VTC

Retail Trade
Manpower Survey Report
零售業 • 人力調查報告書

2024

CONTENTS

Acknowledgement

The Retail Trade Training Board would like to express its gratitude to all respondents of the sampled companies for providing the information required by the survey.

1   Executive Summary

Background

1.1   The Retail Trade Training Board (Training Board) of the Vocational Training Council (VTC) conducted a manpower survey for the retail trade from April to July 2024, with the data reference date on 1 April 2024.   This report presents the survey findings of the latest manpower situation of the industry and proposes recommendations on the manpower demand and training needs to different stakeholders of the industry, including employers, employees and training providers by making reference to the business outlook.

1.2   This manpower survey exercise was conducted in the midst of retail transformation, where retailers are facing economic challenges and handling changes in consumer behaviours and visitor consumption in the post-pandemic era which accelerated the ecommerce development and the trading model of omni-channel retailing.   While the manpower demand was projected based on the latest manpower situation of the industry and the current business environment, it is worth noting that the manpower projection may not be able to accommodate the fast-evolving retail landscape in online-merge-offline retailing.

Survey Coverage and Methodology

1.3   The survey covered around 54 390 companies in different branches of the industry. By adopting the stratified random sampling method for selecting companies from the Central Register of Establishments of the Census and Statistics Department, a total of 987 companies were selected for the survey.

1.4   A pack of survey documents was given to each sampled company.   The selected companies were asked to complete a questionnaire, which comprised two parts.   Part I collected quantitative manpower information by job levels and by principal jobs, and Part II collected supplementary information related to the industry's manpower situation.   The respondents were asked to provide manpower information of their companies based on a list of principal jobs, which were defined by the Training Board with detailed job descriptions given for each job.

1.5   During the fieldwork period between April and July 2024, enumerators assisted the respondents in completing the questionnaire through phone calls or on-site visits.   The data collection and enumeration processes were closely monitored and data was verified to ensure quality and accuracy.   Among the 480 valid sampled companies, 459 were successfully enumerated which contributed to an effective response rate of 95.6%[1].

---

[1]   Sampled companies which had ceased operation, not employed any relevant technical staff, nil reply to the survey, etc. were classified as invalid samples.

Manpower Projection Methodology

1.6　　　The Training Board adopts the approach of statistical modelling for projecting the manpower demand of the retail trade for the period from 2025 to 2028.　　The statistical model is built by considering relevant economic indicators which reflect important changes in the local economy, demography and labour market.　　The details of the projection methodology are provided in *Appendix 8.*

Findings

1.7	This chapter provides an overview of the survey findings mainly by branch and by job level.	The job levels cover Senior Management, Management, Supervisory, Operative, and Sales (both Full-time and Part-time).

1.8	To accurately reflect the industry's operations and manpower situation, Chapter 4 will present the findings according to the nature of the retail operations such that both quantifiable findings and other manpower information would be analysed separately for store-based employees and retail office employees.	Store-based employees encompass principal jobs at the Management, Supervisory, and Sales levels, while retail office employees include those at Senior Management, Management, Supervisory, and Operative levels.	Retail office employees at the Senior Management level refers to positions including Chief Executive Officer, Managing Director, Chief Operating Officer and Chief Retail Officer, while those at the Management level includes various directorate and managerial roles.

Number of Employees and Vacancies

1.9	As at 1 April 2024 (i.e. the reference date of the survey), there were 225 709 employees and 6 065 vacancies in the retail trade.	Aggregating the number of employees and vacancies, it was estimated that there was a total of 231 774 posts.	*(Chart 1.1)*

**Chart 1.1	Manpower situation**

Employees :
225 709

Vacancies :
6 065

Number of posts as of **Apr 2024**
(Employees + Vacancies):
225 709 + 6 065 = 231 774

Note : *"Vacancies" refer to those unfilled, immediately available job openings for which the company is actively trying to recruit personnel as at survey reference date.*

1.10 Among the 225 709 employees in the retail trade, 19.1% were engaged in "consumer goods", 17.4% in "food, beverages and tobacco" and 15.6% in "clothing, footwear and allied products". Analysed by the job level, 54.6% were employed at the full-time sales level, 18.3% at the part-time sales level and 13.3% at the supervisory level. *(Charts 1.2 - 1.3)*

Chart 1.2   Employees by branch

Telecommunications Equipment and Electrical Goods
4.6% (10 454)

Retail Trade not via Stores and Mobile Stalls
7.0% (15 789)

Food, Beverages and Tobacco
17.4% (39 320)

Durable Goods
4.0% (9 042)

Medicines and Cosmetics
8.9% (20 120)

Jewellery
4.5% (10 045)

Department Stores
4.2% (9 407)

Consumer Goods
19.1% (43 176)

Employees :
225 709

Supermarkets
12.1% (27 225)

Fuel and Transport Equipment
2.6% (5 979)

Clothing, Footwear and Allied Products
15.6% (35 152)

Chart 1.3   Employees by job level

Operative
7.1% (15 988)

Senior management
0.2% (343)

Management
6.5 % (14 651)

Part-time sales
18.3% (41 367)

Supervisory
13.3% (30 089)

Total number of employees :
225 709

Full-time sales
54.6% (123 271)
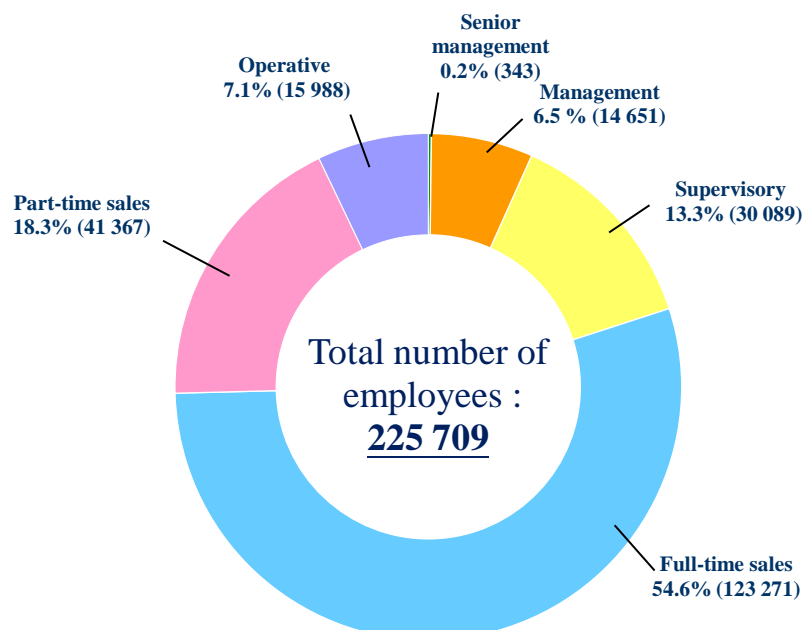
1.11   Analysed by the job nature (store-based employees vs. retail office employees)[2], over 80% of employees were store-based employees (194 840 employees or 86.3%) while much fewer were retail office employees (30 869 employees or 13.7%).   *(Chart 1.4)*

Chart 1.4   Employees by job nature

Retail office
13.7% (30 869)

Total number of
employees :
225 709

Store-based
86.3% (194 840)

---
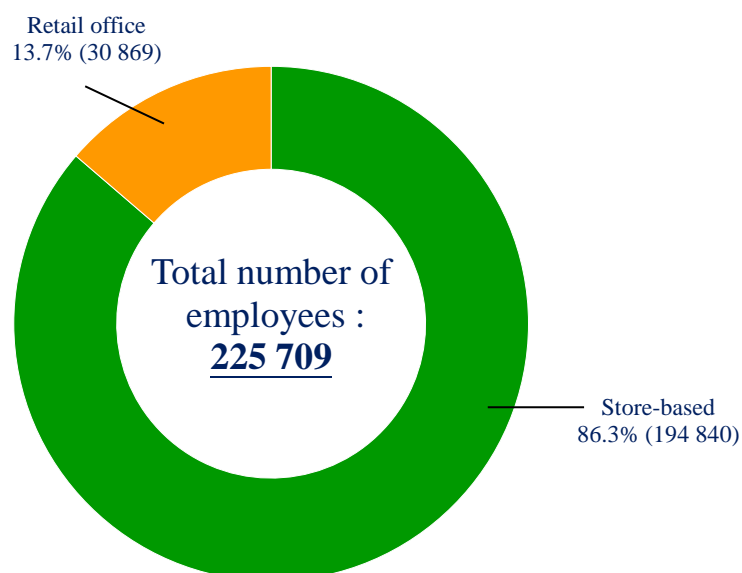
[2]   "Store-based employees" refers to the 5 selected principal jobs: Store Manager, Assistant Manager, Store Supervisor, Full-time Sales and Part-time Sales.   Employees other than these 5 principal jobs are classified as "Retail office employees".

1.12   As at 1 April 2024, a total of 6 065 vacancies were reported, representing a vacancy rate of 2.6% (i.e. vacancies as a percentage of the total number of employees and vacancies). Relatively more vacancies were found in "consumer goods" (1 241 vacancies), "clothing, footwear and allied products" (1 080 vacancies) and "food, beverages and tobacco" (880 vacancies), while a higher vacancy rate was recorded for "department stores" (4.3%), "telecommunications equipment and electrical goods" (3.6%), and "fuel and transport equipment" (3.3%).   Analysed by the job level, most of the vacancies were at the full-time sales level (3 941 vacancies) and part-time sales level (1 039 vacancies).   *(Charts 1.5 – 1.6)*

Chart 1.5   Vacancies by branch

Notes:

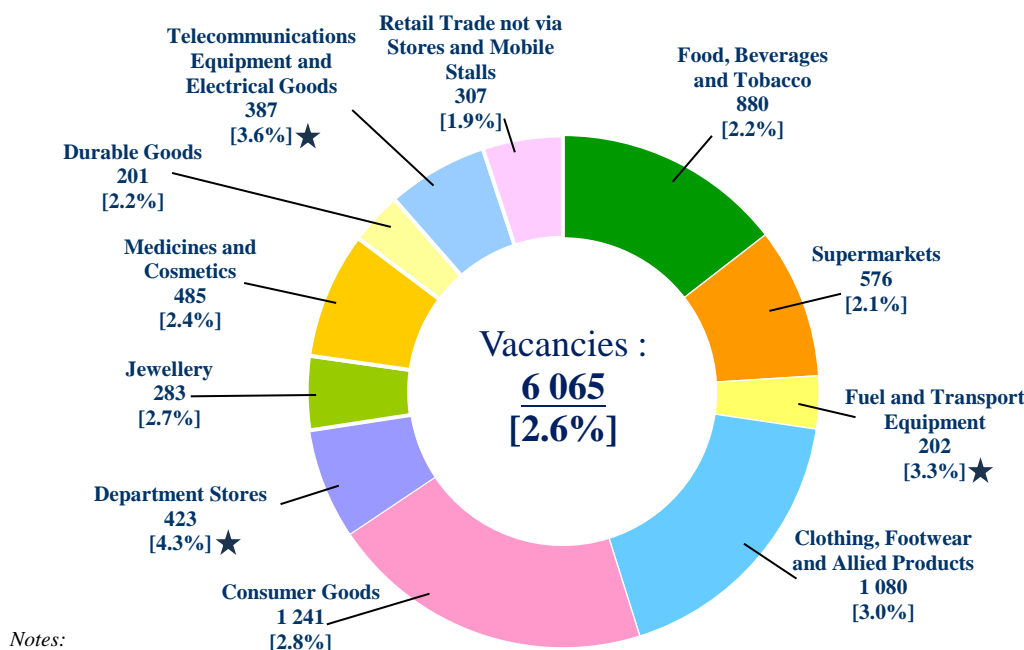(1)   *Figures in [   ] brackets indicate the **Vacancy rate** =* $\dfrac{No.\ of\ vacancies}{No.\ of\ employees + No.\ of\ vacancies}$

(2)   *Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.*

Chart 1.6   Vacancies by job level
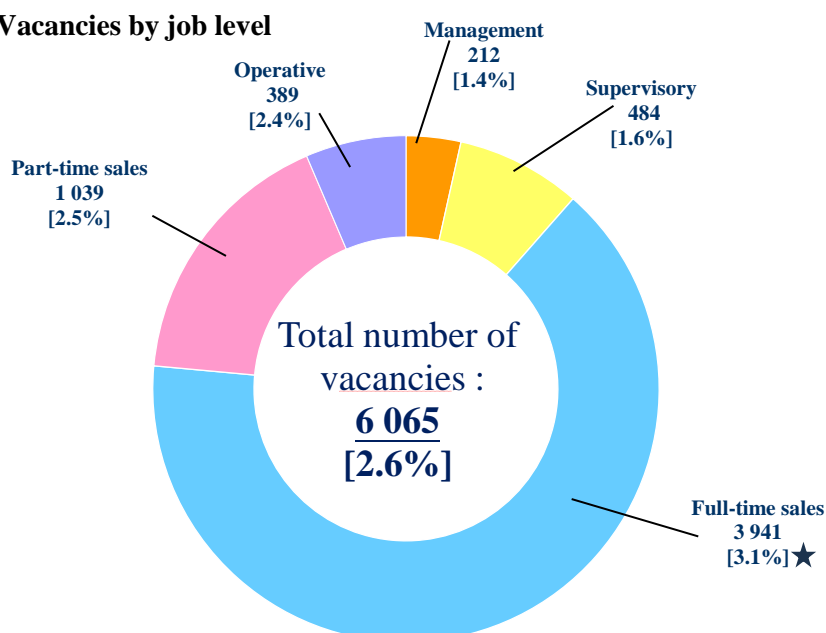
Notes:

(1)   *Figures in [   ] brackets indicate the **Vacancy rate** =* $\dfrac{No.\ of\ vacancies}{No.\ of\ employees + No.\ of\ vacancies}$

(2)   *Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.*

(3)   *No vacancies for "Senior management".*

1.13   Analysed by the job nature, most of the vacancies were found in store-based (5 415 vacancies), and a higher vacancy rate of 2.7% was recorded.   (Chart 1.7)

Chart 1.7   Vacancies by job nature

Retail office
650
[2.1%]

Total number of
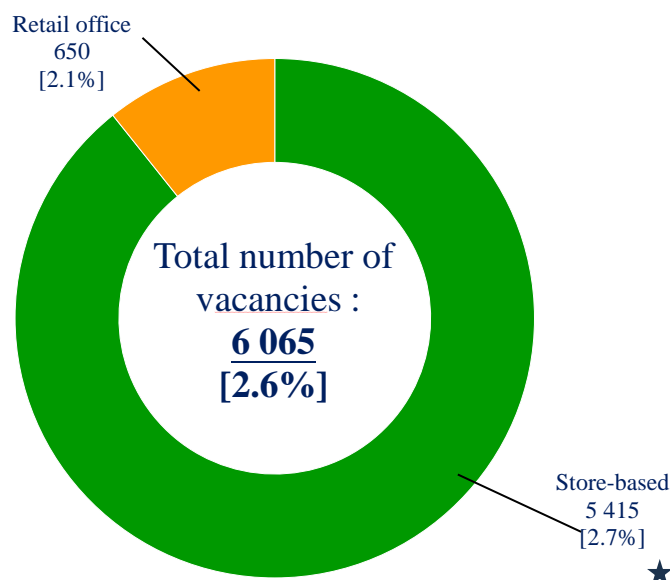vacancies :
6 065
[2.6%]

Store-based
5 415
[2.7%]
★

Notes:

(1)   Figures in [   ] brackets indicate the **Vacancy rate** = $\dfrac{\textit{No. of vacancies}}{\textit{No. of employees + No. of vacancies}}$

(2)   Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.

Average Monthly Income of Full-time Employees

1.14   The average monthly income for full-time employees at the senior management level in the retail trade is mainly in the range of over $50,000 (58.6%) and $30,001 - $50,000 (41.1%). It was followed by $25,001 - $30,000 (48.4%) for the management level, $20,001 - $25,000 (46.8%) for the supervisory level, and $15,001 - $20,000 for both the full-time sales level (58.2%) and the operative level (67.4%).   *(Table 1.1)*

Table 1.1   Average monthly income by job level

Job level	Over $50,000	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below	No. of full-time employees
Senior management	58.6%	41.1%	0.3%	0.0%	0.0%	0.0%	**343**
Management	5.9%	31.3%	48.4%	12.2%	2.2%	0.0%	**14 651**
Supervisory	0.0%	3.5%	23.8%	46.8%	25.8%	0.1%	**30 089**
Full-time sales	0.0%	0.8%	3.8%	27.3%	58.2%	9.9%	**123 271**
Operative	0.0%	*	0.2%	21.5%	67.4%	10.9%	**15 988**

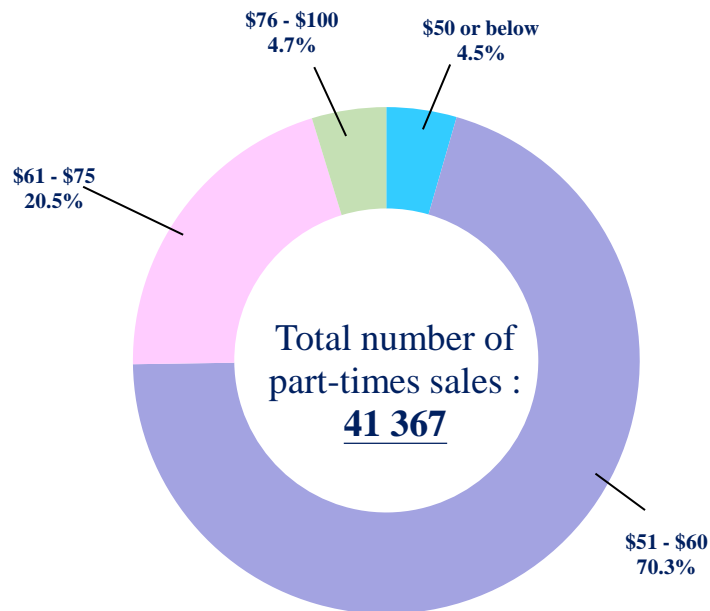☐   denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

Average Hourly Wage of Part-time Sales

1.15　　The average hourly wage of part-time sales is mainly in the range of $51 - $60 (70.3%). *(Chart 1.7)*

Chart 1.7　Average hourly wage of part-time sales

$76 - $100
4.7%

$50 or below
4.5%

$61 - $75
20.5%

$51 - $60
70.3%

Total number of part-times sales :
41 367

Preferred Education Level

1.16 Most of the employees at the senior management/management level preferred to have a first degree or above (66.8%). Among the employees at the supervisory level, 38.9% preferred to have secondary 4 to 7 qualifications and 36.5% a diploma/certificate qualification. Employees at both the sales (full-time and part-time) level and the operative level were preferred to have secondary 4 to 7 qualifications (69.6% and 68.4% respectively). *(Table 1.2)*

Table 1.2   Preferred level of education by job level

Job level	First degree or above	Sub-degree	Diploma/ certificate	Secondary 4 to 7	Secondary 3 or below	No. of employees
Senior management/ management	66.8%	19.5%	13.5%	0.1%	0.0%	**14 994**
Supervisory	5.9%	18.7%	36.5%	38.9%	0.0%	**30 089**
Sales (Full-time and Part-time)	0.0%	0.3%	11.2%	69.6%	18.9%	**164 638**
Operative	0.0%	2.1%	21.1%	68.4%	8.3%	**15 988**

denotes prominent ranges of the preferred level of education in the respective job level.

Preferred Years of Experience

1.17 Regarding the years of experience, 44.5% of the employees at the senior management/management level were preferred to have 6 years to less than 10 years and 29.2% 10 years or above of experience. Among the employees at the supervisory level, 52.7% preferred to have 3 years to less than 6 years of experience. For the employees at both the sales (full-time and part-time) level and the operative level, most of them preferred to have less than 1 year (48.3% and 53.0% respectively) and 1 year to less than 3 years of experience (42.1% and 43.8% respectively). *(Table 1.3)*

Table 1.3   Preferred years of experience by job level

Job level	10 years or above	6 years to less than 10 years	3 years to less than 6 years	1 year to less than 3 years	Less than 1 year*	No. of employees
Senior management/ management	29.2%	44.5%	25.8%	0.5%	0.0%	**14 994**
Supervisory	2.3%	27.6%	52.7%	17.1%	0.3%	**30 089**
Sales (Full-time and Part-time)	0.0%	1.2%	8.5%	42.1%	48.3%	**164 638**
Operative	0.0%	0.0%	3.2%	43.8%	53.0%	**15 988**

denotes prominent ranges of the preferred years of experience in the respective job level.
* including the category of "No Experience"

Turnover

1.18   Employers reported that there were 45 413 employees left the companies in the past 12 months.   The turnover rate (i.e. the number of employees left as a percentage of the total number of posts) was 19.6%.   Analysed by the job level, the sales (full-time and part-time) level registered the largest number of employees left (39 859 employees) and the highest turnover rate (23.5%).   *(Table 1.4)*

Table 1.4   Employees left in the past 12 months and turnover rate by job level

Job level	Number of employees left	Turnover rate*
Senior management/management	995	6.5%
Supervisory	2 241	7.3%
Sales (Full-time and Part-time)	39 859	23.5%
Operative	2 318	14.2%
Overall	**45 413**	**19.6%**

* Turnover rate = no. of employees left in past 12 months /(no. of employees + no. of vacancies)

Training Requirements

1.19   In the retail trade, the training requirements for employees regardless of the job nature at the senior management/management/supervisory and the sales (full-time and part-time) levels tended to focus on "Inventory Management/Supply Chain and Logistics Management" and "Customer Relationship Management".   Employees at the operative level tended to focus on "Product Advisory/Product Demonstration" and "Digital and Social Media Marketing". *(Table 1.5)*

Table 1.5   Major training requirements

Rank	Senior management/ Management/ Supervisory	Sales (Full-time and Part-time)	Operative
1	Product Management / Supplier Relationship Management	Product Advisory / Product Demonstration	Product Advisory / Product Demonstration
2	Inventory Management / Supply Chain and Logistics Management	Inventory Management / Supply Chain and Logistics Management	Digital and Social Media Marketing
3	Customer Relationship Management	Customer Relationship Management	Retail Sourcing

Manpower Changes between 2019 and 2024

1.20　　The manpower surveys designed for 2019 and 2024 were different in a way that the 2019 survey findings were not analysed according to the nature of the retail operations, namely store-based and retail office, as in the 2024 survey.　Under this condition, the manpower changes between 2019 and 2024 would be compared by branch and by job level only but not the nature of the retail operations.

1.21　　In the retail trade, the total number of employees dropped from 250 323 in 2019 to 225 709 in 2024 (-24 614 employees; -9.8%).　Analysed by the job level, the decrease in manpower was mainly attributed to the decrease in full-time sales (-9 450 employees; -7.1%) and part-time sales (-7 978 employees; -16.2%).　On the other hand, a considerable increase in manpower was recorded for the operative level (+5 237 employees; +48.7%), of which the majority were engaged in "retail trade not via stores and mobile stalls".　*(Chart 1.8)*

Chart 1.8　　Change in employees by job level

		No. of employees	Change vs 2019		Annual change in %
Overall	2024	225 709	-24 614	-9.8%	-2.0%
	2019	250 323 [#]			
Senior management^/ Management	2024	14 994	+509	+3.5%	+0.7%
	2019	14 485			
Supervisory	2024	30 089	+2 089	+7.5%	+1.4%
	2019	28 000			
Full-time sales	2024	123 271	-9 450	-7.1%	-1.5%
	2019	132 721			
Part-time sales	2024	41 367	-7 978	-16.2%	-3.5%
	2019	49 345			
Operative	2024	15 988	+5 237	+48.7%	+8.3%
	2019	10 751			

No. of employees (axis): 0 50 000 100 000 150 000 200 000 250 000 300 00

Note: # The figure in the 2019 survey included 15,021 "Owner/Sole Proprietor/Working Partner" of which the majority belonged to small-sized companies. Following the removal of this principal job in the 2024 survey, this group of employees was believed to be grouped as "Store Manager" (under management level), "Assistant Manager; Store Supervisor"(under supervisory level), "Sales", "E-commerce Assistant/Associate (in Branch 11)" etc. accordingly to their job duties and responsibilities.

^ The senior management level was newly added to the 2024 survey. No data is available for identifying the manpower changes between 2019 and 2024. Thus the senior management and management levels are grouped together for showing the manpower changes.

1.22   Analysed by the retail branch, a decrease in manpower was recorded in all branches, except for "retail trade not via stores and mobile stalls", where a significant increase in manpower was registered (+6 168 persons; +64.1%).   *(Chart 1.9)*

Chart 1.9   Change in employees by branch

		No. of employees	Change vs 2019		Annual change in %
Overall	2024	225 709	-24 614	-9.8%	-2.0%
	2019	250 323			
Food, Beverages and Tobacco	2024	39 320	-1 831	-4.4%	-0.9%
	2019	41 151			
Supermarkets	2024	27 225	-3 620	-11.7%	-2.5%
	2019	30 845			
Fuel and Transport Equipment	2024	5 979	-216	-3.5%	-0.7%
	2019	6 195			
Clothing, Footwear and Allied Products	2024	35 152	-9 886	-22.0%	-4.8%
	2019	45 038			
Consumer Goods	2024	43 176	-3 856	-8.2%	-1.7%
	2019	47 032			
Department Stores	2024	9 407	-1 646	-14.9%	-3.2%
	2019	11 053			
Jewellery	2024	10 045	-2 482	-19.8%	-4.3%
	2019	12 527			
Medicines and Cosmetics	2024	20 120	-4 317	-17.7%	-3.8%
	2019	24 437			
Durable Goods	2024	9 042	-1 595	-15.0%	-3.2%
	2019	10 637			
Telecommunications Equipment and Electrical Goods	2024	10 454	-1 333	-11.3%	-2.4%
	2019	11 787			
Retail Trade not via Stores and Mobile stalls	2024	15 789	+6 168	+64.1%	+10.4%
	2019	9 621			

No. of employees

0   50 000   100 000   150 000   200 000   250 000   300 000

Changes in Average Monthly Income

1.23   Compared to the 2019 survey, the changes in the average monthly income varied among different job levels.   *(Table 1.6)*

- Senior management/management level: the majority remained in the range of $20,001 - $50,000 (87.1% in 2019 and 90.7% in 2024);
- Supervisory level: shifted upward to $20,001 - $30,000 (from 48.9% in 2019 to 70.6% in 2024);
- Full-time sales level: shifted upward to $15,001 - $20,000 (from 34.7% in 2019 to 58.2% in 2024) and $20,001 - $30,000 (from 12.3% in 2019 to 31.1% in 2024); and
- Operative level: shifted upward to $15,001 - $20,000 (from 38.4% in 2019 to 67.4% in 2024) and $20,001 - $30,000 (from 6.9% in 2019 to 21.7% in 2024).

Table 1.6   Average monthly income

Job level	Year	$50,001 or above	$30,001 - $50,000	$20,001 - $30,000	$15,001 - $20,000	$15,000 or below
Senior management/ Management	2024	7.2%	31.6%	59.1%	2.2%	0.0%
	2019	6.7%	36.5%	50.6%	5.3%	0.9%
Supervisory	2024	0.0%	3.5%	70.6%	25.8%	0.1%
	2019	0.0%	3.2%	48.9%	39.6%	8.3%
Full-time sales	2024	0.0%	0.8%	31.1%	58.2%	9.9%
	2019	0.0%	0.7%	12.3%	34.7%	52.3%
Operative	2024	0.0%	*	21.7%	67.4%	10.9%
	2019	0.0%	0.0%	6.9%	38.4%	54.6%

▮   denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

Manpower Projection and Annual Training Requirements

1.24   Annual additional manpower requirements have taken into account the (i) projected manpower trend and (ii) wastage rate of the industry (i.e. percentage of employees leaving the industry permanently on an annual basis).   A summary of the estimated annual additional manpower requirements from 2025 to 2028 is shown in Table 1.7 below.

Table 1.7   Estimated annual additional manpower requirement from 2025 to 2028

Job level	Wastage rate	Additional annual manpower requirement		
		Average manpower growth (a)	Industry leavers (b)	Total (a) + (b)
Senior management	2.5%	-167	377	**5**
Management				**205**
Supervisory	2.4%	-335	722	**387**
Sales (Full-time)	11.5%	-1 857	19 076	**12 914**
Sales (Part-time)				**4 305**
Operative	7.7%	-179	1 238	**1 059**

Business Outlook

Global and Local Challenges

1.25   The Asian Retail Outlook 2024 reported that the biggest challenges most retailers in Asia expected were global economic factors, geopolitical tensions, consumer confidence, currency fluctuation, and labour and rental costs.[3]   Retailers also anticipated increasing consumer expectations in pricing, customer service, and product quality.   However, factors like commodity prices, energy costs, wage increases, and exchange rate volatility continue to impact pricing, though inflation is slowing down.

1.26   In the local context, Hong Kong retailers face the increasing trend of local people travelling abroad or to the Mainland for leisure spending, the slower-than-expected return of visitors, the high operating costs and interest rate, and the depreciation of the Renminbi, although an easing Hong Kong dollar exchange rate and the recent US interest rate cut may slightly improve the situation.   The overall retail sales registered a double-digit decline in the first half of 2024.   Domestic online sales accounted for 8% of overall retail turnover in August 2024, down by 0.5% year on year, although year-to-date figures show little change in e-commerce behaviour.   A number of new regulations and policy amendments in recent years, such as regulations on MPF offsetting, the statutory minimum wage, and the amendment to the "continuous contract" requirement, have imposed additional financial and operational burden on the retail industry.   These new regulations and amendments, along with the high labour and rental costs, will lead to a continuous rise in operating costs starting from 2025.

1.27   To alleviate the manpower shortage, the Enhanced Supplementary Labour Scheme (ESLS) was launched since 4 September 2023 to cover retail related jobs, such as sales representative and sales assistant.   From its launch till 30 September 2024, more than 2 400 applications of imported workers were approved for sales assistant and sales representative.[4] It is evident that the ESLS can provide assistance to address partially the problem of labour shortage in the retail trade.

Government Measures to Bolster Economy and Stimulate Consumption

1.28   The Central Government has increased the duty-free allowance from RMB5,000 to RMB12,000 for luggage articles brought into the Mainland by Mainland residents visiting Hong Kong.   Visitors are also allowed to purchase additional duty-free goods worth

---

[3] Cegid (n.d.). *Asian Retail Outlook 2024*. Retrieved September 12, 2024, from https://insideretail.asia/client-report/asian-retail-outlook-2024/
[4] The Government of the Hong Kong Special Administration Region (2024, October 23). *LCQ16: Enhanced Supplementary Labour Scheme* [Press release]. https://www.info.gov.hk/gia/general/202410/23/P2024102300236.htm?fontSize=3

RMB3,000 at all port entry duty-free stores, starting from August 2024. Additionally, the Individual Visit Scheme has expanded to cover eight more provincial capital cities earlier this year, and the total number of eligible cities has increased to 59. Starting on 1 December 2024, Shenzhen visitors can apply for multiple-entry visas, which will further support the recovery of the retail industry. The Hong Kong Tourism Board recorded about 25 million visitors arriving Hong Kong as of the end of July 2024, representing a year-on-year increase of around 52%. The arrival of Mainland visitors reached about 19 million for the same period, a year-on-year increase of around 47%[5]. In the latest 2024 Policy Address, the Hong Kong Government emphasises the integrated development of culture, sports and tourism, aiming to foster economic diversification through mega-event economy, new tourist hotspots, tourist arrivals from ASEAN countries, and silver economy. The government will also inject $1 billion in the BUD fund to help SMEs upgrade operations and expand E-commerce Easy to Middle East and ASEAN countries. It is hoped that the above measures will boost the retail and other related industries, attracting more inbound visitors and stimulating local spending.

Elevation of the Shopping Journey

1.29 In the face of economic challenges and the change in consumer behaviours, the adoption of technologies to streamline operational management is essential. Embracing omnichannel strategies is imperative, removing the barriers between physical stores and online commerce to deliver a seamless and personalised customer journey across all platforms. In recent years, retailers have focused on maximising AI's benefits online, but it has not yet fully translated to in-store. An omnichannel model with in-store infrastructure to enable AI's utilisation in the physical environments will improve supply chain connectivity, forecasting and replenishment, while ensuring stock availability and reducing waste.

1.30 In a research conducted in 2023[6] which surveyed 11 000 consumers from nine markets around the world, 91% of consumers have used in-store tech, but 69% were not satisfied with those in-store tech such as self-checkout counters as there is not enough staff to help resolve tech issues or ordered items are found out of stock at the counter. One-quarter of them have considered shopping with a different retailer to get a better in-store tech experience. Some are concerned about financial and identity fraud. The research also revealed that consumers expect to know where an order is at all times and show loyalty to brands with faster delivery. To elevate consumers' shopping experience, retailers need to look

---

[5] Hong Kong Tourism Board. (15 August 2024). *Press Release: HKTB Announces Provisional Visitor Arrivals for July HKTB Continues to Present Drone Shows and Pyrotechnic Displays to Tie in with Festivals and Events.* Retrieved December 3, 2024, from https://www.discoverhongkong.com/content/dam/dhk/intl/corporate/newsroom/press-release/hktb/2024/08-July-Arrivals-E.pdf

[6] SOTI. (2024). *Techspectations: Consumer Demand for Digital Transformation in Retail*. Retrieved October 3, 2024, from https://insideretail.asia/client-report/techspectations-consumer-demand-for-digital-transformation-in-retail/

into the use of AI tools to enhance omnichannel shopping experience, improve supply chain optimisation to facilitate stock visibility and maintain customer loyalty, and safeguard cybersecurity to build up customers' trust.

Enhancement of Customer & Employee Engagement

1.31   Omnichannel is essential for any retail brand to build a brand presence and boost sales in various markets.   Successful omnichannel retailing offers customers different options for discovering and purchasing products while creating a consistent brand image and exceptional customer experience across all channels with its presence.   The advent of emerging technologies and tools, such as generative AI, AR, gamification, and interactive experiences on digital interfaces or immersive environments, can revolutionise customer engagement and personalisation.   Retailers can curate a unique customer journey elevated by engaging retailtainment and personalisation through new technologies.

1.32   Employee engagement plays a pivotal role in curating an exceptional customer experience.   However, sales associates are faced with staff shortages and tied up doing other lower-value tasks while having to navigate numerous disparate systems for day-to-day operations, which results in not having much time to help customers.   Equipping teams with the latest technological advancements, such as user-friendly mobile apps and advanced point-of-sale systems, is of paramount importance to enhance operational efficiency, customer service, and communications between stores, back offices, and teams from different locations. Training initiatives should be prioritised to enhance in-store teams' tech skills and boost customer satisfaction.   Data-driven decision-making tools are also imperative to enable stores to make independent decisions, fostering a deeper understanding of customer concerns, cultivating stronger customer relationships, and fostering greater team ownership.

Data & AI Everywhere

1.33   A shift from supply-driven to demand-driven retail can curate a more personalised shopping experience.   Retailers need to significantly increase data sharing and collaboration with value chain partners to improve forecasting effectiveness, essential to creating efficiencies along whole supply chains and to anticipating demands for goods.   AI plays a crucial role in automating demand forecasting, inventory management, assortment optimisation, personalisation, etc.   With the support of AI, sales associates can provide customers with real-time, personalised recommendations, matching their desires.   AI-driven image recognition technologies can make product scanning obsolete, enhancing productivity and expediting the checkout experience.

1.34   Furthermore, generative AI can expand retail networks by autonomously generating multilingual marketing content and managing in-store team operations.   It is powerful in data

analysis, pattern recognition, and predictive modeling as it can process vast volumes of data at high speeds and extract insights for business opportunities.   In addition to enhancing end-to-end supply chain visibility and enabling personalised product recommendations, generative AI can also improve workforce management, hiring and training.   The use of data and the integration of AI technology will significantly boost the skills of the in-store team, excel in in-store operation, and help reimagine the in-store shopping experience.   It is now a matter for retailers to take a holistic and strategic view about how AI is implemented across their organisation.

Cybersecurity

1.35   In an era of escalating cyber threats, safeguarding customer data and securing financial transactions are paramount.   According to the 2023 report on cyber security threats released by IBM Security[7], the retail and wholesale industry was the fifth-targeted industry in 2022. The industry attracts cybercriminals because it processes and handles large amounts of personal data and financial information.   Riding on the trend of omnichannel retailing, the complexity of physical stores with online platforms creates extra opportunities for cybercriminals due to the mix of technologies.   A survey on retail cybersecurity reported that 77% of respondents from the retail industry were hit by ransomware in 2021, when it was only 44% in 2020[8]. Retailers have the responsibility to implement flawless security practices to safeguard the integrity of retail operations, strengthen security measures, and enhance consumer trust and confidence.

---

[7] IBM Security. (2024, February). *X-Force Threat Intelligence Index 2023*. Retrieved October 7, 2024, from https://secure-iss.com/wp-content/uploads/2023/02/IBM-Security-X-Force-Threat-Intelligence-Index-2023.pdf

[8] Sophos. (2022). *The State of Ransomeware in Retail 2022*. Retrieved October 10, 2024, from https://news.sophos.com/en-us/2022/09/07/the-state-of-ransomware-in-retail-2022/

Major Recommendations

Nurturing the Next Generation of Retail Leaders through VPET

1.36   Vocational and professional education and training (VPET) has always been a key driver of manpower development in Hong Kong for meeting the needs of the ever-changing economy.   The recommendations for talent development are as follows:

(a) Outreach to secondary schools through life planning education via the Business-School Partnership Programme under the Education Bureau, VTC's 「專+導航」 Campaign, and other outreaching activities so as to introduce the industry trend, career prospects, and professional development of the retail industry as well as VPET pathways to students, parents, teachers, career masters, and principals.

(b) Equip secondary school students' career-related competencies and generic skills for the retail industry through Applied Learning Courses in the senior secondary curriculum.

(c) Engage industry partners to offer industry experience to secondary school students and VPET students, in the form of industry visits, job shadowing, project collaborations, internship opportunities, etc, so to provide young talents with earlier exposure to the industry and better ideas of the career path, attracting more new blood to consider landing the first job in retail.

Deploying Leading-edge Technology to Elevate Retail Experience

1.37   Appropriate technology application can ease off the burden coming from staff shortage and allow in-store sales' availability for better customer service.   Thus, training should be prioritised as follows:

(a) Tools such as advanced point-of-sale systems, data-driven decision making tools, self-checkout counters, real-time inventory visibility, RFID, electronic shelf labels, machine learning, AI and generative AI can bolster efficiency, improve supply chain optimisation, safeguard cybersecurity, and enhance customer services.

(b) Emerging technologies such as AI, AR and gamification to create retailtainment.

(c) Flexible workforce management solutions, such as task management software and workforce management software for scheduling, time and attendance, employee self-service, etc, are on the rise to boost productivity and sustain continued growth.

From Positive Employee Engagement to Positive Customer Experience

1.38   Employees who feel valued and secure are more likely to be proactive and dedicated, going the extra mile for customers. The recommendations for creating positive employee engagement are as follows:

(a) Upskill all employees, not just those who already have specialised skills but also those who have not yet had any specialised skills, for creating a more inclusive and adaptable workforce.

(b) Recognise the current skills of existing employees through Recognition of Prior Learning.

(c) Hire new employees based on a skills-first talent approach over the traditional credential-based hiring approach in the talent development cycle to accommodate a more diverse talent pool from new candidates.

(d) Provide on-the-job training in the following areas with reference to the Specification of Competency Standards for the retail industry under the Hong Kong Qualifications Framework to enhance customer experience:

◆ For management and supervisory levels: product management, inventory management, supply chain and logistics management, and customer relationship management

◆ For operative level: product demonstration, digital and social media marketing, and retail sourcing

(e) Offer bite-sized in-service training for digital skills, equipping employees for the digital transformation for new retail.

(f) Arrange tailor-made workshops to familiarise employees with the culture, language and shopping behaviours of the tourists from the Middle East and ASEAN countries.

(g) Provide clear career pathways to grow within the company, illustrating the progression from entry-level to management and beyond.

2 Introduction

Background

2.1   The Retail Trade Training Board (Training Board) of the Vocational Training Council (VTC) is appointed by the Government of the Hong Kong Special Administrative Region (HKSAR) to analyse the manpower situation and training needs of the retail trade.   The Training Board comprises members nominated by major trade associations, trade unions, professional bodies, educational and training institutions and Government departments.   The Working Party of the Manpower Survey is formed by selected members of the Training Board. The membership and terms of reference of the Training Board, as well as the members in the Working Party are listed in **Appendices 1, 2 and 3**.

2.2   The manpower survey of the retail trade is conducted every four years, followed by two periodic manpower updates supplemented with information collected from focus groups and desk research to better reflect the changing trends of the manpower situation.   This manpower survey mainly focuses on the analysis of technical manpower, which refers to the personnel who are expected to apply the industrial knowledge and technical skills required to complete the work assigned.

2.3   Manpower data with respect to the survey reference date on 1 April 2024 was collected from April to July 2024.   This report presents the survey findings and analysis of the latest manpower situation in the retail trade and proposes recommendations on manpower development to different stakeholders of the industry, including employers, employees, and training providers by referring to the business outlook.

Objectives

2.4   The objectives of this manpower survey are:
  (a)   To collect up-to-date manpower information by industry sectors, job levels and principal jobs in the industry;

  (b)   To assess the technical manpower structure;

  (c)   To forecast the training requirements in the near future; and

  (d)   To recommend to the VTC and relevant stakeholders the talent development strategies to meet the manpower needs.

Survey Coverage

2.5   The survey covered the following branches in the retail trade:

Branch 1: Food, Beverages and Tobacco (excluding catering outlets)

Branch 2: Supermarkets (including convenience stores)

Branch 3: Fuel and Transport Equipment

Branch 4: Clothing, Footwear and Allied Products

Branch 5: Consumer Goods (e.g. household articles, watches and clocks, handbags, stationary/toys)

Branch 6: Department Stores

Branch 7: Jewellery

Branch 8: Medicines and Cosmetics

Branch 9: Durable Goods (e.g. computers, furniture, cameras, musical instruments)

Branch 10: Telecommunications Equipment and Electrical Goods

Branch 11: Retail Trade not via Stores and Mobile Stalls (i.e. online stores)

3 Methodology

Sample Design

3.1   Based on the Hong Kong Standard Industrial Classification list from the Census and Statistics Department (C&SD) of the HKSAR Government, the survey covered around 54 390 companies in different branches of the industry.   By adopting the stratified random sampling method for selecting companies from the Central Register of Establishments of the C&SD, a total of 987 companies were selected for the survey.

Questionnaire Design

3.2   The questionnaire designed for the survey comprised two parts.   Part I collected quantitative manpower information by job levels and by principal jobs, and Part II collected supplementary information related to the industry's manpower situation.   The list of principal jobs was defined by the Training Board with detailed job descriptions given for each job, and was classified into different job levels as follows:

  (a)   Senior management
  (b)   Management
  (c)   Supervisory
  (d)   Full-time sales
  (e)   Part-time sales
  (f)   Operative

3.3   While job titles adopted in the companies might vary with the descriptions of the principal jobs, respondents were asked to provide manpower information corresponding to the job descriptions and the skill levels of the principal jobs.   The definition of terms and the survey documents, including a sample questionnaire, explanatory notes and job descriptions for the principal jobs are given in **Appendices 4 and 5**.

Data Collection

3.4   Data collection was carried out between April and July 2024.   A pack of survey documents was given to each sampled company.   The respondents of the companies were asked to provide manpower information of their companies at the time of the survey with the reference date on 1 April 2024.   During the fieldwork period, enumerators assisted the respondents to complete the questionnaire through phone calls or on-site visits.

3.5   Various measures were taken to ensure the quality of the data collection process. These included prior fieldwork preparation, thorough training of fieldwork staff, monitoring of the fieldwork execution, measures to increase the response rate, checking of the completed questionnaires, double data entry and validation and verification of the collected data.   The list of quality control measures is shown in **Appendix 6**.

Data Analysis

3.6   Among the 480 valid sampled companies, 459 were successfully enumerated which contributed to an effective response rate of 95.6%[9].   Taking into account (a) the satisfactory response rate of the individual branches, (b) the satisfactory response rate from a majority of prominent and sizeable companies, and (c) the grossing-up of the sample results based on the statistically-grounded method, it could be concluded that the survey findings presented in this report contributed to a significant level of representativeness of the retail trade.   The response rate achieved for individual branches was also adequate to produce a meaningful breakdown by branch.   The response profile is shown in **Appendix 7**.

Manpower Projection Methodology

3.7   The Training Board adopts the approach of statistical modelling for projecting the manpower demand of the retail trade for the period from 2025 to 2028.   The statistical model is built by considering relevant economic indicators which reflect important changes in the local economy, demography and the labour market.   The details of the projection methodology are provided in *Appendix 8*.

---

[9]   Sampled companies which had ceased operation, not employed any relevant technical staff, nil reply to the survey, etc. were classified as invalid samples.

4   Survey Findings

Companies by Branch by Employment Size

4.1   The survey covered 47 291 companies in 11 branches of the retail trade.   The
distribution of companies by the retail branch by the employment size is given in Table 4.1.

Table 4.1   Companies by branch by employment size

Branch	1 – 4 employees	5 – 19 employees	20 – 49 employees	50 – 99 employees	>= 100 employees	Overall
Food, Beverages and Tobacco	9 593	854	103	48	43	**10 641**
Supermarkets	92	52	8	11	13	**176**
Fuel and Transport Equipment	1 078	173	51	4	8	**1 314**
Clothing, Footwear and Allied Products	6 041	594	144	42	45	**6 866**
Consumer Goods	10 250	1 084	72	62	76	**11 544**
Department Stores	2	0	2	4	17	**25**
Jewellery	1 278	258	42	1	9	**1 588**
Medicines and Cosmetics	1 306	685	61	28	29	**2 109**
Durable Goods	1 506	295	43	26	5	**1 875**
Telecommunications Equipment and Electrical Goods	1 578	277	21	9	11	**1 896**
Retail Trade not via Stores and Mobile Stalls	8 826	391	30	4	6	**9 257**
Overall	**41 550**	**4 663**	**577**	**239**	**262**	**47 291**

Overview of Manpower Situation

4.2　　As at 1 April 2024, a total of 225 709 employees were employed in the retail trade, and there were a total of 6 065 vacancies.　Aggregating the total number of employees and vacancies, it was estimated that there were a total of 231 774 posts.　*(Chart 4.1)*

Chart 4.1　Overview of manpower situation
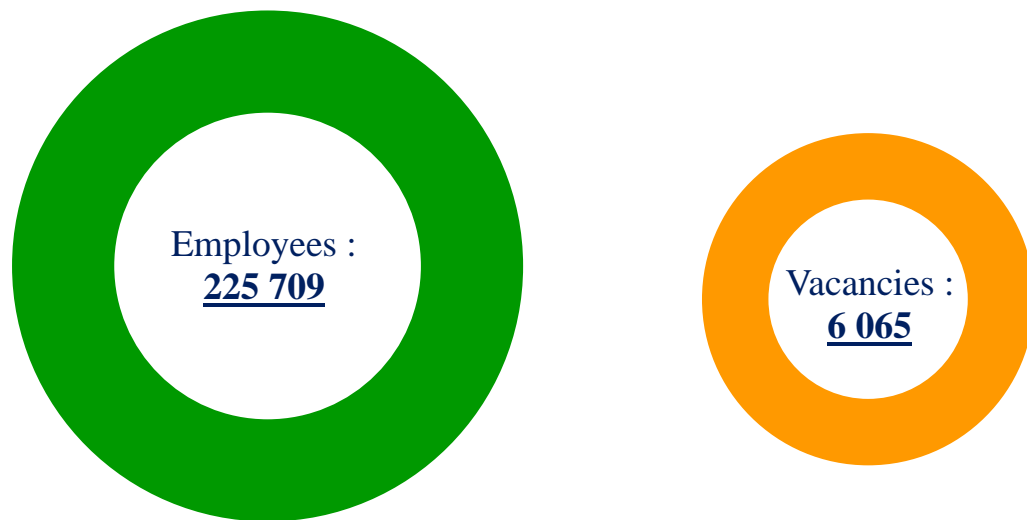
Employees :
225 709

Vacancies :
6 065

Number of posts as of **Apr 2024**
(Employees + Vacancies):
225 709 + 6 065 = 231 774

Note : "Vacancies" refer to those unfilled, immediately available job openings for which the company is actively trying to recruit personnel as at survey reference date.

Employees

Number of Employees

4.3   Among the 225 709 employees in the retail trade, most of them were engaged in "consumer goods" (43 176 employees or 19.1%), "food, beverages and tobacco" (39 320 employees or 17.4%), "clothing, footwear and allied products" (35 152 employees or 15.6%), and "supermarkets" (27 225 employees or 12.1%).   *(Table 4.2)*

4.4   Analysed by the job level, the majority of employees were working at the full-time sales level (123 271 employees or 54.6%) and the part-time sales level (41 367 employees or 18.3%).   Relatively fewer were working at the supervisory level (30 089 employees or 13.3%), the operative level (15 988 employees or 7.1%), the senior management level (14 651 employees or 6.5%) and the management level (343 employees or 0.2%).   *(Table 4.2)*

Table 4.2   Employees by branch by job level

Branch	Senior management	Management	Supervisory	Full-time sales	Part-time sales	Operative	Overall
Food, Beverages and Tobacco	45 (0.1%)	2 466 (6.3%)	5 090 (12.9%)	23 392 (59.5%)	7 748 (19.7%)	579 (1.5%)	**39 320 [17.4%]**
Supermarkets	12 (0.0%)	1 983 (7.3%)	3 178 (11.7%)	6 882 (25.3%)	14 670 (53.9%)	500 (1.8%)	**27 225 [12.1%]**
Fuel and Transport Equipment	4 (0.1%)	430 (7.2%)	515 (8.6%)	4 677 (78.2%)	153 (2.6%)	200 (3.3%)	**5 979 [2.6%]**
Clothing, Footwear and Allied Products	32 (0.1%)	2 127 (6.1%)	4 432 (12.6%)	22 705 (64.6%)	5 113 (14.5%)	743 (2.1%)	**35 152 [15.6%]**
Consumer Goods	120 (0.3%)	2 024 (4.7%)	4 978 (11.5%)	30 490 (70.6%)	4 639 (10.7%)	925 (2.1%)	**43 176 [19.1%]**
Department Stores	12 (0.1%)	653 (6.9%)	1 146 (12.2%)	4 553 (48.4%)	2 577 (27.4%)	466 (5.0%)	**9 407 [4.2%]**
Jewellery	27 (0.3%)	1 005 (10.0%)	1 654 (16.5%)	6 671 (66.4%)	360 (3.6%)	328 (3.3%)	**10 045 [4.5%]**
Medicines and Cosmetics	77 (0.4%)	1 833 (9.1%)	2 293 (11.4%)	11 031 (54.8%)	4 046 (20.1%)	840 (4.2%)	**20 120 [8.9%]**
Durable Goods	9 (0.1%)	581 (6.4%)	1 107 (12.2%)	5 552 (61.4%	1 036 (11.5%)	757 (8.4%)	**9 042 [4.0%]**
Telecommunications Equipment and Electrical Goods	5 (0.0%)	942 (9.0%)	1 792 (17.1%)	6 652 (63.6%)	645 (6.2%)	418 (4.0%)	**10 454 [4.6%]**
Retail Trade not via Stores and Mobile Stalls	0 (0.0%)	607 (3.8%)	3 904 (24.7%)	666 (4.2%)	380 (2.4%)	10 232 (64.8%)	**15 789 [7.0%]**
Overall	**343 (0.2%)**	**14 651 (6.5%)**	**30 089 (13.3%)**	**123 271 (54.6%)**	**41 367 (18.3%)**	**15 988 (7.1%)**	**225 709**

(   ) indicates % of total no. of employees by respective job level.
[   ] indicates % of total no. of employees by respective branch.

4.5   Analysed by the job nature (store-based employees vs. retail office employees)[10], over 80% of the employees were store-based (194 840 employees or 86.3%) while much fewer were retail office employees (30 869 employees or 13.7%).   Details of the number of employees at respective branches and job levels are shown in the statistical tables in **Appendix 9.3**.   *(Chart 4.2)*

Chart 4.2   Employees by job nature

Retail office
13.7% (30 869)

Total number of
employees :
225 709

Store-based
86.3% (194 840)

---
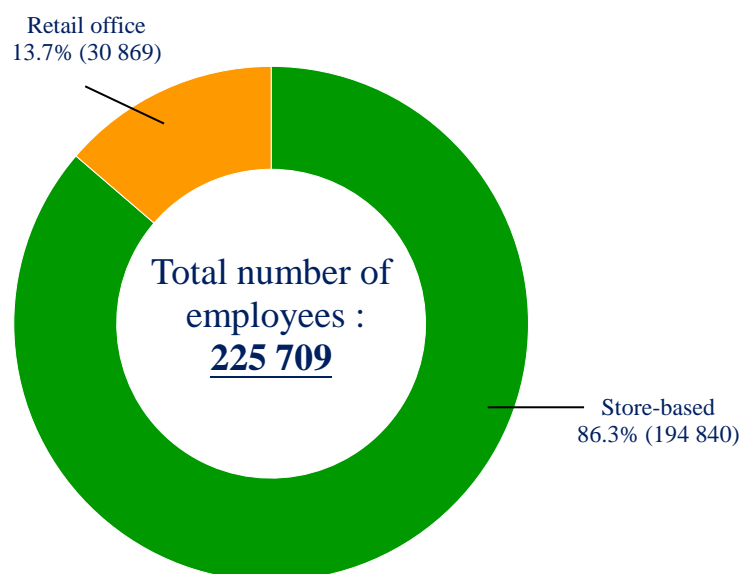
[10]   "Store-based employees" refers to the 5 selected principal jobs: Store Manager, Assistant Manager, Store Supervisor, Full-time Sales and Part-time Sales.   Employees other than these 5 principal jobs are classified as "Retail office employees".

Prominent Principal Jobs

4.6   As shown in Table 4.3, store-based jobs, such as "Store Manager" (8 013 employees) at the management level and "Assistant Manager; Store Supervisor" (22 189 employees) at the supervisory level, ranked the top among the prominent principal jobs at the respective level and were followed by retail office jobs.

Table 4.3   Prominent principal jobs

Job level	Principal job	No. of employees	% of total number of employees in respective job level
Senior management/ Management	◆ Store Manager *	8 013	53.4%
	◆ Retail Operation Manager	1 127	7.5%
	◆ District/Area Manager	1 116	7.4%
Supervisory	◆ Assistant Manager; Store Supervisor *	22 189	73.7%
	◆ Sales and Marketing Executive/Officer E-commerce Executive/Officer	4 104	13.6%
	◆ Buyer; Merchandiser	1 365	4.5%
Sales (Full-time and Part-time)	◆ Sales/Sales Associate *	81 361	49.4%
	◆ Senior Sales Associate *	41 910	25.5%
	◆ Part-time Sales *	41 367	25.1%
Operative	◆ Sales and Marketing Assistant/Associate E-commerce Assistant/Associate	8 614	53.9%
	◆ Warehouse Clerk	2 902	18.2%
	◆ Supply Chain Assistant/Associate	1 978	12.4%

* Store-based jobs

Vacancies

Number of Vacancies

4.7   As at 1 April 2024, a total of 6 065 vacancies were reported, representing a vacancy rate of 2.6% (i.e. vacancies as a percentage of the total number of employees and vacancies). Relatively more vacancies were found in "consumer goods" (1 241 vacancies), "clothing, footwear and allied products" (1 080 vacancies), and "food, beverages and tobacco" (880 vacancies). In terms of the vacancy rate, higher vacancy rates were registered in "department stores" (4.3%), "telecommunications equipment and electrical goods" (3.6%), and "fuel and transport equipment" (3.3%). *(Chart 4.3)*

Chart 4.3   Vacancies by branch
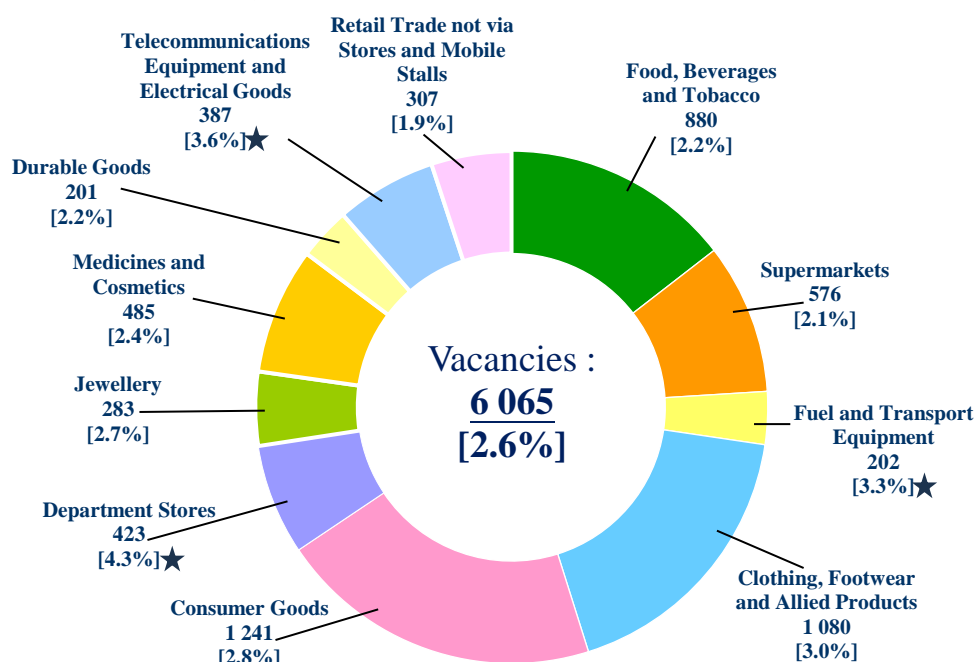
Notes:

(1)   *Figures in [ ] brackets indicate the **Vacancy rate*** $= \dfrac{\textit{No. of vacancies}}{\textit{No. of employees} + \textit{No. of vacancies}}$

(2)   *Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.*

4.8   Analysed by the job level, most of the vacancies were jobs at the full-time sales level (3 941 vacancies) and part-time sales level (1 039 vacancies). A higher vacancy rate of 3.1% above the overall vacancy rate was recorded at the full-time sales level. *(Chart 4.4)*

Chart 4.4　Vacancies by job level

Operative
389
[2.4%]

Management
212
[1.4%]

Supervisory
484
[1.6%]

Part-time sales
1 039
[2.5%]

Total number of
vacancies :
6 065
[2.6%]

Full-time sales
3 941
[3.1%] ★

Notes:

*(1)　Figures in [　] brackets indicate the **Vacancy rate** =* $\dfrac{\textit{No. of vacancies}}{\textit{No. of employees + No. of vacancies}}$

(2)　Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.

(3)　No vacancies for "Senior management".

4.9　　　Analysed by the job nature, most of the vacancies were found in store-based (5 415 vacancies) and a higher vacancy rate of 2.7% was recorded.　*(Chart 4.5)*

Chart 4.5　Vacancies by job nature

Retail office
650
[2.1%]

Total number of
vacancies :
6 065
[2.6%]
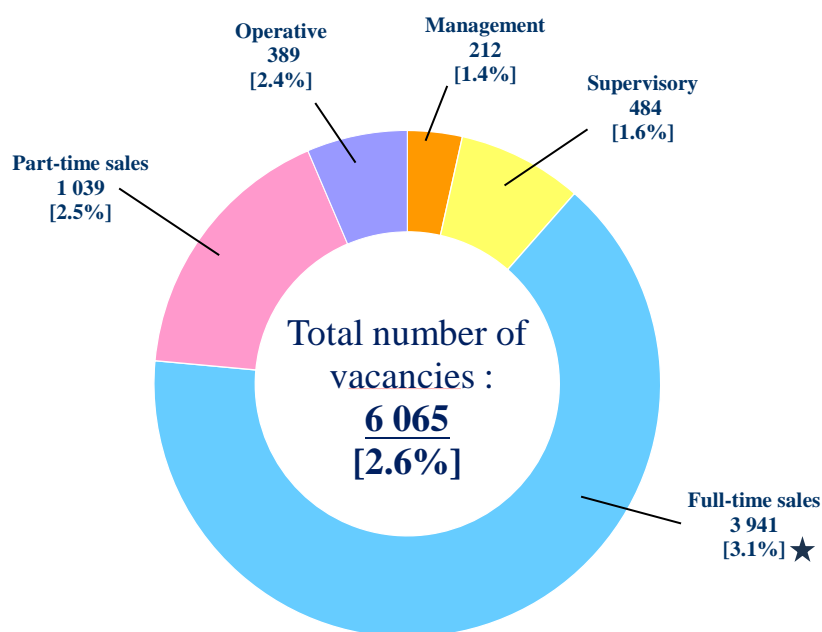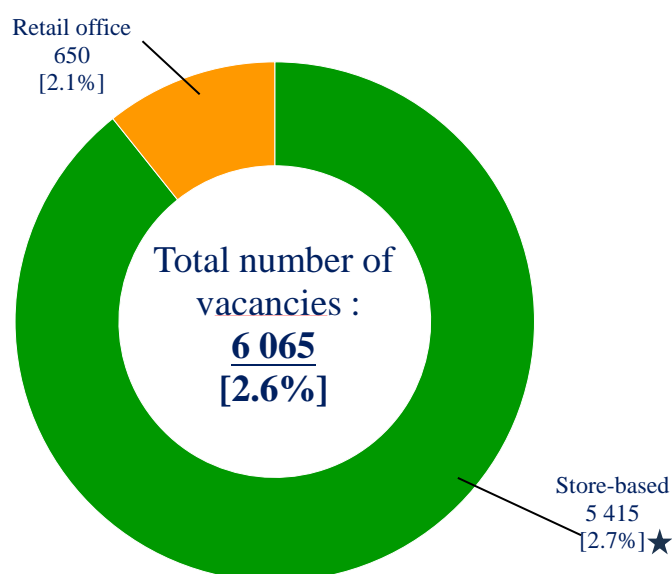
Store-based
5 415
[2.7%] ★

Notes:

*(3)　Figures in [　] brackets indicate the **Vacancy rate** =* $\dfrac{\textit{No. of vacancies}}{\textit{No. of employees + No. of vacancies}}$

(4)　Figures marked with the symbol "★" refer to relatively higher vacancy rates than the overall rate.

Prominent Vacancies

4.10   Similar to prominent principal jobs, store-based jobs, such as "Store Manager" (8 013 employees) at the management level and "Assistant Manager; Store Supervisor" (22 189 employees) at the supervisory level, also ranked the top among the prominent vacancies at the respective level and were followed by retail office jobs. *(Table 4.4)*

Table 4.4   Prominent vacancies

Job level	Principal job	No. of vacancies	% of total number of vacancies in respective job level
Management	◆ Store Manager *	112	52.8%
	◆ District/Area Manager	15	7.1%
	◆ Sales Manager; Wholesale Manager	15	7.1%
Supervisory	◆ Assistant Manager; Store Supervisor *	323	66.7%
	◆ Sales and Marketing Executive/Officer; E-commerce Executive/Officer	65	13.4%
	◆ Customer Service Executive/Officer; Customer Relationship Executive/Officer	28	5.8%
Sales (Full-time and Part-time)	◆ Sales/Sales Associate *	3 000	60.2%
	◆ Part-time Sales *	1 039	20.9%
	◆ Senior Sales Associate *	941	18.9%
Operative	◆ Sales and Marketing Assistant/Associate; E-commerce Assistant/Associate	218	56.0%
	◆ Warehouse Clerk	100	25.7%
	◆ Supply Chain Assistant/Associate	33	8.5%

* Store-based jobs

Average Monthly Income of Full-time Employees

4.11   The average monthly income for full-time employees at the senior management level in the retail trade is mainly in the range of over $50,000 (58.6%) and $30,001 - $50,000 (41.1%). It was followed by $25,001 - $30,000 (48.4%) for the management level, $20,001 - $30,000 (70.6%) for the supervisory level, and $15,001 - $20,000 for both the full-time sales level (58.2%) and the operative level (67.4%).   *(Table 4.5)*

Table 4.5   Average monthly income by job level - overall

Job level	Over $50,000	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below	No. of full-time employees
Senior management	58.6%	41.1%	0.3%	0.0%	0.0%	0.0%	**343**
Management	5.9%	31.3%	48.4%	12.2%	2.2%	0.0%	**14 651**
Supervisory	0.0%	3.5%	23.8%	46.8%	25.8%	0.1%	**30 089**
Full-time sales	0.0%	0.8%	3.8%	27.3%	58.2%	9.9%	**123 271**
Operative	0.0%	*	0.2%	21.5%	67.4%	10.9%	**15 988**

☐ denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

4.12   For store-based employees, the average monthly income at the management level is mainly in the range of $25,001 - $30,000 (54.3%), followed by $20,001 - $25,000 (42.4%) for the supervisory level and $15,001 - $20,000 for the full-time sales level (58.2%).   *(Table 4.6)*

Table 4.6   Average monthly income by job level - store-based employees

Job level	Over $50,000	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below	No. of full-time employees
Management	1.5%	24.6%	54.3%	15.6%	4.1%	0.0%	**8 013**
Supervisory	0.0%	3.9%	26.6%	42.4%	27.0%	*	**22 189**
Full-time sales	0.0%	0.8%	3.8%	27.3%	58.2%	9.9%	**123 271**

☐ denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

"Senior management" and "Operative" levels were not applicable to store-based employees.

4.13　　For retail office employees, the average monthly income at the senior management level is mainly in the range of over $50,000 (58.6%) and $30,001 - $50,000 (41.1%), followed by $25,001 - $30,000 (41.6%) for the management level, $20,001 - $25,000 (59.4%) for the supervisory level, and $15,001 - $20,000 for the operative level (67.4%).　　*(Table 4.7)*

Table 4.7　　Average monthly income by job level - retail office employees

Job level	Over $50,000	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below	No. of full-time employees
Senior management	58.6%	41.1%	0.3%	0.0%	0.0%	0.0%	**343**
Management	11.0%	39.2%	41.6%	8.2%	0.0%	0.0%	**6 638**
Supervisory	0.0%	2.2%	15.8%	59.4%	22.2%	0.4%	**7 900**
Operative	0.0%	*	0.2%	21.5%	67.4%	10.9%	**15 988**

⬜ denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

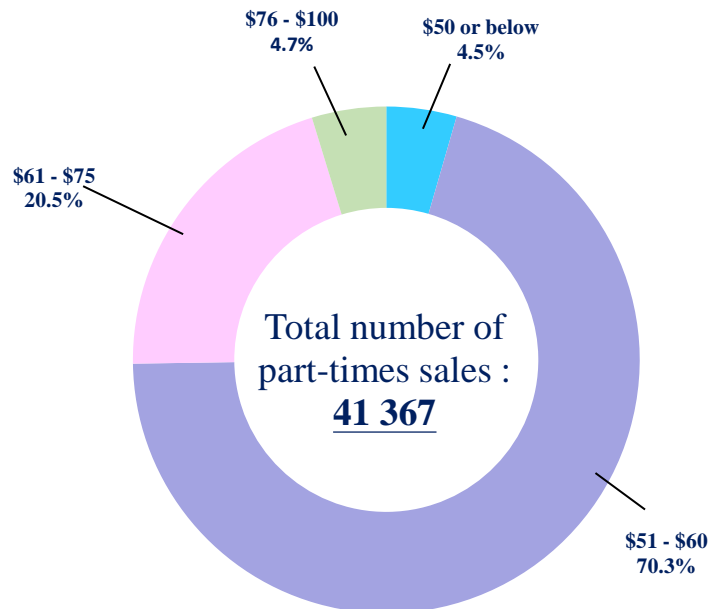　　　"Full-time sales" level was not classified as retail office employees.

Average Hourly Wage of Part-time Sales

4.14   The average hourly wage of part-time sales is mainly in the range of $51 - $60 (70.3%). *(Chart 4.6)*

Chart 4.6   Average hourly wage of part-time sales

$76 - $100
4.7%

$50 or below
4.5%

$61 - $75
20.5%

Total number of
part-times sales :
41 367

$51 - $60
70.3%

Preferred Education Level

4.15   Most of the employees at the senior management/management level preferred to have a first degree or above qualification (66.8%).   Among the employees at the supervisory level, 38.9% preferred to have secondary 4 to 7 qualifications and 36.5% a diploma/certificate qualification.   Employees at both the sales (full-time and part-time) level and the operative level were preferred to have secondary 4 to 7 qualifications (69.6% and 68.4% respectively). *(Table 4.8)*

Table 4.8   Preferred level of education by job level - overall

Job level	First degree or above	Sub-degree	Diploma/ certificate	Secondary 4 to 7	Secondary 3 or below	No. of employees
Senior management/ management	66.8%	19.5%	13.5%	0.1%	0.0%	14 994
Supervisory	5.9%	18.7%	36.5%	38.9%	0.0%	30 089
Sales (Full-time and Part-time)	0.0%	0.3%	11.2%	69.6%	18.9%	164 638
Operative	0.0%	2.1%	21.1%	68.4%	8.3%	15 988

☐ denotes prominent ranges of the preferred level of education in the respective job level.

Note: The preferred level of education for the "Senior management" and "Management" levels were asked collectively for this question.

4.16   For store-based employees, employees at the management level were preferred to have a first degree or above (66.9%).   Among the store-based employees at the supervisory level, 40.9% preferred to have secondary 4 to 7 qualifications and 35.4% a diploma/certificate qualification.   Store-based employees at the sales (full-time and part-time) level were preferred to have secondary 4 to 7 qualifications (69.6%).   *(Table 4.9)*

Table 4.9   Preferred level of education by job level - store-based employees

Job level	First degree or above	Sub-degree	Diploma/ certificate	Secondary 4 to 7	Secondary 3 or below	No. of employees
Management	66.9%	22.6%	10.2%	0.3%	0.0%	8 013
Supervisory	5.1%	18.6%	35.4%	40.9%	0.0%	22 189
Sales (Full-time and Part-time)	0.0%	0.3%	11.2%	69.6%	18.9%	164 638

☐ denotes prominent ranges of the preferred level of education in the respective job level.

Note: "Senior management" and "Operative" levels were not applicable to store-based employees.

4.17   On the other hand, most of the retail office employees at the senior management/management level were preferred to have a first degree or above (66.7%). Among the retail office employees at the supervisory level, 39.9% preferred to have a diploma/certificate qualification and 33.1% secondary 4 to 7 qualifications.   Retail office employees at the operative level were preferred to have secondary 4 to 7 qualifications (68.4%). *(Table 4.10)*

Table 4.10   Preferred level of education by job level - retail office employees

Job level	First degree or above	Sub-degree	Diploma/ certificate	Secondary 4 to 7	Secondary 3 or below	No. of employees
Senior management/ management	66.7%	16.0%	17.3%	0.0%	0.0%	6 981
Supervisory	8.0%	19.0%	39.9%	33.1%	0.0%	7 900
Operative	0.0%	2.1%	21.1%	68.4%	8.3%	15 988

☐   denotes prominent ranges of the preferred level of education in the respective job level.

Note: The preferred level of education for the "Senior management" and "Management" levels were asked collectively for this question.

"Sales (Full-time and Part-time)" level was not applicable to retail office employees.

Preferred Years of Experience

4.18   Regarding the years of experience, 44.5% of the employees at the senior management/management level were preferred to have 6 years to less than 10 years and 29.2% 10 years or above of experience.   Among the employees at the supervisory level, 52.7% preferred to have 3 years to less than 6 years of experience.   For the employees at both the sales (full-time and part-time) level and the operative level, most of them preferred to have less than 1 year (48.3% and 53.0% respectively) and 1 year to less than 3 years of experience (42.1% and 43.8% respectively).   *(Table 4.11)*

Table 4.11   Preferred years of experience by job level - overall

Job level	10 years or above	6 years to less than 10 years	3 years to less than 6 years	1 year to less than 3 years	Less than 1 year*	No. of employees
Senior management/ management	29.2%	44.5%	25.8%	0.5%	0.0%	14 994
Supervisory	2.3%	27.6%	52.7%	17.1%	0.3%	30 089
Sales (Full-time and Part-time)	0.0%	1.2%	8.5%	42.1%	48.3%	164 638
Operative	0.0%	0.0%	3.2%	43.8%	53.0%	15 988

         denotes prominent ranges of the preferred years of experience in the respective job level.

Note: "Senior management" and "Management" levels were collectively asked in this question.

* including the category of "No Experience"

4.19   For store-based employees, 39.9% of the employees at the management level were preferred to have 6 years to less than 10 years and 35.7% 3 years to less than 6 years of experience.   About 56.7% at the supervisory level were preferred to have 3 years to less than 6 years of experience.   For the sales (full-time and part-time) level, most of them were preferred to have less than 1 year (48.3%) and 1 year to less than 3 years of experience (42.1%). *(Table 4.12)*

Table 4.12   Preferred years of experience by job level - store-based employees

Job level	10 years or above	6 years to less than 10 years	3 years to less than 6 years	1 year to less than 3 years	Less than 1 year*	No. of employees
Management	24.3%	39.9%	35.7%	0.1%	0.0%	8 013
Supervisory	3.1%	28.2%	56.7%	11.8%	0.2%	22 189
Sales (Full-time and Part-time)	0.0%	1.2%	8.5%	42.1%	48.3%	164 638

         denotes prominent ranges of the preferred years of experience in the respective job level.

Note: "Senior management" and "Operative" levels were not applicable to store-based employees.

* including the category of "No Experience"

4.20   On the other hand, 49.9% of the retail office employees at the senior management/management level were preferred to have 6 years to less than 10 years and 34.8% 10 years or above of experience.   About 41.1% at the supervisory level were preferred to have 3 years to less than 6 years of experience.   For the operative level, most of them were preferred to have less than 1 year (53.0%) and 1 year to less than 3 years of experience (43.8%).   *(Table 4.13)*

Table 4.13   Preferred years of experience by job level - retail office employees

Job level	10 years or above	6 years to less than 10 years	3 years to less than 6 years	1 year to less than 3 years	Less than 1 year*	No. of employees
Senior management/ management	34.8%	49.9%	14.4%	0.9%	0.0%	6 981
Supervisory	0.1%	25.9%	41.1%	32.3%	0.6%	7 900
Operative	0.0%	0.0%	3.2%	43.8%	53.0%	15 988

☐ denotes prominent ranges of the preferred years of experience in the respective job level.

Note: The preferred years of experience for the "Senior management" and "Management" levels were asked collectively for this question.
        "Sales (Full-time and Part-time)" level was not applicable to retail office employees.
* including the category of "No Experience"

Age Range of Store-based Employees

4.21   The major age range of store-based employees is aged 36 - 55 (51.8%), followed by aged 26 - 35 (22.6%) and aged 56 or above (17.5%).   *(Chart 4.7)*

Chart 4.7   Age range of store-based employees
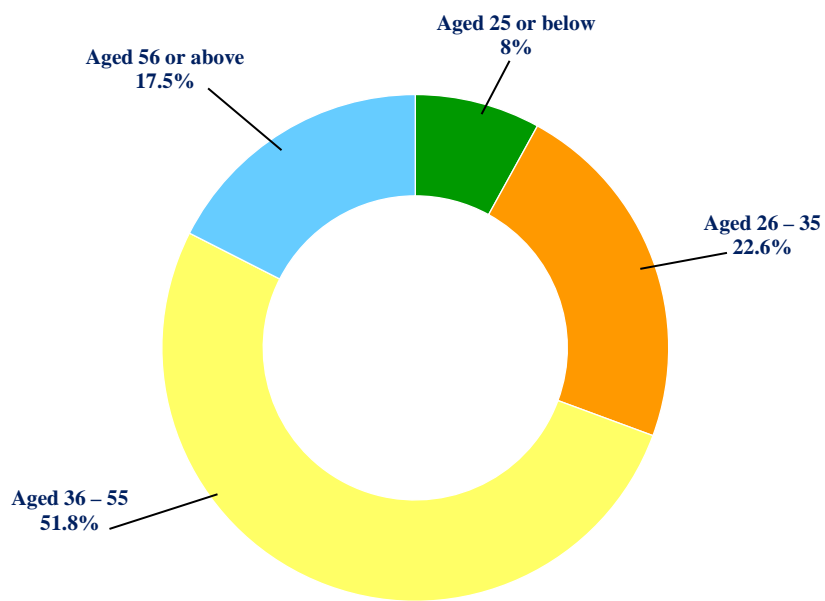
Note: "Store-based employees" refers to 5 principal jobs:- Store Manager, Assistant Manager, Store Supervisor, Full-time Sales and Part-time Sales.

Employees Left and Recruited

4.22   Employers reported that there were 45 413 employees left the companies in the past 12 months.   The turnover rate (i.e. the number of employees left as a percentage of the total number of posts) was 19.6%.   Analysed by the job level, the sales (full-time and part-time) level registered the largest number of employees left (39 859 employees) and the highest turnover rate (23.5%).   *(Table 4.14)*

Table 4.14 Employees left in the past 12 months and turnover rate by job level

Job level	Number of employees left	Turnover rate*
Senior management/management	995	6.5%
Supervisory	2 241	7.3%
Sales (Full-time and Part-time)	39 859	23.5%
Operative	2 318	14.2%
Overall	**45 413**	**19.6%**

* Turnover rate = no. of employees left in past 12 months /(no. of employees + no. of Vacancies)

4.23   A total of 42 933 employees were recruited in the past 12 months, with the majority at the sales (full-time and part-time) level (38 558 employees).   Among the new recruits at the senior management/management level and the supervisory level, over 80% had retail trade working experience (82.7% and 83.7% respectively) while the corresponding proportion was much smaller for the new recruits at the sales (full-time and part-time) level (52.8%) and the operative level (57.1%).   *(Table 4.15)*

Table 4.15 Staff recruited in the past 12 months by job level

Job level	Total number of new recruits	Number of new recruits with retail trade working experience
Senior management/management	738	610 (82.7%)
Supervisory	1 796	1 503 (83.7%)
Full-time sales	38 558	20 356 (52.8%)
Operative	1 841	1 052 (57.1%)
Overall	**42 933**	**23 521 (54.8%)**

Employers' Views on Business Volume in the Next 12 Months

4.24   Employers were asked about their views on the expected change in the business volume of their companies in the next 12 months.   Around one-third (34.6%) of the companies expected the business volume to remain stable, while 40.6% to be worsen and a mere 0.7% to be better for the coming year.   *(Chart 4.8)*

4.25   Compared to small-sized companies with an employment size of less than 50, large-sized companies with an employment size of 50 or above were relatively more optimistic.   A larger proportion expected the business to be better (8.1%) and a smaller proportion expected the business to be worsen (23.0%).   *(Chart 4.8)*

4.26   The major reasons for expecting a worsen business volume expressed by employers included:
- low foot traffic and less tourists;
- number of customers/business volume dropped significantly;
- Hong Kong/global recession led to business drop;
- consumers heading Mainland for consumption; and
- increased online shopping led to business drop.

Chart 4.8   Views on business volume in the next 12 months by employment size
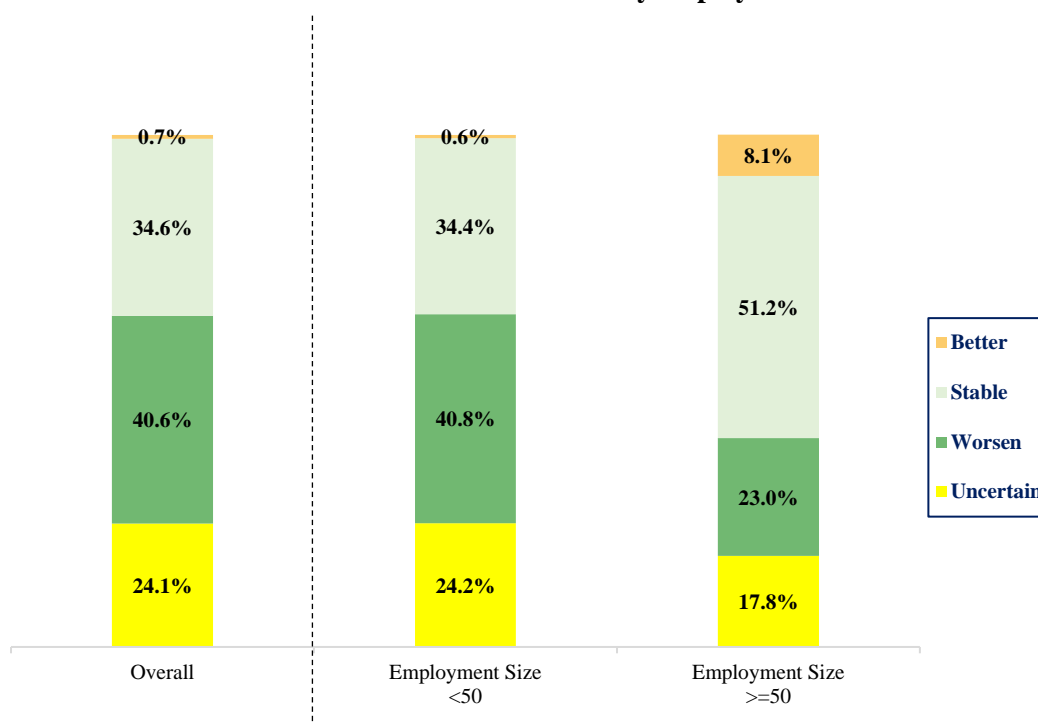
Note : Percentages are calculated on the basis of the total number of companies.

Expected Change in Number of Employees in the Next 12 Months

4.27   When asked to indicate the expected change in the number of employees of their companies in the next 12 months, 96.6% expected a stable number.   A mere 0.3% expected an increase while 3.2% expected a decrease.   *(Chart 4.9)*

4.28   Analysed by the employment size, the percentages expecting the number of employees to increase (11.4%) and decrease (14.7%) were both higher for companies with an employment size of 50 or above.   *(Chart 4.9)*

Chart 4.9   Views on number of employees in the next 12 months by employment size
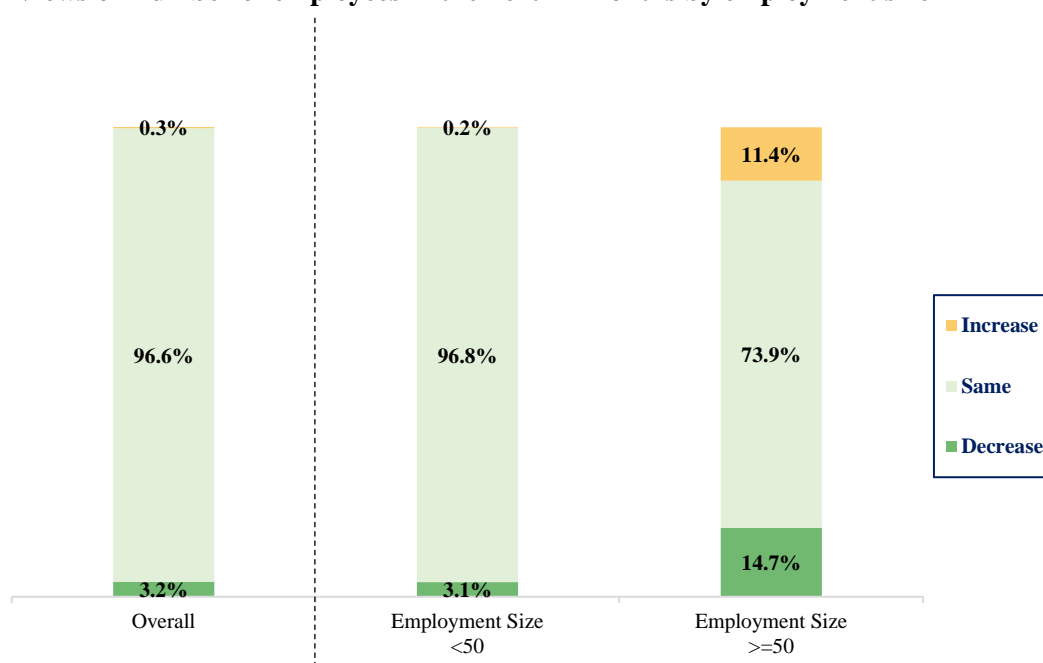
4.29   The average percentage change of number of employees in the next 12 months was -1.4% with -1.0% recorded for companies with an employment size of less than 50 and -1.9% for companies with an employment size of 50 or above.   *(Table 4.16)*

Table 4.16   Average percentage change of number of employees in the next 12 months by employment size

	Overall	Employment Size <50	Employment Size >= 50
Average percentage change of no. of employees in the next 12 months	**-1.4%**	-1.0%	-1.9%

Employers' Views on Online Business and Offline Business in the Next 12 Months

4.30   Employers were also asked to express their views on the prospects of online and offline businesses in the next 12 months.   The vast majority expected both the online (98.9%) and offline businesses (98.9%) to remain stable in the next 12 months.   *(Chart 4.10)*

4.31   Analysed by the employment size, the percentage expecting the online business to increase was relatively higher (4.7%) for companies with an employment size of 50 or above. For offline business, the percentages expecting to increase and decrease were both higher (6.9% and 4.5% respectively).   *(Chart 4.10)*

Chart 4.10   Views on online business/offline business in the next 12 months

Note : Percentages are calculated on the basis of the total number of companies.

Recruitment Difficulties

4.32   Not many companies engaged in recruitment exercise in the past 12 months, while relatively higher percentages were recorded for employees at the full-time sales level (4.5%) and the part-time sales level (2.5%) as compared to the senior management/management, supervisory and operative levels (0.3% - 0.7%).   *(Chart 4.11)*

4.33   Among those companies engaged in the recruitment exercises, 80.0% of them encountered recruitment difficulties for employees at the operative level.   *(Chart 4.11)*

4.34   The recruitment difficulties encountered when recruiting employees at the senior management/management and supervisory levels were mainly the "competition for manpower from other industries", including "compensation and benefits system" (87% and 64% respectively), "terms of employment" (73% and 45% respectively) and "working conditions (e.g. working hours, shift work)" (69% and 55% respectively) and "candidates lacked the relevant skills/experience" (40% and 51% respectively).   The difficulties encountered for recruiting employees at the full-time sales and part-time sales level were also the "competition for manpower from other industries", including "compensation and benefits system" (68% and 87% respectively) and "working conditions (e.g. working hours, shift work)" (52% and 49% respectively), while at the operative levels was the "compensation and benefits system" (98%).   *(Chart 4.11)*

Chart 4.11   Difficulties encountered in recruitment in past 12 months by job level

	Senior management & management	Supervisory	Full-time sales	Part-time sales	Operative
Encountered difficulties in recruitment	35.0%	45.5%	65.7%	62.2%	80.0%
Difficulties *(multiple)*					
Competition for manpower from other industries, in terms of					
˙terms of employment	72.7% ★	44.7% ★	33.0%	23.5%	4.9%
˙compensation and benefits system	87.3% ★	63.5% ★	68.5% ★	87.3% ★	98.1% ★
˙working conditions (e.g. working hours, shift work)	69.1% ★	55.3% ★	51.9% ★	48.9% ★	13.3%
˙career prospects	5.5%	9.4%	28.3%	35.4%	2.3%
Candidates lacked the relevant skills/experience	40.0%	50.6% ★	31.9%	15.6%	6.4%
Candidates lacked the relevant academic qualification	5.5%	8.2%	3.3%	0.1%	0.4%
Candidates lacked awareness of career opportunities & prospects in retailing	12.7%	11.8%	10.0%	3.3%	4.2%
Insufficient programmes available in the market to provide trained manpower	0.0%	3.5%	9.1%	0.8%	0.0%
Others (i.e. few job applications; applicants did not show up for interview or after signing the contract)	0.0%	2.4%	3.6%	2.6%	3.0%
No. of companies with recruitment (% of companies with recruitment) :	157 (0.3%)	187 (0.4%)	2 120 (4.5%)	1 178 (2.5%)	330 (0.7%)

Notes:
(1) Percentages of difficulties in recruitment are calculated on the basis of companies having the recruitment difficulties in particular job level.
(2) Respondents are allowed to select more than one difficulty.
(3) Figures marked with the symbol "★" refer to major difficulties encountered at respective job level.

Application of the Qualifications Framework to Talent Development

4.35   When asked whether had designed training activities with reference to the Specification of Competency Standards (SCS) for the Retail Industry in the past, a mere 1.4% of companies answered positively.   The percentage was relatively higher for companies with an employment size of 50 or above (10.7%).   *(Chart 4.12)*

Chart 4.12   Whether design training activities with reference to the SCS for the Retail Industry in the past

Note : Percentage are calculated on the basis of total number of companies

4.36   When asked to indicate whether they will take priority to select training courses recognised under the Qualifications Framework (QF) in the future, only 1.7% answered positively.   The percentage was also relatively higher for companies with an employment size of 50 or above (18.8%).   *(Chart 4.13)*

Chart 4.13   Whether take priority to select training courses recognised under the QF in the future

Note : Percentage are calculated on the basis of total number of companies

4.37   For companies who would take priority to select training courses recognised under the QF in the future, the QF levels to be primarily chosen for training were QF L3 (87.8%) and QF L2 (69.7%).   For companies with an employment size of 50 or above, apart from QF L3 (57.3%) and QF L2 (42.7%), companies also indicated interests in QF L4 (32.9%), QF L1 (24.4%) and QF L5 (17.1%).   *(Chart 4.14)*

Chart 4.14   QF level to be primarily chosen for training
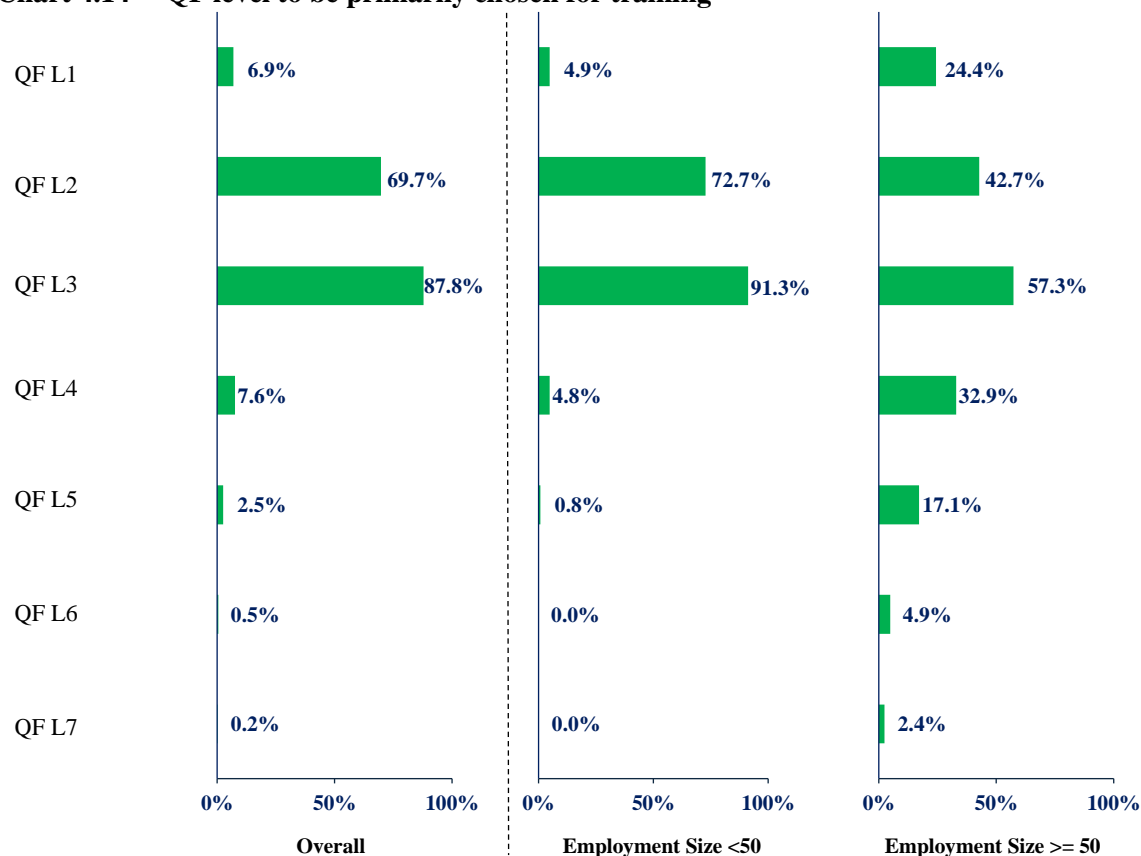
Note : Percentage are calculated on the basis of companies taking priority to select training courses recognised under the QF in the future.

4.38　　The top three functional areas to be considered in the SCS for the retail industry were "customer service" (88.1%), "customer relationship management" (73.5%) and "sales, marketing and omni-channel sales management" (64.6%).　　Other functional areas to be considered included "specific product knowledge" (40.2%), "store operations" (13.1%), "merchandising/merchandising (e-commerce)" (7.9%) and "supply chain management" (7.6%).　　For companies with an employment size of 50 or above, the functional area "store operations" (57.3%) was also rated high.　　*(Chart 4.15)*

Chart 4.15　　Functional areas to be considered in the SCS for the Retail Industry
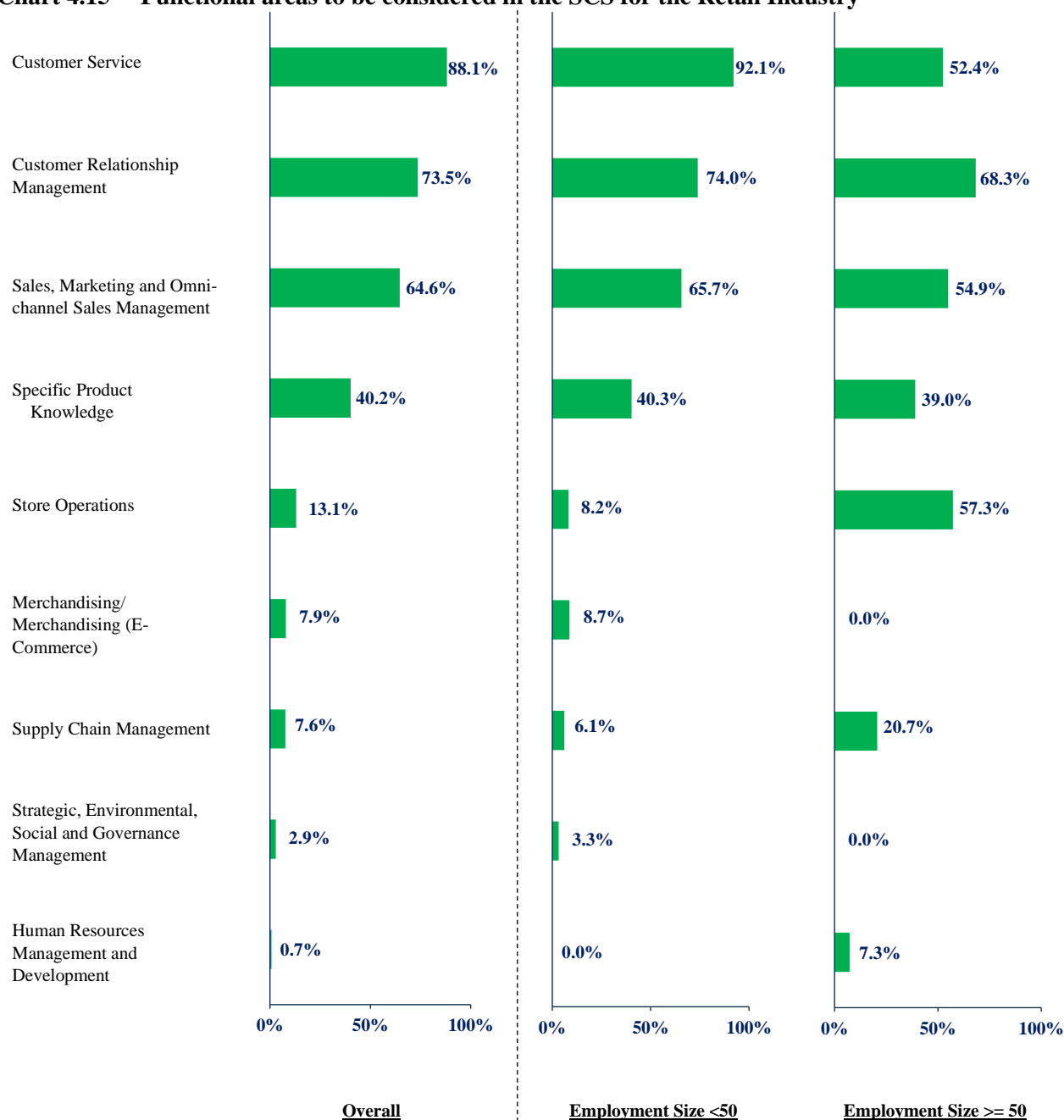
Notes: (1) Percentage are calculated on the basis of companies taking priority to select training courses recognised under the QF in the future.
　　　(2) Respondents are allowed to select more than one functional area.

Training Requirements

4.39   The training requirements for employees regardless of the job nature at the senior management/management/supervisory and the sales (full-time and part-time) levels tended to focus on "Inventory Management/Supply Chain and Logistics Management" and "Customer Relationship Management".   Employees at the operative level tended to focus on "Product Advisory/Product Demonstration" and "Digital and Social Media Marketing".   Details of the training requirements at the respective job levels are shown in the statistical tables in **Appendix 9.6**.   *(Table 4.17)*

Table 4.17   **Major training requirements**

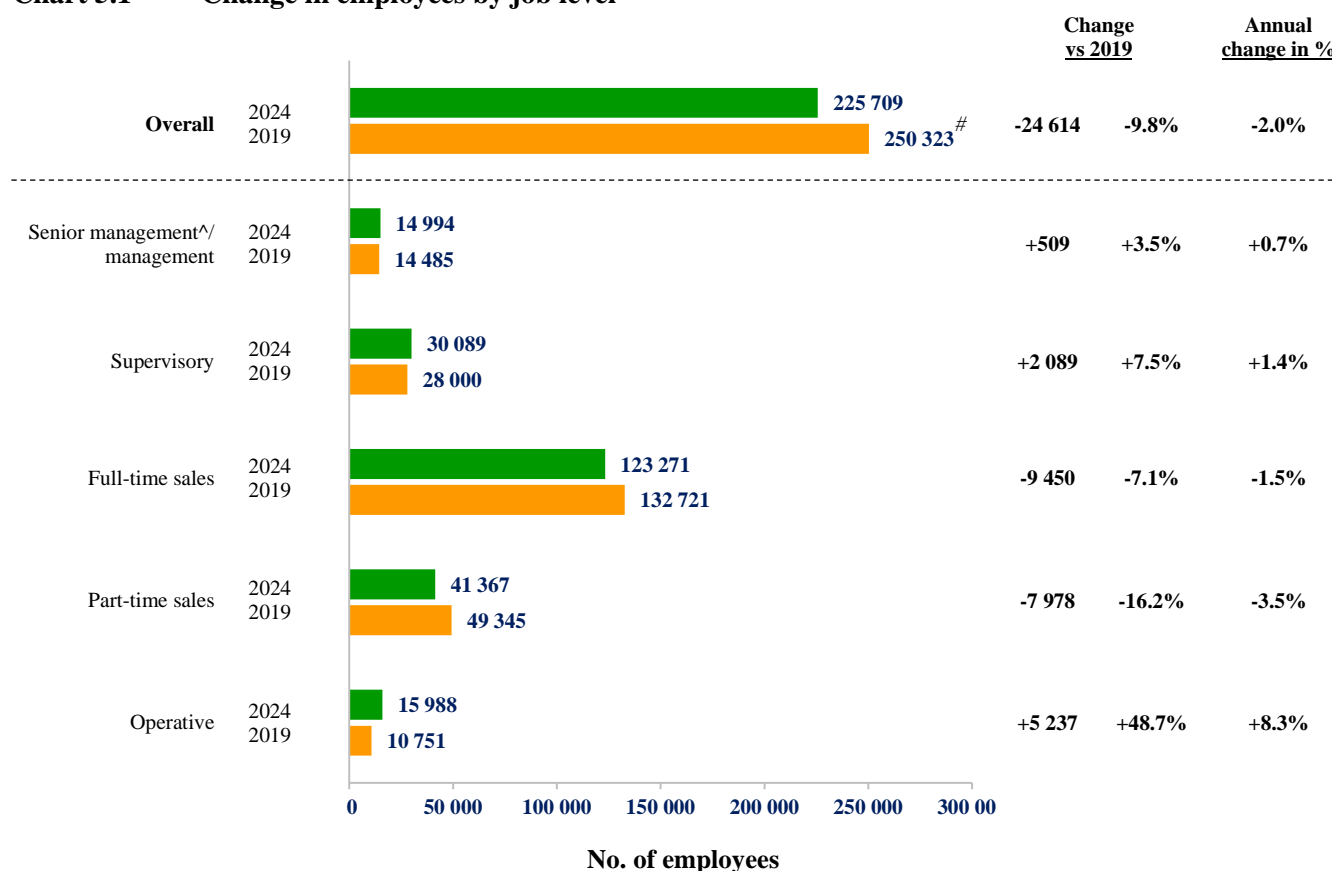| Rank	Senior management/ Management/ Supervisory	Sales (Full-time and Part-time)	Operative
1	Product Management / Supplier Relationship Management	Product Advisory / Product Demonstration	Product Advisory / Product Demonstration
2	Inventory Management / Supply Chain and Logistics Management	Inventory Management / Supply Chain and Logistics Management	Digital and Social Media Marketing
3	Customer Relationship Management	Customer Relationship Management	Retail Sourcing

5   Manpower Analysis

Manpower Changes between 2019 and 2024

5.1   The 2019 manpower survey findings were not analysed according to the nature of the retail operations, namely store-based and retail office, as in the 2024 survey.   The manpower changes presented in this section would be compared by branch and by job level only.

Change in Employees

5.2   In the retail trade, the total number of employees dropped from 250 323 in 2019 to 225 709 in 2024 (-24 614 employees; -9.8%).   Analysed by the job level, the decrease in manpower was mainly observed in full-time sales (-9 450 employees; -7.1%) and part-time sales (-7 978 employees; -16.2%).   A considerable increase in manpower was recorded for the operative level (+5 237 employees; +48.7%), of which the majority were engaged in "retail trade not via stores and mobile stalls".   *(Chart 5.1)*

Chart 5.1   Change in employees by job level

		No. of employees	Change vs 2019		Annual change in %
Overall	2024	225 709	-24 614	-9.8%	-2.0%
	2019	250 323#			
Senior management^/ management	2024	14 994	+509	+3.5%	+0.7%
	2019	14 485			
Supervisory	2024	30 089	+2 089	+7.5%	+1.4%
	2019	28 000			
Full-time sales	2024	123 271	-9 450	-7.1%	-1.5%
	2019	132 721			
Part-time sales	2024	41 367	-7 978	-16.2%	-3.5%
	2019	49 345			
Operative	2024	15 988	+5 237	+48.7%	+8.3%
	2019	10 751			

Note: # The figure in the 2019 survey included 15,021 "Owner / Sole Proprietor / Working Partner" of which the majority belonged to small-sized companies. Following the removal of this principal job in the 2024 survey, this group of employees was believed to be grouped as "Store Manager" (under management level), "Assistant Manager; Store Supervisor"(under supervisory level), "Sales", "E-commerce Assistant/Associate (in Branch 11)" etc. accordingly to their job duties and responsibilities.

^ The senior management level was newly added to the 2024 survey. No data is available for identifying the manpower changes between 2019 and 2024. Thus the senior management and management levels are grouped together for showing the manpower changes.

5.3   Analysed by the retail branch, a decrease in manpower was recorded in all branches except for "retail trade not via stores and mobile stalls", where a significant increase in manpower was registered (+6 168 persons; +64.1%).   *(Chart 5.2)*
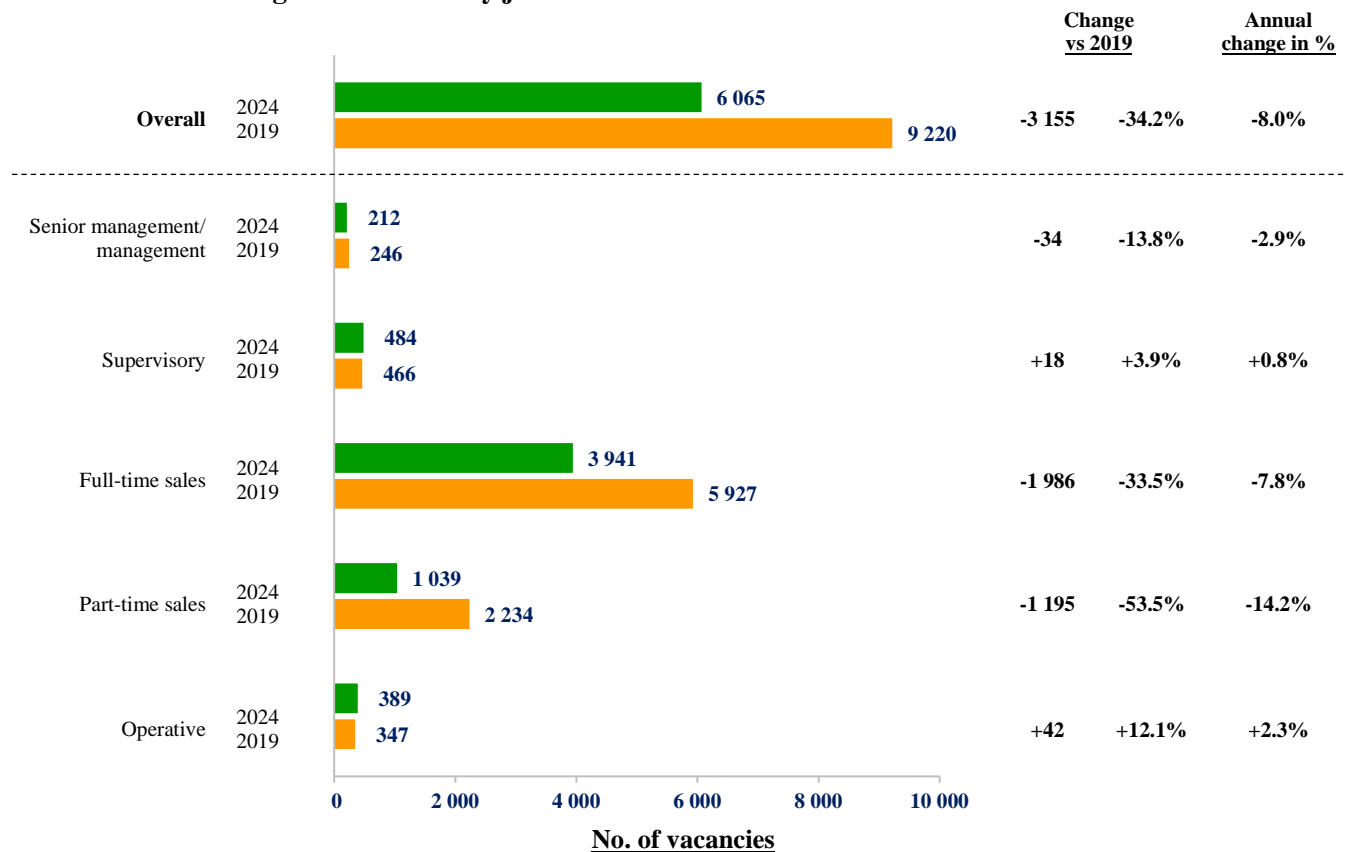
Chart 5.2   Change in employees by branch

		No. of employees	Change vs 2019		Annual change in %
Overall	2024	225 709	-24 614	-9.8%	-2.0%
	2019	250 323			
Food, Beverages and Tobacco	2024	39 320	-1 831	-4.4%	-0.9%
	2019	41 151			
Supermarkets	2024	27 225	-3 620	-11.7%	-2.5%
	2019	30 845			
Fuel and Transport Equipment	2024	5 979	-216	-3.5%	-0.7%
	2019	6 195			
Clothing, Footwear and Allied Products	2024	35 152	-9 886	-22.0%	-4.8%
	2019	45 038			
Consumer Goods	2024	43 176	-3 856	-8.2%	-1.7%
	2019	47 032			
Department Stores	2024	9 407	-1 646	-14.9%	-3.2%
	2019	11 053			
Jewellery	2024	10 045	-2 482	-19.8%	-4.3%
	2019	12 527			
Medicines and Cosmetics	2024	20 120	-4 317	-17.7%	-3.8%
	2019	24 437			
Durable Goods	2024	9 042	-1 595	-15.0%	-3.2%
	2019	10 637			
Telecommunications Equipment and Electrical Goods	2024	10 454	-1 333	-11.3%	-2.4%
	2019	11 787			
Retail Trade not via Stores and Mobile stalls	2024	15 789	+6 168	+64.1%	+10.4%
	2019	9 621			

No. of employees (axis: 0, 50 000, 100 000, 150 000, 200 000, 250 000, 300 000)

Change in Vacancies

5.4   The total number of vacancies has decreased in 2024 (from 9 220 to 6 065; -3 155 vacancies).   Analysed by the job level, the decrease in vacancies was mainly recorded for full-time sales (from 5 927 to 3 941; -1 986 vacancies) and part-time sales (from 2 234 to 1 039; -1 195 vacancies). *(Chart 5.3)*

Chart 5.3   Change in vacancies by job level

Job level	Year	No. of vacancies	Change vs 2019		Annual change in %
Overall	2024	6 065	-3 155	-34.2%	-8.0%
	2019	9 220			
Senior management/ management	2024	212	-34	-13.8%	-2.9%
	2019	246			
Supervisory	2024	484	+18	+3.9%	+0.8%
	2019	466			
Full-time sales	2024	3 941	-1 986	-33.5%	-7.8%
	2019	5 927			
Part-time sales	2024	1 039	-1 195	-53.5%	-14.2%
	2019	2 234			
Operative	2024	389	+42	+12.1%	+2.3%
	2019	347			

No. of vacancies (axis: 0, 2 000, 4 000, 6 000, 8 000, 10 000)

Changes in Average Monthly Income

5.5   Compared to the 2019 survey, the changes in the average monthly income varied among different job levels.   *(Table 5.1)*

- Senior management/management level: the majority remained in the range of $20,001 - $50,000 (87.1% in 2019 and 90.7% in 2024);
- Supervisory level: shifted upward to $20,001 - $30,000 (from 48.9% in 2019 to 70.6% in 2024);
- Full-time sales level: shifted upward to $15,001 -$20,000 (from 34.7% in 2019 to 58.2% in 2024) and $20,001 -$30,000 (from 12.3% in 2019 to 31.1% in 2024); and
- Operative level: shifted upward to $15,001 -$20,000 (from 38.4% in 2019 to 67.4% in 2024) and $20,001 -$30,000 (from 6.9% in 2019 to 21.7% in 2024).

Table 5.1   Average monthly income

Job level	Year	$50,001 or above	$30,001 - $50,000	$20,001 - $30,000	$15,001 - $20,000	$15,000 or below
Senior management/ management	2024	7.2%	31.6%	59.1%	2.2%	0.0%
	2019	6.7%	36.5%	50.6%	5.3%	0.9%
Supervisory	2024	0.0%	3.5%	70.6%	25.8%	0.1%
	2019	0.0%	3.2%	48.9%	39.6%	8.3%
Full-time sales	2024	0.0%	0.8%	31.1%	58.2%	9.9%
	2019	0.0%	0.7%	12.3%	34.7%	52.3%
Operative	2024	0.0%	*	21.7%	67.4%	10.9%
	2019	0.0%	0.0%	6.9%	38.4%	54.6%

▯ denotes prominent ranges of the monthly income in the respective job level.

Note: * Less than 0.05%

Changes in Preferred Education Level

5.6   Compared to the 2019 survey, the changes in the preferred education level varied among different job levels.   *(Table 5.2)*

- Senior management/management level: higher requirement for first degree or above qualification (from 48.9% in 2019 to 66.8% in 2024);
- Supervisory level: the majority preferred secondary 4 to 7 qualifications and diploma/certificate qualification (71.9% in 2019 and 75.4% in 2024);
- Full-time and part-time sales levels: the majority preferred secondary 4 to 7 qualifications (74.8% in 2019 and 69.6% in 2024); and
- Operative level: requirement relaxed to secondary 4 to 7 qualifications (from 41.6% in 2019 to 68.4% in 2024).

Table 5.2   Preferred education level

Job level	Year	First degree or above	Sub-degree	Diploma/ certificate	Secondary 4 to 7	Secondary 3 or below
Senior management/ management	2024	66.8%	19.5%	13.5%	0.1%	0.0%
	2019	48.9%	8.1%	37.2%	5.8%	0.0%
Supervisory	2024	5.9%	18.7%	36.5%	38.9%	0.0%
	2019	7.9%	18.8%	35.6%	36.3%	1.4%
Sales (Full-time and Part-time)	2024	0.0%	0.3%	11.2%	69.6%	18.9%
	2019	*	0.3%	10.9%	74.8%	14.0%
Operative	2024	0.0%	2.1%	21.1%	68.4%	8.3%
	2019	3.3%	2.5%	42.8%	41.6%	9.8%

denotes prominent ranges of the preferred level of education in the respective job level.

Note: * Less than 0.05%

Changes in Preferred Years of Experience

5.7   Compared to the 2019 survey, the changes in the preferred years of experience varied among different job levels. *(Table 5.3)*

- Senior management/management level: skewed to 6 years to less than 10 years (58.7% in 2019 and 44.5% in 2024) with a significant percentage shifted upward to 10 years or above of experience (from 7.7% in 2019 to 29.2% in 2024);
- Supervisory level: skewed to 3 years to less than 6 years (63.4% in 2019 and 52.7% in 2024) with a significant percentage shifted upward to 6 years to less than 10 years of experience (from 16.1% in 2019 to 27.6% in 2024);
- Full-time and part-time sales levels: requirement relaxed to less than 1 year of experience (from 31.5% in 2019 to 48.3% in 2024); and
- Operative level: requirement relaxed to less than 1 year of experience (from 20.4% in 2019 to 53.0% in 2024).

Table 5.3   Preferred years of experience

Job level	Year	10 years or above	6 years to less than 10 years	3 years to less than 6 years	1 year to less than 3 years	Less than 1 year
Senior management/ management	2024	29.2%	44.5%	25.8%	0.5%	0.0%
	2019	7.7%	58.7%	32.4%	1.2%	0.0%
Supervisory	2024	2.3%	27.6%	52.7%	17.1%	0.3%
	2019	0.7%	16.1%	63.4%	19.8%	*
Sales (Full-time and Part-time)	2024	0.0%	1.2%	8.5%	42.1%	48.3%
	2019	0.0%	1.9%	19.1%	47.5%	31.5%
Operative	2024	0.0%	0.0%	3.2%	43.8%	53.0%
	2019	0.0%	0.0%	18.6%	61.1%	20.4%

    denotes prominent ranges of the preferred years of experience in the respective job level.

Note: * Less than 0.05%

Business Outlook

Global and Local Challenges

5.8   The Asian Retail Outlook 2024 reported that the biggest challenges most retailers in Asia expected were global economic factors, geopolitical tensions, consumer confidence, currency fluctuation, and labour and rental costs.[11]   Retailers also anticipated increasing consumer expectations in pricing, customer service, and product quality.   However, factors like commodity prices, energy costs, wage increases, and exchange rate volatility continue to impact pricing, though inflation is slowing down.

5.9   In the local context, Hong Kong retailers face the increasing trend of local people travelling abroad or to the Mainland for leisure spending, the slower-than-expected return of visitors, the high operating costs and interest rate, and the depreciation of the Renminbi, although an easing Hong Kong dollar exchange rate and the recent US interest rate cut may slightly improve the situation.   The Government's GDP growth forecast for 2023 has been revised down to 3.2%, and that for 2024 is 2.5-3.5%.[12]   The overall retail sales registered a double-digit decline in the first half of 2024, and it is expected that the double-digit decline will continue in the second half of 2024.   Domestic online sales accounted for 8% of overall retail turnover in August 2024, down by 0.5% year on year, although year-to-date figures show little change in e-commerce behaviour.   A number of new regulations and policy amendments in recent years, such as regulations on MPF offsetting, the statutory minimum wage, and the amendment to the "continuous contract" requirement, have imposed additional financial and operational burden on the retail industry.   These new regulations and amendments, along with the high labour and rental costs, will lead to a continuous rise in operating costs starting from 2025.

5.10   To alleviate the manpower shortage, the Enhanced Supplementary Labour Scheme (ESLS) was launched since 4 September 2023 to cover retail related jobs, such as sales representative and sales assistant.   From its launch till 30 September 2024, more than 2 400 applications of imported workers were approved for sales assistant and sales representative.[13] It is evident that the ESLS can provide assistance to address the problem of labour shortage in the retail trade.

Government Measures to Bolster Economy and Stimulate Consumption

---

[11] Cegid (n.d.). *Asian Retail Outlook 2024*. Retrieved September 12, 2024, from https://insideretail.asia/client-report/asian-retail-outlook-2024/

[12] Hong Kong Economy (2024). *2023 Economic Background and 2024 Prospects (extracts).* Retrieved October 4, 2024, from https://www.hkeconomy.gov.hk/en/pdf/23q4_outlook.pdf

[13] The Government of the Hong Kong Special Administration Region (2024, October 23). *LCQ16: Enhanced Supplementary Labour Scheme* [Press release].
https://www.info.gov.hk/gia/general/202410/23/P2024102300236.htm?fontSize=3

5.11   The Central Government has increased the duty-free allowance from RMB5,000 to RMB12,000 for luggage articles brought into the Mainland by Mainland residents visiting Hong Kong.   Visitors are also allowed to purchase additional duty-free goods worth RMB3,000 at all port entry duty-free stores, starting from August 2024.   Additionally, the Individual Visit Scheme has expanded to cover eight more provincial capital cities earlier this year, and the total number of eligible cities has increased to 59.   Starting on 1 December 2024, Shenzhen visitors can apply multiple entry visa, which would further support the retail recovery. The Hong Kong Tourism Board recorded about 25 million visitors arriving in Hong Kong as of the end of July, representing a year-on-year increase of around 52%.   The arrival of Mainland visitors reached about 19 million for the same period, a year-on-year increase of around 47%.   In the latest 2024 Policy Address, the Hong Kong Government emphasises the integrated development of culture, sports and tourism, aiming to foster economic diversification through mega-event economy, new tourist hotspots, tourist arrivals from ASEAN countries, and silver economy.   The government will also inject $1 billion in the BUD fund to help SMEs upgrade operations and expand E-commerce Easy to Middle East and ASEAN countries.   It is hoped that the above measures will boost the retail and other related industries, attracting more inbound visitors and stimulating local spending.

Elevation of the Shopping Journey

5.12   In the face of economic challenges and the change in consumer behaviours, the adoption of technologies to streamline operational management is essential.   Embracing omnichannel strategies is imperative, removing the barriers between physical stores and online commerce to deliver a seamless and personalised customer journey across all platforms.   In recent years, retailers have focused on maximising AI's benefits online, but it has not yet been fully translated to in-store.   An omnichannel model with in-store infrastructure to enable AI's utilisation in the physical environments will improve supply chain connectivity, forecasting and replenishment, while ensuring stock availability and reducing waste.

5.13   In a research conducted in 2023[14] which surveyed 11 000 consumers from nine markets around the world, 91% of consumers have used in-store tech, but 69% were not satisfied with those in-store tech such as self-checkout counters as there is not enough staff to help resolve tech issues or ordered items are found out of stock at the counter.   One-quarter of them have considered shopping with a different retailer to get a better in-store tech experience.   Some are concerned about financial and identity fraud.   The research also revealed that consumers expect to know where an order is at all times and show loyalty to brands with faster delivery.   To elevate consumers' shopping experience, retailers need to look

---

[14]   SOTI. (2024). *Techspectations: Consumer Demand for Digital Transformation in Retail*. Retrieved October 3, 2024, from https://insideretail.asia/client-report/techspectations-consumer-demand-for-digital-transformation-in-retail/

into the use of AI tools to enhance omnichannel shopping experience, improve supply chain optimisation to facilitate stock visibility and maintain customer loyalty, and safeguard cybersecurity to build up customers' trust.

Enhancement of Customer & Employee Engagement

5.14   Omnichannel is essential for any retail brand to build a brand presence and boost sales in various markets.   Successful omnichannel retailing offers customers different options for discovering and purchasing products while creating a consistent brand image and exceptional customer experience across all channels with its presence.   The advent of emerging technologies and tools, such as generative AI, AR, gamification, and interactive experiences on digital interfaces or immersive environments, can revolutionise customer engagement and personalisation.   Retailers can curate a unique customer journey elevated by engaging retailtainment and personalisation through new technologies.

5.15   Employee engagement plays a pivotal role in curating an exceptional customer experience.   However, sales associates are faced with staff shortages and tied up doing other lower-value tasks while having to navigate numerous disparate systems for day-to-day operations, which results in not having much time to help customers.   Equipping teams with the latest technological advancements, such as user-friendly mobile apps and advanced point-of-sale systems, is of paramount importance to enhance operational efficiency, customer service, and communications between stores, back offices, and teams from different locations. Training initiatives should be prioritised to enhance in-store teams' tech skills and boost customer satisfaction.   Data-driven decision-making tools are also imperative to enable stores to make independent decisions, fostering a deeper understanding of customer concerns, cultivating stronger customer relationships, and fostering greater team ownership.

Data & AI Everywhere

5.16   A shift from supply-driven to demand-driven retail can curate a more personalised shopping experience.   Retailers need to significantly increase data sharing and collaboration with value chain partners to improve forecasting effectiveness, essential to creating efficiencies along whole supply chains and to anticipating demands for goods.   AI plays a crucial role in automating demand forecasting, inventory management, assortment optimisation, personalisation, etc.   With the support of AI, sales associates can provide customers with real-time, personalised recommendations, matching their desires.   AI-driven image recognition technologies can make product scanning obsolete, enhancing productivity and expediting the checkout experience.

5.17   Furthermore, generative AI can expand retail networks by autonomously generating multilingual marketing content and managing in-store team operations.   It is powerful in data

analysis, pattern recognition, and predictive modeling as it can process vast volumes of data at high speeds and extract insights for business opportunities.   In addition to enhancing end-to-end supply chain visibility and enabling personalised product recommendations, generative AI can also improve workforce management, hiring and training.   The use of data and the integration of AI technology will significantly boost the skills of the in-store team, excel in in-store operation, and help reimagine the in-store shopping experience.   It is now a matter for retailers to take a holistic and strategic view about how AI is implemented across their organisation.

Cybersecurity

5.18   In an era of escalating cyber threats, safeguarding customer data and securing financial transactions are paramount.   According to the 2023 report on cyber security threats released by IBM Security[15], the retail and wholesale industry was the fifth-targeted industry in 2022. The industry attracts cybercriminals because it processes and handles large amounts of personal data and financial information.   Riding on the trend of omnichannel retailing, the complexity of physical stores with online platforms creates extra opportunities for cybercriminals due to the mix of technologies.   A survey on retail cybersecurity reported that 77% of respondents from the retail industry were hit by ransomware in 2021, when it was only 44% in 2020[16]. Retailers have the responsibility to implement flawless security practices to safeguard the integrity of retail operations, strengthen security measures, and enhance consumer trust and confidence.

---

[15] IBM Security. (2024, February). *X-Force Threat Intelligence Index 2023*. Retrieved October 7, 2024, from https://secure-iss.com/wp-content/uploads/2023/02/IBM-Security-X-Force-Threat-Intelligence-Index-2023.pdf
[16] Sophos. (2022). *The State of Ransomeware in Retail 2022*. Retrieved October 10, 2024, from https://news.sophos.com/en-us/2022/09/07/the-state-of-ransomware-in-retail-2022/

Manpower Projection and Annual Additional Manpower Requirement

Manpower Projection

5.19   By making reference to relevant economic indicators which reflect important changes in the local economy, demography and the labour market, the manpower trend for 2025-2028 is shown in Table 5.4 below.   Further details of the manpower projection method is shown in *Appendix 8.*

5.20   It is worth noting that the estimated manpower for 2025-2028 may not be able to accommodate the changing retail landscape in online-merge-offline retailing as this manpower survey exercise was conducted in the midst of retail transformation, where retailers are facing economic challenges and handling changes in consumer behaviours and visitor consumption brought by the pandemic which accelerated the shift to e-commerce and the need for developing omni-channel retailing.

Table 5.4   Manpower trend for 2025-2028

Year	Estimated manpower
2024	231 774
2025	228 600 (-1.4%)
2026	225 773 (-1.2%)
2027	223 490 (-1.0%)
2028	221 627 (-0.8%)

Notes: Percentage in the brackets refers to the percentage change over the preceding year.

Annual Additional Manpower Requirement

5.21   By taking into consideration the (i) projected manpower trend and (ii) wastage rate of the industry (i.e. percentage of employees leaving the industry permanently on an annual basis), the estimated additional annual requirement from 2025 to 2028 is shown in Table 5.5 below.

Table 5.5 Estimated annual additional manpower requirement from 2025 to 2028

| Job Level | Wastage rate | Additional annual manpower requirement | | |
		Average manpower growth (a)	Industry leavers (b)	Total (a) + (b)
Senior management	2.5%	-167	377	**5**
Management				**205**
Supervisory	2.4%	-335	722	**387**
Sales (Full-time)	11.5%	-1 857	19 076	**12 914**
Sales (Part-time)				**4 305**
Operative	7.7%	-179	1 238	**1 059**

6   Recommendations

6.1   Based on the manpower analysis derived from the survey findings and the business outlook of the retail industry, the following recommendations are proposed to meet the training needs and to ease the problem of current and potential manpower shortage.

Nurturing the Next Generation of Retail Leaders through VPET

6.2   Talent is the most important element contributing to the industry's development, and education is the key to nurturing talent.   Vocational and professional education and training (VPET) has always been a key driver of manpower development in Hong Kong for meeting the needs of the ever-changing economy.   Through VPET, students can explore their talent, join the industry that best suits their abilities and interests, develop their career, and contribute to the industry.   The recommendations for talent development are as follows:

(a) Outreach to secondary schools through life planning education via the Business-School Partnership Programme under the Education Bureau, VTC's 「專+導航」 Campaign, and other outreaching activities so as to introduce the industry trend, career prospects, and professional development of the retail industry as well as VPET pathways to students, parents, teachers, career masters, and principals.

(b) Equip secondary school students' career-related competencies and generic skills for the retail industry through Applied Learning Courses in the senior secondary curriculum.

(c) Engage industry partners to offer industry experience to secondary school students and VPET students, in the form of industry visits, job shadowing, project collaborations, internship opportunities, etc, so to provide young talents with earlier exposure to the industry and better ideas of the career path, attracting more new blood to consider landing the first job in retail.

Deploying Leading-edge Technology to Elevate Retail Experience

6.3   Deploying leading-edge technology can elevate retail experience, one that connects the digital and physical realms, adapting to personalised and seamless services.   Appropriate technology application can also ease off the burden coming from staff shortage and allow in-store sales' availability for better customer service.   Thus, training should be prioritised to enhance in-store teams' tech skills, bolster retail operation efficiency and boost customer satisfaction.   The recommendations for deploying retail technologies to elevate retail experience are as follows:

(a) Tools such as advanced point-of-sale systems, data-driven decision making tools, self-checkout counters, real-time inventory visibility, RFID, electronic shelf labels, machine learning, AI and generative AI can bolster efficiency, improve supply chain

optimisation, safeguard cybersecurity, and enhance customer services.

(b) Emerging technologies such as AI, AR and gamification to create retailtainment.

(c) Flexible workforce management solutions, such as task management software and workforce management software for scheduling, time and attendance, employee self-service, etc, are on the rise to boost productivity and sustain continued growth.

From Positive Employee Engagement to Positive Customer Experience

6.4　　Employees are an essential component in any brick-and-mortar store. A positive employee experience is therefore essential for delivering a positive customer experience. Employees who feel valued and secure are more likely to be proactive and dedicated, going the extra mile for customers. The recommendations for creating positive employee engagement are as follows:

(a) Upskill all employees, not just those who already have specialised skills but also those who have not yet had any specialised skills, for creating a more inclusive and adaptable workforce.

(b) Recognise the current skills of existing employees, particularly those at the operative, sales and supervisory levels, through Recognition of Prior Learning for recognition, staff engagement and career development.

(c) Hire new employees based on a skills-first talent approach over the traditional credential-based hiring approach in the talent development cycle to accommodate a more diverse talent pool from new candidates.

(d) Provide on-the-job training in the following areas with reference to the Specification of Competency Standards for the retail industry under the Hong Kong Qualifications Framework to enhance customer experience:
- ◆ For management and supervisory levels: product management, inventory management, supply chain and logistics management, and customer relationship management
- ◆ For operative level: product demonstration, digital and social media marketing, and retail sourcing

(e) Offer bite-sized in-service training for digital skills, equipping employees for the digital transformation for new retail.

(f) Arrange tailor-made workshops to familiarise employees with the culture, language and shopping behaviours of the tourists from the Middle East and ASEAN countries.

(g) Provide clear career pathways to grow within the company, illustrating the progression from entry-level to management and beyond.

Membership of the Retail Trade Training Board

Chairlady

Ms TAM Kam-yee

Members

Ms Clarice AU Man-wai

Ms Melissa CHEUNG

Ms CHOW Wai-ling

Ms HO Wai-yin

Mr Victor LAM Chi-kit

Ms LI Man-kei

Mr LI Ting-kei

Ms LO Tsit-wa

Ms Priscilla MUI Pui-sze

Mr SO Tsang-wai

Ms TONG Mo-ching

Ms Estella TSUI Yuen-han

Mr Desmond WONG Wai-leung

Chief Executive of the Consumer Council (or his / her representative)

Executive Director of the Vocational Training Council (or his representative)

Secretary

Ms Jackie LAI

Terms of Reference of Retail Trade Training Board

1. To determine the manpower demand of the industry, including the collection and analysis of relevant manpower and student/trainee statistics and information on socio-economic, technological and labour market developments.

2. To assess and review whether the manpower supply for the industry matches with the manpower demand.

3. To recommend to the Vocational Training Council (the Council) the development of vocational and professional education and training (VPET) facilities to meet the assessed manpower demand.

4. To advise the Council on the strategic development and quality assurance of its programmes in the relevant disciplines.

5. To prescribe job specifications for the principal jobs in the industry defining the skills and knowledge and advise on relevant training programme specifying the time a trainee needs to spend on each skill element.

6. To tender advice in respect of skill assessments, trade tests and certification for in-service workers, apprentices and trainees, for the purpose of ascertaining that the specified skill standards have been attained.

7. To advise on the conduct of skill competitions in key trades in the industry for the promotion of VPET as well as participation in international competitions.

8. To liaise with relevant bodies, including employers, employers' associations, trade unions, professional institutions, training and educational institutions and government departments, on matters pertaining to the development and promotion of VPET in the industry.

9. To organise seminars/conferences/symposia on VPET for the industry.

10. To advise on the publicity relating to the activities of the Training Board and relevant VPET programmes of the Council.

11. To submit to the Council an annual report on the Training Board's work and its recommendations on the strategies for programmes in the relevant disciplines.

12. To undertake any other functions delegated by the Council in accordance with Section 7 of the Vocational Training Council Ordinance.

Membership of Working Party on Manpower Survey

Convener

Ms Clarice AU Man-wai

Members

Ms Melissa CHEUNG

Ms CHOW Wai-ling

Mr Victor LAM Chi-kit

Mr LI Ting-kei

Ms LO Tsit-wa

Ms Priscilla MUI Pui-sze

Mr Sammy CHUNG

Secretary

Ms Jackie LAI

Definition of Terms

Full-time employees
"Full-time employees" refers to persons who works at least 18 hours per week for four weeks or more and are under the payroll of the sampled company / company for the specified job, disregarding whether the employees are deployed to work in other places (including the mainland of China).

Vacancies
"Vacancies" refers to those unfilled, immediately available job openings for which the company is actively trying to recruit personnel at the time of survey.

Vacancy rate
"Vacancy rate" refers to Vacancies as a percentage of the total number of employees and Vacancies.

Turnover rate
"Turnover rate" refers to the number of employees left as a percentage of the total number of employees and Vacancies.

Average Monthly Income
"Average Monthly Income" refers to the average monthly income during the past 12 months before enumeration, including basic wages, regular overtime pay, cost of living allowance, meal allowance, housing allowance, travel allowance,, commission and bonus etc.. It is an average figure among employees engaging in the same principal job.

Postgraduate degree
"Postgraduate degree" refers to a higher degree(s) (e.g. master degree) offered by local or non-local education institutions, or equivalent.

First Degree
"First degree" refers to the first degree(s) offered by local or non-local education institutions, or equivalent.

Sub-degree
"Sub-degree" refers to the Associate Degree, Higher Diploma, Professional Diploma, Higher Certificate, Endorsement Certificate, Associateship or equivalent programmes offered by local or non-local institutions.

Diploma / Certificate
"Diploma / Certificate" refers to technical and vocational education programmes, including Diploma / Certificate courses, Diploma of Foundation Studies, Diploma of Vocational

Education and programmes at the craft level or equivalent.

Secondary 4 to 7   "Secondary 4 to 7" refers to the education programmes under the Hong Kong Certificate of Education Examination (HKCEE), the Hong Kong Diploma of Secondary Education (HKDSE) Examination, Diploma Yi Jin, or equivalent.

Secondary 3 or below   "Secondary 3 or below" refers to secondary 3 or below, or equivalent.

CONFIDENTIAL WHEN ENTERED WITH DATA	填 入 數 據 後 即 成 機 密 文 件

VOCATIONAL TRAINING COUNCIL
職 業 訓 練 局

THE 2024 MANPOWER SURVEY OF THE RETAIL TRADE
零售業2024年人力調查

The 2024 Manpower Survey of the Retail Trade (RT) aims at collecting manpower information of the sector concerned for formulating recommendations on future manpower training. Please provide the information of your company as at **1st April 2024** by answering the questionnaire. Thank you.

零售業2024年人力調查旨在蒐集業內人力情況的最新資料，並按此為未來人力訓練制訂適當建議。懇請　貴公司根據**2024年4月1日**的人力情況填寫此問卷。多謝合作。

Establishment Information
機構資料

(For official use)
Industry Code _____

TYPE OF SERVICE:
服 務 性 質

☐ Food, Beverages and Tobacco
食品、飲品及煙草

☐ Supermarkets
超級市場

☐ Fuel and Transport Equipment
燃料及運輸設備

☐ Clothing, Footwear and Allied Product
衣物、鞋類及有關製品

☐ Consumer Goods, n.e.c.
(e.g. household articles, watches and clocks, optical shops, building renovation materials, sporting equipment, stationary, toys, handbags, Chinese drugs, pets)
其他消費品
（例如：家庭用品、鐘錶、眼鏡、裝修材料、運動設備、文具、玩具、手袋、中草藥、寵物）

☐ Department Stores
百貨公司

☐ Jewellery
珠寶首飾

☐ Medicines and Cosmetics
藥物及化妝品

☐ Telecommunications Equipment and Electrical Goods
電訊設備及電器產品

☐ Trade not via Stores and Mobile Stalls
無店面和不經流動貨攤的零售

☐ Durable Goods, n.e.c.
(e.g. computer equipment/software, furniture, medical goods, photographic equipment, musical instruments, office appliances/equipment.)
其他耐用品
（例如：電腦設備／電腦套裝軟件、傢具、醫療用品、攝影器材、樂器、辦公室器材）

☐ Others :
其他 :
_____

TOTAL NO. OF PERSONS ENGAGED: _____
僱 員 總 人 數

Detail of Contact Person*
聯絡人資料*

NAME OF PERSON TO CONTACT: _____
聯 絡 人 姓 名

POSITION: _____
職 位

TEL. NO.: _____ - _____
電 話

FAX NO. : _____
圖 文 傳 真

E-MAIL: _____
電 郵

* *The information provided will be used for the purpose of this and subsequent manpower surveys.*
所提供資料將用作是次及日後人力調查之用。

Part I － Manpower Information
第一部份 － 人力情況

Please complete columns 'B' to 'D' of the questionnaire according to the list of principal jobs by referring to Appendix B for job description of individual job.
請根據列表中的主要職務，並參考附錄B有關各種職務的工作說明來填寫表內各欄 'B' 至 'D'。

Principal Jobs (Full-time Employees and Part-time Sales) 主要職務 (全職僱員及兼職售貨員)

Job Code 職位 編號	(A) Principal Job 主要職務 (See Appendix B) （參閱附錄 B）	(B) No. of **Employees** as at Survey Reference Date 在統計日期的 **僱員**人數	(C) No. of **Vacancies** as at Survey Reference Date 在統計日期的 **空缺額**	(D) Average Monthly Income Range 每月平均收入幅度 Code 編號 1 Over $50,000以上 2 $30,001 - $50,000 3 $25,001 - $30,000 4 $20,001 - $25,000 5 $15,001 - $20,000 6 Under $15,001以下
	Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。		Please enter a zero '0' in the box if no employee/vacancy. 如沒有僱員／空缺，請在方格內填入 '0'。	
e.g: 例子	**Job Title A (3 employees and 2 vacancies)** 職位甲 (3名僱員及2個空缺)	3	2	4
	SENIOR MANAGEMENT 高層管理人員			
101	Chief Executive Officer ; Managing Director 首席執行官；董事總經理			
102	Chief Operating Officer ; Chief Retail Officer 首席營運總監；首席零售總監			
	MANAGEMENT 管理人員			
201	Director of Retail ; Director or Head of Retail Operation 零售營運總監			
204	Director or Head of Regional Sales / Sales and Marketing / E-Commerce 區域銷售／銷售及市場推廣／電子商務總監或主管			
207	Director or Head of Digital Marketing 數碼營銷總監或主管			
208	Director or Head of Customer Relationship Management / Customer Experience 顧客關係管理／顧客體驗總監或主管			
209	Director or Head of Merchandising 採購總監或主管			
210	Director or Head of Supply Chain / Logistics / Warehouse 物流總監或主管			
214	Director or Head of Information Technology ; General Manager (Digital Transformation) 資訊科技總監；數碼轉型總經理			
251	Retail Operation Manager 零售營運經理			
252	District / Area Manager 分區／地區經理			
253	Store Manager 店鋪經理			
254	Marketing Manager 市場推廣經理			
255	Sales Manager ; Wholesale Manager 銷售經理；批發經理			
256	E-commerce Manager 電子商務經理			
257	Digital Marketing Manager 數碼營銷經理			
258	Customer Services Manager ; Customer Relationship Management Manager 顧客服務經理；顧客關係管理經理			
259	Buying Manager ; Merchandising Manager 採購經理			
260	Supply Chain Manager ; Logistics Manager ; Warehouse Manager 物流經理；運輸經理			
262	Visual Merchandising Manager 視覺營銷經理			
263	Training Manager ; Learning and Development Manager 培訓經理			
264	Application Development Manager 應用開發經理			

	Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。			
Job Code 職位 編號	**(A)** Principal Job 主要職務 (See Appendix B) （參閱附錄 B）	**(B)** No. of **Employees** as at Survey Reference Date 在統計日期的 **僱員**人數 Please enter a zero '0' in the box if no employee/vacancy. 如沒有僱員／空缺，請在方格內填入 '0'。	**(C)** No. of **Vacancies** as at Survey Reference Date 在統計日期的 **空缺額**	**(D)** Average Monthly Income Range 每月平均收入幅度 Code 編號 1　Over $50,000以上 2　$30,001 - $50,000 3　$25,001 - $30,000 4　$20,001 - $25,000 5　$15,001 - $20,000 6　Under $15,001以下
	SUPERVISORY　主任			
301	Assistant Manager ; Store Supervisor 助理經理；店鋪主任；店長			
304	Sales and Marketing Executive/Officer ; E-commerce Executive/Officer 營銷及市場推廣主任；電子商務主任			
307	Digital Marketing Executive/Officer 數碼營銷主任			
308	Customer Service Executive/Officer ; Customer Relationship Executive/Officer 顧客服務；顧客關係主任			
309	Buyer ; Merchandiser 採購主任			
310	Supply Chain Executive/Officer ; Logistics Executive/Officer ; Warehouse Executive/Officer 供應鏈主任；物流主任；倉庫主任			
312	Visual Merchandising Executive/Officer 視覺營銷主任			
313	Training Executive/Officer 培訓主任			
314	System Analyst ; Analyst Programmer 系統分析員；系統分析程序編製員			
315	Website Designer 網站及電子商務開發員			
316	Data Storage & IT Infrastructure Specialist 數據存儲及科技架構主任			
	SALES　售貨員			
401	Senior Sales Associate 高級售貨員			
402	Sales / Sales Associate 售貨員			
451	Part-time Sales (Please provide the **average hourly wage** in Column D) 兼職售貨員　（請於欄"D"提供**平均時薪**）			
	OPERATIVE　輔助人員			
504	Sales and Marketing Assistant/Associate ; E-commerce Assistant/Associate 銷售及市場推廣助理；電子商務助理			
507	Digital Marketing Assistant/Associate 數碼營銷助理			
508	Customer Services Assistant/Associate; Customer Relationship Assistant/Associate 顧客服務助理；顧客關係助理			
509	Buying Assistant ; Merchandising Coordinator 採購助理			
510	Supply Chain Assistant/Associate 物流助理			
511	Warehouse Clerk 倉務管理員			
512	Visual Merchandising Assistant/Associate 視覺營銷助理			
	Other Relevant Retail Trade Staff (e.g. Leasing Manager, Retail Space Planning Manager, Data Scientist in Customer Analytics / Demand Forecasting / Logistics Performance, etc**)** **其他相關零售員工**（例如租務經理，零售空間規劃經理，數據科學家(客戶分析／需求預測／物流績效)等）			

For Official Use		

Part II
第二部份

Age distribution of Employees
僱員年齡分佈

1.　Please indicate the percentage distribution of age range of **store-based employees** (incl. including store manager, store supervisor, senior sales associate, sales/sales associate and part-time sales)
　　請指出　貴機構在**實體店工作的僱員**的年齡分佈。（包括店鋪經理、店鋪主任、高級售貨員、售貨員及兼職售貨員）

25 or below 25 歲或以下	26 – 35 26 至 35 歲	36 – 55 36 至 55 歲	56 or above 56 歲或以上	*No relevant staff* *沒有相關員工*
%	%	%	%	☐

New Recruitment
新聘僱員

2.　Please state the number of retail trade employees[1] who were **newly recruited** in the past 12 months.
　　(If there is no recruitment, please fill "0" in the box)
　　請列出　貴機構在過去十二個月內**新招聘**的零售業僱員[1]人數。（如沒有招聘，請在方框內填上 "0" 。）

	Senior management and management 高層管理人員及管理人員	Supervisory Level 主任級	Sales (Full-time and Part-time) 售貨員 (全職及兼職)	Operative Level 輔助人員級
(a)　Total 　　總人數				
(b)　Number of new recruits **with** experience in retail trade 　　新招聘中，**具**零售業經驗的僱員人數				

Employees Leaving the Establishment
已離職僱員

3.　Please state the number of retail trade employees[1] who had **left** in the past 12 months.
　　(If there is no employees left, please fill "0" in the box)
　　請列出　貴機構在過去十二個月內零售業僱員[1]的**離職**人數。（如沒有僱員離職，請在方框內填上 "0" 。）

(a)　Senior management and management
　　高層管理人員及管理人員　　☐

(b)　Supervisory Level
　　主任級　　☐

(c)　Sales (Full-time and Part-time)
　　售貨員 (全職及兼職)　　☐

(d)　Operative Level
　　輔助人員級　　☐

---

[1]　Retail trade employees refer to the principal jobs listed in Part I.
　　零售業僱員是指第一部份所列出的主要職務。

Expected Change in Future
未來變化

4. When comparing with the current situation, please indicate your views on the expected change of the following **in the next 12 months**.
(Please tick in the box as appropriate)
相對於現在，請指出　貴機構預計在**未來十二個月**於下列之預期變化。(請在適當的格內填上"✓"號。)

(i)　Business volume
業務額

☐ (a) Better
較佳

| + | % |

☐ (b) Stable
穩定

☐ (c) Worsen
較差

| - | % |

☐ (d) Uncertain
不肯定

Please indicate the reasons leading to **"better" or "worse"**.
請說明引起**較佳或較差**的原因。

_____

(ii)　Number of retail trade employees[1]
零售業僱員[1]數目

☐ (a) Increase
增加

| + | % |

☐ (b) Same
不變

☐ (c) Decrease
減少

| - | % |

(iii)　Online business
線上業務

☐ (a) Increase
增加

| + | % |

☐ (b) Same
不變

☐ (c) Decrease
減少

| - | % |

Please indicate the job positions to be increased / decreased in response to the development of online business
請說明為對應線上業務發展而增加／減少之主要職位

Job positions expected to **increase**:
預計**增加**之主要職位：

_____

Job positions expected to **decrease**:
預計**減少**之主要職位：

_____

(iv)　Offline business
線下業務

☐ (a) Increase
增加

| + | % |

☐ (b) Same
不變

☐ (c) Decrease
減少

| - | % |

Please indicate the job positions to be increased / decreased in response to the development of offline business
請說明為對應線下業務發展而增加／減少之主要職位

Job positions expected to **increase**:
預計**增加**之主要職位：

_____

Job positions expected to **decrease**:
預計**減少**之主要職位：

_____

---

[1]　Retail trade employees refer to the principal jobs listed in Part I.
零售業僱員是指第一部份所列出的主要職務。

Major Difficulties Encountered in Recruitment
主要招聘困難

5. Please indicate the difficulties encountered in recruitment of retail trade employees of your establishment in **past 12 months**.
請指出 貴機構在**過去十二個月**招聘零售業僱員¹時所遇到的困難。

	Senior management and management 高層管理人員及管理人員	Supervisory Level 主任級	Full-time Sales 全職售貨員	Part-time Sales 兼職售貨員	Operative Level 輔助人員級
(a) No recruitment was taken place (incl. no recruitment due to no such level of staff) 沒有招聘（包括因沒有相關職級的員工而沒有進行招聘）	☐	☐	☐	☐	☐
(b) Recruitment was taken place and did not encounter difficulties 有招聘，並沒有遇到困難	☐	☐	☐	☐	☐

(c) Recruitment was taken place and the difficulties encountered were: (You may tick "✓" **three major** difficulties encountered in recruitment for each job level)

(d) 有招聘，所遇到的困難是：（各職級可剔 "✓" 選**最主要的三項**招聘困難）：

	Senior management and management	Supervisory Level	Full-time Sales	Part-time Sales	Operative Level
(i) Competition for manpower from other industries, in terms of 就以下方面與其他行業之競爭					
● terms of employment 聘用條件	☐	☐	☐	☐	☐
● compensation and benefits system 薪酬及福利制度	☐	☐	☐	☐	☐
● working conditions (e.g. working hours, shift work) 工作條件（例如：工作時間，輪班工作）	☐	☐	☐	☐	☐
● career prospects 晉升機會	☐	☐	☐	☐	☐
(ii) Candidates lacked the relevant skills / experience 應徵者並無相關技能／經驗	☐	☐	☐	☐	☐
(iii) Candidates lacked the relevant academic qualification 應徵者未具相關學歷	☐	☐	☐	☐	☐
(iv) Candidates lacked awareness of career opportunities and prospects in retailing 應徵者不了解缺乏零售業的就業及發展機會	☐	☐	☐	☐	☐
(v) Insufficient programmes available in the market to provide trained manpower 市場缺乏課程提供具相關訓練的人力資源	☐	☐	☐	☐	☐
(vi) Others (please specify) 其他（請說明） _____	☐	☐	☐	☐	☐

Preferred Education Level and Years of Experience of Employees
僱員宜有的教育程度及相關年資

6. Please choose **preferred** education level and years of experience of <u>retail trade employees</u>[1].
請選擇零售業僱員[1]**宜有**的教育程度及相關年資。

Job level 職級	Senior management and management 高層管理人員及 管理人員	Supervisory Level 主任級	Sales (Full-time and Part-time) 售貨員 (全職及兼職)	Operative Level 輔助人員級
(a) Education Level (Please tick "✓" **1 box** for each job level) **教育程度**（每職級請剔"✓" 選**一項**）				
(i) Postgraduate Degree 研究生學位	☐	☐	☐	☐
(ii) First Degree 學士學位	☐	☐	☐	☐
(iii) Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑)	☐	☐	☐	☐
(iv) Diploma/Certificate 文憑／證書	☐	☐	☐	☐
(v) Secondary 4 to 7 中四至中七	☐	☐	☐	☐
(vi) Secondary 3 or below 中三或以下	☐	☐	☐	☐
(b) Years of Experience (Please tick "✓" **1 box** for each job level) **相關年資**（每職級請剔"✓" 選**一項**）				
(i) 10 years or more 十年或以上	☐	☐	☐	☐
(ii) 6 years to less than 10 years 六年至十年以下	☐	☐	☐	☐
(iii) 3 years to less than 6 years 三年至六年以下	☐	☐	☐	☐
(iv) 1 year to less than 3 years 一年至三年以下	☐	☐	☐	☐
(v) less than 1 year 一年以下	☐	☐	☐	☐
(vi) No experience 無經驗	☐	☐	☐	☐
No such level of staff 沒有相關職級員工	☐	☐	☐	☐

---

[1] Retail trade employees refer to the principal jobs listed in Part I.
零售業僱員是指第一部份所列出的主要職務。

Training
訓練

7. The Qualifications Framework (QF) provides objective standards to help employers recruit talents. By referring to the industry's Specification of Competency Standards (SCS), employers can design appropriate training for employees in different positions, systematically strengthen the team's skills, promote talent development and enhance corporate image.
資歷架構提供客觀標準助僱主招聘人才。僱主可參考行業的《能力標準說明》，為不同工作崗位的員工設計合適的培訓，有系統地強化團隊的技能，推動人才發展及提升企業形象。

(a) Did your establishment design training activities with reference to the SCS for the Retail Industry **in the past**?
請問　貴機構**在過去**有沒有參考資歷架構中零售業《能力標準說明》來設計培訓活動？

☐ Yes
有

☐ No
沒有
Please indicate the reasons
請說明原因 _____

(b) Will your establishment take priority to select training courses recognised under the QF **in the future**?
請問　貴機構**在將來**會否優先考慮為員工提供已獲資歷架構認可的培訓課程?

☐ Yes
會

↳ (i) Please indicate the QF level to be primarily chosen for training　(You may wish to tick "✓" more than 1 QF level)
請指出主要培訓資歷架構級別（可剔"✓"選多個資歷架構級別）

☐ QF L1　　　☐ QF L2　　　☐ QF L3　　　☐ QF L4

☐ QF L5　　　☐ QF L6　　　☐ QF L7

(ii) Please indicate **three major functional areas** to be considered in the SCS for the Retail Industry
請指出優先考慮在零售業《能力標準說明》內的**三項主要職能範疇**

☐ Strategic, Environmental, Social and Governance Management
策略、環境、社會及管治管理

☐ Sales, Marketing and Omni-channel Sales Management
銷售、市場推廣及多渠道銷售管理

☐ Customer Relationship Management
顧客關係管理

☐ Merchandising / Merchandising (E-Commerce)
採購/電子商務採購

☐ Supply Chain Management
供應鏈管理

☐ Customer Services
顧客服務

☐ Store Operations
店舖營運

☐ Human Resources Management and Development
人力資源管理及發展

☐ Data Analysis
數據分析

☐ Information Technology
資訊科技

☐ Specific Product Knowledge
專門產品知識

☐ No
否

8. Please indicate the training areas required for retail trade employees[1] to deal with the development of the industry. (Pls "✓" the **three major items** for each job level.)
為配合行業的新興趨勢，請指出零售業僱員[1]所需要的培訓範疇。（每職級可剔"✓ **最主要的三項**。）

Training Areas 訓練範疇	Senior management, management and Supervisory Staff 高層管理人員、管理人員及主任級僱員	Sales (Full-time and Part-time) 售貨員 (全職及兼職)	Operative Staff 輔助人員
(a) Customer Relationship Management 客戶關係管理	☐	☐	☐
(b) Product Management / Supplier Relationship Management 產品管理／供應商關係管理	☐	☐	☐
(c) Inventory Management / Supply Chain and Logistics Management 庫存管理／供應鏈及物流管理	☐	☐	☐
(d) Online to Offline Integration and Management 線上線下結合與管理	☐	☐	☐
(e) Product Advisory / Product Demonstration 產品諮詢／產品演示	☐	☐	☐
(f) Retail Sourcing 零售採購	☐	☐	☐
(g) Digital and Social Media Marketing 數碼及社交媒體營銷	☐	☐	☐
(h) Data Analysis and Visualisation 數據分析及可視化	☐	☐	☐
(i) Cybersecurity 網路安全	☐	☐	☐
(j) AI and automation technologies 人工智能及自動化技術	☐	☐	☐
(k) Digital Literacy (i.e. to use software to create and edit documents, evaluate and analyse online information) 數碼素養 (運用電腦創建和編輯文檔，評估及分析線上資料)	☐	☐	☐
(l) Facilitation Skills / People Relationship Management 引導技能／人際關係管理	☐	☐	☐
(m) Sustainability Practices 可持續發展方案	☐	☐	☐
(n) PR Risk Management 公關危機管理	☐	☐	☐
(o) Others (please specify) 其他（請註明） _____	☐	☐	☐
For Official Use			

End of questionnaire. Thank you for your co-operation.
問卷完，多謝合作。

---

[1] Retail trade employees refer to the principal jobs listed in Part I.
零售業僱員是指第一部份所列出的主要職務。

The 2024 Manpower Survey of the
Retail Trade Industry
零售業 2024 年人力調查

Explanatory Note
附　註

Part I
第一部份

1. Principal Jobs - Column 'A'
   主要職務 —— 'A'欄

   (a) Please go through column 'A' and mark those principal jobs applicable to your company. For detailed job descriptions for principal jobs, please refer to Appendix B.
   請瀏覽 A' 欄，選取適用於　貴公司的主要職務。有關詳細的工作說明，請參閱附錄 B。

   (b) Please note that some of the job titles may not be the same as those used in your establishment. Please classify an employee according to his/her major duty and supply the required information if the jobs have similar or related functions.
   調查表內部分職稱可能有別於　貴機構所採用者。請根據僱員的主要職責分類。若員工職責與表內某職務的職責相近，可視作相同職務，請提供所需資料。

   (c) In the event where an employee's duties in your company are split between two or more job titles, please use the job title that best describes his/her principal responsibility.
   如　機構有員工身兼多項職責，請選用最能反映其主要職責的職稱。

   (d) Please add in column 'A' titles of any principal jobs not mentioned in job descriptions (Appendix B); briefly describe them in respect of the appropriate job categories.
   如　貴機構另有零售業的主要職務未載於工作說明（附錄B），請一併填入'A'欄內，並簡述其所屬的職務類別及等級。

2. Number of Full-time Employees and Part-time Sales as at Survey Reference Date - Column 'B'
   在統計日期的全職僱員及兼職售貨員人數 —— 'B'欄

   For each principal job, please fill in the total number of full-time employees and part-time sales as at survey reference date.
   請填寫　貴機構於統計日期僱用的每個主要職務的全職僱員及兼職售貨員總數。

   'Full-time Employees' refer to those who have worked for the same employer for 4 weeks or more and for not less than 18 hours in each week. The number should include all employees under Hong Kong company's payroll, disregarding whether those are deployed to work in other places (including the mainland of China).
   「全職僱員」是指在　貴公司全職工作達 4 星期或以上，同時每星期工作不少於 18 小時的員工。此數目應包括　貴公司在香港人事編制內的所有僱員，不論是否有派駐往其他地方工作（包括中國內地）。

3. Number of Vacancies as at Survey Reference Date – Column 'C'
   在統計日期的空缺額 —— 'C'欄

   Please fill in the total number of existing vacancies as at survey reference date for each type of job. "Existing Vacancies" refer to those unfilled, immediately available job openings for which the company is actively trying to recruit personnel as at survey reference date.
   請填上　貴公司每一主要職務在統計日期的空缺額。「統計日期的空缺額」是指該職位於統計日期仍懸空，須立刻填補，而現正積極招聘人員填補。

4. Average Monthly Remuneration Package – Column 'D'
    每月平均薪酬 —— 'D'欄

    Please enter the code of average monthly remuneration package during the past 12 months for each principal job of full-time employee(s). This should include basic salary, overtime pay, cost of living allowance, meal allowance, housing allowance, travel allowance, commission and bonus. If you have more than one employee doing the same job, please enter the average range.
    請在'D'欄填入每個主要職務的全職僱員過去 12 個月每月平均薪酬的編號。這包括底薪、逾時工作津貼、生活津貼、膳食津貼、房屋津貼、旅行津貼、佣金及花紅。若從事同類工作的僱員多於一名，則請取其平均收入。

Part II
第二部份

5. Question 1 – Age distribution of Employees
    問題 1 ― 僱員年齡分佈

    Please indicate the percentage distribution of age range of store-based employees*.
    請指出　貴機構在實體店工作的僱員*的年齡分佈。

    *_including store manager, store supervisor and senior sales associate, sales/sales associate and part-time sales_
    *_包括店鋪經理、店鋪主任、高級售貨員、售貨員及兼職售貨員_

6. Question 2 - New Recruitment
    問題2 ― 新聘僱員

    ◆   Please fill in the total number of retail trade employees who were newly recruited in the past 12 months.
        請填入　貴機構在過去十二個月內新招聘的零售業僱員人數。

    ◆   Please fill in the number of new recruits with the experience in retail trade.
        請填入　貴機構的新招聘中，具零售業經驗的僱員人數。

7. Question 3 – Employees who had left the Establishment
    問題3 ― 已離職僱員

    Please fill in the number of retail trade employees who had left in the past 12 months.
    請填上　貴機構過去十二個月內，零售業僱員的離職人數。

8. Question 4 - Expected Change
    問題4 ― 未來變化

    When comparing with the current situation, please indicate your views on the expected change in the next 12 months.
    相對於現在，請指出　貴機構預計在未來十二個月之預期變化。

    (i)   Business volume and provide the reasons leading to the better or worse.
          業務額及指出引起較佳或較差的原因。

    (ii) Number of retail trade employees
          整體員工數目

    (iii) Online business and job positions expected to increase / decrease
          線上業務及預計增加／減少之主要職位

    (iv) Offline business and job positions expected to increase / decrease
          線下業務及預計增加／減少之主要職位

9. <u>Question 5 – Recruitment Difficulties</u>
問題5 —— 招聘困難

Please indicate the difficulties encountered in recruitment of retail trade employees of your establishment in the past 12 months.
請指出　貴機構在過去十二個月在招聘零售業僱員時遇到的困難。

10. <u>Question 6 – Preferred Education Level and Years of Experience of retail trade employees</u>
問題6 —— 零售業僱員宜有的教育程度及相關年資

Please indicate the preferred education level and years of experience of retail trade employees.
請選擇零售業僱員宜有的教育程度及相關年資。

Definition of Preferred Level of Education:
宜有教育程度的定義：

◆ "Postgraduate Degree" refers to higher degrees (e.g. master degrees) offered by local or non-local education institutions, or equivalent.
「研究生學位」是指本地或非本地教育機構提供的高等學位（如碩士學位），或同等教育程度。

◆ "First Degree" refers to first degrees offered by local or non-local education institutions, or equivalent.
「學士學位」是指本地或非本地教育機構提供的學士學位，或同等教育程度。

◆ "Sub-degree" refers to Associate Degrees, Higher Diplomas, Professional Diplomas, Higher Certificates, Endorsement Certificates, Associateship or equivalent programmes offered by local or non-local education institutions.
「副學位」是指本地或非本地教育機構提供的副學士、高級文憑、專業文憑、高級證書、增修證書、院士銜或同等課程。

◆ "Diploma/Certificate" refers to technical and vocational education programmes including Diploma/Certificate courses, Diploma of Foundation Studies, Diploma of Vocational Education and programmes at the craft level, or equivalent.
「文憑／證書」是指技術及職業教育課程之文憑／證書、基礎課程文憑、職專文憑及技工程度的課程，或同等教育程度。

◆ "Secondary 4 to 7" refers to Secondary 4-7, covering the education programmes in relation to the Hong Kong Certificate of Education Examination (HKCEE), the Hong Kong Diploma of Secondary Education (HKDSE) Examination, Diploma Yi Jin, or equivalent.
「中四至中七」是指中四至中七（包括與香港中學會考、香港中學文憑考試、毅進文憑等相關的教育課程）或同等教育程度。

◆ "Secondary 3 or below" refers to Secondary 3 or below, or equivalent.
「中三或以下」是指中三或以下，或同等教育程度。

11. Question 7
    問題7

    (a) Please indicate your establishment design training activities with reference to the Specification of Competency Standards (SCS)* for the Retail Industry in the past.
    請指出　貴機構在過去有沒有參考資歷架構中零售業《能力標準說明》* 來設計培訓活動。

    * *The Qualifications Framework (QF) provides objective standards to help employers recruit talents. By referring to the industry's Specification of Competency Standards (SCS), employers can design appropriate training for employees in different positions, systematically strengthen the team's skills, promote talent development and enhance corporate image.*
    資歷架構提供客觀標準助僱主招聘人才。僱主可參考行業的《能力標準說明》，為不同工作崗位的員工設計合適的培訓，有系統地強化團隊的技能，推動人才發展及提升企業形象。

    (b) Please indicate your establishment take priority to select training courses recognised under the Qualifications Framework (QF) in the future?
    請指出　貴機構在將來會否優先考慮為員工提供已獲資歷架構認可的培訓課程。

        (i) Please indicate the QF level to be primarily chosen for training.
        請指出主要培訓資歷架構級別。

        (ii) Please indicate three major functional areas to be considered in the SCS for the Retail Industry.
        請指出優先考慮在零售業《能力標準說明》內的三項主要職能範疇。

12. Question8 – Training areas
    問題8 —— 培訓範疇

To meet the emerging trends of the industry, please indicate the future training areas required for the retail trade employees.
為配合行業的新興趨勢，請填寫零售業僱員在未來所需要的培訓範疇。

2024 Manpower Survey of the Retail Trade
２０２４年零售業人力調查

Description for the Principal Jobs
主要職務的工作說明

Code 編號	Principal Job 主要職務	Job Description 工作說明
SENIOR MANAGEMENT　高層管理人員		
101	Chief Executive Officer ; Managing Director 首席執行官；董事總經理	Develop commercial and talent strategies for the organisation. Develop and implement company policies and build company image. Grasp the retail market trends and formulate market development goals. Manage overall business performance, costs and profits. 為機構制定商業及人才策略。發展及執行機構政策並建立機構形象。掌握零售市場動向，制定市場發展目標。管理企業整體業績、成本和利潤。
102	Chief Operating Officer ; Chief Retail Officer 首席營運總監；首席零售總監	Develop and implement commercial, talent, sustainability and financial management policies for the organisation. Develop IP and PR crisis management policies and monitor the progress. 為機構制定及執行商業、人才、可持續發展及財務管理政策。制定知識產權相關的風險管理政策及程序，以及公關危機管理政策，並監察進展。
MANAGERMENT　管理人員		
201	Director of Retail ; Director or Head of Retail Operation 零售營運總監	Build company image. Grasp the trends of the retail market, formulate market development goals and retail sales systems. Establish and lead the sales team, and formulate sales team management strategies. Develop risk management and public relations crisis management policies and monitor the progress. 建立機構形象。掌握零售市場動向，制定市場發展目標及零售銷售系統，建立並帶領銷售團隊，以及制定銷售團隊管理策略。發展風險管理及公關危機管理政策，並監察進展。
204	Director or Head of Regional Sales / Sales and Marketing / E-Commerce 區域銷售／銷售及市場推廣／電子商務總監或主管	Develop brand promotion and multi-channel sales management strategies. Grasp retail market trends, analyse and formulate market development goals and plans, and predict product sales performance. Manage all sales channels of retail brands, formulate marketing, marketing channel, media strategies, and after-sales service plans, as well as sales team management strategies and product pricing strategies. Develop IP and PR crisis management policies and monitor the progress. 制定品牌推廣及多渠道銷售管理策略。掌握零售市場動向，分析並制定市場發展目標及計劃，並預測產品銷售表現。管理零售品牌的所有銷售渠道，制定市場營銷、營銷渠道和媒體策略，以及售後服務方案，並銷售團隊管理策略和貨品定價策略。制定知識產權及公關危機管理政策，並監察進展。
207	Director or Head of Digital Marketing 數碼營銷總監或主管	Grasp the retail market trends and formulate e-commerce business models and market development goals. Evaluate online business and develop marketing, marketing channel and media strategies. Manage all sales channels of retail brands and formulate customer relationship management strategies and digital marketing strategies. Develop IP and PR crisis management policies and monitor the progress. 掌握零售市場動向，制定零售電子化商業模式及市場發展目標。評估網上業務，制定市場營銷、營銷渠道和媒體策略。管理零售品牌的所有銷售渠道，制定顧客關係管理策略和數碼營銷策略。制定知識產權及公關危機管理政策，並監察進展。

Code 編號	Principal Job 主要職務	Job Description 工作說明
**MANAGEMENT** (Continued) 管理人員（續）
208	Director or Head of Customer Relationship Management / Customer Experience 顧客關係管理／顧客體驗總監或主管	Establish organisational image and develop, maintain and improve customer relationship management strategies. Develop customer service plans and customer service performance criteria. Develop an after-sales service plan. Analyse, deploy and optimise customer relationship management systems and manage partner relationships. Develop IP and PR crisis management policies and monitor the progress. 建立機構形象，制定、維持和改善顧客關係管理策略。制定顧客服務計劃及顧客服務的表現準則。制定售後服務方案。分析、部署及優化顧客關係管理系統，並管理合作夥伴關係。制定知識產權及公關危機管理政策，並監察進展。
209	Director or Head of Merchandising 採購總監或主管	Oversee and manage international purchasing activities. Develop purchasing and product pricing strategies, and design purchasing systems. Manage relationships with suppliers. Analyse business data. Develop IP and PR crisis management policies and monitor the progress. 監督並管理國際採購活動。制定採購和貨品定價策略，策劃採購系統。管理與供應商的關係。分析商業數據。制定知識產權及公關危機管理政策，並監察進展。
210	Director or Head of Supply Chain / Logistics / Warehouse 物流總監或主管	Manage third-party logistics services, develop cross-border logistics solutions, improve supply and distribution chains, and develop sustainable plans for logistics management businesses. Develop inventory management strategies, inventory control systems, cross-border warehousing and logistics strategies, and customer relationship management policies, and monitor the progress of crisis response and handling. 管理第三方物流服務，制定跨境物流方案，改善供應及分配鏈，發展物流管理業務可持續計劃。制定存貨管理策略、庫存控制系統、跨境倉儲與物流策略，並顧客關係理政策，並監察危機應對及處理的進展。
214	Director or Head of Information Technology ; General Manager (Digital Transformation) 資訊科技總監；數碼轉型總經理	Evaluate online business and establish online retail platform. Manage IT projects and enterprise resource planning. Develop, review and confirm standards for network architecture, data management policies, and technical architecture. Define metrics and methods to measure business performance after adopting new technologies. Develop risk management policies and monitor the progress. 評估網上業務並建立網上零售平台。管理資訊科技項目及企業資源計劃。制定、檢討和確認網絡架構、資料管理政策、技術架構的標準。界定量度標準和方法，以測量採用新科技後的業務表現。發展風險管理政策，並監察進展。
251	Retail Operation Manager 零售營運經理	Take charge of the overall operations and management of stores / outlets / retail chain. 負責店鋪／經銷店／連鎖店的整體營運及管理事宜。
252	District / Area Manager 分區／地區經理	Take charge of the management and operations of stores/outlets usually within a geographical area according to the business strategies of the organisation to smoothen the retail business operation and achieve business goals. 根據機構的營商策略，帶領同一地區內的店鋪／經銷店的管理及營運，促進機構零售業務順暢運作並達致業務目標。
253	Store Manager 店鋪經理	Take charge of the operations and management of a store/outlet, including sales team development, financial resources, store inventory, etc. Inspect the product loss prevention measures and perform public relations crisis management. 負責店鋪／經銷店的營運及管理事宜，包括建立零售團隊、店鋪財務資源、店鋪存貨等。查核預防貨品遺失措施並推動公關危機管理政策。

Code 編號	Principal Job 主要職務	Job Description 工作說明
MANAGEMENT (Continued) 管理人員（續）		
254	Marketing Manager 市場推廣經理	Lead market research. Formulate, implement, monitor and manage marketing plans and advertising strategies to boost retail business. Develop and lead the marketing team, and perform public relations crisis management. 帶領市場研究計劃。制定、執行、監察和管理市場/貨品推廣和廣告宣傳策略，以拓展/提升零售業務。建立並帶領銷售團隊，又推動公關危機管理政策。
255	Sales Manager ; Wholesale Manager 銷售經理；批發經理	Develop sales plan and meet sales targets, establish and maintain good relationship with sales partners and customers. Support marketing activities, analyse sales performance and market trends. 策劃與監管銷售工作，制定並實現銷售目標，與銷售夥伴及客戶，建立及維持良好關係，支援市場推廣活動，分析銷售績效及市場趨勢。
256	E-commerce Manager 電子商務經理	Manage the online sales system, conduct regular monitoring and review to ensure the accuracy and timeliness of the sales system. Plan multi-channel marketing and sales strategies to assist in the development and management of the overall retail business. Develop and lead the marketing team, and perform public relations crisis management. 管理網上銷售系統，並定期進行監察及檢討，確保銷售系統的準確性及適時性。策劃多渠道市場推廣及銷售策略方案，從而協助整體零售業務的發展管理。建立並帶領銷售團隊，又推動公關危機管理政策。
257	Digital Marketing Manager 數碼營銷經理	Manage online sales system, websites and digital marketing contents. Apply technology to support customer relationship management. Implement crisis management strategies and manage crisis of social media and internet public relationships. 管理網上銷售系統、網站／數碼營銷內容，應用科技以輔助顧客關係管理。推動公關危機管理政策、管理社交媒體危機公關及網絡危機公關。
258	Customer Services Manager ; Customer Relationship Management Manager 顧客服務經理； 顧客關係管理經理	Develop the customer service plans, review the effectiveness on the interaction with customers via different channels, analyse the customer information for deepening the understanding on customers' needs and potential requests, establishing closer relationships with customers and exploring more new business opportunities. 制定客戶服務計劃，檢視從不同渠道與客戶進行全方位接觸的成效。透過分析顧客資料，讓企業加深對顧客的了解及潛在要求，與客戶建立更緊密的關係及發掘更多新的商機。
259	Buying Manager ; Merchandising Manager 採購經理	Develop objectives and processes to manage merchandising operations, including the coordination with departments and suppliers, budget planning, merchandising systems monitoring, etc. Assess customer needs and sales trends, and analyse the effectiveness of the buying plan so to provide basis for online and offline retail and merchandising activities. 制定目標和流程以管理採購業務工作，包括協調相關部門和供應商，規劃財務預算和監控有關的業務系統。評估客戶需求和銷售趨勢，分析銷售計劃的績效,為線上線下營銷及採購等提供依據。
260	Supply Chain Manager ; Logistics Manager ; Warehouse Manager 物流經理；運輸經理	Implement e-commerce logistics operating procedures and logistics management business sustainability plans. Manage inventory, logistics facilities, and imported and exported goods for cross-border e-business, and provide logistics support to ensure smooth operation of the supply chain. 執行電子商貿物流作業程序及物流管理業務可持續計劃。管理存貨、物流設備以及跨境貿易電子商務進出境貨物，並提供物流支援，確保供應鏈運作暢順。

Code 編號	Principal Job 主要職務	Job Description 工作說明
MANAGEMENT (Continued) 管理人員（續）		
262	Visual Merchandising Manager 視覺營銷經理	Formulate store and window display plans while monitoring and controlling the project costs. Research and analyse the latest life trends and design trends. Plan, design and implement creative visual marketing strategies, and promote public relations crisis management policies when managing business. 在監督和控制項目成本下，制定店舖及櫥窗的設計方案，研究及分析最新的生活潮流及設計趨勢，規劃、設計和實施創意視覺營銷策略。
263	Training Manager ; Learning and Development Manager 培訓經理	Develop training programs for employees, assess training and development needs for organisations, help individuals and groups develop skills and knowledge, create training manuals, review the training effectiveness. 制定和管理員工培訓計劃，評估培訓和發展需求，幫助個人和團體發展技能和知識，制定培訓手冊及檢視其培訓計劃的績效。
264	Application Development Manager 應用開發經理	Implement and monitor the IT strategy formulated by the organisation and select appropriate IT strategies for the business. Recommend and perform software design, development and maintenance. Understand the system development life cycle and software development process, and prioritise resource allocation. Develop and implement risk mitigation strategies and plans related to IT. 執行及 監控機構制定的資訊科技策略，並為業務選擇合適的資訊科技。建議並執行軟件設計、發展和維護。瞭解系統開發的生命週期和軟件開發過程， 分配資源的優先次序。制定並執行與資訊科技有關的風險緩和策略和計劃。
SUPERVISORY 主任		
301	Assistant Manager ; Store Supervisor 助理經理；店舖主任；店長	Implement sales plans, supervise and manage store sales. Execute advertising and promotional campaigns and customer service programs. Apply the retail sales system, set up product classification and product display. Handle customer complaints. Supervise the sales team and perform crisis management. 執行銷售計劃，監督及管理店舖的銷售情況。執行廣告宣傳及推廣活動和顧客服務計劃。應用零售銷售系統，設定貨品分類及商品陳列。處理顧客投訴。管理銷售團隊及執行危機管理。
304	Sales and Marketing Executive / Officer ; E-commerce Executive / Officer 營銷及市場推廣主任； 電子商務主任	Implement brand promotion and multi-channel sales management strategies. Execute advertising and promotional campaigns as well as sales plans. Process customer files and activity records. Use technology to enhance creativity and work efficiency. 執行品牌推廣及多渠道銷售管理策略。執行廣告宣傳和推廣活動，以及銷售計劃。處理客戶檔案及活動紀錄。運用科技提升創意和工作效能。
307	Digital Marketing Executive / Officer 數碼營銷主任	Analyse users and purchasing patterns. Manage online brands, online shopping management and online inventory. Process customer files and activity records. Analyse website data and generate reports. 分析用戶及購買模式。管理網上品牌、網上購物管理及網上存貨。處理客戶檔案及活動紀錄。分析網站數據及撰寫報告。
308	Customer Service Executive / Officer ; Customer Relationship Executive / Officer 顧客服務；顧客關係主任	Implement customer service plan and understand customer psychological behavior. Handle customer complaints and investigate customer satisfaction. Manage customer service performance of frontline staff and implement public relations crisis management policies. 執行顧客服務計劃，掌握顧客心理行為。處理顧客投訴並調查顧客滿意度。管理前線員工的顧客服務表現並執行公關危機管理政策。

Code 編號	Principal Job 主要職務	Job Description 工作說明
SUPERVISORY (Continued) 主任（續）		
309	Buyer ; Merchandiser 採購主任	Carry out procurement, import and export of goods and quality control of goods. Introduce products to employees to assist employees in selling to customers. Analyse customer orders to provide basis for online marketing strategies, website operation and management, and procurement, etc. 執行採購、貨品進出口及貨品品質控制。向員工介紹貨品以協助員工向顧客推銷。分析客戶訂單，為網絡營銷策略、網站經營管理、採購等提供依據。
310	Supply Chain Executive / Officer； Logistics Executive / Officer； Warehouse Executive / Officer 供應鏈主任；物流主任； 倉庫主任	Supervise and implement the logistics, distribution and warehousing of goods, including e-commerce logistics operating procedures, to ensure compliance with logistics safety and health management measures. 督導及執行貨品的物流、運輸及存倉工作,包括電子商貿物流作業程序，確保符合物流安全及健康管理措施。
312	Visual Merchandising Executive / Officer 視覺營銷主任	Plan and design the merchandise presentation, window set-up and in-store display, work closely with stores and brand team for display standard and creative installation, ensure corporate visual merchandising guidelines are adequately adopted in stores to provide a neat and comfortable shopping environment to customers. 計劃和設計商品、櫥窗和店內的設置，與商店和品牌團隊密切合作，確保視覺營銷方案能充分發揮其成效，為顧客提供整潔及舒適的購物環境。
313	Training Executive / Officer 培訓主任	Implement training plans, conduct training programmes, maintain training records, and coordinate related training administration. 推行培訓計劃及教授課程，保存訓練記錄，以及安排有關行政工作。
314	System Analyst ; Analyst Programmer 系統分析員；系統分析程序 編製員	Responsible for software design, development and maintenance. Perform and facilitate various levels of testing activities. Report discrepancies between software and design. Troubleshoot the program. Verify and confirm proper functioning of software under different circumstances. 負責軟件設計、發展和維護。執行並促進不同程度的測試活動。報告軟件和設計之間的差誤。排除程序故障。核實和確認軟件在不同情況下的正常運作。
315	Website Designer 網站及電子商務開發員	Inspect program code and software documentation, and develop program components of the software. Identify requirements for additional functionality in existing software. Plan and develop online business websites. Master mobile payment services. Monitoring and control system operation services. 進行程式代碼和軟件文件的檢查，並發展軟件的程式組件。辨認現有軟件的額外功能的要求。計劃及發展網上商業的網站。掌握流動支付的服務。監察及控制系統操作服務。
316	Data Storage & IT Infrastructure Specialist 數據存儲及科技架構主任	Evaluate and formulate the functional requirements of the application system and ensure that the functions can be implemented in the comprehensive architecture of the application system. Understand the main features of various application system software architecture patterns. Repair IT equipment and systems. 評估和訂定應用系統的功能要求,並確保功能可落實於應用系統綜合架構上。瞭解各樣應用系統軟件架構模式的主要特色。維修資訊科技設備及系統。
SUPERVISORY (Continued) 主任（續）		

Code 編號	Principal Job 主要職務	Job Description 工作說明
SALES 售貨員		
401	Senior Sales Associate 高級售貨員	Sell goods and provide customer service in retail stores. Perform retail sales system clearing and process payments for cash and credit card transactions. Operate IT equipment/systems for retail business. Perform shelf restocking and process orders. Assist in building the sales team. Have more sales experience and good sales record. (If companies do not have their own system of classification, sales staff having 5 years or more relevant experience in the industry will be classified as senior sales.) 在零售店舖售賣貨品，提供顧客服務。執行零售銷售系統結算，處理現金和信用咭交易的付款。操作零售的資訊科技設備／系統。進行貨架上的補充並處理訂單。協助建立零售團隊。具較多銷售經驗及良好銷售記錄。 (如公司沒有特別說明，具五年或以上相關經驗者為高級售貨員)
402	Sales / Sales Associate 售貨員	Sell goods and provide customer service in retail stores. Perform retail sales system clearing and process payments for cash and credit card transactions. Operate IT equipment/systems for retail business. Perform shelf restocking and process orders. Have less sales experiences. (If companies do not have their own system of classification, sales staff having less than 5 years of relevant experience in the industry will be classified as sales/sales trainee.) 在零售店舖售賣貨品，提供顧客服務。執行零售銷售系統結算，處理現金和信用咭交易的付款。操作零售的資訊科技設備／系統。進行貨架上的補充並處理訂單。具較少銷售經驗。 (如公司沒有特別說明，具少於五年相關經驗者為售貨員／見習售貨員)
451	Part-time Sales 兼職售貨員	Perform the duties as a sales under the part-time employment term. 以兼職方式受聘為售貨員。
OPERATIVE 輔助人員		
504	Sales and Marketing Assistant / Associate ; E-commerce Assistant / Associate 銷售及市場推廣助理； 電子商務助理	Provide support and advice to customers and build relationships with customers. Collect market information and produce presentation materials and media packages that are consistent with the organization's brand image. 向顧客提供支援及意見，與顧客建立關係。收集市場資訊，製作符合機構品牌形象的簡報／演示材料及媒體配套
507	Digital Marketing Assistant / Associate 數碼營銷助理	Undertake general administrative work for accounts services. Collect statistics for online sales, website traffic, website traffic time, website visitors, search engine, customer order, etc. Retain online customers. 進行一般户口服務管理工作。進行網上銷售、網站流量統計、網站時段流量統計、網站訪客統計、搜索引擎統計、客戶訂單統計等。挽留網上客戶。
508	Customer Services Assistant / Associate; Customer Relationship Assistant / Associate 顧客服務助理；顧客關係助理	Provide product information, support and advice to customers. Receive and establish relationships with customers. Use good communication skills to facilitate and promote loyalty programs to customers. 提供產品資料，向顧客提供支援及意見。接待顧客，建立與顧客關係。運用良好溝通技巧促成並向顧客推廣忠誠方案。
509	Buying Assistant ; Merchandising Coordinator 採購助理	Process trade documents and freight documents commonly used. Carry out goods delivery, receive deposited goods, and process payment for purchased goods. 處理貿易文件和貨運常用文件。執行貨品交收及接收存入的貨品，並處理購入貨品的付款。

Code 編號	Principal Job 主要職務	Job Description 工作說明
OPERATIVE (Continued)　輔助人員（續）		
510	Supply Chain Assistant / Associate 物流助理	Process common documents for shipping. Receive deposited goods and perform goods delivery. Pack goods at the distribution center and receive returned goods. Arrange for repairs and maintenance of transportation vehicles. Report and analyse inventory data and perform retail inventory management. 處理貨運常用文件。接收存入的貨品及執行貨品交收。於分發中心包裝貨品並接收退回的貨品。安排運輸交通工具維修及保養。呈報及分析存貨資料，執行零售存貨管理。
511	Warehouse Clerk 倉務管理員	Handle daily warehouse work and to ensure smooth warehouse operation, assist in daily receiving and delivery of goods, stock check and goods in and out inventory. 處理日常倉庫工作並確保倉庫運作順暢，協助日常接收和交付貨物，檢查庫存和貨物進出之狀況。
512	Visual Merchandising Assistant / Associate 視覺營銷助理	Implement window and in-store displays of goods, assist the development of multi-purpose graphic design initiatives and design of a wide range of corporate promotional/marketing materials. 執行店舖及櫥窗設計方案並店內商品展示,協助開發店舖及櫥窗設計方案，設計宣傳/營銷材料。

Quality Control Measures

Prior to fieldwork preparation

- Collect contact information of the sampled companies

- Group sampled companies to the same business organisation

Thorough training of fieldwork staff

- Industry briefing workshop by VTC

- Intensive briefing and training sessions by MOV in consultation with VTC

Monitoring of the fieldwork execution

- Well-trained enumerators who are experienced in conducting company surveys

- Closely monitor fieldwork progress and work of enumerators

- Debriefing sessions twice a week

Measures to increase the response rate

- Strategic directions given by VTC

- Assistance from the Training Boards and trade associations, etc.

Checking of the completed questionnaires

- Sample check of completed questionnaires by an independent team of QC checkers

- 100% vetting of the completed questionnaires by VTC

Double data entry and data validation

- Double data entry system

- Validation of collected data via computer programming and systems

Data analysis by VTC

- Comparison of survey findings with last round

- Benchmarking with relevant manpower information (if deemed appropriate)

Response Profile

Sector	(a) No. of valid cases*	(b) No. of companies successfully enumerated	(b)/(a) Effective response rate
Food, Beverages and Tobacco	63	56	88.9%
Supermarkets	17	15	88.2%
Fuel and Transport Equipment	20	19	95.0%
Clothing, Footwear and Allied Products	58	57	98.3%
Consumer Goods	102	98	96.1%
Department Stores	7	7	100.0%
Jewellery	31	29	93.5%
Medicines and Cosmetics	37	36	97.3%
Durable Goods	33	31	93.9%
Telecommunications Equipment and Electrical Goods	36	35	97.2%
Retail Trade not via Stores and Mobile Stalls	76	76	100.0%
Overall	**480**	**459**	**95.6%**

Note: * Excluding companies which had ceased operation, had not employed any relevant technical staff, etc. at the time of the survey.

Manpower Projection Methodology

Labour Market Analysis

1.   The Labour Market Analysis approach examines a group of key statistical data which reflects important changes in the local economy, demography and labour market.   Some of the data are selected as independent variables to build a statistical model that can be used to project manpower demand in the economic sector under study.

2.   The building of a statistical model comprises two main steps: (i) Diagnostic and (ii) Prognostic.   In the Diagnostic step, two sets of statistical data are examined.   Set I comprises 9 core statistics in the National Accounts (e.g. Gross Domestic Products (GDP) and its components) of Hong Kong, providing information about key economic activities.   Set II comprises 42 economic indicators with more disaggregate information about the economy, such as consumption, investment, trade, tourism, property and related activities, and the labour market, etc.   These sets of data are statistically tested for multi-collinearity before grouping into principal components.   In the Prognostic step, the principal components are used to build the statistical models for manpower projection.

Table 9.1 Manpower statistics by principal job

表 9.1   按主要職務劃分的人力統計

	Principal Job* 主要職務	No. of Employees as at Survey Reference Date 在統計日期的 僱員人數	No. of Vacancies as at Survey Reference Date 在統計日期的空缺額
	SENIOR MANAGEMENT **高層管理人員**		
101	Chief Executive Officer ; Managing Director 首席執行官；董事總經理	218	0
102	Chief Operating Officer ; Chief Retail Officer 首席營運總監；首席零售總監	123	0
	Other senior management staff	2	0
	Sub-total: **小計：**	**343**	**0**
	MANAGEMENT **管理人員**		
201	Director of Retail ; Director or Head of Retail Operation 零售營運總監	**222**	**4**
204	Director or Head of Regional Sales / Sales and Marketing / E-Commerce 區域銷售／銷售及市場推廣／電子商務總監或主管	**122**	**0**
207	Director or Head of Digital Marketing 數碼營銷總監或主管	**12**	**0**
208	Director or Head of Customer Relationship Management / Customer Experience 顧客關係管理／顧客體驗總監或主管	**26**	**0**
209	Director or Head of Merchandising 採購總監或主管	**84**	**6**
210	Director or Head of Supply Chain / Logistics / Warehouse 物流總監或主管	**54**	**4**
214	Director or Head of Information Technology ; General Manager (Digital Transformation)	**31**	**0**
251	Retail Operation Manager 零售營運經理	**1127**	**7**
252	District / Area Manager 分區／地區經理	**1116**	**15**
253	Store Manager 店鋪經理	**8013**	**112**
254	Marketing Manager 市場推廣經理	**801**	**14**
255	Sales Manager ; Wholesale Manager 銷售經理；批發經理	**1058**	**15**
256	E-commerce Manager 電子商務經理	**439**	**6**
257	Digital Marketing Manager 數碼營銷經理	**55**	**2**
258	Customer Services Manager ; Customer Relationship Management Manager 顧客服務經理；顧客關係管理經理	**221**	**11**
259	Buying Manager ; Merchandising Manager 採購經理	669	7
260	Supply Chain Manager ; Logistics Manager ; Warehouse Manager 物流經理；運輸經理	341	3
262	Visual Merchandising Manager 視覺營銷經理	128	4
263	Training Manager ; Learning and Development Manager 培訓經理	78	0
264	Application Development Manager 應用開發經理	27	0
291	Other management staff (i.e. Leasing Manager, Shop Stock Manager, Management Trainee, Business Analytic Manager)	27	2
	Sub-total: **小計：**	**14651**	**212**
	SUPERVISORY **主任**		
301	Assistant Manager ; Store Supervisor 助理經理；店鋪主任；店長	22189	323
304	Sales and Marketing Executive/Officer ; E-commerce Executive/Officer 營銷及市場推廣主任；電子商務主任	4104	65

	Principal Job* 主要職務	No. of Employees as at Survey Reference Date 在統計日期的 僱員人數	No. of Vacancies as at Survey Reference Date 在統計日期的空缺額
307	Digital Marketing Executive/Officer 數碼營銷主任	90	0
308	Customer Service Executive/Officer ; Customer Relationship Executive/Officer 顧客服務；顧客關係主任	621	28
309	Buyer ; Merchandiser 採購主任	1365	16
310	Supply Chain Executive/Officer ; Logistics Executive/Officer ; Warehouse Executive/Officer 供應鏈主任；物流主任；倉庫主任	988	25
312	Visual Merchandising Executive/Officer 視覺營銷主任	209	10
313	Training Executive/Officer 培訓主任	108	0
314	System Analyst ; Analyst Programmer 系統分析員；系統分析程序編製員	136	2
315	Website Designer 網站及電子商務開發員	81	8
316	Data Storage & IT Infrastructure Specialist 數據存儲及科技架構主任	79	2
	Other supervisory staff (i.e. Leasing Officer, Shop Stock Supervisor, Operation Officer, Business Analysis Officer/Executive)	119	5
	Sub-total: 小計：	**30089**	**484**
	SALES **售貨員**		
401	Senior Sales Associate 高級售貨員	41910	941
402	Sales / Sales Associate 售貨員	81361	3000
451	Part-time Sales 兼職售貨員	41367	1039
	Sub-total: 小計：	**164638**	**4980**
	OPERATIVE **輔助人員**		
504	Sales and Marketing Assistant/Associate ; E-commerce Assistant/Associate 銷售及市場推廣助理；電子商務助理	**8614**	**218**
507	Digital Marketing Assistant/Associate 數碼營銷助理	**239**	**0**
508	Customer Services Assistant/Associate; Customer Relationship Assistant/Associate 顧客服務助理；顧客關係助理	**634**	**14**
509	Buying Assistant ; Merchandising Coordinator 採購助理	**1327**	**20**
510	Supply Chain Assistant/Associate 物流助理	**1978**	**33**
511	Warehouse Clerk 倉務管理員	**2902**	**100**
512	Visual Merchandising Assistant/Associate 視覺營銷助理	216	3
	Other operative staff (i.e. Shop Stock Keeper, Quality Assurance Assistant)	78	1
	Sub-total: 小計：	**15988**	**389**
	Total: 總計：	**225709**	**6065**

* Including jobs with different titles but with similar functions.

Principal Job* 主要職務		Branch 行業類別										
		1	2	3	4	5	6	7	8	9	10	11
SENIOR MANAGEMENT 高層管理人員												
101	Chief Executive Officer ; Managing Director 首席執行官；董事總經理	28	7	4	19	58	3	17	70	8	4	0
102	Chief Operating Officer ; Chief Retail Officer 首席營運總監；首席零售總監	17	5	0	12	62	9	10	7	1	0	0
	Other senior management staff	0	0	0	1	0	0	0	0	0	1	0
	Sub-total: 小計：	**45**	**12**	**4**	**32**	**120**	**12**	**27**	**77**	**9**	**5**	**0**
MANAGEMENT 管理人員												
201	Director of Retail ; Director or Head of Retail Operation 零售營運總監	40	11	4	28	58	10	3	44	1	4	19
204	Director or Head of Regional Sales / Sales and Marketing / E-Commerce 區域銷售／銷售及市場推廣／電子商務總監或主管	12	13	4	10	0	4	0	37	7	11	24
207	Director or Head of Digital Marketing 數碼營銷總監或主管	0	0	0	0	6	0	0	3	1	2	0
208	Director or Head of Customer Relationship Management / Customer Experience 顧客關係管理／顧客體驗總監或主管	5	1	4	0	6	0	0	4	0	4	2
209	Director or Head of Merchandising 採購總監或主管	11	8	0	8	29	6	0	15	0	4	3
210	Director or Head of Supply Chain / Logistics / Warehouse 物流總監或主管	8	4	0	6	16	4	3	7	2	4	0
214	Director or Head of Information Technology ; General Manager (Digital Transformation) 資訊科技總監；數碼轉型總經理	0	2	4	4	6	5	1	4	3	2	0
251	Retail Operation Manager 零售營運經理	208	92	53	83	366	47	51	70	36	61	60
252	District / Area Manager 分區／地區經理	236	153	16	238	125	44	73	113	39	68	11
253	Store Manager 店鋪經理	1659	1423	162	1064	1114	233	469	1164	340	382	3
254	Marketing Manager 市場推廣經理	172	51	19	145	50	41	61	76	10	130	46
255	Sales Manager ; Wholesale Manager 銷售經理；批發經理	39	68	85	204	96	68	238	56	91	74	39
256	E-commerce Manager 電子商務經理	9	6	15	28	20	8	0	33	4	5	311
257	Digital Marketing Manager 數碼營銷經理	4	6	0	0	0	2	0	30	3	10	0
258	Customer Services Manager ; Customer Relationship Management Manager 顧客服務經理；顧客關係管理經理	5	6	24	29	10	22	5	9	10	71	30
259	Buying Manager ; Merchandising Manager 採購經理	35	86	12	136	45	84	62	107	7	59	36
260	Supply Chain Manager ; Logistics Manager ; Warehouse Manager 物流經理；運輸經理	20	46	24	57	56	29	5	41	14	26	23
262	Visual Merchandising Manager 視覺營銷經理	0	5	0	58	1	23	14	10	9	8	0
263	Training Manager ; Learning and Development Manager 培訓經理	3	2	4	17	20	13	2	8	1	8	0
264	Application Development Manager 應用開發經理	0	0	0	2	0	9	11	2	3	0	0
	Other management staff (i.e. Leasing Manager, Shop Stock Manager, Management Trainee, Business Analytic Manager)	0	0	0	10	0	1	7	0	0	9	0
	Sub-total: 小計：	**2466**	**1983**	**430**	**2127**	**2024**	**653**	**1005**	**1833**	**581**	**942**	**607**

Table 9.2 Distribution of employees by branch by principal job
表9.2　　按行業類別及主要職務劃分的僱員人數

Principal Job* 主要職務	Branch 行業類別										
	1	2	3	4	5	6	7	8	9	10	11
SUPERVISORY **主任**											
301 Assistant Manager ; Store Supervisor 助理經理；店鋪主任；店長	4864	2469	494	3677	4301	759	1441	1976	876	1215	117
304 Sales and Marketing Executive/Officer ; E-commerce Executive/Officer 營銷及市場推廣主任；電子商務主任	82	53	6	99	58	19	28	56	74	109	3520
307 Digital Marketing Executive/Officer 數碼營銷主任	4	6	0	0	54	6	1	8	3	8	0
308 Customer Service Executive/Officer ; Customer Relationship Executive/Officer 顧客服務；顧客關係主任	7	36	1	67	66	95	0	25	28	206	90
309 Buyer ; Merchandiser 採購主任	42	120	1	290	308	109	113	98	50	129	105
310 Supply Chain Executive/Officer ; Logistics Executive/Officer ; Warehouse Executive/Officer 供應鏈主任；物流主任；倉庫主任	59	416	12	115	103	69	22	80	38	42	32
312 Visual Merchandising Executive/Officer 視覺營銷主任	4	17	0	57	24	29	27	15	20	16	0
313 Training Executive/Officer 培訓主任	1	3	1	21	21	23	17	12	3	6	0
314 System Analyst ; Analyst Programmer 系統分析員；系統分析程序編製員	2	14	0	32	13	19	0	7	5	24	20
315 Website Designer 網站及電子商務開發員	4	5	0	4	19	6	2	7	8	6	20
316 Data Storage & IT Infrastructure Specialist 數據存儲及科技架構主任	6	9	0	30	11	11	0	4	2	6	0
Other supervisory staff (i.e. Leasing Officer, Shop Stock Supervisor, Operation Officer, Business Analysis Officer/Executive)	15	30	0	40	0	1	3	5	0	25	0
Sub-total: **小計：**	**5090**	**3178**	**515**	**4432**	**4978**	**1146**	**1654**	**2293**	**1107**	**1792**	**3904**
SALES **售貨員**											
401 Senior Sales Associate 高級售貨員	8795	3027	1456	5944	10419	1381	2476	3242	2491	2582	97
402 Sales / Sales Associate 售貨員	14597	3855	3221	16761	20071	3172	4195	7789	3061	4070	569
451 Part-time Sales 兼職售貨員	7748	14670	153	5113	4639	2577	360	4046	1036	645	380
Sub-total: **小計：**	**31140**	**21552**	**4830**	**27818**	**35129**	**7130**	**7031**	**15077**	**6588**	**7297**	**1046**
OPERATIVE **輔助人員**											
504 Sales and Marketing Assistant/Associate ; E-commerce Assistant/Associate 銷售及市場推廣助理；電子商務助理	48	9	11	55	76	21	49	111	37	94	8103
507 Digital Marketing Assistant/Associate 數碼營銷助理	0	2	22	4	41	14	0	32	13	0	111
508 Customer Services Assistant/Associate; Customer Relationship Assistant/Associate 顧客服務助理；顧客關係助理	0	12	31	0	36	51	6	51	172	87	188
509 Buying Assistant ; Merchandising Coordinator 採購助理	43	78	62	144	315	114	168	138	167	58	40
510 Supply Chain Assistant/Associate 物流助理	203	18	35	76	77	113	4	135	88	8	1221
511 Warehouse Clerk 倉務管理員	285	350	39	404	324	108	43	373	243	164	569
512 Visual Merchandising Assistant/Associate 視覺營銷助理	0	6	0	22	43	45	58	0	37	5	0
Other operative staff (i.e. Shop Stock Keeper, Quality Assurance Assistant)	0	25	0	38	13	0	0	0	0	2	0
Sub-total: **小計：**	**579**	**500**	**200**	**743**	**925**	**466**	**328**	**840**	**757**	**418**	**10232**
Total: **總計：**	**39320**	**27225**	**5979**	**35152**	**43176**	**9407**	**10045**	**20120**	**9042**	**10454**	**15789**

* Including jobs with different titles but with similar functions.
　包括職稱不同但工作類似的職位。

Table 9.3 Number of employees by branch by job level (among store-based employees and among retail office employees)   **Appendix 9**
表 9.3　按行業及技能級別劃分的全職僱員人數 (在實體店工作的僱員和在零售辦公室工作的僱員）　　　**附錄9**

1. Among store-based employees

Branch	Total	Management	Supervisory	Sales	
				Full-time	Part-time
1. Retail Sale of Food, Beverages and Tobacco	**37 663**	1 659	4 864	23 392	7 748
2. Supermarkets	**25 444**	1 423	2 469	6 882	14 670
3. Retail Sale of Fuel and Transport Equipment	**5 486**	162	494	4 677	153
4. Retail Sale of Clothing, Footwear and Allied Product	**32 559**	1 064	3 677	22 705	5 113
5. Retail Sale of Consumer Goods	**40 544**	1 114	4 301	30 490	4 639
6. Department Stores	**8 122**	233	759	4 553	2 577
7. Retail Sale of Jewellery	**8 941**	469	1 441	6 671	360
8. Retail Sale of Medicines and Cosmetics	**18 217**	1 164	1 976	11 031	4 046
9. Retail Sale of Durable Goods	**7 804**	340	876	5 552	1 036
10. Retail Sale of Telecom. Equipment and Electrical Goods	**8 894**	382	1 215	6 652	645
11. Retail Trade not via Stores and Mobile Stalls	**1 166**	3	117	666	380
Overall	**194 840**	**8 013**	**22 189**	**123 271**	**41 367**

2. Among retail office employees

Branch	Total	Senior management	Management	Supervisory	Operative
1. Retail Sale of Food, Beverages and Tobacco	**1 657**	45	807	226	579
2. Supermarkets	**1 781**	12	560	709	500
3. Retail Sale of Fuel and Transport Equipment	**493**	4	268	21	200
4. Retail Sale of Clothing, Footwear and Allied Product	**2 593**	32	1 063	755	743
5. Retail Sale of Consumer Goods	**2 632**	120	910	677	925
6. Department Stores	**1 285**	12	420	387	466
7. Retail Sale of Jewellery	**1 104**	27	536	213	328
8. Retail Sale of Medicines and Cosmetics	**1 903**	77	669	317	840
9. Retail Sale of Durable Goods	**1 238**	9	241	231	757
10. Retail Sale of Telecom. Equipment and Electrical Goods	**1 560**	5	560	577	418
11. Retail Trade not via Stores and Mobile Stalls	**14 623**	0	604	3 787	10 232
Overall	**30 869**	**343**	**6 638**	**7 900**	**15 988**

Notes:

(1) 5 principal jobs namely Store Manager, Assistant Manager, Store Supervisor, Full-time Sales and Part-time Sales were classified as "Store-based employees".   Employees other than these 5 principal jobs were classified as "Retail office employees"

(2) "Senior management" and "Operative" levels were not applicable to store-based employees.

(3) "Full-time sales" and "Part-time sales" levels were not applicable to retail office employees.

Table 9.4 Number of vacancies by branch by job level - (among store-based employees and among retail office employees)　　**Appendix 9**
表 9.4　　按行業及技能級別劃分的空缺數目 (在實體店工作的僱員和在零售辦公室工作的僱員）　　　　　　附錄9

1. Among store-based employees

Branch	Total	Job level			
		Management	Supervisory	Sales	
				Full-time	Part-time
1. Retail Sale of Food, Beverages and Tobacco	866	16	60	618	172
2. Supermarkets	525	17	32	316	160
3. Retail Sale of Fuel and Transport Equipment	200	0	6	192	2
4. Retail Sale of Clothing, Footwear and Allied Product	979	17	49	782	131
5. Retail Sale of Consumer Goods	1 222	13	65	860	284
6. Department Stores	382	2	19	221	140
7. Retail Sale of Jewellery	274	5	21	243	5
8. Retail Sale of Medicines and Cosmetics	480	16	36	324	104
9. Retail Sale of Durable Goods	166	20	8	116	22
10. Retail Sale of Telecom. Equipment and Electrical Goods	307	6	26	265	10
11. Retail Trade not via Stores and Mobile Stalls	14	0	1	4	9
Overall	5 415	112	323	3 941	1 039

2. Among retail office employees

Branch	Total	Job level			
		Senior Management	Management	Supervisory	Operative
1. Retail Sale of Food, Beverages and Tobacco	14	0	5	3	6
2. Supermarkets	51	0	9	26	16
3. Retail Sale of Fuel and Transport Equipment	2	0	0	0	2
4. Retail Sale of Clothing, Footwear and Allied Product	101	0	16	24	61
5. Retail Sale of Consumer Goods	19	0	15	0	4
6. Department Stores	41	0	14	12	15
7. Retail Sale of Jewellery	9	0	6	2	1
8. Retail Sale of Medicines and Cosmetics	5	0	0	4	1
9. Retail Sale of Durable Goods	35	0	2	11	22
10. Retail Sale of Telecom. Equipment and Electrical Goods	80	0	30	33	17
11. Retail Trade not via Stores and Mobile Stalls	293	0	3	46	244
Overall	650	0	100	161	389

Notes:

(1) 5 principal jobs namely Store Manager, Assistant Manager, Store Supervisor, Full-time Sales and Part-time Sales were classified as "Store-based employees".   Employees other than these 5 principal jobs were classified as "Retail office employees"

(2) "Senior management" and "Operative" levels were not applicable to store-based employees.

(3) "Full-time sales" and "Part-time sales" levels were not applicable to retail office employees.

(4) No vacancies for "Senior management".

(a) Full-time

Principal Job* 主要職務	$50,001 or above $50,001 或以上	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below $15,000 或以下	Total number of full-time employees 全職僱員人數
SENIOR MANAGEMENT **高層管理人員**							
101 Chief Executive Officer ; Managing Director 首席執行官；董事總經理	64.0%	36.0%	0.0%	0.0%	0.0%	0.0%	218
102 Chief Operating Officer ; Chief Retail Officer 首席營運總監；首席零售總監	48.1%	51.9%	0.0%	0.0%	0.0%	0.0%	123
Other senior management staff	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	2
Sub-total: **小計：**	**58.6%**	**41.1%**	**0.3%**	**0.0%**	**0.0%**	**0.0%**	**343**
MANAGEMENT **管理人員**							
201 Director of Retail ; Director or Head of Retail Operation 零售營運總監	61.1%	23.1%	15.7%	0.0%	0.0%	0.0%	222
204 Director or Head of Regional Sales / Sales and Marketing / E-Commerce 區域銷售／銷售及市場推廣／電子商務總監或主管	60.0%	27.3%	12.7%	0.0%	0.0%	0.0%	122
207 Director or Head of Digital Marketing 數碼營銷總監或主管	41.7%	58.3%	0.0%	0.0%	0.0%	0.0%	12
208 Director or Head of Customer Relationship Management / Customer Experience 顧客關係管理／顧客體驗總監或主管	54.5%	45.5%	0.0%	0.0%	0.0%	0.0%	26
209 Director or Head of Merchandising 採購總監或主管	57.0%	7.6%	35.4%	0.0%	0.0%	0.0%	84
210 Director or Head of Supply Chain / Logistics / Warehouse 物流總監或主管	47.2%	30.6%	22.2%	0.0%	0.0%	0.0%	54
214 Director or Head of Information Technology ; General Manager (Digital Transformation) 資訊科技總監；數碼轉型總經理	73.9%	26.1%	0.0%	0.0%	0.0%	0.0%	31
251 Retail Operation Manager 零售營運經理	8.9%	40.4%	46.5%	4.1%	0.0%	0.0%	1127
252 District / Area Manager 分區／地區經理	8.1%	53.6%	35.3%	3.0%	0.0%	0.0%	1116
253 Store Manager 店鋪經理	1.5%	24.6%	54.3%	15.6%	4.1%	0.0%	8013
254 Marketing Manager 市場推廣經理	6.3%	33.0%	59.2%	1.6%	0.0%	0.0%	801
255 Sales Manager ; Wholesale Manager 銷售經理；批發經理	4.0%	20.7%	55.7%	19.6%	0.0%	0.0%	1058
256 E-commerce Manager 電子商務經理	2.6%	19.8%	60.1%	17.5%	0.0%	0.0%	439
257 Digital Marketing Manager 數碼營銷經理	7.4%	74.1%	18.5%	0.0%	0.0%	0.0%	55
258 Customer Services Manager ; Customer Relationship Management Manager 顧客服務經理；顧客關係管理經理	0.5%	74.3%	13.1%	12.0%	0.0%	0.0%	221
259 Buying Manager ; Merchandising Manager 採購經理	11.6%	46.1%	28.5%	13.8%	0.0%	0.0%	669
260 Supply Chain Manager ; Logistics Manager ; Warehouse Manager 物流經理；運輸經理	2.2%	52.2%	36.3%	9.4%	0.0%	0.0%	341
262 Visual Merchandising Manager 視覺營銷經理	1.7%	88.1%	10.2%	0.0%	0.0%	0.0%	128

Table 9.5 Percentage distribution of average monthly income / hour wage of employees by principal job
表 9.5　　按主要職務劃分的僱員之每月平均收入／時薪的百分比

Appendix 9
附錄9

(a) Full-time

	Principal Job* 主要職務	$50,001 or above $50,001 或以上	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below $15,000 或以下	Total number of full-time employees 全職僱員人數
263	Training Manager ; Learning and Development Manager 培訓經理	4.4%	41.2%	33.8%	20.6%	0.0%	0.0%	78
264	Application Development Manager 應用開發經理	15.8%	36.8%	47.4%	0.0%	0.0%	0.0%	27
	Other management staff (i.e. Leasing Manager, Shop Stock Manager, Management Trainee, Business Analytic Manager)	41.7%	29.2%	29.2%	0.0%	0.0%	0.0%	27
	Sub-total: **小計 :**	**5.9%**	**31.3%**	**48.4%**	**12.2%**	**2.2%**	**0.0%**	**14651**
	SUPERVISORY **主任**							
301	Assistant Manager ; Store Supervisor 助理經理；店鋪主任；店長	0.0%	3.9%	26.6%	42.4%	27.0%	0.0%	22189
304	Sales and Marketing Executive/Officer ; E-commerce Executive/Officer 營銷及市場推廣主任；電子商務主任	0.0%	0.0%	11.6%	63.1%	25.3%	0.0%	4104
307	Digital Marketing Executive/Officer 數碼營銷主任	0.0%	4.7%	24.7%	60.0%	10.6%	0.0%	90
308	Customer Service Executive/Officer ; Customer Relationship Executive/Officer 顧客服務；顧客關係主任	0.0%	0.4%	14.9%	51.8%	33.0%	0.0%	621
309	Buyer ; Merchandiser 採購主任	0.0%	4.3%	23.0%	72.6%	0.1%	0.0%	1365
310	Supply Chain Executive/Officer ; Logistics Executive/Officer ; Warehouse Executive/Officer 供應鏈主任；物流主任；倉庫主任	0.0%	1.4%	22.0%	31.8%	44.8%	0.0%	988
312	Visual Merchandising Executive/Officer 視覺營銷主任	0.0%	10.1%	14.9%	71.4%	3.6%	0.0%	209
313	Training Executive/Officer 培訓主任	0.0%	5.0%	28.8%	58.8%	7.5%	0.0%	108
314	System Analyst ; Analyst Programmer 系統分析員；系統分析程序編製員	0.0%	22.0%	25.2%	52.8%	0.0%	0.0%	136
315	Website Designer 網站及電子商務開發員	0.0%	4.9%	18.5%	65.4%	11.1%	0.0%	81
316	Data Storage & IT Infrastructure Specialist 數據存儲及科技架構主任	0.0%	20.5%	5.5%	32.9%	0.0%	41.1%	79
	Other supervisory staff (i.e. Leasing Officer, Shop Stock Supervisor, Operation Officer, Business Analysis Officer/Executive)	0.0%	17.4%	27.0%	55.7%	0.0%	0.0%	119
	Sub-total: **小計 :**	**0.0%**	**3.5%**	**23.8%**	**46.8%**	**25.8%**	**0.1%**	**30089**
	SALES **售貨員**							
401	Senior Sales Associate 高級售貨員	0.0%	2.1%	5.1%	33.1%	57.7%	2.0%	41910
402	Sales / Sales Associate 售貨員	0.0%	0.1%	3.1%	24.4%	58.5%	13.8%	81361
	Sub-total: **小計 :**	**0.0%**	**0.8%**	**3.8%**	**27.3%**	**58.2%**	**9.9%**	**123271**
	OPERATIVE **輔助人員**							
504	Sales and Marketing Assistant/Associate ; E-commerce Assistant/Associate 銷售及市場推廣助理；電子商務助理	0.0%	0.0%	0.0%	29.2%	66.3%	4.6%	8614

Table 9.5 Percentage distribution of average monthly income / hour wage of employees by principal job   **Appendix 9**
表 9.5   按主要職務劃分的僱員之每月平均收入／時薪的百分比   附錄9

(a) Full-time

	Principal Job* 主要職務	$50,001 or above $50,001 或以上	$30,001 - $50,000	$25,001 - $30,000	$20,001 - $25,000	$15,001 - $20,000	$15,000 or below $15,000 或以下	Total number of full-time employees 全職僱員人數
507	Digital Marketing Assistant/Associate 數碼營銷助理	0.0%	0.0%	0.0%	3.8%	83.8%	12.4%	239
508	Customer Services Assistant/Associate; Customer Relationship Assistant/Associate 顧客服務助理；顧客關係助理	0.0%	0.0%	0.0%	2.0%	87.0%	11.1%	634
509	Buying Assistant ; Merchandising Coordinator 採購助理	0.0%	0.1%	1.9%	16.3%	71.3%	10.3%	1327
510	Supply Chain Assistant/Associate 物流助理	0.0%	0.0%	0.3%	11.0%	64.0%	24.6%	1978
511	Warehouse Clerk 倉務管理員	0.0%	0.0%	0.0%	7.2%	65.6%	27.2%	2902
512	Visual Merchandising Assistant/Associate 視覺營銷助理	0.0%	0.0%	1.3%	45.0%	53.8%	0.0%	216
	Other operative staff (i.e. Shop Stock Keeper, Quality Assurance Assistant)	0.0%	0.0%	0.0%	0.0%	75.6%	24.4%	78
	Sub-total: **小計：**	**0.0%**	**0.0%**	**0.2%**	**21.5%**	**67.4%**	**10.9%**	**15988**
	Total: **總計：**	**0.6%**	**3.6%**	**10.2%**	**28.8%**	**49.3%**	**7.6%**	**184342**

* Including jobs with different titles but with similar functions.
   包括職稱不同但工作類似的職位。

(b) Part-time

	Principal Job* 主要職務	$100 above $100以上	$76 - $100	$51 - 75	$50 or below $50 或以下	Total number of part-timr employees
451	Part-time Sales 兼職售貨員	0.0%	4.7%	90.8%	4.5%	41367

Table 9.6 Percentage distribution and ranking of future training areas required for employees by branch by job level   Appendix 9
表 9.6　　按行業類別及技能等級劃分的業內僱員所需培訓範疇的百分比及排名   附錄9

Training 培訓	Percentage 百分比			Ranking 排名		
	Senior Management, Management and Supervisory Staff 高層管理人員、管理人員及主任級僱員	Sales (Full-time and Part-time) 售貨員 (全職及兼職)	Operative Staff 輔助人員	Senior Management, Management and Supervisory Staff 高層管理人員、管理人員及主任級僱員	Sales (Full-time and Part-time) 售貨員 (全職及兼職)	Operative Staff 輔助人員
(a) Customer Relationship Management 客戶關係管理	46.7%	36.4%	21.8%	3	3	7
(b) Product Management / Supplier Relationship Management 產品管理／供應商關係管理	70.7%	30.1%	18.0%	1	5	9
(c) Inventory Management / Supply Chain and Logistics Management 庫存管理／供應鏈及物流管理	51.7%	37.0%	25.4%	2	2	6
(d) Online to Offline Integration and Management 線上線下結合與管理	20.3%	9.5%	21.4%	6	7	8
(e) Product Advisory / Product Demonstration 產品諮詢／產品演示	9.7%	78.7%	57.4%	9	1	1
(f) Retail Sourcing 零售採購	32.3%	32.9%	40.5%	4	4	3
(g) Digital and Social Media Marketing 數碼及社交媒體營銷	2.1%	7.0%	53.6%	12	8	2
(h) Data Analysis and Visualisation 數據分析及可視化	2.3%	0.3%	3.1%	11	13	12
(i) Cybersecurity 網路安全	4.7%	5.4%	25.9%	10	9	5
(j) AI and automation technologies 人工智能及自動化技術	1.4%	0.2%	10.0%	13	15	10
(k) Digital Literacy (i.e. to use software to create and edit documents, evaluate and analyse online information) 數碼素養 (運用電腦創建和編輯文檔，評估及分析線上資料)	0.1%	0.3%	28.1%	15	14	4
(l) Facilitation Skills / People Relationship Management 引導技能／人際關係管理	21.9%	11.7%	0.8%	5	6	14
(m) Sustainability Practices 可持續發展方案	10.0%	1.8%	4.4%	8	10	11
(n) PR Risk Management 公關危機管理	11.1%	0.7%	1.7%	7	12	13
(o) Others (i.e. 英語,國語, 視光學, Business Presentation) 其他	0.3%	1.2%	0.1%	14	11	15
Total number of companies with such level of employees 具有此職級全職僱員的公司數目	**12813**	**36795**	**7239**			