2024

粵港澳大灣區薪酬及福利調查報告撮要。

GUANGDONG - HONG KONG - MACAU
GREATER BAY AREA PAY AND BENEFITS SURVEY REPORT SUMMARY

2024 粵港澳大灣區薪酬及福利調查結果發佈會暨研討會（香港地區）

程序表

日期　　　　：　2024 年 10 月 24 日〈星期四〉

時間　　　　：　下午 2 時至 5 時

地點　　　　：　香港浸會大學 逸夫校園 郭鍾寶芬女士康體文娛中心 2 樓

時　間	程　序
下午 2:00 - 2:20	**歡迎辭** 　　**黃旭教授** 　　香港浸會大學人力資源策略及發展研究中心　中心主任 　　**任巍教授** 　　廣東省人才開發與管理研究會 執行會長 　　**梁偉佳先生** 　　香港人才管理協會 副會長 及 　　2024 粵港澳大灣區薪酬及福利調查委員會 主席
	第一節: 專題演講
下午 2:20 - 2:40	**演講嘉賓** 　　**莊子雄先生** 　　香港工業總會主席 　　講題: AI 重塑職業技能：企業與人才共同升級轉型
下午 2:40 - 2:45	**問答環節**
	第二節: 調查結果發佈
下午 2:45 - 3:00	**(一) 大灣區各城市綜合結果** 　　**梁偉佳先生** 　　香港人才管理協會 副會長 及 　　2024 粵港澳大灣區薪酬及福利調查委員會 主席
下午 3:00 - 3:05	**大合照**
下午 3:05 - 3:15	**小休**

	第二節: 調查結果發佈 (續)
下午 3:15 - 3:30	**(二)調查方法** **　　葉偉光博士** 　　香港浸會大學人力資源策略及發展研究中心　副中心主任
下午 3:30 – 3:55	**(三) 粵港澳大灣區(香港特別行政區及澳門特別行政區)薪酬及福利調查結果發佈** **　　曾文彬先生** 　　2024年粵港澳大灣區(香港特別行政區)薪酬及福利調查小組 主席
下午 3:55 – 4:10	**(四) 粵港澳大灣區(廣東省城市)薪酬及福利調查結果發佈** **　　葉燕女士** 　　2024年粵港澳大灣區(廣東省城市)薪酬及福利調查小組 主席
下午 4:10 – 4:40	**(五) "我的AI薪酬顧問" 儀表盤運用工作坊** **　　黃旭教授** 　　香港浸會大學　人力資源策略及發展研究中心 中心主任
下午 4:40 – 5:00	**問答環節**
下午 5:00	**結果發佈會暨研討會結束**

報告撮要
2024 粵港澳大灣區薪酬及福利調查

由**香港浸會大學工商管理學院人力資源策略及發展研究中心**、**華南理工大學工商管理學院人力資源管理研究中心**、**香港人才管理協會**及**廣東省人才開發與管理研究會**主辦，**澳門大學工商管理學院及澳門大灣區人力資源協會**合辦的「2024 粵港澳大灣區薪酬及福利調查」已經完成。本年度同步推出全新的「我的 AI 薪酬顧問」系統，協助企業進行個人化薪酬效能評估。該調查於 2024 年 6 月啟動，在粵港澳大灣區共發出超過 3,000 封邀請函，誠邀各機構參加 2024 年度的薪酬及福利調查。

在 7 至 9 月期間，共收回 **280** 份問卷，約 **24 萬 2 千**僱員參與調查。**91** 份來自香港機構，**34** 份來自澳門機構，**155** 份來自廣東省城市機構。調查主要涵蓋：參與機構概覽、僱員實際及預測的薪酬調整幅度、應屆畢業生入職薪金、獎勵計劃、僱員福利、人事變動、薪酬及津貼的分析。是項調查分別以四個職級作分析：管理/經理級員工、中層/主任/專業員工、職員及一綫/基層員工。

「2024 粵港澳大灣區(香港特別行政區)薪酬及福利調查報告」從 **91** 間香港機構收集數據。主要來自 **11** 個行業，包括建築、教育、工程、款待及餐飲、資訊/通訊科技及軟高科、物流及運輸、製造、非政府組織及社會企業、房地產及物業管理、零售、貿易和其他。參與調查機構的僱員總人數為 **70,514** 人。

「2024 粵港澳大灣區(澳門特別行政區)薪酬及福利調查報告」從 **34** 間澳門機構收集數據。主要來自 **6** 個行業，包括建築、工程、款待及餐飲、資訊/通訊科技及軟高科、休閒娛樂、零售和其他。參與調查機構的僱員總人數為 **50,470** 人。

「2024 粵港澳大灣區(廣東省城市)薪酬及福利調查報告」從 **155** 間廣東省大灣區不同城市機構取得數據。本年度調查包括 **10** 個行業：能源/化工/環保、工程、款待及餐飲、物流及運輸、製造(包括: 電子製造、五金製造、機械製造、塑膠制造、其他製造)、醫療/醫藥/健康、專業服務、房地產及物業管理、零售、貿易和其他；覆蓋大灣區主要城市，包括東莞、佛山、廣州、惠州、江門、深圳、中山及珠海(是次獨欠肇慶數據)。調查僱員人數達 **121,872** 人。

2024 粵港澳大灣區(香港特別行政區)薪酬及福利調查

薪酬調整

91 間提供數據作實際薪金調整分析。調查結果顯示，本年度 (由 2023 年 7 月至 2024 年 6 月)平均薪金調整幅度介乎 **3.4%**至 **3.5%**之間。提供數據作分析的 91 間機構中有 **5** 間表示凍薪，在剔除該些凍薪機構後，其餘 **86** 間機構的整體實際調整加幅介乎 **3.7%**至 **4.1%**之間。

至於 2025 年度的薪金調整幅度預測，**27.5%**機構表示各職級的整體調整加幅預測介乎 **3.8%** 至 **4.0%**之間，沒有機構預測凍薪。其餘 **66** 間機構仍未決定調整幅度。

職級	2020 平均薪金調整幅度	2021 平均薪金調整幅度	2022 平均薪金調整幅度	2023 平均薪金調整幅度	2024 平均薪金調整幅度	2025 平均薪金調整幅度預測
管理/經理級員工	2.3%	1.9%	3.1%	3.2%	3.5%	4.0%
中層/主任/專業員工	2.4%	2.1%	3.2%	3.8%	3.4%	4.0%
職員	2.3%	2.1%	3.3%	3.6%	3.5%	3.9%
一綫/基層員工	2.2%	1.3%	3.0%	3.8%	3.5%	3.8%

機構對薪金調整的考慮因素與去年大致相同，以「機構整體業績」為調整各職級僱員薪金時最重要的考慮因素，其次是「個人表現」。

應屆畢業生的平均入職月薪

應屆畢業生的平均入職起薪點會因工作性質不同而有所差別。學士學位/本科畢業生投身「工程」職能錄得最最高平均起薪點，為港幣 21,974 元，去年為港幣 20,950 元。

教育程度	2024 年度應屆畢業生平均入職月薪 (港幣)									
	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及行政	研發及發展	客戶服務	其他職能
學士學位以下	19,063	18,393	18,206	19,228	17,995	17,274	17,185	20,860	17,709	18,231
學士學位/本科	21,974	20,392	19,153	19,442	20,300	19,016	18,673	20,730	19,165	19,439
碩士及以上	23,611	23,868	23,768	27,178	22,411	22,123	21,465	27,528	21,971	23,846

獎勵計劃

本年度有 **75** 間**(82.4%)**參與調查的機構表示有實施僱員獎勵計劃。最受歡迎的獎勵計劃為「非固定花紅」，其次是「提供培訓」。機構在不同職級上所提供的固定花紅平均為 **1** 個月，非固定花紅為 **1** 至 **1.8** 個月。

僱員福利

　　是次調查對各職級僱員的福利項目，包括假期、教育、住宿、退休保障等進行分析。本年度約五成機構向員工提供全薪的「生日假」，機構數目與去年相若，平均為 1.1 日。

人事變動

1. 主動離職

　　調查亦顯示，僱員平均流失百分比介乎 **9.1%** 至 **23.8%**。職級越高平均流失百分比越低。與去年相若，「晉升及發展機會」和「薪酬」仍是今年離職的最主要原因。

2. 非自願離職

　　在 91 間參與調查的機構中，有 **59** 間機構表示有非自願離職員工，佔調查機構總數 **64.8%**。「房地產及物業管理」業的百分比最高**(10.6%)**，大部份原因是合約完結而並不獲續約。以機構規模劃分，大型機構佔百分比為 **3.4%**。

3. 職位空缺

　　職位空缺方面，在 2024 年 6 月 30 日錄得有 **61** 間參與的機構有職位空缺，佔總僱員人數 **3.7%**(去年 4.5%)。以機構規模劃分，中小型機構佔百分比為 **7.1%**。

4. 退休年齡制定

　　有 **79** 間(86.8%)參與的機構制定退休年齡政策。超過一成機構會考慮將退休年齡由 **60** 歲延長至 **65** 歲。

5. 靈活的工作安排

　　在調查期間，機構比較能提供「靈活的工作時間」及「補假」給員工(47.3% 及 67%)。

2024年度各職位的薪酬及獎金分析

　　本年度共涵蓋 **305** 個調查職位，是次重點選出了 **17** 個關鍵職位作出重點分析。

2024 粤港澳大灣區(澳門特別行政區)薪酬及福利調查

薪酬調整

34 間參與調查的機構提供數據作實際薪金調整分析。調查結果顯示，本年度 (由 2023 年 7 月至 2024 年 6 月)平均薪金調整幅度介乎 **2.4%**至 **3%**之間。機構中有 **5** 間表示凍薪，在剔除該些凍薪及減薪機構後，其餘 **29** 間機構的整體實際調整加幅介乎 **2.9%**至 **3.5%**之間。

至於 2025 年度的薪金調整幅度預測，20.6%機構表示各職級的整體調整加幅預測介乎 **3.2%**至 **4%**之間。沒有機構預測凍薪。其餘 **27** 間機構仍未決定調整幅度。

職級	2020 平均薪金調整幅度	2021 平均薪金調整幅度	2022 平均薪金調整幅度	2023 平均薪金調整幅度	2024 平均薪金調整幅度	2025 平均薪金調整幅度預測
管理/經理級員工	0.9%	1.0%	-0.1%	1.9%	2.4%	3.2%
中層/主任/專業員工	1.5%	1.1%	0.2%	2.5%	2.6%	3.7%
職員	1.2%	1.4%	0.4%	2.7%	2.9%	4.0%
一綫/基層員工	1.1%	1.7%	0.9%	2.3%	3.0%	3.9%

大部份機構在考慮調整所有職級員工的薪金時，首要因素為「機構整體業績」，其次為「個人表現」。

應屆畢業生的平均入職月薪

應屆畢業生的平均入職起薪點會因工作性質不同而有所差別，及不論教育程度工資均相同。學士學位/本科畢業生投身「資訊科技」錄得最最高平均起薪點，為澳門幣 17,282 元。

教育程度	2024 年度應屆畢業生平均入職月薪 (澳門幣)									
	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及行政	研發及發展	客戶服務	其他職能
學士學位以下	12,333	10,000	11,300	11,200	12,100	11,000	11,833	11,500	11,313	12,160
學士學位/本科	15,857	14,000	14,936	15,033	17,282	14,544	14,400	16,500	14,071	14,533
碩士及以上	15,250	16,000	14,800	15,200	15,100	16,400	15,000	20,000	14,163	16,750

獎勵計劃

機構給予各職級僱員的固定花紅，平均為 **1.3** 個月的基本月薪；非固定花紅，為 **1** 至 **1.3** 個月的基本月薪。

僱員福利

是次調查也對各職級僱員的福利項目，包括假期、教育及住宿等進行分析。本年度約三成機構向員工提供全薪的「生日假」，機構數目與去年相若，平均為 1 日。

人事變動

1. 主動離職

調查亦顯示，2023 年 7 月至 2024 年 6 月期間的僱員平均流失百分比介乎 **5.7%** 至 **10.6%**。其中流失百分比最高的僱員職級是一線/基層員工。離職原因首選「晉升及發展機會」，其次是「薪酬」。

2. 非自願離職

在 34 間參與調查的機構中，有 **17** 間機構表示有非自願離職員工，佔總僱員人數 **1%**。

3. 職位空缺

職位空缺方面，在 2024 年 6 月 30 日錄得有 **21** 間參與的機構有職位空缺，佔總僱員人數 **6.1%**。

4. 靈活的工作安排

在調查期間，約九成機構「比較能提供」補假給員工，約四成機構「幾乎沒有」提供在家辦公。

駐澳門外地僱員的薪酬及福利

澳門外地僱員的薪酬及福利調查結果，獲 27 間機構參與；佔本地僱員人數 30.1%。外地僱員住宿安排，有兩成半機構「提供住宿」及超過八成半機構有「住宿津貼」。

2024年度各職位的薪酬及獎金分析

本年度共涵蓋 305 個調查職位，是次重點選出了 **17** 個關鍵職位作出重點分析。

2024 粵港澳大灣區(廣東省城市)薪酬及福利調查

薪酬調整

　　155 間參與調查的機構提供數據作實際薪金調整分析。調查結果顯示，本年度(由 2023 年 7 月至 2024 年 6 月)平均薪金調整幅度介乎 **2.1%** 至 **2.7%** 之間。提供數據作分析的 155 間機構中有 **56** 間表示曾凍薪及 **6** 間曾減薪，在剔除該些凍薪及減薪機構後，其餘 **93** 間機構的整體實際調整加幅介乎 **4.6%** 至 **5.6%** 之間。

　　至於 2025 年度的薪金調整幅度預測，43.9% 機構表示各職級的整體調整加幅預測介乎 **3.8%** 至 **4.0%** 之間。提供數據作分析的 68 間機構中有 **6** 間表示凍薪，在剔除該些凍薪機構後，其餘 **62** 間機構的整體調整加幅預測介乎 **4.4%** 至 **4.6%** 之間。

職級	2020 平均薪金調整幅度	2021 平均薪金調整幅度	2022 平均薪金調整幅度	2023 平均薪金調整幅度	2024 平均薪金調整幅度	2025 平均薪金調整幅度預測
管理/經理級員工	4.6%	6.0%	4.7%	2.2%	2.6%	4.0%
中層/主任/專業員工	5.0%	5.7%	4.9%	2.2%	2.6%	4.0%
職員	4.5%	5.4%	5.2%	2.1%	2.7%	4.0%
一綫/基層員工	4.4%	5.2%	4.5%	2.0%	2.1%	3.8%

　　大部份機構在考慮調整所有職級員工的薪金時，首要因素為「機構整體業績」，其次為「個人表現」。

應屆畢業生的平均入職月薪

　　應屆畢業生的平均入職起薪點會因工作性質不同而有所差別。從職能方面來看，以投身「工程」的平均入職薪金為最高。

教育程度	2024 年度應屆畢業生平均入職月薪 (人民幣)									
	工程	生產	市場拓展	銷售	資訊科技	財務會計	人力資源及行政	研發及發展	客戶服務	其他職能
學士學位以下	5,530	4,532	5,166	4,891	5,320	4,884	4,779	5,710	4,594	4,417
學士學位/本科	6,960	5,368	5,663	5,588	6,252	5,680	5,559	6,634	5,353	5,360
碩士或以上	8,968	6,982	7,729	7,008	7,926	7,468	7,456	8,470	6,631	6,507

獎勵計劃

　　本年度有 **130** 間 **(83.9%)** 參與調查的機構表示向僱員提供獎勵計劃。機構在不同職級上所提供的「固定花紅」平均為 **1** 至 **1.3** 個月，各機構都有不同的獎勵計畫，其中包括「提供培訓」、「績效獎勵」及「全勤獎」等獎勵方法。

僱員福利

是次調查也對各職級僱員的福利項目，包括住宿、教育及全薪病假等進行分析。約三成機構提供平均 **6.5** 日的法規以外的全薪病假。

人事變動

1. 主動離職

調查亦顯示，2023 年 7 月至 2024 年 6 月期間的僱員平均流失百分比介乎 **11.5%** 至 **35.8%**，不同地區、行業與職級的流失百分比差異頗大。其中流失百分比最高的僱員職級是一線/基層員工。以行業劃分，「薪酬」是離職的最主要原因。

2. 非自願離職

在 **155** 個參與調查的機構中，有 **97** 間表示曾經有員工是非自願離職的。以機構規模劃分，中小型機構佔 **5.9%**。

3. 職位空缺

職位空缺方面，在 2024 年 6 月 30 日錄得有 **77** 間參與的機構有職位空缺，佔總僱員人數 **1.4%**。以機構規模劃分，中小型機構錄得最多職位空缺的百分比(5%)。

4. 靈活的工作安排

在調查期間，約六成半機構「比較能提供」補假給員工及約三成機構「幾乎沒有」安排員工在家辦公。

靈活用工探討

46 個(29.7%)參與機構採用靈活用工模式，6 個(3.9%)參與機構會考慮在未來一年嘗試採用此模式。靈活用工可解決招聘的困難，人員成本及非長期需要的工作崗位。靈活用工為機構帶來效能/效益的提升，但同時亦面對用工人員質素不穩定及管理困難的問題。招聘崗位大多是一線/基層員工。

2024 年度各職位的薪酬及津貼

本年度共涵蓋 305 個調查職位，是次重點選出了 **17** 個關鍵職位作出重點分析。

2024 粵港澳大灣區綜合結果

粵港澳大灣區薪酬調查，覆蓋大灣區 9+2 各城市作分析 (是次調查獨欠肇慶數據)，調查結果顯示，本年度(由 2023 年 7 月至 2024 年 6 月)平均薪金調整幅度範圍為 **-1.1%** 至 **4.6%**。 2025 年薪金調整幅度預測範圍為 **1.3%** 至 **8%**。大灣區各城市平均僱員流失百分比範圍為 **4.4%** 至 **80.8%**。

地區	大灣區各城市 2024 年平均薪金調整幅度			
	經理級或以上	主任/專業人員	職員員工	一線/基層員工
東莞	4.6%	4.4%	4.2%	3.0%
佛山	-1.1%	-0.8%	-0.8%	-0.8%
廣州	0.8%	1.3%	2.8%	3.3%
惠州	1.8%	2.9%	2.2%	1.9%
江門	2.9%	2.1%	1.1%	0.3%
深圳	2.3%	2.4%	2.6%	2.3%
中山	2.2%	2.0%	2.5%	2.1%
珠海	3.7%	3.9%	3.8%	2.7%
香港	3.5%	3.4%	3.5%	3.5%
澳門	2.4%	2.6%	2.9%	3.0%

地區	大灣區各城市 2025 年平均薪金調整幅度預測			
	經理級或以上	主任/專業人員	職員員工	一線/基層員工
東莞	5.3%	4.9%	4.8%	4.5%
佛山	1.3%	1.3%	1.3%	1.3%
廣州	4.1%	4.1%	4.1%	4.0%
惠州	2.3%	2.9%	2.9%	2.3%
江門	3.6%	3.2%	3.8%	2.2%
深圳	4.9%	5.1%	5.0%	5.4%
中山	4.2%	4.2%	4.2%	4.0%
珠海	4.6%	4.6%	4.6%	4.6%
香港	4.0%	4.0%	3.9%	3.8%
澳門	3.2%	3.7%	4.0%	3.9%

地區	大灣區各城市 2024 年平均僱員流失百分比				
	經理級或以上	主任/專業人員	職員員工	一線/基層員工	整體
東莞	5.8%	13.8%	37.5%	80.8%	64.5%
佛山	48.9%	49.7%	10.7%	4.4%	8.7%
廣州	7.7%	9.8%	10.3%	16.4%	14.2%
惠州	15.4%	38.7%	17.3%	27.4%	25.9%
江門	22.6%	32.3%	34.9%	38.7%	37.0%
深圳	8.2%	18.6%	14.4%	18.7%	17.0%
中山	8.0%	6.8%	17.5%	55.2%	40.8%
珠海	14.8%	16.0%	17.1%	11.6%	12.7%
香港	9.1%	12.5%	22.0%	23.8%	19.3%
澳門	7.5%	9.1%	5.7%	10.6%	9.4%

如有查詢, 請致電:　　　香港浸會大學　梁小姐　　　　　電話: 3411 5227

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Report Summary

2024 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA PAY AND BENEFITS SURVEY

The 2024 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey was conducted by the **Centre for Human Resources Strategy and Development of School of Business of Hong Kong Baptist University**, **Research Center for Human Resources Management of School of Business Administration of South China University of Technology, Hong Kong People Management Association** and **Talent Development and Management Association of Guangdong,** and as co-organizer of the **Faculty of Business Administration of University of Macau** and the **Macau Greater Bay Area Human Resources Association**. An individualized dashboard system "My AI Salary Consultant" has been launched. In June 2024, the invitations of the pay and benefits surveys were sent to over 3,000 Guangdong-Hong Kong-Macao Greater Bay Area organizations.

Between July and September 2024, a total of **280** completed questionnaires were received through online questionnaires, around **242,000** employees participated in the survey. **91** questionnaires were collected from Hong Kong SAR, **155** from Guangdong Cities, and **34** questionnaires from Macao SAR. The main purpose of the Survey is to collect information on areas namely, Profile of Participated Organizations, Actual and Projected Salary Adjustments, Starting Salary for Fresh Graduates, Incentive Schemes, Employee Benefits, Employee Movement, and Annual Cash Compensation Packages. Data was analyzed based on four staff levels including Senior/Managerial Staff, Middle Level/Supervisory/Technical Staff, General Staff, and Frontline/Operative Staff.

The 2024 Guangdong-Hong Kong-Macao Greater Bay Area (HKSAR) Pay and Benefits Survey Report included a total of **91** organizations. They were from **11** business sectors, namely, Construction, Education, Engineering, Hospitality & Catering, Information, Communication Technology & Software, Logistics & Transportation, Manufacturing, Non-Government Organization & Social Enterprises, Real Estate & Property Management, Retail, Trading, and Others. The survey covered a total of **70,514** employees.

The 2024 Guangdong-Hong Kong-Macao Greater Bay Area (Macao SAR) Pay and Benefits Survey Report included a total of **34** organizations. They were from 6 business sectors, namely, Construction, Engineering, Hospitality & Catering, Information, Communication Technology & Software, Logistics & Transportation, Leisure and Entertainment, Retail, and Others. The survey covered a total of **50,470** employees.

The 2024 Guangdong-Hong Kong-Macao Greater Bay Area (Guangdong Cities) Pay and Benefits Survey Report included a total of **155** organizations. They were from **10** business sectors, namely, Energy/Chemical/Environmental, Engineering, Hospitality & Catering, Logistics & Transportation, Manufacturing (include: Electronics, Hardware, Mechanical & Machinery, Plastic Product, and other Manufacturing), Medical / Pharmaceuticals / Health care, Professional Services, Real Estate & Property Management, Retail, Trading, and Others. Respondents were in Guangdong cities, including Dongguan, Foshan, Guangzhou, Huizhou, Jiangmen Shenzhen, Zhongshan, and Zhuhai (excluding the data of Zhaoqing). The survey covered a total of **121,872** employees.

2024 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (HKSAR) PAY AND BENEFITS SURVEY

<u>**SALARY REVIEW**</u>

Ninety-one participating organizations provided data for the overall actual salary increases analysis, which ranged from **3.4%** to **3.5%** for the period from July 2023 to June 2024. Of the 91 organizations that provided data for analysis, 5 reported salary freezes, after excluding them, the overall actual salary increases of the remaining **86** organizations ranged from **3.7%** to **4.1%**.

As for the salary adjustment forecast for 2025, as reported by **27.5%** participating organizations, it would range from **3.8% to 4.0%.** No organization indicates that their salaries were frozen, and 66 organizations have not decided the salary increase forecast.

Staff Level	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Average Salary Adjustment	2024 Overall Average Salary Adjustment	2025 Overall Projected Salary Adjustment
Senior/Managerial Staff	2.3%	1.9%	3.1%	3.2%	3.5%	4.0%
Middle Level/ Supervisory/Technical Staff	2.4%	2.1%	3.2%	3.8%	3.4%	4.0%
General Staff	2.3%	2.1%	3.3%	3.6%	3.5%	3.9%
Frontline/Operative Staff	2.2%	1.3%	3.0%	3.8%	3.5%	3.8%

The overall ranking of salary review criteria was similar to those of in last year, with "Organization's Overall Performance" ranking at the top for all levels of staff, followed by "Individual Performance".

<u>**STARTING MONTHLY SALARY FOR FRESH GRADUATES**</u>

Starting monthly salary for Bachelor Degree fresh graduates varied according to their qualifications and job nature. "Engineering" function was recorded the highest figure at **HK$21,974**, last year was HK$20,950.

Education Level	2024 Average Starting Monthly Salary (HKD)									
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Customer Services	Other Function
Below Bachelor	19,063	18,393	18,206	19,228	17,995	17,274	17,185	20,860	17,709	18,231
Bachelor Degree	21,974	20,392	19,153	19,442	20,300	19,016	18,673	20,730	19,165	19,439
Postgraduate Degree	23,611	23,868	23,768	27,178	22,411	22,123	21,465	27,528	21,971	23,846

<u>**INCENTIVE SCHEMES**</u>

Seventy-five (82.4%) participating organizations indicated that they offered incentive schemes. "Variable Bonus" was the most popular scheme, followed by "Training". The Guaranteed Bonus offered to different staff levels was **1** month whereas Variable Bonus offered ranged from **1** to **1.8** months.

EMPLOYEE BENEFITS

The Survey Results showed different benefits offered to different levels of staff, including leaves, education, housing, and retirement protection etc. This year, around 50% of participating organizations provided employees with **1.1** days full-pay "Birthday Leave".

WORKFORCE MOVEMENT

1. Employee Turnover

The overall average turnover percentage ranged from **9.1%** to **23.8%** in the survey period. The higher the employee level, occupied the lower the turnover percentage was reported. Similar to last year "Career/Promotion Prospect" and "Pay" were ranked as the top two reasons for employee turnover.

2. Employee Involuntary Turnover

Among **91** participating organizations, **59** organizations reported involuntary turnover, which represented **64.8%** of surveyed organizations. The Real Estate & Property Management Sector retrenched the highest percentage **(10.6%)**, most of them were not being offered a new contract at the end of the current contract period. By organization size, large size organizations retrenched the highest percentage **(3.4%)**.

3. Job Vacancy

Sixty-one responding organizations were created job vacancy at June 30, 2024, **3.7%** of the total headcounts reported. In terms of Organization size, small-medium size organizations retrenched the highest percentage **(7.1%)**.

4. Retirement Age

Seventy-nine (86.8%) participating organizations had the policy for the retirement age, over **10%** organizations will consider extending the retirement age from 60 to 65.

5. Flexible Working Arrangements

During the survey period, participating organizations availability provided Flex-time and Compensatory time off to employees (47.3% and 67%).

2024 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of **305** positions were selected as benchmark jobs for pay and benefits analysis. **17** common positions were analyzed.

2024 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (MACAO SAR) PAY AND BENEFITS SURVEY

SALARY REVIEW

Thirty-four participating organizations provided data for the overall actual salary increases analysis, it ranged from **2.4%** to **3.0%** for the period from July 2023 to June 2024. **Five** organizations reported salary freezes, after excluding them, the overall actual salary increases of the remaining **29** organizations ranged from **2.9%** to **3.5%**.

As for the salary adjustment forecast for 2025, as reported by **20.6%** participating organizations, it would range from **3.2%** to **4.0%**. No organization indicates that their salaries were frozen, and 27 organizations have not decided the salary increase forecast.

Staff Level	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Average Salary Adjustment	2024 Overall Average Salary Adjustment	2025 Overall Projected Salary Adjustment
Senior/Managerial Staff	0.9%	1.0%	-0.1%	1.9%	2.4%	3.2%
Middle Level/ Supervisory/Technical Staff	1.5%	1.1%	0.2%	2.5%	2.6%	3.7%
General Staff	1.2%	1.4%	0.4%	2.7%	2.9%	4.0%
Frontline/Operative Staff	1.1%	1.7%	0.9%	2.3%	3.0%	3.9%

The overall ranking of salary review criteria, "Organization's overall performance" was ranked the top for all levels of staff, followed by "Individual performance".

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salaries for fresh graduates varied according to their job nature even if their academic qualifications are different. Graduated in Bachelor Degree in "IT" function was recorded the highest figure (**MOP$17,282**).

Education Level	2024 Average Starting Monthly Salary (MOP)									
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Customer Services	Other Function
Below Bachelor	12,333	10,000	11,300	11,200	12,100	11,000	11,833	11,500	11,313	12,160
Bachelor Degree	15,857	14,000	14,936	15,033	17,282	14,544	14,400	16,500	14,071	14,533
Postgraduate Degree	15,250	16,000	14,800	15,200	15,100	16,400	15,000	20,000	14,163	16,750

INCENTIVE SCHEMES

The Guaranteed Bonus offered to different staff levels was **1.3** months whereas Variable Bonus was ranged from **1** to **1.3** months.

EMPLOYEE BENEFITS

The Survey Results showed different benefits offered to different levels of staff, including leaves, education, housing. This year, around 30% of participating organizations provided employees with **1** day full-pay "Birthday Leave".

WORKFORCE MOVEMENT

1.   Employee Turnover

The overall average turnover percentage ranged from **5.7%** to **10.6%** in the survey period. By staff level, Frontline/Operative Staff recorded the highest turnover percentage. "Career/Promotion Prospect" and "Pay" were ranked as the top two reasons for employee turnover.

2.   Employee Involuntary Turnover

Among **34** participating organizations, **17** organizations had reported involuntary turnover, **1.0%** of the total headcounts reported.

3.   Job Vacancy

Twenty-one responding organizations were created job vacancy at June 30, 2024, **6.1%** of the total headcounts reported.

4.   Flexible Working Arrangements

During the survey period, around 90% participating organizations "Available" provided Compensatory time off to employees, while 40% participating organizations "Hardly any availability" provided Work from home to employees.

Macau non-resident employees pay and benefits

For the Macau non-resident employees pay and benefits information, which was participated by 27 organizations, and represented 30.1% of the total number of employees. For housing arrangement, around 25% participating organizations provided "Quarters provision" and over 85% provided "Accommodation allowance".

2024 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of **305** positions were selected as benchmark jobs for pay and benefits analysis. **17** common positions were analyzed.

2024 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA (GUANGDONG CITIES) PAY AND BENEFITS SURVEY

SALARY REVIEW

One hundred fifty-five participating organizations provided data for the overall actual salary increases analysis, it ranged from **2.1%** to **2.7%** for the period from July 2023 to June 2024. **Fifty-six** organizations reported salary freezes, **six** organizations reported salary decrease; after excluding them, the overall actual salary increases of the remaining 93 organizations ranged from **4.6%** to **5.6%**.

As for the salary adjustment forecast for 2025, as reported by **43.9%** participating organizations, it would range from **3.8% to 4.0%**. **Six** of the 68 organizations that provided data for analysis indicated that their salaries were frozen; after excluding them, the overall salary increase forecast of the remaining **62** organizations ranged from **4.4% to 4.6%**.

Staff Level	2020 Overall Average Salary Adjustment	2021 Overall Average Salary Adjustment	2022 Overall Average Salary Adjustment	2023 Overall Average Salary Adjustment	2024 Overall Average Salary Adjustment	2025 Overall Projected Salary Adjustment
Senior/Managerial Staff	4.6%	6.0%	4.7%	2.2%	2.6%	4.0%
Supervisory/Technical Staff	5.0%	5.7%	4.9%	2.2%	2.6%	4.0%
General Staff	4.5%	5.4%	5.2%	2.1%	2.7%	4.0%
Frontline/Operative Staff	4.4%	5.2%	4.5%	2.0%	2.1%	3.8%

All respondents reported that the most important criterion of salary review for all levels of staff in 2024 was "Organization's Overall Performance", followed by "Individual Performance".

STARTING MONTHLY SALARY FOR FRESH GRADUATES

Starting monthly salaries for fresh graduates varied according to their qualifications and job nature. "Engineering" function was recorded the highest monthly starting salaries.

Education Level	2024 Average Starting Monthly Salary (RMB)									
	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin.	R & D	Customer Services	Other Function
Below Bachelor	5,530	4,532	5,166	4,891	5,320	4,884	4,779	5,710	4,594	4,417
Bachelor Degree	6,960	5,368	5,663	5,588	6,252	5,680	5,559	6,634	5,353	5,360
Postgraduate Degree	8,968	6,982	7,729	7,008	7,926	7,468	7,456	8,470	6,631	6,507

INCENTIVE SCHEME

One hundred thirty (**83.9%**) participating organizations indicated that they offered incentive schemes. The Guaranteed Bonus offered by organizations to different staff levels ranged from **1** to **1.3** months. Some commonly adopted incentive schemes were "Training", "Performance Bonus" and "Full Attendance Bonus".

EMPLOYEE BENEFITS

Employee benefits offered to different levels of staff included housing, education, and full paid sick leaves etc. Around 30% participating organizations provided average **6.5** days of full pay sick leave.

WORKFORCE MOVEMENT

1. Employee Turnover

The average turnover percentage ranged from **11.5 % to 35.8%** in the survey period. There were significantly different by region and staff level. The highest turnover percentage was recorded in Frontline/Operative Staff. By sector, "Pay" was ranked as the top reasons for employee turnover.

2. Employee Involuntary Turnover

Ninety-seven out of **155** responding organizations had employee involuntary turnover this year. By company size, small-medium size organizations retrenched the highest percentage **(5.9%)**.

3. Job Vacancy

Seventy-seven responding organizations were created job vacancy at June 30, 2024, **1.4**% of the total headcounts reported. By company size, small-medium size organizations recorded the highest percentage (5%).

4. Flexible Working Arrangements

During the survey period, around 67% participating organizations "Available" provided compensatory time off to employees, around 30% participating organizations "No availability at all" work from home to employees.

FLEXIBLE EMPLOYMENT

Forty-six (**29.7**%) participating organizations adopted the flexible employment mode. Six (3.9%) participating organizations consider to adopt this employment mode in the next year. It could help to alleviate recruitment difficulties and, saving costs with, non-long-term job positions. Flexible employment increases the effectiveness and efficiency, but at the same time, organization would face the problem of "unstable staff quality " and "difficulty in management". Recruitment positions are mostly Frontline/Operative Staff.

2024 CASH COMPENSATION PACKAGES OF SURVEYED POSITIONS

A total of **305** positions were selected as benchmark jobs for pay and benefits analysis. **17** common positions were analyzed.

2024 GUANGDONG-HONG KONG-MACAO GREATER BAY AREA COMPREHENSIVE REPORT

The 2024 Guangdong-Hong Kong-Macao Greater Bay Area Pay and Benefits Survey covered data from 9+2 cities in the Greater Bay Area (excluding the data of Zhaoqing city). The 2024 overall actual salary adjustment in the entire Greater Bay Area ranged from **-1.1% to 4.6%** for the period from July 2023 to June 2024. The 2025 overall projected salary adjustment for all levels of staff ranged from **1.3% to 8%**. The 2024 average overall turnover rate of Greater Bay Area ranged from **4.4% to 80.8%**.

Region	Cities in the GBA 2024 Overall Average Actual Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff
Dongguan	4.6%	4.4%	4.2%	3.0%
Foshan	-1.1%	-0.8%	-0.8%	-0.8%
Guangzhou	0.8%	1.3%	2.8%	3.3%
Huizhou	1.8%	2.9%	2.2%	1.9%
Jiangmen	2.9%	2.1%	1.1%	0.3%
Shenzhen	2.3%	2.4%	2.6%	2.3%
Zhongshan	2.2%	2.0%	2.5%	2.1%
Zhuhai	3.7%	3.9%	3.8%	2.7%
Hong Kong	3.5%	3.4%	3.5%	3.5%
Macao	2.4%	2.6%	2.9%	3.0%

Region	Cities in the GBA 2025 Overall Average Projected Salary Adjustment			
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff
Dongguan	5.3%	4.9%	4.8%	4.5%
Foshan	1.3%	1.3%	1.3%	1.3%
Guangzhou	4.1%	4.1%	4.1%	4.0%
Huizhou	2.3%	2.9%	2.9%	2.3%
Jiangmen	3.6%	3.2%	3.8%	2.2%
Shenzhen	4.9%	5.1%	5.0%	5.4%
Zhongshan	4.2%	4.2%	4.2%	4.0%
Zhuhai	4.6%	4.6%	4.6%	4.6%
Hong Kong	4.0%	4.0%	3.9%	3.8%
Macao	3.2%	3.7%	4.0%	3.9%

Region	Cities in the GBA 2024 Average Turnover Rate by Staff Level				
	Managerial Staff	Supervisory/ Technical Staff	General Staff	Frontline/Operative Staff	Overall
Dongguan	5.8%	13.8%	37.5%	80.8%	64.5%
Foshan	48.9%	49.7%	10.7%	4.4%	8.7%
Guangzhou	7.7%	9.8%	10.3%	16.4%	14.2%
Huizhou	15.4%	38.7%	17.3%	27.4%	25.9%
Jiangmen	22.6%	32.3%	34.9%	38.7%	37.0%
Shenzhen	8.2%	18.6%	14.4%	18.7%	17.0%
Zhongshan	8.0%	6.8%	17.5%	55.2%	40.8%
Zhuhai	14.8%	16.0%	17.1%	11.6%	12.7%
Hong Kong	9.1%	12.5%	22.0%	23.8%	19.3%
Macao	7.5%	9.1%	5.7%	10.6%	9.4%

- End -