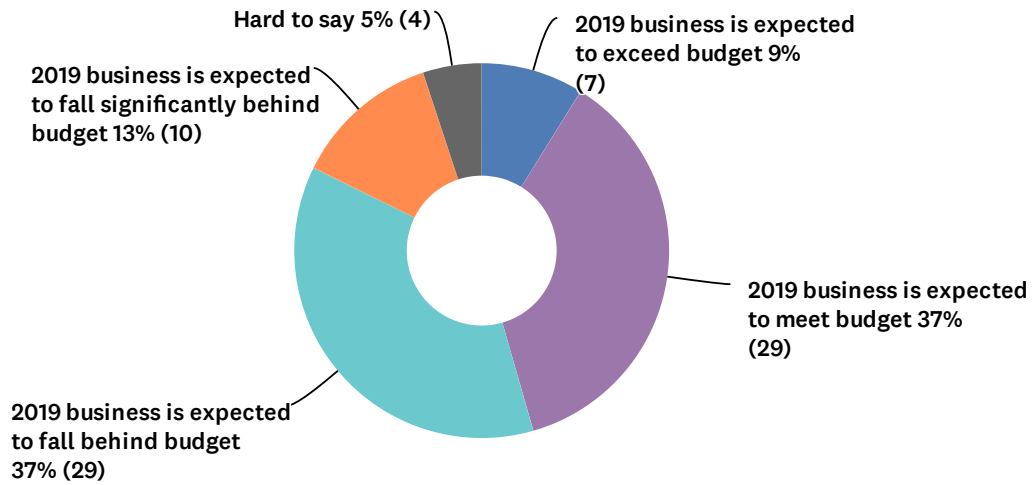# Q1 Which of the following statement best describes your organisation's latest business outlook for 2019?
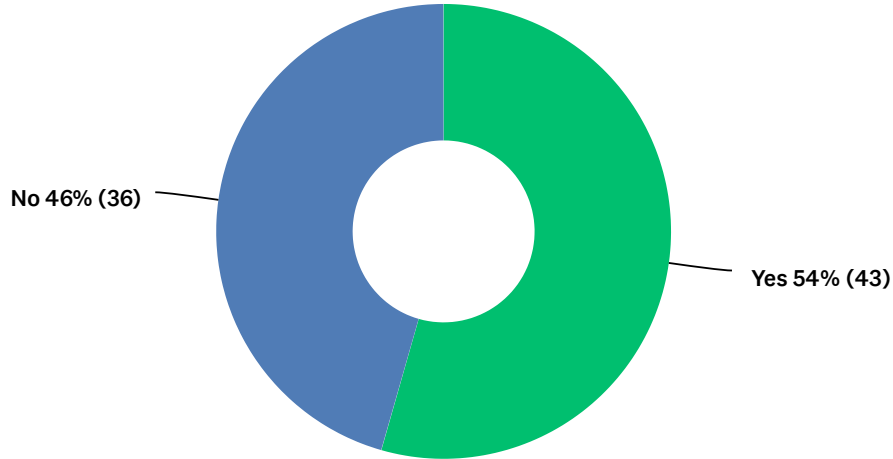
Answered: 79   Skipped: 0

ANSWER CHOICES	RESPONSES	
2019 business is expected to significantly exceed budget	0%	0
2019 business is expected to exceed budget	9%	7
2019 business is expected to meet budget	37%	29
2019 business is expected to fall behind budget	37%	29
2019 business is expected to fall significantly behind budget	13%	10
Hard to say	5%	4
TOTAL		79

## Q2 Has your organisation revised the manpower plan for Q4 2019 given the latest business outlook?

Answered: 79   Skipped: 0

No 46% (36)

Yes 54% (43)

ANSWER CHOICES	RESPONSES	
Yes	54%	43
No	46%	36
TOTAL		79

Q3 Which of the following statement best describes your organisation's revised manpower plan for Q4 2019 compared with the original plan?

Answered: 42   Skipped: 37
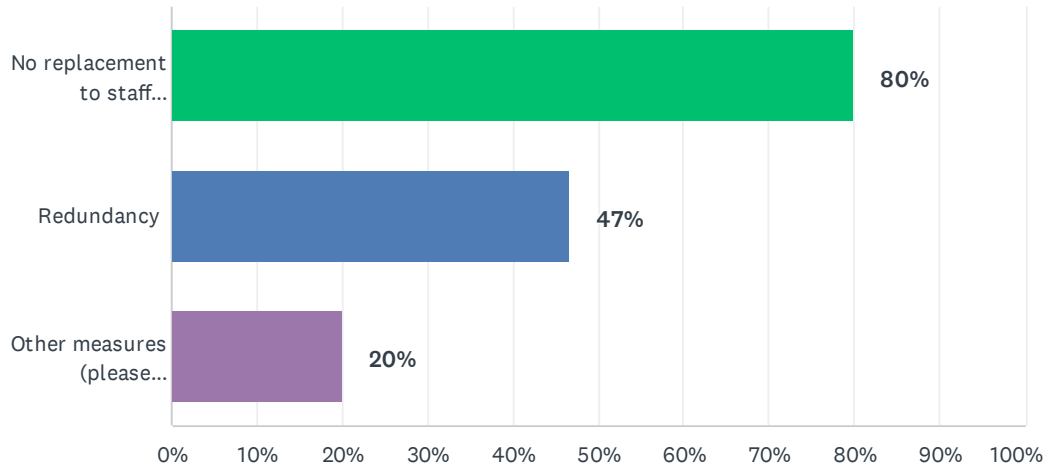
Increase headcount 12% (5)

Reduce headcount 36% (15)

Freeze headcount 52% (22)
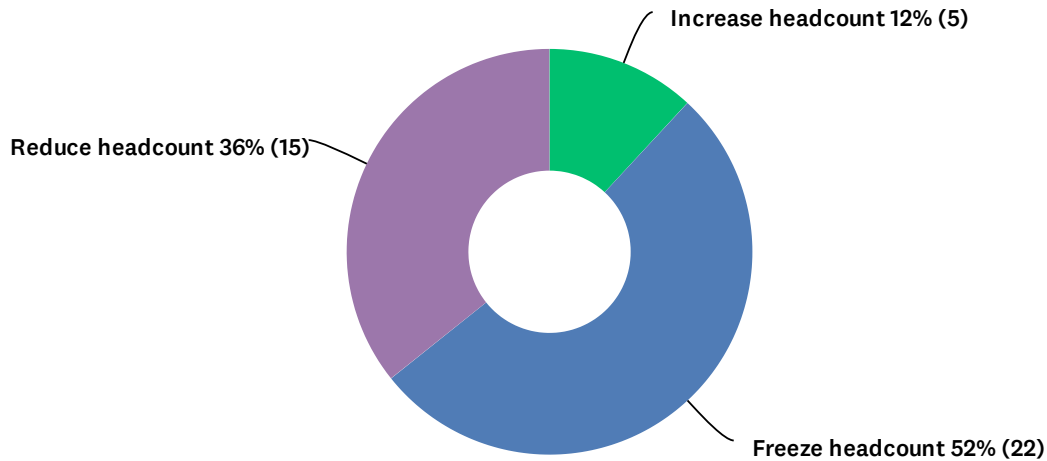
ANSWER CHOICES	RESPONSES	
Increase headcount	12%	5
Freeze headcount	52%	22
Reduce headcount	36%	15
TOTAL		42

Q4 Which of the following actions have been / will be taken as a result of the reduction in headcount? (Please select all that apply)

Answered: 15   Skipped: 64

ANSWER CHOICES	RESPONSES	
No replacement to staff turnover / natural attrition	80%	12
Redundancy	47%	7
Other measures (please specify)	20%	3
Total Respondents: 15		

Q5 In what way is the latest business outlook affecting the following 2019 expense items of your organisation?

Answered: 71   Skipped: 8

Ways 2019 expenses are affected

- ■ Increase   ■ Maintain   ■ Decrease   ■ Hard to say
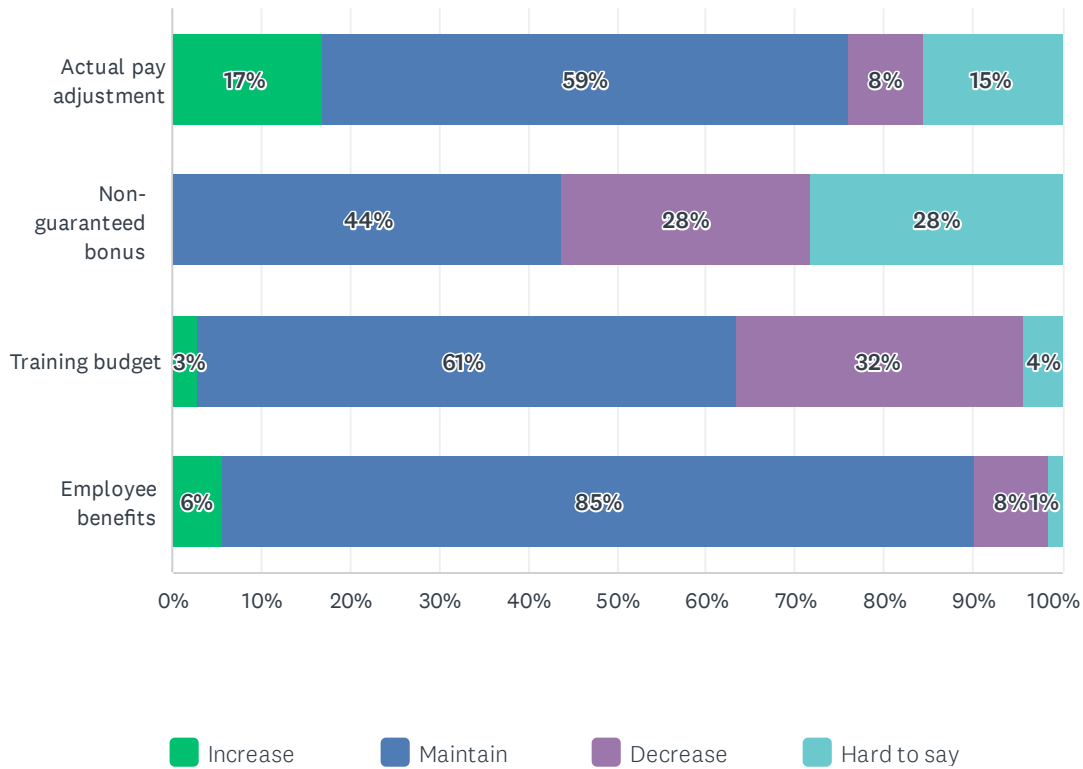
Ways 2019 expenses are affected

	INCREASE	MAINTAIN	DECREASE	HARD TO SAY	TOTAL
Actual pay adjustment	17% 12	59% 42	8% 6	15% 11	71
Non-guaranteed bonus	0% 0	44% 31	28% 20	28% 20	71
Training budget	3% 2	61% 43	32% 23	4% 3	71
Employee benefits	6% 4	85% 60	8% 6	1% 1	71

Q6 Which of the following statement best describes your organisation's business outlook for 2020?

Answered: 69   Skipped: 10
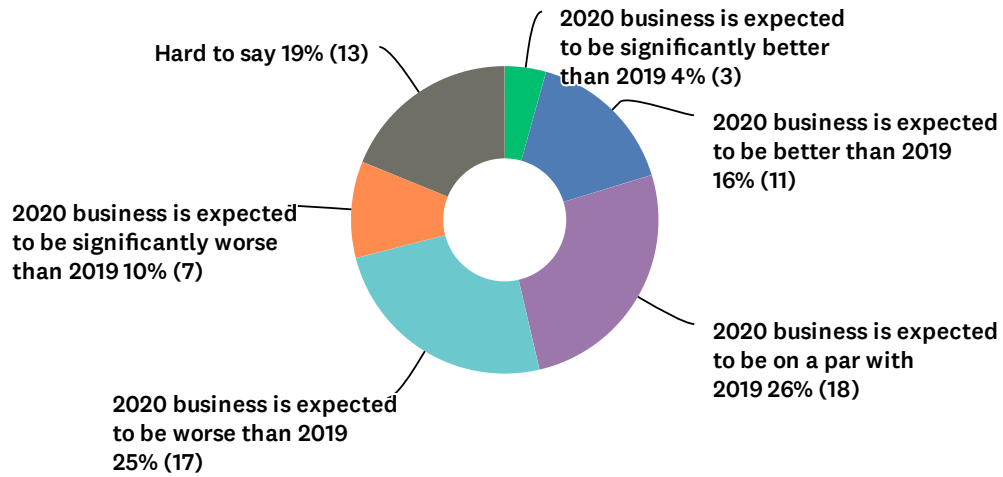
ANSWER CHOICES	RESPONSES	
2020 business is expected to be significantly better than 2019	4%	3
2020 business is expected to be better than 2019	16%	11
2020 business is expected to be on a par with 2019	26%	18
2020 business is expected to be worse than 2019	25%	17
2020 business is expected to be significantly worse than 2019	10%	7
Hard to say	19%	13
TOTAL		69

Q7 Taking the latest business outlook into account, which of the following statement best describes your organisation's 2020 manpower plan compared with 2019?

Answered: 69   Skipped: 10
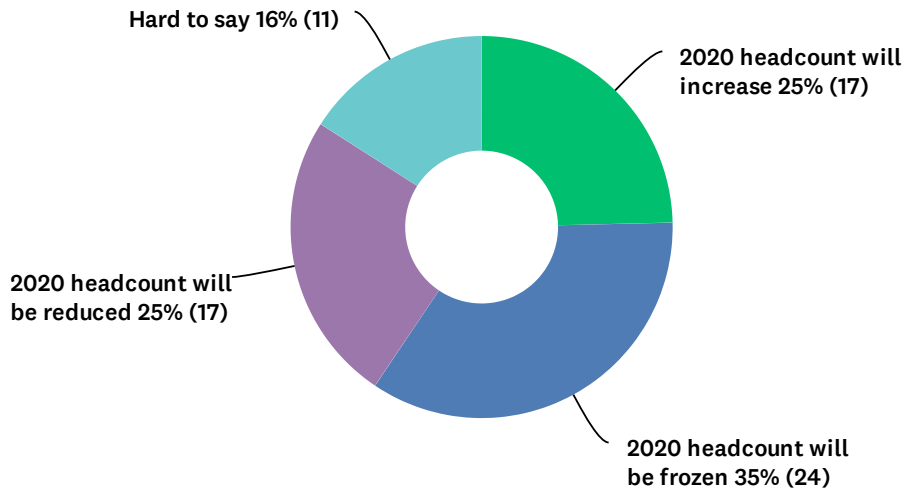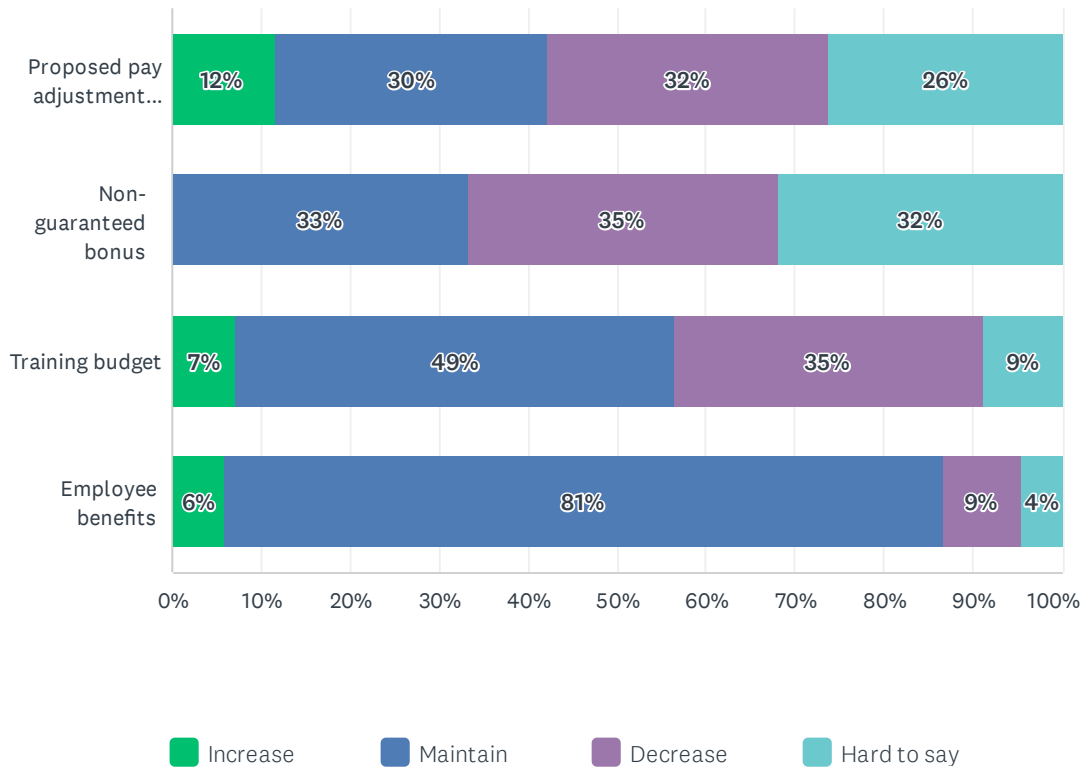

ANSWER CHOICES	RESPONSES	
2020 headcount will increase	25%	17
2020 headcount will be frozen	35%	24
2020 headcount will be reduced	25%	17
Hard to say	16%	11
TOTAL		69

Q8 How will the following 2020 expense items be affected given the latest business outlook?

Answered: 69   Skipped: 10

Ways 2020 expenses expected to be affected

Proposed pay adjustment...	12%	30%	32%	26%
Non-guaranteed bonus		33%	35%	32%
Training budget	7%	49%	35%	9%
Employee benefits	6%	81%	9%	4%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Increase ■ Maintain ■ Decrease ■ Hard to say

Ways 2020 expenses expected to be affected					
	INCREASE	**MAINTAIN**	**DECREASE**	**HARD TO SAY**	**TOTAL**
Proposed pay adjustment budget	12% 8	30% 21	32% 22	26% 18	69
Non-guaranteed bonus	0% 0	33% 23	35% 24	32% 22	69
Training budget	7% 5	49% 34	35% 24	9% 6	69
Employee benefits	6% 4	81% 55	9% 6	4% 3	68

Q9 Has your organisation implemented / planned for any actions or strategies to cope with the challenges brought about by the latest business outlook?

Answered: 69   Skipped: 10

Not sure 23% (16)
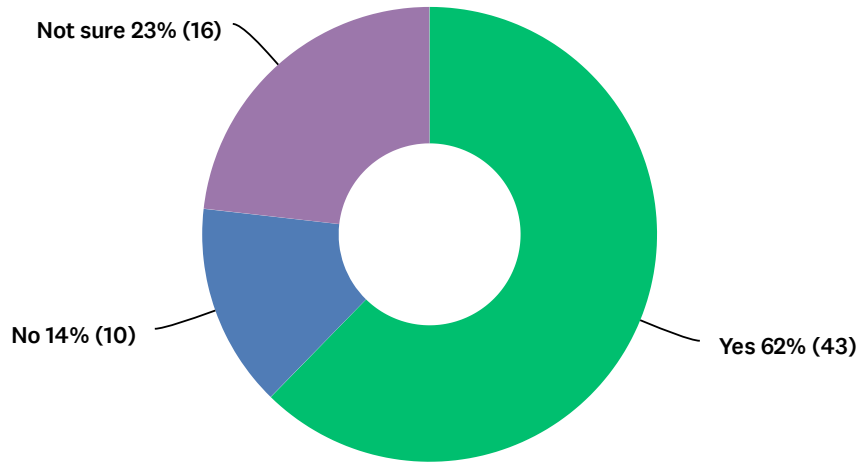
No 14% (10)

Yes 62% (43)

ANSWER CHOICES	RESPONSES	
Yes	62%	43
No	14%	10
Not sure	23%	16
TOTAL		69

Q10 Which of the following actions or strategies have been implemented / planned in view of the latest business outlook for 2019 and 2020? (please select a maximum of 5)

Answered: 43   Skipped: 36

Category	Percentage
Tighten travel & expenses...	60%
Review organisation...	53%
Redesign jobs	47%
Delay on-boarding ...	42%
Review KPIs / bonus targets	35%
Reduce training budget	35%
Shift to part-time /...	26%
Control full-time vs...	23%
Staff redundancy	19%
Review bonus schemes	16%
Review location of...	14%
Review insurance /...	7%
Reduce other staff benefits	7%
Other (please specify)	7%
Request employees to...	2%
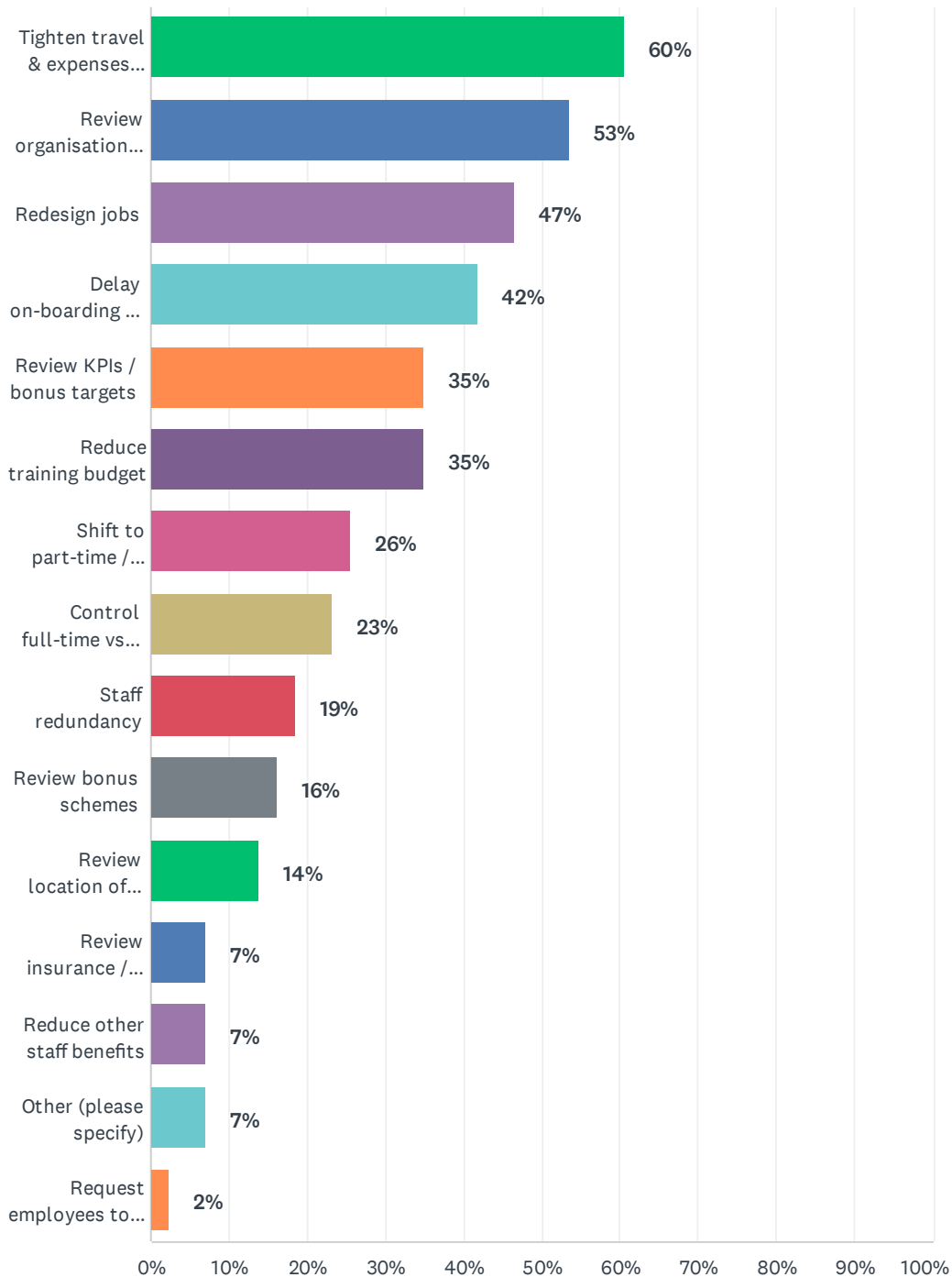
ANSWER CHOICES	RESPONSES	
Tighten travel & expenses control	60%	26
Review organisation structure	53%	23
Redesign jobs	47%	20
Delay on-boarding of new or replacement headcounts	42%	18
Review KPIs / bonus targets	35%	15
Reduce training budget	35%	15
Shift to part-time / third party contractor to fill hiring needs	26%	11
Control full-time vs. part-time staff ratio	23%	10
Staff redundancy	19%	8
Review bonus schemes	16%	7
Review location of office / headquarter	14%	6
Review insurance / medical coverage	7%	3
Reduce other staff benefits	7%	3
Other (please specify)	7%	3
Request employees to take no-pay leave	2%	1
Total Respondents: 43		

Q11 When does annual pay adjustment take place for all / the majority of employees at your organisation?   (please select all that apply)

Answered: 67   Skipped: 12

Month	Percentage
January	31%
February	1%
March	7%
April	40%
May	3%
June	3%
July	9%
August	3%
September	1%
October	1%
November	1%
December	3%
Anniversary date of...	4%
Timing not fixed	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
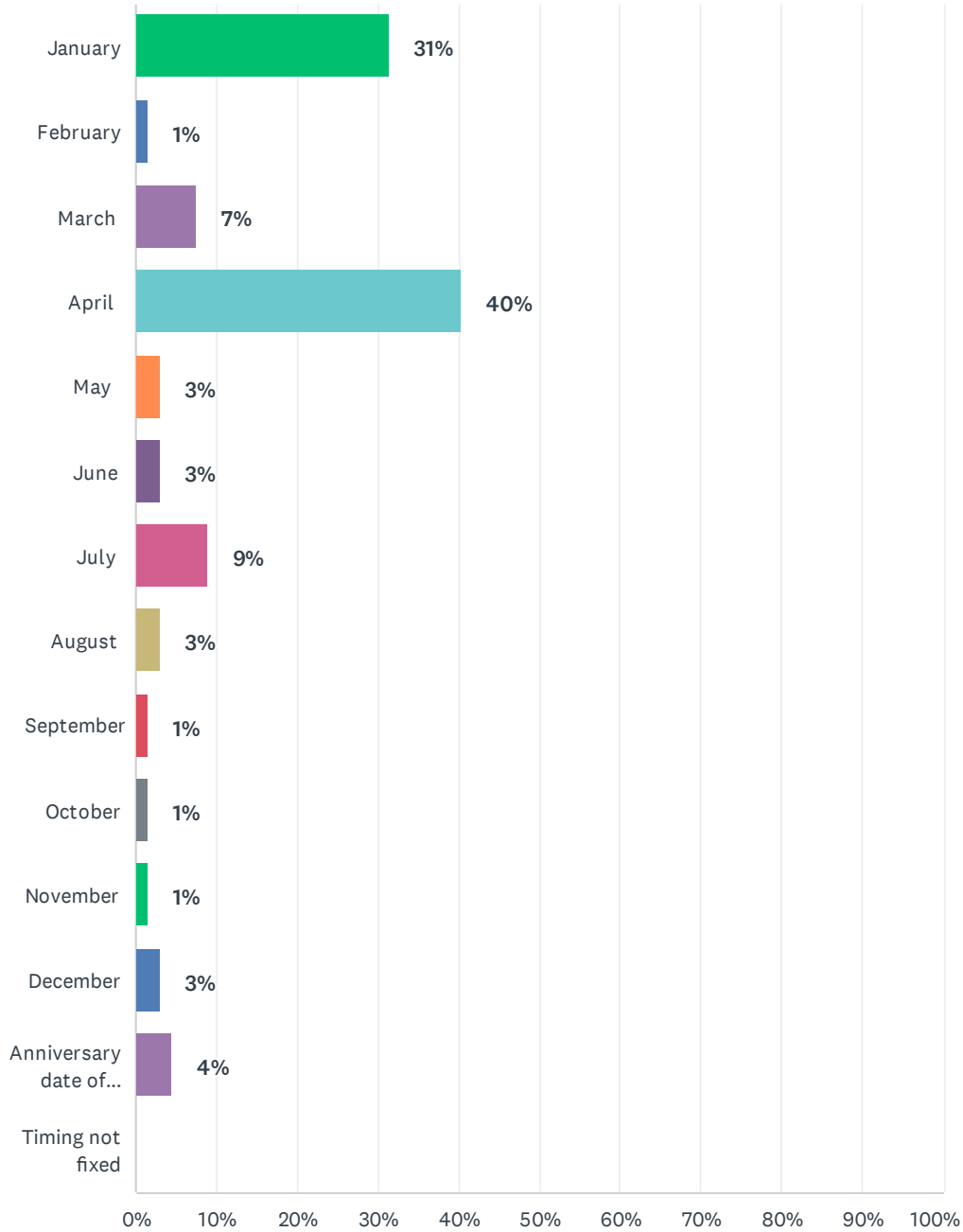
HKIHRM HR Pulse Check on Business & Manpower Outlook

ANSWER CHOICES	RESPONSES	
January	31%	21
February	1%	1
March	7%	5
April	40%	27
May	3%	2
June	3%	2
July	9%	6
August	3%	2
September	1%	1
October	1%	1
November	1%	1
December	3%	2
Anniversary date of individual employee joining the company	4%	3
Timing not fixed	0%	0
Total Respondents: 67		

Q12 When is the pay adjustment budget of the following year finalised? (please select all that apply)

Answered: 68   Skipped: 11

Month	Percentage
January	13%
February	6%
March	18%
April	9%
May	1%
June	4%
July	4%
August	1%
September	
October	9%
November	15%
December	19%
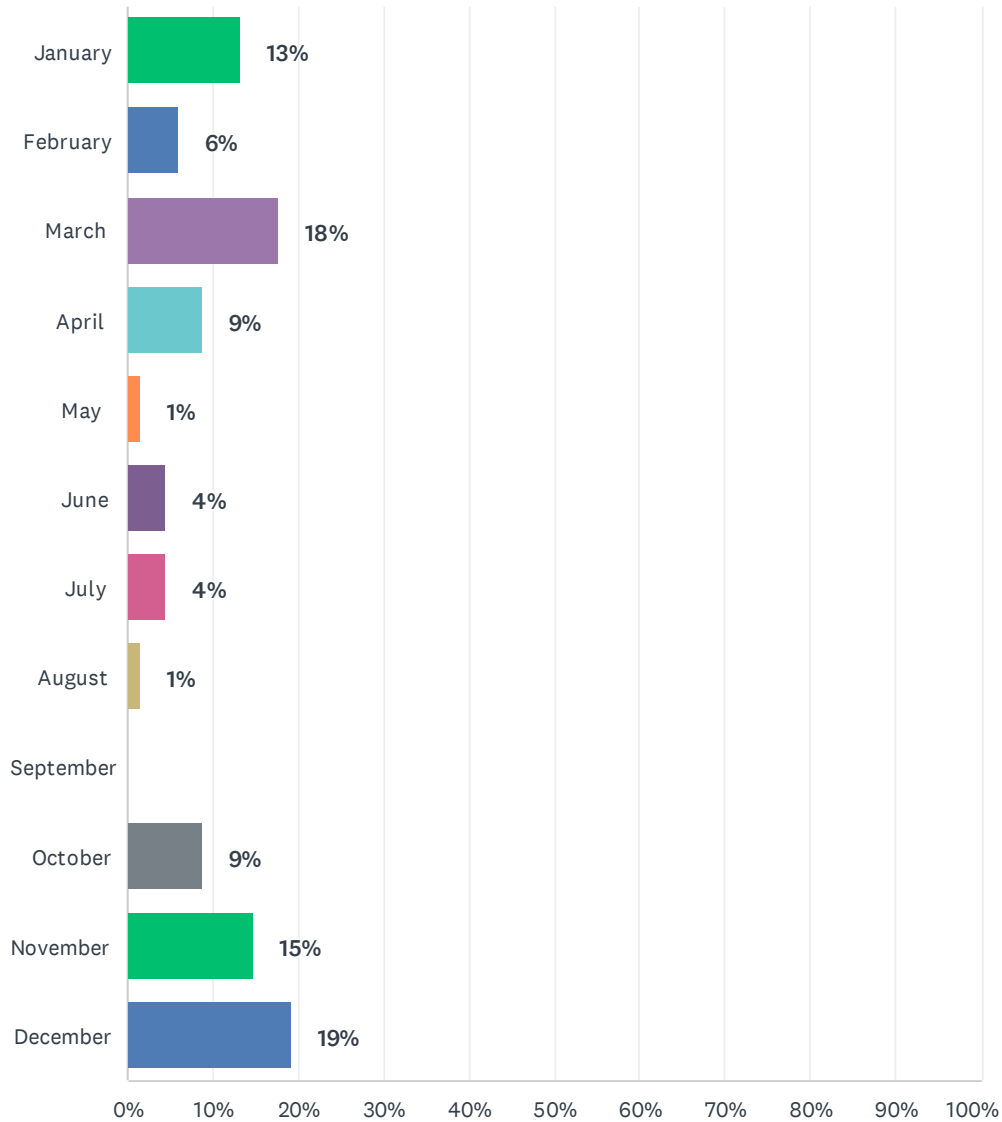
HKIHRM HR Pulse Check on Business & Manpower Outlook

ANSWER CHOICES	RESPONSES	
January	13%	9
February	6%	4
March	18%	12
April	9%	6
May	1%	1
June	4%	3
July	4%	3
August	1%	1
September	0%	0
October	9%	6
November	15%	10
December	19%	13
TOTAL		68

Q13 Does your company have any discretionary bonus scheme?
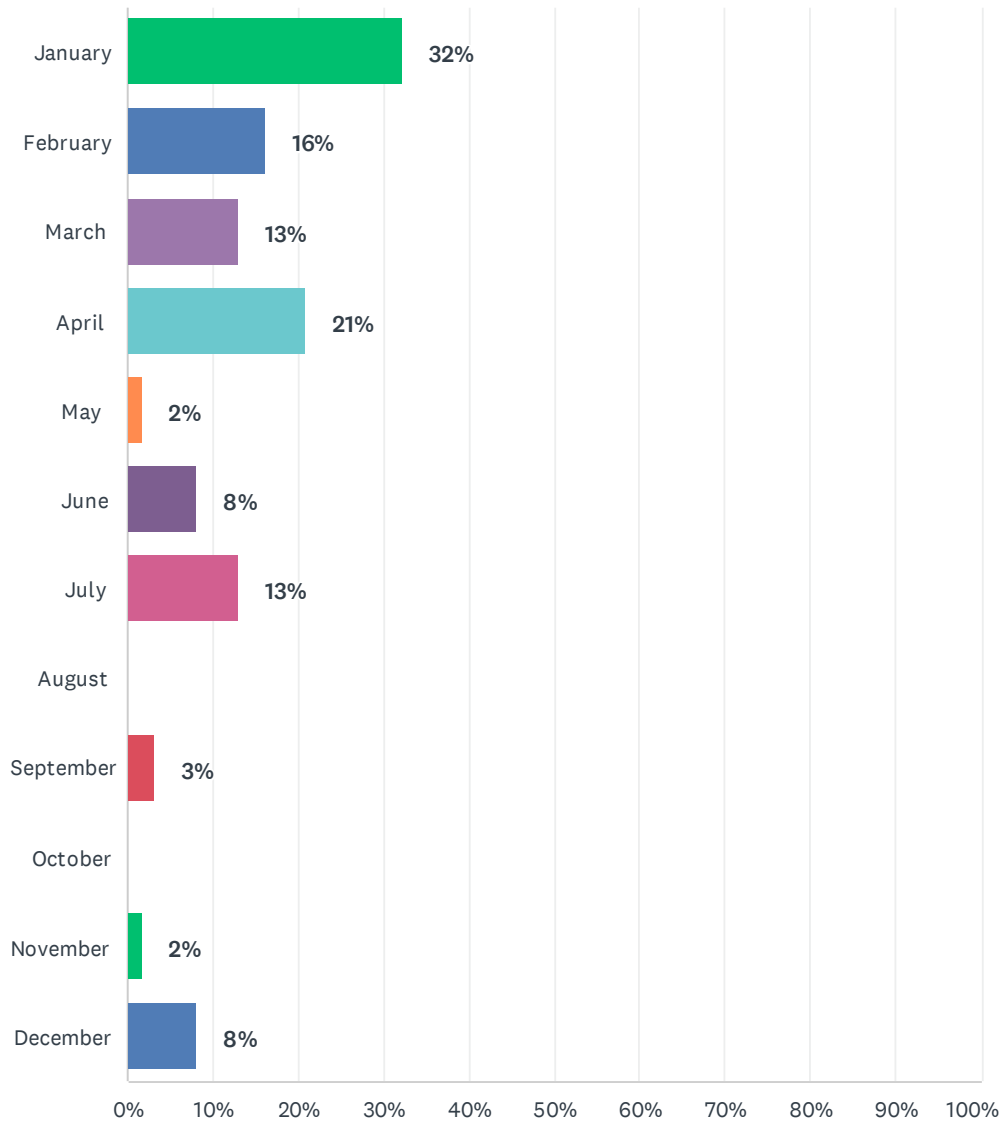
Answered: 68   Skipped: 11
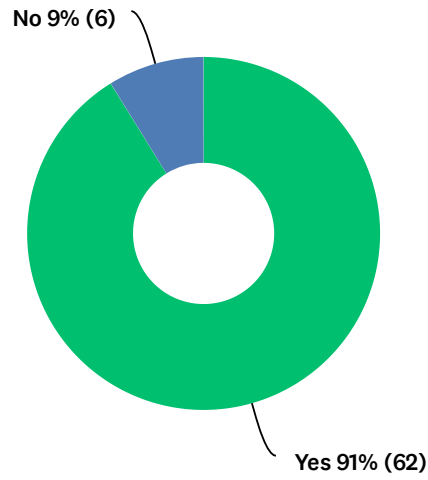
No 9% (6)

Yes 91% (62)

ANSWER CHOICES	RESPONSES	
Yes	91%	62
No	9%	6
TOTAL		68

Q14 In which month(s) does all / the majority of eligible employees at your organisation receive their discretionary bonus?   (please select all that apply)

Answered: 62   Skipped: 17
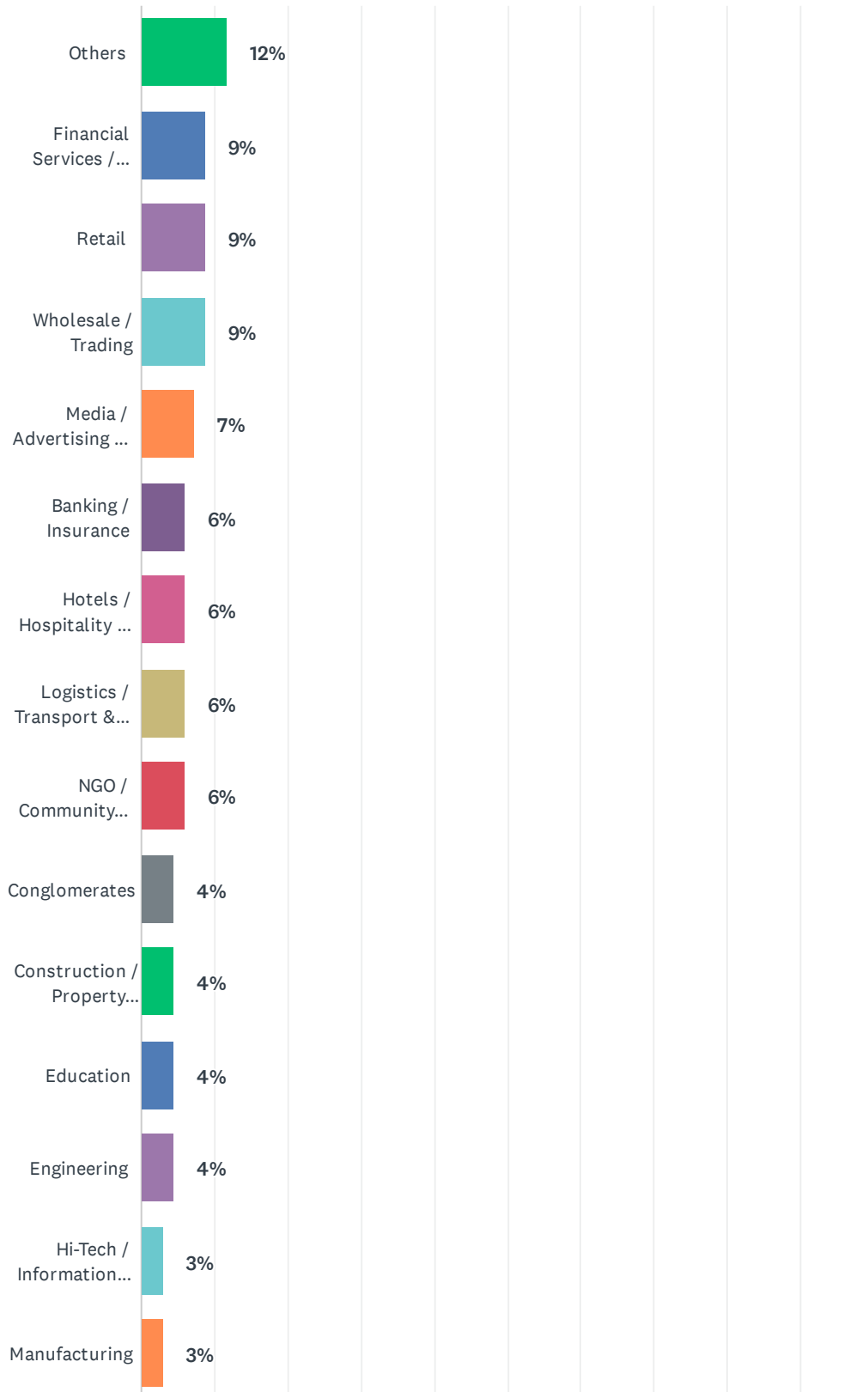
Month	Percentage
January	32%
February	16%
March	13%
April	21%
May	2%
June	8%
July	13%
August	
September	3%
October	
November	2%
December	8%

ANSWER CHOICES	RESPONSES	
January	32%	20
February	16%	10
March	13%	8
April	21%	13
May	2%	1
June	8%	5
July	13%	8
August	0%	0
September	3%	2
October	0%	0
November	2%	1
December	8%	5
Total Respondents: 62		

Q15 Which of the following industrial classification best describes the principal operation of your organisation in Hong Kong?

Answered: 68   Skipped: 11

Category	Percentage
Others	12%
Financial Services /...	9%
Retail	9%
Wholesale / Trading	9%
Media / Advertising ...	7%
Banking / Insurance	6%
Hotels / Hospitality ...	6%
Logistics / Transport &...	6%
NGO / Community...	6%
Conglomerates	4%
Construction / Property...	4%
Education	4%
Engineering	4%
Hi-Tech / Information...	3%
Manufacturing	3%

Beauty services /... — 1%

Business services /... — 1%

Oil / Chemicals /... — 1%

Public Utilities /... — 1%

Restaurant / Catering — 1%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
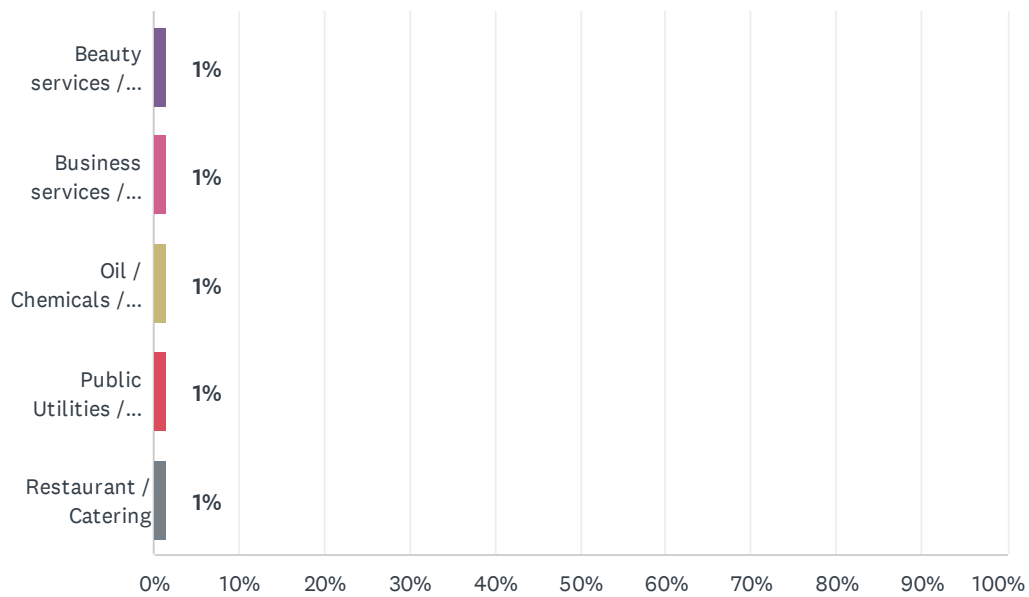
HKIHRM HR Pulse Check on Business & Manpower Outlook

ANSWER CHOICES	RESPONSES	
Others	12%	8
Financial Services / FinTech	9%	6
Retail	9%	6
Wholesale / Trading	9%	6
Media / Advertising / Publishing	7%	5
Banking / Insurance	6%	4
Hotels / Hospitality / Tourism related services	6%	4
Logistics / Transport & related services	6%	4
NGO / Community services / Social services	6%	4
Conglomerates	4%	3
Construction / Property Development	4%	3
Education	4%	3
Engineering	4%	3
Hi-Tech / Information Technology / ICT	3%	2
Manufacturing	3%	2
Beauty services / Personal services	1%	1
Business services / Professional services	1%	1
Oil / Chemicals / Energy	1%	1
Public Utilities / Statutory bodies / Government	1%	1
Restaurant / Catering	1%	1
TOTAL		68