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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
• 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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Contents

5-9 > Adoption of Technology in HR Management in Hong Kong Context
12-14 > Legal Changes Affecting HR
18-19 > Human Cognition Meets Machine Precision
22-24 > Talent Magnets: Six Essential Aspects of the Workplace Culture that Attract Talent
30-31 > How Technology is a Game Changer for HRM: Top Ten Trends
34-46 > HR Service Providers Profile
50-55 > HR Products and Services Listing
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- IR Disk and Report
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- ePayslip
- eLeave
- eOT
- eT&E
- Compensation Leave
- Schedule Report or Task
- Reminder
- Budget Function
- Accounting System Interface
- User-defined Report Builder
- Multiple Currency Payroll
- Training
- Performance Appraisal
- Recruitment
- Security Log
- Audit Log

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Adoption of Technology in HR Management in Hong Kong Context

By Research & Development Department, HKIHRM

As witnesses to the disruptive force of technology that brings into daily lives and business operations, Hong Kong HR practitioners and business leaders will admit without reservation that digital transformation is important for business growth, but many are not proactively yet making any change for financial or practical reasons. The HKIHRM conducted a topical study called Adoption of Technology in HR Management in July and August 2017 involving 139 local HR practitioners. The objectives of the study were to gauge the awareness level and uses of technology in HR functional areas, understand the drivers, barriers and challenges in implementing HR technologies, and the investment of companies on HR technologies in the near term.

Close to four-fifths (77%) of the HR practitioners surveyed believed that technology helps them in making some or most of their human capital decisions. Only 23% of the respondents believed that their organisations are ahead.

Readiness for technology adoption needs improvement

In terms of the readiness of HR practitioners in driving technology adoption in the HR function, 50% of the respondents indicated that they were not prepared or not prepared at all. With technology rapidly transforming different aspects of the HR function, ranging from recruitment and retention, talent management, employee engagement to helping organisations identify new business opportunity and improve the bottom line through data analytics, HR practitioners in Hong Kong are increasingly motivated to adopt HR technology. According to the survey findings, when it comes to the benefits of adopting HR technology, four out of five respondents (82%) agreed that increased HR productivity or efficiency was one of the key benefits, followed by reduced time spent on routine tasks (76%) and increased ability to run HR analytics (68%).

Benefits of Adopting HR Technology

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing HR productivity / efficiency</td>
<td>82%</td>
</tr>
<tr>
<td>Reducing time spent on routine tasks</td>
<td>76%</td>
</tr>
<tr>
<td>Increasing ability to run HR analytics</td>
<td>68%</td>
</tr>
<tr>
<td>Improving data quality</td>
<td>64%</td>
</tr>
<tr>
<td>Simplifying of HR activities</td>
<td>83%</td>
</tr>
<tr>
<td>Reducing costs of HR activities</td>
<td>43%</td>
</tr>
<tr>
<td>Improving in staff engagement</td>
<td>32%</td>
</tr>
<tr>
<td>Attracting better talent</td>
<td>25%</td>
</tr>
</tbody>
</table>

Base: All responding to the question N=136
Operational efficiency as key motivator to drive use of HR technology

Among all the motivators that drive organisations to adopt HR technology, 87% of the respondents indicated that improving operational efficiency was the key motivator, followed by improving availability of HR data for better workforce management (50%), and standardising HR data (46%). In terms of functional areas, HR technology was deployed for payroll (83%), and compensation and benefits (64%) whereas succession planning was the HR functional area where technology was least utilised, with 80% of the respondents relying on manual or paper-based systems.

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The top three types of HR technology that HR practitioners were most aware of included learning experience platforms (65%), applicant tracking system management (64%), and real time/continuous talent management (44%) while the top three types that HR practitioners were least familiar with were wearables (88%), Massive Open Online Courses (86%) and augmented reality/virtual reality (81%).

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When asked what obstacles HR practitioners may encounter when implementing new HR technology, the top three challenges revealed included integrations (51%), HR processes redesign (49%) and change management (44%).

### Challenges Arising from Implementation New HR Technology

- **Integrations**: 51%
- **HR processes redesign**: 49%
- **Change management**: 44%
- **Vendor selection**: 35%
- **Configurations**: 31%
- **Engaging stakeholders of other business units**: 30%
- **HR organisational redesign**: 24%
- **Project management**: 22%
- **No challenges during implementation**: 4%

Base: All responding to the question N=135

Social media is an important part of the HR toolbox in driving the adoption of HR technology. Of all the social media platforms, LinkedIn (73%) and Facebook (51%) are the two most commonly used social media platforms to aid talent acquisition, employer branding, talent screening and staff engagement.

### Major Social Media Platforms Used in HR Function

- **LinkedIn**: 73%
- **Facebook**: 51%
- **Wechat**: 24%
- **YouTube**: 15%
- **Yammer**: 12%
- **Professional / Trade association website**: 12%
- **Instagram**: 10%
- **Twitter**: 7%
- **Internal platform**: 7%
- **Whatsapp**: 5%

Base: All using social media N=41

When it comes to the adoption of mobile technology, according to the findings, large companies (with more than 1,000 employees) are more likely to have adopted mobile technology while local companies tend to lag behind. Although 24% of the surveyed companies indicated they were evaluating the use of mobile technology for HR functions, more than two-fifths (41%) of the surveyed companies indicated no plans and uncertainty about the adoption of mobile technology, leaving companies with significant room for growth for adoption of mobile technology.

### Intention of Implementing Mobile Technology

- **Already using / implementing in 12 months**: 9%
- **Evaluating**: 32%
- **No plans**: 35%
- **Not sure**: 24%
- **56% among companies with 1,000+ employees**
- **19% among local companies**

Base: All responding N=139
Mobile technology widely used for employee communication

In the areas where mobile technology was adopted by companies, employment communication topped the list at 65%, followed remotely by learning and development at 32%, compensation and benefits and analytics and workforce management, both at 29%. The areas where mobile technology were least used for HR functions included performance management, talent management and onboarding, all at 13%.

![Mobile Technology – Areas of Implementation](image)

47% of the respondents expressed concerns about adopting mobile technology for HR functions while 33% were not unsure. For those HR practitioners who had concerns about adopting mobile technology, data privacy and data security issues topped the list at 80% and 72% respectively, followed by the cost factor at 53% in third place.

![Key Concerns for Deploying Mobile Technology](image)

In their journey to adopting HR technology in the HR function, companies usually encounter cost and internal resources constraints. According to the survey findings, cost concerns were identified as the main roadblock for HR practitioners to adopt new HR technology (70%), followed by internal resources constraints (45%).

![Roadblocks to Adopting New HR Technology](image)
As the findings indicated, cost was the top constraint to companies adopting HR technology. Companies that make investment in HR technology need to take into account the cost-effectiveness and usually focus on functions and processes that can be automated and yield quick results.

**Priority of Investment in HR Technology in 2018**

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>37%</td>
</tr>
<tr>
<td>Compensation &amp; benefits</td>
<td>34%</td>
</tr>
<tr>
<td>Learning &amp; development</td>
<td>31%</td>
</tr>
<tr>
<td>Performance management</td>
<td>27%</td>
</tr>
<tr>
<td>Analytics &amp; workforce planning</td>
<td>27%</td>
</tr>
<tr>
<td>Recruitment &amp; staffing</td>
<td>26%</td>
</tr>
<tr>
<td>Talent management</td>
<td>20%</td>
</tr>
<tr>
<td>Onboarding/ new joiner admin</td>
<td>16%</td>
</tr>
<tr>
<td>Workforce management</td>
<td>15%</td>
</tr>
</tbody>
</table>

Base: All respondents N=137

When it comes to spending priority in HR technology investment, payroll, compensation and benefits, as well as learning & development were rated in top three at 37%, 34% and 31% respectively. Seeing the benefits of HR technology that bring to organisations, the HR practitioners in the survey indicated that their companies’ spending on HR technology would see moderate growth in 2018 when compared with previous years.

**Changes in Expenditure on HR Technology**

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase significantly</th>
<th>Increase moderately</th>
<th>Stay the same</th>
<th>Decrease moderately</th>
<th>Decrease significantly</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 compared with 2016</td>
<td>12%</td>
<td>44%</td>
<td>40%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Forecast of 2018</td>
<td>15%</td>
<td>51%</td>
<td>30%</td>
<td>3%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Respondents who were not sure were excluded
Base: All respondents N=137

**Key takeaways**

In this day and age, social media forms a crucial part of HR recruitment efforts, and it will be increasingly utilised to help build employer brand. Leveraging its unique features of instant response and widespread reach with time and geographical constraints, HR practitioners can enhance employee engagement by reviewing and analysing their feedback.

Mobile technology and apps, if suitably deployed, can also help increase HR accessibility, facilitate connection with a much wider audience including potential candidates for recruitment, increasing employer brand equity and enhancing employee experience, as well as improving communication effectiveness and efficiency with a new generation of employees.

Mobile technology can be utilised to manage employee performance and yield better outcomes. More frequent and short check-ins of staff performance are made possible with technology, helping employees identify areas misaligned with set performance standards and rectify problematic issues instantly. Constructive feedback and continuous coaching can also be provided to re-calibrate staff performance level on a real-time basis.

With the advances of technology continuing reshape the way people work, communicate, interact and do business, Hong Kong HR practitioners should embrace technology and harness its power to reinvent the workplace and create business opportunities through technological transformation of the HR function.

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This article looks at recent and proposed legal changes affecting HR. One major change is the ability for the Labour Tribunal to order compulsory reinstatement of an employee in certain circumstances starting from October this year. Some of the proposed changes like the MPF offsetting have received substantial media attention while others less so. Otherwise, the changes and proposed changes in the legislative environment affecting HR remains relatively light touch.

1. Changes that recently came into force

(a) Advisory bulletin by the Competition Commission

The Competition Commission recently published an advisory bulletin advising on potential competition risks with regard to employment practices, particularly in the determination of employment terms and conditions and the hiring of employees.

The Competition Commission considers the following practices between undertakings are at risk of contravening the First Conduct Rule of the Competition Ordinance:

- Wage-fixing agreements: Undertakings that reach an agreement between themselves on any element of compensation are in effect fixing the price of labour. Compensation includes salaries and other allowances such as insurance benefits, housing allowances, relocation support, severance payments or long service payments.
- Non-poaching agreements: Undertakings that reach an agreement or exchange information for the purposes of solicitation, recruitment or hiring of each other’s employees.
- Exchange of sensitive information: Sharing of competitively sensitive information between undertakings about their intentions in employees’ compensation or hiring, whether done directly or through a third party.

Employers should keep details regarding the compensation they pay to employees confidential. They should not be disclosed to a competitor.

Employers who wish to participate in salary surveys should ensure that adequate measures are in place so that the person conducting the survey complies with the Competition Ordinance, including ensuring that they do not disclose the results of the survey in such a way that may give rise to concerns of breaching the Competition Ordinance.

(b) Easier to say “sorry”

The Apology Ordinance (Cap 631) came into force on 1 December 2017. This Ordinance is not one that is directed at
HR in particular. However, given that disputes in the HR context typically are personal in nature and can involve a high level of emotions, an ability to say sorry without admitting liability may be handy in helping to diffuse a situation.

Under the Ordinance, an apology will not constitute an express or implied admission of the person’s fault or liability regarding the matter. It is also explicitly stipulated that in determining fault, liability or any other issues in connection with the matter, the apology given cannot be used as evidence for determining fault or liability to the prejudice of the party extending the apology. However, employers must bear in mind that the protection is not absolute. The court, tribunal or any other decision maker may exercise the discretion in exceptional circumstances and rule that a statement of fact included in an apology as admissible evidence, provided that it is just and equitable to do so. An example of an “exceptional circumstance” is where there is no other evidence available for determining the issues, although it is not entirely clear whether there are any other circumstances where the decision maker will exercise its discretion.

(c) Recruitment agencies face a tighter regulatory oversight

Hong Kong recently amended part 12 of the Employment Ordinance (Cap 57) (the “EO”) and the Employment Agency Regulations (Cap 57A) to provide job-seekers with greater protection. The changes came into force on 9 February 2018 when the Employment (Amendment) Ordinance 2018 was gazetted.

Recruitment/employment agencies operating without a licence, or if found to be overcharging commission to job-seekers, are liable to a fine of up to HK$350,000 and to imprisonment for three years, which is an increased penalty from the original fine of HK$50,000. Additionally, the time limit for lodging a complaint in respect of these two offences was increased to 12 months from six months. The offence of overcharging job seekers now includes not only the licensee, but also the recruitment agency’s associates (which includes director, manager, secretary and employee of a licensee).

Finally, non-compliance of the Code of Practice for Employment Agencies (the “Code”), which was also amended on 9 February 2018, could lead to the Commissioner for Labour refusing to issue/renew or revoking a licence. In one case shortly after the EO was amended the Labour Department refused to renew the licence of an employment agency that failed to meet standards set out in the Code in many aspects, such as failing to draw up service agreements with foreign domestic helpers and their employers.

2. Changes to legislation in the pipeline

(a) Compulsory reinstatement or reengagement of an employee

Starting from 19 October 2018, as provided for under the Employment (Amendment) (No.2) Ordinance 2018 (the “Amendment Ordinance”), courts and the Labour Tribunal in Hong Kong will be given the power to order compulsory reinstatement or reengagement of an employee in the event of unlawful termination and it is reasonably practicable to do so. The 2017 Bill for the Amendment Ordinance was a re-introduction of the Employment (Amendment) Bill 2016 which had lapsed at the end of the 2012 to 2016 legislative term. The Amendment Ordinance enhances employees’ protection against unreasonable and unlawful dismissal.

Both the employer and the employee must be given an opportunity to present each of their cases before a court/Tribunal may make a reengagement/reinstatement order. The court/Tribunal must also take into account certain circumstances of the claim, including any difficulty that the employer might face in the reinstatement/reengagement of the employee. It is possible to vary a reengagement order such that the employer’s successor or associated company (an “alternative employer”) is to engage the employee instead (for example, if the original employer’s business had been sold or transferred to the alternative employer). The court/Tribunal will need to be satisfied (amongst other requirements) that the terms on which the alternative employer is to engage the employee are comparable to the terms of the original employer and there is a written agreement between all three parties.

If the employee is not reinstated on the terms specified in the order, the employer is required to, on top of the usual terminal payments and compensation payable to the employee as currently provided under the EO, pay the employee a further sum set at three times the employee’s average monthly wages subject to a maximum of $72,500. An employer who wilfully and without reasonable excuse fails to make such further payment also commits a criminal offence and is liable on conviction to a fine of $350,000 and to imprisonment for three years.

(b) Amendments to anti-discrimination ordinances

The Chief Executive confirmed in her inaugural policy address that the Government aims to submit an amendment bill in the 2017-2018 legislative session which would focus on nine recommendations submitted by the Equal Opportunities Commission (“EOC”) and prioritised by lawmakers to LegCo.

The recommendations expand the scope of protection offered under the current anti-discrimination law. One of the proposed additions is to render asking a woman to stop expressing milk or breastfeed in a public place, including at a workplace, unlawful. Express provisions prohibiting discrimination on grounds of breastfeeding would be included either in the Sex Discrimination Ordinance (“SDO”) or Family Status Discrimination Ordinance (“FSDO”). The Race Discrimination Ordinance (“RDO”) may also be amended such that it would be unlawful to treat an individual less favourably or harass by assuming that the individual is of a particular racial group even when he/she is not. Furthermore protection from sexual, racial and disability harassment in a common workplace may be extended to persons such as consignment workers and volunteers.

The EOC also recommended that the Government repeal provisions under the SDO, FSDO, and RDO which require proof of intention to discriminate in order to award damages for indirect discrimination claims.
The offsetting mechanism remains an area of contention in the society and it is unlikely that any substantial plan will be implemented any time soon.

(b) MPFA begins review of the minimum and maximum relevant income levels

Under the Mandatory Provident Fund Schemes Ordinance (Cap 485) employers and employees in Hong Kong are each required to make a monthly contribution of 5% of the employees’ relevant income to a MPF Scheme. However, this is subject to the minimum and maximum levels of relevant income, which currently stand at HK$7,100 and HK$30,000 respectively.

An employee whose relevant monthly income is less than the minimum level is not required to make any contribution, even though his employer remains obliged to do so. Meanwhile, where the employee’s relevant income exceeds the maximum level, the employee, together with his employer, will not be required to contribute for the portion in excess of HK$30,000. Therefore, they will each be required to pay the maximum monthly contribution i.e. HK$1,500.

The MPFA has now kick-started the review of both the minimum and maximum levels of relevant income, which currently stand at HK$7,100 and HK$30,000 respectively.

(c) Male employees may be entitled to five-day paternity leave

The Employment (Amendment) Bill 2018 (the “2018 Bill”) was gazetted on 15 June 2018 and seeks to amend the EO to increase paternity leave entitlements for male employees. The Chief Executive had proposed in her inaugural policy address that statutory paternity leave be extended from three days to five days. This proposal was given the green light by the Labour Advisory Board and approved by the LegCo’s Panel on Manpower. If the 2018 Bill is adopted, male employees, who fulfilled certain statutory requirements, can start enjoying this enhanced benefit.

3. Potential reforms

(a) Progressive abolition of the MPF offsetting mechanism

An employer is currently allowed to offset a part of its employee’s accrued MPF benefits against statutory severance or long service payment which may be payable to the employee. The Government has confirmed at the end of last year that they are striving to put out the new proposal for the offsetting of severance payments or long service payments with MPF contributions as soon as possible.

As of April 2018, the Government’s proposal is to invest HK$17.2 billion to partially subsidise employers to pay for originally offset payments (which employers are currently entitled to claim), with a view to subsidise a certain portion of employers’ payments for 12 years. After that, employers will be wholly responsible for all the payments. It is envisaged that employers will need to set up a savings account and contribute a small percentage of employees’ wages for long service or severance payments, with a cap on both the amount and the number of years to contribute for each employee.

The calculation of severance and long service payments will remain unchanged at two-thirds of an employee’s last month’s wages, multiplied by the number of years of service, capped at HK$390,000.
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The HR function is increasingly integrating digital with human labour, including technology such as artificial intelligence, robotic process automation (RPA) and machine learning. In KPMG’s annual global HR transformation survey, Hong Kong participants from diverse industries suggested the increasing use of process and cognitive automation within HR, coupled with continued investment in HR technology. Hong Kong still has some catching up to do around HR analytics, and is lagging behind mainland China and global in this area. Organisations that cling to the status quo may soon render themselves irrelevant and lose their competitive edge to compete externally and engage internally.

The disruptors
Leaders view today’s disruption as a unique opportunity to transform their business models and drive new levels of growth and success.

Agile HR
To be well equipped for our digital world, the traditional HR function (an adaptation of the classic Ulrich model consisting of HR operations, HR business partners and a centre of excellence) must be transformed into an agile HR model. There will be deliberate leveraging of contingent labour, bots and analytics to equip HR business partners for meaningful, evidence-based conversations around more complex people challenges, with a solution-oriented focus.

KPMG defines the Agile HR model as having four distinct roles.

1. Architects: Consists of a small, strategic team to govern and mobilise HR support aligned with business strategy.

2. Solutionists: Cross-functional, agile teams, leveraging expert analytics capabilities to deliver solutions.

3. Central team: The technology-enabled service delivery hub that offers cognitive interactions and self-service solutions for employees and managers.

4. Consultants: Relationship managers focused on driving the business’s workforce, ‘shaping’ strategy and coaching business leaders to drive change.

The bold
Rather than taking the path of least resistance, organisations should boldly pursue a strategic journey to redesign the traditional operating model with intelligent automation.

Design principles
There are a few useful design principles to bear in mind to effectively drive HR digital transformation:

• Focus on the problem to solve: Apply design thinking and link customers and users with their specific needs. Having clarity
about exactly what the problem is that needs addressing is an important starting point. Focus on the problem, then investigate the root cause using a causal analysis.

- Design for people, not processes: Develop user personas with ‘day in the life’ experience, and look for meaningful interactions between people and process. Driving a superior people experience is an integral part of an employer value proposition and is the aim of the new digital game.

- Deliver small, fast and often: Focus on customer needs to inform feature development. Using a hypothesis to validate and refine, and connecting user motivations to business outcomes, establishes the required rhythm, momentum and sustained engagement for these initiatives.

- Always look for improvements: Use an evidence-based approach aligned with market trends and impacts to improve solutions. Cultivate a culture committed to continuous improvement and innovation, and relentlessly design and create future-ready solutions.

**The successful**

Businesses that position themselves for a successful transformation have a clear destination and an intelligently designed roadmap to get there.

**Practical advice**

We draw upon lessons learned from early adopters:

- Take a holistic approach to redefine processes to deliver a better customer and employee experience: There is a pressing need to replicate the aspiring best-in-class customer experiences internally – after all, employees are your internal customers.

- Start small, yet address end-to-end processes: Initial pilot initiatives for digital automation are important to earn credibility and trust from leaders, yet, to be effective, these need to be adequately comprehensive to cover end-to-end processes.

- Ensure business involvement and ownership upfront is paramount: The business must work closely with IT and HR to define and execute the right digital HR strategy. It is vital to have the right resource mix, with depth of functional, technical, creative and strategic expertise, and business acumen.

- Prioritise learning and development: Roles will be reshaped and people need to develop their skills to tackle new roles. Organisations will draw upon a wide ecosystem of learning partners and curricula from leading providers to optimise the learning experience. Learning and development can also be an engagement tool to reduce automation anxiety.

- Establish an ‘architect’ function for automation to coordinate planning, building and maintaining of the bots. As the portfolio of initiatives continues to rapidly snowball, it is critical to establish governance early on to move from functional experimentation pilots to a more structured and managed approach. There are often synergies between these initiatives which may be better realised through rigorous planning.

- Manage the transition: Organisational structures and HR policies will be impacted, and effective change management is fundamental to support this paradigm shift. Roles will be displaced and HR needs to be a responsible steward and brand ambassador to help employees and the business navigate change.

Arguably, there has not been a more exciting time to transform the HR function, and there are a plethora of intelligent automation and smart technology tools to help us define and shape the workforce of tomorrow. Now is the time to boldly and purposefully define your new HR operating model and embrace digitalisation opportunities. There is a way for humans to live in peaceful coexistence with machines, which can deliver evidence-based, tangible value to the business. What is holding you back? Drive change or be changed.
施特偉科技
酒店業的HRMS服務專家

隨著港珠澳大橋以及高鐵等多項大型基建的竣工及啟用，香港旅遊業的發展將會遇到更多新的機遇，而酒店業亦將在未來「大灣區」的時代擔任更重要的角色。其對人才需求有增無減。施特偉科技（CITYRAY）一直為香港以及中國多個城市的酒店集團提供人力資源管理系統（HRMS）的方案以及支援服務。由1987年至今，CITYRAY憑著努力不懈及與時並進的務實態度，贏得很多酒店業客戶的支持，當中包括香港有名的五星級酒店。結合酒店業的行業特性，以下為CITYRAY成功於酒店業市場內佔著領先位置原因。

特別的職場環境及架構

酒店業是個全年無休的行業，一星期 7 天，每天 24 小時都需要有員工上班，因此我們良好的職場系統去應付實際人力需求。此外，業界對員工考勤及休假紀錄亦需要有完善的管理，藉此維持充足人手及良好的服務質素。

CITYRAY 誠心服務能幫助客戶簡化地辦私人手，以及管理大量員工的考勤及休假紀錄，各崗位的人手一目了然，也能通過系統靈活調配，使各部门能行無縫地時間運作，為顧客提供優秀的服務。

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隨著每年不同的節慶旅遊旺季及喜慶節日，酒店業對人力資源的需求大而繁複，當中涉及大量兼職員工、臨時員工及短時工作。由此產生就業的薪酬計算話題。CITYRAY 新創系統能針對酒店業這些特別的需求，為客戶度身設計有效的發薪管理系統，務求令客戶符合香港法例，如最低工資、強積金、713 及 418 條例的要求。

良好的行業口碑

CITYRAY 的簡介

施特偉科技（中國）有限公司 （CITYRAY）於 1987 年在香港成立，一直致力為各大企業提供人力資源管理科技系統。現時服務網絡遍布中國各地及海外城市，包括北京、上海、廣州、蘇州、深圳及成都，為中國、香港及澳門的企業提供完善的功能及支援服務。CITYRAY 的客戶行業覆蓋廣泛，包括有專業服務、銀行及金融、建造、酒店、旅遊、零售、貿易、餐飲、電訊、物流、廣告及傳媒等等，二十多年來一直專注及用心服務每一位客戶，無論是全球 500 強企業、跨國企業、上市公司抑或是中小企，CITYRAY 都能為客戶提供人力資源方案及優質的售後支援服務，提升客戶們的市場競爭力。

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Organisations are not ignorant to the current workplace situation. According to the Hong Kong Institute of Human Resource Management’s (HKIHRM) Stress in the Workplace Survey 2016, employers in Hong Kong reported that stress results in negative consequences such as employee turnover (68%), decreased productivity (49%), and declining or inconsistent work performance (47%). The turnover costs associated with recruiting and training alone are significant.

Hong Kong is not alone. ‘Stress’ was the single most used word amongst almost 10,000 employees around the world to describe their current organisational culture. O.C. Tanner’s recent study on ‘Talent Magnets: Six Essential Aspects of the Workplace Culture’ further reveals that 40% of employees agree that their job creates negative stress in their life.

Negative employee stress is a telling symptom of an unhealthy workplace culture – the burnout culture. Organisations that adopt the perspective that the onus is on the individual to manage his or her workplace stress, might just lose out. The dynamics of the workplace culture is created by the sum of people’s behaviour in the organisation. Even if leaders in the organisation do not consciously put in the effort to create any culture, a workplace culture still exists, good or bad. What’s more, earning a poor reputation on anonymous review sites like Glassdoor could just turn away your next potential hire.

“All too often, HR tends to focus too much on their workforce strategy rather than on meaningful relationships. What most companies fail to realise is that effective workforces are not just healthy – physically and mentally – they are engaged and motivated to do more in their jobs,” says Daniel Sherrington, Regional Director APAC at O.C. Tanner.

O.C. Tanner, the world’s leading service provider of reward and recognition programmes, service awards and wellness, wanted to discover the fundamental aspects of a great workplace culture. We call these Talent Magnets, because these cultural traits are the precise attributes that make companies a magnet for top talent.

Our study reveals the six Talent Magnets to be Purpose, Opportunity, Success, Appreciation, Wellbeing and Leadership.

Talent Magnets: Six Essential Aspects of the Workplace Culture that Attract Talent

By Natalina Chan, Marketing lead, O.C. Tanner

There are hidden costs of workplace stress and employee disengagement. Dealing with workplace culture is at the heart of the matter.
1. Purpose
People need to understand where they fit into the organisation and how they individually help achieve that purpose. It means connecting employees to your organisation’s reason for being or the difference you make in the world. Most organisations struggle in this area. We found that 40% of employees think their organisation only cares about its profits, and only 54% of employees say their organisation’s purpose motivates them. Rather than focusing on the daily tasks that make up the role, focusing on the employee journey, and how their role contributes to the vision and direction of the organisation, would help connect people to their purpose.

2. Opportunity
Nearly half of employees believe their skills are underutilised in their current role. And only 55% of employees have seen personal growth since starting work at their organisation. While the idea of being promoted is important to employees, it does not equate to opportunity. Opportunity means providing employees with the ability to learn new skills, develop, and contribute to projects that are meaningful to them.

Also, anchoring opportunity to promotion severely limits the options organisations have to give employees a sense of opportunity. Instead, organisations can fulfil employees’ needs for opportunity by simply giving them the chance to participate on cross-functional teams, learn, grow, provide input, expand responsibilities, and get exposure to other business functions regardless of their actual title.

3. Success
We all want to be on the winning team. That is the primary attraction of success. We found that the most powerful level of success was centered around the individual employee and the great work they do and witness others doing. Success in the work environment means giving employees the opportunity to innovate, do meaningful work, and to experience personal and shared victories.

The result of this is a more innovative, focused and productive organisation with an intent on making a difference customers love. Employees want to feel like they have all the tools necessary to accomplish something great. Whether or not the overall organisation is successful, it is most important to assure employees that they themselves are making a positive impact.

4. Appreciation
Almost half of employees believe their organisation take them and others for granted. Employees want to feel that their contributions are valued, and appreciation encompasses all things that an organisation does to show an employee that they matter. It means acknowledging and recognising employees’ outstanding work and unique contributions. It is about people in the organisation being observant and taking notice when anyone does something well.

This might seem like a simple thing to do, yet if it isn’t genuine, it might come off as insincere and sarcastic. Our findings revealed that more than one in three employees say the recognition they receive feels like an empty gesture that isn’t meaningful to them. Recognition sometimes goes wrong because it simply is not connected to accomplishments people are proud of.

5. Wellbeing
Our results show organisations have more to do to connect meaningfully with their people. Almost half of employees believe that productivity and bottom lines are more important to their organisation than people. And more than one in three employees say their job has a negative effect on their physical health.

Overall, many employees expressed a desire to simply be treated as human, and not just as a means for the organisation to make a profit. They want to be trusted to have an honest relationship with work in an environment where they are able to say, “I need a day off” and that is okay. Many want their employers to respect their wellbeing at a multi-faceted level. This means paying attention to and constantly working to improve employees’ physical, social, emotional, and financial health.
6. Leadership

Out of the six areas that define a great workplace culture, leadership is where a lot of organisations seem to have particular struggles. Our survey reveals that more than one in four employees do not trust their manager, and almost one in three employees say their direct manager does not know people on their team as individuals and that they are just workers to him/her.

In a lot of instances, the relationship between employee and leader was representative of the relationship an employee has with the organisation. This means that leaders are fundamental in delivering the other aspects of culture. Leadership means connecting employees to purpose, empowering them to do great work and creating a sense of camaraderie. These change drivers can help transform the employee mindset from viewing their workplace as ‘just an average place to be in’ to ‘a great place to work’.

Seek first to understand the fundamentals

Over the past decade, organisations have struggled to understand why their employee experience do not appeal to new talent, motivate and retain people. More often than not, we have found that the more organisations try to force loyalty and engagement on their employees, the less they get.

“We have got to stop hiding behind the latest technology to solve our human capital issues. The positive impact of technology on our productivity levels will eventually plateau, and what’s left behind is the human relationship. The investment in human capital will truly give businesses the competitive edge in the long-run,” adds Sherrington.

Unless organisations truly understand the real cause of their human capital problems, they will find themselves constantly moving from one quick fix to another. Therefore, before deep-diving into important HR strategies on recruitment, talent management, employee compensations, and even optimising your HR technology systems, the number one agenda on every HR business strategy plan should be that of cultivating an effective workplace culture.

Thus, now is the time to think about your workplace culture: does it focus on a commitment to create positive employee experiences or does it promote a cut-throat culture of stress?

For more information, download our white paper on www.octanner.com/sea.
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Mobility ROI

This year has been deemed by many to be both one of global economic growth and geopolitical uncertainty. Disruption has become a fact of life for businesses, so we forge ahead with optimism. It is within this bigger context that Crown World Mobility introduced its 2018 Global Mobility trends earlier this year. It is becoming an increasingly mature, strategic area that aligns more than ever before with global business and people strategies. Most importantly, Global Mobility must be open to change, bring innovative ideas, and adapt to emerging technology solutions and shifting employee and consumer preferences. This cannot be done without assignment ROI measurement systems in place. The time has come to reframe the discussion about mobility ROI.

Today, assignment ROI most frequently gets described in one of two ways.

Assignment segmentation

Programs now use different policies or approaches to support their employees’ moves, depending on the type of assignment or business objective. The idea being that a company should differentiate the support provided and invest more in the Mobility that brings the most value – a classic ROI strategy. Targeted, strategic employees/assignments are identified and the cost of support is linked to the type of assignment.

ROI program infrastructure

Focus is commonly built around career development and retention post-assignment. This list highlights frequent attributes to an assignment ROI infrastructure:
• Selection criteria in place
• Sponsorship of the assignee required
• Objective setting required
• Career planning support linked to repatriation
• Performance management linked to the assignment
• Post-assignment reintegration process in place
• Retention/Attrition measured for employees with international experience

Looking ahead, assignment ROI will need to be agile to reflect the priorities of companies, business functions and employees. We expect the assignment ROI equation to evolve with a dashboard of measurements to fit the company’s Global Mobility strategy. Depending on the program, it can be high or low tech.

What will be on your dashboard? The recruitment, engagement or retention of talent? Cost management? Leveraging external and internal roles and responsibilities? Meeting business objectives? Is it identifying employees and families with high personal motivation for the assignment that will drive effectiveness? Is it using data to work with business units to meet their global talent needs at the least cost and most productivity? Alignment with Diversity & Inclusion (D&I) goals? We anticipate seeing companies with a combination of priorities and it is set to continue evolving.

For more comprehensive information on creative solutions to your Global Mobility Program and other trends to look at this year, download the full version of our white paper at www.crownworldmobility.com/insight.

This article is an excerpt of Crown’s World Mobility Perspectives “2018 Global Mobility Trends” authored by Lisa Johnson (ljohnson@crownww.com) of Crown World Mobility’s Consulting Group. If you would like to learn about our other services, or consult your current mobility policy, please contact us at hkmobility@crownrelo.com or +852 2865 7972.
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Clearly technology has been a game changer for many job functions. Its deployment initially results in relieving the burden of administrative processing, but eventually technology can help to make roles strategic and allow the function to contribute meaningfully to managing the business. This has clearly been the case in finance functions, such as reporting and budgeting, auditing and treasury management.

Now it’s HR’s turn. What can we expect over the next few years? The biggest tech change is the advent of AI, but there are others as well that HR professionals will need to address. Let’s start with the easiest challenges first.

1. More Flexible Work Environments
Research shows that the decoupling of location and productivity is accelerating as employees want more independence and flexibility, while employers want to contain space costs in expensive urban offices. As remote working becomes more commonplace, with freelancer and crowdsourced workers participating together in an open flexible talent exchange, it will be more important than ever to have adaptable, secure communications and data in one place, the cloud.

2. Wellness offerings
In 2018, employee wellness programmes will be more comprehensive than ever before. Programmes will move beyond fitness and physical health to encompass services that touch aspects like mind-body connection, engagement, and connectedness. Data will play a bigger role too, not only in ways like counting steps and calories, but in revealing and suggesting healthy habits for employees for whatever journey they are on.

3. Data Driven Performance Insights
New performance enablement practices will focus less on the annual review and more on meeting each individual’s workplace needs and career goals. HR technologies that provide people managers with the data they need to set employees up for success and effectively measure outcomes will play a prominent role in supporting a more personalised approach to performance.

4. Self-development
The most successful companies are made up of people that embrace continuous learning and development. We expect to see more organisations adopt on-demand learning tools and initiate development programmes that are highly personalised. Employees will take the wheel and drive employers to provide the kind of L&D, mentoring, and training that will advance their careers, grow skill sets, and help them achieve their professional goals. HR technology will help staff and their managers to glean the kind of people data and insights needed to take learning to the next level with specific, ongoing development tailored for the individual.
5. Employee Empowerment
Self-service analytics is taking a front seat, as more organisations realise the power of putting data in the hands of business users to make better and smarter decisions. Self-service analytics enable and encourage professionals to perform queries and generate reports on their own, with nominal IT support. Self-service analytics is often characterised by simple-to-use BI tools with basic analytic capabilities and an underlying data model that has been simplified or scaled down for ease of understanding and straightforward data access. Expect to see business users become data-driven as more self-service technologies are directly integrated into their business applications.

6. Customised HR Portals
Consumers are accustomed to personal experiences every day (such as Amazon) and this is now coming to the enterprise. Personalised employee experience means each employee is considered separately and individually and has her own content. With intuitive functionality woven into a new Workday home page, we can intelligently bring in recommended steps, courses of action, and activities that will provide employees with better education, coaching, and guidance at every stage of their workplace journey.

7. Career Coaches
People managers will be required to take on coaching roles to help team members evolve their skill sets—not only for the business’s needs, but to further personal career goals. Employees will demand optionality and in turn, employers will rely on technologies that enable more transparency around internal mobility, cross-training, and career development opportunities to encourage and guide employees interested in new or different roles and career paths.

8. Diversity Leadership Skills
As companies build multi-national workforces and deal with suppliers and customers globally, the ability to manage diversity effectively matters: gender, sexual preference, age, race, religion. Building a diverse work unit is no longer nice-to-have—it is becoming a required leadership skill set. Organisations will embrace Human Capital Management technologies because they provide deeper insights into diversity data, help reveal trends or patterns in hiring and promotions, highlight successes and shortfalls, and enable effective tracking of goals. Such tools will help organisations keep a spotlight on diversity and inclusion trends, which is critical to workplace culture and business success, as well as ESG reporting in some cases.

9. New Job Roles Created while some Disappear
In almost every sector of the economy and job function, technology means jobs are changing and it is happening in human resources as well. Keyboard data entry is a thing of the past. Collection and analysis of recruitment information is done online as is advertising of open positions. Performance review processes and reporting are now largely online as well.

10. Use of AI in HR Strategy
While there is no shortage of hype, it is widely agreed that intelligent technologies will shape life and work in ways we still can’t imagine. We are talking about the collection of big data, machine learning to analyze it and AI to integrate multiple sources and provide continuous learning.

At Workday, we have a four-stage maturity model for AI. We have identified the steps as—

Automating
This is where the journey begins for many businesses. Also at this stage of the journey, some employees’ work is beginning to change, especially jobs that include repetitive, data-based transactional work. This is where many large companies were several decades ago.

Informing
At the next stage, intelligent predictions and insights are widely used to inform decision-making and planning. Leaders, managers, and frontline employees all become adept at using intelligence to augment their daily decision-making.

Discovering
As processes are automated and as data-driven decision-making becomes widespread across the business, a tipping point is reached and the promise of AI is being fully realised as employees’ productivity skyrockets due to a shift to more high-value tasks. The focus now begins to switch from efficiency to transformation.

Much of the asset management industry is in this space as the traditional players set out to compete with the lower cost structure of robo-advisor distribution, algorithm based trading execution and reporting, exchange traded index funds, and external middle and back office service providers by unbundling.

Transforming
At the final stage, the business looks very different because every facet of the organisation has been reshaped around intelligence, from the core business model and how employees are engaged, to the composition of the workforce itself and its skills. Ideally, through thoughtful and proactive planning in previous stages, workers in impacted roles have been successfully reskilled and redeployed to more impactful jobs.

As examples of old world companies making this transition, J.P. Morgan and Goldman Sachs now have about 50% of their workforce engaged in technology and developing digital intellectual property and have recently begun to refer to themselves as “technology” companies. For companies that started in the digital space, the transforming also continues. Not only does HR need to manage the transformation process within the HR function itself, the human capital function will need to take a leadership role in reshaping the organisation as the business learns to compete on intelligence.
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The Adecco Group is the world’s leading HR solutions partner, a Fortune Global 500 company. We provide more than 700,000 people with permanent and flexible employment every day. With more than 34,000 employees in 60 countries, our colleagues serve more than 100,000 organisations with the talent, HR services and cutting-edge technology they need to succeed in an ever-changing global economy.

With over 30 years of experience, Adecco Hong Kong is well-positioned to assist organisations in building successful teams and to help individuals in their career. Our specialised business lines, defined by occupational field, take us closer to both associates and clients; which is vital to our ability to serve clients’ needs.

Asian Tigers Mobility

17/F, 3 Lockhart Road, Wan Chai, Hong Kong
T: (852) 2528 1384
E: monique.yim@asiantigers-mobility.com
F: (852) 2529 7443
W: www.asiantigers-mobility.com

Asian Tigers Mobility provides international relocation solutions. Our comprehensive, point-to-point mobility services will meet your transferee’s relocation needs.

Established in 1974, we have 32 offices in 14 countries, more than 1,500 dedicated professionals, and a global network comprised of the very best moving and relocation companies in the world. We get the right people to the right places at the right time every time. We are dedicated to your success by ensuring the smooth transfer of your transferees.

Whether you are moving intra-Asia or to another continent, or locally in Hong Kong, we can help. Whatever your needs are, wherever you are heading, we can help facilitate and streamline your relocation. Give us a call, we are your relocation specialists and will provide a stress-free relocation solution.

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BIPO Service Limited

C1, 22/F, TML Tower, No.3 Hoi Shing Road, Tsuen Wan, Hong Kong
T : (852) 3643 0294  E : roddy.shaw@biposervice.com
W : www.biposervice.com

BIPO is a leading one-stop human resources provider in Asia Pacific, focused on providing organisations with innovative ways to manage complex end-to-end HR processes. Through our cloud and mobile-based Human Resources Management system as well as industry-leading solutions such as Payroll Outsourcing, Attendance Automation, Business Intelligence, HR Consulting, Recruitment & Business Process Outsourcing and Flexible Employee Management, we help companies transform their HR operations to and beyond their expectations, while achieving business goals related to cost and profitability.

Founded in 2004, our Asia Pacific headquarters is in Singapore and R&D centre in Indonesia. We have offices in Australia, China, Hong Kong, India, Japan, New Zealand, Philippines, Vietnam, Taiwan and Thailand with business links in over 10 countries and regions.

BridgeBuilder HRMS

Block A, 4/F, Eastern Sea Industrial Building, 29-39 Kwai Cheong Road, Kwai Chung, Hong Kong
T : (852) 3798 4453  E : info@bbhrms.com
W : www.bridgebuilderhrms.com

BridgeBuilder HRMS, a member of FlexSystem which provides technology solutions with high quality and have served 20,000+ clients across 30 countries and 20 industries.

With over 20 years of proven HRM system development and implementation experiences, BridgeBuilder HRMS become Asia’s leading HR solution provider, our project heroes are familiar with local and regional HR practices. Today, our system is able to interface with different global HR system who come from different regions, including Hong Kong, Macau, PRC and Singapore.

More about BridgeBuilder HRMS:

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
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<tbody>
<tr>
<td>Full Set of HRMS</td>
<td>HR Budget, Go Mobile, Regional HRMS</td>
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<tr>
<td>Document Designer</td>
<td>Dashboard, Staff Portal, Cloud Solution</td>
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<tr>
<td>Reporting Designer</td>
<td>ESS &amp; MSS, Digital Onboarding, Interface with Global HRMS</td>
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Asia Market, Local Hero

Catalyst Consulting HK Ltd.

Flat A, 1/F, Sing Kui Commercial Building, 27 Des Voeux Road West, Sheung Wan, Hong Kong
T : (852) 2545 1101  E : support@catalysthk.com
F : (852) 2545 1202  W : www.Catalysthk.com

Established in 2004, Catalyst Consulting HK is widely regarded as a top talent management & leadership solutions provider. We work with dynamic clients (MNCs & local companies in HK, Asia, USA & Europe).

Our personalised, innovative & partnership-centred approach guarantees business, individual & team results.

Catalyst is committed to creating breakthroughs & igniting potential by flexing our expertise in:

- Blended Leadership Programs (Assess-Develop-Coach-Enable)
- Offsite Facilitation
- Talent Assessment & Development Centres
- Preferred Executive & Corporate Group Coach Provider (since 1998)

We create & source the latest best thinking with our global & regional strategic alliances, HRD consultants & organisational psychology specialists. Catalyst’s 2018-2019 licensed “Hot Programmes” are Developing Resilient Leaders, True Impact & Presence with C-A-B-I™ & People Manager Bootcamp.

CIIC Hong Kong Limited

Flat C, 13/F, Seabright Plaza, 9-23 Shell Street, North Point, Hong Kong
T : (852) 2858 9019  E : ciichk@hksatr.com
F : (852) 2546 8785  W : www.ciichk.com

CIIC香港有限公司是中國國際技術智力合作有限公司的全資子公司。中國國際技術智力合作有限公司（簡稱中智，英文縮寫CIIC）成立於1987年，是中央管理的企業中唯一一家主營人力資源的公司。依托集團公司全國性人力資源服務網絡，以及專業化的服務團隊，中智香港有限公司在香港提供以人力資源服務業務為主。引進國際專業人才和輸入內地勞工業務並進。在香港人力資源行業具有一定的影響力。中智香港有限公司業務範圍主要有：人事代理、人員外包，財務代理，簽證服務等。

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Cityray Technology (China) Limited

Level 19, Two International Finance Centre, 8 Finance Street, Central, Hong Kong
T : (852) 2111 7111  E : enquiry@cityray.com
F : (852) 2111 7222  W : www.cityray.com

Cityray has over 31 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 1,000 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>PRD Branch Office</th>
<th>Tel</th>
<th>Fax</th>
<th>PRD Branch Office</th>
<th>Tel</th>
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<tr>
<td>Beijing</td>
<td>(86-10) 6801 7111</td>
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<td>Guangzhou</td>
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<td>(86-512) 6761 7222</td>
<td>Chengdu</td>
<td>(86-26) 8620 3111</td>
<td>(86-26) 8620 3033</td>
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COL Limited

Unit 825-876, 8/F, KITEC, 1 Trademart Drive, Kowloon Bay, Hong Kong
T : (852) 2118 3999  E : colmarketing@col.com.hk
F : (852) 2112 0121  W : www.col.com.hk

COL, subsidiary of WTT, is a leading IT services company based in Hong Kong with over 40 years of experience. COL is the vanguard of HRMS providers, crowned Excellent HR Information System Provider of HR Excellence Awards 2014 by the Hong Kong Institute of Human Resource Management (HKIHRM). COL offers a comprehensive IT services portfolio, including application development and implementation, Business Process Outsourcing (BPO), IT infrastructure, etc. 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 flagship application in our HCM product portfolio that securely manages HR related documents including employee P-files, appraisal records, training materials, etc.

COL is an Avaya partner, a Cisco Gold partner, an EMC Velocity Partner, a Juniper Networks Elite Partner, an Oracle Gold and ISV Partner, a TmaxSoft ISV Partner and a VMware Partner. COL was CMMI Level 3 assessed in May 2005.

Crown World Mobility

Suite 1002, China Evergrande Centre, 38 Gloucester Road, Wanchai, Hong Kong
T : (852) 2665 7972  E : hkmobility@crownrelo.com
W : www.crownworldmobility.com

Crown World Mobility partners with corporations worldwide to provide comprehensive and customised global mobility management solutions to support talent management strategies.

In a world that seems to be constantly shrinking, managing a globally mobile workforce creates challenges for any organisation. It’s no longer just the HR team that is involved in managing assignments – IT, procurement and finance are just a few of the functions that face challenges when it comes to global mobility. Crown is a forward-thinking company with 50 years of industry experience, expertise, resources and flexibility to provide scalable solutions for all types of businesses.

Crown World Mobility is part of the Crown Worldwide Group, established in 1965 and headquartered in Hong Kong.

Crown World Mobility – How the world works better

Data World Solutions Limited

18/F, Manhattan Centre, 8 Kwai Cheong Road, Kwai Chung, Hong Kong
T : (852) 2185 1717  E : info.solutions@dataworld.com.hk
F : (852) 2185 0388  W : dws.dataworld.com.hk

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 Customer Relationship Management (CRM) to IT Infrastructure & Network Security.

DW-HR Human Resource Management Solution is an end-to-end human resource management system suitable for organisations of all sizes from simple single-user single-office to complicated large organisation environments with multiple locations in any industries. With industry-specific designs, DW-HR is optimised to meet the unique HR management needs and challenges of various industries, especially Construction and Engineering, Cleaning and Environmental Services, Property Management, Security and Guarding, NGO and Education, Residential Care Home, Beauty and Care, Retail and Hospitality.

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

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Dew-Point International Ltd.

21/F, Ritz Plaza, 122 Austin Road, Tsim Sha Tsui, Hong Kong
T : (852) 2730 1151  E : info@dew-point.com.hk
F : (852) 2730 0164  W : www.dew-point.com.hk

Dew-Point International Ltd. is a leading provider of training and management consulting services. Our in-depth knowledge combined with genuine enthusiasm and our highly customised experiential training techniques create practical and dynamic training sessions. We assess your specific needs, and respond quickly with customised, practical training programs and consulting services. Incorporating assessment, training, team facilitation and executive coaching, we have ensured the long-term success of countless clients since 1973.

Specialties: leadership, performance management, communication and teamwork, sales, process and productivity improvement, customer satisfaction, continuous improvement.

FlexSystem Limited

Block A, 4/F, Eastern Sea Industrial Building, 29-39 Kwai Cheong Road, Kwai Chung, Hong Kong
T : (852) 2967 9020  E : info@flexsystem.com
F : (852) 2967 1789  W : www.flexsystem.com

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:

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

H. R. Solutions (Int’l) Ltd.

Room 2802, Tower Two, Lippo Centre, Queensway, Admiralty, Hong Kong
T : (852) 2573 0501  E : mchung@hrsolutions.com.hk
W : www.hrsolutions.com.hk

H. R. Solutions provides flexible, tailored learning & development programmes in areas of leadership development, performance management, sales, sales coaching and communication skills for executives. We listen, align with your internal processes and recommend alternatives where appropriate to support development of your people and their performance.

We are official partners of Think on your Feet® and accredited facilitators of the DISC and MBTI® personality assessments. Hong Kong based, we deliver training regionally in local languages. We celebrated our 20th anniversary in 2017 and are proud of the long-term relationships we have built up with many of our valued clients.

Hong Kong Institute of Human Resource Management

Suite 1503, 15/F, 68 Yee Wo Street, Causeway Bay, Hong Kong
T : (852) 2881 5113  E : info@hkihrm.org
F : (852) 2881 6062  W : www.hkihrm.org

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, with 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 award 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.

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HRM Essentials is an energetic and innovative company that focuses on HR solutions. Our customers range from trading to financial institutes. We provide on-premises and cloud solutions. Users can access their systems anywhere at anytime.
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Human Dynamic Asia Pacific Limited 天力亞太顧問有限公司

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

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T: (852) 2620 2305
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E: salesmgr@kitec.com.hk
W: www.kitec.com.hk

Established in 1993 with over 20 direct offices internationally, Human Dynamic offers effective people management solutions under an integrated, multi-disciplinary approach to help multinational and local companies manage change, strengthen leadership competencies, build successful teams as well as promote employee effectiveness and well-being. We offer a well-rounded suite of services including Leadership and Change Management, Critical Incident Management (CIM), Employee Engagement & Integrated Learning etc.

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
- Positive Change Management
- Strategic Planning Facilitation
- Leadership Development + Action Learning
- Presentation & Facilitation
- Systems Thinking
- Influence & Negotiation
- Problem Solving & Decision Making
- Team Alignment & Integration
- Enneagram Based Personal Effectiveness
- Learning Solutions using LEGO® SERIOUS PLAY®
- Project Planning & Management

**Please see further details on our advertisement on Inside Front Cover.**

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KPMG 畢馬威會計師事務所

8th Floor, Prince’s Building, 10 Chater Road, Central, Hong Kong
T : (852) 2522 6022  W : www.kpmg.com/cn
F : (852) 2845 2588

KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. We operate in 154 countries and regions, with 200,000 people working in member firms around the world. KPMG China operates in 18 Chinese cities with around 12,000 people, and a single management structure allows us to deploy experienced professionals efficiently, wherever our client is located.

Leadingenes Limited 領俊顧問有限公司

Room 1001A, Kinwick Centre, 32 Hollywood Road, Central, Hong Kong
T : (852) 2151 1311  E : info@leadingenes.com
F : (852) 2151 1303  W : www.leadingenes.com

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 programs 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。

Levin Human Capital Consultant Group 絡風人力資本顧問行

10/F, Kam Sang Building, No 255 - 257 Des Voeux Road, Central, Hong Kong
T : (852) 2854 2228  E : info@levin.com.hk
F : (852) 2850 4061  W : www.levin.com.hk

"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

L’hotel Nina et Convention Centre 如心海景酒店暨會議中心

8 Yeung Uk Road, Tsuen Wan, Hong Kong
T : (852) 2280 2898  E : info.nina@lhotelgroup.com
F : (852) 2280 2822  W : www.lhotelgroup.com

L’hotel Nina et Convention Centre locates at the tranquil waterfront of Tsuen Wan, not only enjoys the amenities of Tsuen Wan Park, Town Hall, but also commands 360° fabulous panoramic view capturing Victoria Harbour, Tai Mo Shan, Tsing Yi, Rambler Channel and as far as Lantau Island.
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Numerous function rooms with various sizes, elegant Ballroom are available for business meeting, conference, seminar, cocktail party, private dinner, exhibition & convention, etc.

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Links International has been voted Best Payroll Outsourcing Partner at the HR Vendors of the Year Awards for three consecutive years. Links was established in 1999 and is an award-winning industry leader in innovative Human Resources outsourcing in Asia. Links offers a broad range of services across the Asia-Pacific region, ranging from retained, contingent and volume recruitment, to payroll and visa processing, to secondment/Employer of Record services, designed to cover all aspects of your human resources processes, enabling your team to focus on higher value, strategic activities.

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For over 20 years MDS has been the market leader in talent development, leadership training, sales effectiveness and executive coaching, producing great results for global companies in Greater China and APAC.

MDS is the certification centre and distributor of leading personality and leadership assessments including MBTI®, FIRO®, Leadership Effectiveness Analysis (LEA360™), GMI®, Sales Performance Assessment™ (SPA™), Strong Interest Inventory® for career planning and TKI® for negotiation skills.

From MDS offices in Hong Kong, Singapore, Beijing, Shanghai and Taipei we manage an outstanding team of international trainers and executive coaches. In 2016, MDS partnered with University of Maryland Robert H. Smith School of Business to draw on a world-class faculty, facilitators and executive coaches to deliver leading edge executive development solutions.

Mayer Brown JSM

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

We are one of the very few international firms in Hong Kong with an integrated and dedicated group of full-time employment lawyers with experience covering all aspects of employment law including both contentious and advisory work.

Our clients are some of the largest and most well-known employers in the region from sectors including aviation, healthcare, education and financial services. We advise them on highly-publicised and ground-breaking contentious issues, and help them to navigate complex non-contentious issues often involving tens of thousands of employees.

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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.
MRC (HRMS) Limited / Manpower Resource Computing Limited

MRC founded in 1987 and has been focusing in Human Resource Management System (HRMS) solution more than two decades. Today we are one of the leading HRMS solution providers in the region. With our domain knowledge of HRMS and collaboration with HR practitioners, our solution is faster, simpler and smarter. Our HRMS was continuously upgraded to meet the changing our Clients, HR and Government requirements.

Our HR system includes but not limited to:
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- Time & Attendance
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Unit 2805 - 2807, 28/F, CEO Tower, 77 Wing Hong Street, Cheung Sha Wan, Hong Kong
T: (852) 2861 2282
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Novo Management Consultants Limited I Nova Training and Education Institute

Established in 1996, Novo is well-respected in providing 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.

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O.C. Tanner

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OT&P Healthcare

Over the last 20 years, OT&P Healthcare has developed into one of the Hong Kong’s leading medical service providers. Known for its welcoming atmosphere, clear practical advice, and the excellence of its healthcare practitioners, OT&P offers companies and individuals a trusted medical partner dedicated to meeting the highest international standards.

OT&P’s mission is to provide convenience, availability and excellence in healthcare. Our eight clinics are located in convenient areas of Hong Kong close to where people live and work. OT&P adheres to the strictest quality standards in safety and risk management and is the first and only clinic group in Hong Kong to achieve international accreditation. For more about our service and contact information, please go to www.otandp.com.

19/F, Chun Wo Commercial Centre, 25 Wing Wo Street, Central, Hong Kong
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F: (852) 2868 9733
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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/MSS, iLeave, iAttendance, iRostering, iAppraisal, iAdmin, iClaims, iOT Application, ... and HR Portal.

Every company needs a well updated HRIS System like HRIS88 to comply with the latest Labor 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.

Advertisement on Page 1.

Paradigm 21 Group

Suite 1701, Wheewlock House, 20 Pedder Street, Central, Hong Kong
T: (852) 2892 7608 E: pm@paradigm21.com

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 Programmes, 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.

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- Team Building, Innovation, EQ, Performance
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- Accredited Professional Coach Training ACTP ICF

People Technology (International) Limited

Suite 808, 8/F Ocean Centre, 5 Canton Road, Tsim Sha Tsui, Hong Kong
T: (852) 3103 9159 E: info@peopletech.hk
F: (852) 3428 5818 W: www.peopletech.hk

We contribute to the success of our customers. We deliver easy to use with high quality Cloud-base and Web-base solutions. Our products align to the Regulations of Labour Department, IRD and MPF Trustees, fully support for any kind of industries. Our “e-Channel” service that straight-through HSBC and HASE, it simplifies the process of submitting bank and MPF instruction files. We developed a new add-on service “e-Enrollment”, that enhances the system to hand in MPF Enrollment Form to MPF Trustees directly.

Enterprise clients get the most from their investment by using tailor-made services to meet their unique business needs. Come and talk to us today! We are the best provider for your HR solutions.

Professional Talent Management Limited 睿思專才事務所有限公司

Unit 3A, 116-118 Wing Lok Street, Central, Hong Kong
T: (852) 9878 7916 E: Pansy@PTM.Limited / KTLai@PTM.Limited / Peter@ptm.limited
W: www.PTM.Limited

Our professional team consists of Academics, HRM & Knowledge Management professionals, Academically-Trained and Accredited Coaching Practitioners, [Adventure-Based] Trainers in Management & Sales, Certified DISC® Trainers and seasoned Entrepreneurs. We pride ourselves on possessing the strongest and most knowledgeable team of HRM specialists in the city. We hold fully sufficient experience in helping clients and organisations to adapt to the ever-changing market place.

We embrace a comprehensive and holistic approach to organisational improvements, helping our clients to achieve:
- Excellent customer service
- Increased profitability
- Reduced operating costs
- Improved efficiency and cycle time
- A culture of committed and engaged employees with strong interpersonal trust, problem-solving abilities and satisfaction
- A clear strategy for managing and growing the business

Please visit www.PTM.Limited for more information.

The profile is only for information and the HKIHRM has no intention to give endorsement of the companies of services and products listed. Please refer to www.hkihrm.org for updates of company profile.
PwC - Mainland China, Hong Kong and Macau

PwC China, Hong Kong and Macau work together on a collaborative basis, subject to local applicable laws. Collectively, we have around 600 partners and 16,000 people in total.

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

We are located in these cities: Beijing, Shanghai, Hong Kong, Shenyang, Dalian, Tianjin, Jinan, Qingdao, Nanjing, Suzhou, Hangzhou, Ningebo, Hefei, Zhengzhou, Wuhan, Changsha, Xi'an, Chengdu, Chongqing, Kunming, Xiamen, Guangzhou, Shenzhen, Macau.

Quality HealthCare Medical Services Limited 卓健醫療服務有限公司

3/F, Skyline Tower, 39 Wang Kwong Road, Kowloon Bay, Hong Kong

T : (852) 2588 1281 E : info@qhms.com
F : (852) 2552 8706 W : www.qhms.com

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 110 multi-speciality centres and over 1200 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 2017, the Group recorded more than 3 million healthcare visits. QHMS endeavors 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

Unit 7B, Wing Tat Commercial Building, 121-125 Wing Lok Street, Sheung Wan, Hong Kong

T : (852) 2588 1261 E : info@resourceplus.com.hk
F : (852) 2552 8706 W : www.resourceplus.com.hk

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

17/F, The Octagon, No. 6 Sha Tsui Road, Tsuen Wan, Hong Kong

T : (852) 2765 3622 E : hk.cbe@sgs.com
F : (852) 2333 2257 W : learning.sgs.com/hk

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:

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<th>Management Development Training</th>
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<td>- Leadership Development Series</td>
<td>- Food Safety Management System Series (ISO 22000)</td>
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Sloane Manhattan® Manpower International is a leading International Manpower and Education Group (Canary® Education Group) offering Total HR Solutions and International Educational Solutions. Our clients include Top Fortune 500 and Top China 500 with broad-based multinational firms, Chinese conglomerates, and education institutions.

Our Human Resource Solutions services cover:
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- Payroll Outsourcing
- Performance Management
- Sloane® Specialist Recruitment
- Strategic HR Consultancy
- Outplacement
- Sloane® Posify® HR Tech
- Servant Leadership Training
- Birkman® Personality Assessment
- Canary Institute of Education and Career Development

Our Educational Solutions services cover:
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- Birkman® Personality Assessment
- Canary Institute of Education and Career Development
- 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

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.

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Tricor Executive Resources Limited

Tricor Executive Resources has for the past 30 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.

Level 54, Hopewell Centre, 183 Queen’s Road East, Hong Kong
T : (852) 2980 1166  E : fiona.yung@hk.tricorglobal.com
F : (852) 2869 4410  W : www.tricorglobal.com

Tricor Executive Resources Limited

Tricor Services Limited

Tricor Group was founded in the year 2000 in Hong Kong. We were established through the acquisition of the accounting, company secretarial, share registration and related services from Deloitte, EY, and PwC and other leading professional firms. To assist and advise our clients, we work closely with international CPA / accounting firms, law firms, investment bankers, private banks, financial / tax advisers, and funds in developing and delivering the appropriate solutions for their business. Tricor Group today is a leading global provider of integrated Business, Human Resources, Corporate and Investor Services.

The unify | HRS integrated human capital management suite from Tricor is a comprehensive technology and services offering designed to address human resource challenges that most business face as they grow locally and globally.

Level 54, Hopewell Centre, 183 Queen’s Road East, Hong Kong
T : (852) 2980 1888  E : info@hk.tricorglobal.com
F : (852) 2861 0285  W : www.tricorglobal.com

Tricor Services Limited

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  • HRMS for Payroll Outsourcing ServiceHRIS  • Payroll & Costing
• Leave Management  • Time and Attendance  • Employee Self-service  • eAttendance  • ePayslip
• eLeave  • eOT  • eTrip  • eExpense Claim  • Organisation Chart
Local support service in Hong Kong, Macau, Shanghai, Beijing, Guangzhou, Shenzhen, etc.

Unit 1104A, 11/F, Kai Tak Comm. Bldg., 317-319 Des Voeux Road Central, Hong Kong
T : (852) 2134 9960  E : Sunny.Liu@txj-it.com
F : (852) 3011 5681  W : www.txj-it.com

TXJ Information Technology Co., Ltd.

Vision Skill Consulting Limited

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 energise organisations through business strategies and organisational development solutions. VSC is ISO 9001 accredited by Lloyd’s Register Quality Assurance.

25/F, Yue Thai Commercial Building, 128 Connaught Road, Central, Hong Kong
T : (852) 2581 3313  E : consultant@vision-skill.com
F : (852) 2722 0302  W : www.vision-skill.com

Vision Skill Consulting Limited

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Wisetop Consultants Limited

Units 901-902, iHome Centre, 369 Lockhart Road, Wan Chai, Hong Kong
T : (852) 2121 8246
F : (852) 2121 1340
E : support@wisetop.net
W : www.wisetop.net

Wisetop provides professional HR solution to all kinds of industries, from middle size to over thousands of employees, located in HK, PRC or Macau. Our clients satisfied about our solution, our attitude and our professionalism. Since of 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.

Workday

Suite 3301-04, 33/F, Tower One, Times Square, 1 Matheson Street, Causeway Bay, Hong Kong
T : (852) 2359 5600
E : sales.apac@workday.com

Workday is a leading provider of enterprise cloud applications for finance and human resources.

Founded in 2005, Workday delivers financial management, human capital management, and analytics applications designed for the world’s largest companies, educational institutions, and government agencies. Organisations ranging from medium-sized businesses to Fortune 50 enterprises have selected Workday.

Zebra Strategic Outsource Solution Limited

5/F, Chinachem Century Tower, 178 Gloucester Road, Wan Chai, Hong Kong
T : (852) 2116 8130
F : (852) 2116 8331
E : enquiries@zebra.com.hk
W : www.zebra.com.hk

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.

The profile is only for information and the HKIHRM has no intention to give endorsement of the companies of services and products listed. Please refer to www.hkihrm.org for updates of company profile.
In view of the prevalent trend in smartphone usage that fosters a mobile workforce, COL has developed a series of mobile solutions to enhance staff management for enterprises.

COL mobile solutions support smartphones and tablet devices, creating an easy-to-navigate environment for users 24 hours a day, 7 days a week, regardless of where you are located.

Powered by the Employee Self-service (ESS) Platform of HRPRO®, COL’s award-winning flagship human resources management system, COL mobile solutions streamline workflows as well as increase productivity and operational efficiency.
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2018 Pay Trend and Benefits Seminar
Optimise Total Rewards Strategies with Creativity

1 November 2018 (Thursday)

REPORT HIGHLIGHTS
ECONOMIC OUTLOOK
C&B STRATEGIES
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<th>Area of Products / Services Offered</th>
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<td>Integral Training &amp; Consulting Ltd.</td>
<td>Hong Kong, China</td>
<td>Integrated Learning Solutions, LEGO® SERIOUS PLAY® Facilitation, Strategy Facilitation, OD &amp; Change, Project Management, Instructional Design, Team Alignment, Leadership Development</td>
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<td>Kowloonbay International Trade &amp; Exhibition Centre</td>
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<td>KPMG 萬馬會計師事務所</td>
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<td>Corporate Culture, Organisation Development, Competency Development, Performance Management System, Job Grading System, Executive Coaching</td>
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<tr>
<td>Leadingenes Limited</td>
<td>Hong Kong, China</td>
<td>Expert in team-building, talent development programmes and executive development solutions. Sole distributor of MBTI®, FIRO®, LEA360™, GMI®, SPA™, TKI® and Miller Heiman products</td>
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<td>L’hotel Nina et Convention Centre</td>
<td>Hong Kong, China</td>
<td>Hotel, Visa processing, HR analytics, secondment/Employer of Record</td>
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<tr>
<td>Management Development Services Limited</td>
<td>Hong Kong, China</td>
<td>Expert in team-building, talent development programmes and executive development solutions. Sole distributor of MBTI®, FIRO®, LEA360™, GMI®, SPA™, TKI® and Miller Heiman products</td>
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<td>Mayer Brown JSM</td>
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<td>Investments Services</td>
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<td>Mercer (Hong Kong) Limited</td>
<td>Hong Kong, China</td>
<td>Islamic Banking and Finance Qualification &amp; Tailor-made Courses and Consultancy for Banking, Capital Market, Takaful, Wealth Management, Financial Planning, Event Management Software &quot;Evenesis&quot; and Temp Staff Provision.</td>
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<td>MRC (HRMS) Limited</td>
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<td>Nova Management Consultants Limited</td>
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<td>O.C. Tanner</td>
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<td>Pacific Base Technologies Ltd. 宏基科技有限公司</td>
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<td>T: (852) 3157 1778  F: (852) 3157 0969  E: <a href="mailto:sales@hris88.com.hk">sales@hris88.com.hk</a>  W: <a href="http://www.hr88.com.hk">www.hr88.com.hk</a></td>
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<td>Paradigm 21 Group</td>
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<td>Executive Coaching, Leadership Academy, Professional Coach Accreditation ICF ACTCP</td>
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<td>T: (852) 2892 7608  E: <a href="mailto:pm@paradigm21.com">pm@paradigm21.com</a>  W: <a href="http://www.Paradigm21.com">www.Paradigm21.com</a></td>
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<td>People Technology (International) Ltd</td>
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<td>Professional HR Management, Payroll Software &amp; Service Guide</td>
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<td>T: (852) 3103 9159  F: (852) 3428 5818  E: <a href="mailto:info@peopletechhk.hk">info@peopletechhk.hk</a>  W: <a href="http://www.peopletechhk.hk">www.peopletechhk.hk</a></td>
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<td>T: (852) 9878 7916  E: <a href="mailto:Parsa@PTM.Limited">Parsa@PTM.Limited</a> / <a href="mailto:KTia@PTM.Limited">KTia@PTM.Limited</a>  W: <a href="http://www.PTM.Limited">www.PTM.Limited</a></td>
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<td>PwC 萬昌企業教育會計事務所</td>
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<td>Medical &amp; Health Services</td>
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<td>T: (852) 2289 8888  E: <a href="mailto:reception.au21@hk.pwc.com">reception.au21@hk.pwc.com</a>  W: <a href="http://www.pwchk.com">www.pwchk.com</a></td>
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<td>Quality HealthCare Medical Services Ltd 卓越醫療服務有限公司</td>
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<td>Greater China distributor of “Facet5” Psychometric Assessment test, &quot;ViewSuite 360&quot; competency assessment tool, &quot;Momentor&quot; Coaching Platform</td>
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<td>T: (852) 2569 1261  F: (852) 2569 8706  E: <a href="mailto:info@qhms.com">info@qhms.com</a>  W: <a href="http://www.qhms.com">www.qhms.com</a></td>
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<td>ResourcePlus Ltd 卓越人力資源管理諮詢有限公司</td>
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<td>T: (852) 2975 3282  F: (852) 2851 2669  E: <a href="mailto:info@qhms.com">info@qhms.com</a>  W: <a href="http://www.qhms.com">www.qhms.com</a></td>
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<td>SGS Academy SGS 管理學院</td>
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<td>Outplacement services, educational solutions, Training Qualifications UK (TQUK) Approved Centre, Certified Birkman® Consultant and Assessment Centre</td>
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<td>Sloane Manhattan Manpower International 壽盛人事事務有限公司</td>
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<td>Strategic Consulting Limited 唯思管理顧問有限公司</td>
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<td>T: (852) 3728 1218  F: (852) 3728 1208  E: <a href="mailto:info@strategiccon.com">info@strategiccon.com</a>  W: <a href="http://www.strategiccon.hk">www.strategiccon.hk</a></td>
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<td>T: (852) 2892 1303  F: (852) 2892 1037  E: <a href="mailto:ortaine@technosofthk.com">ortaine@technosofthk.com</a>  W: <a href="http://www.technosofthk.com">www.technosofthk.com</a></td>
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<td>Tricer Consulting Limited 唯仕管理諮詢有限公司</td>
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<td>T: (852) 2988 1027  F: (852) 2988 7996  E: b楼宇@tricglobal.com  W: <a href="http://www.tricglobal.com">www.tricglobal.com</a></td>
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<td>Tricer Executive Resources Limited</td>
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<td>Soft Skills &amp; Management Development Training, Performance Management Systems</td>
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<td>TKJ Information Technology Co., Ltd.</td>
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<td>Vision Skill Consulting Limited 宏信達顧問有限公司</td>
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<td>T: (852) 2581 3313  F: (852) 2722 0302  E: <a href="mailto:consultant@vision-sk.com">consultant@vision-sk.com</a>  W: <a href="http://www.vision-sk.com">www.vision-sk.com</a></td>
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<td>Wisetop Consultants Limited 天創顧問有限公司</td>
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<td>T: (852) 2121 8346  F: (852) 2121 1340  E: <a href="mailto:support@wisetop.net">support@wisetop.net</a>  W: <a href="http://www.wisetop.net">www.wisetop.net</a></td>
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<td>Zebra Strategic Outsourcing Solution Limited 傑固德策略有限公司</td>
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<td>T: (852) 2116 8330  F: (852) 2116 8331  E: <a href="mailto:enquiries@zebra.com.hk">enquiries@zebra.com.hk</a>  W: <a href="http://www.zebra.com.hk">www.zebra.com.hk</a></td>
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