

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]

47 (or 44.3%) Respondents strictly practise MPS as one of the salary structures they adopted, representing 17.4% of the total number of staff covered in this Survey. 57 (or 53.8%) Respondents reported that they practise a self-developed salary structure which has no fixed incremental points, covering 27.6% of the total full-time staff. 26 (or 24.5%) 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 4.2%, covering 15.9% of the total full-time staff. (Chart D1).

Chart D1: Salary Structure Adopted and Corresponding Staff Covered



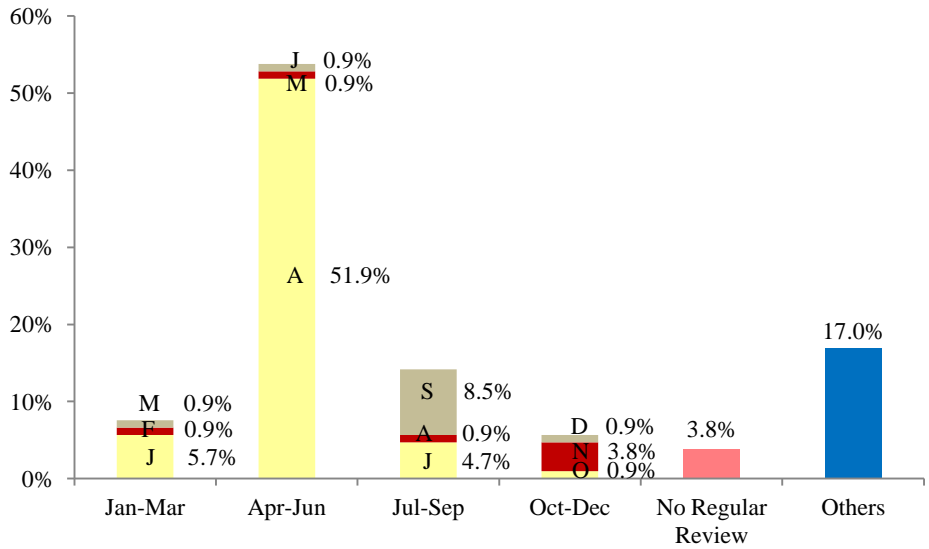
- Notes :
1. Percentages under Respondents Covered may not add up to 100% as Respondents may have more than one salary structure.
 2. "Others" includes
 - Self-developed (MPS Referenced) grade salary structure with fixed incremental points;
 - Modeled from MPS structure but the starting and maximum points are different
 - Fixed salary, depend on funding;
 - No fixed salary structure;
 - Follow inflation index;
 - 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]

55 (or 51.9%) of the Respondents reported that they review their salary structure in April, whereas 9 (or 8.5%) conduct their salary structure review in September. (Chart D2.1).

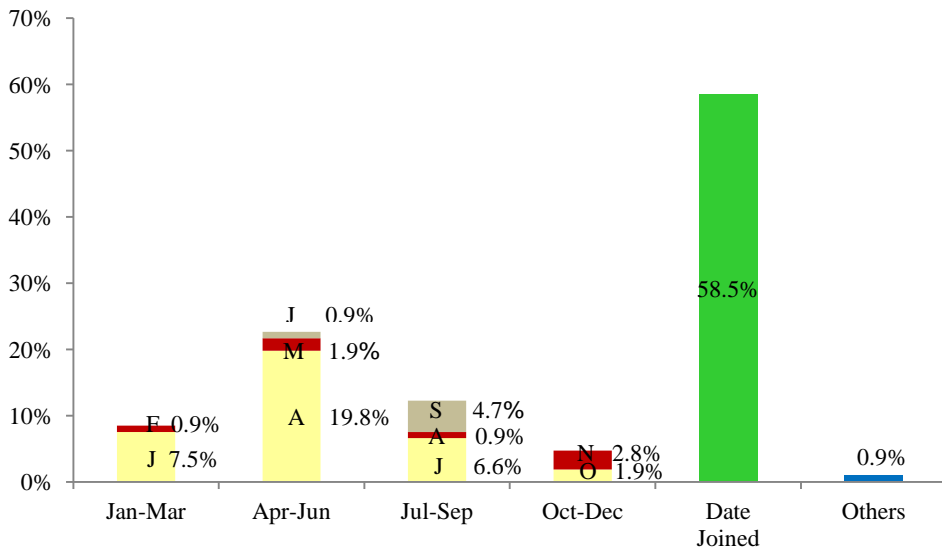
Chart D2.1: Month of Salary Structure Review



Number of Respondents : 106

For salary adjustment of individual staff, 62 (or 58.5%) Respondents conduct their annual review and adjustment upon the respective staff's anniversary month of joining the NGO, whereas 21 (or 19.8%) 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 : 106

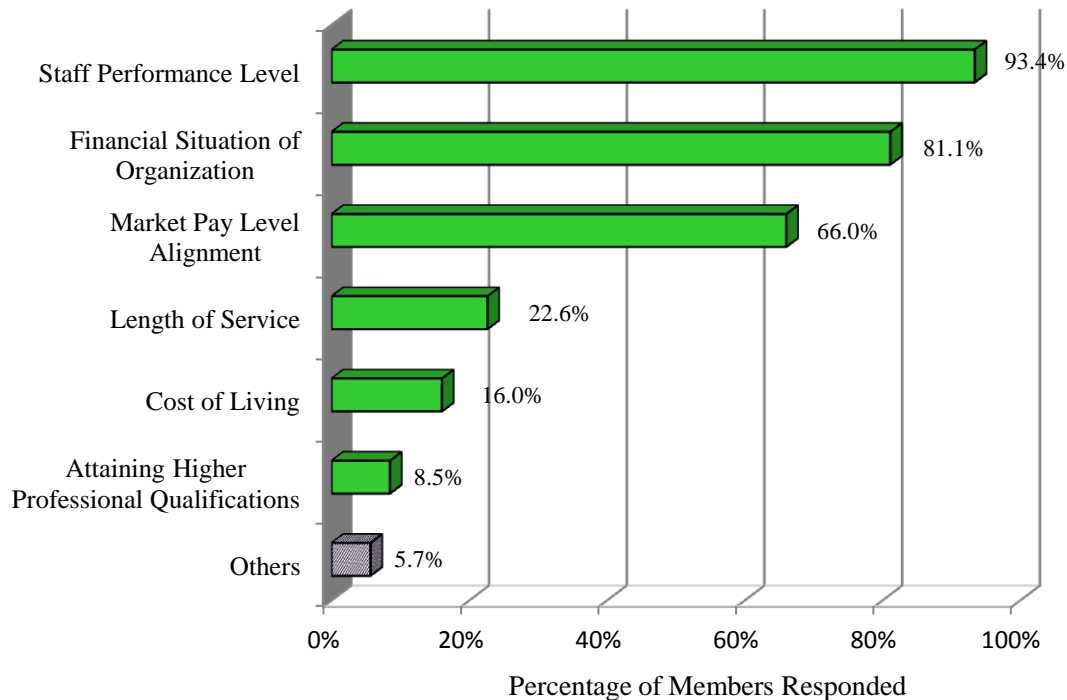
Note : No annual salary review was conducted in March and December.

3. Criteria of Considering Salary Adjustment of Individual Staff

[Questionnaire - Section 2 Question 2.2.2]

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 : Multiple answers were allowed.

Number of Respondents : 106

4. Performance Assessment System

[Questionnaire - Section 3 Questions]

4.1 92 (or 86.8%) of the 106 Respondents reported that they practise performance assessment system. The system covered 91.7% of full-time staff who are employed under salary structures which do not strictly follow the MPS. Among the 106 Respondents, 67 (or 63.2%) adopt performance-based approach for annual salary adjustment of staff and 27 (or 25.5%) Respondents award discretionary performance-based incentive to eligible staff. (Chart D4.1).