



香港僱主聯合會  
**Employers'  
Federation  
of Hong Kong**

**Press Release**

4 October 2006

**To: News Editor**

**Press release – Employers' Federation of Hong Kong**

**Fresh thinking**

In its quarterly bulletin to members, the Employers Federation of Hong Kong sets a new tone for the debate over employee rewards in Hong Kong.

“Unlike previous years, when we have all tended to concentrate solely on the level of pay increases in Hong Kong, our stance this year lays more emphasis on the many other aspects of employment”, Chairman James Ng says.

The Federation has clear evidence from a number of recent studies – which was verified by its members – that pay is only one of the factors that affect recruitment and retention. “Of course this has always been the case to some extent,” continues Mr Ng. “But we now see that among white collar and managerial employees pay is quite low on the list of priorities.”

**Selective pay increases**

When looking at the employment market, the Federation notes that there is high demand for some professions, accounting for example, while the market in others like construction and engineering is slacker. “This means that over the next few months, some individuals will receive larger pay increases than others,” suggests Mr Ng. “We are urging our members to collect as much market data as possible and make selective pay increases only where necessary.” Though averages are misleading in these circumstances, the Federation considers that pay increases during the coming year should generally be less than 2.5%.

**Caution over the economy**

The Federation expresses some concern about economic prospects in 2007, with economists almost universally forecasting significant slowing down in growth, especially in the USA, Hong Kong's primary indicator. This means that companies should take great care not to increase fixed costs: flexibility is crucial.

The Federation points out that paying attention to the ‘soft’ side of employment such as career development, communications and employee relations will improve short and long term ability to attract and retain key employees far more than fixed pay increases.

“Of course we want all employees to share in the benefits of success and higher profits,” Mr Ng insists. “The way to do this is through cash bonuses that most employees prefer.”

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### **Reducing poverty**

The Federation is also concerned about wider social issues. “As a responsible body, we must also be aware of those less fortunate at the lower end of employment, the unskilled, recent immigrants and those for whom few opportunities exist to earn a decent living,” Mr Ng cautions. “The gap between this group and the rest of society is growing. Both for humanitarian and for practical reasons the Federation believes Hong Kong must tackle this problem seriously. Although employers can and should contribute to this effort, it is beyond their scope – whether individually or as a group – to undertake this task alone. We must encourage our Government to devise appropriate strategies to enable every citizen to participate in the rewards of living in our dynamic and modern world city.”

### **Three messages**

In summary, the Federation has three principal messages for employers:

- Make selective pay increases where the market demands them but keep the increase to fixed costs to a minimum;
- Reward good company and personal performance through one-off cash bonuses;
- Pay attention to employee development, internal communications and particularly leadership to attract and retain good employees.

“We have all enjoyed the recent economic success story,” says Mr Ng. “We must reflect this in our rewards to employees without prejudicing our future prosperity when the market recedes. More than this, hard-working Hong Kong people are looking at more than just their pay packets when it comes to deciding to join or leave an employer.”

~ End ~

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致：新聞版編輯

## 香港僱主聯合會 - 二零零七年薪酬調整

### 新思維

在最新一期的會員通訊中，香港僱主聯合會就香港僱員薪酬調整的討論提出了新的論點。

聯會主席吳智明表示：「與往年不同，除集中討論僱員薪酬升幅的水平以外，今年我們更強調關注僱傭關係的其他重要範疇。」

多項研究和會員討論均引証薪酬只是僱員去留其中一個考慮因素。吳氏續稱：「當然在某程度上事實向來如此，但現時更多白領與管理階層僱員將薪酬列為較次要的考慮因素。」

### 選擇性薪酬調整

環顧就業市場，聯會發現個別行業空缺差異頗大，例如會計行業需求甚殷，反之建築及工程行業發展停滯不前。故此，吳氏指出：「在未來數月，某些行業的在職人士相比下將可以獲得較大的薪酬增幅。我們鼓勵會員公司積極搜集市場資訊，在必要時作出選擇性薪酬調整。」雖然單一平均數字在此種情況下並不能充分反映實況，但聯會認為來年薪酬調整一般不應多於百分之二點五。

### 對經濟前景有隱憂

香港僱主聯合會對二零零七年經濟發展前景抱有隱憂。經濟學者不約而同認為未來經濟發展將趨向緩慢，特別以對香港舉足輕重的美國經濟為然。故此，機構應盡量維持固定成本不變，以保持靈活性。

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## 香港僱主聯合會 Employers' Federation of Hong Kong

聯會更認為僱主應重視薪酬以外的其他僱傭條件，包括事業發展前景、員工溝通和良好僱傭關係等，以增強機構在固定薪酬調整基礎外，吸引和挽留主要僱員的優勢。

吳氏強調：「我們殷切期望僱主能夠與僱員分享業務成果，而大部分僱員均會選擇以花紅替代基本薪酬調整。」

### 舒減貧困

香港僱主聯合會對於社會貧富懸殊現象甚為關注。吳氏表示：「作為一個負責任的團體，我們不能忽視社會上部分低下層人士，包括非技術僱員、新來港人士等，他們就業機會不多，收入微薄，每日為口奔馳。貧富懸殊不斷擴大，無論基於人道立場或實質需要，我們都必須著力解決這個問題。儘管僱主可以作出貢獻，但這個問題並不能單靠個別或整體僱主去解決。我們必須鼓勵政府訂立適當策略，令到每一位市民均能分享香港作為一個世界之都的成就。」

### 三個主要理念

綜合而言，聯會有三個主要理念與僱主分享：

- 以市場需求為依歸作選擇性薪酬調整，但將固定成本增幅減至最低；
- 以一次性花紅獎賞表現優秀的僱員，與他們分享業務成果；
- 注重僱員發展、內部溝通及發揮領導才能，以吸引和挽留優秀僱員。

吳氏續稱：「在過去一年，本港得享經濟復甦的甜美果實。在不損害一旦經濟萎縮時仍能維持穩定發展的前提下，我們應該與僱員分享經濟成果。此外，僱主更應明瞭僱員的去留並不盡歸因於薪酬的多寡。」

~ 完 ~

二零零六年十月四日

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