

# CEO Manpower Conference 2007

## "Hong Kong's Human Capital: Strategic Challenges - Practical Solutions"

*By invitation only. Closed to media.*

Organizer:



Hong Kong General Chamber of Commerce  
香港總商會 1861

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30 May 2007 (Wed) at the Grand Ballroom, The Aberdeen Marina Club

### Welcome Remarks

**9:00am** Lily Chiang, Chairman, Hong Kong General Chamber of Commerce

### Introductory Remarks

**9:05am** Steve Tait, Chairman, HKGCC Manpower Committee  
*(present key findings from the pre-event questionnaire)*

### Keynote Addresses

**9:15am** Professor Richard Wong, Deputy Vice-Chancellor, The University of Hong Kong

**9:30am** Betty Fung, Deputy Secretary for Education & Manpower, Education & Manpower Bureau

### CEO Plenary Roundtable: Visions from Business Leaders

**9:45am** *Prominent Business Leaders will present their strategic views on what sort of opportunities or threats they see evolving from the current business environment on the demand and supply of Hong Kong's manpower.*

Moderator: **Steve Tait**, Head of Human Resources Asia-Pacific, HSBC

- ◆ **Betty Yuen**, Managing Director, CLP Power Hong Kong Ltd
- ◆ **Y K Pang**, Chief Executive, Hongkong Land Ltd
- ◆ **Wilfred Wong**, Executive Vice Chairman and CEO, Mission Hills Group
- ◆ **John Chan**, Senior Executive Director, Kowloon Motor Bus

### Coffee Break & Networking

**11:05am** Coffee and tea served

### Plenary Roundtable: People Management Strategies + Case Studies

**11:30am** *Corporate Human Resources Heads will share best practices and present some practical solutions companies may consider for their future manpower planning*

Moderator: **Brian Renwick**, Managing Director, Boyden Management Consulting Asia Ltd

- ◆ **Sandy Fok**, General Manager, Staff Development, John Swire & Sons (HK) Ltd
- ◆ **Frank Saucedo**, Senior Vice President, Corporate Human Resources, Luen Thai International Group Ltd
- ◆ **Catherine Loui**, Co-Head of Human Resources, Morgan Stanley Asia

### Luncheon Dialogue

**1:00pm** Moderator: **Alex Fong**, CEO, Hong Kong General Chamber of Commerce

- ◆ **Ronnie Chan**, Chairman, Hang Lung Group Ltd

### Conclusion & Closing Remarks

**2:20pm** Steve Tait, Chairman, HKGCC Manpower Committee

End of Conference



# Talent Shortage Undermining Hong Kong's 人才短 削弱香港競爭力

Over 100 CEOs and HR professionals discussed the challenges facing Hong Kong's future manpower needs at the Chamber's second CEO Manpower Conference

本會舉辦的第二屆「總裁人力會議」吸引逾100位行政總裁及人力資源專家出席，一起探討香港未來所面對的人力需求挑戰。

Current demand for talent in Hong Kong is expected to continue to outstrip supply and the future global competition for skilled professionals is only likely to intensify further. Moreover, rapid development in the Mainland, especially the Pearl River Delta, and Asia is expected to exacerbate the talent shortage in Hong Kong.

This is the conclusion of the Second CEO Manpower Conference entitled "Hong Kong's Human Capital: Strategic Challenges, Practical Solutions," organized by HKGCC on May 30.

To alleviate the shortage, Hong Kong must attract a deeper pool of international and regional talent by adopting a more liberal immigration policy, and at the same time making our workforce more

internationally and regionally astute to ensure they can meet the challenges in today's globalized business environment.

Steve Tait, Chairman of HKGCC's Manpower Committee, said the findings of a pre-conference questionnaire showed employers are facing a talent crunch. Some 63% of respondents said they faced difficulties in hiring suitable talent, specifically, employees with good English and Putonghua skills, professional skills (management skills, communication and interpersonal skills, marketing experience) and a good working attitude (sense of responsibility, loyalty and commitment, integrity).

Respondents ranked strong English and Putonghua skills (70%) as the most important factor to support



# Competitiveness



their business strategy, followed by technical skills (55%), leadership skills (52%) and work skills (42%).

“The shortage of local talent equipped with these skills is constraining Hong Kong’s competitiveness and it is undermining our position as the region’s leader,” Dr Lily Chiang, Chairman of HKGCC said. “We are not alone in this battle for talent. Economies around the world are all competing to win the global war for talent. Therefore, we have to do more to market Hong Kong as an attractive place for talent from around the world to come here and work.”

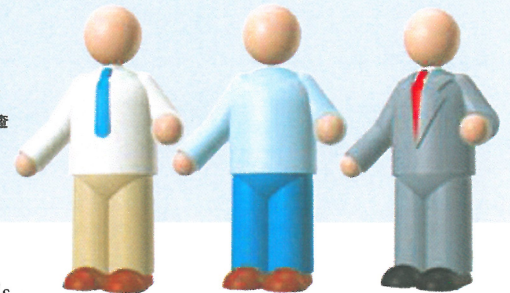
“It is a longstanding concern of the business sector that the language ability of Hong Kong graduates has been on the decline. Ensuring students are proficient

## Most pressing manpower issues Hong Kong will face in the next decade

香港未來十年面對最迫切的人力議題將會是：

- Competition for labour and talent  
勞工及人才競爭
- Attitudes of the young workforce  
年輕僱員的態度
- Deficiency of the education system to supply people/skills  
教育制度未能為市場供應所需的勞工/ 技能
- Cross-cultural mentality of our workforce  
勞工的跨文化視野
- Skills mismatch  
技能錯配
- Lack of knowledge of China operations  
對中國業務運作 乏認識
- High labour cost  
高勞工成本
- Declining language standards  
語文水平下降
- Young graduates’ priority to work in the service industry  
年輕畢業生傾向投身服務業
- Aging population  
人口老化
- Environmental pollution  
環境污染
- Mobility of the workforce  
勞工的流

SOURCE: CEO MANPOWER  
CONFERENCE QUESTIONNAIRE  
資料來源：總裁人力會議問卷調查



in English and Putonghua is essential for our competitiveness if we are to function effectively in today’s international arena,” she added.

Betty Fung, Deputy Secretary for Education & Manpower, Education & Manpower Bureau, said at the conference that the government will spend HK\$56.5 billion on education annually, making education the largest single recurring government expenditure. While HKGCC welcomes the government’s commitment that education is an investment in Hong Kong’s future, in addition to language skills, another important asset that Hong Kong employees seem to lack is an international and regional perspective of the business world.





To ensure education and training policies achieve the desired results, participants at the conference stressed that more emphasis must be placed on measuring output (quality of students, skills, etc), rather than just calculating the input (public funds poured into education).

Professor Richard Wong, Deputy Vice-Chancellor, The University of Hong Kong, explained during his presentation that the value proposition of workers in the 10th percentile of wages has been declining since the 1970s, while the 90th percentile has been steadily climbing.

“The proportion of knowledge workers has grown by 40% over 60 years in the U.S., so their skills now command a high premium,” he said. “For Hong Kong, education alone will not solve the problem. We have to attract people from overseas, which could be achieved by gradually relaxing the openness of our borders to allow a natural flow of talent.”

HKGCC CEO Alex Fong said that although the issues raised at the conference were very wide ranging, “they can be summarized under a ‘3-3-3’ conceptual framework, namely tri-lingual (English, Putonghua and a third language), tri-cultural (local, Mainland and another culture), and tripartite cooperation (the business sector, government and educational

institutions) to ensure we attract and develop the talent we need.”

Some of the shortcomings of our local talent pool can partially be addressed through refining the education system, but participants stressed this is something that government alone cannot solve. The business sector also has a responsibility to provide training and exposure for staff.

Speakers at the conference said more multinational companies are coming to Hong Kong to set up to enter into China, and this influx of companies is creating strong demand for employees. Moreover, a lot of Mainland companies are also establishing a presence in Hong Kong. Besides a shortage of language skills, another concern of businesses is the lack of mobility among the workforce.

“A few years ago, we tried to get some staff to work in China for a few years. We offered them a better package than they received in Hong Kong, and explained that the experience would accelerate their career, but none of them were interested in going,” one of the speakers said. “I cannot get young Hong Kong graduates to work in the Mainland to understand how the system works, how bureaucracy works. If we cannot do that, how can we be the gateway to China?”



In contrast, he said staff hired from Singapore, Malaysian Chinese and even British recruits were very willing to work in the Mainland.

The cost of employing high calibre employees in Hong Kong is often cited as being very high, but speakers at the conference stressed that bright professionals are not always attracted solely by remuneration. Potential employees are usually drawn to a company by its business culture, and living environment.

“SMEs, who form the backbone of the business sector in Hong Kong, should use this knowledge to attract talent by marketing their companies’ culture, in addition to the significant contribution and fulfilment employees can get from working at their company. In sum, companies trying to attract talent need to stress the whole employment proposition, not just remuneration to woo employees,” Brian Renwick, moderator of the ‘People Management Strategies + Case Studies’ panel, explained.

In addition, instead of seeing the Mainland as a threat that is siphoning off talent from Hong Kong, companies should also see it as a potentially huge talent pool. The HKSAR Government has set up the Quality Migrant Admission Scheme to make it easier for companies to hire Mainland talent. Participants at the conference, however, felt that companies are not making full use of this scheme – out of an initial quota of 1,000, less than 200 people have been recruited under the scheme.

“If Hong Kong cannot attract enough talent to fuel companies’ growth, businesses could be forced to go where talent is available. If this scenario comes true, it could create a downward spiral that would intensify and weaken Hong Kong’s competitiveness and attraction to talent,” Ronnie Chan, Chairman, Hang Lung Group Ltd, stressed during the luncheon talk at the conference.

“Hong Kong cannot afford to sit back and see how this global battle for talent plays out, because if we do, we will be left on the sidelines. Government and especially companies need to be going out and aggressively marketing Hong Kong as a fabulous place to live and work if we are going to recruit the talent that we need.”

Given Hong Kong’s falling birth rate and Hongkongers’ longevity, some speakers suggested that older people could be encouraged to remain active in the workforce beyond the traditional retirement age.

“There are some worries about stress, insurance, and accidents, but if we can remove some of these problems, we could retain this very experienced pool of talent,” one of the panellists said. “We have to consider finding ways and means to extend the age of the workforce. We are looking in our company at people who are of retirement age to see if they will continue to work, maybe for a lower pay rate, but also lower responsibilities to reduce the stress rate.”

Large nations like the U.S., China and Japan will grow old, but vibrant city economies like New York, Shanghai and Tokyo will escape that trend because they will attract younger talent from all over the country. The U.K. realizes this so the government has been opening its doors to people across the European Union which is why Britain has not aged. Hong Kong is aging, but as a city economy, although we can escape that, we should be able to draw talent from the Mainland and the region.

Mr Fong said the issue of Hong Kong’s talent shortage needs urgent, results-oriented action.

“We plan to distil the discussions from the conference to compile a report that we hope the government can act on to ensure Hong Kong continues to thrive in today’s globalized business environment,” he concluded. ✿

### Five-year percentage change of Hong Kong population by age group 香港各年齡組別人口的變動百分比（每五年計）

Age 年齡	1961 -1966	1966 -1971	1971 -1976	1976 -1981	1981 -1986	1986 -1991	1991 -1996	1996 -2001	2001 -2006
0-4	1.98	-20.49	-1.85	4.07	0.43	-11.36	2.52	-27.00	-0.94
5-9	24.37	-2.70	-19.58	0.56	0.67	-2.17	-5.44	2.61	-17.05
10-14	27.75	18.51	0.94	-16.78	-1.84	-4.24	4.39	-1.80	6.16
15-19	132.80	15.11	20.12	7.62	-20.49	-8.16	6.73	0.07	2.33
20-24	-0.98	70.25	29.81	36.49	-6.13	-19.96	4.55	-1.89	2.16
25-29	-17.27	0.84	70.36	40.19	21.20	-2.56	-9.87	-2.58	-4.27
30-34	-7.13	-14.23	3.82	93.93	21.33	22.34	5.83	-11.92	-0.89
35-39	10.65	-3.30	-9.03	9.93	67.34	22.68	29.84	2.16	-8.92
40-44	15.56	10.25	-2.32	2.65	-1.81	65.33	29.28	24.87	3.02
45-49	14.45	17.35	12.47	7.17	-4.40	-1.47	75.84	20.43	25.17
50-54	33.34	18.60	16.54	16.47	3.23	-7.03	3.57	65.65	21.49
55-59	35.79	31.69	19.67	18.96	14.63	3.86	-1.86	-2.32	67.48



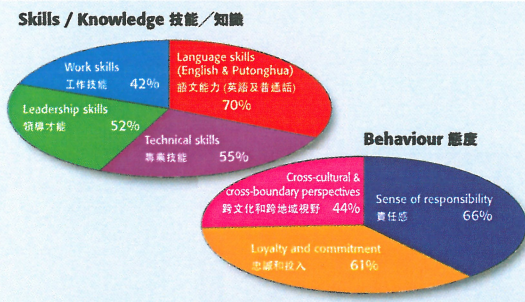
香港的人才將持續供不應求，而全球爭相競逐專業人才的情況亦只會愈趨激烈。此外，內地（特別是珠江三角洲）和亞洲的急速發展，亦會令人才短的問題加劇。

總商會於5月30日舉行第二屆總裁人力會議，主題為「香港人力資源：策略挑戰與實際對策」，從中得出上述結論。

要紓緩人才短的問題，香港必須透過放寬入境政策，以吸納更多國際及區內的人才，並要擴闊學生的國際及地區視野，確保他們有能力應付全球化商業環境所帶來的挑戰。

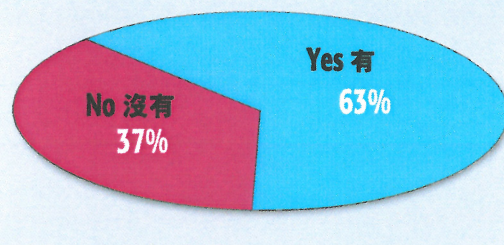
### The most important skills / knowledge and behaviour required in your workforce today to support your business strategy:

為使業務策略發揮成效，現時勞動人口必須擁有的重要技能／知識及態度包括：



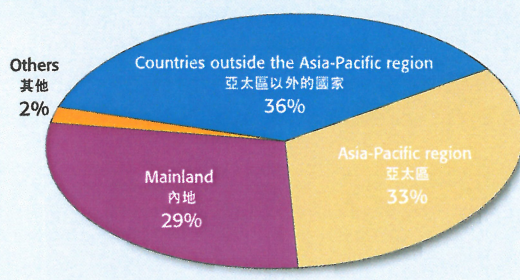
### Has your company encountered any difficulty in hiring locally for these skills / knowledge and behaviour?

在招聘具備這些技能／知識及態度的本地人才時，貴公司有否遇到困難？



### Where is the supply of external talent for your most critical positions coming from currently?

貴公司目前從哪裡招聘海外人才，以出任最重要的職位？



總商會人力委員會主席戴兆乎指出，本會舉辦是次會議之前，已進行一項問卷調查，結果顯示本港僱主正面對人才短的危機。63%的受訪者表示難以招聘合適人才，尤其是精通英語和普通話、擁有專業技能（管理才能、溝通及人際技巧、市場推廣經驗），以及工作態度（責任感、忠誠及投入、誠實）良好的僱員。

受訪者認為，良好的英語和普通話能力（70%）是支援業務策略最重要的因素，其次為專業技能（55%）、領導才能（52%）及工作技能（42%）。

總商會主席蔣麗莉博士說：「本地 乏具以上技能的人才，這問題窒礙了香港的競爭力，並正削弱我們的地區領導地位。事實上，求才若渴的，並不止香港，全球人才爭奪戰已在世界各地全面展開。因此，我們必須向外加強推廣香港的吸引之處，以招攬各地人才來港工作。」

她續說：「香港畢業生的語文能力持續下降，是商界長久以來的憂慮。若要在國際競爭中保持優勢，我們必須確保學生能精通英語和普通話。」

教育統籌局副秘書長馮淑儀於會上表示，政府每年投放500多億港元於教育，佔政府經常開支的最大比重。政府認為教育是香港未來的投資，總商會對此說法表示歡迎，然而，除了語文能力外，國際和地區商業視野亦是香港僱員所欠的另一重要素質。

要確保教育及培訓政策能達致預期效果，與會者強調，政府應加強評估政策成效（學生質素、技能等），不應只著眼於計算所投入的資源（用於教育的公帑）。

香港大學首席副校長王于漸教授發言時解釋，那些工資位於第10個分位的工人，其價值自70年代起一直下降，而位於第90個分位的，則持續穩定上升。

他說：「過去60年，美國知識工人的比率上升了四成，因此，他們的技術現已臻優質的水平。反觀香港，單從教育方面著手，並不能解決問題。我們需要逐步開放入境政策，促進人才的自然流，以吸納海外人才。」

總商會總裁方志偉表示：「會上所討論的議題非常廣泛，但內容大致可歸納為『3-3-3』的概念架構，即透過三方合作（商界、政府及教育機構），以吸引及培育精通三種語言（英語、普通話及第三語言）和熟悉三種文化（本地、內地及外地文化）的人才，以滿足我們的需求。」

事實上，本地人才的不足之處，可透過完善的教育制度得以改善，惟與會者強調，這是政府不能獨力解決的問題，商界也有責任為員工提供培訓，並擴闊他們的視野。

出席會議的講者指出，愈來愈多跨國企業來港開設業務，以便進軍內地市場，而這些公司對僱員的需求均甚為殷切。此外，許多內地企業亦紛紛來港設立業務。除了語文



"If Hong Kong cannot attract enough talent to fuel companies' growth, businesses could be forced to go where talent is available," Ronnie Chan, Chairman, Hang Lung Group Ltd, said.  
 口隆集團主席陳啟宗表示：「若香港未能吸引足夠的人才，以應付企業發展所需，企業或會被迫撤出香港，遷往人才供應充足的地方。」

能力不足之外，企業的另一個憂慮，是本地的勞工乏流。

其中一位講者說：「幾年前，我們需要調派部份員工往內地工作數年。事實上，公司已向他們提供比香港更佳的受聘條件，並解釋有關經驗將有助升，但卻無人對此感興趣。由於找不到願意前往內地工作的年輕香港畢業生，故亦難以瞭解內地制度及官僚架構的運作。長此下去，試問我們香港如何能作為進入中國的門檻？」

相反，馬來西亞華人、來自新加坡甚至是英國的僱員，都很樂意前往內地工作。

聘用本港專才的成本向來被指偏高，然而，與會者強調薪酬並非吸引優秀人才的因素，企業文化和生活環境也是準僱員普遍關注的事項。

「人力管理策略及個案分析」小組主持人尹力行解釋：「作為本港商界的重要支柱，中小企應深明此理，除了讓僱員在工作上獲得成就及滿足感之外，更應推廣本身的企業文化，藉此吸引人才。總括而言，企業在招聘人才時，需斟酌整體的聘用方案，不應只以薪金作招徠。」

另外，企業也不應視內地為爭奪香港人才的對手，相反，更可視它為龐大的人才供應地。香港特區政府推出的「優秀人才入境計劃」，便有助企業吸納內地專才。不過，與會者認為，現時只有少於200人透過計劃來港工作，遠較最初設定的1,000個名額為少，這情況反映有關計劃未被善用。

口隆集團主席陳啟宗在午餐演說時強調：「若香港未能吸引足夠的人才，以應付企業發展所需，企業或會被迫撤出香港，遷往人才供應充足的地方。若這假設一旦成為事實，企業可能會紛紛流往外地發展，進一步削弱香港的競爭力及吸引力。」

他續說：「面對這場環球人才爭奪戰，香港不能坐視不理，否則，我們只會被淘汰。若要招攬人才來港，政府及企業必



須積極對外推廣香港作為一個安居樂業之所。」

鑒於香港出生率下降及港人壽命延長，有講者建議，已屆傳統退休年齡的年長人士應繼續參與勞市場。

參與專題討論的其中一位嘉賓指出：「工作壓力、保險及意外等也是備受關注的問題，但如果我們能提供解決方法，便能留住這批具資深經驗的人才。我們應尋求方法和途徑，以延長勞力的壽命。我們正留意公司內有否已屆退休年齡的僱員，並會看看他們是否願意以較低的薪金，擔任責任較少的職位，以減輕工作壓力。」

美國、中國和日本等大國都會面對老化問題，然而，紐約、上海和東等一類充滿活力的城市則能避過老化的趨勢，原因是它們能吸引來自全國各地的年輕人才。英國政府深明箇中道理，因而向來自歐盟的人才開放門戶，這正好解釋了英國仍未出現老化的原因。香港已日漸老化，而即使它能避過老化的趨勢，作為經濟型城市，我們仍須致力吸納內地和區內的人才。

方先生認為，香港人才短是極其重要的議題，我們必須急謀對策，並立即採取有效的行。

他總結：「我們計劃把討論要點輯錄成報告，以提交政府，盼當局能採取措施，以確保香港在全球化的商業環境下能持續繁榮。」

The Chamber would like to thank the following companies for sponsoring the conference:

本會謹此鳴謝贊助是次會議的以下企業：

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Esquel Group

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CLP Power Hong Kong Ltd

中華電力有限公司

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