

## D. Pay Management Practice

[Questionnaire - Section 2 - Section 4 Questions]

Pay management practices were analysed in the aspects of:

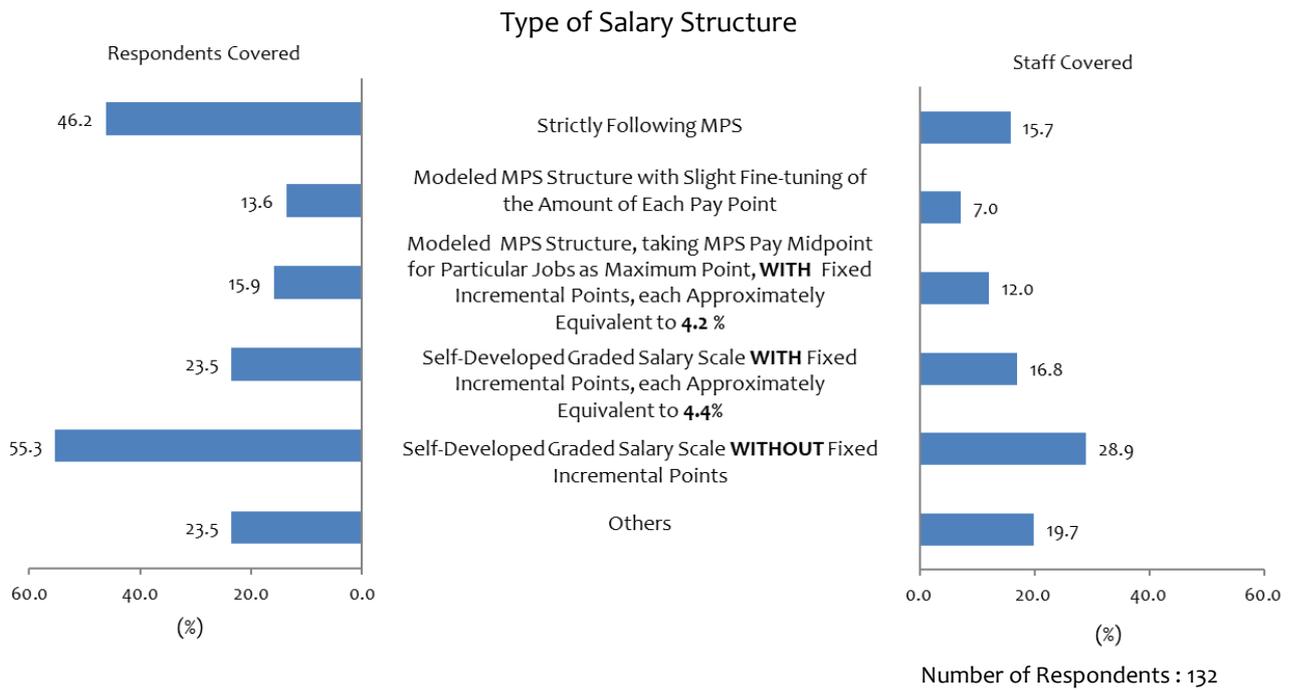
- 1) Types of salary structures
- 2) Salary adjustments of individual employee
- 3) Criteria of considering salary adjustments of individual employee
- 4) Performance assessment system
- 5) Contract end payment

### 1. Types of Salary Structures

[Questionnaire - Section 2 Question 2.1]

61 (or 46.2%) of the Respondents indicated that strictly following MPS was one of the, or the only, salary structures they practiced, covering 15.7% of the total number of full-time employees represented in the Survey. 31 (or 23.5%) of the Respondents indicated a self-developed graded salary scale with fixed incremental points, each being approximately equivalent to 4.4%, covering 16.8% of the total number of full-time employees. 73 (or 55.3%) of the Respondents indicated a self-developed graded salary scale without fixed incremental points, covering 28.9% of the total number of full-time employees. (Chart D1).

Chart D1: Salary Structures Adopted and Corresponding Employees Covered



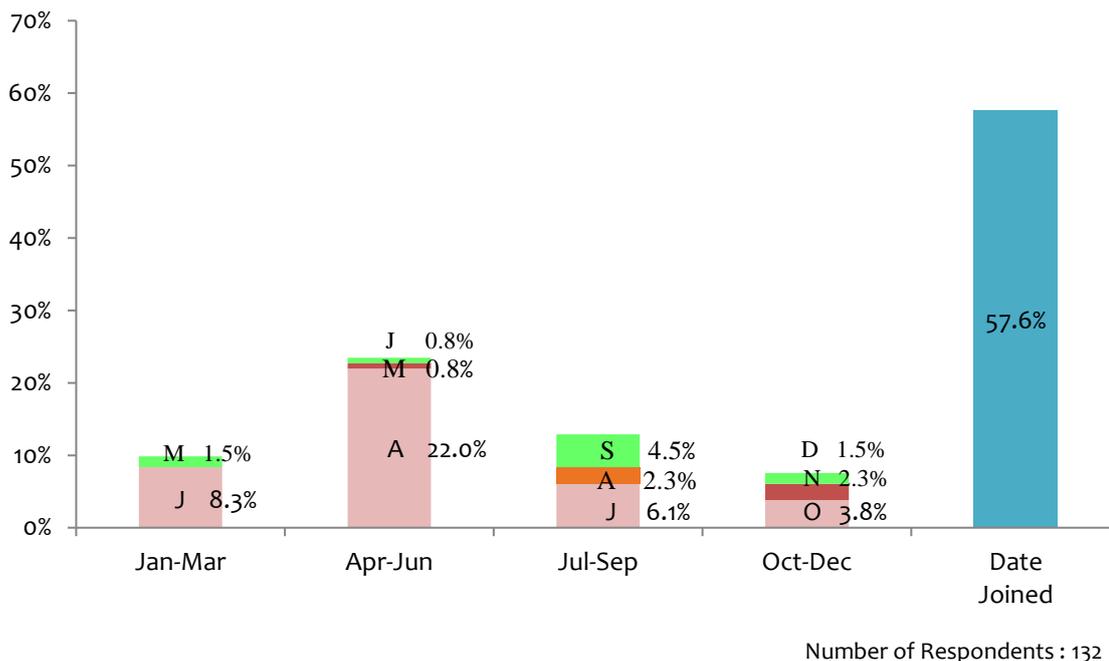
- Notes: 1. Percentages under Respondents Covered did not add up to 100% as Respondents might have more than one salary structure.
2. "Others" included
- Adopting MPS / MOD scales with self-developed scales
  - Based on project funding
  - Fixed salaries, depend on funding
  - Make references to market rates, industrial rates, and performance appraisals
  - Modeled from the MPS structure, self-developed starting and maximum points for different posts
  - Modeled from the MPS structure, taking the pay "midpoint +1" as the maximum pay point
  - Modeled on MPS with incremental band @ 20%
  - No fixed salary structures
  - Self-developed (MPS Referenced) grade salary structures without fixed incremental points

## 2. Salary Adjustments of Individual Employee

[Questionnaire - Section 2 Questions 2.2.1]

For the salary adjustments of individual employee, 76 (or 57.6%) of the Respondents conducted their annual reviews and adjustments in the respective employees' anniversary month of joining the agency, whereas 29 (or 22.0%) of the Respondents reported that the review and the adjustment were conducted in April. (Chart D2).

Chart D2: Month of Annual Salary Review & Adjustment for Individual Employee



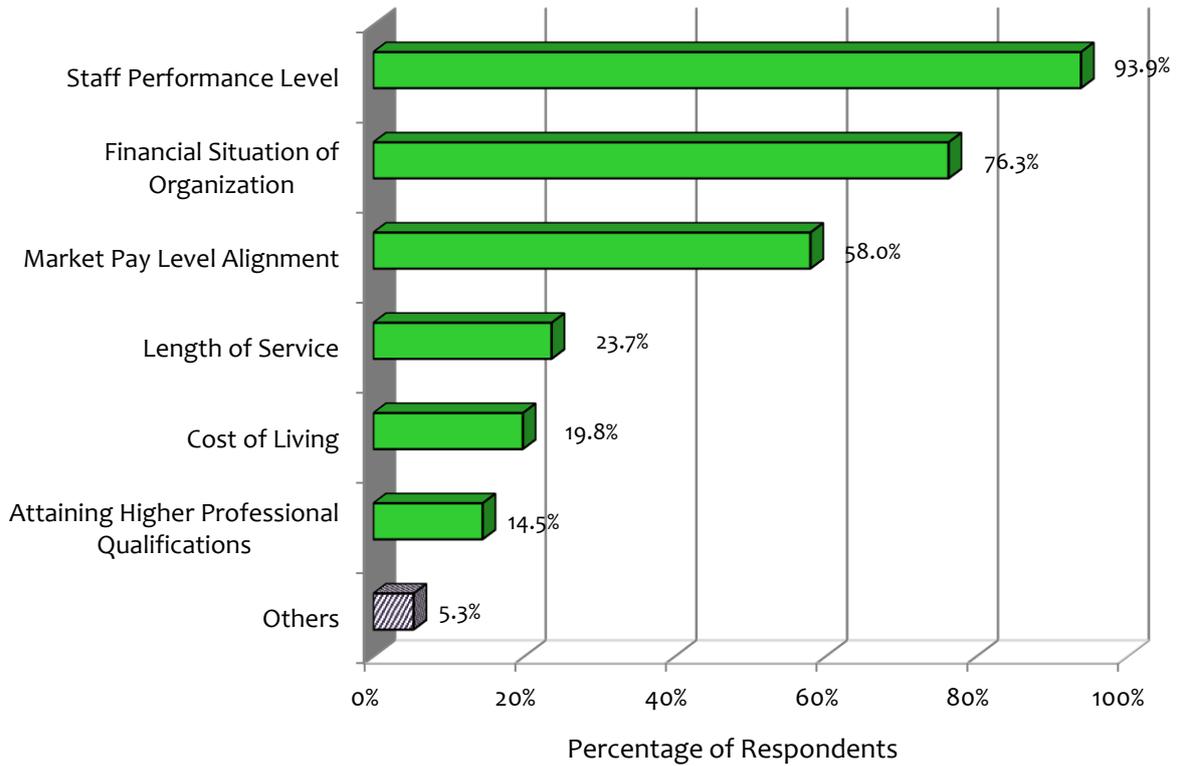
Note : No annual salary review was conducted in February.

### 3. Criteria of Considering Salary Adjustments of Individual Employee

[Questionnaire - Section 2 Question 2.2.2]

The employee's performance level, financial situation of organization and market pay level alignment were the top three factors in determining individual employee's salary adjustments. (Chart D3).

Chart D3: Criteria of Considering Employees Salary Adjustments



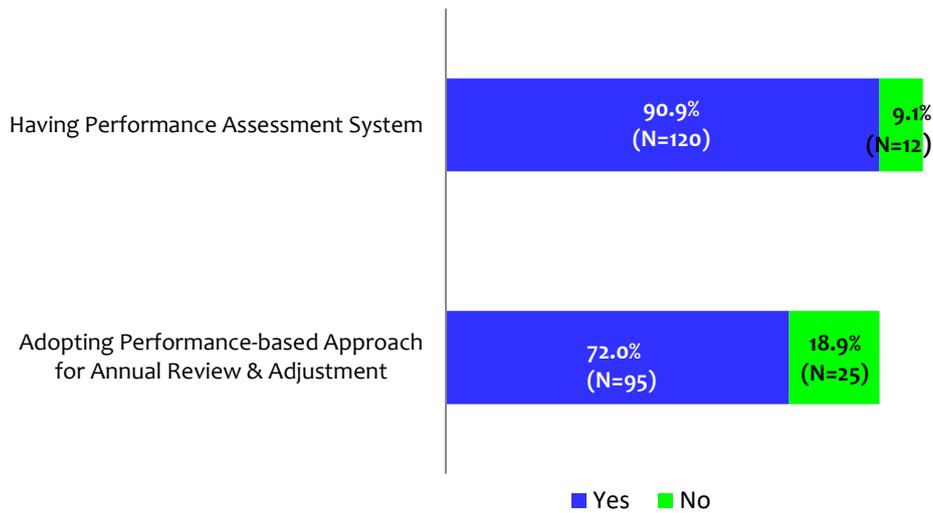
Number of Respondents : 131

#### 4. Performance Assessment System

[Questionnaire - Section 3 Questions]

120 (or 90.9%) of the 132 Respondents reported that they practised performance assessment systems. 95 (or 72.0%) of the 132 Respondents adopted the performance-based approach for annual salary adjustments of employees. (Chart D4).

Chart D4: Performance Assessment System



#### 5. Contract End Payment

[Questionnaire - Section 4 Questions]

Number of Respondents : 132

23 (or 17.4%) of the 132 Respondents reported that they had offered contract end payments to their employees. (Chart D5.1).

Chart D5.1: Contract End Payment

