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2022/23
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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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就業展才能計劃
Work Orientation and Placement Scheme

勞工處展能就業科推行「就業展才能計劃」，鼓勵僱主提供職位空缺予殘疾人士，以加深僱主對殘疾人士工作能力的認識，從而協助他們公開就業。

The Selective Placement Division of the Labour Department administers the “Work Orientation and Placement Scheme” (WOPS) which serves to encourage employers to offer job vacancies to the persons with disabilities and to enhance their understanding of the work capabilities of persons with disabilities, thereby facilitating open employment of the latter.

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最高可在九個月津貼期內
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在完成首三個月的聘用期後繼續獲
聘用，可獲獎勵金$1,500。
Mentors appointed by employer, who have successfully assisted the employee to continue with employment after the first three months, will be granted a Cash Reward of $1,500.
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?

- Employees should be free to choose: 68%
- Employee concerns with vaccine safety: 35%
- Potential liability in case of severe reaction after vaccination: 31%
- Employees unfit for vaccination due to various medication conditions: 29%
- Not many employees in high-risk / customer-facing roles: 19%
- Other reasons: 11%

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?

- Yes, already tracking: 61%
- Not yet but planning to start soon: 16%
- No, not planning to do so: 18%
- Not sure: 6%

#### 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?

- Not sure yet: 35%
- Grace period to be granted & dismissal after that: 35%
- Arrangement differs and subject to management discretion: 28%
- Redeployment: 9%
- Other arrangements: 4%
- Immediate dismissal: 1%
- Retraining: 1%

### 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.
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 efrom 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.
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.
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 breast milk (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.

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.
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.

(ii) 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 599) (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., 2/3 x monthly wages immediately before the Transition Date (capped at HK$22,500) x 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., 2/3 x last monthly wages before the termination (capped at HK$22,500) x 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**
Design total rewards programs and provide comprehensive market data and insights on compensation and benefits globally.

**Talent**
Design and implement workforce strategies and planning — to position the organization for success today and into the future.

**Executive remuneration**
Align executive and Board rewards and talent programs to business objectives — to enhance performance and create shareholder value.

**Transformation**
Devise organizational and HR transformation, using flexible resources so that talent can flow to meet the needs of projects and the business.

Questions we can help you answer

- How do we attract and retain top talent?
- Where might we best locate our offices for a talent advantage?
- What analytics will help us improve pay equity?
- How can we ensure our employee experience differentiates us?
- How might analytics inform organization design and pay strategy?
- How can we evolve our HR model to fit with an agile work environment?
- How can we manage our expatriate population for efficiency and growth?
- How do we inspire and engage our people through substantial change?
- Can you help us ensure we have the right job structure and library for our HCM implementation?

Visit us at mercer.com.hk for more information on how we can help you with all your HR transformation needs.

A business of Marsh McLennan
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%).

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 ever-changing 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.

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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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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. 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.

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

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**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.

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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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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.

### 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.

#### 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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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 multinational 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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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.

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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

Department of Management, 11-200, 11/F., Lau Ming Wai, Academic Building (AC3), City University of Hong Kong, Kowloon Tong, Hong Kong
T: (852) 3442 7892
E: mgtony@cityu.edu.hk

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

Unit 1001, 88 Hing Fat St, Causeway Bay, Hong Kong
T: (852) 2810 0642
E: info.asia@fadv.com
W: www.fadv.com.hk

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 35,000 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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<tr>
<th>Location</th>
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<tr>
<td>Block A, 4/F., Eastern Sea Industrial Building, 29-39 Kwai Cheong Road, Kwai Chung, Hong Kong</td>
<td>(852) 2967 9020</td>
<td><a href="mailto:info@flexsystem.com">info@flexsystem.com</a></td>
<td><a href="http://www.flexsystem.com">www.flexsystem.com</a></td>
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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

### Franklin Templeton Investments (Asia) Limited

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<td>17/F., Chater House, 8 Connaught Road Central, Hong Kong</td>
<td>(852) 2877 7733</td>
<td><a href="mailto:sales_clientservicehk@franklintempleton.com">sales_clientservicehk@franklintempleton.com</a></td>
<td><a href="http://www.franklintempleton.com.hk">www.franklintempleton.com.hk</a></td>
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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.

### FWD Life Insurance Company (Bermuda) Limited (Incorporated in Bermuda with Limited Liability)

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<td>(852) 3123 3123</td>
<td><a href="mailto:eb.mkt.hk@fwd.com">eb.mkt.hk@fwd.com</a></td>
<td><a href="http://www.fwd.com.hk/en/business/employee-benefits">www.fwd.com.hk/en/business/employee-benefits</a></td>
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</table>

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.

### HKBU School of Business

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<td>Room WLB726, 7/F., Department of Management, The Wing Lung Bank Building for Business Studies, Shaw Campus, Hong Kong Baptist University, 34 Renfrew Road, Hong Kong</td>
<td>(852) 3411 7531</td>
<td><a href="mailto:mscshrm@hkbu.edu.hk">mscshrm@hkbu.edu.hk</a></td>
<td><a href="http://mscshrm.hkbu.edu.hk">http://mscshrm.hkbu.edu.hk</a></td>
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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**

1/F, HKPC Building, 78 Tat Chee Avenue, Hong Kong  
T: (852) 2788 6342  F: (852) 2788 6260  
E: academy@hkpc.org  W: www.hkpcacademy.org  

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**

Room 3011, Lee Shau Kee Business Building, The Hong Kong University of Science and Technology, Clear Water Bay, Hong Kong  
T: (852) 2358 7542  F: (852) 2335 5836  
E: ExecEd@ust.hk  W: execed.hkust.edu.hk  

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**

Units 1810-15, 18/F, Millennium City 2, 378 Kwun Tong Road, Kwun Tong, Hong Kong  
T: (852) 2881 5113  F: (852) 2881 6062  
E: info@hkihrm.org  W: www.hkihrm.org  

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.**

6/F., Luk Kwok Centre, Wanchai, Hong Kong  
T: (852) 2573 0501  E: mchung@hrsolutions.com.hk  
W: www.hrsolutions.com.hk  

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.
Mayer Brown

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.

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Mercer

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.
Paradigm21 Group Limited 鮑華登 21 管理顧問有限公司
Suite 907 Silvercord Two, 30 Canton Road, Tsim Sha Tsui, Hong Kong
T: (852) 2892 7608 / (852) 6336 7666
E: pm@paradigm21.com

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:**
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- Group & Team Coaching
- Change Management
- Speaking, Facilitation, Team Building
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Pacific Base Technologies Limited 宏基科技有限公司
Unit 8, 19/F., 118 Connaught Road West, Hong Kong
T: (852) 3157 1778
E: sales@hris88.com.hk
W: www.hris88.com.hk

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.

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2/F., Franki Centre, 320 junction road, Kowloon Tong, Hong Kong
T: (852) 3411 1914
E: enuhrm@hkbu.edu.hk
W: hkbusce.hk/bahrm

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.
**SAP Hong Kong**

35/F., Tower Two, Times Square, 1 Matheson Street, Causeway Bay, Hong Kong

T: (852) 2150 2799  F: (852) 2539 1818  E: info.hongkong@sap.com  W: www.sap.com/hk

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.

**Randstad Hong Kong**

33/F., Sino Plaza, 255-257 Gloucester Road, Causeway Bay, Hong Kong

T: (852) 2232 3408  F: (852) 2567 2365  E: communications@randstad.com.hk  W: www.randstad.com.hk

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.

**PwC 羅兵咸永道**

22/F., Prince’s Building, Central, Hong Kong

T: (852) 2289 8888  F: (852) 2810 9888  W: www.pwchk.com

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, Wuhan, Chengdu, Hangzhou, Ningbo, Chongqing, Changsha, Kunming, Xiamen, Guangzhou, Shenzhen, Macau, Haikou, Zhuhai and Guiyang.

**Technosoft Hongkong Ltd.**

Unit 1403, L14, Core F, Cyberport 3, 100 Cyberport Road, Pokfulam, Hong Kong

T: (852) 2892 1393  F: (852) 2838 1037  E: ortaine@technosofthk.com  W: www.technosofthk.com

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**

Unit 1104A, 11/F, Kai Tak Commercial Building, 317-319 Des Voeux Road, Central, Hong Kong  
T: (852) 9608 2206  
E: enquiry@txj-it.com  
W: www.txj-it.com

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

**Vistra Group 瑞致達**

19th Floor, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong  
T: (852) 2521 3661  
E: hk@vistra.com  
W: www.vistra.com

As a global corporate service provider and fund administrator with 5,000+ professionals in 45+ jurisdictions, Vistra empowers legal entities globally to work smarter, grow faster, act responsibly, protect capital and scale across borders — by doing what we do best: reducing risk and enhancing efficiency.

**Zebra Strategic Outsource Solution Limited 施伯樂策略有限公司**

5/F., Chiachem Century Tower, 178 Gloucester Road, Wan Chai, Hong Kong  
T: (852) 2116 8130  
E: enquiries@zebra.com.hk  
W: www.zebragroup.com

Zebra Strategic Outsource Solution Limited is a leading provider of executive search and outsourcing solutions.  
Founded in 2002, Zebra provides talent acquisition and HR management service. Our services include recruitment process outsourcing, payroll processing services, contingent workforce outsourcing, and customised workforce solutions.
On-premises TXJ HRMS for Asia-Pacific
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Payroll Outsourcing Service Plus

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- TXJ HRMS for Malaysia
- TXJ HRMS for other countries
- TXJ HRMS for Share Service Centre
- TXJ HRMS for Payroll Outsourcing Service

HR Outsourcing Service

- Payroll Outsourcing Service
- Encrypted ePayslip Service
- Leave Application on Web and Admin Service
- Time and Attendance on Web and Admin Service
- Employee Self-service and Manager Self-service
- HR Information Self-service
- HR Information Administration Service

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- Professional Project Team

- Easy to use
- Automated Workflow
- Focus on Long-term Cooperation

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Unit 1104A, 11/F, Kai Tak Comm. Bldg., 317-319 Des Voeux Road Central, Hong Kong
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<td>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）</td>
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- Bespoke programmes
- Think on your Feet®
- Exercising Influence®
- Executive Coaching

Dialogic OD Consultancy
Learning Solutions, Executive Coaching, Online Workshops, Community Care, Professional Facilitation, Instructional Design, Action Learning
### HR Products and Services Listing

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<td><strong>Paradigm21 Group Limited</strong></td>
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MSc in Strategic HRM (2-year part-time)

- Empower Aspired HR Professionals to Become HRBP
- Emphasise the Practice of Evidence-based HR
- Cultivate Agility and Global Vision
- Engage in Action Learning

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