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Introduction

The HR Service Providers Directory ("HRSP"), published by the Hong Kong Institute of Human Resource Management ("HKIHRM") annually, aims to offer a comprehensive, resourceful and informative guide for easy reference of HR practitioners, business executives and other professionals. It features a comprehensive list of HR service providers and is supplemented with a wide range of useful information including:

- A summary of the latest HR survey findings
- Articles on HR related issues
- A list of useful websites
- A comparative table on employee benefits across the Asia Pacific main region
- Listings of service providers

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 from the Institute’s website at www.hkihrm.org

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How to decipher Working Hours? Wages? Get HRIS88 to work for You

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Professional Support

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iAttendance
iRostering
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iClaim
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Pacific Base Technologies Limited
Tel: (852) 3157-1778 Fax: (852) 3157-0969 E-mail: sales@HRIS88.com.hk www.HRIS88.com.hk
Dissecting Stress in the Hong Kong Workplace

Stress is almost unavoidable in the modern workplace. If stress is handled inappropriately, its consequences could be dire, both to the employee and the company. According to a survey on Stress in the Workplace conducted by the Hong Kong Institute of Human Resource Management ("HKIHRM") between 13 July and 5 August 2016, polling 191 HKIHRM members and other HR professionals, stress for employees is thought to be caused mainly by work (86%), followed by family obligations (51%) and financial issues (42%).

Sources of Employee Stress

<table>
<thead>
<tr>
<th>Source of Stress</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td>86%</td>
</tr>
<tr>
<td>Family obligations</td>
<td>51%</td>
</tr>
<tr>
<td>Financial issues</td>
<td>42%</td>
</tr>
<tr>
<td>Emotional problems</td>
<td>39%</td>
</tr>
<tr>
<td>Relationships</td>
<td>31%</td>
</tr>
<tr>
<td>Life changes</td>
<td>30%</td>
</tr>
<tr>
<td>Health problems</td>
<td>27%</td>
</tr>
<tr>
<td>Traumatic events</td>
<td>12%</td>
</tr>
<tr>
<td>Others</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: Respondents were asked to select the top 3 types of stress which were believed to be the sources of employee stress

The survey found that long working hours, heavy workload and inadequate staffing were identified to be the main causes of workplace stress among Hong Kong employees. Other key sources of work-related stress derived from pressure in meeting business targets and poor relationships with supervisors.

Top 10 Causes of Work Related Stress

<table>
<thead>
<tr>
<th>Cause of Stress</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long work hours/ heavy workload/ inadequate staffing</td>
<td>74%</td>
</tr>
<tr>
<td>Pressure in meeting business targets</td>
<td>46%</td>
</tr>
<tr>
<td>Lack of control over work/ low involvement in decision making</td>
<td>34%</td>
</tr>
<tr>
<td>Poor relationships with supervisors</td>
<td>34%</td>
</tr>
<tr>
<td>Lack of career growth opportunities</td>
<td>32%</td>
</tr>
<tr>
<td>Work interfering with personal life</td>
<td>31%</td>
</tr>
<tr>
<td>Unreasonable/ unclear job description</td>
<td>29%</td>
</tr>
<tr>
<td>Low pay/ low increases in pay</td>
<td>25%</td>
</tr>
<tr>
<td>Over/ under-supervision</td>
<td>25%</td>
</tr>
<tr>
<td>Lack of role clarity</td>
<td>24%</td>
</tr>
</tbody>
</table>

Base: All responding to the question N = 184
Stress level correlates with employee age and job level

In view of the demographic of the employees surveyed, it was found that middle-aged employees are most likely to experience stress, especially those in the 35 to 44-year-old age group (58%) and in the 45 to 54-year-old age group (49%).

### Demographic by age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 24</td>
<td>2%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>23%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>58%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>49%</td>
</tr>
<tr>
<td>55 or above</td>
<td>10%</td>
</tr>
<tr>
<td>No difference</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Demographic by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>17%</td>
</tr>
<tr>
<td>Female</td>
<td>20%</td>
</tr>
<tr>
<td>No</td>
<td>63%</td>
</tr>
</tbody>
</table>

By business sector, employee stress level, expressed on a scale from 1 to 10 points which means the highest, is reported to be most in industries such as hi-tech/information technology (7.20 points), oil/chemicals/energy (7.20 points), restaurants/catering (6.89 points), banking/insurance (6.88 points), and estate/property management (6.60 points).

### Perceived Stress Level of Workforce by business sector

<table>
<thead>
<tr>
<th>Top 5 Sectors</th>
<th>Bottom Sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hi-Tech / information technology</td>
<td>NGO / community services / social services</td>
</tr>
<tr>
<td>Oil / chemicals / energy</td>
<td>Construction / property development</td>
</tr>
<tr>
<td>Restaurant / catering</td>
<td>Engineering</td>
</tr>
<tr>
<td>Banking / insurance</td>
<td>Logistics / transport &amp; related services</td>
</tr>
<tr>
<td>Estate / property management</td>
<td>Healthcare / pharmaceuticals</td>
</tr>
</tbody>
</table>

Average Score of Stress Level: ALL SECTORS 6.39

Note: Respondents were asked to rate on a 10 point scale where 10 represents employees are extremely stressed and 0 represents employees are not at all stressed.
Dire impact of stress on workforce

Having employees struggling with stress has significant ramifications in the workplace. The most probable impact on the workforce as a result of employee stress is staff turnover. 68% of the companies surveyed reported that stress on employees had resulted in increased employee turnover, followed by other negative consequences including decreased productivity (49%), and declining or inconsistent work performance (47%).

### Impact of Employee Stress on Workforce

- Employee turnover: 68%
- Decreased productivity: 49%
- Declining / inconsistent performance: 47%
- Absenteeism: 41%
- Lower quality of work: 40%
- Conflict with co-workers / managers: 38%
- Low morale: 38%
- Higher medical & insurance costs: 31%
- Lack of punctuality: 30%
- Withdrawal / less interaction among staff: 15%
- Accidents: 7%

*Base: Respondents who reported stress has impacted on business & responding to the question N = 169*

On the corporate level, 11% of the surveyed HR practitioners claimed that the business of their organisations had been significantly affected while another 74% reported that employee stress had created some impact on the business.

### Impact of Employee Stress on Business

- Significant impact: 1%
- Some impact: 11%
- Not much impact: 14%
- No impact at all: 74%

*Base: All responding to the question N = 174*

**Notes:**
1. Respondents indicating they were not sure were excluded
2. Respondents were asked to rate on a 10 point scale where 10 represents employees are extremely stressed and 0 represents employees are not at all stressed
Strengthen the first line of defence

When it comes to the readiness of line managers in identifying employee stress, more than three quarters (75%) of HR practitioners reflected that line managers in their organisations were "not quite prepared" or "not at all prepared" to identify employees who were struggling with stress. In the area of handling employees with stress problems, a rather high percentage of HR practitioners (78%) reported that their line managers were "not quite prepared" or "not at all prepared" in managing employee stress.

<table>
<thead>
<tr>
<th>Readiness of Managers in Handling Employee Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well prepared</td>
</tr>
<tr>
<td>Identifying stress</td>
</tr>
<tr>
<td>Managing stress</td>
</tr>
</tbody>
</table>

* Respondents indicating they were not sure were excluded
Base: All respondents responding to respective question, identifying stress N=168, managing stress N=166

Stress management assistance offered by employers is generally thought to be insufficient, according to the findings, with close to three quarters (72%) of the respondents stating that such assistance is not quite or not at all adequate. Large organisations with 1,000 employees or more tend to be better at providing staff with assistance on stress management than small-and medium-sized companies.

<table>
<thead>
<tr>
<th>Provision of Assistance on Stress Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very adequate</td>
</tr>
<tr>
<td>26%</td>
</tr>
</tbody>
</table>

Base: All responding to the question, N=162
* Respondents indicating they were not sure were excluded

The findings also revealed that mitigating measures were not common practice to help relieve employee stress, with only 28% of the respondents reporting that their organisations had measures in place to handle the issue.

<table>
<thead>
<tr>
<th>Implementation of Mitigating Measures to Alleviate Employee Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures already in place</td>
</tr>
<tr>
<td>28%</td>
</tr>
</tbody>
</table>

Base: All responding to the question, N=173
The top three mitigating measures considered to be effective in helping employees relieve stress included special leave/work hour arrangement (87%), flexi-work/flexi-time option (83%) and making necessary changes in organisation structure/work teams (76%). Though these measures were deemed to be effective in reducing stress, however, according to the findings, the mitigating measures most commonly adopted by the respondents included organising employee events and activities (81%), encouraging employees to take leave or clear annual leave (70%) and arranging periodic team activities (60%).

Perceived Effectiveness and Adoption Rate of Mitigating Measures

Employee stress is not expected to show any sign of improvement in the near term. When asked to compare the current employee stress level and the perceived stress level in the next 12 months on a scale of 1 to 10 points, the average score of employee stress level is forecast to edge up from the current 6.39 points to 6.63 points in the next 12 months, with 31% of the respondents anticipating the stress level to reach 8 points or above.

Act proactively

Employers are advised to take a proactive approach to combating employee stress because of its dire consequences not only to employees but also to the company as a whole. While promoting well-being and encouraging healthy work behaviour can certainly help, employers should also provide employees with training on stress management and building personal resilience. It is important to take preventive steps and make early intervention when employee stress is spotted. Focus should also be given on strengthening the first line of defence by helping line managers develop an ability and knowledge to spot problems and provide support. In situations where internal intervention fails, it is essential to turn to specialists for assistance. A supportive and open work culture that encourages staff to discuss and seek support certainly helps employees reduce stress level.
金蝶 Cloud HR 系統
助捷成整合跨境人力資源

作為一家協助進入中國市場的外資企業提供軟件的開發商，金蝶成功為捷成這間專注於市場開拓和銷售的外資集團企業提供了一站式的專業服務。捷成因應集團業務擴展，員工數目增加，也形成集團人力資源及企業傳訊董事黃曉怡表示管理層有感人力資源管理系統需要改革迎戰新時代。「我們構想出未來人力資源的發展藍圖，希望能有一套系統將人力資源管理的各項任務，如招聘、資料分析、表現考核等整合，方便日後業務發展。」經過詳細分析研究，最後決定採用金蝶Cloud HR作為未來人力資源管理的新系統，並於去年起正式啟用。

系統與業務發展
Perfect Match
市面上充斥林林總總的企業軟件系統，針對人力資源管理的也為數不少，到底捷成如何從眾多產品中挑選金蝶系統？黃曉怡笑說：「最重要是『Match』！」她不諱言曾接觸市場上不同類型的軟件系統，「有系統甚至提供30多種語言予企業使用，但其實我們只需要三種語言。」捷成需要的是一套與我們業務配合的系統，這套系統需要符合業務現在及未來的實際需要。

捷成業務擴張中華地區，業務領域既廣且深，品牌層級之廣涉多樣化產品，包括汽車、飲料、工業產品及各類消費品業務範圍極深入至不同模式，計有品牌塑造、市場營銷、進口、物流及分銷領域。一家機構業務多元化，在人力資源管理上難免面對重重挑戰。

不同地區僱員增加提高管理難度
首先，企業需要的人才廣泛，由管理層、中層經理、後勤、前線銷售人員，以至物流工人，單是每月五花八門的薪酬津貼計算方法，長期僱員與兼職或短期合約員工，薪資與月薪的薪金運算，已教人力資源管理人員頭痛不已，尤其捷成員工數目在過去10年內足足翻了兩倍，如今逾2000人。「不同地區的僱員數量成長迅速，加上業務多元化，大大增加薪酬計算方面的複雜度，而我們計劃未來逐步賦予個別區域單位自主權，讓他們自行處理薪酬計算及管理，一套完善的中心人力資源管理系統(HRMS)可將日益複雜的人力資源問題迎刃而解，而金蝶的新系統恰巧符合我們的需要。」

黃曉怡娓娓道出當前人力資源管理的挑戰。

一套系統應用於整個大中華業務
她續稱，金蝶廣植根基香港，然而它同時擁有多年為中國內地企業提供軟件產品服務的經驗，對當地人力資源法規及社會保障事宜了然於胸，正好切合於中國地區擁有的業務的特性和人力資源管理需要：例如待產假，不同地區及省份也有所不同規定，一套人力資源管理系統結合這些資料相當重要。」

面對改變，有員工會欣然接受，有些會因為系統複雜而心生抗拒。
我們選擇建立新系統，除要應付目前的需要外，更需考慮到長期目標。新系統需要為未來發展add value，同時可促進管理層與員工之間的溝通。任何新系統的使用都不能一騁即就，要循序漸進，金蝶帶領我們逐步成功應用新系統。

捷成集團由丹麦的Jebson and Jessen家族創立於1895年，歷經一百二十餘年的商海磨礪，捷成已經從19世紀末成立的一家船運代理機構，發展為專注於市場開拓和分銷的集團企業。在其服務的行業素有深厚的根基。捷成集團在中國內地、香港、澳門和台灣擁有悠久歷史，並對這些地區有着深刻的理解，致力於為這幾個地區的合作伙伴提供支持，協助它們擴展市場需求，增加營業額，並成為建立合作夥伴和顧客的重要橋樑，捷成擁有豐富的產品組合，專業提供約200種世界領先的品牌，其中包括消費品、飲料、工業產品以及汽車產品。此外，捷成集團還與位於澳洲、東南亞、紐西蘭、德國等地的姊妹公司保持著密切的聯繫。

拒，「事實上，對員工來說，採用新系統無疑是

一項改變。」因此，User-friendly顯得尤為重要：
「同字不會希望要按很多按鈕才做到一個簡單的

要求，如請病假。」

與金蝶專業團隊合作無間

硬件配套以外，軟件方面的配合對產品的選擇亦

同樣重要。黃曉怡坦言選擇金蝶作為企業未來的

人力資源新系統亦基於對金蝶的信任：「捷成與金

蝶有很強的合作關係，我們形容為強的關係是一

支團隊，而非客戶與生產商的關係，惟有如此，
我們才能一直合作無間。我們最怕一些公司在建

立新系統後便離手不管。」金蝶擁有一支專業的

項目管理團隊，一路以來為捷成提供優質顧問服
務，為捷成提供一系列的人力資源管理系統，並

成功為這所百年企業未來發展add value。(增值)

金蝶Cloud HR解決方案成為捷成不二之選的條件：

- 整合跨境
  人力資管理要求
- 一站式
  專業團隊服務
- 熟悉中國內地
  人力資源管理實況
- 介面簡單
  易學易用
- 與客戶建立
  互信合作關係
A GLOBAL LEADER IN HEALTH AND WELL-BEING
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Upcoming Legal Changes Affecting HR

So far in 2017, there have been relatively few changes to the legislation affecting employers. The increase to the Statutory Minimum Wage rate and the implementation of the Default Investment Strategy for MPF schemes have been the main ones. The position may change during the upcoming months in 2017 and in 2018. This article discusses some of the changes that are being considered and of which employers should be aware. This includes the re-tabling of the lapsed bill to amend the Employment Ordinance removing the requirement of an employer’s consent to reinstatement of an employee, the apology bill, the proposed regulation on standard working hours, the proposed abolition of the MPF offsetting mechanism, and the step up in the regulation of employment agencies.

1. Legislative Changes that Recently Came into Force

a) Default Investment Strategy for MPF schemes

From 1 April 2017, all MPF schemes are required to provide a Default Investment Strategy (the "DIS"), which is a highly standardised, fee-controlled investment option for MPF members that aims to address the problems of high fees and difficulty in making investment choices and to provide better retirement protection. Employers should take note that the DIS is now the default option. If an MPF member does not make any choices for his/her MPF investments, his/her MPF contributions will be invested according to the DIS. Employees may also actively select the DIS if they wish.

b) Statutory Minimum Wage

From 1 May 2017, the Statutory Minimum Wage ("SMW") rate increases from HK$32.50 to HK$34.50 per hour. To reflect the change to the SMW rate, the current HK$13,300 monthly cap (above which an employer is not required to keep a written record of the employee’s hours worked) will be increased from HK$13,300 to HK$14,100 per month.

Employers should take steps to update their payroll procedures to reflect this change.

2. Changes to Legislation in the Pipeline

a) Re-introduction of the Employment (Amendment) Bill 2016

The Employment (Amendment) Bill 2016 was introduced in March 2016 with the aim to enhance employees’ protection against unreasonable and unlawful dismissal ("UUD"). The Bill lapsed at the end of the 2012-16 legislative term as the relevant legislative processes were not completed within the term. We understand that the Government has plans to re-introduce the lapsed bill for Legislative Council’s ("LegCo") consideration in the new legislative term. The contents of the re-introduced Bill will be the same as the one introduced in 2016 except for one change. That is, it will be updated to reflect a new consensus reached by the Labour Advisory Board to increase the ceiling for the further sum payable by the employer who does not reinstate or re-engage the employee as required by the order of the Labour Tribunal from HK$50,000 to HK$72,500.

b) Apology Bill

Under the current law of Hong Kong, there is a possibility that a person’s apology may be used in legal proceedings against that person as evidence of his/her admission of fault or liability. In certain circumstances, this can deter the making of an apology. To promote and encourage the making of apologies in resolution of disputes, the Apology Bill was introduced to LegCo in February 2017. The Bill is currently pending resumption of second reading debate.

The Bill, if passed in its current form, will introduce a new statutory scheme under which evidence of a person’s apology will generally be inadmissible for determining fault, liability or any other issue to the prejudice of the apology maker in applicable
civil proceedings. These include judicial, arbitral, regulatory and disciplinary proceedings and would cover most forms of employment disputes. (The new scheme would only apply to apologies made on or after the commencement date of the Bill after its enactment.) Although it remains to be seen how “prejudice” will be interpreted, employers should take note that this provision does not appear to shield them from vicarious liability.

An “apology” will cover not only an expression of a person’s regret, sympathy or benevolence but also any part of the expression which is an admission of the person’s fault or liability or is a statement of fact in connection with the matter in respect of which the apology is made. However, under the Bill, a court, tribunal or other decision maker will have the discretion in an exceptional case to admit a statement of fact contained in an apology as evidence in the proceedings if it is just and equitable to do so.

The making of an apology could render insurance coverage void if there are clauses in the insurance policy which prohibit the admission of fault or liability. To remove this disincentive to apologise, the Bill provides that an apology does not affect any insurance cover, compensation or other form of benefit under a contract of insurance or indemnity.

3. Potential Reforms

a) Legislating for standard working hours

The Standard Working Hours Committee submitted its report on working hours policy to the Chief Executive on 27 January 2017. The recommendations include:

• Adopt a legislative approach to mandate employers to enter into written employment contracts with the lower-income grass-roots employees, which shall include terms on working hours and overtime compensation arrangements;

• Adopt a legislative approach to specify that the lower-income grass-roots employees should be entitled to overtime compensation by way of overtime pay at a rate no less than the rate of the agreed wages or the equivalent time-off in lieu, so as to further protect these lower-income employees;

• Through the existing industry-based tripartite committees and setting up new ones for other sectors with relatively long working hours, to continuously engage in stakeholders from sectors, with a view to formulating sector-specific guidelines setting out suggested working hours standards, overtime compensation methods and good working hours management measures for employers’ reference and adoption so as to improve employees’ working hours arrangements; and

• Monitor the implementation of the above recommendations and review their effectiveness after two years of implementation, and continue to explore through an appropriate tripartite platform the need for Standard Working Hours legislation.

No action is required of employers at this stage, but employers should follow developments to see how the recommendations are addressed by the Government.

b) Progressive abolition of the MPF offsetting mechanism

At present, an employer who is liable to pay an employee severance payment (“SP”) or long service payment (“LSP”) under the Employment Ordinance, can offset the SP or LSP with the accrued benefits derived from the employer’s contributions made to an MPF scheme for the employee.

The Chief Executive has in the 2017 Policy Address proposed to progressively abolish the “offsetting” of SP or LSP systems with MPF contributions. The proposal contains elements:

• The abolition will have no retrospective effect and employers will be allowed to offset before a specified implementation date;
Upcoming Legal Changes Affecting HR

- The amount of SP or LSP payable for an employment period from the implementation date will be adjusted downwards from two-thirds to half of an employee's monthly pay; and
- The Government will share part of the expenditure of SP or LSP of employers in the 10 years after the implementation date.

Following the abolition, the Government's next target is to develop an electronic system to facilitate the standardisation and automation of the MPF scheme administration.

No immediate action is required of employers as it is unlikely that the MPF offsetting mechanism will be abolished this year due to the time required for public consultation and legislative amendments. Nevertheless, employers should note the proposal and its subsequent developments.

c) Strengthening the regulation of employment agencies

i. Code of Practice on Employment Agencies

The Labour Department (the "LD") has promulgated the Code of Practice for Employment Agencies (the "CoP") and launched an Employment Agencies Portal (the "Portal") on 13 January 2017.

The CoP lists out the salient statutory requirements which all employment agencies must observe, in particular, the requirements under the Employment Ordinance, the Employment Agency Regulations, the Immigration Ordinance and the Personal Data (Privacy) Ordinance (the "PDPO"). It also sets out the minimum standards which the Commissioner for Labour (the "Commissioner") expects from employment agency licensees, such as maintaining transparency in business operations, drawing up service agreements with job-seekers and employers and display of licences. When considering whether a person is a fit and proper person to operate an employment agency, the Commissioner will take into account whether a licensee has met or an applicant can meet these standards.

Compliance with the CoP is monitored by the Employment Agencies Administration of the LD, which has the power to issue warning letters to employment agencies for rectification of any irregularities. An unsatisfactory track record may also affect the Commissioner's decision of revoking, or refusing to grant or renew employment agency licences.

Under the laws of Hong Kong, all employment agencies are required to obtain a licence or Certificate of Exemption from the Commissioner before undertaking any job placement business.

ii. Legislating to strengthen the regulation of employment agencies

It was mentioned in the Chief Executive's 2017 Policy Address that the LD planned to introduce an amendment bill into LegCo in the second quarter of 2017 to provide a legal basis for the CoP and to impose heavier penalties on employment agencies overcharging job-seekers or operating without a licence. In respect of the latter, it has been proposed that the maximum penalty be increased from the current level of HK$50,000 to a penalty of $350,000 and three years of imprisonment.

d) Restricting cross-border transfer of personal data

A few years ago, the Privacy Commissioner indicated that it was planning to bring into operation section 33 of the PDPO, which restricts the cross-border transfer of personal data. However, since the Privacy Commissioner issued a guidance note in December 2014, no major progress has been made. The Government has engaged a consultant to conduct a business impact assessment gauging the impact that implementation of section 33 would have on Hong Kong businesses. The report is expected to be published during 2017.
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Challenge

HR departments manage enormous employee data, including profiles, appraisals, payrolls, benefits, etc. The potential of these data has long been underestimated especially when digitalization of HR processes was not mature in the market.

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IPL HRMS also introduced mobile application HRX for the staff to make personal profile updates and complete leave-related inquiries, applications and approvals on mobile devices anytime, anywhere.

All data through interaction with HRX is connected to the IPL HRMS cloud at the same time, creating a friendly environment for each employee in the company to take part in HR interaction. HRX can leverage the efficiency potential of IPL HRMS cloud
information synchronization. This helps enterprises enhance their core competitiveness through making much more information interaction between the HR department and the staffs of different departments. Upon overcoming the data security and confidentiality concern through appropriate security management, you can translate all those massive yet scattered data into useful analytical information to drive better policies, plans and decisions in HR management.

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\(^1\) QS World University Rankings 2016/17 and Times Higher Education World University Rankings 2016-2017
\(^2\) Financial Times European Business School Rankings 2016
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\(^4\) The Guardian University Guide 2017

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The world’s changing, what about your workforce?

Einstein’s famous definition of insanity is to do the same thing over and over and expecting different results. Despite clear changes in the makeup of the workforce, the nature of work altering and new technological disruptions, many companies are still sticking to the same approach and strategy to recruitment and people management that they have been using for years.

People’s relationship with work is changing and they are not motivated purely by financial reward and linear career progression. Technology is on a march and changing how we act and transact, altering business models. The people element is going to be more important than ever as firms adjust and adapt.

The task for organisations

Sticking to what has worked in the past will leave any organisation ill-equipped to face the challenges, and failure seems likely. There is so much change happening, a company’s human capital management shouldn’t get left behind. In order to implement this effectively there needs to be a clear idea in place of what the workforce of the future will look like.

When I consider the future of my organisation, there are a few major elements that will define the future of the accounting and consulting profession – and if you were to encapsulate these, it would be in the idea of expanding diversity.

The future workforce

The accounting profession is broadening its reach in how we work with our clients. No longer is it all about spreadsheets and number crunching. To serve them better we need a range of skills and backgrounds to ensure that we can provide the interconnectivity with other areas of the business. This will mean that we hire more people with a non-finance or accounting academic background.

In Hong Kong, we recruit around 900 staff in FY17, with an increasing academic diversity. The growing industry focus on technology means that we are hiring more graduates from the STEM disciplines (Science, Technology, Engineering and Mathematics) than in the past.

According to an EY study\(^1\), by 2025, 75% of the global workforce will comprise of millennials. Of those who are already in the workforce globally, 62% manage the work of others. This younger generation has values that are significantly different from those who have been working for longer. In contrast to this, older workers are retiring later and remaining in the workforce for longer. This means that we will be faced with one of the widest age ranges companies have had to manage as well as some of the biggest contrasts in generational attitudes.

For many years, there was a problem in the accounting profession concerning attracting and retaining female talent. It is an issue that all of the big firms have been tackling and putting in place initiatives to address. Data from the AICPA\(^2\) report suggests that over half of the graduates entering the profession are now women – consistent with the EY Hong Kong’s statistics of 57% in FY17. Global initiatives, such as The Third Billion, move women back into the economic mainstream. More local programmes that encourage family friendly policies and a return to work for women who have taken a break for family reasons will also have a positive effect. This all points to a higher female representation in our workforce compared to the past. A natural progression is then to the number of women in leadership positions. While still under-represented on management committees at 23% in 2015, this is notably up from just 11% in 2011.

Robotic Process Automation, which is actually a software solution, has been predicted to disrupt the accounting world. Some commentators suggest that this will mean cutting out much of the “back office” work done by practitioners and subsequently the demand for accountants will drop away. I don’t share this view as what this development will do is to make our processes more efficient. Accountants, who are professionally

\(^1\) EY, Global Generations
\(^2\) AICPA, 2015 Accounting MOVE Project Report
trained, will then be able to move up the value chain and provide more strategic advice to clients as opposed to simply conducting transactional tasks.

The future workplace

Taking into consideration these elements that I think will define our future workforce, how do we then adapt our workplace to make sure that we can attract and retain these individuals?

I would point to four areas. Firstly, a diverse and inclusive culture tailored for a more dynamic workforce. But culture isn't easy to change for all companies, and there need to be strong programmes to support it.

At EY, diversity and inclusiveness (D&I) is a strategic policy that is supported by a comprehensive programme, catering to the characteristics and needs of working parents, staff of both genders and different ages and cultural backgrounds. The programme is designed to acknowledge the uniqueness and contribution of every member of our staff. Last December, we organised the D&I Awareness Week where we brought together a series of events addressing a host of topics related to our diverse people to further foster an equal and inclusive environment for everyone.

Second is flexibility. This can be flexibility about location, working hours, family-friendly policies, remuneration or even the style of meetings that you hold. Workers will want to be able to have choices that embrace different priorities and fit into their lifestyles.

The third factor is connected to the point above. Embracing new ways of working and allowing people’s choice will in turn bring on creativity more naturally than from within a structured environment. I argued above that change is everywhere and in this environment innovation within a firm is a key behaviour to be encouraged so that employees take responsibility for identifying how things could be done better.

Your use of technology both internally and externally reflects significantly on your firm. It is every individual’s second nature to use smartphones and interact through application interfaces. Expectations about speed and ease are at extremely high levels and laggards are noticed. Companies may be spending resources on improving their client interface but if you do so at the detriment of internal improvements, this will negatively influence the connections with your staff.

Our efforts in meeting changing employee expectation are best demonstrated through the implementation of the EY@Work initiative, which promotes a trust-based flexible environment that enables our people to work more efficiently, individually or with a team. The offices feature a variety of spaces, including collaboration areas and phone booths, supported by current technology. To date, EY@Work has been implemented in 76 EY offices globally and another 32 offices are planned through December 2017.

My final point is on reputation. The social media buzz that surrounds us means that a corporate reputation can be lost in minutes or seconds from a disgruntled employee, customer, allegation, spokesperson making an error in public or delivering a poorly thought through message. More than ever a company needs to work on its brand to protect and strengthen across the many communication channels that are available. Potential employees will have access to more information before deciding to join and their perceptions of your brand or reputation will matter.

Changing times, changing practices

The workforce of the future for accounting is set to be more diverse and exciting, but requires strong support and change to make it happen. Maybe not insanity as Einstein suggests, but those firms that are reluctant to adopt new talent policies are showing a lack of understanding of the world we are moving into.

Disclaimer:
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Developing Top Sales Performers

CSO Insights™ (the Research Division of the Miller Heiman Group™) produces a yearly “Sales Best Practice Study”. This very robust research tells you how top performing companies sell so successfully. The message is clear. If you want to get your company into the top bracket, adopt the practices and techniques implemented by the top companies.

Research Data
This year the study identifies 12 practices which top companies do and other companies do not. Let me introduce you to one of these – “Top performers”. Companies were asked to respond to the statement “We know why our top performers are successful”. Of the “World Class” companies 94% scored this in their top 12 practices. Compare this with the 44% score by “All Respondents” and you can see there is a 50% point spread between the Best and the Rest.

So it is really worth investing time and resources into finding out how and why your top performers are successful.

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- “Contacting” (Optimistic, Insight, etc.)
- “Implementation” (Tactical, Persistence, etc.)

And the fourth heading “Drivers” shows you what motivates each sales professional. Money is only 1 of the 6 drivers – many people chose a sales career for much more than money.

So if you are a sales leader, coaching your sales people to be top performers, you will know clearly what mindset is holding them back, and exactly which sales behaviours can help make the change. And the “Drivers” will tell you exactly how to motivate each individual.

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Mr. Robin Ball is the founder of MDS with over 30 years of experience in managing operations, selling solutions and developing people. He is a specialist trainer and executive coach, focusing particularly on leadership development for senior managers and sales effectiveness for sales professionals. He is also the regional master trainer for the MBTI®, FIRO-B®, LEA 360™ and the SPA™ assessment instruments.

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Great leaders are scarce, so it’s a competitive advantage if an organisation can look inside its own hallways to identify the next Elon Musk, Sheryl Sandberg, Sergey Brin or Beth Comstock. But new research suggests that business leaders could be looking for the wrong things.

There’s an age-old grudge match to prove the most important ingredient for great leadership. One side fights for intelligence and brains. The other for social savvy and people skills.

The bout takes place in research circles, and on the streets of global business. No champion has been crowned, and there’s research to support both positions. But CEOs and business leaders, prone to strong opinions, take sides. From their opposing stances, they battle to control the leadership talent that thrives in their organisations.

Let’s look at the contenders.

Fighting in the red corner: the IQ team. Steely-eyed and focused, this leadership style emphasizes cognitive ability or intelligence. Success comes from brain power, not people skills. Decades of research suggests that smarter leaders have more success. They process information faster, and make better decisions, generating better outcomes. Intelligence beats social skill. If you’re smart you can lead, and all the aplomb in the world won’t produce better business judgments. Be bright, or go home.

Fighting in the blue corner: the EQ team. Socially savvy and diplomatic, this style emphasizes relationship capital over intellectual horsepower. Emotional Intelligence ("EQ") proponents like Daniel Goleman and Adele Lynn have made compelling arguments that mastering emotions, both yours and others’, rules. They point to the common tales of leaders whose brilliance was proclaimed only shortly before crashing and burning due to the lack of empathy and social expertness to work with others. A smart mind, the blue corner contends, will get you nowhere without the EQ to apply it.

And this is where the fight inevitably ends -- in a draw. It’s the one-two punch of IQ and EQ that makes for great leadership. That perspective wouldn’t be wrong, but it turns out there’s more to it. New research looking at objective assessments of more than 15,000 leaders across the globe offers insight into when IQ and EQ matter most.

The research didn’t simply look at test scores or survey responses. Leaders were observed in action as they led their way through a complex business simulation -- coaching others, influencing partners, solving urgent dilemmas, and crafting long-range business plans. IQ and EQ were measured in advance, and scores were used to predict observed behaviour patterns.
It comes as no surprise that IQ wins the complex business decision-making rounds: business savvy and financial acumen. But in the people-oriented rounds -- cultivating networks and leading teams -- EQ clearly dominates.

There were also surprises. While many assume that EQ dictates effectiveness in Influence, the data showed that IQ was the clear winner. Persuading someone else to adopt your point of view seems to be somewhat more about the ability to convey a clear business case with rational logic than it is about managing a positive relationship.

Also unexpected was that EQ proved the more significant predictor of execution. It appears that marshalling people to a common direction and coordinating group effort is somewhat more dependent on interpersonal effectiveness than brains.

So how do we pick a winner in leadership effectiveness when the only clear outcome is that it depends? Let’s start with the obvious losers: those who oversimplify.

Leadership is complex and dynamic. No single characteristic can sustain a leader for very long, not in today’s chaotic world. So organisations should be wary of fixating on one asset or another. Admiring the brilliant but emotionally obtuse entrepreneur is dangerous. Leaders need people skills to lead teams, build networks and run a successful business. Assess the full profile for leadership, and push back on stakeholders who reduce people to a single feature.

The real winners recognise two things. First, EQ can be trained while IQ cannot. It’s not easy, but for leaders who are motivated and focused, EQ training and coaching can help them identify the triggers that bring out their most unproductive behaviours. Developing EQ also means confronting one’s worries and spending time analyzing and anticipating emotions and social cues that may often be missed. With practice, leaders can learn to anticipate sensitive situations and hone alternative approaches.

Second, winners analyze the business landscape with as much rigour as they analyze people. The game changes constantly, altering the relative importance of EQ and IQ. Sure, it’s true that a mix is ideal, but no leader is perfect. So the winners pay close attention to how the game is changing, and make adjustments.

Individual leaders can work to adapt their approaches and seek help when the job calls on their weaker areas. Business leaders can staff teams with complementary capabilities to ensure a balance of skills across the team. Talent leaders can supply accurate, objective data about EQ, IQ, and other capabilities relevant to leadership success to enable better decision making and help bridge the gap for those who aren’t armed with the emotional intelligence to succeed where EQ is critical.

Ultimately, leaders can’t choose between EQ and IQ. The next leadership stars will start with accurate insight about their own EQ and IQ. They’ll then seek to learn what is required to succeed in their unique business contexts, and work to develop and apply their individual strengths to respond and win.

Matt Paese is a vice president of succession management and c-suite services for Development Dimensions International, or DDI. He is the co-author of “Leaders Ready Now” and “Grow Your Own Leaders.” In his work at DDI, Paese consults with senior leaders to design and implement strategic organisational talent initiatives, including succession management, CEO succession, executive assessment, executive coaching, development and team building. His insights have been featured by media outlets such as the Wall Street Journal, Fortune, and the Financial Times.
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Why, now more than ever, gamification is the future of learning

Games and gamification of learning have been around for centuries. Following the rapid development of our understanding of learning methodologies, human characteristics and, most recently, effective learning technologies, we are now well placed to bring gamification into the forefront of learning initiatives.

Before we explore gamification in more depth it is important to clarify that gamification does not refer only to games that millennials play on handheld devices. This is far from the truth. Broadly speaking gamification is the act of using game-based mechanics, aesthetics and game thinking in non-game contexts, for example in learning. Challenges, exploration, competition, storytelling, rewards, badges, user interface, points, levels, progress, leader boards, time constraints, achievements are all examples of gamification elements.

Games date back to the ancient human past. Gamification is one of the oldest forms of human social interaction. Yet, even back in the old days, games often had a serious purpose. This was often to engage people, motivate action, promote learning and help solve problems.

As humans, our ability to play is very powerful. The reason we are so attracted to games is that they fulfil key human desires, such as making us feel successful and competent, autonomous and a redoing of something that matters to others. Games can provide a safe platform for satisfying our need to display competence, give us freedom of choice and allow us to interact with peers in new and interesting ways. In this sense, games are an alibi for interaction.

In organisational contexts, serious games are used to practice business skills and acquire business acumen. Using games in business contexts has been done for decades, for example through business simulations, in which people get to practice critical business skills in a safe environment. Companies use games as a means of training people since the characteristics and benefits of games help mobilise people. Games and simulations can get close to reality, and if well designed, create engagement and motivation – leading to people being more receptive to new information.

Also, as games involve people, participants of business games are likely to get a sense of ownership for the new information. With active involvement, people getting to involve their hands, hearts and minds, reinforces learning and hence, change is much more likely to happen. Active involvement is also a critical enabler when it comes to prevent people from forgetting new information. The stronger the memory and the experience during which we were presented with the new info, the less likely we are to forget.

Business games improve business performance as they give good opportunities to clarify cause and effect chains, identify and investigate business potentials. Serious Games also offer possibilities to practice pulling the right levers – that can be applied on the job afterwards. Business games also offer participants good opportunities to develop their inner compass for decision-making – a crucial skill for managers and leaders today.

Taking all these factors into consideration, it really does feel like the time is right to take the use of gamification to the next level. We have a new generation of people who are tech savvy, keen to learn but disengaging with traditional methods of learning. Bite-sized, gamified learning, delivered in a variety of ways – both digitally and face-to-face -with a strong social element is surely the way to further enhance our ability to harness the power of learning. When you need serious learning results, it's time to turn to serious fun.

Richard Wood, Senior Consultant
Christina Geijer, Marketing Manager
Celemi
### Tips for best practice in Gamification:

<table>
<thead>
<tr>
<th><strong>G</strong></th>
<th>Goal</th>
<th>Link games to business goals. Use gamification to achieve business goals. Games are entertaining, but you have a cause – you want to use gamification to support relevant and key content that you wish to convey to learners in your organisation. And, as usual, it is key to define success before you undertake your project.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td>Attractive</td>
<td>Make the platform visually attractive. Attractive does not mean complex. Complexity may be treacherous. Allow for some personalisation; learners enjoy creating avatars to personalise their experience. The leaderboard design is key; it should be easy to spot your ranking immediately and should be refreshed directly.</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>Mastery</td>
<td>Focus on mastery of the content. Your content is key. Think of your initiative as a learning journey. Start early, by creating buzz. Get the word out and get employees on board – create anticipation and motivation. To help your learners engage with particularly important content, you can entice them by using special rewards.</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>Interesting</td>
<td>Use an interesting format for engaging with content. Prevent tediousness...by designing your gamification initiative carefully, making sure the content is relevant, helping learners connect and interact. Build in surprises.</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>Feedback</td>
<td>Provide instant feedback. Instant gratification and feedback helps people learn and is, hence, crucial. Build in continuous feedback – so that learners get the chance to process information. Feedback also helps them know that they are on the right track.</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>Interactive</td>
<td>Bring interactive, social elements into the gaming environment. Various types of players are attracted to different types of design. Build in elements to delight or surprise users. Let learners be social – games tend to be social experiences – so that they learn from each other, and together. Make it easy to search for other users.</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>Challenge</td>
<td>Allow people to challenge themselves and those around them. The leaderboards allow learners to see their positions and compare themselves to others. This strongly motivates some kinds of players. Just remember that not everyone adores being in the limelight. Some companies have their employees use code names, so that they don’t have to reveal their achievements to everyone.</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>Attainments</td>
<td>Acknowledge good performance with rewards, badges, etc. In general, people like collecting badges and like to show them, too. Apart from offering players badges when they succeed in attaining goals or accumulate an amount of points – you can let players display their badges somewhere – for example a virtual showroom.</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>Teams</td>
<td>Group individuals into teams to build collaboration. As mentioned, games are – in general – social experiences. Allow participants to collaborate, integrate and interact. People learn when achieving together.</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>Integrate</td>
<td>Align game content with broader training strategy. Make sure your initiative ties into your overall business objectives and learning goals.</td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Open</td>
<td>Allow freedom to fail. Failure does not need to be frowned upon. On the contrary, it is a good idea to make failure a part of the game. E.g. feedback when failing can be positive so that the learner instead feels that failure leads him/her forward in his/her learning – s/he gets a chance to reinforce knowledge.</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>Numbers</td>
<td>Use points, ranking &amp; leaderboards...and levels to build fun competition. Levels are excellent for learning journeys. To advance, one needs to complete one level and so on. Instructional game designers should guide learners by making sure levels are related to learning objectives.</td>
</tr>
</tbody>
</table>
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根據投資者教育中心於2015年調查研究，本港約65%在職人士面對不同程度的財務壓力，超過25%被訪者更表示財務壓力影響其工作表現。財務壓力削弱員工的工作投入感，增加缺勤率機會，直接影響員工的生產力。

僱主如何受惠？
為員工安排理財教育活動，能協助他們管理個人財務，而僱主亦可藉此增加員工的工作投入感及提升機構生產力。

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錢家有道歡迎與個別僱主合作舉辦理財教育活動，我們提供的免費活動包括：

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<tr>
<th>智選退休工作坊</th>
<th>吾諦理財工作坊</th>
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<tr>
<td><strong>內容</strong>：</td>
<td><strong>內容</strong>：</td>
</tr>
<tr>
<td>確定退休後的財務需要</td>
<td>檢視個人財務狀況</td>
</tr>
<tr>
<td>風險取向與投資策略</td>
<td>常見金融產品解僕</td>
</tr>
<tr>
<td>選擇金融產品的須知</td>
<td>介紹實用理財工具</td>
</tr>
</tbody>
</table>

我們另提供其他專題講座，讓個別僱主在辦公或午膳時間提供予員工，如有興趣舉辦上述活動或其他講座，歡迎與我們聯絡。

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錢家有道簡介
錢家有道是個獨立及持平公正的金融理財教育平臺，免費提供相關的資訊、教育資源及活動。我們致力令學習金融理財變得簡單有趣，以協助香港市民計劃及管理個人財務。錢家有道由投資者教育中心管理，並獲教育局及四家金融監管機構支持。
# List of Useful Websites

## Mainland China

<table>
<thead>
<tr>
<th>Organization</th>
<th>Website</th>
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</thead>
<tbody>
<tr>
<td>China Association of Productivity Promotion Center</td>
<td><a href="http://www.cppc.gov.cn">www.cppc.gov.cn</a></td>
</tr>
<tr>
<td>China Economic Information Network</td>
<td><a href="http://www.cei.gov.cn">www.cei.gov.cn</a></td>
</tr>
<tr>
<td>China Human Resources Market</td>
<td><a href="http://www.chrm.gov.cn">www.chrm.gov.cn</a></td>
</tr>
<tr>
<td>Chinese Center for Disease Control and Prevention</td>
<td><a href="http://www.chinacdc.cn">www.chinacdc.cn</a></td>
</tr>
<tr>
<td>Chinese Social Sciences Net</td>
<td><a href="http://www.cssn.cn">www.cssn.cn</a></td>
</tr>
<tr>
<td>Ministry of Human Resources &amp; Social Security of the PRC</td>
<td><a href="http://www.mohrss.gov.cn">www.mohrss.gov.cn</a></td>
</tr>
<tr>
<td>National Audit Office of the PRC</td>
<td><a href="http://www.audit.gov.cn">www.audit.gov.cn</a></td>
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<tr>
<td>National Health and Family Planning Commission of the PRC</td>
<td><a href="http://www.nhfpc.gov.cn">www.nhfpc.gov.cn</a></td>
</tr>
<tr>
<td>State Administration for Industry &amp; Commerce of the PRC</td>
<td><a href="http://www.saic.gov.cn">www.saic.gov.cn</a></td>
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<tr>
<td>State Administration of Foreign Exchange</td>
<td><a href="http://www.safe.gov.cn">www.safe.gov.cn</a></td>
</tr>
<tr>
<td>State Administration of Taxation</td>
<td><a href="http://www.chinatax.gov.cn">www.chinatax.gov.cn</a></td>
</tr>
<tr>
<td>State Administration of Work Safety</td>
<td><a href="http://www.chinasafety.gov.cn">www.chinasafety.gov.cn</a></td>
</tr>
<tr>
<td>The Institute of Ethnology &amp; Anthropology, Chinese Academy of Social Sciences</td>
<td>iea.cass.cn</td>
</tr>
<tr>
<td>The National People’s Congress of the PRC</td>
<td><a href="http://www.npc.gov.cn">www.npc.gov.cn</a></td>
</tr>
<tr>
<td>The State Council, PRC</td>
<td><a href="http://www.gov.cn">www.gov.cn</a></td>
</tr>
<tr>
<td>The State Council Information Office of the PRC</td>
<td><a href="http://www.scio.gov.cn">www.scio.gov.cn</a></td>
</tr>
<tr>
<td>The Supreme People’s Court of the PRC</td>
<td><a href="http://www.court.gov.cn">www.court.gov.cn</a></td>
</tr>
<tr>
<td>Xinhua News Agency</td>
<td><a href="http://www.xinhua.org">www.xinhua.org</a></td>
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## Hong Kong

<table>
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<tr>
<th>Organization</th>
<th>Website</th>
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<tbody>
<tr>
<td>Education Bureau</td>
<td><a href="http://www.edb.gov.hk">www.edb.gov.hk</a></td>
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<tr>
<td>Employees Retraining Board</td>
<td><a href="http://www.erb.org">www.erb.org</a></td>
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<tr>
<td>Equal Opportunities Commission</td>
<td><a href="http://www.eoc.org.hk">www.eoc.org.hk</a></td>
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<tr>
<td>GovHK</td>
<td><a href="http://www.gov.hk">www.gov.hk</a></td>
</tr>
<tr>
<td>Inland Revenue Department</td>
<td><a href="http://www.ird.gov.hk">www.ird.gov.hk</a></td>
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<tr>
<td>Labour Department</td>
<td><a href="http://www.labour.gov.hk">www.labour.gov.hk</a></td>
</tr>
<tr>
<td>Labour Tribunal</td>
<td><a href="http://www.judiciary.hk/hs/crt_services/ppht/htm/labour.htm">www.judiciary.hk/hs/crt_services/ppht/htm/labour.htm</a></td>
</tr>
<tr>
<td>Mandatory Provident Fund Schemes Authority</td>
<td><a href="http://www.mpfa.org.hk">www.mpfa.org.hk</a></td>
</tr>
<tr>
<td>Occupational Safety &amp; Health Council</td>
<td><a href="http://www.oshc.org.hk">www.oshc.org.hk</a></td>
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| The Tax Institute             | www.taxinstitute.com.au
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|                               |  |
| Dubai                         | www.dubaided.gov.ae/english/pages/default.aspx
| Department of Economic Development |  |
| Dubai Government              | www.dubai.gov/en
| Dubai Municipality            | login.dm.gov.ae/wps/portal/MyHomeEn
| Ministry of Labour            | www.mof.gov.ae/EnvPages/mol.aspx
| The Official Portal of the UAE Government | www.government.ae/en
|                               |  |
|                               |  |
| India                         | www.archive.india.gov.in/business
| Business Portal of India      |  |
| Income Tax Department         | www.incometaxindia.gov.in
| India Brand Equity Foundation | www.ibef.org
| Ministry of Labour & Employment | www.labour.nic.in
| Ministry of Statistics & Programme Implementation | www.mospi.nic.in
| Tax India Online              | www.taxindiaonline.com
|                               |  |
| Indonesia                     | www.indonesia.go.id/en
| Prortal National Republic Indonesia |  |
|                               |  |
| Japan                         | www.hk.emb-japan.go.jp/eng
| Consulate-General of Japan in Hong Kong |  |
| Japan External Trade Organisation | www.jetro.go.jp
| Japan Information Network     | www.nippon-jin.com
| Japan Personnel Management & Safety Information Center | www.labortank.jp (Japanese only)
| Ministry of Foreign Affairs of Japan | www.mofa.go.jp
| National Tax Agency           | www.nta.go.jp/foreign_language
| The Japan Institute for Labour Policy & Training | www.jil.go.jp/english
| Tokyo Labour Bureau           | tokyoroudoukyoku.sitemhliw.go.jp (Japanese only)
|                               |  |
| Korea                         | www.kl.re.kr/kli_eng/index.do
| Korea Labour Institute        |  |
| Korea Occupational Safety & Health Agency | english.kosha.or.kr
| Ministry of Trade, Industry & Energy | english.motie.go.kr
| Ministry of Employment & Labour | www.moel.go.kr/english
| Ministry of Strategy & Finance | english.mosf.go.kr
| National Health Insurance Service | www.nhls.or.kr/static/html/wblogja/wblogga0101.html
| National Pension Service      | englishnpn.or.kr/jp/spage/englishmain.jsp
|                               |  |
| Macau                         | www.dsf.gov.mo
| Financial Services Bureau     | www.ddsal.gov.mo
| Labour Affairs Bureau         | www.gov.mo
| Macau SAR Government          | www.gov.mo
|                               |  |
| Malaysia                      | www.dosm.gov.my/v1/
| Department of Statistics      |  |
| Immigration Department of Malaysia | www.imig.gov.my/index.php/en
| Inland Revenue Board of Malaysia | www.hasil.gov.my/index.php
| Ministry of Human Resources, Malaysia | www.mohr.gov.my
|                               |  |
|                               |  |
| New Zealand                   | www.acepayco.nz
| Ace Payroll                   | www.ird.gov.nz
| Inland Revenue                | www.mbie.gov.nz
| Ministry of Business, Innovation & Employment | www.beehive.gov.nz
| New Zealand Government        | www.atanz.co.nz
| The Accountants & Tax Agents Institute of New Zealand (ATALI) | www.government.ae/en
|                               |  |
| Philippines                   | www.bri.gov.ph
| Bureau of Internal Revenue    | www.dfa.gov.ph
| Department of Foreign Affairs |  |
|                               |  |
| Singapore                     | www.cpf.gov.sg
| Central Provident Fund Board  | www.singstat.gov.sg
| Department of Statistics      | www.mopa.gov.sg
| Inland Revenue Authority of Singapore | www.mopa.gov.sg
| Ministry of Manpower          | www.mom.gov.sg
| Singapore Government          | www.gov.sg
|                               |  |
| Taiwan                        | www.wbl.gov.tw
| Directorate - General of Personnel Administration, Executive Yuan | www.moeic.gov.tw
| Investment Commission, MOEA   |  |
| Labour Affairs Department, New Taipei City Government | www.stat.go.th
| Ministry of Labour            | www.mopa.gov.sg
| National Statistics, R.O.C. (Taiwan) | www.mopa.gov.sg
| Taxation-Administration, Ministry of Finance, R.O.C. | www.gov.tw
| Workforce Development Agency  | www.wda.gov.tw
|                               |  |
| Thailand                      | www.rd.go.th/publish/5998.0.html
| The Revenue Department        |  |
|                               |  |
| United Kingdom                | www.hmrc.gov.uk
| HM Revenue & Customs          |  |
|                               |  |
| USA                           | www.calchamber.com
| California Chamber of Commerce |  |
| U.S. Department of Labour     | www.dol.gov
| U.S. Department of Labour, Employment & Training Administration | www.doleta.gov
|                               |  |
| Vietnam                       | www.vietnamembassy.org.uk
| Embassy of Vietnam, London UK |  |
| Hong Kong Business Association, Vietnam | www.hkbav.org
| Living in Vietnam             | www.livinginvietnam.com
| The Ministry of Finance       | www.mof.gov.vn/webcenter/portal/mof?
|                               |  |
| Others                        | www.apec.org
| Asia-Pacific Economic Cooperation |  |
| International Labour Organisation (ILO) | www.ilo.org/global/lang--en
| Law Library                   | www.doingbusiness.org/law-library
| Tax, Accounting & Payroll Sites Directory | www.taxsites.com/international.html
| Visa & Embassy Information    | www.projectvisa.com
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</thead>
<tbody>
<tr>
<td><strong>Hong Kong</strong></td>
<td>12 days</td>
<td>3-14 days depends on years of service</td>
<td>X</td>
<td>2-4 days/month depends on years of service, Max. 120 days with 4.5 pay</td>
<td>10 weeks with 4.5 pay</td>
<td>Paternity leave: 3 days with 4.5 pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Mainland China</strong></td>
<td>11 days</td>
<td>5-15 years depends on years of service</td>
<td>44 hrs/week</td>
<td>3-24 months, depends on years of service 40-100% of pay depends on length of sick leave &amp; years of service</td>
<td>Min. 58 days with full pay</td>
<td>Paternity leave: 1-2 months, varies between local rules and company policy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Macau</strong></td>
<td>10 days</td>
<td>6-10 days after 1 year of service</td>
<td>48 hrs/week</td>
<td>6 months with full pay after 1 year of service</td>
<td>56 days with full pay</td>
<td>2 days with no pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Taiwan</strong></td>
<td>19 days</td>
<td>3-30 days depends on years of service</td>
<td>40 hrs/week, no more than 8 hours per day</td>
<td>First 30 days, half pay</td>
<td>8 weeks with full pay after 6 months/ service, 50% pay for service less than 6 months</td>
<td>Paternity leave: 5 days with full pay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Australia</strong></td>
<td>10-21 days (varies across state)</td>
<td>4 weeks, depends on ordinary hours of work, for both full time and part time</td>
<td>38 hrs/week</td>
<td>10 days</td>
<td>18 weeks paid leave at the National Minimum Wage</td>
<td>2 weeks paid leave at the National Minimum Wage</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Cambodia</strong></td>
<td>27 days</td>
<td>18 days</td>
<td>48 hrs/week</td>
<td>Up to 6 months, 1st month with full pay, 2nd-3rd month with 60% pay no pay for 4th-6th month</td>
<td>90 days with 50% pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Dubai</strong></td>
<td>14 days</td>
<td>2 days/month after 6 months of service and 30 days after 1 year of service</td>
<td>48 hrs/week</td>
<td>After 3 months probation, 1st 15 days with full pay, next 30 days with 50% pay no pay for any following period</td>
<td>45 days with full pay after 1 year of service, 50% pay if service less than 1 year</td>
<td>15 days, depends on years of service</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>India</strong></td>
<td>Around 14 days (varies across state)</td>
<td>12-30 days, varies across states and industries</td>
<td>48 hrs/week</td>
<td>Max. 15 days, varies across states and industries</td>
<td>Max. 12 weeks 94 days</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Indonesia</strong></td>
<td>22 days</td>
<td>12 days after 1 year of service</td>
<td>40 hrs/week</td>
<td>1st 4 months with full pay 2nd-4 months with 75% pay, 5th-6 months with 50% pay, subsequent months with 25% pay until termination of employment</td>
<td>1.5 months before delivery and 1.5 months after delivery with full pay</td>
<td>Personal leave: 2 days with full pay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td>16 days</td>
<td>10-20 days depends on years of service</td>
<td>40 hrs/week</td>
<td>X</td>
<td>6 months before delivery and 6 weeks after delivery, up to 25% of pay covered by social insurance</td>
<td>60-120 days with full pay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Malaysia</strong></td>
<td>11 days</td>
<td>8-16 days depends on years of service</td>
<td>48 hrs/week</td>
<td>14-60 days, depends on years of service &amp; if hospitalisation is necessary</td>
<td>Min. 90 days with 50% pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Myanmar (Burma)</strong></td>
<td>24 days</td>
<td>10 days, after 12 months of services, with 20 working days per month</td>
<td>35-48 hrs/week, depends on job nature</td>
<td>30 days with full pay after 6 months/ services</td>
<td>30 days leave for illness</td>
<td>18 weeks with full pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>New Zealand</strong></td>
<td>11 days</td>
<td>Min. 4 weeks</td>
<td>40 hrs/week</td>
<td>X</td>
<td>5 days after 6 months service. The maximum amount of sick leave that can be accumulated is 20 days</td>
<td>18 weeks with full pay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Pakistan</strong></td>
<td>14 days</td>
<td>12 days after 12 months of service</td>
<td>48 hrs/week</td>
<td>16 days with full pay</td>
<td>6 weeks before delivery and 6 weeks after delivery with full pay</td>
<td>6 weeks before delivery and 6 weeks after delivery with full pay</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Philippines</strong></td>
<td>12 days</td>
<td>5 days after 1 year of service</td>
<td>40-48 hrs/week, depends on job nature</td>
<td>X</td>
<td>60 days for normal delivery and 78 days for caesarian delivery for the first four deliveries and miscarriages</td>
<td>60 days for normal delivery and 78 days for caesarian delivery for the first four deliveries and miscarriages</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Russia</strong></td>
<td>16 days</td>
<td>Min. 38 days after 6 months/ service</td>
<td>48 hrs/week</td>
<td>60-100% pay, depends on years of service</td>
<td>70 days before delivery and 70 days after delivery, with full pay by the Russian Social Security Fund</td>
<td>70 days before delivery and 70 days after delivery, with full pay by the Russian Social Security Fund</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Singapore</strong></td>
<td>11 days</td>
<td>1-2 weeks, depends on years of service</td>
<td>44 hrs/week</td>
<td>Up to 2 weeks for outpatient non-hospitalisation leave and 60 days for hospitalisation leave</td>
<td>16 weeks</td>
<td>Paternity leave: 2 weeks</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>South Korea</strong></td>
<td>15 days</td>
<td>15 days, depends on years of service</td>
<td>40 hrs/week</td>
<td>Depends on company policy</td>
<td>90 days (120 days for twins)</td>
<td>Paternity leave: Min. 5 days, Childcare leave 6 days/day with child under 7</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Sri Lanka</strong></td>
<td>16 days</td>
<td>Max. 2 weeks, depends on years of service (no entitlement in the 1st year of service)</td>
<td>48 hrs/week, depends on job nature</td>
<td>Max. 7 days</td>
<td>84 days with full pay, excludes holidays</td>
<td>84 days with full pay, excludes holidays</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Thailand</strong></td>
<td>13 days</td>
<td>Min. 6 days after 1 year of service and depends on years of service</td>
<td>42-48 hrs/week, depends on job nature</td>
<td>30 days with full pay</td>
<td>90 days with full pay by employer and the Social Welfare Fund</td>
<td>90 days with full pay by employer and the Social Welfare Fund</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Vietnam</strong></td>
<td>12 days</td>
<td>12-14 days, depends on terms of services</td>
<td>48 hrs/week</td>
<td>30 days</td>
<td>6 months with full pay, additional 30 days for multiple births</td>
<td>Paternity leave: 5-14 days, depends on situation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

*The current labour/unemployment law of most countries rules the following situations where employers cannot dismiss an employee:

- Pregnancy, delivery or nursing period for female employees
- Other situations specified by laws and regulations

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www.aplus-ap.com

Adecco Personnel Limited

The Adecco Group is a Fortune Global 500 company, based in Zurich, Switzerland, with more than 33,000 FTE employees in 60 countries and territories around the world. Each year, The Adecco Group provides over 1 million people around the world with career opportunities, guidance and insights. The Adecco Group offers total workforce solutions including temporary staffing, permanent placement, career transition, talent development, and outsourcing. The Adecco Group partners with employers, candidates, colleagues and governments, sharing its labour market expertise and insights to empower people, fuel economies, and enrich societies.

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F: (852) 2895 3571
E: hongkong@adecco.com
adecco.com.hk

BridgeBuilder HRMS

FlexSystem is a leading international provider of enterprise management solutions that delivers high quality business software and services. There are over 2,000 companies using her solutions including 1 in 10 Forbes Global 2000 (Statistics in May 2016). With the enthusiasm for excellence, her latest HR Solution, BridgeBuilder HRMS, was designed by a group of IT professionals with strong HR domain knowledge.

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BridgeBuilder HRMS
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T: (852) 3529 4332
F: (852) 2836 3378
E: info@bbhrms.com
www.bbhrms.com

aCube Solutions Limited

aCube Solutions, a member of FlexSystem Limited, we are providing a comprehensive suite of technology and HR solutions. “FESA Human Resources” is designed for enhancing HR management and providing people-centric functions with robust capacities from HR operation to organisation planning. It provides business intelligence-based analysis for decision-making, unified platform for day-to-day operation from recruitment to payroll and HR self-service.

aCube Solutions Limited
Block A, 4/F, Eastern Sea Industrial Building,
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F: (852) 3007 1424
E: infodl@flexsystem.com
www.flex.hk

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Established 11 years ago Catalyst Consulting HK is widely regarded as a top talent management & leadership solutions provider, who works with dynamic clients (mncs & local companies in HK, Asia, USA & Europe). Catalyst’s personalised, innovative & partnership approach guarantees business, individual & team results. Catalyst is committed to creating breakthroughs & igniting potential by flexing our expertise in:

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- Blended Learning Solutions© (Assess-Develop-Coach-Enable)
- Talent Assessment & Development Centres
- Preferred Executive & Corporate Group Coach Provider (since 1998)

Catalyst Consulting HK is still the longest Asia partner for the a&dc Group; HK distributor of the AC-EXs & Resilience Assessments. We create & source the latest, best thinking with our global & regional strategic alliances, HRD consultants & organisational psychology specialists. Catalyst’s 2015-2016 “Hot Programmes” are about developing Resilience, Impact & Presence, Innovation, Team Leadership.

Celemi Consulting (Shanghai) Co., Ltd. 賽樂敏諮詢(上海)有限公司

Celemi is a Swedish consulting firm specialising in creating business simulations with more than 4 Million participants all over the world. Today, we work with a network of partners/facilitators in around 70 countries to help give clarity to organisations. And our business simulations have been translated into more than 40 languages.

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We do this by translating critical, and often complex, information in a fun, engaging way that captures people’s attention and helps them quickly understand new concepts. Every Celemi learning experience recreates your genuine business environment, so new insight readily translates into changes in behaviour, skills and practices in the workplace.

We work with leaders all over the world; ABB, Siemens, IKEA, BASF, DELL, HP, GE, Skanska, EADS, Bona and Ericsson are clients of ours.

Cigna Worldwide Life Insurance Company Limited and Cigna Worldwide General Insurance Company Limited

信諾環球人壽保險有限公司及信諾環球保險有限公司

Ranked in the top 100 of the Fortune 500, Cigna is a global health service leader dedicated to helping people improve their health, well-being and sense of security. Since its presence in Hong Kong in 1933, Cigna has been offering insurance solutions and advice to customers throughout their life journey. We provide comprehensive health and well-being solutions to employers, employees and individual customers to meet their every unique need.

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

Cityray has over 30 years specialised in HR & Payroll Systems in HK and PRC. Robust system which capable of managing changing governmental policy and reliable and professional service lead to our success throughout the years. "HRPLUS®" and "HRPLUS® HRMS" are our flagship products which currently support over 1000 well-known and public-listed clients. Cityray provides various workflow-enabled web-based modules, known as Employee Self-Service system, which support a spectrum of HR business processes which required approval process. If you are hesitating how the technology can streamline your HR business processes, our free-of-charge consultant service will be your best choice. Our consultant would analyse with you and surely provide you a satisfactory solution.

<table>
<thead>
<tr>
<th>PRC Branch Office</th>
<th>Tel</th>
<th>Fax</th>
<th>PRC Branch Office</th>
<th>Tel</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beijing</td>
<td>(86-10) 6880 7111</td>
<td>(86-10) 6880 7222</td>
<td>Guangzhou</td>
<td>(86-20) 8755 7111</td>
<td>(86-20) 8755 7222</td>
</tr>
<tr>
<td>Shanghai</td>
<td>(86-21) 5385 7111</td>
<td>(86-21) 5385 7222</td>
<td>Shenzhen</td>
<td>(86-755) 8391 7111</td>
<td>(86-755) 8218 7222</td>
</tr>
<tr>
<td>Suzhou</td>
<td>(86-512) 6761 7111</td>
<td>(86-512) 6761 7222</td>
<td>Chengdu</td>
<td>(86-28) 8620 3111</td>
<td>(86-28) 8620 3033</td>
</tr>
</tbody>
</table>

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COACH A (Hong Kong) Co., Ltd. 高起（香港）有限公司

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COL Limited

COL is a leading IT services company in Hong Kong with over 40 years of experience and has been crowned Excellent HR Information System Provider of HR Excellence Awards 2014 by the Hong Kong Institute of Human Resource Management. COL offers a full range of IT infrastructure, application development and implementation services including Business Process Outsourcing (BPO).

With domain expertise in business applications, we deliver the best practice Human Capital Management (HCM) solutions ranging from award-winning HRMS, web-based employee self-service portal to outsourcing services for MNCs, enterprises and SMES. "Doc:brary" Document Management System is another key application in our HCM product portfolio to securely manage HR related documents including employees’ P-file, appraisal records, training materials, etc.

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T: 852 2118 3888  F: 852 2112 0121
E: colmarketing@col.com.hk  www.col.com.hk

ConnectedGroup Limited

Established in 1997, ConnectedGroup has developed from a traditional recruitment business into a client-centric executive recruitment and search consultancy with a broader range of services and capabilities.

Core services include: Retained, Exclusive Contingent and Contingent Recruitment services for mid to senior permanent positions as well as Contract Staff and Interim Management services. We also engage with clients to deliver specialised and tailored projects such as volume recruitment and market mapping exercises.

From our hub office in Hong Kong, supported by our China office, we are well placed to service one of the fastest growing regions in the world. Our consultative and client driven approach has positioned us as a partner of choice for companies across a diverse range of industries.

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T: 852 3972 5888  F: 852 3972 5897
E: InfoHK@connectedgroup.com  www.connectedgroup.com

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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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FlexSystem is a leading enterprise solution provider in HK. Over 30 years, FlexSystem is keen on technology development and aims to enhance organisation's workforce effectiveness. We delivered best practice solutions to over 5,000 companies and 3,000 installations throughout the world. FlexSystem provides comprehensive Human Resources Management System, which includes:

- Profile & Competency Management
- Attendance Management
- Performance & Training Management
- HR Analysis & Evaluation

- Payroll & Benefit Management
- Provident Fund & Taxation Management
- Workforce Self-service Platform

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HR SERVICE PROVIDERSPROFILE

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Four Seasons Place is Hong Kong’s premier serviced suites located in the heart of Central, atop Hong Kong Airport Express Station and within the IFC Complex. With close proximity to all major transportations, Four Seasons Place is a dynamic hub conjoining business, commercial and lifestyle all-in-one. Indulge yourself with state-of-art facilities and relax in luxurious suites designed by world-renowned Yabu Pushelberg and Bilkey Lindas, Four Seasons Place offers you a ‘home outside of home’ with a touch of modern sophistication.

H. R. Solutions (Int’l) Ltd.

H. R. Solutions specialises in training in areas of leadership, performance management, sales and general skills including presentations, negotiating, project management and communication skills. We are official partners of Think on your Feet®, and accredited facilitators of the DISC and MBTI® personality assessments. Based in Hong Kong, we deliver training regionally in local languages as required.

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As the most representative professional human resource institute in Hong Kong, the Hong Kong Institute of Human Resource Management (HKIHRM), a non-profit making organisation, has around 5,400 members, about 600 of whom are corporate members. Founded in February 1977, the Institute aims at developing, maintaining and enhancing professional standards in HR management, and increasing the perceived value and influence of the HR profession. The Institute organises a wide range of professional activities such as multi-level training programmes, conferences and an awards programme, and provides services such as conducting surveys and publishing a professional journal. The Institute is commissioned by the Government of the HKSAR as the professional writer to develop and produce the Specification of Competency Standards (SCS) for the Human Resource Management sector under Hong Kong Qualifications Framework. The HKIHRM is a member of the Asia Pacific Federation of Human Resource Management which is one of the continental federations under the World Federation of People Management Associations. For more information, please visit our website at www.hkihrm.org.
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  R = Respond
  T = Take action

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www.hrmessentials.net

Human Potential (HK) Limited

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Unit 3105, Level 31, MetroPlaza Tower I, 223 Hing Fong Road, Kwai Fong, Hong Kong
T: (852) 3589 6969
F: (852) 3583 1180
E: Jobe.cheng@humanpotentialglobal.com
www.humanpotentialglobal.com

Integral Training & Consulting Ltd.

Founded in 2004, Integral consulting team focuses on our best value to clients: creating customized training programs to fit your specific need. We offer client-specific consulting services and Integrated Learning Solutions to empower the work force to succeed. Some of our many areas of expertise include:
- Stakeholder Management & Communication
- Influence & Negotiation
- Positive Change Management
- Problem Solving & Decision Making
- Strategic Planning Facilitation
- Team Alignment & Integration
- Enneagram Based Personal Effectiveness
- LEGO®SERIOUS PLAY® Based Learning Solutions
- Leadership Development + Action Learning
- Presentation & Facilitation
- Project Planning & Management
- Systems Thinking

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

Room 1202, 12/F, Methodist House, 36 Hennessy Road, Wan Chai, Hong Kong
T: (852) 2877 3398
F: (852) 2877 3360
E: info@integral-consultancy.com
www.integral-consultancy.com

IPL Research Limited

IPL HRMS is a market-leading HRM and payroll application software suite of Computer And Technologies Holdings Limited (SEHK 00046). Aiming to facilitate medium to large enterprises to manage and mobilise their workforce, it is designed as the most practical HRM solution to cater for the unique business requirements for operating in various regions around the world.

With over 25 years of history since 1989, IPL HRMS has served over 400 enterprise customers spreading over various major cities around the globe. With a majority of its clients from Fortune-500 and Global-500 multinational companies, IPL HRMS is the preferred partner of choice for many enterprise-class customers sourcing for HRM solutions specialised for their business operations.

Level 10, Cyberport 2, 100 Cyberport Road, Hong Kong
T: (852) 2803 4026
F: (852) 2838 8707
E: inquiry@iplctil.com
www.iplresearch.com

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Kaplan Higher Education 楷博高等教育

Kaplan Higher Education is a global provider of management education and quality lifelong learning programmes and services. We are a proud member of Kaplan, Inc. - a global leader specialising in lifelong education, with 1,000,000 students around the globe in more than 500 locations worldwide.

Established in Hong Kong in 1991, Kaplan Higher Education is one of the largest providers of tertiary education programmes and services in Hong Kong. Our renowned university partners from across the globe represent a portfolio of programmes from bachelor to postgraduate and research-based doctoral level. We help develop result-oriented managers and professionals with executive leadership qualities to meet the ever-changing needs of the knowledge-based economy in Hong Kong and beyond.

Kaplan Higher Education
G-3/F, E-Tech Centre, 402-406 Hennessy Road, Wan Chai, Hong Kong
T: (852) 2836 0332
F: (852) 2836 0039
E: info@kaplan.edu.hk
www.kaplan.edu.hk

Kingdee International Software Group (H.K.) Ltd. 金蝶國際軟件集團(香港)有限公司

Kingdee 金蝶

金蝶國際軟件集團始創於1993年，是香港聯交所主板上市公司（股票代碼：0268）。金蝶以管理資訊化產品服務為核心，為超過600萬家企業和政府組織提供雲管理產品及服務，是中國軟件市場的領跑者。金蝶人力資源管理系統除了基本的人力資源功能之外，還包括度身訂造部份系統來滿足特別需求，例如特定的國家和地區的香港的強積金，例如台灣社會福利金和新加坡的中央公積金。

Kingdee International Software Group (H.K.) Ltd.
Suite 1501, 15/F, Central Plaza, 18 Harbour Road, Wan Chai, Hong Kong
T: (852) 2157 9390
E: Patrick_li@kingdee.com.hk
www.kingdee.com.hk

Kowloonbay International Trade & Exhibition Centre 九龍灣國際展貿中心

Located in the heart of Kowloon Bay, KITEC is a fully integrated exhibition and convention centre all under one roof and is suitable for banquets, seminars, concerts, public shows and exhibitions. It includes 8,300sqm of exhibition and convention space, meeting rooms with flexible layout. Star Hall is capable of accommodating 3,600 audiences, which is an ideal venue for concerts and entertainment activities.

Kowloonbay International Trade & Exhibition Centre
1 Trademart Drive, Kowloon Bay, Hong Kong
T: (852) 2620 2305
F: (852) 2620 2818
E: salesmgr@kitec.com.hk
www.kitec.com.hk

Leadingenes Limited 領俊顧問有限公司

LEADINGENES is an organisational capability architect that enables companies around the world to meet business challenges through effective HR solutions. We offer a full spectrum of HR consultancy and training services covering the design, implementation and measurement of programmes in such areas as HR strategy, recruitment, corporate culture, performance management, staff development, organisational development, HRIS, etc. This, coupled with our unequalled focus and abilities in knowledge and skills transfer, helps companies increase their capabilities, achieve bottom-line results and sustainable business performance.

領俊顧問有限公司擁有豐富的人事管理經驗，致力為世界各地企業提供專業、全面而具針對性的人事管理顧問及培訓服務，包括人事管理策略、人才招聘、公司文化、績效評估、員工培訓及事業發展、企業及人事架構、人事管理電腦系統等。領俊善於提供整合方案，從概念構思、到項目籌劃、執行及評審成效，一應俱全，務求令企業透過完善及高效益的人力資源系統，持續增強競爭力，在市場上節節領先。

Leadingenes Limited
Room 1001A, Kinwick Centre, 32 Hollywood Road, Central, Hong Kong
T: (852) 2151 1311
F: (852) 2151 1303
E: info@leadingenes.com
www.leadingenes.com
Levin Human Capital Consultant Group

“Welcome to Levin, a home for both Employers and Employees to meet and synergy”

Levin Human Resources Development Limited established in 1987, aims at providing professional Human Resources Consulting services focusing on quality recruitment for our valuable clients.

The name LEVIN represents the following core values:

Longevity, Energy, Velocity, Imagination, and Never give up.

Management Development Services Limited

For over 20 years MDS has been the market leader in leadership development, sales training and executive coaching, producing great results for global companies. We are also the certification centre and distributor for leading assessment tools including the MBTI® and FIRO® for personality, Leadership Effectiveness Analysis (LEA 360™) and GMI® for leadership, Strong Interest Inventory® for career planning, SPA™ for sales, and TKI® for negotiation skills. We have a vast collection of leadership and sales programmes including the leading edge Miller Heiman products. From our offices in Hong Kong, Beijing, Shanghai and Taipei we manage a team of excellent international leadership trainers, sales trainers and executive coaches. They deliver around the region in English, Mandarin, Cantonese, Korean and Japanese. In 2016, MDS launched the Smith-MDS partnership with the Robert H. Smith School of Business (University of Maryland), one of the world’s foremost business schools. The Smith-MDS partnership draws on a world-class faculty, facilitators and executive coaches to deliver leading edge executive development solutions.

Mayer Brown JSM

Mayer Brown JSM is part of Mayer Brown, a global legal services organisation advising clients across the Americas, Asia, Europe and the Middle East. Mayer Brown JSM’s Employment & Benefits group acts for a broad spectrum of clients ranging from international and domestic corporations to government and government-funded organisations. Combining the skills of experienced practitioners in the human resources industry, we offer integrated contentious and non-contentious capabilities, advising on all aspects of employment law, planning, advisory, counselling and disputes, and providing cutting-edge advice tailored to the needs of our clients.

Mercer (Hong Kong) Limited

At Mercer, we make a difference in the lives of more than 110 million people every day by advancing their health, wealth, and careers. We’re in the business of creating more secure and rewarding futures for our clients and their employees - whether we’re designing affordable health plans, assuring income for retirement, or aligning workers with workforce needs. We see people’s current and future needs through a lens of innovation, and our holistic view, specialised expertise, and deep analytical rigor underpin each and every idea and solution we offer. For more than 70 years, we’ve turned our insights into actions, enabling people around the globe to live, work, and retire well. At Mercer, we say we Make Tomorrow, Today.
Nova Management Consultants Limited | Nova Training and Education Institute

Established in 1996, Nova is well-respected in delivering high standard HR, Training and Event Management services. We have associates in China and Asia.

**Nova Consultancy focuses on:** Executive Search, Recruitment and Staff Leasing; HR Compliances, Operation, Administration and Outsourcing, e.g. Payroll, MPF, etc.; Event Management and Software "Evenesis" Provision.

**Nova Institute is:** The sole partner of Islamic Banking and Finance Institute of Malaysia (a member of Malaysia Central Bank) for Hong Kong and China; The Off-shore Programme Office of the Guangdong Professional Technical Training Centre, Mainland Government (廣東省專業技術培訓中心, 境外課程辦公室).

**Our Product:** - Islamic Banking and Finance Qualification & Tailor-made Courses and Consultancy for Banking, Capital Market, Takaful, Wealth Management, Financial Planning and etc. - Industry Specific Training - Inbound and Outbound Learning Mission, Education Fair and Exhibition

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**Pacific Base Technologies Limited**

HRIS88 is the most up-to-date Human Resource Information System using the latest technologies with innovative designs. We have more than twenty years of experience in HRIS Solutions for the region. Core Modules include HR, Leave, Payroll, and Time Attendance. Intranet Applications include Employee Self-Service/Manager Self-Service ESS/MS, iLeave, iAttendance, iRostering, iAppraisal, iAdmin, iClaims, iOT Application, ... and HR Portal.

Every Company needs a good updated HRIS System like HRIS88 to comply with the latest Labour Ordinance Amendments, Personal Data Privacy Ordinance, MPF changes; and to decipher ‘Working Hours’ to cope with Minimum Wages and future ‘Working Hours’ challenges. HRIS88 can cope with complicated Payroll and Attendance situations. Attendance control hardware options are also available from our HRIS88 Solutions. Furthermore, efficient Customisation can tailor your System per specific needs and purposes. HRIS88 comes with expert HRIS consultancy and systemic project management. We are here to serve you the best, meeting your needs and exceeding your expectations.

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**Paradigm21 Group**

Paradigm21 Group is a leading Global award-winning Executive Coaching, Leadership Training Academy & Organisational Development Consultancy partnering with Global MNCs, Regional and Local organisations to maximise people performance and financial results using our proprietary tools, assessments and custom designed Leadership Development Programs, Executive Coaching & 360 Feedback Programmes, Group Coaching Programmes, Professional Coaching Accreditation Programme. Our Programmes are proven to quickly improve individual and team attitudes, behaviours and competencies that retain and develop current and future leaders for organisation’s sustainable growth and drive future success.

**P21 Specialties:**
- C-Suite & Senior Executive Coaching
- Emerging Talent Coaching Programme
- Group & Team Coaching & Training
- 360° Feedback Programmes
- Global Leadership Training Programmes
- Team Building, Innovation, EQ, Performance
- Career Transition Coaching
- Accredited Professional Coach Training ACTP ICF

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**People Technology (International) Limited**

We contribute to the success of our customers. We deliver easy to use but high quality Cloud-Base and Web-Base solutions. Our products align to the Regulations of Labour Department, IRD and MPF Trustees. Enterprise clients get the most from their investment by using tailored services to meet their unique business needs. Our "E-Channel" service that straight-through HSBC and HASE simplify the process of submitting bank and MPF instruction files.

Come and talk to us today! Our wide range products and services will definitely improve your HR department and your company.

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Quality HealthCare Medical Services Limited 卓健醫療有限公司

Quality HealthCare Medical Services Limited (QHMS), Hong Kong, became part of Bupa, an international healthcare group, in October 2013. QHMS’ operations span diagnostics, primary healthcare and day care specialties. With roots tracing back to 1868, QHMS serves the community through a network of around 100 multi-specialty centres and over 800 affiliated clinics offering Western Medicine, Traditional Chinese Medicine, Diagnostics & Imaging, Dental, Physiotherapy services, etc. It also operates a private nursing agency. QHMS is one of the largest providers of healthcare services to corporates in Hong Kong. In 2016, the Group recorded more than 2.8 million healthcare visits. QHMS endeavours to enhance the quality of our professional services continuously to satisfy the needs of customers and patients.

ResourcePlus Ltd 惠培人力資源管理諮詢有限公司

ResourcePlus is a Hong Kong based HR Development Consulting practice established since 2000. We provide tailored, pragmatic and comprehensive HR Management & Development consulting services to facilitate public and private organisations in Hong Kong, Mainland China and Asia Pacific region in achieving sustainable organisational success.

We provide services in:
- Assessment Tools
- Talent Assessment Solutions
- Talent Development Solutions – Training, Executive Coaching, Mentoring
- Performance Management Consulting

SGS Academy SGS管理學院

As the leader in professional training, we draw on our years of worldwide experience to provide effective learning and development opportunities. We help clients all over the world operate in a more sustainable manner by improving quality & productivity, reducing risk, verifying compliance, and increasing speed to market.

SGS Academy Training Service can be summarised into following two categories:

Management Development Training:
- Customer Experience Management Series
- Leadership Development Series
- Six Sigma and Lean Series
- Business Innovation Series
- Customised Training Programme

International Standard Training:
- Integrated Management System Series (ISO 9001, ISO 14001 & OHSAS 18001)
- Food Safety Management System Series (ISO 22000)
- ESG Reporting & Sustainability
- Customised Training Programme

Sloane Manhattan Manpower International 萬盛人事動力國際

Bank Street® by Sloane Manhattan® is a leading International Manpower and Education Group (Canary® Education Group) offering Total Human Resource Solutions and International Educational Solutions. Bank Street®’s clients include Top Fortune 500 and Top China 500 multinational companies. Our services specialise in the banking, finance, securities, funds, consumers, property, construction and hospitality industries; International Educational Solutions services specialise in various services sectors.

Our Total Human Resource Solution services include:
- Bank Street® Executive Search
- Bank Street® Strategic HR Consultancy
- Anchors® Outplacement Services
- Sloane® - Birkman® Assessment Center

Our International Educational Solutions services include:
- Canary® - Training Qualifications UK Approved Center
- Bank Street® Canary® Executive Career Education

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**Strategic Consulting Limited 卓思管理顧問有限公司**

Strategic Consulting (卓思顧問) is a well-established consultancy firm and provides our clients with consulting services on management, sales and service enhancement, human resources, training, executive search and recruitment, marketing research and mystery shopper survey. Our reputable clients come from the industry of airline, hotel, bank, insurance, public utilities, retail, catering, hospitality, logistic, property management, cosmetic, pharmaceuticals, tele-communication, technology and etc.

Our consulting team provides one-stop human resources and training service solution to our clients. Our Sales and Service Enhancement Programme has facilitated our reputable clients to win most prestigious service awards in Hong Kong. We also have a proven track record of facilitating our clients to achieve substantial business results.

Room 1403, 14/F AXA Centre, 151 Gloucester Road, Wan Chai, Hong Kong
T: (852) 3728 1218  F: (852) 3728 1268  E: info@strategicon.hk
www.strategicon.hk

**TACSEN Management Consultants Limited 得信諮詢有限公司**

Established in 2002, TACSEN is a training consulting firm engages in providing talent development and corporate training services in Hong Kong and China.

Our Services:
- **Licensed Programme**: The Five Behaviours of a Cohesive Team™, The Leadership Challenge®, the ONLY Authorised Partner in Hong Kong, Enhance Relationship: Everything DiSC®, the latest generation of DISC
- **Leadership Development**: Managing Self, Managing Task, Managing People and Managing Organisation
- **Sale and Service**: Sales and Services Training; Mystery Shopping; Solution Selling®
- **Programme Customisation**: Course Development; Talent Development; Learning Solution
- **Assessment & Consulting**: MBTI®; Scientific Employee Survey (SES®); 360 Feedback

Our Honour: The Only Training Company Elected Hong Kong's Most Valuable Companies 2012
Awarded Most Reliable Corporate Training Service

Room 1901-02, 18/F, Tung Wah Mansion, 199-203 Hennessy Road, Wan Chai, Hong Kong
T: (852) 8144 3663  F: (852) 8148 1032  E: info@tacsen.com
www.tacsen.com

**Technosoft Hongkong Limited**

We have been providing HR/Payroll software packages for Hong Kong since 1988 for different businesses and industries. Now we support global organisations with ready-made standard modules specific to local requirements in Hong Kong, Macau, China, Taiwan, Singapore, Vietnam, Malaysia, Thailand, Philippines, Indonesia and India, and will be supporting more and more countries in the future. Our product range covers core employee information maintenance, full-scale payroll processing, and extensible with add-on HR features from employee self-services, appraisal and evaluation, training, recruitment, to global HR and finance interface etc. Our solutions are developed completely on Microsoft platform and supports Microsoft Office and .Net environments, scalable enough to support from entry-level desktop users, local area network multi-users, to large scale remote access users and web-based users.

Unit 1403, L14, Core F, Cyberport 3, 100 Cyberport Road, Pokfulam, Hong Kong
T: (852) 2892 1393  F: (852) 2838 1037  E: ortane@technosofthk.com
www.technosofthk.com

**The Chin Family 錢家有道**

The Chin Family (錢家有道) is an independent and impartial financial education platform managed by the Investor Education Centre providing free information, resources and programmes. We help people in Hong Kong plan and manage their finances by making financial learning simple and enjoyable.

We work with employers to offer free and impartial financial education programmes to employees with the objective to enhance their financial literacy to deal with financial matters such as retirement, borrowing, wealth management, etc. Our financial education programmes also assist in staff engagement, retention and reducing productivity loss.

21/F, Cheung Kong Center, 2 Queen’s Road Central, Hong Kong
T: (852) 2700 6000  F: (852) 2297 3300  E: info@thechinfamily.hk
www.thechinfamily.hk

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The HarbourView Place, sister project of Four Seasons Place, is a serviced suite hotel perfectly positioned at the ICC megalopolis, next to the offices at ICC and neighbouring the W Hong Kong and The Ritz-Carlton Hong Kong, with Elements mall directly connected. Perched atop the MTR Airport Express link at Kowloon Station, a journey to Central will only take 5 minutes, and the airport in 22 minutes. The chic and deluxe suites ranging from studios to 3-Bedroom and Presidential Suites (gross size from 464 to 3,270 sq ft.), are carefully and immaculately designed with extensive provisions for guests’ comfort. The suites feature fully-equipped kitchenettes, including washing and drying unit as well as a comprehensive range of crockery, glassware and utensils.

Tim Robinson Limited

Tim Robinson is a renowned and professional HR consultancy, training and recruitment firm providing fully-integrated HR, hiring and training solutions. We customise strategic, value-added and practical solutions including but not limited to executive search, organisational development, training, HR strategy and policies, performance management, talent assessment and management for companies of different sectors.

Tricor Consulting Limited

Tricor Consulting Limited, a member of Tricor Group, provides services including:

- Strategic Management - Shaping your future and making it happen
- Organisation Structuring - Configuration in support of business strategies and accountability
- Human Resource Consulting - People strategy for building competence, commitment and culture
- Training Resources Consulting - Transforming training function strategically for scalability, process excellence, continual improvement and cost efficiency
- Board Governance and Director Remuneration Consulting - Satisfying the requisite of fairness and transparency of director remuneration

Tricor Executive Resources Limited

Tricor Executive Resources has for the past 28 years built an unrivalled reputation for integrity and professionalism in the executive search business. Our team of specialist consultants and researchers provide a range of practical and innovative solutions to help you search for the right talent to meet your business needs. We utilise in-depth research, intense resourcing and a highly focused approach in the identification of qualified candidates in the appropriate industry sector. Our clients consist of multinationals, publicly listed and private companies as well as family-owned and start-up companies.

We also provide advice on HR best practices to enhance your human capital. Our HR Solutions can help drive your business performance through the effective use of talent. These include Compensation and Benefits Benchmarking; Soft Skills and Management Development Training; Performance Management Systems; Talent Assessment Centre; Human Resource Outsourcing; Career Counselling and Talent Transition Management and Employee Engagement Surveys.
Tricor Group is a global provider of integrated Business, Corporate and Investor Services. As a business enabler, Tricor provides outsourced expertise that allows clients to concentrate on what they do best - Building Business.

Tricor Business Services draws on our diverse professional expertise, backed up by the latest technologies and systems, to provide a comprehensive range of services, including but not limited to: Business Advisory; Accounting & Financial Reporting; Treasury & Payment Administration; Human Resource & Payroll Administration; Tax Services; Trade Services; Trust Assets Administration; Fund Administration; Governance, Risk & Compliance; and Information Technology Solutions.

Our work processes and controls in the rendering of accounting and payroll services are externally audited by Ernst & Young Hong Kong and accredited each year in accordance with the International Standard on Assurance Engagements (ISAE) 3402.

TXJ Information Technology Co., Ltd.

TXJ Information Technology is specialised in HRMS and relevant implementation and maintenance service. With over 15 years' experience in the sphere of HRMS, TXJ delivers values to clients through professional TXJ HRMS and supportive services.

The TXJ HRMS is an Intranet In-house Web HRMS or an Internet Web HRMS runs on Internet Browser. It brings you rich analytical reports, management tools and regional HR management functions.

- HRMS for Hong Kong
- HRMS for Mainland China
- HRMS for Macau
- HRMS for Taiwan
- HRMS for Regional Share Service Centre
- HRIS
- Payroll & Costing
- Leave Management
- Time and Attendance
- Employee Self-service
- ePayslip
- eLeave
- eOT
- eTrip
- eExpense Claim
- Organisation Chart

Local support service in Hong Kong, Macau, Shanghai, Beijing, Guangzhou, Shenzhen, etc.

VEGA SUITES 星峰薈

Vega Suites is a stylish serviced suite hotel located atop MTR Tseung Kwan O Station and public transport interchange in Kowloon East. It offers seamless transportation to Kwun Tong, Kowloon Bay, Quarry Bay and North Point in 11-15 minutes; while Central, Admiralty and Tsim Sha Tsui are just 25-30 minutes away. All suites feature fully-equipped pantry with range of electrical appliances & utensils, iHome system, LCD TV, Blu-ray player and king-size Sealy pillow top mattresses. Some suites come with sofa bed and washing & drying units. Guests can enjoy the impressive facilities and exquisite services include Green Terrace, BBQ corner, workout and computer corners, Laundermats, Fitness Centre, swimming pool, 24-hour multilingual concierge, housekeeping services and wireless broadband internet service.

Vision Skill Consulting Limited 宏信達顧問有限公司

Vision Skill Consulting (VSC) a Hong Kong registered company was founded in 2002. VSC has international clients in Hong Kong, Greater China, Asia, Middle-East, India, Europe and America. We provide professional business, management and training consultancy services. Our portfolio of client ranges from the world's leading luxurious brand, the fastest ground transportation, and the market leaders in technology to the public services. The consulting team consists of multinational specialists in business strategy, process re-engineering, functional and organisation design, change and development. VSC also has a team of Railway System specialists serving clients from the rail industries including contractors, manufacturers and operators.

VSC aims to energize organisations through business strategies and organisational development solutions. VSC is ISO 9001 accredited by Lloyd's Register Quality Assurance.
Wisetop provides professional HR solution to all kinds of industries, from middle size to over thousands employees, located in HK, PRC or Macau. Our clients satisfied about our solution, our attitude and our professionalism. Since we have worked with many different kinds of corporate for years, we understand HR operation and familiar with Labour Law. Since we are expertise in IT with enough experiences, capability and creativity to handle different problems and situations in HR management, we have confidence to provide the most suitable and most cost-effective solution to our clients, just like you.

Zebra Strategic Outsource Solution Limited is a leading provider of Executive Search and Outsourcing Solutions.

Founded in 2002, Zebra Strategic Outsource Solutions provides best-in-class talent acquisition and HR management service. Zebra delivers managed service solutions and executive search service. Our services include recruitment process outsourcing, payroll processing services, contingent workforce outsourcing, and customised workforce solutions encompassing any and all of these.
Classified Post has served as a bridge connecting employers and jobseekers since 1973. To further our recruitment services, as well as offer publishing, events and executive training services, we have four solutions available.

**Classified Post**
- Recruit candidates of a higher quality – our jobseekers are ambitious and career-oriented.
- Build your company profile – we provide the best platform for you to enhance your brand awareness to potential talents.

**CP Learning**
- We offer a total solution, from identifying to developing and engaging talents for your organisation.
- We help corporate recruiters to select the right talents by offering appropriate level and type of assessment tools.

**CP Publishing**
- Our custom publishing arm offers a curated and extensive network of editors and writers to take your publications to next level.
- Outsource your journals and publications to us and put your mind at ease.

**CP Event**
- Our events are effective platforms to connect employers with right talents and increase the employability of students, graduates and alumni.

T: 2565 8822  E: classified@scmp.com
HKIHRM Learning & Development Service

Our L&D programmes are divided into 7 key competencies as below:

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<th>Organisation Development and HR Strategy</th>
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<td>Workforce Planning and Resourcing</td>
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<td>Reward Management</td>
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<td>Talent Management</td>
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<td>HR Policies and Processes</td>
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<td>Compliance and Risk Management</td>
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<td>7</td>
<td>Employee Engagement</td>
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HKIHRM Certificate Programmes 2017-2018

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<th>Foundation Skills in Human Resource Management</th>
<th>Module Topics</th>
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<tbody>
<tr>
<td>Employment Law (Beginner/Intermediate/Advance Levels)</td>
<td>Employment Contact and Terms of Employment/ Wages/ Leaves /Sickness and Maternity/ Disciplinary Action and Termination /Data Protection/ Equal Opportunities/ Health &amp; Safety/ MPF /Employees’ Compensation/ From Compliance to Employee Relations and more...</td>
</tr>
<tr>
<td>Taxation (One-day) (HK/China/Cross Border)</td>
<td>An Overview of Salaries Tax/ Employer’s Obligations/ Taxation of benefits in-kind and salaries tax planning/ China Individual Income Tax Planning and Tax Audit and other relevant issues and more...</td>
</tr>
<tr>
<td>Reward Management</td>
<td>Reward Management/ Job Analysis &amp; Evaluation /Base Pay (y)/ Pay for Performance/ Benefits /Performance Management /Mergers &amp; Acquisitions And International Reward Management/ Reward Communication/ Global Remuneration Professional (GRP) and more...</td>
</tr>
<tr>
<td>Train-the-Trainer (5-day)</td>
<td>Training Cycle - Overview and Training Needs Analysis &amp; Learning Methodologies &amp; Classroom Management and Instructional Design &amp; Presentation Skills &amp; Facilitation Skills</td>
</tr>
<tr>
<td>HR Technology</td>
<td>HR Dynamic Form and Automation /E-learning programme</td>
</tr>
<tr>
<td>Sourcing and Staffing</td>
<td>HR Dashboard and Report for HR professional /HR Business Analytic</td>
</tr>
<tr>
<td>Supervisory Management</td>
<td>Delegation and Leadership/ Performance Monitoring and Giving Feedback/ Managing Change /Influencing Others and more ...</td>
</tr>
<tr>
<td>Employee Coaching, Counselling and Mentoring</td>
<td>Conceptual Model for Counselling &amp; Skills Building / Potential Assessment &amp; Performance / Career Counselling / Career Development &amp; Mentoring / Performance Counselling / Building Coaching Foundations / Expanding your horizons through Coaching / Implementing Executive Coaching Programs/ Utilizing Coaching &amp; counseling in Training &amp; Development</td>
</tr>
</tbody>
</table>

L&D Signature Events

- Unlock Talent Potential (First-quarter)
- Annual Training Needs Seminar cum ATD Post-Conference Sharing (August)
- Pay Trend and Benefits Seminar (November)

For more programmes and online enrollment:

Please call 2881 5113 or email to Learning@hkihrm.org
<table>
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<th>Company</th>
<th>Area of Product / Services Offered</th>
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<tbody>
<tr>
<td>A. Plus Management Consulting Limited</td>
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<td>aCube Solutions Limited</td>
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<td>- Compensation &amp; Benefits</td>
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<td>Adecco Personnel Limited</td>
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<td>BridgeBuilder HRMS</td>
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<td>- E-Learning / Education / Learning &amp; Communications</td>
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<td>Catalyst HK Ltd</td>
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<td>- Executive Coaching</td>
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<tr>
<td>Celemi Consulting (Shanghai) Co., Ltd.</td>
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<td>- Executive and Business Coaching</td>
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<tr>
<td>Cigna Worldwide Life Insurance Company</td>
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<td>- Executive Coaching</td>
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<tr>
<td>Cityray Technology (China) Ltd</td>
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<td>COACH A (Hong Kong) Co., Ltd.</td>
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<td>- Executive Coaching</td>
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<tr>
<td>COL Limited</td>
<td></td>
<td>- Core focus: Supply Chain &amp; Manufacturing, Financial Services, IT &amp; Technology, Retail/Consumer, Legal, Strategy &amp; Transformation, Financial/Accounting, Human Resources as well as General Search and Support Staff</td>
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<tr>
<td>ConnectedGroup Limited</td>
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<td>- Executive Coaching</td>
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<tr>
<td>Data World Solutions Limited</td>
<td></td>
<td>- Expert in Business Management Solutions from ERP, HRM and CRM to IT Infrastructure and Network Security</td>
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<tr>
<td>Development Dimensions International, Inc.</td>
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<td>- Executive Coaching</td>
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<td>Dew-Point International Limited</td>
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<td>EY</td>
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<td>- People Advisory Services</td>
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<td>FlexSystem Limited</td>
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<td>- Serviced Suite Hotel</td>
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<td>Four Seasons Place</td>
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<tr>
<td>H. R. Solutions (Int'l) Ltd.</td>
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<td>- Serviced Suite Hotel</td>
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<th>Categories of Products / Services Offered</th>
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<td>Event Venue Provider</td>
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<tr>
<td><strong>Integral Training &amp; Consulting Ltd. 統顧顧及培訓有限公司</strong></td>
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<td><strong>Kaplan Higher Education 嘉福高等教育</strong></td>
<td>T: (852) 2836 0332 F: (852) 2836 0039 E: <a href="mailto:info@kaplan.com.hk">info@kaplan.com.hk</a> <a href="http://www.kaplan.com">www.kaplan.com</a></td>
<td>Training Room &amp; Facilities Rental</td>
</tr>
<tr>
<td><strong>Kingdee International Software Group (H.K.) Ltd. 全球國際軟件集團(香港)有限公司</strong></td>
<td>T: (852) 2157 9390 E: <a href="mailto:info@kingdee.com.hk">info@kingdee.com.hk</a> <a href="http://www.kingdee.com">www.kingdee.com</a></td>
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<tr>
<td><strong>Kowloonbay International Trade &amp; Exhibition Centre 九龍灣國際展覽中心</strong></td>
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<td>Convention and Exhibition, Retail &amp; Property Leasing</td>
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<td><strong>Levin Human Capital Consultant Group 理高人力資本顧問行</strong></td>
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<td>Investments Services</td>
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<td><strong>Paradigm21 Group</strong></td>
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<td>Executive Coaching, Leadership Academy, Professional Coach, Accreditation ICF ACTP</td>
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<td><strong>People Technology (International) Limited</strong></td>
<td>T: (852) 3103 9159 F: (852) 3428 5818 E: <a href="mailto:info@peopletech.com">info@peopletech.com</a> <a href="http://www.peopletech.com">www.peopletech.com</a></td>
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<td><strong>Quality HealthCare Medical Services Limited 頤健醫療有限公司</strong></td>
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<td>Healthcare services</td>
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<td>Company</td>
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