

D. Pay Management Practice

[Questionnaire - Section 2 - Section 4 Questions]

Pay management practices were analysed in the aspects of:

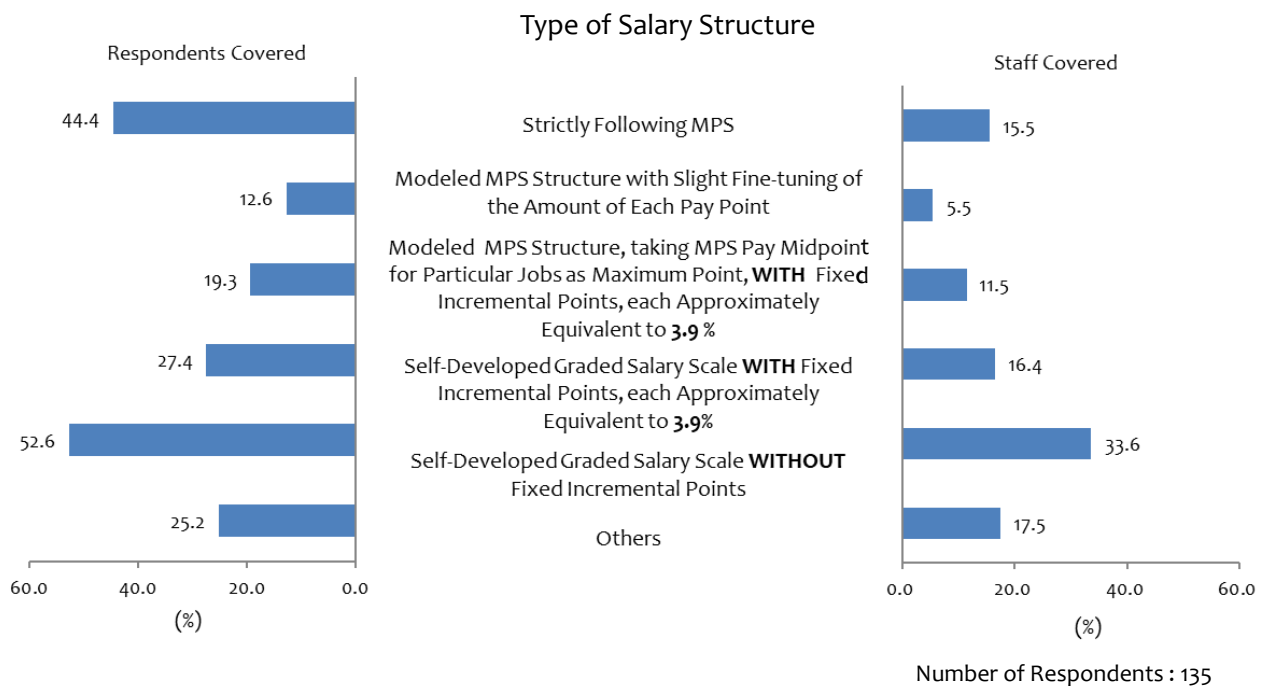
- 1) Types of salary structures
- 2) Salary adjustments of individual employee
- 3) Criteria of considering salary adjustments of individual employee
- 4) Performance assessment system
- 5) Contract end payment

1. Types of Salary Structures

[Questionnaire - Section 2 Question 2.1]

60 (or 44.4%) Respondents strictly practised MPS as one of the salary structures, representing 15.5% of the total number of employees covered in the Survey. 37 (or 27.4%) Respondents practised a self-developed salary structure with fixed incremental points each being approximately equivalent to 3.9%, covering 16.4% of the total full-time employees. 71 (or 52.6%) Respondents reported that they practised a self-developed salary structure which had no fixed incremental points, covering 33.6% of the total 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.

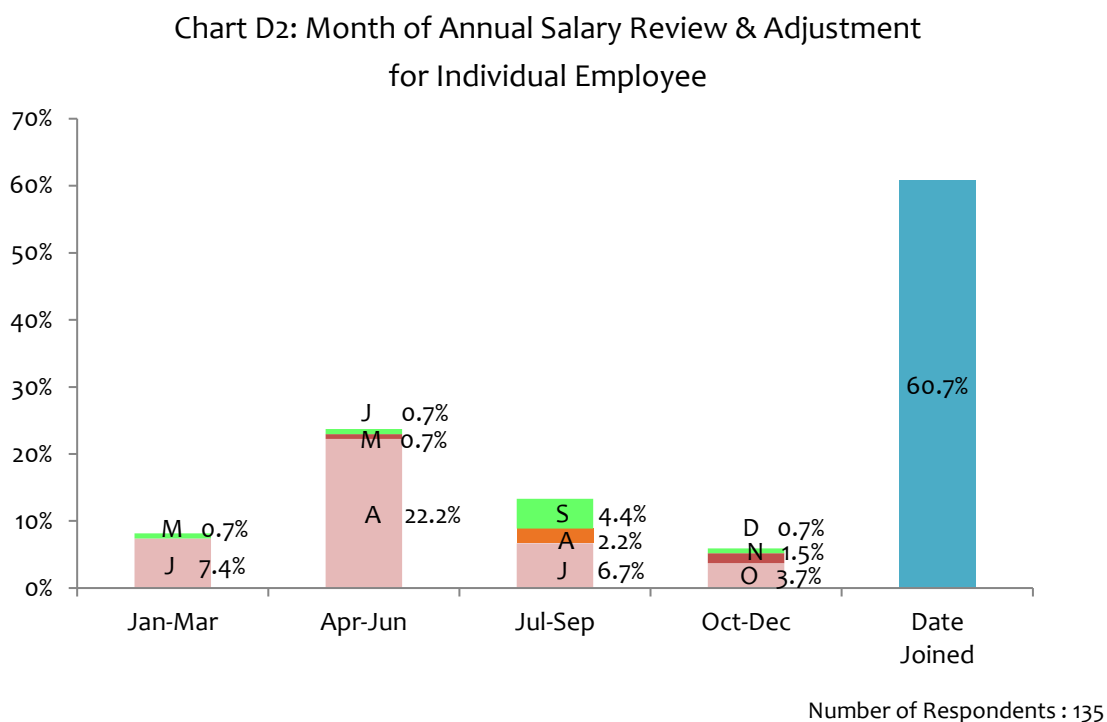
2. "Others" included

- 80% of MPS
- 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
- No fixed salary structure
- 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, 82 (or 60.7%) Respondents conducted their annual reviews and adjustments in the respective employees' anniversary month of joining the agency, whereas 30 (or 22.2%) Respondents reported that the review and the adjustment were conducted in April. (Chart D2).



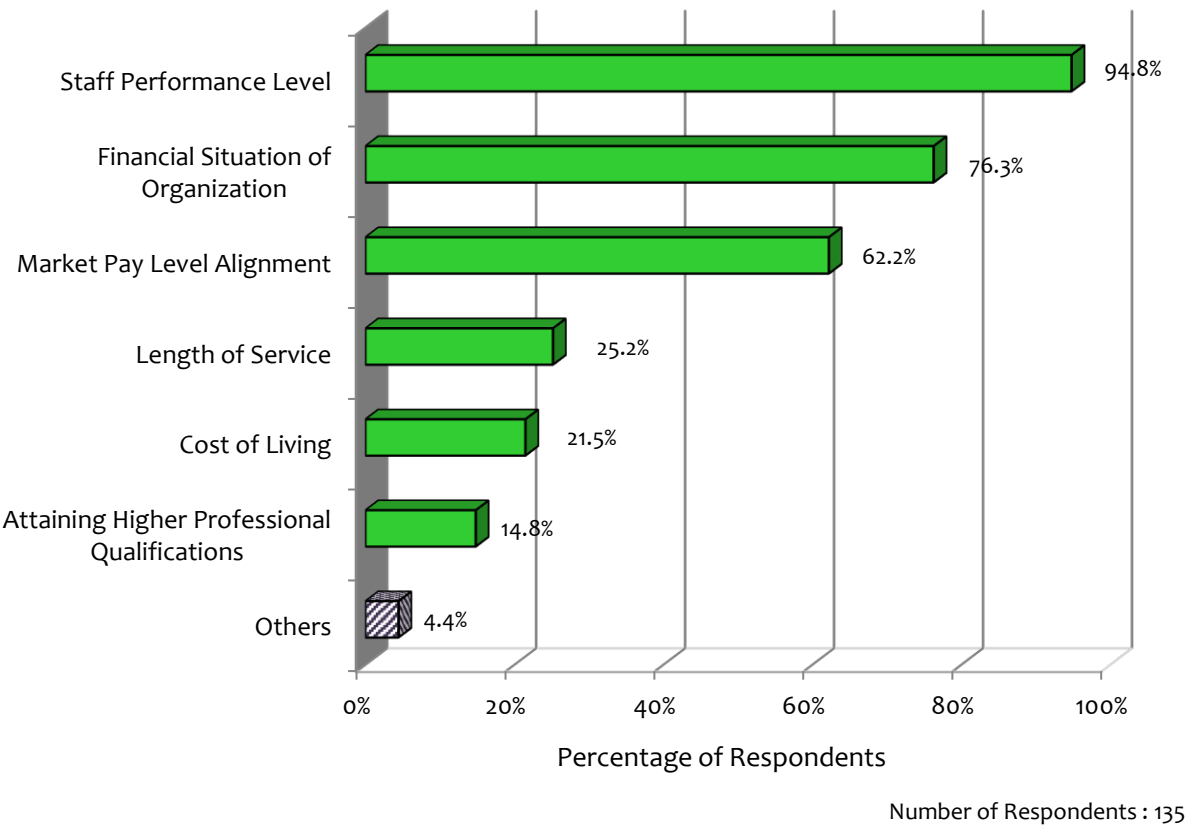
Note : No annual salary review was conducted in February.

3. Criteria of Considering Salary Adjustments of Individual Employee

[Questionnaire - Section 2 Question 2.2.2]

The employees performance level, financial situation of organization as well as 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

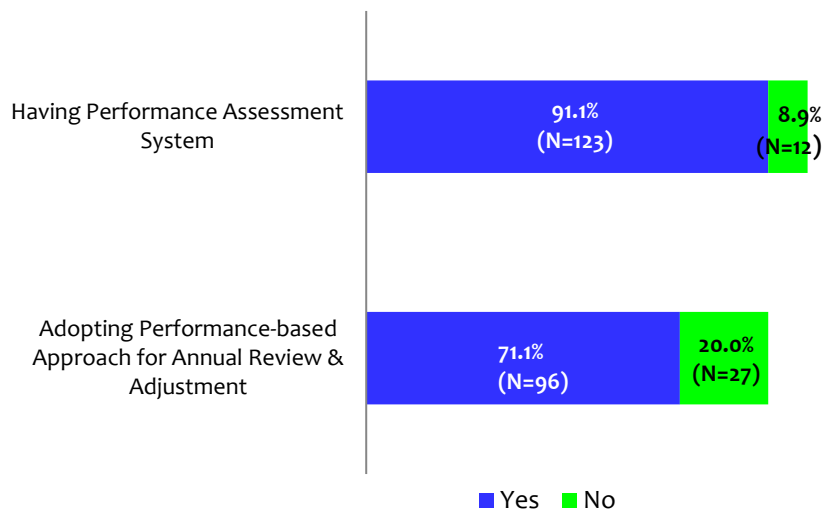


4. Performance Assessment System

[Questionnaire - Section 3 Questions]

123 (or 91.1%) of the 135 Respondents reported that they practised performance assessment systems. 96 (or 71.1%) out of 135 Respondents adopted the performance-based approach for annual salary adjustments of employees. (Chart D4).

Chart D4: Performance Assessment System



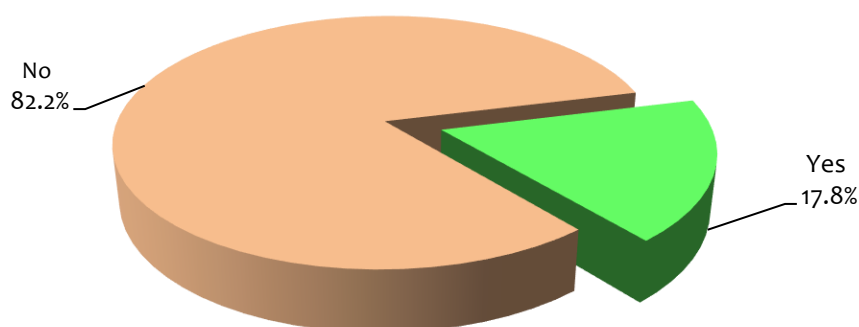
5. Contract End Payment

[Questionnaire - Section 4 Questions]

Number of Respondents : 135

5.1 24 (or 17.8%) of the 135 Respondents reported that they had offered contract end payments to their employees. (Chart D5.1).

Chart D5.1: Contract End Payment



Number of Respondents : 135