HR SERVICE PROVIDERS DIRECTORY
人力資源服務機構目錄
2021/22
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Stephen Covey (Author of 'The 7 Habits of Highly Effective People')

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INTRODUCTION

The HR Service Providers (HRSP) Directory, published by the Hong Kong Institute of Human Resource Management (HKIHRM) annually, aims to offer a comprehensive and informative guide to HR practitioners, business executives, management, consultants, trainers and other professionals. It features a comprehensive list of HR service providers and is supplemented with a wide range of useful information including articles on HR related issues.

The Institute would like to take this opportunity to thank all participating organisations for their support. Special thanks go to article contributors who have shared their invaluable knowledge and insights with our readers.

An electronic version of the Directory is available for download at www.hkihrm-hrsp.org

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Turnover rates and vacancy rates

Based on the survey, the second half of 2020 recorded a staff turnover rate of 6.2%, 0.7 percentage points lower than the corresponding figure in the same period last year. The 2020 full year turnover rate was 9.6%, a remarkable dip by 9.9 percentage points from 19.5% in 2019. The annual vacancy rate for 2020 was 3.1%, a decline by 4.0 percentage points compared with the same period last year.

By employee level, clerical/frontline staff had the highest yearly turnover rate for 2020 at 14.3%. The yearly turnover rates for top/senior management, middle management/non-managerial professionals, and supervisory/officers were 7.9%, 7.2%, and 5.9% respectively.
Clerical/frontline staff also had the highest yearly average vacancy rate for 2020 at 3.8%. The yearly average vacancy rates for supervisory/officers, middle management/non-managerial professionals, and top/senior management were 3.4%, 2.7%, and 2.3% respectively.

New positions and positions cut

The survey documented a slight net growth in positions in the second half of 2020 by 0.3%. By employee level, the net growth rates for top/senior management, middle management/non-managerial professionals, supervisory/officers, and clerical/frontline staff were -1.1%, 0.6%, 0.4%, and 0.4% respectively.

Absence rates

In the second half of 2020, the weighted average absence rate remained stable at 2.0%, a 0.4% drop compared with the same period last year which suggested that the workforce deployed presenteeism to hang onto employment.

By employee level, the half yearly absence rates for the second half of 2020 were below 1.0 across the ranks. The absence rates for top/senior management, management/non-managerial professionals, supervisory/officers, and clerical/frontline staff were 0.6%, 0.5%, 0.4%, and 0.9% respectively.

Conclusion

In the first half of 2021, more than half of the interviewed organisations (59.5%) stated that they would remain hiring as the same period last year while almost one-third (31%) said they would freeze hiring. 4.8% went as far as to say they intended to reduce hiring while a mere 4.8% indicated that they would increase hiring.

Due to the lingering impact of COVID-19, the overall hiring intention was lukewarm in the first half of 2021. This had intensified employees’ fear of losing their livelihoods. Organisations can offer their staff with professional mental health care and other non-monetary rewards such as extra annual leaves to inject a sense of positivity, which is essential for rejuvenating the workplace for the post-COVID era.
How digitising the HR department helps drive Louis Vuitton’s success

For the 166-year-old luxury fashion house, delivering an exceptional customer experience starts with its staff.

Louis Vuitton is renowned for the premium service and experience it offers customers, but few people realise that the same standard of excellence extends to Louis Vuitton’s employees, too.

“At Louis Vuitton, we treat our employees the same way our client advisors treat our clients,” said Rico Cheng, Louis Vuitton’s head of HRIS, North Asia.

“We treat our clients as VIPs in our retail shops, and we mimic this philosophy in HR and treat our employees as VIPs. This is the philosophy that all Louis Vuitton HR teams around the world have.”

Store staff make up the biggest share of Louis Vuitton employees globally, and as the face of the most valuable luxury brand in the world, they play a crucial role in its success. So when it comes to HR matters, they expect the process to be smooth, efficient and professional.

“We try not to ask our employees to perform the same actions more than once, or collect the same information more than once, because we don’t want to trouble them to do repeated actions,” Cheng explained.

But it wasn’t until Louis Vuitton implemented a new HR management system in 2018 that it was able to digitise many of these backend processes. That is when Louis Vuitton installed FlexSystem’s BridgeBuilder HRMS (BBHRMS) in its North Asia division.

Experts in digital transformation

“At first, we were just trying to put a new system in place,” Cheng said.

The division had used its previous HR solution for over a decade, but it no longer met its requirements. The top priorities in the search for a new solution were: 100% payroll accuracy, a strong presence and solid understanding of the labour laws in the region and a willingness to partner and grow with Louis Vuitton over the long term.

BBHRMS ticked all those boxes, and in less than three months, Louis Vuitton rolled it out in multiple markets.

“I didn’t know it was actually possible to do it that fast,” Cheng said. “That, and the agility and the professionalism of the FlexSystem team amazed me most.”

But BBHRMS also offered something more: expertise in the digital transformation of the HR department.

After a while, we discovered that BBHRMS was able to do a lot more, such as providing employee self-service portals.

Rico Cheng | Louis Vuitton’s head of HRIS, North Asia
Employee self-service portals allow staff to apply for leave, view leave calendars, download payslips and update contact information themselves in a centralised and secure digital environment. This makes life easier for Louis Vuitton’s employees, according to Cheng, which ultimately improves the customer experience.

“If, instead of asking employees to fill out a paper form and scan their doctor’s certificate to take sick leave, we make it digital so they can just take a picture on their phone, then at the end of the day, they have more time to interact with their clients,” he said.

Since implementing BBHRMS, Louis Vuitton has rolled out various modules to several countries in its North Asia division, including Hong Kong, China, Macau and Korea, and it plans to digitise more processes in more markets going forward.

Challenges of Covid-19
The Covid-19 pandemic has highlighted several additional benefits of self-service portals and clarified the importance of digital HR processes going forward.

For instance, businesses need to be able to inform staff quickly if they have been exposed to the virus, and with some cities limiting the distance that people can travel, they need to know which employees can be rostered on to work at each store.

Having the most up-to-date contact information for each employee in the system is crucial, but without self-service portals that make it easy for staff to update this information themselves, businesses might not have it.

“Suddenly, it turns out you don’t have their mobile number, or their most up-to-date address, and you need to ask their supervisor,” Cheng said.

Even payroll has been impacted by Covid-19 due to the rise of remote working. If businesses don’t have a digital payroll system in place, they may be forced to send employees their payslips and tax forms through the mail. This is not only more costly for businesses, but takes longer for employees.

“Digitisation is so important – this year showed that especially,” Cheng said. “The challenge is around how fast we can put it in place, how fast we can digitise to the extent that we support the business, but not slow down the processes.”

Digital transformation is no longer a choice but a necessity for businesses to be able to cope with unexpected events, such as Covid-19. When considering how to carry out a digital transformation, the most important factors are speed and simplicity.
1. Passage of Anti-Breastfeeding Discrimination and Harassment Law in Hong Kong

The protection against unlawful breastfeeding discrimination and unlawful breastfeeding harassment under the Sex Discrimination Ordinance (SDO) came into force on 19 June 2021.

Under the SDO, a woman will be treated as breastfeeding if she is engaged in the act of breastfeeding a child or expressing breast milk, or is a person who feeds a child with her breast milk.

There are two types of unlawful breastfeeding discrimination, direct and indirect discrimination.

- Direct discrimination: An employer will be taken to have unlawfully and directly discriminated against an employee on the ground of breastfeeding if it treats her less favourably than it would treat those who are not breastfeeding in the same or not materially different circumstances.

- Indirect discrimination: Indirect discrimination arises where a condition or requirement is applied to everyone equally, but the proportion of women who are breastfeeding can comply with the condition or requirement is considerably smaller than the proportion of those who are not breastfeeding. Women who are breastfeeding suffer a detriment as a result and the condition or requirement is unjustifiable.

There are two forms of unlawful harassment of breastfeeding women, namely unwelcome conduct harassment and hostile environment harassment.

- Unwelcome conduct harassment: A person engages in unwelcome conduct, which a reasonable person, having regard to all the circumstances, would
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anticipate that the breastfeeding woman would be offended, humiliated or intimidated by that conduct.

- Hostile or intimidating environment harassment: A person, alone or with others, engages in conduct which creates a hostile or intimidating environment for the breastfeeding woman.

Employers should review and update their anti-discrimination and harassment policies to ensure that they reflect these changes. Employers should also update the training they provide, to take account of the changes in the legislation and offer refresher training to its employees.

2. Hong Kong Equal Opportunities Commission Issues Guidance on Breastfeeding Discrimination

As mentioned, the protection against unlawful breastfeeding discrimination came into force on 19 June 2021. In November 2020, the Equal Opportunities Commission (EOC) released a guidance for employers on equality for breastfeeding women and a leaflet on breastfeeding discrimination in the workplace, to provide guidance and information to employers.

The guidance and leaflet do not have legislative force. However, non-compliance may mean the employer’s practice does breach the SDO and that non-compliance with EOC’s guidance may be used against the employer in the event of a complaint or claim. It is a defence to unlawful harassment and discrimination under the SDO for an employer to demonstrate that it has taken such steps as are reasonably practicable to prevent its employees from engaging in any unlawful acts of discrimination. If the employer fails to follow the EOC’s guidance, then that may mean the employer is unable to demonstrate that it has taken reasonably practicable steps.

3. Hong Kong Privacy Commissioner Issues Guidance Notes on Work-from-Home Arrangements

For some companies, working from home (WFH) has become the new norm since 2020. Although WFH arrangements are a means of ensuring social distancing, they may also give rise to personal data privacy risks.

On 30 November 2020, the Privacy Commissioner for Personal Data, Hong Kong issued three guidance notes for the handling of personal data connected with work-from-home arrangements. The guidance notes aim to provide practical advice to organisations, covering employers, employees, and users of video conferencing software, to enhance data security and the protection of personal data privacy.

Although the guidance notes are not statements of law and employers have no legal obligation to follow the recommendations stated in them, employers that comply with the recommendations are unlikely to breach the Personal Data (Privacy) Ordinance (PDPO).

It is important to note that employers have to continue to address their obligations as a data user under the PDPO in a WFH environment. Employers’ legal obligations as a data user are no different in a WFH arrangement than those in an office environment. However, the circumstances around how personal data may be used, stored, and handled will be different in a WFH setting and employers need to cater for that. For example, employers should consider the impact of handling personal data and confidential information in a WFH environment, implement appropriate protection, and review its policies to ensure adequate protective measures are in place against malware/viruses and strengthen its network security.

4. Enhanced Statutory Maternity Benefits and Reimbursement of Maternity Leave Pay Scheme

The increase in statutory maternity leave to 14 weeks under the Employment (Amendment) Ordinance 2020 took effect on 11 December 2020. Eligible employees whose confinement occurs on or after this date are entitled to 14 weeks of statutory maternity leave instead of the previous entitlement of 10 weeks. Employers should be aware of their employees’ entitlement to statutory maternity leave and maternity leave pay.

The Government has committed to reimbursing employers payment in respect of the four weeks extended period of maternity leave. The maternity leave pay which the Government will reimburse for the four additional weeks of maternity leave is capped at HK$80,000 per employee.

Employers may apply for reimbursement under the Reimbursement of Maternity Leave Pay Scheme if:

- The employee relevant to the application is entitled to maternity leave and maternity leave pay under the Employment Ordinance;
- The employee has taken her maternity leave and the employer (i.e. the applicant) has paid 14 weeks of maternity leave pay to the employee;
- The employee’s confinement occurs on or after 11 December 2020; and
- The additional four weeks’ maternity leave pay paid to the employee by the applicant has not been, and will not be, covered or subsidised by other government funding.
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Employers should update their policies, handbooks, and internal guidelines to bring them in line with the latest statutory requirements.

5. Greater Bay Area Youth Employment Scheme

In the Chief Executive’s 2020 Policy Address, it was announced that the Government would create employment opportunities for local university graduates. The Government has now launched the Greater Bay Area Youth Employment Scheme (GBA Scheme) which provides 2,000 posts, with approximately 700 posts designated for the innovation and technology sector. Enterprises participating in the GBA Scheme can apply for a monthly allowance for each eligible graduate.

It is important to note that the GBA Scheme entails a cross-border employment arrangement under a Hong Kong contract. As such, apart from the obligations under the relevant Hong Kong legislation including the Employment Ordinance (e.g. to provide the statutory leave benefits) and Occupational Safety and Health Ordinance (e.g. to provide a safe and healthy work environment), employers will also need to comply with any applicable local PRC law. It is therefore important for employers to seek legal and tax advice to understand their obligations and structure the arrangement appropriately, before sending the employees to work in GBA Mainland cities.


The Employment (Amendment) Bill 2021 (the “Bill”) was gazetted on 5 March 2021. The Bill seeks to increase the number of statutory holidays under the Employment Ordinance from the current 12 days to match the 17 gazetted general holidays.

Under the Bill, the number of statutory holidays will increase from 12 days to 17 days progressively from 2022 to 2030. These five new statutory holidays are:

1. The Birthday of Buddha, being the eighth day of the fourth lunar month (starting from 1 January 2022);
2. The first weekday after Christmas Day (starting from 1 January 2024);
3. Easter Monday (starting from 1 January 2026);
4. Good Friday (starting from 1 January 2028); and
5. The day following Good Friday (starting from 1 January 2030).

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偏頭痛影響與家人及朋友的相處時間
45% 缺席家庭或朋友聚會

4. R. Lipton, at al., Cephalalgia. 2003;23(6):428-440
Cityray has been successfully launched our WFM solution for many clients from various industries. Cityray WFM helps you in global workforce requirement, budget planning, HR planning, casual labor management, complicated OT handling, leave balance calculation, flexible payroll, exceptional control and handling. To know more, our technical consultants are ready to answer your enquiry. The following case studies show how we have been converting chaos to hassle-free workforce management and boosting the efficiency of the clients.

**Background : Rapid growing food & beverage**

A well-known noodle chain store has over 100 stores in Hong Kong, with over 2,100 employees. Having been acquired by a Japanese restaurant, now they are achieving another success in IPO. In order to sustain the huge manpower requirement to support the business growth, the following pain points are addressed and tackled by Cityray WFM solution.

Various attendance policies and payroll logic from two original companies before acquisition require HR extra attention when handling the monthly payroll.

HR needs to gather the roster from store managers from over 100 stores. Having confirmed, they need to disseminate the roster to each store manager. Roster distribution to over 2,100 employees in 100+ stores is a massive workload for HR.

Precise working hour calculation and record is critical for those whose payroll are highly related to working time.

Cityray WFM solution provides flexibility to cater the differences of various attendance and payroll logic. With a configurable design, various shift group, shop policy, roster can be easily managed. All attendance data is seamlessly posted to payroll. The differences of the payroll policy can be catered with the predefined payroll logics.

Mobile rostering solution in Cityray WFM helps store managers to arrange the roster on the tablet and post to HR for approval. The approved roster can be printed out for announcement in the store. HR can save the time to confirm all the store rosters from week to less than one day.

The working time is precisely collected by the time clock system and centralized for payroll instantly. All the process are automatic so as to minimize the human workload and error.
**Background : Giant property management**

A long history and famous Hong Kong-based property and infrastructure enterprise with the business of investments in infrastructure projects, property letting, property agency and management, hotel operations and management, restaurant operation and food catering, construction and project management. Although it took the firm private since 2019, the challenging workforce management is still a challenge to boost the efficiency of the business.

Manual rostering for 1,000 employees leads to a challenge in handling pre-OT and post-OT situation.

OT hours are submitted manually so that the unapproved OT and approved OT always not easy to be identified.

Lack of updated working hours of the employees especially in casual workers, which leads to EAO compliance risk.

A mechanism of handling pre-OT and post-OT in Cityray WFM helps HR to manage OT more efficient and ensure the OT spending is under budget control.

Cityray WFM workflow solution serves as the platform to manage OT request and approval, HR can classify and confirm the authorized OT to process the payroll.

The work hours of each individual is shown in diagram of Cityray WFM CASOPLUS solution. HR can easily refer to the work pattern and take the right decision and action so as to avoid encountering any legal dispute.

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**Background : International Luxury Hotel**

The company has over 100 luxury hotels and resorts with over 40,000 rooms in Africa, Asia, Europe, the Middle East, North America and Australia. Currently HR is managing 3,000+ employees and 30,000+ casual labors in Hong Kong. With a huge manpower needs, flexible working arrangement is critical to business success.

Payment to casual labor is too flexible that makes traditional HR system impossible to handle.

We support hourly pay and daily pay. No matter they work just for a few days or even non-consecutive days, payment can be made on the same day or consolidated to pay at the month end. The mandatory MPF contribution generated from various pay can be accumulated and contributed at the beginning of next month.

Budget control cannot be monitored in the traditional HR system. It is not feasible to control manpower cost of an event or job position.

Budget control function is available in Cityray WFM CASOPLUS so as to help HR plan for the manpower within budget. Budget calculation involve not only the payment for the casual labor, but also support agency fee calculation and MPF contribution forecast.

Due to the Industry Scheme from MPFA, employers are required to contribute MPF for casual labor, or else it would cause compliance risk.

Cityray WFM CASOPLUS solution supports MPF calculation compliance with MPFA Industry Scheme. The MPF contribution can be forecast in budget management.
A Guide to Upskilling for Non-Tech Professionals

By Tiffany Wong, Director, Robert Walters Hong Kong

The world has changed since COVID-19 first erupted – businesses have acted quickly to mitigate the risk of spreading the virus. As a non-tech professional, whether your job has been affected, this crisis presents a good opportunity to take a hard look at yourself – your strengths, skills, passions, and goals – and in turn, revisit your career journey. Where did you come from, where are you now, and where should you head to next?

Questions to help you identify areas for upskilling

Now is a good chance to not only re-evaluate your current career direction, but also implement concrete actions to upskill yourself. Doing so will not only ensure you emerge from this crisis better equipped with the necessary skills to make the most of any opportunity, it will allow you to take further steps on your career trajectory. Keeping your long-term career goals in mind, here are some questions to help you identify the relevant areas for upskilling during these times of uncertainty:

1. What am I interested in learning more about?

Getting started can be the toughest part of any journey, so it is good to begin with something you have always been interested in. Perhaps you are an HR professional with a strong interest in coding but never had the opportunity to learn it; or you might be interested in public speaking even though your job doesn’t require you to do so. List all the areas you have an interest in and conduct an online search to find the resources which you can leverage. Start with something that calls out to you – this can be a course, workshop, webinar, or podcast.

2. What will make me shine at work?

Now that you have gotten started, keep the momentum going. For many, the best way to do so is to learn something that is directly relevant to your work, so you can easily see the immediate payoffs of your efforts. Identify the areas of your work which you are already good at, explore what will make you stand out further, and focus your efforts on elevating...
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yourself in these areas. For a content marketer, this could mean brushing up and keeping updated on the latest SEO and SEM trends to ensure your content is not only engaging, but is also reaching the right target audiences.

3. What will make me feel less frustrated at work?

Upskilling doesn’t just have to be about learning new things – it can be about re-learning the basics too. Tackle the aspects of your work that you struggle with by taking some time to ponder what frustrates you the most every day. Is it your overflowing inbox, or your ever-growing to do list? Is it spending large amounts of time on tedious administrative tasks, or perhaps communicating effectively with others? Once you have identified the ‘weak links’ in your daily work life, find ways to improve in these areas.

Resources for upskilling

After establishing a clearer understanding of yourself and your career journey, and identifying the areas for upskilling, it is time to explore the resources that will help you gear up. The almost limitless wealth of learning resources available online can make eyes glaze over with indecision. To help you get a head start in improving yourself on the personal and career levels, we have put together a selection of upskilling resources for you to easily tap into.

1. Online courses

Undertaking professional development e-learning classes is one of the most direct and simplest ways to upskill yourself. Besides Massive Open Online Courses (MOOCs), top-tier universities have dedicated sections on their own sites to list free, available online modules for anyone willing to learn. Looking for targeted or platform-specific learning? Try out Microsoft Learn or Facebook Blueprint. Other portals such as LinkedIn Learning and Google Digital Garage aggregate a whole host of both in-house and external courses for you to choose from.

The beauty of signing up for online courses is that there is no mandatory commitment on the extent of participation. On the other hand, if you are seeking an in-depth professional certification to boost your career, you can choose to register for paid courses. Check with your supervisor if your company has a training budget which can be utilised.

These will allow you to enrol in different linked modules, actively participate in in-class activities, exercises, and tests with human feedback, and eventually receive a certified stamp of approval from a recognised university or course provider. It all depends on your learning interests and requirements.

2. Career advice

If you are looking for career-specific actions that can be implemented right from the start, why not take a look at relevant career advice articles? From government resources to popular business magazines, these sources all offer to keep you abreast of the latest industry trends and happenings while providing key career boosting insights.

Why not start preparing yourself for a new role in post-COVID times? Easy and quick first steps such as taking the time to update and review your CV, polish your LinkedIn profile, craft an excellent personal statement, and practise your interview skills can help better position yourself for new and greater opportunities when the market recovers.

3. Visual and auditory add-ons

Sometimes we just don’t want to be staring at yet another long page of text. Take a break and switch to other digital tools and platforms for your learning needs. Check out popular webinars, hop into various live sessions hosted by career coaches, join in a conversation and network with other professionals in online social media groups, or listen to your favourite topical podcasts and talks. The upside of using these platforms is that almost all of them are bite-sized and available on your mobile, so you can literally upskill on the go, even if that means doing so while you are exercising, taking care of your kids, or just relaxing in a bath.

4. Personal wellbeing

Levelling up doesn’t have to be only about your professional growth. It pays off to devote time to boost your own physical, emotional, and mental health as well. Besides your usual routine, why not take up activities that you have always wanted to try. Focus on regular exercising, be it yoga at home or a short run outdoors. Eat healthily and consistently – take a full break away from your work during scheduled mealtimes. Stick to your planned work hours and stay away from work during your downtime.

We encourage non-tech professionals to make full use of the pockets of time available during this period of social distancing to recharge themselves, refresh their career plans, and hone their craft for better days ahead. Even as we are forced to adapt to new ways of living and working, we can always regain control of our lives and careers by rediscovering and upskilling ourselves.
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In addition to the public courses offered above for individuals, Coach U also does further customized sessions for corporations looking to train eight or more individuals. With their **Internal Course**, your entire management team can begin utilizing coaching skills and techniques. Courses are even further personalized to target your company’s specific industry characteristics to ensure client success.

**Contact**

For inquiries and to learn more, please contact: michelle.leung@coachu.com

You may also schedule a conversation with Michelle Leung, Coach U’s Client Engagement specialist here: https://calendly.com/michelle-leung/30min
Even before COVID-19 struck, cyber crime was costing large organisations an average of USD13 million a year apiece, according to Accenture research.¹ 60% of cyber attacks are attributable to human, rather than technological vulnerabilities.² The public health situation had exacerbated these human frailties in 2020, prompting Interpol to launch a hashtag, #WashYourCyberHands, to emphasise the importance of good online habits.³

Fostering individual cyber maturity is something that the HR function and their organisation have the power to implement. When it comes to mitigating human cyber vulnerabilities, Accenture has identified six key components. Three of them focus on individual responsibility:

• **Leadership advocacy and commitment.** Visible dedication to and demonstration of best practice by senior team members, to ‘lead by example’ and encourage the right behaviours.
• **Security awareness and education.** Providing the correct skills and knowledge to educate employees about the importance of staying cyber vigilant, as well as the actions expected from them.

Over the course of 2020, the world of work for many people had changed dramatically. Officed-based workers suddenly found themselves at home, adapting to new systems and workflows while, in some cases, adjusting to social isolation and financial or emotional hardship. Cybersecurity focused on this human element is vital, but employers need to go beyond merely minimising vulnerabilities. Instead, they need to create an elastic, resilient, and agile workforce by considering their fundamental needs.

Cybersecurity in the Hybrid Workspace – Empowering the Workforce

By Sharon Chu, Managing Director - Talent and Organisation / Human Potential Lead, Accenture Greater China

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• **Secure behaviours and accountability.** Ensuring employees adopt the right behaviours to stay alert and feel accountable for keeping their organisation safe.

The other three key components focus on organisational maturity:

• **Strategic business alignment.** Aligning cybersecurity priorities with the overall business objectives of the organisation, including alignment with business leaders.

• **Security workforce and capabilities.** Creating a strong team of cybersecurity professionals, with the appropriate skills and competencies to shield the organisation effectively.

• **'Security first' culture.** Using well-designed processes and policies to drive and reward the right security-driven behaviour within the organisation.

These are not temporary measures for lockdowns induced by COVID-19. Increasingly, organisations are announcing permanent shifts to hybrid working models, with staff spending multiple days each week in their home offices. An agile, elastic workforce, enabled by digital tools, has the potential to unlock a revolution in both staff productivity and wellbeing. Research indicated that 66% of the surveyed employees feel they could focus more easily when working remotely,⁴ while 79% of organisations had seen consistent or even improved levels of staff productivity.⁵

However, permanent shifts to an elastic workforce require human and technological support, including through enhanced analytics as well as cybersecurity protection. Addressing the human aspects of the later is now a key focus of HR teams, in terms of raising cyber awareness, instigating culture and behaviour change, and upskilling the workforce where necessary. This is best understood as part of a broader commitment to people's wellbeing, which Accenture calls Net Better Off.

**Net Better Off**

Net Better Off is a model whereby companies can unlock their people's full potential by considering the welfare of individuals through six specific dimensions. These are:

• **Financial:** Being financially secure without undue economic stress or worry, and having equitable opportunities for future stability and advancement.

• **Employable:** Having marketable, in-demand capabilities and skills to obtain good jobs and advance in one's career.

• **Purposeful:** Feeling that work makes a positive difference to the world and that life has meaning and a greater sense of purpose beyond oneself.

• **Physical:** Being in good physical health without stress.

• **Relational:** Feeling a strong sense of belonging and inclusion; having many strong personal relationships.

• **Emotional and mental:** Feeling positive emotions and maintaining mental wellness.

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⁴ Accenture COVID-19 Consumer Research
All six dimensions point to building trust among the employer and employees, and the employees with one another. Trust needs to be established among people, but also with the help of data, hence all six dimensions can be jeopardised by cyber insecurity.

This is why HR and their organisation need to make cyber protection a core priority. An isolated, demoralised, or stressed homeworker is more at risk of falling prey to the kinds of cyber fraud typically used to penetrate organisational systems, be it a phishing email, impersonation fraud or ransomware. Net Better Off provides a framework through which to understand and support staff resilience, particularly in the context of a digital working environment.

**The role of human resources**

This transition places a great deal of responsibility on CHROs and their teams. Some roles are easier to pivot to hybrid or remote working than others, meaning that positions and tasks must be evaluated on a case-by-case basis, through rigorous analytics. Meanwhile, CHROs need the curiosity to understand emergent workplace technologies, such as augmented- and virtual-reality applications. Talent management processes, wellbeing and productivity metrics need to be performed digitally, but in ways that can ease employee concerns about overly intrusive surveillance. Rather, trust must be built by placing people at the centre of decision making, and by ensuring that new technologies are adopted in a cyber secure way.
What does success look like? There are some sweet spots that can be employed and measured in practice. Organisations that enable continuous learning, for instance, are well placed to support the ‘employability’ pillar of Net Better Off. Success in this regard can be measured in the proportion of employees saying they would recommend their employer to other people. Likewise, if a high proportion of workers adapt effectively to change, that is a sign that the organisation is listening to their concerns, and empowering them with real-time data.

In terms of measuring the success of hybrid or remote working, high scores for workplace fulfilment are an important indicator that the right technology has been put in place to support workers. But that is only half the story. Wellbeing and safety are equally significant, as is ensuring equal opportunity and diversity. A high proportion who report a willingness to put extra effort into their work, and who view it overall as a positive experience, can be taken as indicators of success in this regard.

The new normal is very much a digital one. This means that the distinction between cybersecurity, and security in general, is increasingly superfluous. HR practitioners should be helping to create an environment of trust in our new, online/offline hybrid world, shifting employees’ related behaviours and mindsets, and integrating an appreciation of online security into their thinking, as elements integral to all aspects of their people strategy.
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Global data security concerns

In recent years, data security has been headline news across the world. From WhatsApp’s privacy policy updates to the Tik Tok saga, data security has been on everyone’s mind. With the global trend heading towards an increasingly heavy reliance on technology, the issue of information security will only continue to grow.

Payroll data is among the most sensitive business information, and enterprises in Asia must do their best to protect it. Consider whether your privacy concerns are met, and the types of data security processes being practiced.

With numerous countries in Asia, it is only natural for privacy requirements to vary greatly from location to location. Links International, a notable payroll provider in Asia, routinely comes across a few common questions when speaking to clients, especially banking and financial institution clients, who outsource their Asia payroll.

The complex world of Asia Data Privacy

Asia Data Privacy laws can get quite complicated as they remain particularly disintegrated, making it very complex for companies to ensure they host, protect, and retain data in accordance with local data privacy laws.

For example, the personal data of Chinese citizens is required to be hosted in China, while Taiwanese privacy laws can prevent companies from hosting Taiwanese citizens’ personal data in China. This may pose issues for companies with a presence in Taiwan if they are headquartered in China.

As such, companies operating in Asia need to ensure that they, and in particular, their HR and payroll providers who handle their employees’ personal information, take adequate measures to comply with data privacy laws.
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Why being ISO 27001 compliant is important

As Asia data privacy can be complicated, especially for overseas companies investing in Asia, it is recommended that businesses outsource their payroll to the right partners. The best payroll service providing companies voluntarily adopt security standards and are compliant with ISO 27001.

Published by the International Organization for Standardization, ISO 27001 is part of a family of standards that help organisations keep their information assets secure. Asia payroll providers that meet the standard are certified compliant by an independent and accredited certification body, on successful completion of a formal compliance audit. Leading Asia payroll outsourcing companies choose to implement the standard to benefit from the best security practices and reassure clients that its recommendations have been followed. For instance, checking the existence of important documentations such as the Statement of Applicability (SoA) and Risk Treatment Plan (RTP) is a preliminary step to getting certified.

Other common standards that good Asia payroll outsourcing companies hold include SOC 1 SOC 1SSAE 16/ISAE 3402, and SOC 2 – it is worth noting though that a large number of common US and UK certifications are not widely used in Asia. However, asking your provider whether they hold ISO 27001 is a good way of quickly weeding out risky vendors.

Common questions on data security:
Where is the data hosted and who has access to it?

All businesses with an IT or compliance function need to understand the following, when determining the level of risk associated with a payroll outsourcing company hosting confidential HR information:

- Where will the payroll data be physically hosted?
- Is the server physically owned or leased?
- How is the network structured?

Data should always be hosted in a way that complies with local data privacy laws. It is worth noting that certain industries in specific countries have statutory requirements that information be hosted and stored in the country, as opposed to in offshore processing centres in low-cost countries, e.g. India, Philippines, Malaysia, etc..

How secure is the payroll data when stored and transmitted?

Assuming the payroll provider is ISO 27001 compliant, most potential questions from clients about data storage and transmission will be in respect of whether the payroll data is encrypted at rest, e.g. data is protected while on disk/in storage, and encrypted in Transit.

The best Asia payroll service providers have data encrypted at both stages, and ensure client HR
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teams can obtain compliance sign-off easier. A lot of compliance and IT teams are not comfortable transmitting confidential payroll data over an unsecured email (even if it is password protected), so it is vital that your Asia payroll provider can provide other options for data transmission, e.g. FTP-S.

Furthermore, how data is retained and destroyed when no longer required is a point of interest for compliance teams. Ensuring that your Asia payroll provider has clear data retention policies is your first port of call.

**Who has access to the data?**

What is the framework for access to payroll data? And how is access monitored?

A basic starting point for Asia payroll providers should be to restrict user access to client payroll data to a strictly need to know basis, with their policies regarding data access being standardised for user access and reflecting this principle.

Monitoring user access is another significant but often overlooked step. However, the practicality of monitoring user access to payroll data at scale and detecting any potential data breaches is crucial. Having a well-documented security policy is good, yet the systems and processes in place to check security breaches are even more important.

**Good information to find out from the payroll provider on data access:**

- What proof do they have to show they follow the processes to check data breaches?
- Does the provider have a Data Loss Prevention system in place to prevent breaches as well as analytics and alerts to notify of a potential breach?
- Does the provider conduct vulnerability and penetration testing on a regular basis?
- Can the provider utilise Multi-Factor Authentication to prevent unauthorised access?
- Can the payroll provider discover, restrict, and monitor privileged identities and their access to resources from a single system?
- Does the payroll provider maintain an access log and can the access log be edited?

A concerning number of Asia HR technologies are known for lagging behind the rest of the world. Thoroughly understanding your vendor’s ability to detect and monitor potential breaches is key to reducing your chances of making the headlines for the wrong reasons.

**What other information security questions should be asked?**

While there are still many questions to ask payroll vendors, here is a list of questions that large clients frequently ask:

- What on-premise security is there? E.g. in office CCTV (with readily available access to records), monitored alarm systems, etc.
- How does the provider communicate InfoSec policies and procedures to staff? Can they provide evidence such as email communications, training records, memos, etc.?
- How does the provider reference check new staff? What is the disciplinary process in the event of a security incident with a staff member?
- How are change and access requests processed? Can proof of requests be given?
- What firewall/antivirus protection is used? How are updates and patches distributed systematically to all users?
- What are the backup and disaster recovery procedures?
- What controls do you have to address the use, handling, protection, and sharing of confidential data with subcontractors?
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The basic purpose of the Department of Management is to produce high quality graduates. By "high quality" it means people who can communicate effectively and know about business, who can cooperate in team efforts, who have an international perspective and an acute sense of social responsibility, and above all, who have a strong drive to improve themselves through lifelong learning. To achieve this vision, the Department does not simply respond to change, but strive to anticipate changes through its research, curriculum development, and consultancy work with leading companies in Hong Kong and China.

FlexSystem Limited

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

FlexSystem is a leading enterprise solution provider in Hong Kong. Established in 1987, FlexSystem is keen on technology development and aims to enhance organisation’s workforce effectiveness. We have delivered best practice solutions to over 5,000 companies and 3,000 installations throughout the world.

FlexSystem provides comprehensive HRMS, which includes
- Profile & Competency Management
- Attendance Management
- Performance & Training Management
- HR Analysis & Evaluation
- Payroll & Benefit Management
- Provident Fund & Taxation Management
- Workforce Self-service Platform
HR ServiceProvidersProfile

FWD Life Insurance Company (Bermuda) Limited (Incorporated in Bermuda with limited liability)

富衛人壽保險（百慕達）有限公司（於百慕達註冊成立之有限責任公司）

7/F, FWD Financial Centre, 308 Des Voeux Road Central, Hong Kong
T: (852) 3123 3123
F: (852) 2850 3003
E: eb.mkt.hk@fwd.com
W: www.fwd.com.hk

FWD Hong Kong & Macau is part of the FWD Group. FWD Group spans Hong Kong SAR and Macau SAR, Thailand, Indonesia, the Philippines, Singapore, Vietnam, Japan, Malaysia, and Cambodia, offering life and medical insurance, general insurance, employee benefits, Shariah and family takaful products across a number of its markets.

富衛香港及澳門為富衛集團旗下業務。富衛集團業務遍佈香港特別行政區、澳門特別行政區、泰國、印尼、菲律賓、新加坡、越南、日本、馬來西亞、以及東埔寨，為各市場提供人壽及醫療保險、一般保險、僱員福利、回教及家庭伊斯蘭保險。

HKUST Business School Executive Education Office

香港科技大學商學院 高級管理人員課程部

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

Inspiring People for Continued Success - Learn with the best, from the best

The HKUST Business School Executive Education Office offers company-specific and open enrolment programmes which provide executives and managerial talents in corporations, both local and overseas, with a platform to sharpen skill sets and acquire the cutting-edge insights that help executives to stay ahead. The HKUST achieves this by combining the expertise of our Business School’s world renowned faculty with input from executive level specialists from industry and management.

Every year a number of open programmes, ranging from 1 to 8 days in duration, are offered to address the specific needs from executives.

For more information, visit us at www.bm.ust.hk/ExecEd

Hong Kong Institute of Human Resource Management

香港人力資源管理學會

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

As the most representative professional human resource institute in Hong Kong, the Hong Kong Institute of Human Resource Management (HKIHRM) has a membership close to 5,500, of whom about 500 are corporate members. Founded in February 1977 as a non-profit organisation, the HKIHRM aims at developing, maintaining and enhancing professional standards in HR management, as well as increasing the perceived value and influence of the HR profession. The HKIHRM organises a wide range of professional programmes, including multi-level training, seminars, conferences and an awards programme. It also provides various membership services, conducts professional surveys, and publishes an official journal. 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.

HR Solutions (Int’l) Ltd.

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

Since 1997, HR Solutions has developed and implemented customised training for leading organisations locally and regionally in areas of leadership development, performance management and executive soft-skills development. We are Hong Kong partner of Think on your Feet®, the leading communication skills workshop attended by over half a million participants worldwide.

Long-term clients include major companies in the insurance, finance, luxury, sourcing and property sectors. Our virtual, face-to-face and blended programmes are flexible, engaging and interactive. We are also members of an international network of qualified and experience training professionals to support your regional delivery of training.
HRM Essentials System Consulting Limited

23/F, Weswick Commercial Building, 147-151 Queen's Road East, Wanchai, Hong Kong
T: (852) 2111 2980  E: info@hrmessentials.com  W: www.hrmessentials.com

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.
• Unlike other solutions which are either too complicated or lack of focus. Our solutions are easy-to-use and powerful.
• We get our users involved in the development process. Users are happy and excited to see every release with the new features they requested.
• We commit to provide excellent after-sales services.
• Our solutions are budget-friendly.
• Most importantly, we serve our customers from our HEART:
  H = Help and Hear  E = Empathy  A = Access the situation  R = Respond  T = Take action
Still not sure? Call us now... and talk.

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

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

 Founded in 2004, Integral focuses on our best value to clients: advocates Dialogic OD Consultancy, Learning Solutions, Executive Coaching, Online Webinars, and Community Care to develop organisational agility and social responsibility.
Some of our areas of expertise include:
• Dialogic OD / Business Consulting
• Executive / Leadership Coaching
• Strategic Planning Facilitation
• Design & Facilitation using LEGO® SERIOUS PLAY®
• Integral Leadership Series + Action Learning
• Tactical Project Management
• Systems Thinking: Resolving Complex Problems
• Team Alignment
• Facilitation & Presentation
• Influence & Negotiation
**Please see further details on our advertisement on Inside Front Cover. 詳情請參閱本公司在封面內頁的廣告。**

Leadingenes Limited 領俊顧問有限公司

Unit 1518, 15/F, Chevalier Commercial Centre, 8 Wang Hoi Road, Kowloon Bay, Hong Kong
T: (852) 2151 1311  E: info@leadingenes.com  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 programmes in such areas as HR strategy, recruitment, corporate culture, performance management, staff development, organisational development, HRIS, etc. This, coupled with our unequalled focus and abilities in knowledge and skills transfer, helps companies increase their capabilities, achieve bottom line results, and sustainable business performance.

Links International 連智領域

20/F, Wyndham Place, 40-44 Wyndham Street, Central, Hong Kong
T: (852) 3915 0211  E: frontdesk@linksinternational.com  W: www.linksinternational.com

Links International is a one-stop HR services agency specialising in 100% in-country delivery in Asia. With over 20 years of experience, Links offers a wide range of services covering all areas of human resources operations. From tailored recruitment solutions to comprehensive HR outsourcing services including payroll, visa processing, secondment services, outplacement, employer branding, and employee assistance programmes, Links helps businesses streamline operations and improve efficiency.

Links is also a leading innovator of HR technology, developing a payroll solution that centralises Asia payroll data onto one secure cloud-based platform in Links One. To meet the growing demand for in-country HR service in Asia, Links is further expanding its footprint and is now servicing 17 locations across the APAC.
HR Service Providers Profile

**Mayer Brown**

16-19/F, Prince's Building, 10 Chater Road, Central, Hong Kong  
T: (852) 2843 2211  
E: hongkong.office@mayerbrown.com  
W: www.mayerbrown.com

Mayer Brown's dedicated Employment & Benefits team in Asia is part of a global group comprising over 100 lawyers. The team advises on all forms of employment and HR-related matters, including contentious and advisory, disputes, transactional and strategic employment issues.

Mayer Brown is one of the few international firms in Hong Kong with an integrated and dedicated group of full-time employment lawyers with experience covering all aspects of employment law.

The firm's clients are some of the most prominent employers in the region from sectors including aviation, healthcare, education, and financial services. The team advises them on highly-publicised, ground-breaking contentious issues, and help them to navigate complex non-contentious issues.

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**Nova Management Consultants Limited**

Suite 803, Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong  
T: (852) 2573 0118  
E: evanho@the-nova.com  
W: www.the-nova.com

Established in 1996, Nova is renowned for delivering reputable HR, training and event management services. The organisation has associates in China and Asia.

Nova Consultancy focuses on executive search, recruitment and staff leasing, HR compliances, operation, etc.

Nova Institute is the sole partner of Islamic Banking and Finance Institute of Malaysia (a member of Malaysia Central Bank) for Hong Kong and China.

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**Novartis Pharmaceuticals Hong Kong Limited**

7/F, Citi Tower, One Bay East, 83 Hoi Bun Road, Kwun Tong, Hong Kong  
T: (852) 2882 5222  
E: suki.chan@novartis.com  
W: www.novartis.com.hk

Novartis is reimagining medicine to improve and extend people's lives. As a leading global medicines company, we use innovative science and digital technologies to create transformative treatments in areas of great medical need. In our quest to find new medicines, we consistently rank among the world's top companies investing in research and development. Novartis products reach nearly 800 million people globally and we are finding innovative ways to expand access to our latest treatments. About 110,000 people of more than 140 nationalities work at Novartis around the world. Find out more at https://www.novartis.com.

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**OnGrad Consulting Company Limited**

E: info@ongrad.com  
W: www.onmygrad.com

OnGrad is a creative talent solution and employer branding consultant for campus and young generation engagement. Our career learning community, OnMyGrad (app / web), recommends customised career learning materials and any portfolio enhancement opportunities to university students.
### Part-time top-up programme offered jointly by Edinburgh Napier University (ENU) and School of Continuing Education of Hong Kong Baptist University (HKBU-SCE)

2/F, Franki Centre, 320 Junction Road, Kowloon Tong, Hong Kong  
**T:** (852) 3411 1914  
**E:** enuhrm@hkbu.edu.hk  
**W:** hkbusec.hk/bahr

The “Bachelor of Arts in Human Resource Management with Organisational Psychology” is a 1-year part time top-up degree programme. Following a challenging international curriculum, the programme does not only focus on theories and concepts, but also reinforces understanding through a wide range of up-to-date case studies from around the world. It aspires to produce graduates with an international perspective in addition to the necessary knowledge and skills required by the industry in modern times, providing a strong foundation for a successful career in human resource management in different sectors.

### Robert Walters Hong Kong

Unit 2001, 20/F Nexxus Building, 41 Connaught Road Central, Central, Hong Kong  
**T:** (852) 2103 5300  
**E:** hongkong@robertwalters.com  
**W:** www.robertwalters.com.hk

Established in 1985, Robert Walters spans 31 markets and is one of the world’s leading specialist professional recruitment consultancies. Established in 1997, Robert Walters’ Hong Kong office offers bespoke one-stop consultative service to clients to fulfill their recruitment needs. As the business continues to expand, the consultancy operates with the same commitment to service and quality. The Hong Kong office works closely with the offices in mainland China and Taiwan, forming a comprehensive network in Greater China. The consultancy specialises in placing candidates on a permanent basis in professional disciplines including accounting and finance, financial services, human resources, legal and compliance, sales and marketing, supply chain, logistics & procurement, and tech & transformation.

### Six People Map

48/F, Langham Place Office Tower, MongKok, Hong Kong  
**T:** (852) 2151 3008  
**E:** info@sixpeoplemap.com  
**W:** www.sixpeoplemap.com

Established 8 years ago, the Hong Kong-based Six People Map is a team of recruiters and payroll professionals offering services including recruitment, contractor staffing, and HRIS implementation. The company has worked with over 100 clients with more than 1,500 successful hires. Six People Map’s clients span Fortune 500 organisations, MNCs, Hong Kong listed companies, and startups. The company pioneers the adoption of a video hiring tool to achieve an agile and digitalised recruitment process.

### Sloane HR Group 訊樂人力資源服務集團

616-617, 6/F, Tower Two, Lippo Centre, 89 Queensway, Admiralty, Hong Kong  
**T:** (852) 2810 5088  
**F:** (852) 3544 0228  
**E:** info@sloaneigroup.com.hk  

Established in 2009, Sloane HR Group (“Sloane HR”) is a division of Sloane Group London UK which comprises three business divisions: International HR, International Education (www.SIEG-UK.com) and International Property (www.Anchors.com.hk). Sloane HR Group is a leading manpower solutions provider and advisor providing corporations with the following strategic services: (i) key-men recruitment; (ii) payroll outsourcing; (iii) HR process outsourcing; (iv) re-organization review; (v) career transition; (vi) strategy audit; (vii) sales training; (viii) innovation leadership training; and (ix) group personality assessment center etc. Our clients include sizeable banking corporations, China 1000 and Fortune 1000 etc. Our branded segmental services are as below:

- Sloane HR Solutions
- Sloane Manhattan Outsourcing
- Bank Street Recruitment
- Sloane London REORG

**Enquiry:** info@sloaneigroup.com.hk  
**General line:** (852) 2810-5088  
**Contact:** (852) 9623-5876
HR Service Providers Profile

Technosoft Hongkong Ltd.

Unit 1403, 14/F, Core F, Cyberport 3, 100 Cyberport Road, Pok Fu Lam, Hong Kong
T: (852) 2892 1393  F: (852) 2838 1037
E: orteaine@technosofthk.com  W: www.technosofthk.com

Technosoft has been providing HR/payroll software packages for Hong Kong since 1988 for different businesses and industries. The company currently supports global organisations with ready made standard modules specific to local requirements in China, Taiwan, Singapore, Vietnam, Malaysia, Thailand, etc., and will be supporting more and more countries in the future. Technosoft’s product range covers core employee information maintenance, full-scale payroll processing, and is extensible with add-on HR features from employee self-services and appraisal and evaluation, to global HR and finance interface.

Tricor Staffing Solutions

5/F, International Trade Tower, 348 Kwun Tong Road, Hong Kong
T: (852) 2980 1888
E: enquiry@tricor-ss.com  W: www.tricorglobal.com/tss

Tricor Staffing Solutions (TSS) is an all-round human resources service provider. It provides a one-stop HR consultancy service that helps manage the employee experience through executive search, recruitment, hosting employment, and personal taxation. Grasping the nuances of businesses and the skillsets required, it strives to deliver results. TSS’s executive search and recruitment network, coupled with deep knowledge of local employment regulations, help companies to identify and retain the most competent staff. Its track record in placements attracts some of the top talent in the market, enabling TSS to find the right people who can positively impact your business performance.

Under its Professional Employer Organization (PEO) service, TSS offers a complete suite of staffing solutions. Its professionals will handle all the logistical tasks related to recruiting, onboarding, nurturing, payroll management, benefit administration, tax reporting and offboarding. TSS employs, manages, and nurtures individuals on companies’ behalf, taking on the responsibilities that come under employer obligations as a co-employer so as to empower organisations to focus on business expansion.

TXJ Information Technology Co., Ltd.

Unit 1104A, 11/F, Kai Tak Commerical Building, 317-319 Des Voeux Road, Central, Hong Kong
T: (852) 2134 9960 / 9608 2206  F: (852) 3011 5681
E: inquiry@txj-it.com  W: www.txj-it.com

TXJ’s professional team has nearly 20 years of experience in the HRMS field. TXJ creates value for customers through professional TXJ HRMS functions, tailor-made functions and project implementation services.

TXJ HRMS is a web-based application that runs on browsers and smart phones. It can be setup on the company server or in the cloud. TXJ HRMS brings you rich analysis reports, data management tools, workflow management and regional human resource management functions.

You can manage Hong Kong, Macau, Mainland China, Taiwan, Malaysia, Thailand and other regional human resource data through one TXJ HRMS.

TXJ also provides you with payroll outsourcing, personnel data management outsourcing, cloud pay-slip, leave and attendance application and approval process employee and manager self-services.

Udemy

600 Harrison Street, San Francisco CA 94107, United States
E: agnes.raux@udemy.com  W: business.udemy.com

With a mission to improve lives through learning, Udemy is a leading online learning destination that helps learners, businesses, and governments gain the skills they need to compete in today’s economy. Over 40 million learners have taken courses on Udemy from numerous expert instructors teaching over 155,000 online courses in topics from programming and data science to leadership and team building. For companies, Udemy for Business offers an employee training and development platform and customers include The Walt Disney Corporation, Apple, Unicef, PayPal, etc.

Udemy for Business is a curated learning platform that helps companies stay competitive in today’s changing workplace with on-demand content on a variety of key business and technical topics. The platform curates the highest-rated courses from the Udemy marketplace, covering the most in-demand professional skills that employees need to become better subject-matter experts, leaders, and collaborators.
### Vision Skill Consulting Limited

**Address:** 25/F, Yue Thai Commercial Building, 128 Connaught Road, Central, Hong Kong  
**Phone:** (852) 2581 3313  
**Fax:** (852) 2722 0302  
**Email:** consultant@vision-skill.com  
**Website:** www.vision-skill.com

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.

### Yonyou (HongKong) Co., Ltd

**Address:** 13/F, Harcourt House, 39 Gloucester Road, Wan Chai, Hong Kong  
**Phone:** (852) 3907 3038  
**Fax:** (852) 3105 9958  
**Email:** enquiry@yonyou.com.hk  
**Website:** www.yonyou.com.hk

Yonyou Network Technology Co., Ltd. (SSE:600588) is the largest domestic enterprise cloud services and software provider in the APAC region*. Leveraging state-of-the-art technologies, Yonyou Hong Kong is dedicated to providing localised HR management solutions for cross-border group enterprises. The digital HR solution covers the entire employee lifecycle, from daily operation to intelligence-based analysis, to facilitate decision making and deliver perfect employee experience.


### Zebra Strategic Outsource Solution Limited

**Address:** 5/F, Chinachem Century Tower, 178 Gloucester Road, Wan Chai, Hong Kong  
**Phone:** (852) 2116 8130  
**Fax:** (852) 2116 8331  
**Email:** enquiries@zebra.com.hk  
**Website:** www.zebragroup.com

Zebra Strategic Outsource Solution Limited is a leading provider of executive search and outsourcing solutions.  
Founded in 2002, Zebra provides talent acquisition and HR management service. Our services include recruitment process outsourcing, payroll processing services, contingent workforce outsourcing, and customised workforce solutions.
## HR Products and Services Listing

<table>
<thead>
<tr>
<th>Area of Products / Services Offered</th>
<th>Hong Kong</th>
<th>China</th>
<th>GBA</th>
<th>Regional / International</th>
<th>Business / Management Consulting Service</th>
<th>Compensation &amp; Benefits</th>
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</thead>
</table>

### Accenture
T: (852) 2249 2100 W: www.accenture.com/hk-en

### aCube Solutions Limited
T: (852) 3529 4123 F: (852) 3007 1424 E: infodl@flexsystem.com W: www.flex.hk

### Bowtie Life Insurance Company Limited 保泰人壽保險有限公司
T: (852) 3008 8123 E: Emily.loi@bowtie.com.hk
W: www.bowtie.com.hk/zh/insurance/group-medical

### BridgeBuilder HRMS
T: (852) 3798 4400 E: info@bbbrms.com W: www.bridgebuilderhrms.com

### Carbonik (Hong Kong) Limited 加邦力 (香港) 有限公司
T: (852) 3405 8862 E: ivanwong@carbonik.com W: www.carbonik.com

### Cigna Worldwide Life Insurance Company Limited and Cigna Worldwide General Insurance Company Limited
信諾環球人壽保險有限公司及信諾環球保險有限公司
T: (852) 2560 1990 F: (852) 2886 3722 E: enquiryhk@cigna.com W: www.cigna.com.hk

### CIIC Hong Kong Limited 中智香港有限公司
T: (852) 2858 9019 F: (852) 2546 8785 E: ciichk@hkstar.com W: www.ciichk.com

### Cityray Technology (China) Limited 施特偉科技 (中國) 有限公司
T: (852) 2111 7111 F: (852) 2111 7222 E: enquiry@cityray.com W: www.cityray.com

### Coach U
T: (852) 9382 2279 E: michelle.leung@coachu.com W: www.coachu.com

### COL Consulting Limited
T: (852) 2118 3999 F: (852) 2112 0121 E: colmarketing@colconsulting.com.hk
W: www.colconsulting.com.hk

### Computer And Technologies Holdings Limited 科聯系統集團有限公司
T: (852) 2503 8000 F: (852) 2503 8100 E: info@ctil.com W: www.ctil.com

### Cornerstone OnDemand
T: (852) 8176 0642 E: info_HK@csod.com W: www.cornerstoneondemand.com

### Data World Solutions Limited 達訊顧問有限公司
T: (852) 2185 1717 F: (852) 3151 7828 E: info.solutions@daworld.com.hk W: dws.dataworld.com.hk

### Department of Management, City University of Hong Kong
T: (852) 3442 7892 F: (852) 3442 0309 E: mgtony@cityu.edu.hk
### Categories Products / Services Offered

<table>
<thead>
<tr>
<th>Area of Products / Services Offered</th>
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<td>Education / e-Learning / Learning &amp; Development</td>
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<td>Employee Engagement / Relations &amp; Communication</td>
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<td>HR Consulting Service</td>
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<td>Others</td>
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**Payroll Outsourcing**

**Executive Coaching; Train-the-trainer**

**Enterprise Information Management, Enterprise Procurement Management, Enterprise Retail Management, Solutions Services, IT Security Services, E-Services**

**Expert in Business Management Solutions from ERP to HRM, CRM to IT infrastructure and network security**
<table>
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<tr>
<th>Area of Products / Services Offered</th>
<th>Hong Kong</th>
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<td><strong>First Advantage</strong></td>
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<td>T: (852) 2810 6448 F: (852) 2810 9448 E: <a href="mailto:info.asia@fadv.com">info.asia@fadv.com</a> W: <a href="http://www.fadv.com.hk">www.fadv.com.hk</a></td>
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<td><strong>FWD Life Insurance Company (Bermuda) Limited (Incorporated in Bermuda with limited liability)</strong></td>
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<td><strong>HKUST Business School Executive Education Office 香港科技大學商學院 高級管理人員課程部</strong></td>
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<td>Dialogic OD Consultancy, Learning Solutions, Executive Coaching, Online Webinars, Community Care, Professional Facilitation, Instructional Design, Action Learning</td>
<td>Corporate Culture, Organisational Development, Competency Development, Performance Management System, Job Grading System, Executive Coaching</td>
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New entries: HR Consulting Service and HR Outsourcing Service. CRM, Workforce Management, Sales & Marketing, Custom Solutions, Please call ...
# HR Products and Services Listing

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<th>Area of Products / Services Offered</th>
<th>Hong Kong</th>
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<th>Regional / International</th>
<th>Business / Management Consulting Service</th>
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Contact us: sales@technosofthk.com
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