Changsha, Kunming, Xiamen, Guangzhou, Shenzhen, Macau, Haikou, Zhuhai and Guiyang.

Randstad Hong Kong



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Randstad is the world's largest HR services provider. Since 2009, our Hong Kong operations have been supporting people and organisations in realising their true potential, helping find the best permanent and contracting talent. Randstad Hong Kong specialises in both permanent and contract recruitment, and help organisations across various key industries find the best talent in accounting and finance, banking and financial services, construction, property and engineering, contracting, human resources and business support, insurance IT, life sciences, legal, luxury & retail, sales, marketing & communications, supply chain and procurement.

Founded in 1960, Randstad is headquartered in Diemen, the Netherlands. In 2021, Randstad had on average 39,530 corporate employees and generated a revenue of € 24.6 billion. Randstad N.V. is listed on the Euronext Amsterdam.

SAP Hong Kong



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SAP is the market leader in enterprise application software, helping companies of all sizes and in all industries run at their best: SAP customers generate 87% of total global commerce. Our machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers' businesses into intelligent enterprises. Our end-to-end suite of applications and services enables our customers to operate profitably, adapt continuously, and make a difference.

Technosoft Hongkong Ltd.



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Technosoft has been providing HR/payroll software packages for Hong Kong since 1988 for different businesses and industries. The company currently supports global organisations with ready made standard modules specific to local requirements in China, Taiwan, Singapore, Vietnam, Malaysia, Thailand, etc., and will be supporting more and more countries in the future. Technosoft's product range covers core employee information maintenance, full-scale payroll processing, and is extensible with add-on HR features from employee self-services and appraisal and evaluation, to global HR and finance interface.

HR Service Providers Profile

TXJ Information Technology Co., Ltd



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TXJ's professional team has over 20 years of experience in the HRMS field. TXJ provides customers with one-stop TXJ HRMS, tailor-made functions, and a full range of project implementation services.

HR data can be managed in Hong Kong, Macau, Mainland China, Taiwan, Malaysia, Thailand, etc. through TXJ HRMS.

Furthermore, TXJ also provides its users with payroll outsourcing services, cloud payroll, leave, and attendance process management services.

Vistra Group 瑞致達



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Company	Area of Products / Services Offered				Categories Products / Services Offered													
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Company	Area of Products / Services Offered				Categories Products / Services Offered													
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Company	Area of Products / Services Offered				Categories Products / Services Offered													
	Hong Kong	China	GBA	Regional/ International	Business / Management Consulting Service	Compensation & Benefits	Education / e-Learning / Learning & Development	Employee Engagement / Relations & Communication	HR Consulting Service	HR Outsourcing Service	HRIS / Computer Software / Cloud Solutions	Legal Issue / Employment Law / Tax	Payroll / MPF / Pension / Retirement Scheme / Insurance	Psychological / Assessment Tools	Publications	Recruitment / Selection / Executive Search Publications	Relocation	Others
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