

D. Pay Management Practice

[Questionnaire - Section 2 - Section 4 Questions]

Pay management practice adopted by Respondents includes:

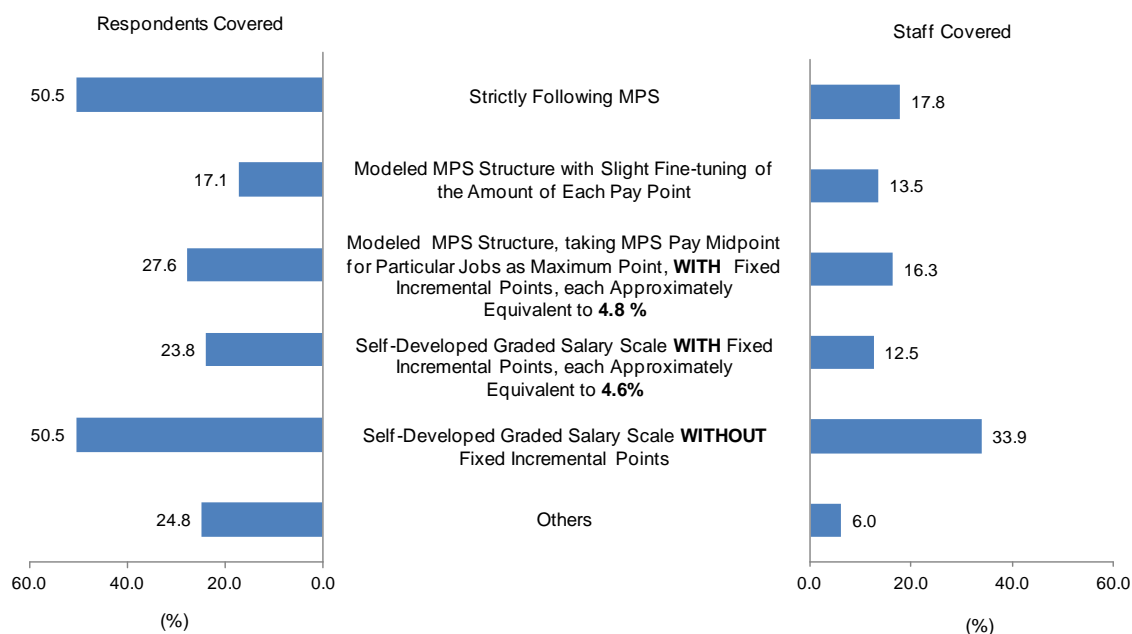
- 1) Types of salary structure
- 2) Salary structure review and salary adjustment of individual staff
- 3) Criteria of considering salary adjustment of individual staff
- 4) Performance assessment system
- 5) Contract end payment

1. Types of Salary Structure

[Questionnaire - Section 2 Question 2.1]

53 (or 50.5%) Respondents strictly practise MPS as one of the salary structures they adopted, representing 17.8% of the total number of staff covered in this Survey. 53 (or 50.5%) Respondents reported that they practise a self-developed salary structure which has no fixed incremental points, covering 33.9% of the total full-time staff. 29 (or 27.6%) Respondents practise a salary structure modeled from the MPS, taking the relevant "MPS pay midpoint" as the maximum of the respective salary grades with fixed incremental points each being approximately equivalent to 4.8%, covering 16.3% of the total full-time staff. (Chart D1).

Chart D1: Salary Structure Adopted and Corresponding Staff Covered



Number of Respondents : 105

Notes : 1. Percentages under Respondents Covered may not add up to 100% as Respondents may have more than one salary structure.

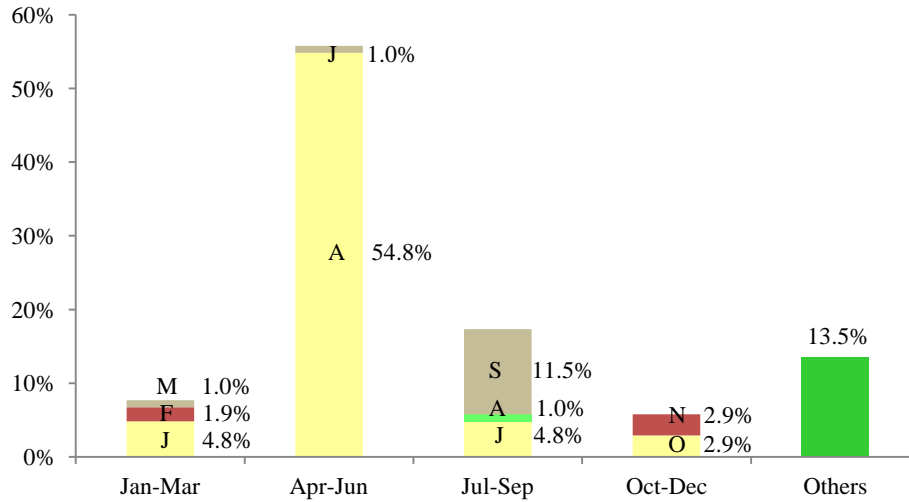
2. "Others" includes
 - Self-developed (MPS Referenced) grade salary structure with fixed incremental points;
 - Fixed salary, depend on funding;
 - No fixed salary structure;
 - Follow inflation index and
 - Based on project funding, etc.

2. Salary Structure Review and Salary Adjustment of Individual Staff

[Questionnaire - Section 2 Questions 2.1.1 & 2.2.1]

57 (or 54.8%) of the Respondents reported that they review their salary structure in April, whereas 12 (or 11.5%) conduct their salary structure review in September. (Chart D2.1).

Chart D2.1: Month of Salary Structure Review

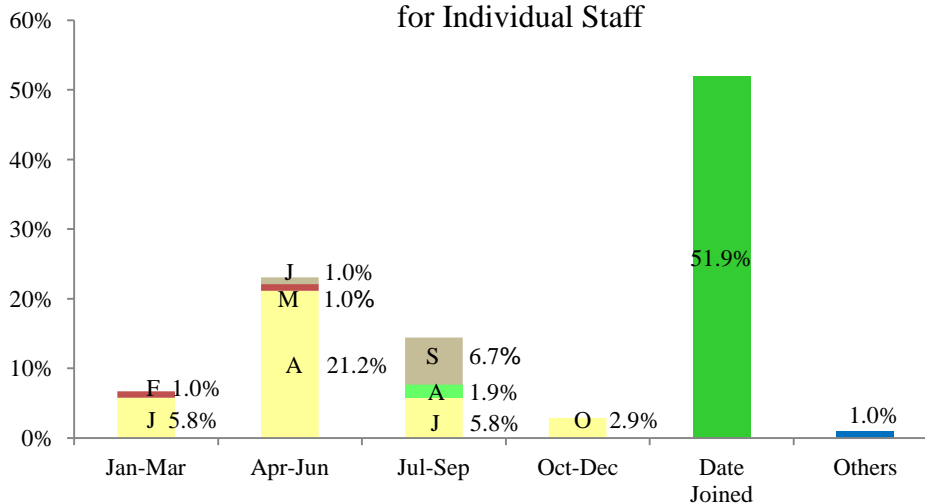


Number of Respondents : 104

Note : No salary structure review was conducted in May and December.

For salary adjustment of individual staff, 54 (or 51.9%) Respondents conduct their annual review and adjustment upon the respective staff's anniversary month of joining the NGO, whereas 22 (or 21.2%) reported that the review and the adjustment are conducted in April. (Chart D2.2).

Chart D2.2: Month of Annual Salary Review & Adjustment for Individual Staff



Number of Respondents : 104

Note : No annual salary review was conducted in March, November and December.

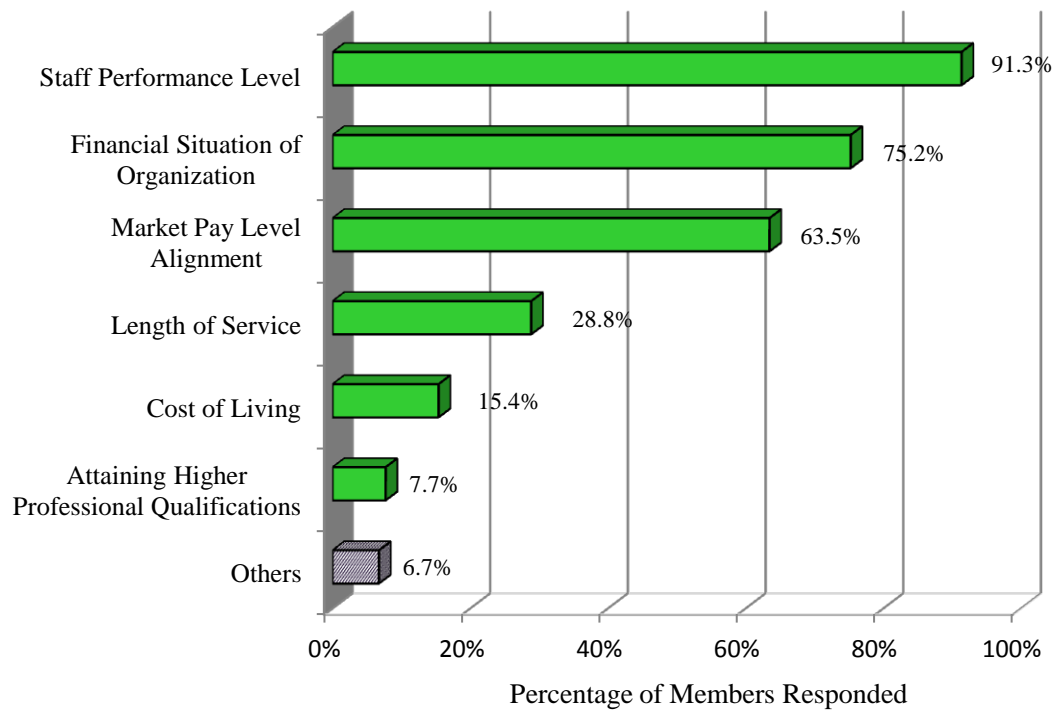
3. Criteria of Considering Salary Adjustment of Individual Staff

[Questionnaire - Section 2 Question 2.2.2]

Excerpt

Staff performance level, financial situation of the NGO as well as market pay level are the three top factors in determining individual staff's salary adjustment. (Chart D3).

Chart D3: Criteria of Considering Staff Salary Adjustment



Note : Respondents can choose multiple responses.

Number of Respondents : 104