

2019 Manpower Survey Report

Retail Trade

零售業

2019 年 人 力 調 查 報 告

Retail Trade Training Board

Vocational Training Council

職業訓練局

零售業訓練委員會

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CONTENTS

	Page
Acknowledgement	1
I. Executive Summary	3
II. Introduction	8
III. Survey Findings	11
i. Number of Employees	11
ii. Number of Companies	12
iii. Number of Vacancies	13
iv. Manpower Demand	14
v. Employers' Forecast of Manpower Demand in 2020	16
vi. Average Monthly Range	17
vii. Preferred Education Level	18
viii. Preferred Relevant Years of Experience	19
ix. Training	20
x. Priority in Taking Courses Recognised by the Qualifications Framework	21
xi. Provision of Training to Part-time Sales/Service Staff	21
xii. Learning Modes of Trainings for Full-time Employees	21
xiii. Recruitment Difficulties	22
xiv. Wastage and Turnover Rate	23
xv. Staff Recruited in the Past 12 Months	23
IV. Conclusion	24
V. Recommendations	29
VI. Appendices	31
1. Terms of Reference of the Retail Trade Training Board	31
2. Membership of the Retail Trade Training Board	32
3. Membership of the Working Party on Manpower Survey	33
4. Survey Documents	34
A. Questionnaire	35
B. Explanatory Notes to the Questionnaire	46
C. Descriptions for Principal Jobs	48
D. Descriptions for Training Areas	54
5. List of Participants - In-depth Interviews	57
6. Statistical Tables	114

目錄

	頁數
鳴謝	2
I. 報告摘要	58
II. 緒論	64
III. 調查結果	67
i. 僱員人數	67
ii. 公司數目	68
iii. 空缺數目	69
iv. 人力需求	70
v. 僱主對 2020 年人力預測	72
vi. 每月平均工資幅度	73
vii. 僱員宜有的教育程度	74
viii. 僱員宜有的相關年資	75
ix. 僱員培訓	76
x. 首選獲資歷架構認可的課程	77
xi. 兼職售貨員／服務員培訓	77
xii. 全職僱員的培訓模式	77
xiii. 招聘困難	78
xiv. 流失人數及僱員流動率	79
xv. 過去十二個月內新聘僱員	79
IV. 結論	80
V. 建議	85
VI. 附錄	87
1. 零售業訓練委員會的職權範圍	87
2. 零售業訓練委員會委員名單	88
3. 人力調查工作小組委員名單	89
4. 調查文件	90
A. 調查表	91
B. 調查表附註	102
C. 主要職務的工作說明	104
D. 培訓範疇說明	110
5. 深入訪談人士名單	113
6. 統計表	114

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The Retail Trade Training Board wishes to thank all the respondents of the sampled companies for providing manpower information in the 2019 Manpower Survey of the Retail Trade.

The Training Board also highly appreciated the contributions of the Working Party Members on Manpower Survey and the external industry experts who provided invaluable insights into the industry development and recommendations, which help the retail industry address changes in its business landscape.

鳴謝

承蒙獲抽選接受是次人力調查的公司積極參與，2019 年零售業人力調查報告方可順利完成。

此外，零售業訓練委員會藉此鳴謝人力調查工作小組委員以及業界專家，為零售業應對業務環境的變化提供寶貴的意見。

I. EXECUTIVE SUMMARY

Background

1.1 The Retail Trade Training Board appointed MOV Data Collection Center Limited to assist in conducting the manpower survey of the retail industry in Hong Kong from March to May 2019, for collecting the manpower information and formulating recommendations on future manpower training. Since there were changes on the reference date of this survey and the overall design of the questionnaire, no comparisons with the last one were available in this report. This manpower survey was also supplemented by conducting in-depth interviews with some external industry experts to garner insights into the manpower perspective and training needs of the retail industry.

Survey Coverage

1.2 The survey covered 11 branches related to the retail industry, including 1) Food, Beverages and Tobacco, 2) Supermarkets, 3) Fuel and Transport Equipment, 4) Clothing, Footwear and Allied Product, 5) Consumer Goods, n.e.c., 6) Department Stores, 7) Jewellery, 8) Medicines and Cosmetics, 9) Durable Goods, n.e.c., 10) Telecommunications Equipment and Electrical Goods, and 11) Retail Trade not via Stores and Mobile Stalls.

Survey Methodology

1.3 The stratified random sampling method was used to select a sample of 963 out of 41 942¹ companies from the Central Register of Establishments (CRE) of the Census and Statistics Department. To ensure a smooth survey implementation and accuracy of survey findings, stringent quality assurance measures were applied at various stages of the survey, including thorough training of fieldworkers, vetting of questionnaires and validation of collected data.

Key Survey Findings

Number of Employees

1.4 As at 1 March 2019, 278 640 persons were engaged in the retail trade, including 250 323 (89.8%) technical manpower engaged in principle jobs and 28 317 (10.2%) non-technical manpower engaged in generic jobs such as finance and accounting, human resources, information technology, administrative and other supportive functions.

1.5 The top five principle jobs were Sales/Sales Trainee (81 967, 29.4%), Senior Sales (50 754, 18.2%), Sales/Service Staff (Part-time) (49 345, 17.7%), Store Supervisor (22 155, 8.0%) and Store Manager (8 169, 2.9%). The survey also found some employees engaged in emerging business such as E-commerce (5 680, 2.0%) and Business Analysis (107, 0.04%).

¹ The figure of 41 942 refers to the number of registered companies at company level based on the record of Central Register of Establishments (CRE) of the Census and Statistics Department, excluding those inactive companies in the trade. The total number of companies was 45 561.

1.6 The top five branches in employees number were Consumer Goods, n.e.c. (50 424, 18.1%), Clothing, Footwear and Allied Product (48 635, 17.5%), Food, Beverages and Tobacco (45 078, 16.2%), Supermarkets (33 812, 12.1%) and Medicines and Cosmetics (26 951, 9.7%).

Number of Companies

1.7 The top five branches in number of companies were Consumer Goods, n.e.c. (11 007, 26.2%), Food, Beverages and Tobacco (9 821, 23.4%), Clothing, Footwear and Allied Product (6 934, 16.6%), Retail Trade not via Stores and Mobile Stalls (5 373, 12.8%) and Medicines and Cosmetics (2 295, 5.5%).

Number of Vacancies

1.8 The number of vacancies was 9 996, representing 3.5% to the manpower demand. The top five branches in vacancy rate were Supermarkets (2 247, 6.2%), Durable Goods (738, 5.5%), Medicines and Cosmetics (1 458, 5.1%), Department Store (627, 4.7%) and Jewellery (570, 3.7%). Whereas, the top three job levels in vacancy rate were sales (5 927, 4.3%), part-time sales/service (2 234, 4.3%) and operative/clerical support (347, 3.1%).

Manpower Demand

1.9 Manpower demand in 2019 was 288 636 (existing manpower plus vacancies). The top five branches in manpower demand were Consumer Goods, n.e.c. (51 767, 17.9%), Clothing, Footwear and Allied Product (50 132, 17.4%), Food, Beverages and Tobacco (45 753, 15.9%), Supermarkets (36 059, 12.5%) and Medicines and Cosmetics (28 409, 9.8%). Whereas, the top three job levels in manpower demand were sales (138 648, 48.0%), part-time sales/service (51 579, 17.9%) and supervisory (28 466, 9.9%).

Average Monthly Wage Range

1.10 Most of the employees at the managerial level (50.6%) and supervisory level (48.9%) earned an average monthly wage range of \$20,001-\$30,000. Also, 36.5% of managerial staff earned a higher average monthly wage range of \$30,001-\$50,000. Most of the sales (51.9%) and operative/clerical support staff (53.6%) earned an average monthly wage of \$10,001-\$15,000. For the part-time sales/service staff, they mainly earned an average monthly wage under \$10,001 (88.8%). Owner/sole proprietor/working partner mainly earned an average range of \$15,001 - \$20,000 (35.5%) and \$20,001 - \$30,000 (33.3%).

Preferred Level of Education of Employees

1.11 First degree (46.7%) or diploma/certificate (37.2%) at managerial level, secondary 4 - 7 (36.3%) or diploma/certificate (35.6%) at supervisory level, secondary 4 - 7 for sales (78.1%) and part-time sales/services staff (62.3%) were most preferred by employers. For staff at the operative/clerical support level, diploma/certificate (42.8%) or secondary 4 - 7 level (41.6%) were most preferred by employers.

Preferred Relevant Years of Experience

1.12 Most of the employers preferred their employees to have the relevant experience of “6-10 years” at managerial level (58.7%), “3-6 years” at supervisory level (63.4%), “1-3 years” at both the sales (57.2%) and operative/clerical support levels (61.1%), and “less than 1 year” at the part-time sales/services level (86.1%).

Training

1.13 “Product Advisory/Product Demonstration” and “Customer Acquisition and Retention/Customer Relationship Management” were the top two training areas for the full-time staff at all job levels. Other emerging training needs such as “Big Data Analysis” (10.8%), “Digital Marketing” (4.7%) and “Knowledge in Emerging Technology/Information and Communication Technology Disaster Recovery Planning” (3.8%) were mainly reported in the managerial and supervisory job levels.

Recruitment Difficulties

1.14 The Survey revealed that 2 520 (50.9%) out of 4 951 companies encountered recruitment difficulties in the past 12 months. Most of the companies encountered difficulties in recruiting the part-time sales/services (80.6%) and sales (50.6%). Among all reasons for recruitment difficulties, “More Choices in the Market” ranked first for all job levels. “Unwilling to Work Long Working Hours and on Shift”, “Unattractive Remuneration Package and Fringe Benefits”, “Lack of Relevant Skills/Expertise”, and “Lack of Relevant Experience” were also the key factors.

Wastage

1.15 Wastage rate refers to those leaving the retail industry because of changes of jobs to non-retail sectors, emigration, retirement, further studies and other reasons. The survey found that the number of wastage was 20 542 in the past 12 months and the overall turnover rate was 15.6%. The turnover rate of the staff at operative/clerical support level was the highest (20.5%), while for that of the managerial level was the lowest (7.8%).

Other information

1.16 The Survey reflected that only 393 out of 4 506 companies would take priority to select those courses recognised under the Qualifications Framework when sponsor or provide training to their staff. In addition, 336 out of 2 208 companies would sponsor or provide training to their part-time sales/service staff. Regarding the preference on learning modes, experiential learning (58.5%) was most preferred, followed by classroom learning (52.7%) and e-learning (47.7%).

Employers’ Forecast of Manpower Demand in 2020

1.17 Employers projected the manpower demand would be 288 971 in 2020, representing a mild increase of 335 (+0.1%) compared with the total manpower demand in 2019. “Branch 11” registered the highest manpower growth at 0.5%, indicating the e-commerce initiatives are increasing getting the mindshare of employers as it provides flexibility to both the retailer and the consumer, creating win-win scenarios for all parties. The manpower demand of “Branches 1 to 7” and all job levels except owner/sole proprietor/working partner was each projected a mild growth of not more than 0.3%.

Manpower Projection by Labor Market Analysis Methodology

1.18 Based on the statistical model of the Labor Market Analysis (LMA), the manpower demand of the retail industry in 2020, 2021, 2022 and 2023 was projected to be slightly increased by 0.2%, 0.3%, 0.6% and 0.8% respectively. Recognising the economic uncertainties emerge from time to time on both external and domestic fronts, in particular the recent social unrests in Hong Kong, readers are alerted to interpret the manpower projection with caution as these factors might affect the employment opportunities if no sign of abating.

Major Conclusion

Digital Transformation

1.19 In the increasingly digitalised world, accelerating the adoption of retail technology, establishing a technologically savvy workforce and creating a more customer-centric experience would be the keys to business success. It is crucial for companies to begin and progress their transition to digital transformation for staying competitive and relevant in business today and e-commerce is a priority for the retail industry.

Staff Turnover

1.20 Staff turnover have been an ongoing challenge to the retail industry. Turnover disrupts the quality of services and affects the overall workplace morale. Hence, adoption of innovative approaches to maintain the quality of their customer service and provide concrete measures to draw and retain talents are indispensable.

Training Needs

1.21 “Product advisory/Product Demonstration” and “Customer Acquisition and Retention/Customer Relationship Management” are the key training areas for all job levels. It reflected that employers value a knowledgeable sales team for achieving an enhanced customer trust level, improved sales and positive customer review, resulting in turning customer acquisition into long-term relationship.

1.22 Other emerging training needs such as “Big Data Analysis”, “Digital Marketing” and “Knowledge in Emerging Technology/Information and Communication Technology/Disaster Recovery Planning” are considered to be the main drivers shaping the digital trend of the retail business. Big data plays an important role in digital marketing as it provides better marketing insights and helps marketers to create targeted and personalised campaigns. Wider adoption of emerging technologies would help retailers to find new and creative ways to stimulate purchase intent and convert it into sales across all channels.

New Job Opportunities

1.23 Though some manpower of labour intensive jobs can be replaced by technology, technology cannot build rapport and replace innovation, which require creative thoughts and essential people skills. Technology can also create new job opportunities and spare manpower to manage more challenging and interesting tasks.

Business Outlook

1.24 In view of the continuing social unrests and the worsening economic outlook, consumer confidence would remain weak in near term. It could take some time for the retail and tourism sectors to recover from the recent months of social unrests. Nevertheless, the government has kept launching various overseas promotion activities and committed to re-launching campaigns to revive the tourism industry at the end of the protests. In addition, the Greater Bay Area offers promising opportunities for the retail industry and the major infrastructure projects increased the flow of talents/goods and strengthening cross-border collaboration.

Recommendations

The Retail Trade Training Board recommended the following stakeholders to:

Government

1.25 Advise the private landlords to cut rent for retail shops and local banks to be more lenient with late payments and their credit limits amid the difficult time, provide a single multi-funding scheme with simplified application procedure for retailers, train up a pool of e-commerce practitioners, rebrand the retail image, and relax the restriction on overseas/Mainland students to take up either internship or at work in Hong Kong.

Training Service Providers

1.26 Develop up-to-date training programmes with flexible learning modes, collaborate with the partners in the Greater Bay Area in grooming talents via on-the-job training and exchange of students/employees, and promote the career prospect of the retail industry to career masters and students in the secondary schools for nurturing students' aspirations about their career path.

Employers

1.27 Create a caring, harmonious and fulfilling working environment with flexible working arrangements, develop a structured career path system, make use of the off-seasons and quiet times in business to undertake training activities by adopting e-learning, adopt cost control measures, and reconsider the fit retirees to re-engage in the workforce.

Employees

1.28 Make use of the government subsidies for pursuing life-long learning and enhance their digital/analytical skills, adversity quotient, leadership skills, problem solving and interpersonal communication skills.

II. INTRODUCTION

Background

2.1 According to the terms of reference of the Training board of the Vocational Training Council, the Retail Trade Training Board is required to determine the manpower demand of the retail industry and to recommend to the Council for the training needs to meet the assessed manpower demand. Hence, the Retail Trade Training Board (Training Board) conducted the 2019 Manpower Survey of the Retail Trade from **March to May 2019** to collect the manpower information for assessing the industry's manpower requirements and training needs. This manpower survey was supplemented by conducting in-depth interviews with some external industry experts. The terms of reference of the Training Board, the membership of the Training Board, the membership of the Working Party on Manpower Survey and the list of participants in the in-depth interviews are listed in Appendices 1, 2, 3 and 5 respectively.

Survey Objective

2.2 The objective of the manpower survey is to assess the manpower requirements and training needs of the retail industry, forecast the manpower growth and recommend measures to ease the manpower shortage and sustain talent development.

Survey Coverage

2.3 A sample of 963 companies covering 11 branches were selected. The sample distribution of the 11 branches are shown in **Table 1**.

Table 1: Sample Distribution

No.	Branch	No. of Sampled Companies
1.	Food, Beverages and Tobacco	121
2.	Supermarkets	33
3.	Fuel and Transport Equipment	60
4.	Clothing, Footwear and Allied Product	142
5.	Consumer Goods, n.e.c.	120
6.	Department Stores	31
7.	Jewellery	43
8.	Medicines and Cosmetics	58
9.	Durable Goods, n.e.c.	61
10.	Telecommunications Equipment and Electrical Good	37
11.	Retail Trade not via Stores and Mobile Stalls	257
Total		963

Sample Design

2.4 To ensure the selection of a representative sample and to facilitate subgroup analysis, a sample of 963 companies (covering 11 branches) out of a total of 41 942 were subsequently selected from the Central Register of Establishments (CRE) by using a statistically scientific method of stratified random sampling (comprising strata of establishments by branch and employment size).

Questionnaire Design

2.5 Survey data were collected through the use of a structured questionnaire. The questionnaire was divided into Part I and II. Part I was the major part of the questionnaire collecting manpower information such as the number of employees, vacancies, average monthly income range, preferred level of education, preferred years of experience by job level by principal job. While Part II collected the supplementary information related to other manpower information and training needs. Sample of the questionnaires including the explanatory notes, descriptions on principal jobs and training areas are shown in Appendix 4.

Data Collection Method

2.6 A survey pack containing a notification letter and a survey questionnaire, together with an explanatory note and lists of principal jobs and training areas with descriptions, was prepared for each sampled company. The survey packs were dispatched by mail or email or in person. Responsible persons of the sampled companies were asked to provide information regarding the manpower situation in their companies on the survey reference date (i.e. 1st March 2019).

2.7 In respect of manpower information, six levels of job were classified for the retail industry, namely:

- (i) Managerial level;
- (ii) Supervisory level;
- (iii) Sales;
- (iv) Part-time Sales/Service;
- (v) Operative/Clerical Support level; and
- (vi) Owner/Sole Proprietor/Working Partner.

2.8 The list of principal jobs was defined by the Training Board with detailed job description given for each job. The job titles adopted in the companies might not be exactly the same as the principal jobs and employees might need to perform multiple job functions at the same time, respondents were required to report manpower information corresponding to the principal jobs basing on the job descriptions and the major job function of respective employees.

2.9 During the fieldwork period, enumerators made telephone contacts with or visited individual companies to assist respondents in completing questionnaires or collect completed ones. All statistical tables are listed in Appendix 6.

Quality Control Measures

2.10 Various measures were taken to assure the quality of the survey data collected. 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 of the collected data.

Fieldwork Period and Effective Response Rate

2.11 The data collection was carried out between March and May 2019 with an effective response rate at 92%. Taking into account the satisfactory response rate of individual branches, the fact that majority of prominent and sizeable establishments had responded to the survey, and the grossing-up of sample results basing on statistically-grounded method, it could be concluded that the survey findings presented in this report contributed to a significant level of representativeness of the trade.

Limitation

2.12 Since there were changes on the reference date of this survey from mid-October to 1st of March and the overall design of the questionnaire, no comparisons to the last manpower survey report were available in this report.

2.13 In consideration of the duration of the survey period and also the time gap between the carrying out of the survey and the publication of this report, there could be changes in the growing economy of Hong Kong and cyclical fluctuations in the retail trade, rendering deviations of the findings from actual scenarios at the time the report is released.

2.14 As the Survey is conducted by drawing a sample of retail companies using scientific sampling method for data collection, the statistics derived from the survey were also subject to sampling error.

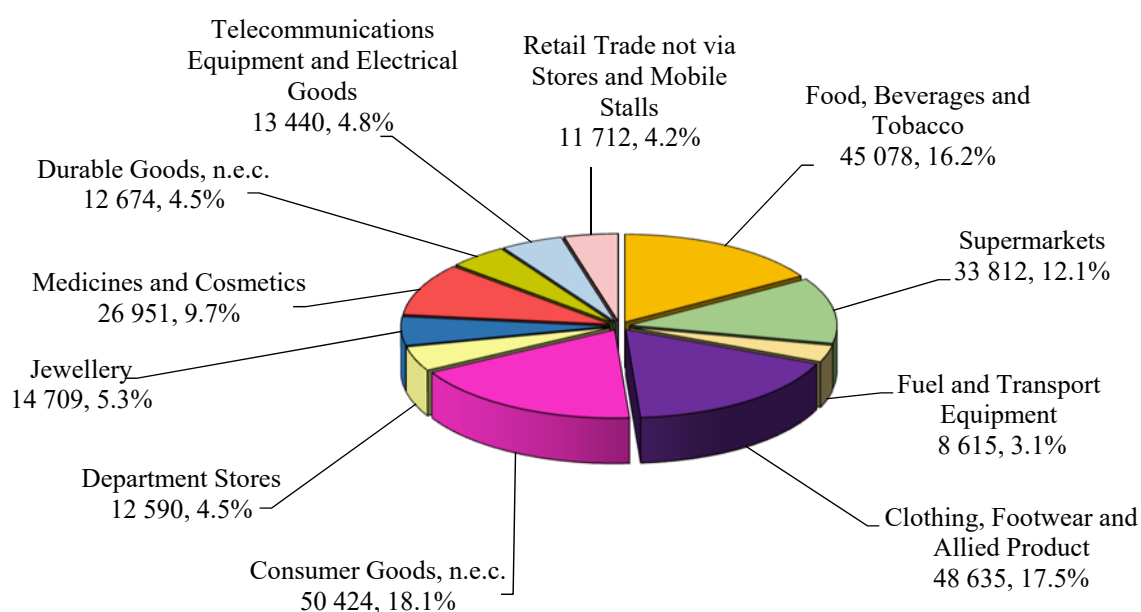
III. SURVEY FINDINGS

Number of Employees

3.1 As at 1 March 2019, 278 640 employees were engaged in the retail trade, including 250 323 (89.8%) technical manpower and 28 317 (10.2%) non-technical manpower.

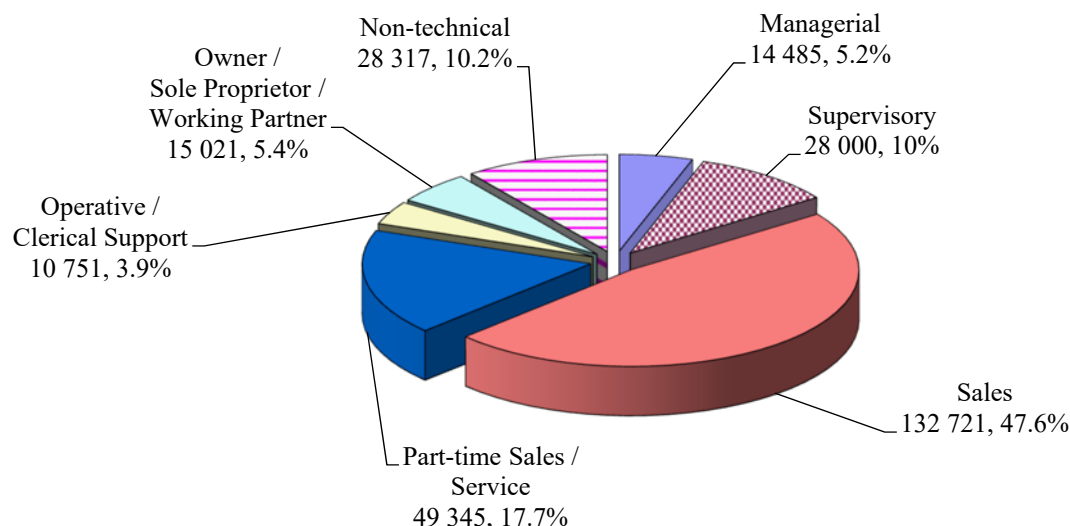
3.2 By branch, 45 078 (16.2%) was found in the branch of “Food, Beverages and Tobacco”, 33 812 (12.1%) in “Supermarkets”, 8 615 (3.1%) in “Fuel and Transport Equipment”, 48 635 (17.5%) in “Clothing, Footwear and Allied Product”, 50 424 (18.1%) in “Consumer Goods, n.e.c.”, 12 590 (4.5%) in “Department Stores”, 14 709 (5.3%) in “Jewellery”, 26 951 (9.7%) in “Medicines and Cosmetics”, 12 674 (4.5%) in “Durable Goods, n.e.c.”, 13 440 (4.8%) in “Telecommunications Equipment and Electrical Goods” and 11 712 (4.2%) in “Retail Trade Not via Stores and Mobile Stalls”. The distribution of employees by branch is shown in **Figure 1**.

Figure 1: Number of Employees by Branch
(Total Number of Employees: 278 640)



3.3 By job level, 14 485 (5.2%) were registered at the managerial level, 28 000 (10%) at the supervisory level, 132 721 (47.6%) at the sales level, 49 345 (17.7%) at the part-time sales level, 10 751 (3.9%) at the operative/clerical support level, 15 021(5.4%) were the owner/sole proprietor/working partner and 28 317 (10.2%) were non-technical manpower. The distribution of employees by job level is shown in **Figure 2**.

Figure 2: Number of Employees by Job Level
(Total Number of Employees: 278 640)



Number of Companies

3.4 The retail trade was classified into 11 branches. The distribution of companies by employment size is shown in **Table 2**.

Table 2: Distribution of Companies by Employment Size

Branch	Employment Size (4 Persons or Less)	Employment Size (5 Persons or More)	Total
1. Food, Beverages and Tobacco	9 056	765	9 821
2. Supermarkets	45	60	105
3. Fuel and Transport Equipment	727	452	1 179
4. Clothing, Footwear and Allied Product	6 048	886	6 934
5. Consumer Goods, n.e.c.	9 925	1 082	11 007
6. Department Stores	0	28	28
7. Jewellery	1 383	302	1 685
8. Medicines and Cosmetics	1 358	937	2 295
9. Durable Goods, n.e.c.	1 199	445	1 644
10.Telecommunications Equipment and Electrical Goods	1 620	251	1 871
11.Retail Trade not via Stores and Mobile Stalls	5 149	224	5 373
Total	36 510 (87%)	5 432 (13%)	41 942² (100%)

² 41 942 refers to the number of registered retail companies at company level based on the Central Register of Establishments of the Census and Statistics Department, which has excluded those inactive companies out of 45 561 companies.

Number of Vacancies

3.5 The Survey found that the number of vacancies was 9 996, representing 3.5% to the total manpower demand. Of these 9 996 job vacancies, 246 for the managerial level, 466 for the supervisory level, 5 927 for sales, 2 234 for part-time sales, 347 for the operative/clerical support level and 776 were non-technical manpower. The distribution of vacancies by job level and by branch is shown in **Table 3**.

Table 3: Distribution of Vacancies by Job Level and by Branch

Branch	Managerial	Supervisory	Sales	Part-time Sales/ Service	Operative/ Clerical Support	Owner/ Sole Proprietor/ Working Partner	Non-technical	Total	Manpower Demand
Food, Beverages & Tobacco	3	43	431	147	0	0	51	675 (1.5%)	45 753
Supermarkets	67	96	921	769	92	0	302	2 247 (6.2%)	36 059
Fuel & Transport Equipment	0	0	132	3	2	0	18	155 (1.8%)	8 770
Clothing, Footwear & Allied Product	25	55	1 107	248	30	0	32	1 497 (3.0%)	50 132
Consumer Goods, n.e.c.	0	11	962	335	0	0	35	1 343 (2.6%)	51 767
Department Stores	16	36	265	253	20	0	37	627 (4.7%)	13 217
Jewellery	21	20	394	38	3	0	94	570 (3.7%)	15 279
Medicines & Cosmetics	53	89	914	291	36	0	75	1 458 (5.1%)	28 409
Durable Goods, n.e.c.	24	65	397	127	62	0	63	738 (5.5%)	13 412
Telecommunications Equipment & Electrical Goods	31	33	367	13	7	0	8	459 (3.3%)	13 899
Retail Trade not via Stores & Mobile Stalls	6	18	37	10	95	0	61	227 (1.9%)	11 939
Total	246 (1.7%)	466 (1.6%)	5 927 (4.3%)	2 234 (4.3%)	347 (3.1%)	0 (0.0%)	776 (2.7%)	9 996 (3.5%)	-
Manpower Demand	14 731	28 466	138 648	51 579	11 098	15 021	29 093	-	288 636

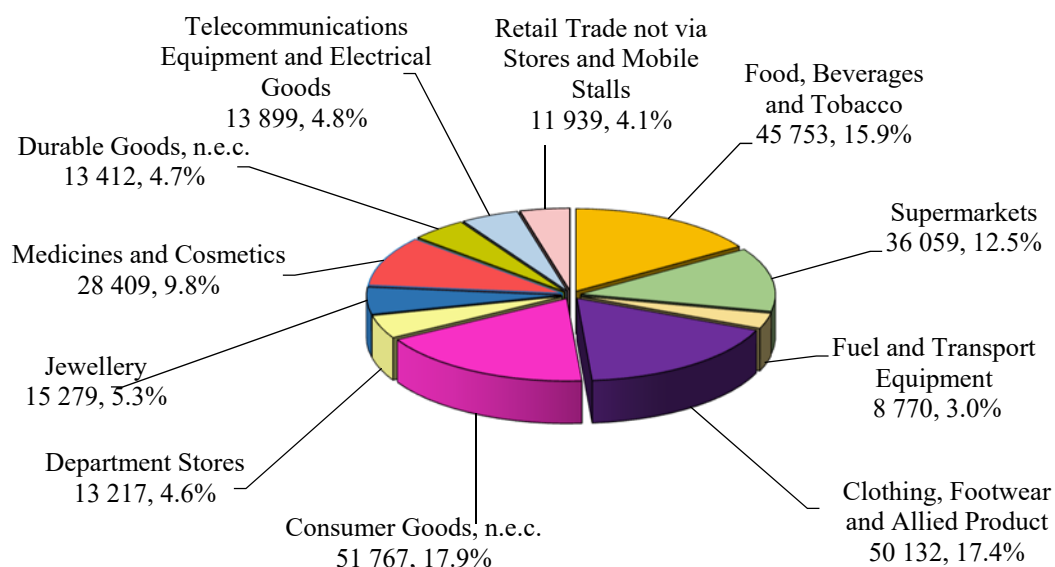
Manpower Demand

3.6 Manpower demand in 2019 was 288 636 (existing manpower plus vacancies). The distribution of manpower demand by branch is shown in **Table 4** and **Figure 3**.

Table 4: Manpower Demand by Branch in 2019

Branch	(A) Existing Manpower	(B) Number of Vacancies	(A) + (B) Manpower Demand	Percentage to Total Manpower Demand
1. Food, Beverages and Tobacco	45 078	675	45 753	15.9%
2. Supermarkets	33 812	2 247	36 059	12.5%
3. Fuel and Transport Equipment	8 615	155	8 770	3.0%
4. Clothing, Footwear and Allied Product	48 635	1 497	50 132	17.4%
5. Consumer Goods, n.e.c.	50 424	1 343	51 767	17.9%
6. Department Stores	12 590	627	13 217	4.6%
7. Jewellery	14 709	570	15 279	5.3%
8. Medicines and Cosmetics	26 951	1 458	28 409	9.8%
9. Durable Goods, n.e.c.	12 674	738	13 412	4.7%
10. Telecommunications Equipment and Electrical Goods	13 440	459	13 899	4.8%
11. Retail Trade not via Stores and Mobile Stalls	11 712	227	11 939	4.1%
Total	278 640	9 996	288 636	100.0%

Figure 3: Manpower Demand by Branch in 2019

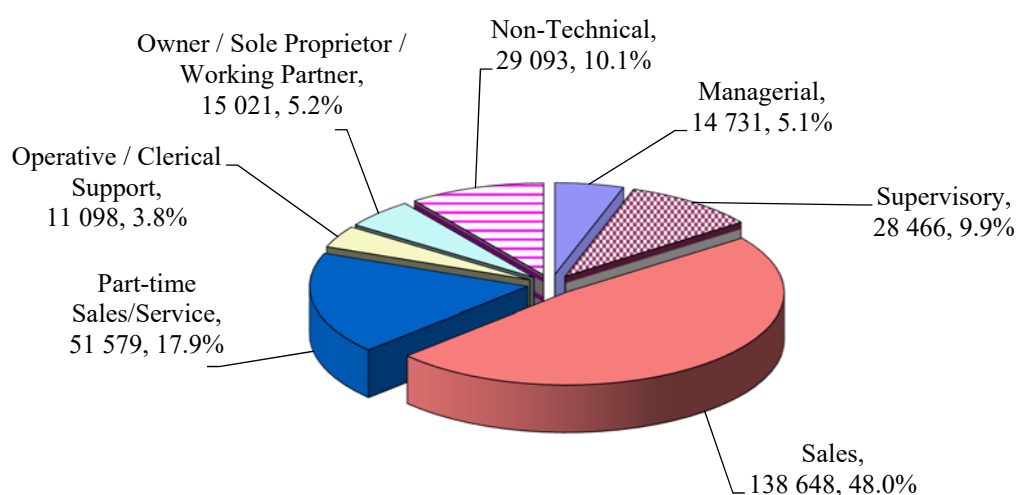


3.7 The distribution of manpower demand by job level is shown in **Table 5** and **Figure 4**.

Table 5: Manpower Demand by Job Level in 2019

Job Level	(A) Existing Manpower	(B) Number of Vacancies	(A)+(B) Manpower Demand	Percentage to Total Manpower Demand
Managerial	14 485	246	14 731	5.1%
Supervisory	28 000	466	28 466	9.9%
Sales	132 721	5 927	138 648	48.0%
Part-time Sales/Service	49 345	2 234	51 579	17.9%
Operative/Clerical Support	10 751	347	11 098	3.8%
Owner/Sole Proprietor/ Working Partner	15 021	0	15 021	5.2%
Technical Manpower	250 323	9 220	259 543	89.9%
Non-technical Manpower	28 317	776	29 093	10.1%
Total	278 640	9 996	288 636	100.0%

Figure 4: Manpower Demand by Job Level in 2019



Employers' Forecast of Manpower Demand in 2020

3.8 Employers projected the manpower demand was 288 971 in 2020, representing an increase of 335 (+0.1%) compared to 2019. The employer' forecast of manpower demand by branch and by job level are shown in **Tables 6 and 7**.

Table 6: Employers' Forecast of Manpower Demand by Branch, 2020 vs 2019

Branch	2019 Manpower Demand	2020 Forecast Demand	Change	
1. Food, Beverages and Tobacco	45 753	45 886	+133	(+0.3%)
2. Supermarkets	36 059	36 144	+85	(+0.2%)
3. Fuel and Transport Equipment	8 770	8 777	+7	(+0.1%)
4. Clothing, Footwear and Allied Product	50 132	50 219	+87	(+0.2%)
5. Consumer Goods, n.e.c.	51 767	51 810	+43	(+0.1%)
6. Department Stores	13 217	13 219	+2	(+0.02%)
7. Jewellery	15 279	15 309	+30	(+0.2%)
8. Medicines and Cosmetics	28 409	28 343	-66	(-0.2%)
9. Durable Goods, n.e.c.	13 412	13 368	-44	(-0.3%)
10. Telecommunications Equipment and Electrical Goods	13 899	13 892	-7	(-0.1%)
11. Retail Trade not via Stores and Mobile Stalls	11 939	12 004	+65	(+0.5%)
Total	288 636	288 971	+335	(+0.1%)

Table 7: Employers' Forecast of Manpower Demand by Job Level, 2020 vs 2019

Job Level	2019 Manpower Demand	2020 Forecast Demand	Change	
Managerial	14 731	14 772	+41	(+0.3%)
Supervisory	28 466	28 524	+58	(+0.2%)
Sales	138 648	138 835	+187	(+0.1%)
Part-time Sales/Service	51 579	51 596	+17	(+0.03%)
Operative/Clerical Support	11 098	11 108	+10	(+0.1%)
Owner/Sole Proprietor/Working Partner	15 021	15 021	0	(0.0%)
Technical Manpower	259 543	259 856	+313	(+0.1%)
Non-technical Manpower	29 093	29 115	+22	(+0.1%)
Total	288 636	288 971	+335	(+0.1%)

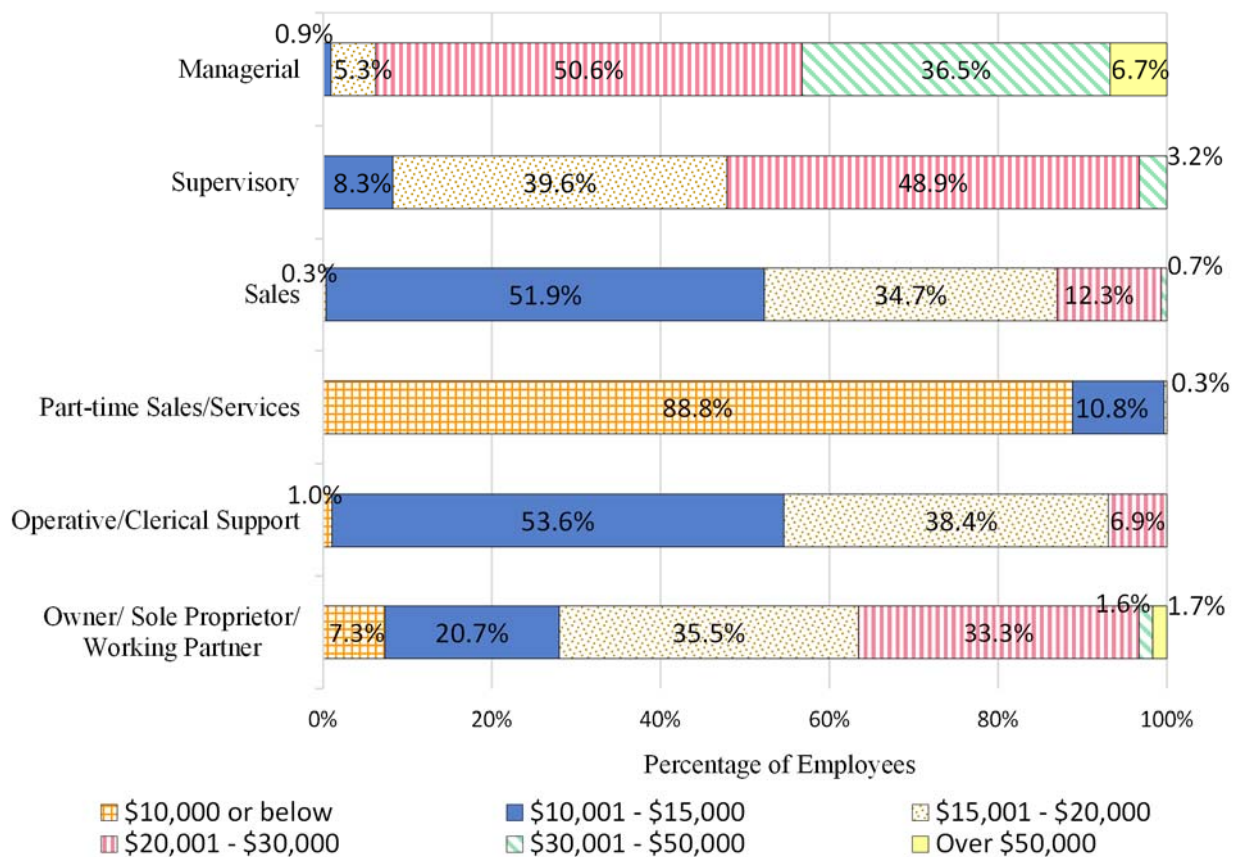
Average Monthly Wage Range

3.9 The “average monthly wage” includes basic salary, overtime pay, cost of living allowance, meal allowance, service charges, commission and bonus. The distribution of employees by job level by average monthly wage range is shown in **Table 8** and **Figure 5**.

Table 8: Average Monthly Wage Range by Job Level

Job Level	Under \$10,001	\$10,001 - \$15,000	\$15,001 - \$20,000	\$20,001 - \$30,000	\$30,001 - \$50,000	Over \$50,000	Total
Managerial	0.0%	0.9%	5.3%	50.6%	36.5%	6.7%	14 485
Supervisory	0.0%	8.3%	39.6%	48.9%	3.2%	0.0%	28 000
Sales	0.3%	51.9%	34.7%	12.3%	0.7%	0.0%	132 721
Part-time Sales/Services	88.8%	10.8%	0.3%	0.0%	0.0%	0.0%	49 345
Operative/Clerical Support	1.0%	53.6%	38.4%	6.9%	0.0%	0.0%	10 751
Owner/Sole Proprietor/Working Partner	7.3%	20.7%	35.5%	33.3%	1.6%	1.7%	15 021
Total	14.5%	35.9%	28.5%	17.8%	2.9%	0.5%	250 323

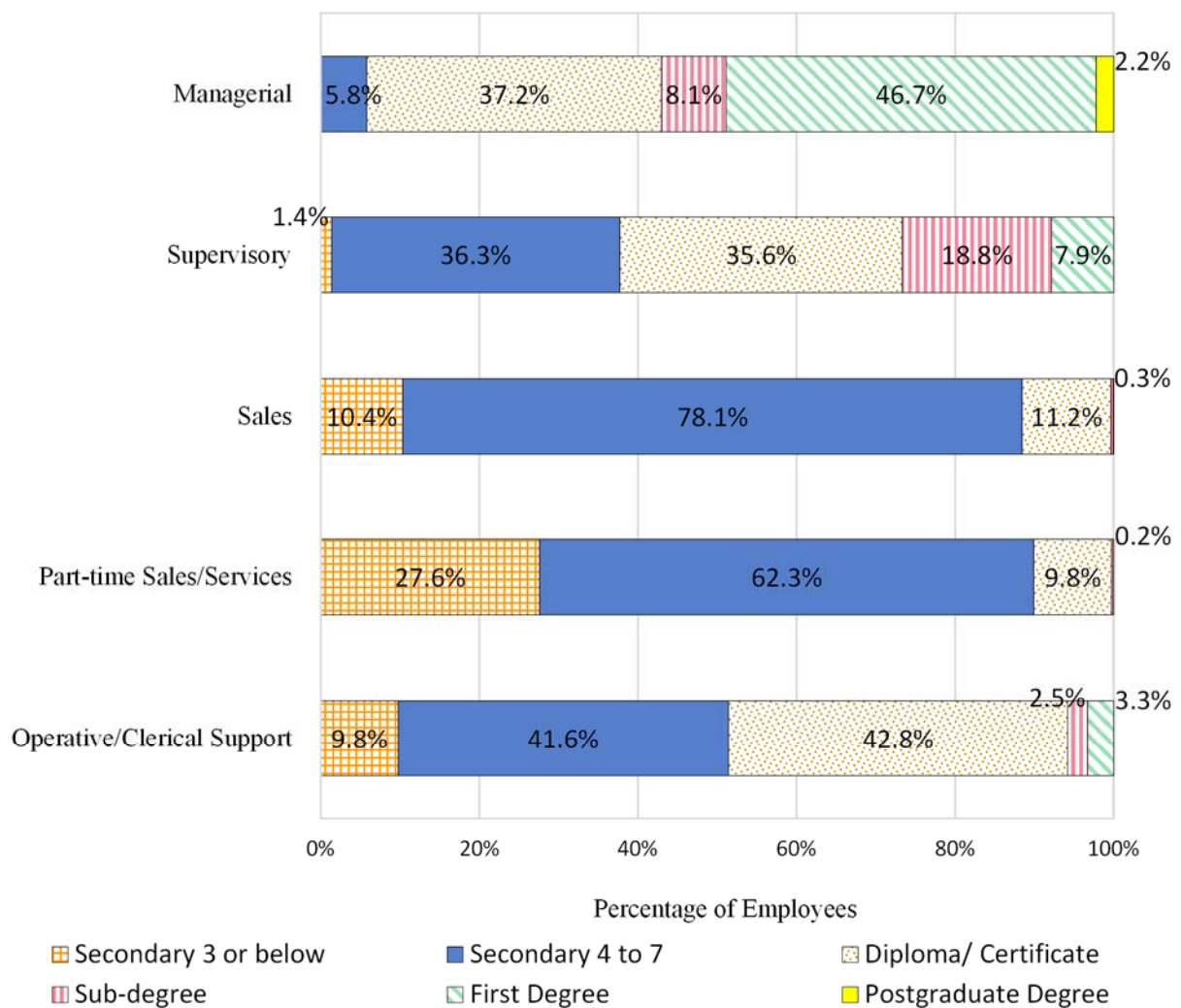
Figure 5: Average Monthly Wage Range by Job Level



Preferred Level of Education

3.10 The survey found that most of the employers preferred their employees to have first degree (46.7%) or diploma/certificate (37.2%) at managerial level, secondary 4 - 7 (36.3%) or Diploma/Certificate (35.6%) at supervisory level. Secondary 4-7 for sales (78.1%) and part-time sales/services staff (62.3%) was most preferred. Diploma/Certificate (42.8%) or Secondary 4-7 level (41.6%) for staff at operative/clerical support level were most preferred. For details, please refer to **Figure 6**.

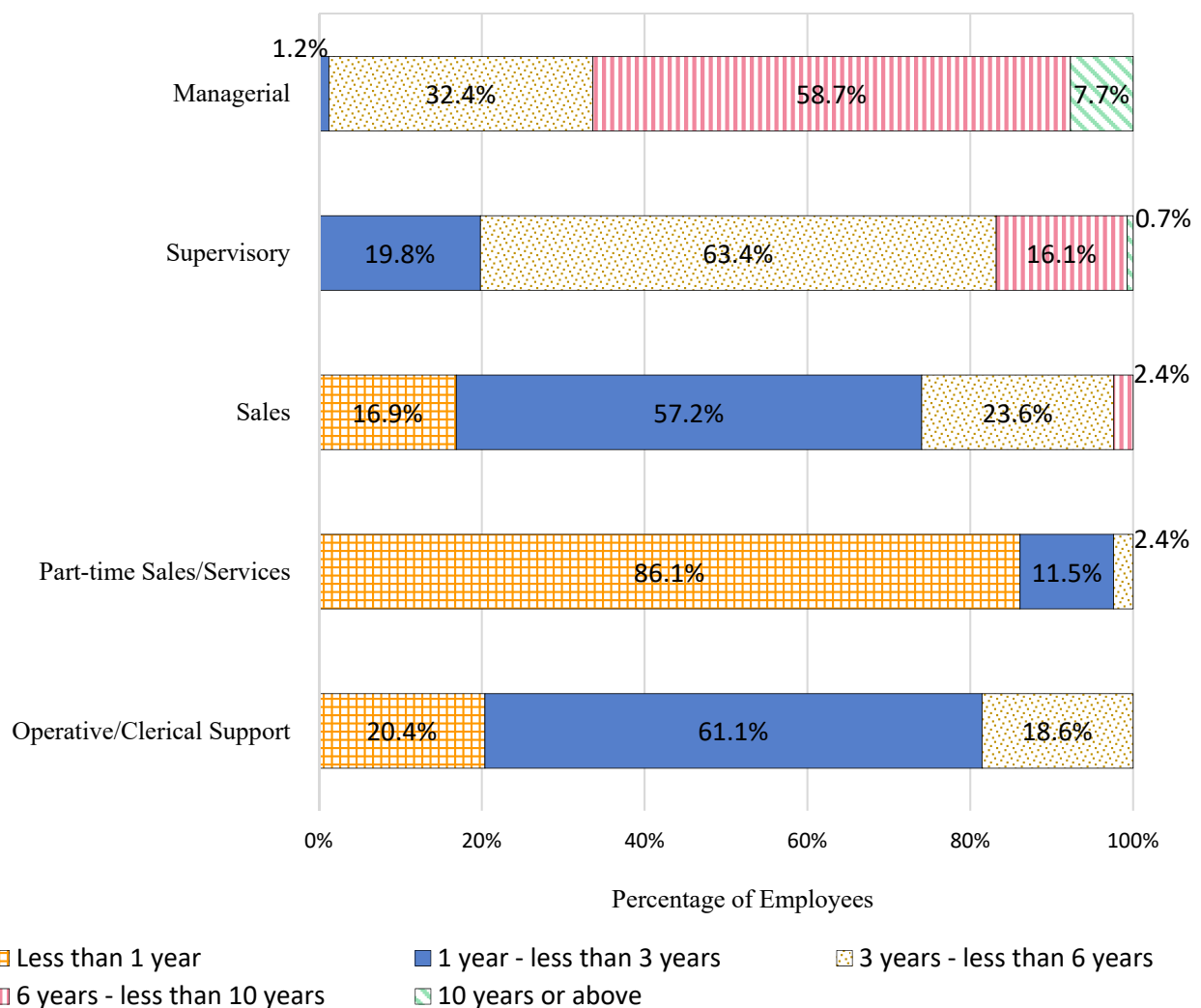
Figure 6: Preferred Level of Education by Job Level



Preferred Relevant Years of Experience

3.11 The survey found that most of the employers preferred their employees to have the relevant years of experience of “6-10 years” at managerial level (58.7%), “3-6 years” at supervisory level (63.4%), “1-3 years” at both the sales (57.2%) and operative/clerical support levels (61.1%), and “less than 1 year” at part-time sales/services level (86.1%). For details, please refer to **Figure 7**.

Figure 7: Preferred Relevant Years of Experience



Training

3.12 Only companies with employment size of five persons or above (13%) were required to answer the question on training areas. The survey found that “Product Advisory/Product Demonstration” and “Customer Acquisition and Retention/Customer Relationship Management” were the top two training areas for the full-time staff at all job levels. It also found some emerging training needs related to digital transformation such as “Big Data Analysis” (10.8%), “Digital Marketing (4.7%) and “Knowledge in Emerging Technology/Information and Communication Technology/Disaster Recovery Planning (3.8%) in particular for the managerial and supervisory staff. For details, please refer to **Table 9**.

Table 9: Training Areas by Job Level

Training Areas	Full-time - Managerial, Supervisory		Full-time - Sales, Operative/Clerical Support	
	Percentage	Rank	Percentage	Rank
(a) Customer Acquisition and Retention/ Customer Relationship Management	48.1%	2	37.2%	2
(b) Product Advisory/Product Demonstration	58.1%	1	95.5%	1
(c) Retail Sourcing	23.7%	4	8.7%	3
(d) Supplier Relationship Management	22.5%	5	1.5%	8
(e) Inventory Management/ Supply Chain and Logistics Management	15.4%	7	2.6%	6
(f) Visual Display/Space Optimisation	4.0%	11	4.8%	5
(g) Facilitation Skills/ People Relationship Management	18.9%	6	6.4%	4
(h) Online to Offline Integration	2.7%	15	1.1%	10
(i) Digital Marketing	4.7%	10	1.0%	11
(j) Big Data Analysis	10.8%	9	0.5%	13
(k) Knowledge in Emerging Technology/ Information and Communication Technology Disaster Recovery Planning	3.8%	12	0.2%	16
(l) Business Continuity Management	3.4%	14	0.3%	15
(m) Planning and Implementation	24.2%	3	1.8%	7
(n) Risk Management	11.6%	8	0.7%	12
(o) Digital Literacy	2.5%	16	0.3%	14
(p) Design Thinking	3.6%	13	0.1%	18
(q) Diversity Management	2.1%	18	0.1%	17
(r) Others	2.2%	17	1.4%	9
Total no. of company (>= 5 employees)	3 792	-	5 348	-

Priority in Taking Courses Recognised by the Qualifications Framework

3.13 The Survey found that 393 out of 4 506 companies would take priority to select those courses recognised under the Qualifications Framework when sponsor or provide training to their staff.

Provision of Training to Part-time Sales/Service Staff

3.14 The Survey found that 336 out of 2 208 companies would sponsor or provide training to their part-time sales/service staff.

Learning Modes of Trainings for Full-time Employees

3.15 Among the three types of learning modes, experiential learning (58.5%) was most preferred, followed by classroom learning (52.7%) and e-learning (47.7%). For details, please refer to **Table 10**.

Table 10: Priority of Learning Modes for the Full-time Employees

Learning Modes	Priority		
	1	2	3
(i) Classroom Learning	19.4%	52.7%	18.7%
(ii) e-Learning	19.7%	22.8%	47.7%
(iii) Experiential Learning	58.5%	14.8%	23.8%

Recruitment Difficulties

3.16 The Survey found that 2 520 (50.9%) out of 4 951 companies encountered recruitment difficulties in the past 12 months. Most of the companies encountered difficulties in recruiting part-time sales/services (80.6%) and sales (50.6%). For details, please refer to **Table 11**.

Table 11: Number of Company

Types	Managerial	Supervisory	Sales	Part-time Sales/ Services	Operative/ Clerical support	Total
Encountered recruitment difficulties	78 (46.2%)	266 (40.1%)	1 440 (50.6%)	573 (80.6%)	163 (29.0%)	2 520 (50.9%)
Not encountered difficulties in recruitment	91 (53.8%)	397 (59.9%)	1 406 (49.4%)	138 (19.4%)	399 (71.0%)	2 431 (49.1%)
Total	169	663	2 846	711	562	4 951

3.17 The survey found that “More Choices in the Market” ranked first for all job levels. “Unwilling to Work Long Working Hours and on Shift”, “Unattractive Remuneration Package and Fringe Benefits”, “Lack of Relevant Skills/Expertise, and “Lack of Relevant Experience” were also the key factors. For details, please refer **Table 12**.

Table 12: Reasons for Recruitment Difficulties in the Past 12 Months by Job Level

Reasons	Job Level				
	Managerial	Supervisory	Sales	Part-time Sales/ Services	Operative/ Clerical Support
More Choices in the Market	36.7%	37.0%	42.3%	61.3%	21.2%
Lack of Relevant Skills/ Expertise	11.8%	6.0%	8.9%	15.9%	10.5%
Lack of Relevant Experience	16.6%	4.1%	5.7%	1.4%	3.2%
Lacked Relevant Academic Qualification	6.5%	1.2%	0.7%	0.3%	1.2%
Unattractive Remuneration Package and Fringe Benefits	13.6%	4.7%	17.9%	11.8%	10.3%
Unwilling to Work Long Working Hours and on Shift	17.8%	29.0%	20.3%	42.5%	8.5%
Lack of Awareness of Career Opportunities and Prospect	0.6%	0.5%	4.3%	2.8%	0.9%

Wastage

3.18 Wastage rate refers to those leaving the retail industry because of change of jobs to non-retail sectors, emigration, retirement, further studies and other reasons. The survey found that the number of wastage was 20 542 in the past 12 months.

3.19 The overall turnover rate was 15.6%. The turnover rate of the staff at operative/clerical support level was the highest (20.5%), while for that of the managerial level was the lowest (7.8%). For details, please refer to **Table 13**.

Table 13: Staff Turnover Rate by Job Level

Job level	Total Full-time Employees Left	Taking up Retail Trade Related Jobs	Taking up Non-Retail Trade Related Jobs	Emigration, Retirement or Further Studies	Unknown	Others	Turnover rate
Managerial	1 142	206	105	47	764	20	7.8%
Supervisory	2 647	737	122	45	1 634	109	9.3%
Sales	23 961	8 271	988	353	13 744	605	17.3%
Operative/ Clerical Support	2 278	272	157	68	1 686	95	20.5%
Total	30 028	9 486	1 372	513	17 828	829	15.6%

Staff Recruited in the Past 12 Months

3.20 The total number of staff recruited in the past 12 months was 48 090. For details, please refer to **Table 14**.

Table 14: Staff Recruited in the Past 12 Months by Job level

Job Level	New Recruits		Total
	With Retail Experience	Without Retail Experience	
Managerial	886	255	1 141
Supervisory	2 345	293	2 638
Sales	18 529	5 054	23 583
Part-time Sales/Services	8 885	9 634	18 519
Operative/Clerical Support	1 370	839	2 209
Total	32 015	16 075	48 090

IV. CONCLUSION

4.1 The Retail Trade Training Board has carefully examined the survey findings and considered that the data collected generally reflect the manpower situation of the personnel engaged in retail industry at the time of survey.

Manpower

4.2 Retail is one of the core pillars underpinning the economy in Hong Kong. At the time of survey, 41 942 retail companies operate in Hong Kong with about 27 9000 employees. Most of the employees were found in the sectors related to the necessities of life such as “Consumer Goods”, “Clothing, Footwear and Allied Product”, “Food, Beverage and Tobacco” and “Supermarkets”. The top five prominent principle jobs were mainly frontline staff, namely sales, senior sales, part-time sales, store supervisor and store manager.

Staff Turnover

4.3 The retail industry faces staff turnover problem and recruitment difficulties. More choices in the market, unattractive remuneration package, long working hours/on shift and lack of relevant experience/skills are the key factors. To overcome workforce challenges, emphasises training, career progression, work-life balance, correct the misconception of the industry, especially in the mind of young people, could help to draw and retain talent.

Training Needs

4.4 Training needs on “Product Advisory/Product Demonstration” and “Customer Acquisition and Retention/Customer Relationship Management” for all job levels were most preferred by employers. It reflected that employers value a knowledgeable sales team for achieving higher customer trust level, improved sales and positive customer review, resulting in turning customer acquisition into long-term relationship.

4.5 Other emerging training needs on “Big data Analysis”, “Digital Marketing” and “Knowledge in Emerging Technology/Information and Communication Technology/Disaster Recovery Planning” also reflected the growing importance of digital transformation for companies to stay competitive and relevant in business. This call for the retail industry to accelerate the adoption of technology, make use of big data analysis and digital marketing to create targeted and personalised promotion campaigns.

Manpower Growth

4.6 E-commerce and omni-channel platforms are bringing goods to consumers in a more convenient, accessible and cost-effective way. Employers are fast realising the value of this and projected that the manpower growth in “Branch 11 - Retail Trade not via Stores and Mobile Stalls” would be the highest in the future. Retailers would actively further develop their omni-channel strategies with a greater focus on adopting a more customer-centric approach to offer a seamless shopping experience for consumers. However, e-commerce has not made brick-and-mortar stores obsolete, they should go hand-in-hand to maintain competitive edge.

Business Outlook

Economic Growth

4.7 Hong Kong's economy grew 0.6% year-on-year in Q2/2019, the same pace as in the previous three-month period but below market expectations of 1.6%. Hong Kong's growth outlook remains subdued amid ongoing US-China trade tensions and growing social unrests. On a seasonally adjusted quarterly basis, the economy shrank by 0.3%, compared with 1.3 % expansion in the first quarter. Owing to the weakening economy as well as US-China trade dispute, the government adjusted the GDP growth down from the previous estimate of 2-3% to 0-1% in 2019.

Employment Situation

4.8 According to the Census and Statistics Department, the non-seasonally adjusted unemployment rate in May-July 2019 was 3%, with unemployed persons went up by 4 200 to 118 500 when compared with the prior period. While the number of underemployed dropped by 500 to 40,700 persons, with the underemployment rate unchanged at 1%. The unemployment situation in most sectors remained largely stable. Yet, as the consumption market stayed weak, the unemployment rate of the retail, accommodation and food services sectors went up from the preceding three-month period. Looking ahead, the economy is expected to stay weak in near term and the labor market will unavoidably be subject to greater pressure.

4.9 The “Statutory Minimum Wage” (SMW) has come into force on 1 May 2011. With effect from 1 May 2019, the SMW rate has been revised from \$34.5 per hour to \$37.5 per hour. This policy would undoubtedly increase the wages of employees involved in the retail business and other relevant trades. Its ripple effect in narrowing the wage differentials across various sectors and occupations would put pressure on the employers to offer more competitive wage rates to retain or attract talents under a tight labor market. Eventually, it would result in pushing up the operating cost and further built up recruitment difficulties.

Tourist Arrivals

4.10 In 2018, the Mainland continued to be the largest visitor source market, accounting for 78% of the total arrival, and the figure was 14.8% higher than that in 2017. On the other hand, visitor arrivals from non-Mainland markets continued to grow by 0.6%, with some of these markets recording notable increases. On entering 2019, the visitor arrivals from mainland continued to grow. However, the growth momentum was weakened amid growing unrests in Hong Kong and the effects began to surface in June 2019 after mass protests. The Hong Kong Tourism Board reported a drop in visitors with the year-on-year growth in visitor numbers slowed to 8.5% in June 2019, compared with year-on-year growth in May 2019 of 19.5%. However, the tourist arrivals dived abruptly in July 2019, falling 4.8% YoY and recorded its worst downturn in August by falling nearly 40% from the same time last year amid the ongoing mass protests. Nevertheless, the Hong Kong Tourism Board has kept launching various overseas promotion activities and committed to re-launching promotion campaign to revive the tourism industry after the end of the protests.

Retail Performance

4.11 According to the Census and Statistics Department, the provisionally estimated value of total retail sales in the first seven months of 2019, dropped by 3.8% YoY compared to the same period in 2018. Total retail sales value and retail volume continued to decline and dropped by 11.4% and 13% YoY in July respectively compared to the same period last year. The decline reflected a dampened consumer sentiment due to weak economic conditions, volatility of Reminbi and significant disruptions to inbound tourism arising from the recent local social unrests.

Leasing Market

4.12 Owing to sluggish retail sales with weak intention to expand business by retailers, the leasing market remain low-key over the second quarter. Because of the unhealthy retail sales figures, landlords seem to be more flexible when renewing existing tenants and are open to reduce rents if necessary. According to Savills, the overall prime shopping street rent fell by -1.2% QoQ with Central district dropping the most at -3.8% over Q2/2019. However, in the major shopping mall segment, the base rents remained generally steady over Q2/2019. The retail market is expected to be quiet with a weak growth momentum of leasing market in near term.

Future of Retail

4.13 In an increasingly competitive environment, digital transformation is, indeed, fast becoming a matter of survival for retailers. Retailers have to be data literate and embrace the use of retail technology to meet the high expectations of consumers and sustain competitiveness in the digital world. Evolving customer preferences, increased smartphone penetration and the proliferation of innovative solutions are transforming the payments landscape in Hong Kong. Major e-wallets and payment tools have begun to gain popularity. Retailers need to leverage the right payment technology to create a seamless and convenient shopping experience to stay ahead of their rivals. Other breakthrough technologies such as Artificial Intelligence (AI), the Internet of Things (IoT) and Blockchain will also go into a mainstream in the future. They help retailers to optimise the customer-centric experience, thereby deepening their engagement with customers. To ensure the digital transformation stays on the right track and is sustainable, retailers need to know both the direction and the benefits of latest trends in retail technology as well as come up with the right digital-driven strategies supported by the right level of investment.

Greater Bay Area Initiative

4.14 The Greater Bay Area is part of China's national strategic plan. The objectives are to further deepen cooperation amongst Guangdong, Hong Kong and Macao, facilitate in-depth integration within these three places, and promote coordinated regional economic development. With the full support of the Central Government, Hong Kong will proactively integrate into the overall national development, thereby expanding its scope of development and generating new impetus for growth to bring new development opportunities to different sectors of the community. This project is anticipated to become one of the world's major city clusters and offer promising opportunities for the retail industry in Hong Kong.

Infrastructure Projects

4.15 The opening of new cross-border infrastructure projects such as the Hong Kong-Zhuhai-Macau Bridge and the Guangzhou-Shenzhen-Hong Kong Express Rail Link would benefit the retail sectors from accelerating the flow of talents/goods and deepening the cross-border collaboration. Nevertheless, the new wave of customers choose to invest more in experiences rather than products. Hence, retailers need to meet the needs of their customers by creating a more immersive retail experience and leave them not just with their products but also memories. Fusion of retail and entertainment is expected to dominate the industry and drive sales by providing customers with fun and unique experiences.

Government Support

4.16 In 2019-20 Budget, the government will allocate an additional sum of around \$353 million to enable the Hong Kong Tourism Board to step up promotion of Hong Kong's image as a premier tourism destination, invite visitors to experience local cultures and enhance publicity on Hong Kong's major events and festivals, etc. These initiatives would benefit the retail industry.

4.17 According to the International Institute for Management Development, Hong Kong has continued to rank second globally in the latest World Competitiveness Yearbook 2019. Hong Kong maintained the top rank in "Government Efficiency", and was ranked second in "Business Efficiency" and 10th in "Economic Performance". Benefiting from the government's increased investment in infrastructure and technology, Hong Kong's ranking edged up to 22nd in "Infrastructure". Hong Kong government would step up effort to provide a favorable environment for Hong Kong's long-term economic development.

Conclusion

4.18 Undoubtedly, 2019 is a year full of challenges for Hong Kong retailers. Consumer confidence should remain weak in the near term amidst continuing social tension and the worsening economic outlook. It could take some time for the retail and tourism sectors to recover from the recent ongoing social unrests. In face of the tough retail climate, retailers have to adopt appropriate cost control measures to keep their business in shape and create a more experience-driven shopping journey for customers. Though some labour intensive jobs could be replaced by technology, technology cannot build rapport and replace innovation, which require creative thoughts and essential people skills. Furthermore, technology could create new job opportunities and spare manpower to manage more challenging and interesting tasks.

Sources:

- 1) The Census and Statistics Department
- 2) The Hong Kong Tourism Board
- 3) The Hong Kong Trade Development Council Research
- 4) The 2019-20 Budget
- 5) Retail Asia Business
- 6) Research from Savills and Jones Lang Lasalle
- 7) World Competitiveness Yearbook 2019

Labor Market Analysis

4.19 The Labor Market Analysis (LMA) examined a group of key economic indicators collected from a reliable and independent authority for reflecting the key changes in the local economy, demography and labor market. A statistical model is developed by selecting relevant economic indicators to project the manpower requirements of the retail industry for the coming four years.

Methodology

4.20 For the retail industry, LMA method has been used to project the manpower requirements since 2002. It is believed that the manpower of the retail industry is highly related to the Retail Sales in Volume Index published by the Census and Statistics Department. Hence, the projected manpower demand is derived from multiplying the employment coefficient to the projected volume index. The employment coefficient reflects the manpower needed to produce a single unit of production. To come up with the projected Retail Sales in Volume Index, principal component regression is used in the following economic indicators as explanatory variables:

- i) Total loans and advances [LAI]
- ii) Composite consumer price index [CCPI]
- iii) Property price index (private domestic) [PPI]
- iv) Number of visitor arrivals [VAI]
- v) Export of services [XSER]
- vi) Export of goods in quantum index [XGDS]
- vii) Import of goods in quantum index [MGDS]

Projection

4.21 Based on the statistical model of the Labor Market Analysis (LMA), the manpower demand of the retail trade from 2020 to 2023 is projected as below:

Year	Total Manpower Demand	Employers' Forecast	Projected by LMA Method
2019	288 636	-	-
2020		288 971 (+0.1%*)	289 221 (+0.2%*)
2021		-	290 169 (+0.3%**)
2022		-	291 809 (+0.6%**)
2023			294 179 (+0.8%**)
* percentage change vs the total manpower demand in 2019			
** percentage change vs the projected manpower in previous years.			

Remarks:

Recognising the economic uncertainties emerge from time to time on both external and domestic fronts, in particular the recent social unrests in Hong Kong, readers are alerted to interpret the manpower projection with caution as these factors might affect the employment opportunities if no sign of abating.

V. RECOMMENDATIONS

5.1 The Retail Trade Training Board proposed the following recommendations to different stakeholders to ease the plight of retailers amid the difficult time, alleviate acute labour shortage, strengthen retail talent development, and sustain competitiveness in the fast changing retail landscape.

Government

- (i) Advise the private landlords to cut rent for the retail shops and the local banks to be more lenient with late payments by local business and their credit limits.
- (ii) Provide a single multi-purpose funding scheme with simplified application procedure to cover a wider spectrum of retailers' needs, such as retail technologies, big data analysis, omni-channels and on-line to off-line integration.
- (iii) Speed up education and training of e-commerce practitioners at all job levels through formal education and other in-service training channels.
- (iv) Join hands with the industry to rebrand retail image as a promising career with strong potential growth especially under the era of digital transformation.
- (v) Allow overseas and Mainland students either to take up internship or to work in Hong Kong to ease the manpower shortage problem.

Training Service Providers

- (i) Keep abreast of latest trend and developments of the industry and steer their students to engage in retail technologies and big data analysis for enhancing their digital competencies.
- (ii) Develop more training programmes on skill applications on retail technology and omni-channel retailing development with flexible learning mode for in-service learners.
- (iii) Adopt the integration of workplace learning and assessment for enhancing the practical skills of students and their ability to utilise professional knowledge.
- (iv) Promote the career prospect of the retail industry to career masters and students in the secondary schools for nurturing students' aspirations about their career path.
- (v) Groom a larger pool of talents by providing more on-the-job training and exchange of students and employees with collaborative partners in the cities of the Greater Bay Area.

Employers

- (i) Other than a competitive remuneration package, business leaders should create a caring, happy and fulfilling working environment among different generations of employees.
- (ii) Provide more flexible working arrangements for employees to boost morale and improve their work-life balance can result in increased employees' productivity and performance.
- (iii) Develop and maintain thoughtfully a structured career path system, allow top performers to take part in advanced training that may be associated with career advancement.
- (iv) Make use of off-seasons and quiet times in business to undertake training activities for employees, wider adoption of e-learning would provide greater flexibility to learn and better cost effectiveness.
- (v) Provide incentives to motivate employees to learn such as time-off and promotion opportunities wherever possible.
- (vi) Adopt cost control measures to keep the business in shape so it can continues to perform well in the ever-evolving economic environment.
- (vii) Flexibly reconsider the retirement age and re-engage capable and fit retirees at work for easing manpower shortage.

Employees

- (i) Develop a global vision and be aware of the importance of life-long learning as well as learn more digital and analytical skills on how to transform data into insights and intelligence.
- (ii) Enhance their adversity quotient, leadership skill, problem solving skill and interpersonal communication skills for building good relationship and working more effectively with people from different backgrounds.
- (iii) Select quality training providers and make use of the subsidies provided by the Government for life-long learning such as Continuing Education Fund.

VOCATIONAL TRAINING COUNCIL

Terms of Reference of Training Boards

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.

RETAIL TRADE TRAINING BOARD

Membership List

Chairlady

Ms TAM Kam-yee, Janis *

Vice-Chairlady

Ms CHOW Wai-yee, Winnie

Members

Mr Eugene CHAN *

Ms CHOI Pui-shan, Albe

Dr CHU Chun-ho, Dominic

Mr CHUNG Kwok-wing

Mr LAM Chi-kit, Victor *

Ms LO Tsit-wa *

Mr MOK Wai-ming, Raymond *

Mr WAI Yau-on *

Mrs WONG FAN Chih-wing, Mabel

Ms WONG Nga-lai, Alice *

Ms Katherine YU *

Chief Executive of the Consumer Council (or her representative)

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

Secretary

Ms WONG Szee-ving, Venus

* Appointment commenced on 1st April 2019

**WORKING PARTY
ON THE 2019 MANPOWER SURVEY OF THE RETAIL TRADE**

Membership List

Convener

Ms CHOW Wai-yee, Winnie

Members

Ms Ada CHAN

Ms CHOI Pui-shan, Albe

Dr CHU Chun-ho, Dominic

Ms TSE Man-fung, Carrie

Dr Geoffrey TSO

Mrs WONG FAN Chih-wing, Mabel

Ms Ruth YU

Ms KEA Chi-shun, Josephine

Ms CHAN Siu-yee

Secretary

Ms WONG Szee-ving, Venus

Headquarters (Industry Partnership) 總辦事處(行業合作)
30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
香港九龍長沙灣長裕街10號億京廣場2期30樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

(852) 2904 7843

Our Reference 本局檔號 (1) in RT/4/2 (2019)

Your Reference 來函檔號



25th February 2019

Dear Sir/Madam,

**The 2019 Manpower Survey of the
Retail Trade**

The Retail Trade Training Board (the Training Board) of the Vocational Training Council (VTC), appointed by the Chief Executive of the Hong Kong Special Administrative Region (HKSAR), is responsible for matters pertaining to manpower training in the industry. In order to collect the latest manpower information for formulating recommendations on future manpower training, the Training Board will conduct the captioned survey from **March to April 2019**. I am writing to enlist your help by providing the relevant information to the survey and your co-operation would be much appreciated.

I enclose the following documents for your reference and completion:

- (a) The Questionnaire;
- (b) Explanatory Notes (Appendix A);
- (c) Description for the Principal Jobs (Appendix B)

The VTC has appointed **MOV Data Collection Center Ltd. (MOV)** to assist in conducting the above survey. During the survey period, the enumerator of MOV will contact your establishment for the survey and answer the questions you may have. If necessary, visit will be made to your establishment to assist in completing and collecting the questionnaire. Alternatively, you may return the copy of the completed questionnaire to MOV via fax (3900 1122) or email (vtc@mov.com.hk).

I wish to assure you that the information provided will be handled in strict confidence and published on aggregate basis without reference to individual establishments.

The Manpower Survey Report will be uploaded onto the VTC website after completion of the survey. Should you have any queries, please do not hesitate to contact the following hotline during 9:30 a.m. to 6:00 p.m. from Monday to Friday:

- ✧ For matters regarding completion and return of questionnaire(s), please contact Ms. Polly CHAN of MOV at 3900 1176.
- ✧ In case you want to approach VTC directly, please contact Mr. Edward CHAN of VTC Manpower Survey (Statistical Team) at 3907 6716.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Stella', is written over a faint, larger signature.

(Dr Stella KWAN)
Chairman
Retail Trade Training Board

Encl.



For companies with employment size of
4 persons or less
適用於僱員人數四人或以下的公司

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 2019 MANPOWER SURVEY OF THE RETAIL TRADE INDUSTRY**零售業 2019 年人力調查**

The 2019 Manpower Survey of the Retail Trade (RT) Industry 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 March 2019** by answering the questionnaire. Thank you.

零售業2019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**2019年3月1日**的人力情況填寫此問卷。多謝合作。

Establishment Information**機構資料**

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.
其他消費品

☐ Department Store
百貨公司

☐ Jewellery
珠寶首飾

☐ Medicines and Cosmetics
藥物及化妝品

☐ Durable Goods, n.e.c.
其他耐用品

☐ 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

☐ Others :
其他 :

TOTAL NO. OF PERSONS ENGAGED: _____

僱員總人數

(For official use)

Industry Code _____

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。

Survey Reference Date : 1st March 2019

統計參考日期：2019年3月1日

Part I — Manpower Information

第一部份 — 人力情況

Please complete columns 'B' to 'G' 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 'G'。

(A) Principal Jobs 主要職務

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Job Title A (3 employees and 2 vacancies) 職位甲 (3名僱員及2個空缺)	3	2	5	4	3	2
Managerial Level 經理級						
112 Operations/Retail Manager 營運／零售經理						
113 District/Area Manager 分區／地區經理						
114 Store Manager 店舖經理						
115 Marketing Manager 市場推廣經理						
116 Sales Manager 銷售經理						
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理						
118 Merchandising Manager 採購經理						
119 Logistics/Distribution/Warehouse Manager 物流／運輸／倉庫經理						
120 Training Manager 培訓經理						
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理						
122 E-commerce Manager 電子商務經理						
123 Business Analysis Manager 業務分析經理						
198 Owner/Sole Proprietor/Working Partner 東主／獨資經營者／執行合夥董事						

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Job Code 職位 編號						
Supervisory Level 主任級						
211	Store Supervisor 店舖／分店主任					
212	Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師					
213	Logistics/Distribution/Warehouse Officer / Executive 物流／運輸／倉庫主任					
214	Public Relations/Advertising/ Marketing Officer / Executive 公共關係／廣告／市場推廣主任					
215	Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任					
216	Merchandising Officer / Executive 採購主任					
217	Training Officer/Executive 培訓主任					
218	E-commerce Officer/Executive 電子商務主任					
219	Business Analysis Officer/Executive 業務分析主任					
Sales Level 售貨員級						
311	Senior Sales 高級售貨員					
312	Sales/Sales Trainee 售貨員／見習售貨員					
Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
411	Sales/Service Staff (Part Time) 售貨員／服務員（兼職）					
Operative/Clerical Support Level 輔助人員／文員級						
511	Inventory Planning Assistant 庫存計劃助理					
512	Warehouseman 倉庫管理員					
513	Marketing Assistant 市場推廣助理					
514	Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理					
515	E-commerce Assistant 電子商務助理					
516	Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理					
517	Merchandising Assistant 採購助理					
Other Relevant Retail Trade Staff 其他相關零售員工						
Other Staff of Supporting Services 其他支援員工						
000	Other Staff of Supporting Services, e.g. human resources, finance, IT and administration work 其他支援員工，例如參與人力資源、財 務、資訊科技或行政工作之員工					
For Official Use						

End of questionnaire, Thank you for your co-operation.

問卷完，多謝合作。

Headquarters (Industry Partnership) 總辦事處(行業合作)
30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
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- (b) Explanatory Notes (Appendix A);
- (c) Description for the Principal Jobs (Appendix B); and
- (d) Description for the Training Areas (Appendix C)

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(Dr Stella KWAN)
Chairman
Retail Trade Training Board

Encl.

**CONFIDENTIAL**

WHEN ENTERED WITH DATA

填入數據後即成

機密文件

For companies with employment size of
5 persons or above
適用於僱員人數五人或以上的公司

VOCATIONAL TRAINING COUNCIL**職業訓練局****THE 2019 MANPOWER SURVEY OF THE RETAIL TRADE INDUSTRY****零售業 2019 年人力調查**

The 2019 Manpower Survey of the Retail Trade (RT) Industry 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 March 2019** by answering the questionnaire. Thank you.

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Establishment Information**機構資料**

TYPE OF SERVICE:

服務性質

☐

Food, Beverages and Tobacco

食品、飲品及煙草

☐

Jewellery

珠寶首飾

☐

Supermarkets

超級市場

☐

Medicines and Cosmetics

藥物及化妝品

☐

Fuel and Transport Equipment

燃料及運輸設備

☐

Durable Goods, n.e.c.

其他耐用品

☐

Clothing, Footwear and Allied Product

衣物、鞋類及有關製品

☐

Telecommunications Equipment and Electrical Goods

電訊設備及電器產品

☐

Consumer Goods, n.e.c.

其他消費品

☐

Trade not via Stores and Mobile Stalls

無店面和不經流動貨攤的零售

☐

Department Store

百貨公司

☐

Others :

其他 :

TOTAL NO. OF PERSONS ENGAGED: _____

僱員總人數

(For official use)

Industry Code _____

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。

Survey Reference Date : 1st March 2019

統計參考日期：2019年3月1日

Part I — Manpower Information

第一部份 — 人力情況

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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 'G'。

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Job Title A (3 employees and 2 vacancies) 職位甲 (3名僱員及2個空缺)	3	2	5	4	3	2
Managerial Level 經理級						
112 Operations/Retail Manager 營運／零售經理						
113 District/Area Manager 分區／地區經理						
114 Store Manager 店鋪經理						
115 Marketing Manager 市場推廣經理						
116 Sales Manager 銷售經理						
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理						
118 Merchandising Manager 採購經理						
119 Logistics/Distribution/Warehouse Manager 物流／運輸／倉庫經理						
120 Training Manager 培訓經理						
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理						
122 E-commerce Manager 電子商務經理						
123 Business Analysis Manager 業務分析經理						
198 Owner/Sole Proprietor/Working Partner 東主／獨資經營者／執行合夥董事						

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Supervisory Level 主任級						
211 Store Supervisor 店舖／分店主任						
212 Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師						
213 Logistics/Distribution/Warehouse Officer / Executive 物流／運輸／倉庫主任						
214 Public Relations/Advertising/ Marketing Officer / Executive 公共關係／廣告／市場推廣主任						
215 Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任						
216 Merchandising Officer / Executive 採購主任						
217 Training Officer/Executive 培訓主任						
218 E-commerce Officer/Executive 電子商務主任						
219 Business Analysis Officer/Executive 業務分析主任						
Sales Level 售貨員級						
311 Senior Sales 高級售貨員						
312 Sales/Sales Trainee 售貨員／見習售貨員						
Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
411 Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
Operative/Clerical Support Level 輔助人員／文員級						
511 Inventory Planning Assistant 庫存計劃助理						
512 Warehouseman 倉庫管理員						
513 Marketing Assistant 市場推廣助理						
514 Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理						
515 E-commerce Assistant 電子商務助理						
516 Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理						
517 Merchandising Assistant 採購助理						
Other Relevant Retail Trade Staff 其他相關零售員工						
Other Staff of Supporting Services 其他支援員工						
000 Other Staff of Supporting Services, e.g. human resources, finance, IT and administration work 其他支援員工，例如參與人力資源、財 務、資訊科技或行政工作之員工						
For Official Use						

Part II
第二部份

Employees' Whereabouts After Leaving the Company

離職僱員去向

1. Please state the number of full-time retail trade employees leaving your company from 1st March 2018 to 28th February 2019 by whereabouts.
請列出 貴機構由2018年3月1日至2019年2月28日期間離職的全職零售業僱員人數（按去向分類）。

	<u>Managerial Level</u> 經理級	<u>Supervisory Level</u> 主任級	<u>Sales Level</u> 售貨員級	<u>Operative/Clerical Support Level</u> 輔助人員／文員級
(a) Taking up <u>retail trade related</u> jobs (Including starting own business in related trade) 從事與零售業有關的工作（包括創業）				
(b) Taking up <u>non-retail trade related</u> jobs (Including starting own business in non-retail trade) 從事與零售業無關的工作（包括創業）				
(c) Emigration, retirement or further studies 移民、退休或進修				
(d) Unknown 不知道				
(e) Others (Please specify) 其他（請註明）_____				
Total 總人數				

Sources of Recruitment in the Industry

新聘僱員的來源

2. Please state the number of retail trade employees recruited to fill the new or existing posts from 1st March 2018 to 28th February 2019 by source.
請列出 貴機構由2018年3月1日至2019年2月28日期間，新聘以填補增設職位或現有空缺的零售業僱員人數（按來源分類）。

	<u>Managerial Level</u> 經理級	<u>Supervisory Level</u> 主任級	<u>Sales Level</u> 售貨員級	<u>Sales/Service Staff (Part Time)</u> 售貨員／服務員（兼職）	<u>Operative/Clerical Support Level</u> 輔助人員／文員級
(a) Number of Employees Recruited <i>with</i> Retail Trade Experience 具零售業經驗的新聘僱員人數					
(b) Number of Employees Recruited <i>without</i> Retail Trade Experience 不具零售業經驗的新聘僱員人數					

Difficulties Encountered in Recruitment**招聘困難**

3. Please indicate whether recruitment was taken place from 1st March 2018 to 28th February 2019 and the difficulties in recruitment your company encountered.

請指出 貴公司由2018年3月1日至2019年2月28日期間有否招聘員工及所遇到的招聘困難。

	Managerial Level 經理級	Supervisory Level 主任級	Sales Level 售貨員級	Sales/ Service Staff (Part Time) 售貨員／服 務員 (兼職)	Operative/ Clerical Support Level 輔助人員／ 文員級
(a) No recruitment was taken place 沒有招聘	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Recruitment was taken place and <u>did not</u> encounter difficulties in recruitment 有招聘，並 <u>沒有</u> 遇到招聘困難	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Recruitment was taken place and the following difficulties were encountered (You may tick “√” three major difficulties encountered in recruitment for each level of job) 有招聘及遇上以下招聘困難（各職級可剔 “√” 選遇到 <u>最主要的三項</u> 招聘困難）：					
(i) Candidates had more choices in the market 應徵者在市場上有很多選擇	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Candidates lacked the relevant skills / expertise 應徵者並無相關技能／知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Candidates lacked the relevant experience 應徵者缺乏相關經驗	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Candidates lacked the relevant academic qualification 應徵者未具相關學歷	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) Candidates found the remuneration package and fringe benefit not attractive 應徵者認為薪酬及附帶福利欠吸引	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vi) Candidates were unwilling to work long working hours and on shift 應徵者不願意長時間及輪班工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vii) Candidates were lack of awareness of career opportunities available and the career prospect in retailing 應徵者缺乏在零售行業就業機會及前景的意識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(viii) Others (please specify) 其他（請說明） _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ix) Others (please specify) 其他（請說明） _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training
訓練

4. By making reference to Appendix C, please indicate the training areas for full-time retail trade employees (either internal or external*) required to deal with the emerging trend and development in the retail industry, (You may “√” one or more options)
請參考附錄C，於下列表中選出全職零售業僱員所需要的培訓課程，以配合零售業的新興趨勢及發展。（包括內部及外間培訓*，可剔“√”選多於一項）。

<u>Training Areas</u> 訓練範疇	Full-time Managerial and <u>Supervisory Staff</u> 全職經理及主任級僱員	Full-time Sales, Operative and Clerical Support Staff 全職售貨員、 輔助人員及文員
(a) Customer Acquisition and Retention / Customer Relationship Management 獲取和保留客戶／客戶關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(b) Product Advisory / Product Demonstration 產品諮詢／產品演示	<input type="checkbox"/>	<input type="checkbox"/>
(c) Retail Sourcing 零售採購	<input type="checkbox"/>	<input type="checkbox"/>
(d) Supplier Relationship Management 供應商關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(e) Inventory Management / Supply Chain and Logistics Management 庫存管理／供應鏈及物流管理	<input type="checkbox"/>	<input type="checkbox"/>
(f) Visual Display / Space Optimisation 視覺展示／空間優化	<input type="checkbox"/>	<input type="checkbox"/>
(g) Facilitation Skills / People Relationship Management 引導技能／人際關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(h) Online to Offline Integration 線上線下結合	<input type="checkbox"/>	<input type="checkbox"/>
(i) Digital Marketing 數碼營銷	<input type="checkbox"/>	<input type="checkbox"/>
(j) Big Data Analysis 大數據分析	<input type="checkbox"/>	<input type="checkbox"/>
(k) Knowledge in Emerging Technology / Information and Communication Technology Disaster Recovery Planning 新興科技知識／資訊及通訊科技災難恢復計劃	<input type="checkbox"/>	<input type="checkbox"/>
(l) Business Continuity Management (i.e. to develop business continuity plan / contingency plans for responding to unplanned business disruption) 業務連續性管理（制訂業務連續性及應急方案，應付突發的業 務問題）	<input type="checkbox"/>	<input type="checkbox"/>
(m) Planning and Implementation 計劃和實施	<input type="checkbox"/>	<input type="checkbox"/>
(n) Risk Management 風險管理	<input type="checkbox"/>	<input type="checkbox"/>
(o) Digital Literacy (i.e. to use software features 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）	<input type="checkbox"/>	<input type="checkbox"/>
(p) Design Thinking (i.e. to begin with empathetic understanding of a problem and find out the creative solutions) 設計思維（設身處地考慮使用者的經驗，找出創新解決方案）	<input type="checkbox"/>	<input type="checkbox"/>
(q) Diversity Management 管理不同種族或文化群體	<input type="checkbox"/>	<input type="checkbox"/>
(r) Others (please specify) 其他（請註明）_____	<input type="checkbox"/>	<input type="checkbox"/>

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Note : * Internal training refers to in-house training offered by the company while external training refers to training offered by an external training provider.

附註：* 內部培訓指由公司內部提供之訓練，外間培訓指由公司以外的培訓機構提供之訓練。

5. Does your company take priority to select those courses recognised under the Qualifications Framework when sponsor or provide training to your staff?

貴公司在提供培訓資助或訓練給員工時，有沒有考慮選擇已獲資歷架構認可的課程為首選？

☐ Yes
有

☐ No
沒有

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6. Does your company sponsor or provide training to Sales/Service Staff (Part-time)?

貴公司有沒有為售貨員／服務員（兼職）提供培訓資助或訓練？

☐ Yes
有

☐ No
沒有

☐ No Sales/Service Staff (Part-time) employed
公司沒有售貨員／服務員（兼職）

7. How to prioritize the following three options of learning mode when you provide training to the full-time retail trade employees?

在為全職零售業員工提供培訓時，貴公司會怎樣以優先次序排列以下三個培訓模式？

Learning mode

培訓模式

Please prioritize your preferences in the boxes provided.

請在空格內填上優先次序 (1,2,3)

(i) Classroom Learning
課堂學習

(ii) e-Learning
網上學習

(iii) Experiential Learning
體驗式學習

End of questionnaire, Thank you for your co-operation.

問卷完，多謝合作。

The 2019 Manpower Survey of the Retail Trade Industry
零售業 2019 年人力調查

Explanatory Notes
附註

1. Please fill in information as accurate as possible because the information collected from this survey is vital for determining the manpower requirements of the industry in order that the Retail Trade Training Board can make meaningful recommendations to Government on how to meet training needs.
請填入準確的資料，因有關資料對於確定本業的人力需求極為重要，而零售業訓練委員會亦將以此為根據，向政府建議如何應付業內的訓練需求。

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

- (a) Please go through column 'A' and mark those principal jobs applicable to your establishment. For detailed job descriptions for principal jobs, please refer to Appendix B.
請瀏覽 'A' 欄，選取適用於 貴機構的主要職務。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 firm, but if the jobs have similar or related functions, please treat them as the same and supply the required information in the questionnaires.
調查表內部分職稱可能有別於 貴公司所採用者，但若兩者職責相近，可視作相同職務；請在調查表內提供所需資料。
- (c) Please classify an employee according to his major duty irrespective of any additional secondary duties he may be required to perform.
請根據僱員的主要職務分類（不論其所兼任的次要職務）。
- (d) Please add in column 'A' titles of employees whose duties demand retail trade training (please specify title), briefly describe them in respect of the appropriate job categories and fill in 'B' to 'G' accordingly.
倘 貴公司有其他人員因職責上需接受零售業訓練，請一併填入 'A' 欄內，並簡述其所屬的職務類別及等級，同時填寫 'B' 至 'G' 欄。

3. Number of Employees as at 1.3.2019 - Column 'B'
在 2019 年 3 月 1 日的僱員人數 —— 'B' 欄

For each principal job, please fill in the total number of employees as at survey reference date.
請填寫 貴機構於統計參考日期僱用的每個主要職務的僱員總數。

'Employees' include proprietors, partners and unpaid family members working for your company. This definition also applies to 'employee(s)' appearing in other parts of the questionnaire.

「僱員」包括在公司內工作的東主、合夥人及涉及業務的無薪家庭成員。調查表他處出現的「僱員」一詞，定義亦同。

4. Number of Vacancies at 1.3.2019 - Column 'C'
在 2019 年 3 月 1 日的空缺額 —— 'C' 欄

Please fill in the number of existing vacancies as at 1.3.2019. 'Existing Vacancies' refer to those unfilled, immediately available job openings for which the establishment is actively trying to recruit personnel as at survey reference date.

請填上在 2019 年 3 月 1 日每一主要職務的空缺額。「空缺額」是指該職位於統計參考日期仍懸空，須立刻填補，而現正積極招聘人員填補。

5. Forecast of Number Employed 12 Months from Survey Reference Date - Column 'D'
預測十二個月後(2020 年 3 月)僱員人數 —— 'D' 欄

The forecast of number employed means the number of employees you will be employing 12 months from now (March 2020). The number given could be more/less than existing employees if an expansion/contraction is expected.

預計僱員人數指 貴公司在十二個月後(2020 年 3 月)的僱員人數。如估計業務可能擴張／收縮，此欄所填人數可能多於／少於現有僱員人數。

6. Average Monthly Income Range of Employees - Column 'E'

僱員每月平均收入 —— 'E' 欄

Please enter the code of average monthly income range during the past 12 months for each principal job of employees. This should include basic wages, regular overtime pay, cost of living allowance, meal allowance, commission and bonus etc. (less employees' contribution to MPF). If you have more than one employee doing the same job, please enter the average range.

請在 'E' 欄填入每個主要職務僱員過去十二個月每月平均收入幅度的編號，這包括底薪、定期超時工作津貼、生活津貼、膳食津貼、佣金及花紅等（扣除僱員所支付的強制性公積金供款）。若從事同類工作的僱員多於一名，則請取其平均收入。

7. Preferred Level of Education - Column 'F'

僱員宜有的教育程度 —— 'F' 欄

Please enter the code of preferred level of education for each principal job of employees should have.

請在 'F' 欄填入 貴機構認為每個主要職務僱員宜有的教育程度編號。

Definition of Preferred Level of Education:

宜有的教育程度的定義：

- ◆ “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。

8. Preferred Relevant Years of Experience - Column 'G'

僱員宜有的相關年資 —— 'G' 欄

Please enter the code of preferred years of relevant experience which your organisation requires each principal job employees to have.

請在 'G' 欄填入 貴機構認為每個主要職務宜有的相關年資編號。

2019 Manpower Survey of the Retail Trade
2019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
MANAGERIAL LEVEL 經理級		
112	Operations/Retail Manager 營運／零售經理	To 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。
113	District/Area Manager 分區／地區經理	To take charge of the operations and management of a number of stores/outlets usually within a geographical area. 負責多間店鋪／經銷店(通常在同一地區內)的營運及管理事宜。
114	Store Manager 店鋪經理	To take charge of the operations and management of a store/outlet. 負責一間店鋪／經銷店的營運及管理事宜。
115	Marketing Manager 市場推廣經理	To develop, implement and execute strategic marketing plans for an entire organization in order to attract prospective customers and retain existing ones. To manage and coordinate marketing team, lead market research efforts to establish and maintain a competitive edge for the business, and liaise closely with media organisations and advertising agencies. 制定、實施和執行策略性市場推廣計劃，以吸引潛在客戶並保留現有客戶。管理和協調其工作團隊，引領市場研究，建立及保持業務的競爭優勢，並且與媒體組織和廣告代理商緊密聯絡。
116	Sales Manager 銷售經理	To develop sales plan and meet sales targets, establish and maintain good relationship with sales partners and customers, including existing and prospective customers. To 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，包括現有客戶及潛在客戶，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。
117	Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係 管理經理	To 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, 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。並透過分析顧客資料，讓企業加深對顧客的了解，與客戶建立更緊密的關係及發掘更多新的商機。

MANAGERIAL LEVEL (Continued) 經理級(續)		
118	Merchandising Manager 採購經理	<p>To manage merchandising operations of an organization and develop objectives and processes to implement merchandising initiatives which include coordinating associated departments, planning budget needs and monitoring the company's merchandising system. To review and evaluate customer demand and sales trends and the effectiveness of the buying plan.</p> <p>制定目標和流程以管理採購業務工作，包括協調相關部門，規劃財務預算和監控有關的業務系統。檢視和評估客戶需求和銷售趨勢，分析銷售計劃的績效。</p>
119	Logistics / Distribution / Warehouse Manager 物流／運輸／倉庫經理	<p>To strategically plan and manage logistics, warehouse, transportation and customer services. To direct, optimise and coordinate the full order cycle. To liaise and negotiate with suppliers, manufacturers, retailers and consumers. To keep track of quality, stock levels, delivery times, transport costs and efficiency and resolve any arising problems or complaints.</p> <p>策略性地規劃和管理物流、倉庫、運輸和客戶服務。指導、優化和協調整個訂單週期。與供應商、製造商、零售商和消費者聯絡和談判。監管質量、庫存狀況、交貨時間、運輸成本和效率，並解決任何出現的問題或投訴。</p>
120	Training Manager 培訓經理	<p>To develop and administer 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.</p> <p>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。</p>
121	Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理	<p>To strategically plan and manage various visual merchandising operations, deliver creative solutions for diverse markets and develop long and short term objectives. To monitor competitors visual merchandising techniques and incorporate effective techniques in business.</p> <p>策略性地制定及管理各項視覺營銷業務的政策，為不同市場提供創意解決方案，並訂定長期和短期目標，監控競爭對手的視覺營銷技術，並在業務中融入有效的技術。</p>
122	E-commerce Manager 電子商務經理	<p>To oversee the retail company's online sales and a team of web designers and software developers, responsible for conveying a consistent brand image that attracts customers by encouraging sales on the web.</p> <p>策劃及監管零售企業在網上銷售的情況及網頁設計師和軟件開發人員團隊所創建的在線交易系統和網站。此外，負責於網上推廣品牌形象，以刺激顧客消費。</p>

MANAGERIAL LEVEL (Continued) 經理級(續)		
123	Business Analysis Manager 業務分析經理	To lead the Business Analyst team to thoroughly understand the business needs and operational requirements, ensure smooth interface among systems and develop solutions, identify business process improvement and system enhancement, project opportunities which bring more competitive value to the business through more efficient and higher quality work processes. 引領業務分析團隊深入了解業務和運營的需求，並確保系統運作暢順，制定系統服務解決方案，改進業務流程和提升系統功能，為企業帶來更高競爭的價值。
198	Owner/Sole Proprietor/ Working Partner 東主／獨資經營者／ 執行合夥董事	Own and run the business. 擁有和經營業務。
SUPERVISORY LEVEL 主任級		
211	Store Supervisor 店鋪／分店主任	To supervise and manage the sale of a particular merchandise or a range of merchandises in a store/outlet. Check and study sales figures, stock and customers' preferences and make subsequent recommendations. Supervise a team of sales staff. 監督及管理某種貨品或數種貨品在一間店鋪／經銷店的銷售。查核和研究銷售數字、貨品存貨及顧客要求，然後提出建議。監督銷售團隊的工作。
212	Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／ 平面設計師	To 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。
213	Logistics / Distribution / Warehouse Officer / Executive 物流／運輸／ 倉庫主任	To supervise and executive the logistics, distribution and warehousing of merchandise for providing quality service to users and customers. 督導及執行貨品的物流、運輸及存倉工作，為使用者及顧客提供有質素的服務。

SUPERVISORY LEVEL (Continued) 主任級(續)		
214	Public Relations / Advertising / Marketing Officer / Executive 公共關係／廣告／市場推廣主任	To plan and implement marketing campaigns, conduct market research and analysing data to identify targeted audiences, writing and proofreading creative copy, organise events and product exhibitions and keep close contact with the mass media and advertising agents. 規劃和實施市場推廣活動，進行市場研究和分析數據，以識別目標受眾，撰寫和校對文本，組織活動和產品展覽，並與大眾媒體和廣告代理商保持密切聯繫。
215	Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任	To supervise and execute customer service activities, assist in the discovery of prospective customers, understand the key core of building relationships with customers, and establish effective customer service strategies. To analyse the data generated from the customer relationship management system for deepening the understanding on the customers' needs. 督導及執行客戶服務活動，協助開發潛在客戶，了解和顧客建立關係的關鍵核心，進而建立有效的顧客策略。分析客戶關係管理系統提供的數據，加深了解客戶的需要。
216	Merchandising Officer / Executive 採購主任	To liaise and negotiate with suppliers and appropriate departments to ensure continuity and quality of merchandise supply. To analysing past sales figures/trends to anticipate future product needs and build/manage relationship with manufacturers. 與供應商及有關部門聯絡洽商，確保貨源充足，並符合品質要求並建立，分析過去的銷售數據／趨勢，以預測未來的產品需求，並建立／管理與製造商的關係。
217	Training Officer / Executive 培訓主任	To implement training plans, conduct training programmes, maintain training records, and arranges for 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。
218	E-commerce Officer / Executive 電子商務主任	To implement and coordinate e-Commerce operational plans and Internet marketing programs of the company. To ensure all information available online is current and up-to-date. 督導及協調電子商務的經營計劃和公司的網絡營銷方案。確保所有可用的在線信息是當前和更新。
219	Business Analysis Officer / Executive 業務分析主任	To create report by analysing data including shop sales, products sales, KPI staff sales reports, support management by providing insight from reports and suggestion for improvement and evaluate effectiveness of changes by analyzing sales need. 通過分析數據來創建報告，包括商店銷售，產品銷售，KPI員工銷售報告，從而給管理層建議改進方案及評估策略的改變對銷售績效之影響。

SALES LEVEL 售貨員級		
311	Senior Sales 高級售貨員	<p>To sell merchandise, provide customer service, and/or operate cash register in retail store. Typically has more sales experiences and/or good sales records.</p> <p>(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.)</p> <p>在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。具較多銷售經驗及／或良好銷售記錄。</p> <p>(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)</p>
312	Sales / Sales Trainee 售貨員／見習售貨員	<p>To sell merchandise, provide customer service, and/or operate cash register in retail store. Typically has less sales experiences.</p> <p>(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.)</p> <p>在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。具較少銷售經驗。</p> <p>(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)</p>
SALES / SERVICE STAFF (PART TME) 售貨員／服務員(兼職)		
411	Sales / Service Staff (Part Time) 售貨員／服務員 (兼職)	<p>Employed on a part-time basis. To sell merchandise, provide customer service and/or operate cash register in retail stores.</p> <p>以兼職方式受僱，在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。</p>
OPERATIVE / CLERICAL SUPPORT LEVEL 輔助人員／文員級		
511	Inventory Planning Assistant 庫存計劃助理	<p>To collect and analyse the data in monitoring inventory level and preparing stock replenishment schedule, liaise with suppliers and buying team for purchasing order management, and coordinate with different internal departments and warehouse to ensure replenishment activities are properly implemented and executed.</p> <p>收集和分析監控庫存水平的數據，籌備庫存補貨事宜，與供應商和採購團隊聯繫，跟進採購訂單事宜，並與不同的內部部門和倉庫協調，以確保補貨的安排得以順利進行。</p>
512	Warehouseman 倉庫管理員	<p>To 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.</p> <p>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。</p>

OPERATIVE / CLERICAL SUPPORT LEVEL (Continued) 輔助人員／文員級(續)		
513	Marketing Assistant 市場推廣助理	To support marketing managers and executives on projects such as developing sales strategies, marketing campaigns, social media campaigns. To collect, interpret marketing analytics and create marketing materials etc. 支援有關市場推廣各項工作，如協助制定銷售策略、處理市場推廣及社交媒體活動事宜。分析市場形勢以及文稿撰寫等。
514	Customer Services / Customer Relationship Management Assistant 客戶服務／ 客戶關係管理助理	To handle customer information, provide business departments with report materials and data for various meetings, keep track on customer needs and maintain close communication with customers through the call center or network, and provide other customer services including the product advisory service, the delivery progress and the progress in problem solving etc. 處理客戶資訊，為業務部門提供各類報表資料及數據，時刻留意客戶需求，例如透過電話中心或網絡和客戶保持緊密溝通，並為他們提供支援服務，包括產品諮詢，發貨進展，問題解決進展等。
515	E-commerce Assistant 電子商務助理	To ensure accuracy in data entry, respond to incoming customer emails and manage until fully resolved, assists in handling customer returns, provides general administrative support including the booking of new products and inventory checking etc. 確保數據輸入的準確性，回應收到的客戶電子郵件並進行管理直至完全解決，協助處理客戶退貨，提供一般管理支援服務，包括新產品的預訂和庫存檢查等。
516	Visual Merchandising / Graphic Design Assistant 視覺營銷／ 平面設計助理	To execute 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. 執行窗設計和店內商品展示，協助開發各項平面設計方案，設計宣傳／營銷材料。
517	Merchandising Assistant 採購助理	To assist in merchandising activities from product sourcing, product/sample development, production follow-up, quality control to order processing, support daily operational activities of procurement team. 協助採購產品、開發產品／樣品、跟進生產進度、控制質量及處理訂單事宜，並且支援採購團隊日常的運營工作。
Other Staff of Supporting Services 其他支援員工		
000	Other staff of supporting services, e.g. human resources, finance, IT and administration works. 其他支援員工，例如參與人力資源、財務、資訊科技或其他行政工作。	

2019 Manpower Survey of the Retail Trade
2019年零售業人力調查

Description for the Training Areas
培訓範疇說明

	Training Areas 培訓範疇	Description 說明
(a)	<p>Customer Acquisition and Retention / Customer Relationship Management</p> <p>獲取及保留顧客／客戶關係管理</p>	<p>To use products and services that offer higher value than competitors to attract and acquire new customers, and provide caring and tailor-made products and services to increase customer satisfaction with the aim of reducing the customer churn rate and turning acquisition into long-term customer relationships.</p> <p>提供比競爭對手更貼心的度身訂製的產品與服務，從而提升顧客的滿意度，獲取更多新顧客及鞏固現有顧客，並進而建立企業與客戶之間的長期關係。</p>
(b)	<p>Product Advisory / Product Demonstration</p> <p>產品諮詢／產品演示</p>	<p>To convey detailed and specialised product knowledge to customers, keep abreast of emerging product knowledge to address customers' requirements and demonstrate the application of products to customers.</p> <p>詳細及專業地傳達產品知識，了解新興產品知識，以滿足客戶的需求，並向客戶演示產品的特性及功能。</p>
(c)	<p>Retail Sourcing</p> <p>零售採購</p>	<p>To develop and implement merchandise buying plan according to market and consumer trends and analyse profit performance of merchandise. To evaluate the profitability and make appropriate adjustment on the range of merchandise.</p> <p>根據市場趨勢和消費者的意向制定和實施商品購買計劃，並且分析商品的利潤表現及對商品購買計劃作適當的修訂。</p>
(d)	<p>Supplier Relationship Management</p> <p>供應商關係管理</p>	<p>To develop performance indicators for tracking and evaluating the suppliers such as its quality management system, delivery track record, complaint history and financial stability etc.</p> <p>制定績效指標審查供應商的表現，包括其質素管理系統、交貨記錄、投訴記錄、財務狀況等。</p>
(e)	<p>Inventory Management / Supply Chain and Logistics Management</p> <p>庫存管理／供應鏈及物流管理</p>	<p>To understand the key elements of inventory control and management including inventory cost components, types and uses of inventory, planning of inventory levels, and the ways to achieve an efficient flow of goods for meeting customers' requirements.</p> <p>了解庫存控制和管理的關鍵要素，包括庫存成本、庫存類型和用途、計劃庫存水平並確保物流作業運作順暢，滿足客戶需求。</p>
(f)	<p>Visual Display / Space Optimisation</p> <p>視覺展示／空間優化</p>	<p>To transform a shop into a unique destination through innovative display techniques that entices shoppers and enhance the brand image. To optimise the space and impress customers by creating a pleasing shop layout for enhancing shopping intentions.</p> <p>透過創新的思維，展示獨特且恰當的櫥窗佈置，從而提升品牌形象及促進產品銷售。善用店鋪空間，創造一個令人愉悅的店鋪佈局，給顧客留下深刻印象，以增強購物意慾。</p>

Training Areas 培訓範疇		Description 說明
(g)	Facilitation Skills / People Relationship Management 引導技能／ 人際關係管理	<p>To identify training needs and coordinate staff training according to customised training roadmaps to improve employees' skills and capabilities.</p> <p>To build consensus, apply knowledge of conflict management techniques to diffuse conflicts between groups or individuals.</p> <p>根據工作任務所需要的技能，制定培訓計劃，以提高員工的工作技能。</p> <p>了解衝突管理技巧和知識，化解群體或個人之間的衝突以達成共識。</p>
(h)	Online to Offline Integration 線上線下結合	<p>To understand the Omni Channel concept integrates the multi-sales channels of websites, mobile phones and physical stores to provide consumers with the best shopping experience, thus deepening the relationship between retailers and customers.</p> <p>了解全通路（OmniChannel）概念，整合網站、手機、實體店面多元銷售管道，為消費者提供最佳體驗的服務，從而深化商家與客戶的關係。</p>
(i)	Digital Marketing 數碼營銷	<p>To understand different digital tactics including search engines optimization, social media marketing, content marketing and email marketing etc in order to make a close connect with current and prospective customers. To measure the company performance by using different key performance indicators of each channel, such as email open rate and campaign click-through rate etc.</p> <p>了解及優化各種不同的數碼營銷策略，包括搜索引擎，社交媒體，內容營銷和電子郵件營銷等，以便與當前和潛在客戶建立緊密的聯繫。透過不同績效指標來評估其成效，例如電子郵件開放率和廣告系列點擊率等。</p>
(j)	Big Data Analysis 大數據分析	<p>To examine large and varied data sets to uncover hidden patterns, unknown correlations, market trends and customer preferences that can help organisations make more-informed business decisions.</p> <p>透過巨量資料分析技術來解讀相關資料，了解其隱藏的模式、未知的相關性、市場趨勢、客戶偏好，有助企業作出更明智的業務決策。</p>
(k)	Knowledge in Emerging Technology / Information and Communication Technology Disaster Recovery Planning 新興科技知識／ 資訊及通訊科技災難恢復計劃	<p>To review emerging technology, evaluate and determine relevance of emerging technologies for enhancing the convenience of the retail business and customer loyalty.</p> <p>To develop, evaluate and refine policies and processes to guide recovery of critical Information Technology infrastructure and systems following a crisis/disaster.</p> <p>了解新興科技的知識，並透過採用創新科技保持競爭力，以提升零售業務的便利性及顧客忠誠度。</p> <p>制定一套應對危機／災難的完善政策和流程，有效地指導及執行應變措施，並迅速地恢復正常運作。</p>
(l)	Business Continuity Management 業務連續性管理	<p>To enable companies to recognise potential crises and associated impacts, and develop business continuity plans and contingency plans with the aim of responding effectively to unplanned business disruption and reduce adverse effects.</p> <p>業務連續性管理是使企業認識到潛在的危機和相關影響，制訂業務連續性及應急的方案，務求有效地應付意料之外的業務問題，以減少對業務上引致的不良影響。</p>

Training Areas 培訓範疇		Description 說明
(m)	Planning and Implementation 計劃和實施	To translate organisational vision, mission and values into business operational plans, create value to customers continuously, analyse business opportunities and review outcomes for continuous improvement. 將公司的願景，使命和價值觀轉化為業務營運計劃，不斷為客戶創造價值，評估商機，並定期檢視結果，持續改進。
(n)	Risk Management 風險管理	To review and analyse internal and external influencing factors that may impact organisational risk statements and provide recommendations and possible solutions to mitigate such risks with relevant stakeholders. Good risk management helps reduce the chances of making mistakes, avoiding the possibility of losses, and increasing the added value of the company. 通過對風險的認識、衡量和分析，選擇最有效的方式，主動地及有計劃地處理風險。良好的風險管理有助減低出現決策錯誤的機率及避免損失，從而提升企業本身之附加價值。
(o)	Digital Literacy 數碼素養	To use available software features to create and edit documents, evaluate online information, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently. 運用電腦及網路資源來創建和編輯文檔、評估及應用資訊以研究及解決問題。
(p)	Design Thinking 設計思維	To apply innovative thinking to solve complex problems. It begins with empathetic understanding of a problem with an effort to become more customer centric. Gather people's wisdom to find creative solutions. Then create a prototype and take it to test, get feedback, modify and test again in order to find the best way to solve the problem. 套用創新思維，解決複雜問題的方法。首先透過觀察和訪談，設身處地考慮使用者的經驗，然後找出問題更深層的意義，集合眾人智慧尋求解決方案，再動手製作出一個原型，不論是圖畫、實體、計劃的原型，將做出來的原型拿去測試、得到回饋、再修改、再測試，務求找出最佳的解決方案。
(q)	Diversity Management 管理不同種族或文化群體	To understand how to work well with people from different ethnic, social, cultural and educational backgrounds and manage conflicts arising from different ethnic or cultural groups. 了解如何與來自不同種族、社會、文化和教育背景的人保持良好的合作關係，及掌握衝突管理技巧和知識。

**IN-DEPTH INTERVIEWS
FOR THE 2019 MANPOWER SURVEY OF THE RETAIL TRADE**

List of Participants

Ms Alice CHAN	(DFS Group Limited)
Ms Helen CHAN	(MM HK Retail Limited)
Mr Rex CHOI	(CSL Mobile Limited)
Mr Gary CHOW	(Shun Hing Group)
Ms Joanna HO	(K-Swiss (Hong Kong) Ltd.)
Ms Anita LEE	(Japan Home Centre)
Mr Nathan LING	(GODIVA Chocolatier)

I. 報告摘要

背景

1.1 零售業訓練委員會（下稱「本會」）在米奧特資料搜集中心協助下，於 2019 年 3 月至 5 月期間進行零售業人力調查，旨在收集人力資訊，並就未來培訓需求提出建議。由於是次調查的參考日期和問卷設計與以往有異，因此 2019 人力調查所得的數據並不能與上次的數據直接比較。本會更與業界專家作深入訪談取得寶貴的意見，從而加深對零售業人力狀況和培訓需求方面的了解。

調查範圍

1.2 本會在是次調查採用的抽樣範圍，涵蓋零售業 11 個相關行業類別的公司，包括 1) 食品、飲品及煙草、2) 超級市場、3) 燃料及運輸設備、4) 衣物、鞋類及有關製品、5) 其他消費品、6) 百貨公司、7) 珠寶首飾、8) 藥物及化妝品、9) 其他耐用品、10) 電訊設備及電器產品，以及 11) 無店面和不經流動貨攤的零售。

調查方法

1.3 本會採用分層隨機抽樣法，從統計處機構單位記錄庫內 41 942 間¹ 零售業登記商號中，抽選出 963 間作為調查對象。為使調查順利進行，並確保結果準確，本會於調查各階段均採取嚴格的質量保證措施，包括所有外勤工作人員均須接受全面培訓，並核實問卷內容，以及驗證收集的數據。

調查結果

僱員人數

1.4 調查顯示，截至 2019 年 3 月 1 日，零售業共有 278 640 名僱員，其中 250 323 人 (89.8%) 為主要職能人員；28 317 人 (10.2%) 為非主要職能人員，即從事一般職務工作，例如財務／會計、人力資源、資訊科技、行政及其他支援工作的僱員。

1.5 僱用最多僱員的五大職級，按次序分別為售貨員／見習售貨員 (81 967 人, 29.4%)、高級售貨員 (50 754 人, 18.2%)、售貨員／服務員 (兼職) (49 345 人, 17.7%)、店鋪／分店主任 (22 155 人, 8.0%)，以及店鋪經理 (8 169 人, 2.9%)。調查亦發現部分僱員從事新興業務，如電子商務 (5 680 人, 2.0%) 及業務分析 (107 人, 0.04%) 等工作。

¹ 統計處機構單位記錄庫內的零售業公司總數為 45 561 間，剔除不活躍商號後，登記公司數目有 41 942 間。

1.6 至於僱用最多僱員的五大行業類別，按次序分別為「其他消費品」(50 424 人, 18.1%)、「衣物、鞋類及有關製品」(48 635 人, 17.5%)、「食品、飲品及煙草」(45 078 人, 16.2%)、「超級市場」(33 812 人, 12.1%)，以及「藥物及化妝品」(26 951 人, 9.7%)。

公司數目

1.7 公司數目最多的五大行業類別，按次序分別為「其他消費品」(11 007 間, 26.2%)、「食品、飲品及煙草」(9 821 間, 23.4%)、「衣物、鞋類及有關製品」(6 934 間, 16.6%)、「無店面和不經流動貨攤的零售」(5 373 間, 12.8%)，以及「藥物及化妝品」(2 295 間, 5.5%)。

空缺數目

1.8 調查期間，僱主報稱有 9 996 個空缺，佔人力需求百分比為 3.5%。至於空缺率最高的五大行業類別，按次序分別為「超級市場」(2 247 個, 6.2%)、「其他耐用品」(738 個, 5.5%)、「藥物及化妝品」(1 458 個, 5.1%)、「百貨公司」(627 個, 4.7%)，以及「珠寶首飾」(570 個, 3.7%)。空缺率最高的三大職級，按次序為售貨員(5 927 個, 4.3%)、兼職售貨員／服務員(2 234 個, 4.3%)，以及輔助人員／文員(347 個, 3.1%)。

人力需求

1.9 2019 年人力需求（現有人力加空缺數目的總和）為 288 636 人。人力需求最大的五大行業類別，按次序分別為「其他消費品」(51 767 人, 17.9%)、「衣物、鞋類及有關製品」(50 132 人, 17.4%)、「食品、飲品及煙草」(45 753 人, 15.9%)、「超級市場」(36 059 人, 12.5%)、以及「藥物及化妝品」(28 409 人, 9.8%)。而人力需求最大的三個職級，按次序為售貨員(138 648 人, 48.0%)、兼職售貨員／服務員(51 579 人, 17.9%)，以及主任級(28 466 人, 9.9%)。

每月平均工資幅度

1.10 大部分經理級(50.6%)及主任級僱員(48.9%)每月平均工資介乎 20,001 元至 30,000 元；有 36.5% 的經理級僱員工資更介乎 30,001 至 50,000 元。大部分售貨員(51.9%)及輔助人員／文員(53.6%)每月平均工資介乎 10,001 元至 15,000 元。至於兼職售貨員／服務員，每月平均工資則多數為 10,001 元以下(88.8%)。而東主／獨資經營者／執行合夥董事每月平均工資多數介乎 15,001 元至 20,000 元(35.5%)，或介乎 20,001 元至 30,000 元(33.3%)。

僱員宜有的教育程度

1.11 僱主普遍屬意經理級僱員宜有學士學位 (46.7%) 或文憑／證書 (37.2%) 學歷；主任級僱員則具備中四至中七 (36.3%) 或文憑／證書 (35.6%) 學歷較適合；而售貨員 (78.1 %) 及兼職售貨員／服務員 (62.3%) 宜有中四至中七學歷。至於輔助人員／文員，僱主屬意文憑／證書 (42.8%) 或中四至中七 (41.6%) 學歷。

僱員宜有的相關年資

1.12 大多數僱主屬意經理級僱員具備六年至十年相關經驗 (58.7%) ；主任級僱員則具備三年至六年相關經驗 (63.4%) ；售貨員 (57.2%) 及輔助人員／文員 (61.1%) 具備一年至三年相關經驗已足夠；兼職售貨員／服務員只須一年或以下相關經驗 (86.1%)。

僱員培訓

1.13 僱主認為「產品諮詢／產品演示」和「獲取和保留客戶／客戶關係管理」為所有職級的全職員工首兩項最需要訓練的範疇。至於其他新興培訓需求，例如「大數據分析」 (10.8%) 、「數碼營銷」 (4.7%) 、「新興科技知識／資訊及通訊科技災難恢復計劃」 (3.8%) ，則主要出現在經理級及主任級僱員的培訓需求中。

招聘困難

1.14 有關問及在過去十二個月內僱主有否遇到招聘困難，有 4 951 間公司回覆，當中有 2 520 間 (50.9%) 表示曾遇到招聘困難。大部分公司表示招聘兼職售貨員／服務員 (80.6%) 和售貨員 (50.6%) 最為困難。在眾多招聘困難的原因之中，「應徵者在市場上有很多選擇」在所有職級之中均屬首要主因；此外，其他重要因素包括：「應徵者不願意長時間及輪班工作」、「應徵者認為薪酬及附帶福利欠吸引」、「應徵者並無相關技能／知識」，以及「應徵者缺乏相關經驗」。

流失人數

1.15 「流失人數」是指因轉行、退休、移民、升學或其他原因而離開零售業的僱員人數。調查發現，在過去十二個月內，共有 20 542 人離開零售業，僱員總流動率為 15.6%；其中輔助人員／文員級的流動率最高 (20.5%) ，而經理級流動率則最低 (7.8%) 。

其他資料

1.16 調查顯示，在 4 506 間公司中，只有 393 間表示向員工提供培訓資助或訓練時，會首選已獲資歷架構認可的課程。此外，在 2 208 間公司中，有 336 間願意向兼職售貨員／服務員提供培訓資助或訓練。至於培訓模式方面，首選為體驗式學習 (58.5%)，其次是課堂學習 (52.7%) 和網上學習 (47.7%)。

僱主對2020年人力預測

1.17 僱主預測 2020 年人力需求將為 288 971 人，與 2019 年的人力需求相比，輕微增加 335 人，升幅為 0.1%。行業類別 11「無店面和不經流動貨攤的零售」的人力需求增長最高，升幅為 0.5%，顯示僱主對電子商務市場越加關注，因為電子商務能為零售商和消費者提供靈活度，造就雙贏局面。至於行業類別 1 至 7 的各職級人力需求，除東主／獨資經營者／執行合夥董事職位外，預計將輕微增加，但升幅不超過 0.3%。

採用人力市場分析法推算人力狀況

1.18 本會採用人力市場分析法 (Labour Market Analysis, LMA) 的統計模式，推算零售業 2020、2021、2022 和 2023 年的人力需求，預料將分別輕微增長 0.2%、0.3%、0.6% 和 0.8%。鑑於內在及外圍不明朗經濟因素不時出現，尤其是香港最近的社會事件，敬請讀者審慎詮釋人力預測數據，此等不利因素若無減退跡象，可能會影響就業機會。

主要結論

數碼化轉型

1.19 現今全球日益數碼化，零售業的致勝關鍵，在於加速採用零售技術、建立深明科技的團隊，以及創造以客為先的購物體驗。企業有必要啟動數碼化轉型，逐步過渡，以保持競爭優勢，趕上時代步伐，發展電子商務是零售業的首要目標。

僱員流動率

1.20 僱員流動率一向是零售業面臨的挑戰，不但影響服務質量，更關乎全體員工士氣。因此，採用創新方法來保持客戶服務質素，並提供吸引人的具體方案來挽留人才，實在刻不容緩。

培訓需求

1.21 僱主認為「產品諮詢／產品演示」和「獲取和保留客戶／客戶關係管理」是所有職級僱員最需要訓練的範疇，反映僱主重視見多識廣的銷售團隊，有助推動營業額，取得客戶信任和正面評價，繼而與客戶建立深厚的長久關係。

1.22 僱主認為其他新興培訓需求，例如「大數據分析」、「數碼營銷」和「新興科技知識／資訊及通訊科技災難恢復計劃」，是推動零售業數碼化的主要動力。大數據分析在數碼營銷中舉足輕重，能提供深入的真知灼見，有助市場推廣團隊制訂針對目標客群的方案及提供個人化服務。廣泛採用新興技術有助零售商從不同渠道尋找創新方法刺激購買意慾，從而轉化為營業收入。

締造新職位

1.23 儘管科技可以取代部分勞動密集型工種的人力，但科技不能建立緊密人際關係和取代創新思維。此外，科技進步會帶來新的職位，亦有助備用人力擔任更有趣和更具挑戰性的任務。

業務前景

1.24 有鑑於持續的社會事件和經濟前景惡化，短期內消費者信心將持續疲弱。預料零售和旅遊業可能需要更多時間，才能從近月的社會動盪中恢復過來。儘管如此，政府仍繼續展開各項海外宣傳活動，並承諾在示威活動平息後推出各種措施，重振旅遊業。此外，大灣區一體化為零售業帶來無限機遇，大型基建項目更增加人才及貨品流動，有助加強跨境合作。

建議

政府

1.25 呼籲私人業主，為零售店舖提供減租優惠共渡時艱；亦呼籲銀行彈性處理零售商延期還款和放寬信貸限額；為零售業界提供一站式多項資助計劃，配以簡化的申請程序；培訓大量電子商務人才；重塑零售業形象；並放寬對海外／內地學生在港實習或工作的限制。

培訓機構

1.26 設計及發展與時並進的課程並配合以靈活的訓練模式；與大灣區的夥伴合作，透過在職訓練、學生／僱員交流來栽培人才；向學生和就業輔導主任推廣零售業的事業前景，以培養學生對入行的興趣。

僱主

1.27 靈活安排工作，建立關愛、和諧和具滿足感的工作環境；建立有系統的職業進程路徑；在淡季和生意較閒的時候，透過電子學習方式，為僱員提供培訓活動；採取措施控制成本；以及考慮重新僱用能幹的已退休員工。

僱員

1.28 善用政府資助，實踐終身學習；提升數碼技能、分析能力、逆境商數、領導能力，問題解決能力和溝通能力。

II. 緒論

背景

2.1 根據職業訓練局訓練委員會的職權範圍，零售業訓練委員會須評估零售業的人力情況及培訓需求，並向職業訓練局建議措施，切合本業對訓練人才的需求。因此，零售業訓練委員會（下稱「本會」）於2019年3月至5月進行2019年零售業人力調查，以收集人力資料，評估行業的人力和訓練需求，是次調查更輔以行業專家的深入訪談內容，加深對零售業的了解。附錄1、2、3和5分別列出本會的職權範圍、本會委員名單、人力調查工作小組委員名單，以及參與深入訪談人士的名單。

調查目的

2.2 人力調查目的在於評估零售業的人力和訓練需求、預測人力增長、並提出緩解人力短缺及有助持續人才發展的措施。

調查範圍

2.3 是次調查中，本會抽選963間公司，涵蓋零售業11個相關行業類別，按行業類別劃分的抽樣範圍見表1。

表1：抽樣範圍

編號	行業類別	抽選公司數目
1.	食品、飲品及煙草	121
2.	超級市場	33
3.	燃料及運輸設備	60
4.	衣物、鞋類及有關製品	142
5.	其他消費品	120
6.	百貨公司	31
7.	珠寶首飾	43
8.	藥物及化妝品	58
9.	其他耐用品	61
10.	電訊設備及電器產品	37
11.	無店面和不經流動貨攤的零售	257
總數		963

樣本設計

2.4 為確保抽樣具代表性，本會採用分層隨機抽樣（涵蓋 11 個行業類別，並以公司僱員人數劃分），從統計處機構單位記錄庫內的 41 942 間零售業登記商號中，選出 963 間為調查對象。

問卷設計

2.5 本會採用問卷形式收集調查數據。問卷分為兩部分：第一部分為調查表主要部分，收集人力資料，包括按主要職級劃分的僱員人數、職位空缺、每月平均工資幅度、宜有教育程度、宜有相關年資等；第二部分收集與人力和訓練需求相關的資料。附錄 4 載有問卷樣本，包括附註、主要職務的工作說明及培訓範疇說明。

數據收集方法

2.6 本會準備了一份調查文件，包括通知信、調查問卷、附註、主要職務工作說明及培訓範疇說明，並以郵遞、電郵形式，或親自派送至各間獲邀參與該人力調查的公司，以收集各公司在調查參考日期（即 2019 年 3 月 1 日）的人力資料。

2.7 有關人力資料，零售業職位分為六個職級：

- (i) 經理級；
- (ii) 主任級；
- (iii) 售貨員；
- (iv) 兼職售貨員／服務員；
- (v) 輔助人員／文員級；及
- (vi) 東主／獨資經營者／執行合夥董事。

2.8 本會訂明業內各項主要職務，並詳述每個主要職務的工作說明。鑑於不同公司採用的職稱與表列的主要職務名稱不盡相同，因此本會請受訪公司按照其僱員實際的工作範疇，配對合適的主要職務，並填上相關的人力資料。

2.9 調查期間，統計員透過電話聯絡或親往拜訪個別公司，協助受訪者填寫問卷或收集已填妥的問卷，所有統計表載於附錄 6。

質素控制措施

2.10 本會採取多項措施，確保收集調查數據的質素，當中包括：調查前的準備工作、給予調查人員全面培訓、監察調查工作進度、採取措施提高回覆率、核對填妥的問卷、檢查重複輸入的數據，以及核實所得資料。

調查期和有效回應率

2.11 本會於 2019 年 3 月至 5 月期間收集數據，有效回應率為 92%。由於行業各類別公司包括大型公司的回覆率均令人滿意，故此本報告所載的調查結果具代表性，經統計學方法倍大後，反映零售業內的整體人力情況。

調查限制

2.12 由於是次調查的參考日期由 10 月中改為 3 月 1 日，加上問卷的總體設計與以往有異，故本報告不能與上次人力調查數據作直接比較。

2.13 進行人力調查與出版報告之間是相隔一段時間，期間香港經濟情況或有所轉變，零售業亦可能經歷週期變動，受此影響，調查結果與報告發布時的實際情況或會有差異。

2.14 由於本調查採用科學抽樣方法從零售業內抽取樣本以收集數據，因此得出的統計數據也有可能受抽樣誤差所影響。

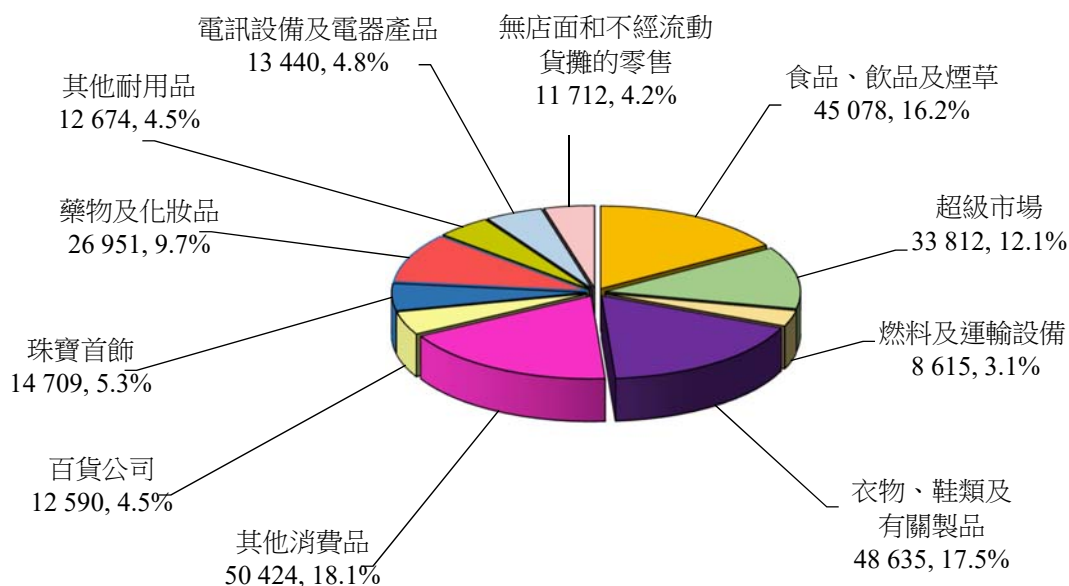
III. 調查結果

僱員人數

3.1 截至 2019 年 3 月 1 日，零售業共有 278 640 名僱員，其中 250 323 人 (89.8%) 為主要職能人員，28 317 人 (10.2%) 為非主要職能人員。

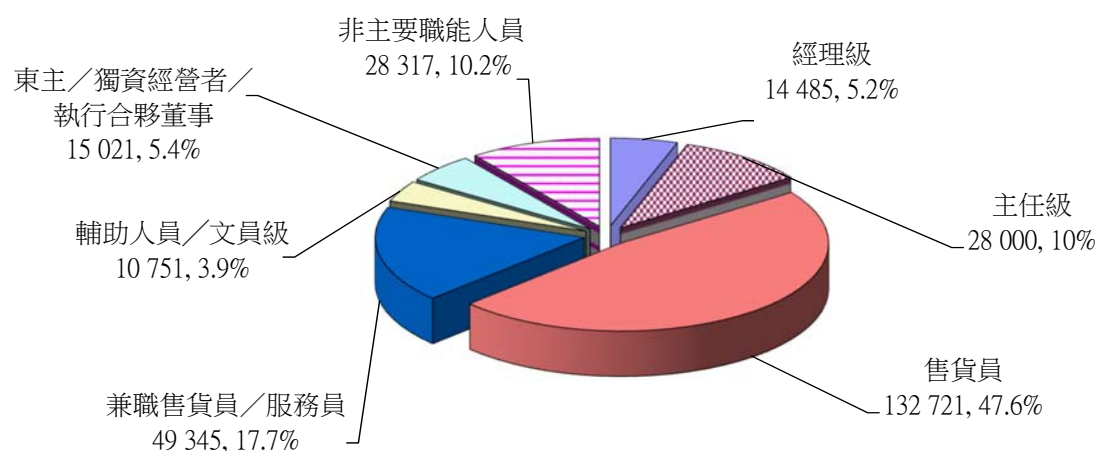
3.2 按行業類別劃分，「食品、飲品及煙草」僱用 45 078 人 (16.2%) ；「超級市場」僱用 33 812 人 (12.1%) ；「燃料及運輸設備」僱用 8 615 人 (3.1%) ；「衣物、鞋類及有關製品」僱用 48 635 人 (17.5%) ；「其他消費品」僱用 50 424 人 (18.1%) ；「百貨公司」僱用 12 590 人 (4.5%) ；「珠寶首飾」僱用 14 709 人 (5.3%) ；「藥物及化妝品」僱用 26 951 人 (9.7%) ；「其他耐用品」僱用 12 674 人 (4.5%) ；「電訊設備及電器產品」僱用 13 440 人 (4.8%) ；最後「無店面和不經流動貨攤的零售」則僱用 11 712 人 (4.2%) 。圖 1 顯示各行業類別僱員人數分布情況。

圖 1：各行業類別僱員人數
(僱員總數：278 640)



3.3 按職級劃分，經理級僱員共有 14 485 人 (5.2%) ，主任級共有 28 000 人 (10%) ，售貨員共有 132 721 人 (47.6%) ，兼職售貨員／服務員共有 49 345 人 (17.7%) ，輔助人員／文員級共有 10 751 人 (3.9%) ，東主／獨資經營者／執行合夥董事共有 15 021 人 (5.4%) ，非主要職能人員共有 28 317 人 (10.2%) 。圖 2 顯示按職級劃分的僱員人數分布。

圖 2：各職級僱員人數
(僱員總數：278 640)



公司數目

3.4 調查將零售業分為 11 個類別。按公司規模劃分的人力分布情況見表 2。

表 2：按公司規模劃分的人力分布情況

行業類別	公司數目 (僱員人數 四人或以下)	公司數目 (僱員人數 五人或以上)	總計
1. 食品、飲品及煙草	9 056	765	9 821
2. 超級市場	45	60	105
3. 燃料及運輸設備	727	452	1 179
4. 衣物、鞋類及有關製品	6 048	886	6 934
5. 其他消費品	9 925	1 082	11 007
6. 百貨公司	0	28	28
7. 珠寶首飾	1 383	302	1 685
8. 藥物及化妝品	1 358	937	2 295
9. 其他耐用品	1 199	445	1 644
10. 電訊設備及電器產品	1 620	251	1 871
11. 無店面和不經流動貨攤的零售	5 149	224	5 373
總計	36 510 (87%)	5 432 (13%)	41 942¹ (100%)

¹ 統計處機構單位記錄庫內的零售業公司總數為 45 561 間，剔除不活躍商號後，登記公司數目有 41 942 間。

空缺數目

3.5 調查顯示，業內共有 9 996 個空缺，佔人力需求百分比為 3.5%。在 9 996 個空缺之中，經理級佔 246 個，主任級佔 466 個，售貨員佔 5 927 個，兼職售貨員／服務員佔 2 234 個，輔助人員／文員級佔 347 個，非主要職能人員佔 776 個。表 3 顯示按行業類別和職級劃分的空缺分布情況。

表 3：空缺數目及佔人力需求百分比 (按行業類別及職級劃分)

行業類別	經理級	主任級	售貨員	兼職 售貨員／ 服務員	輔助人員／ 文員級	東主／ 獨資經 營者／ 執行合 夥董事	非主要 職能人員	總計	人力需求
食品、飲品及煙草	3	43	431	147	0	0	51	675 (1.5%)	45 753
超級市場	67	96	921	769	92	0	302	2 247 (6.2%)	36 059
燃料及運輸設備	0	0	132	3	2	0	18	155 (1.8%)	8 770
衣物、鞋類及 有關製品	25	55	1 107	248	30	0	32	1 497 (3.0%)	50 132
其他消費品	0	11	962	335	0	0	35	1 343 (2.6%)	51 767
百貨公司	16	36	265	253	20	0	37	627 (4.7%)	13 217
珠寶首飾	21	20	394	38	3	0	94	570 (3.7%)	15 279
藥物及化妝品	53	89	914	291	36	0	75	1 458 (5.1%)	28 409
其他耐用品	24	65	397	127	62	0	63	738 (5.5%)	13 412
電訊設備及電器產品	31	33	367	13	7	0	8	459 (3.3%)	13 899
無店面和 不經流動貨攤的零售	6	18	37	10	95	0	61	227 (1.9%)	11 939
總計	246 (1.7%)	466 (1.6%)	5 927 (4.3%)	2 234 (4.3%)	347 (3.1%)	0 (0.0%)	776 (2.7%)	9 996 (3.5%)	-
人力需求	14 731	28 466	138 648	51 579	11 098	15 021	29 093	-	288 636

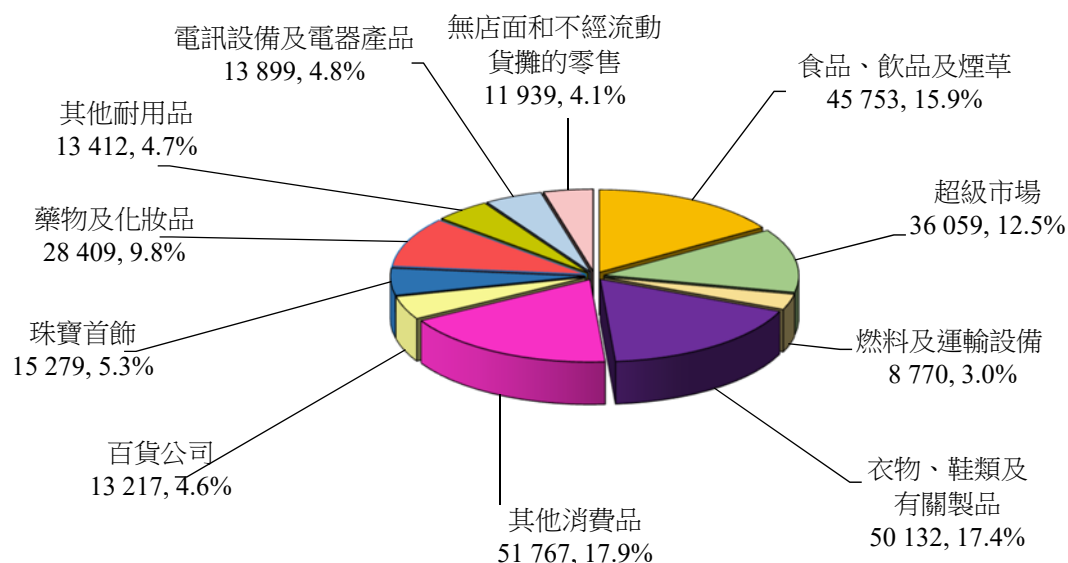
人力需求

3.6 2019 年人力需求為 288 636 人（即現有人力加空缺）。各行業類別人力需求佔人力需求百分比見表 4 和圖 3。

表 4：2019 年各行業類別人力需求情況

行業類別	(A) 現有人力	(B) 空缺數目	(A) + (B) 人力需求	佔人力需求 百分比
1. 食品、飲品及煙草	45 078	675	45 753	15.9%
2. 超級市場	33 812	2 247	36 059	12.5%
3. 燃料及運輸設備	8 615	155	8 770	3.0%
4. 衣物、鞋類及有關製品	48 635	1 497	50 132	17.4%
5. 其他消費品	50 424	1 343	51 767	17.9%
6. 百貨公司	12 590	627	13 217	4.6%
7. 珠寶首飾	14 709	570	15 279	5.3%
8. 藥物及化妝品	26 951	1 458	28 409	9.8%
9. 其他耐用品	12 674	738	13 412	4.7%
10. 電訊設備及電器產品	13 440	459	13 899	4.8%
11. 無店面和不經流動貨攤的零售	11 712	227	11 939	4.1%
總計	278 640	9 996	288 636	100.0%

圖 3：2019 年各行業類別人力需求情況

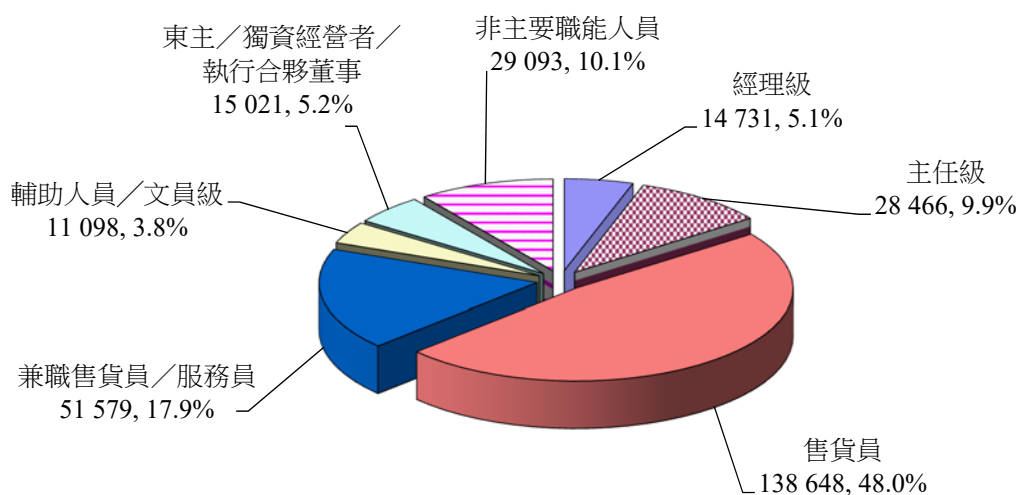


3.7 各職級所需人力佔人力需求百分比見表 5 及圖 4。

表 5：2019 年各職級人力需求情況

職級	(A) 現有人力	(B) 職位空缺	(A)+(B) 人力需求	佔人力需求 百分比
經理級	14 485	246	14 731	5.1%
主任級	28 000	466	28 466	9.9%
售貨員	132 721	5 927	138 648	48.0%
兼職售貨員／服務員	49 345	2 234	51 579	17.9%
輔助人員／文員級	10 751	347	11 098	3.8%
東主／獨資經營者／ 執行合夥董事	15 021	0	15 021	5.2%
主要職能人員	250 323	9 220	259 543	89.9%
非主要職能人員	28 317	776	29 093	10.1%
總計	278 640	9 996	288 636	100.0%

圖 4：各職級人力需求情況



僱主對 2020 年人力需求預測

3.8 僱主預測 2020 年零售業人力需求為 288 971 人，與 2019 年相比微增 335 人，增幅為 0.1%。按行業類別和職級劃分僱主對 2020 年人力需求預測分別見表 6 和表 7。

表 6：僱主預測 2020 年各行業類別人力需求 (與 2019 年比較)

行業類別	2019 年 人力需求	僱主預測 2020 年 人力需求	增／減
1. 食品、飲品及煙草	45 753	45 886	+133 (+0.3%)
2. 超級市場	36 059	36 144	+85 (+0.2%)
3. 燃料及運輸設備	8 770	8 777	+7 (+0.1%)
4. 衣物、鞋類及有關製品	50 132	50 219	+87 (+0.2%)
5. 其他消費品	51 767	51 810	+43 (+0.1%)
6. 百貨公司	13 217	13 219	+2 (+0.02%)
7. 珠寶首飾	15 279	15 309	+30 (+0.2%)
8. 藥物及化妝品	28 409	28 343	-66 (-0.2%)
9. 其他耐用品	13 412	13 368	-44 (-0.3%)
10. 電訊設備及電器產品	13 899	13 892	-7 (-0.1%)
11. 無店面和不經流動貨攤的零售	11 939	12 004	+65 (+0.5%)
總計	288 636	288 971	+335 (+0.1%)

表 7：僱主預測 2020 年各職級人力需求 (與 2019 年比較)

職級	2019 年 人力需求	僱主預測 2020 年 人力需求	增／減
經理級	14 731	14 772	+41 (+0.3%)
主任級	28 466	28 524	+58 (+0.2%)
售貨員	138 648	138 835	+187 (+0.1%)
兼職售貨員／服務員	51 579	51 596	+17 (+0.03%)
輔助人員／文員級	11 098	11 108	+10 (+0.1%)
東主／獨資經營者／執行合夥董事	15 021	15 021	0 (0.0%)
主要職能人員	259 543	259 856	+313 (+0.1%)
非主要職能人員	29 093	29 115	+22 (+0.1%)
總計	288 636	288 971	+335 (+0.1%)

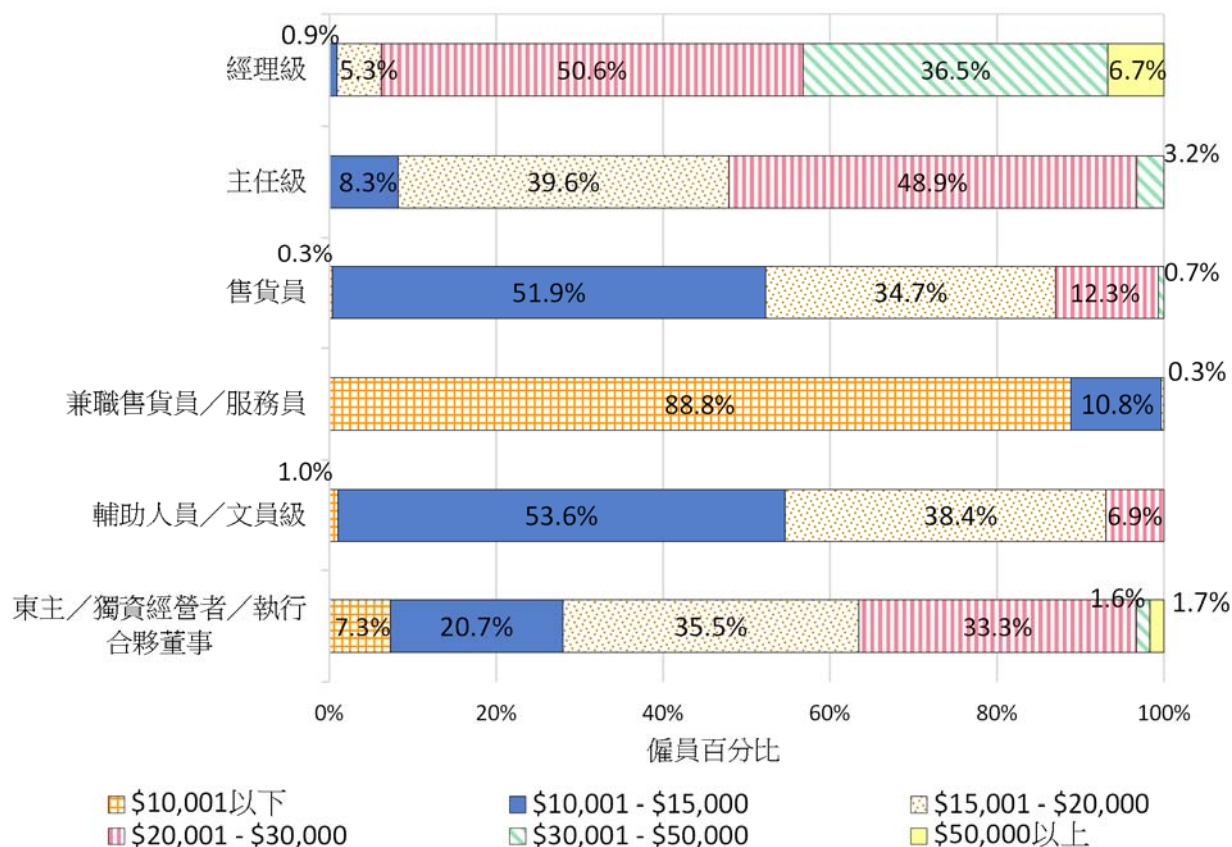
每月平均工資幅度

3.9 每月平均工資包括底薪、超時工作工資、生活津貼、膳食津貼、服務費、佣金及花紅等。按每月平均工資幅度及職級劃分的僱員分布情況見表 8 及圖 5。

表 8：每月平均工資幅度 (按職級劃分)

職級	\$10,001 以下	\$10,001 - \$15,000	\$15,001 - \$20,000	\$20,001 - \$30,000	\$30,001 - \$50,000	\$50,000 以上	總計
經理級	0.0%	0.9%	5.3%	50.6%	36.5%	6.7%	14 485
主任級	0.0%	8.3%	39.6%	48.9%	3.2%	0.0%	28 000
售貨員	0.3%	51.9%	34.7%	12.3%	0.7%	0.0%	132 721
兼職售貨員／服務員	88.8%	10.8%	0.3%	0.0%	0.0%	0.0%	49 345
輔助人員／文員級	1.0%	53.6%	38.4%	6.9%	0.0%	0.0%	10 751
東主／獨資經營者／執行合夥董事	7.3%	20.7%	35.5%	33.3%	1.6%	1.7%	15 021
總計	14.5%	35.9%	28.5%	17.8%	2.9%	0.5%	250 323

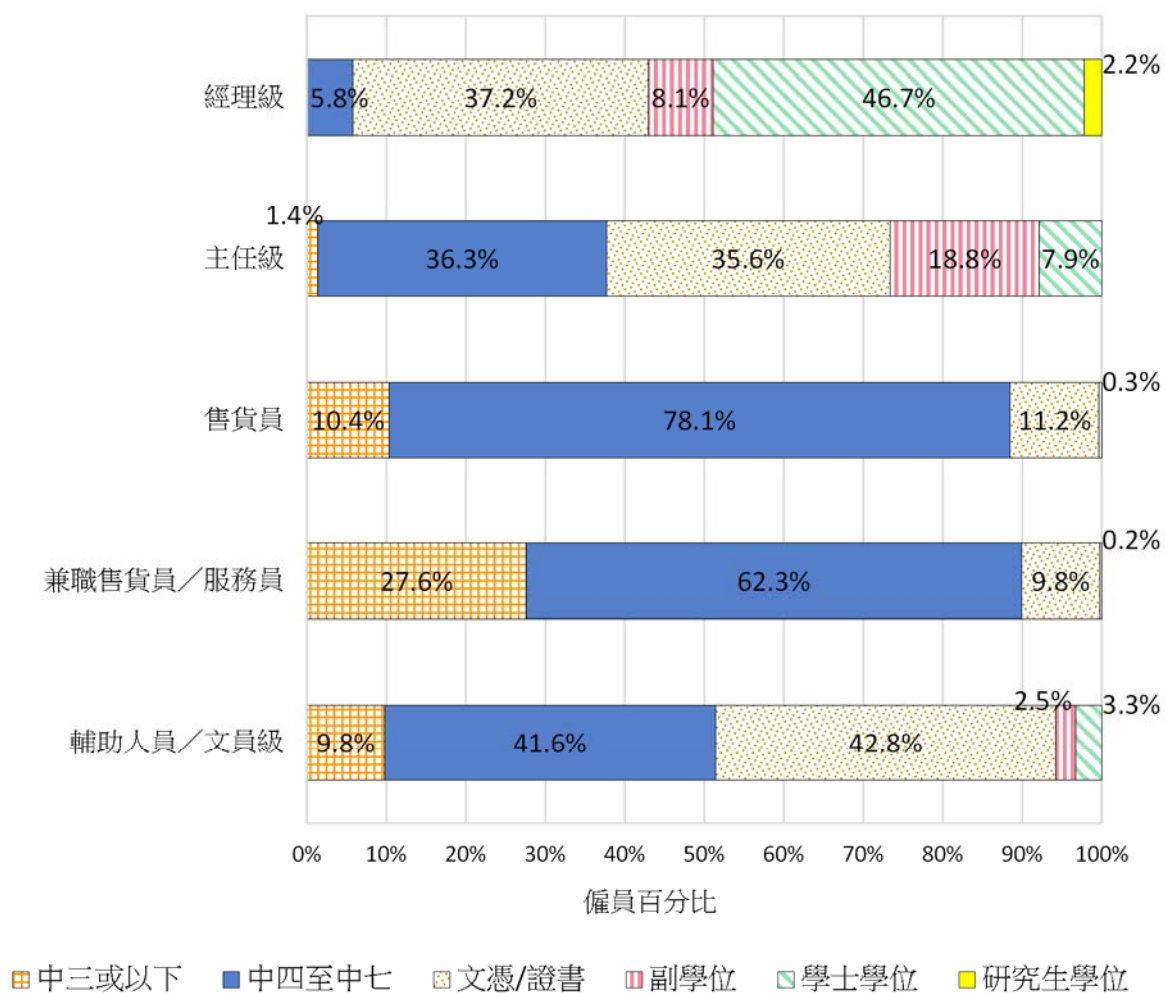
圖 5：每月平均工資幅度 (按職級劃分)



僱員宜有的教育程度

3.10 調查發現，大多數僱主屬意經理級僱員宜有學士學位 (46.7%) 或文憑／證書 (37.2%) 學歷；主任級僱員宜有中四至中七 (36.3%) 或文憑／證書 (35.6%) 教育水平。僱主普遍認為售貨員 (78.1%) 及兼職售貨員／服務員 (62.3%) 宜具備高中四至中七。至於輔助人員／文員級僱員則宜有文憑／證書 (42.8%) 或中四至中七 (41.6%) 學歷。詳細數據請參閱圖 6。

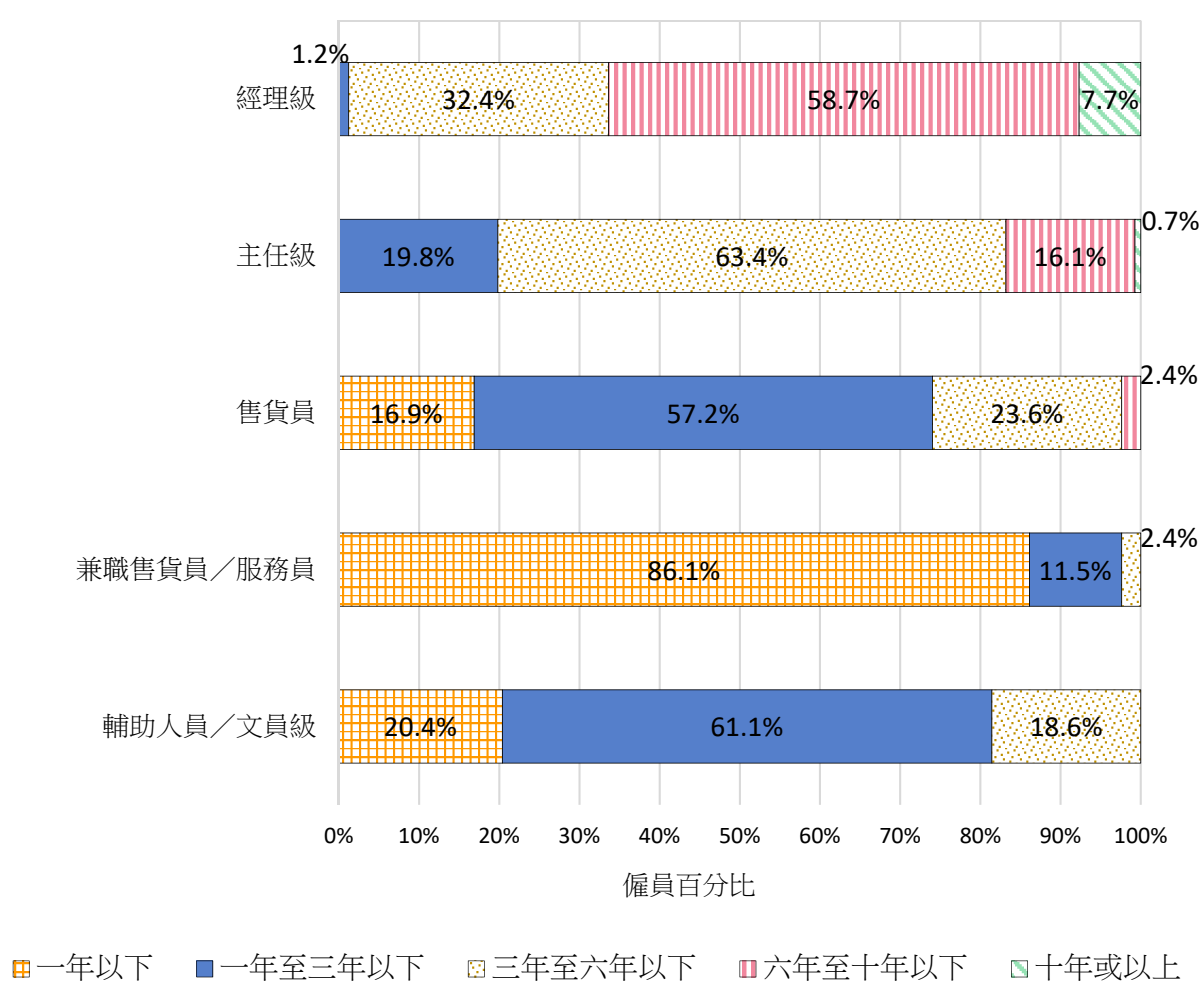
圖 6：僱員宜有的教育程度 (按職級劃分)



僱員宜有的相關年資

3.11 調查顯示，僱主普遍屬意經理級僱員宜有六年至十年相關經驗 (58.7%)；主任級宜有三年至六年相關經驗 (63.4%)；售貨員 (57.2%) 及輔助人員／文員級僱員 (61.1%) 宜具備一年至三年相關經驗。多數僱主認為兼職售貨員／服務員擁有一年以下相關經驗即可 (86.1%)。詳細數據請參閱圖 7。

圖 7：僱員宜有相關年資 (按職級劃分)



僱員培訓

3.12 是次調查邀請僱用僱員五名或以上的公司 (13%) 回答有關訓練範疇的問題。調查發現，僱主普遍認為「產品諮詢／產品演示」及「獲取和保留客戶／客戶關係管理」兩項，為所有職級的全職僱員最需要的訓練範疇。至於與數碼化轉型相關的新興培訓需求，例如「大數據分析」(10.8%)、「數碼營銷」(4.7%)、和「新興科技知識／資訊及通訊科技災難恢復計劃」(3.8%)，僱主則認為對經理級及主任級僱員較為重要。詳細數據請參閱表9。

表9：按職級劃分僱員訓練範疇

訓練範疇	全職經理及主任級僱員		全職售貨員、輔助人員／文員級僱員	
	百分比	排行	百分比	排行
(a) 獲取和保留客戶／客戶關係管理	48.1%	2	37.2%	2
(b) 產品諮詢／產品演示	58.1%	1	95.5%	1
(c) 零售採購	23.7%	4	8.7%	3
(d) 供應商關係管理	22.5%	5	1.5%	8
(e) 庫存管理／供應鏈及物流管理	15.4%	7	2.6%	6
(f) 視覺展示／空間優化	4.0%	11	4.8%	5
(g) 引導技能／人際關係管理	18.9%	6	6.4%	4
(h) 線上線下結合	2.7%	15	1.1%	10
(i) 數碼營銷	4.7%	10	1.0%	11
(j) 大數據分析	10.8%	9	0.5%	13
(k) 新興科技知識／資訊及通訊科技災難恢復計劃	3.8%	12	0.2%	16
(l) 業務連續性管理	3.4%	14	0.3%	15
(m) 計劃和實施	24.2%	3	1.8%	7
(n) 風險管理	11.6%	8	0.7%	12
(o) 數碼素養	2.5%	16	0.3%	14
(p) 設計思維	3.6%	13	0.1%	18
(q) 管理不同種族或文化群體	2.1%	18	0.1%	17
(r) 其他	2.2%	17	1.4%	9
公司數目總計(僱員人數五名或以上)	3 792	-	5 348	-

首選獲資歷架構認可的課程

3.13 調查顯示，在 4 506 間公司中，393 間表示向僱員提供培訓資助或訓練時，會首選已獲資歷架構認可的課程。

兼職售貨員／服務員培訓

3.14 調查顯示，在 2 208 間公司中，336 間表示會為兼職售貨員／服務員提供培訓資助或訓練。

全職僱員的培訓模式

3.15 在三種學習模式之中，僱主首選體驗式學習 (58.5%)，其次是課堂學習 (52.7%) 和網上學習 (47.7%)。詳細數據請參閱表 10。

表 10：僱主屬意全職僱員培訓模式

培訓模式	優先次序		
	1	2	3
(i) 課堂學習	19.4%	52.7%	18.7%
(ii) 網上學習	19.7%	22.8%	47.7%
(iii) 體驗式學習	58.5%	14.8%	23.8%

招聘困難

3.16 是次調查中，有 4 951 間公司回覆有否遇到招聘困難，其中 2 520 間 (50.9%) 表示招聘時曾遇到招聘困難，當中大多數僱主在招聘兼職售貨員／服務員 (80.6%) 和售貨員 (50.6%) 時遇到困難。詳細數據見表 11。

表 11：遇到／沒有遇到招聘困難的公司數目 (按職級劃分)

分類	經理級	主任級	售貨員	兼職售貨員／ 服務員	輔助人員／ 文員級	總計
遇到困難	78 (46.2%)	266 (40.1%)	1 440 (50.6%)	573 (80.6%)	163 (29.0%)	2 520 (50.9%)
沒有困難	91 (53.8%)	397 (59.9%)	1 406 (49.4%)	138 (19.4%)	399 (71.0%)	2 431 (49.1%)
總計	169	663	2 846	711	562	4 951

3.17 大部分僱主表示，在眾多招聘困難的原因之中，「應徵者在市場上有很多選擇」在所有職級之中均屬首要主因；此外，其他重要因素包括：「應徵者不願意長時間及輪班工作」、「應徵者認為薪酬及附帶福利欠吸引」、「應徵者並無相關技能／知識」，以及「應徵者缺乏相關經驗」。有關各項招聘困難原因所佔百分比的詳細數據，請參閱表 12。

表 12：在過去十二個月內招聘困難原因 (按職級劃分)

招聘困難原因	職級				
	經理級	主任級	售貨員	兼職售貨員／ 服務員	輔助人員／ 文員級
應徵者在市場上有很多選擇	36.7%	37.0%	42.3%	61.3%	21.2%
應徵者並無相關技能／知識	11.8%	6.0%	8.9%	15.9%	10.5%
應徵者缺乏相關經驗	16.6%	4.1%	5.7%	1.4%	3.2%
應徵者未具相關學歷	6.5%	1.2%	0.7%	0.3%	1.2%
應徵者認為薪酬及附帶福利欠吸引	13.6%	4.7%	17.9%	11.8%	10.3%
應徵者不願意長時間及輪班工作	17.8%	29.0%	20.3%	42.5%	8.5%
應徵者缺乏在零售行業就業機會及前景的意識	0.6%	0.5%	4.3%	2.8%	0.9%

流失人數及僱員流動率

3.18 「流失人數」是指因轉行、退休、移民、升學或其他原因而離開零售業的僱員人數。調查發現，在過去十二個月內，共有 20 542 人離開零售業。

3.19 僱員總流動率為 15.6%，其中輔助人員／文員級的流動率最高 (20.5%)，而經理級流動率則最低 (7.8%)。詳細數據見表 13。

表 13：僱員流動率 (按職級劃分)

職級	全職僱員 離職總數	繼續從事 零售業 相關工作	從事非 零售業 相關工作	移民、 退休或 升學	原因不明	其他原因	流動率
經理級	1 142	206	105	47	764	20	7.8%
主任級	2 647	737	122	45	1 634	109	9.3%
售貨員	23 961	8 271	988	353	13 744	605	17.3%
輔助人員／ 文員級	2 278	272	157	68	1 686	95	20.5%
總計	30 028	9 486	1 372	513	17 828	829	15.6%

過去十二個月內新聘僱員

3.20 在過去十二個月內零售業新聘僱員總數為 48 090。詳細數據見表 14。

表 14：在過去十二個月內新聘僱員數目 (按職級劃分)

職級	新聘僱員數目		總計
	具備零售相關經驗	缺乏零售相關經驗	
經理級	886	255	1 141
主任級	2 345	293	2 638
售貨員	18 529	5 054	23 583
兼職售貨員／服務員	8 885	9 634	18 519
輔助人員／文員級	1 370	839	2 209
總計	32 015	16 075	48 090

IV. 結論

4.1 本會經仔細審閱調查結果後，認為所得資料大致能反映調查期間零售業的就業情況。

人力情況

4.2 零售業是支撐香港經濟的核心支柱之一。調查期間，香港共有 41 942 間企業經營零售業務，僱用約 279 000 名員工。大部分僱員受聘於與生活必需品相關的行業，如「其他消費品」、「衣物、鞋類及有關製品」、「食品、飲品及煙草」及「超級市場」。僱員人最多的首五個職位均為前線員工，包括售貨員、高級售貨員、兼職售貨員、店鋪／分店主任，以及店鋪經理。

僱員流失

4.3 零售業面對僱員流失問題和招聘困難。招聘困難的關鍵因素包括市場上有很多選擇、薪酬及附帶福利欠吸引、須長時間及輪班工作，以及應徵者缺乏相關經驗或技能。為克服人力短缺的挑戰，零售業宜加強培訓、強調事業發展前景、讓僱員達致工作與生活的平衡，並糾正大眾（尤其是年青人）對行業的誤解，才可吸引和挽留人才。

培訓需求

4.4 僱主普遍認為「產品諮詢／產品演示」及「獲取和保留客戶／客戶關係管理」兩項，為所有職級的全職員工最需要訓練的範疇；反映僱主重視見多識廣的銷售團隊，有助推動營業額，取得客戶信任和正面評價，繼而與客戶建立深厚的長久關係。

4.5 其他新興培訓需求，例如「大數據分析」、「數碼營銷」和「新興科技知識／資訊及通訊科技災難恢復計劃」，也反映數碼化轉型及做到與時並進，對保持公司競爭力是很重要的。零售業應考慮加速採用科技，巧用大數據分析和數碼營銷，為目標受眾訂定度身訂造的營銷策略。

人力增長

4.6 電子商務和全渠道平台讓消費者能以更方便、更易用、更廉價的方式購物，僱主也意識到這方面的潛力，並預計行業類別 11「無店面和不經流動貨攤的零售」的未來人力增長將會最高。零售商也正積極拓展全渠道平台，集中發展以客為先的策略，為客戶提供無縫愜意的購物體驗。不過電子商務在可見將來仍未能完全取代實體店，故零售商宜兩者同步發展，締造競爭優勢。

業務前景

經濟增長

4.7 香港經濟在 2019 年第二季按年增長 0.6%，與上季增速相近，但較市場預期的 1.6% 稍低。中美貿易關係持續緊張，加上社會動盪加劇，香港經濟增長前景仍難見起色。經季節性調整後，第二季經濟實質萎縮 0.3%，而第一季則輕微增長 1.3%。由於經濟疲弱以及中美貿易爭端，政府將 2019 年全年本地生產總值增長，由先前預測的 2 至 3% 下調至 0 至 1%。

就業情況

4.8 根據政府統計處發表的統計數字，香港 2019 年 5 月至 7 月不經季節性調整的失業率為 3%，失業人數為 118 500 人，較之前時段所紀錄的失業的情況(四月至六月)增加 4 200 人。就業不足人數方面，2019 年 5 月至 7 月的數字為 40 700 人，較之前時段所紀錄的就業不足的情況減少 500 人，就業不足率維持於 1.0% 的水平。各行業的失業率大致變動不大，但由於消費市道持續偏軟，零售、住宿及膳食服務業合計的失業率較之前時段為高。經濟在未來數月料會繼續疲弱，本地勞工市場將無可避免面對更大壓力。

4.9 法定最低工資於 2011 年 5 月 1 日開始實施。由 2019 年 5 月 1 日起，法定最低工資水平由每小時港幣 34.5 元調升至每小時港幣 37.5 元。該政策無疑會增加從事零售及其他相關業務的僱員工資，並產生連鎖反應，縮小各行業和職業之間的薪酬差距。在人力短缺的情況下，僱主將面臨壓力，須以更優厚薪酬才可吸引或挽留人才。最終導致運營成本增加，也讓招聘更加困難。

訪港旅客

4.10 內地於 2018 年仍然是香港最大的客源市場，旅客佔整體訪港旅客 78%，並較 2017 年上升 14.8%。此外，非內地旅客人次在 2018 年維持穩定增長，全年增加 0.6%，當中來自部份市場的旅客數字錄得顯著增幅。踏入 2019 年，內地旅客人數持續增長，但在香港動盪不斷的情況下，增長漸見放緩，影響在 2019 年 6 月大規模抗議活動後開始陸續浮現。根據香港旅遊發展局數據，2019 年 6 月的訪港旅客人數，按年增長放緩至 8.5%，相比 2019 年 5 月按年增長 19.5% 有所下跌。然而，大規模抗議活動持續進行，訪港旅客人數在 2019 年 7 月突然急跌，按年下跌 4.8%；在 8 月更錄得最嚴重的跌勢，按年大跌近四成。儘管如此，香港旅遊發展局仍繼續進行各種海外推廣活動，並承諾在抗議活動結束後重新展開推廣活動，重振旅遊業。

零售表現

4.11 根據政府統計處的數據，2019 年首七個月合計零售業總銷貨價值的臨時估計，與 2018 年同期比較，按年下跌 3.8%。2019 年 7 月的零售業銷貨總額和數量較 2018 年同月分別下跌 11.4%和 13.0%，反映本地消費意慾疲軟，加上人民幣匯率波動，以及本地社會事件對旅遊業及與消費相關的活動構成的重大干擾。

零售租賃市場

4.12 由於零售表現疲弱，零售商擴展業務的意慾不強，因此零售租賃市場在 2019 年第二季仍然淡靜。零售數據放緩，也使業主可以靈活地訂定續新租約的條款，在必要時更可以考慮減租。根據第一太平戴維斯的數據，2019 年第二季整體優質街鋪租金按季下跌 1.2%，中環區跌幅最為顯著，按季跌 3.8%；不過大型商場租金則變化不大。預計短期內零售市道將繼續淡靜，零售租賃市場的增長勢頭亦將減弱。

零售業展望

4.13 零售環境競爭日益激烈，數碼化轉型瞬間成為零售商求存之道。為了滿足消費者的期望，並在數碼世界中保持競爭力，零售商必須具備基本數據知識，並樂意採用零售科技。客戶的喜好分秒變化，智能手機普及率提升，加上創新方案方興未艾，這些因素正在改變香港的支付環境和文化，各大電子錢包和支付工具已經開始普及。零售商需利用合適的支付技術，締造無縫便捷的購物體驗，方可於云云競爭對手之中脫穎而出。人工智能、物聯網、區塊鏈等突破性技術也將於未來成為主流，有助零售業界優化以客為先的體驗，從而加深與客戶之間的互動。此外，為確保數碼化轉型方向正確，及可持續發展，零售商需緊貼零售技術的最新趨勢和優點，並須以適當的投資水平，支持合適的數碼主導策略。

大灣區概念

4.14 粵港澳大灣區是中國國家戰略計劃的一部分，目的主要是進一步深化粵港澳三地合作，促進三地深度融合，提升區域經濟協調發展。在中央政府的全力支持下，香港將積極融入國家整體發展，從而擴大其發展範圍，產生推動增長的新動力，為社會各界帶來新的發展機遇。該計劃有望成為世界最大的城市群之一，並為香港的零售業開拓無限商機。

基建項目

4.15 隨著跨境基建項目開通，包括港珠澳大橋和廣深港高速鐵路，零售業將受惠於人才及貨物的交流，並加深跨境合作。不過，現今的旅客較著重購物體驗，為滿足他們的需求，零售商提供身歷其境的零售體驗，讓他們留下美好的購物回憶。而零售和娛樂的融合，能為顧客帶來前所未有的樂趣和體驗，並成為行業主流，推動銷售額。

政府支持

4.16 在 2019-20 年度財政預算案中，政府會額外撥款約 3.53 億元，讓香港旅遊發展局加強對外推廣香港作為首選旅遊目的地、帶動旅客到不同地區體驗香港地道文化、加強本港各大節慶盛事的宣傳等。零售業將受惠於有關措施。

4.17 根據國際管理發展學院的資料，香港在 2019 年《世界競爭力年報》中繼續位列全球第二，當中在「政府效率」一項中排名全球第一，「營商效率」排名第二，「經濟表現」則排名第十。受惠於特區政府在基礎設施和技術方面的大力投資，香港「基礎建設」排名亦上升至第 22 位。政府將繼續努力，為香港的長遠經濟發展提供有利環境。

結論

4.18 毫無疑問，2019 年對香港零售業來說是充滿挑戰的一年。在持續社會氣氛緊張，以及經濟前景惡化的情況下，短期內消費者信心將難見起色。零售和旅遊業可能還需要一段時間，才能從持續的社會動盪中恢復過來。面對嚴峻的零售環境，零售業界必須採取適當措施控制成本，以保持業務發展，並為顧客締造良好的購物體驗。儘管科技能代替部分勞動密集型工種，但科技卻無法建立緊密的客戶關係，亦無法取代創意，創意有賴創新思維，建立緊密的客戶關係則有賴人際技巧方可體現。此外，科技也可創造新職位，讓僱主可把人力作適當調動，以處理更具挑戰性和更有趣的任務。

資料來源：

- 1) 政府統計處
- 2) 香港旅遊發展局
- 3) 香港貿易發展局經貿研究
- 4) 2019-20 年度財政預算案
- 5) Retail Asia Business
- 6) 第一太平戴維斯及仲量聯行的研究報告
- 7) 2019 年《世界競爭力年報》

人力市場分析法

4.19 本會採用人力市場分析法 (Labour Market Analysis, LMA) 從可靠的獨立機構收集主要統計數據，以反映本地經濟、人口和勞動市場的重要變動，並從中挑選部分數據，建立統計模型，以預測未來四年零售業的人力需求。

分析方法

4.20 本會自 2002 年開始採用 LMA，推算零售業的人力需求。由於零售業人力與政府統計處發布的「零售銷售量指數」高度相關，所以本會以就業系數乘以推算的「零售銷售量指數」，以預測未來零售業人力需求。「就業系數」代表每個生產單位所需的僱員數目。本會基於以下經濟指標數據作為獨立變數，利用主要成分迴歸分析法，推算「零售銷售量指數」：

- (i) 貸款及墊款總額 (LAI)
- (ii) 綜合消費物價指數 (CCPI)
- (iii) 物業價格指數 (私人住宅) (PPI)
- (iv) 訪港旅客人數 (VAI)
- (v) 服務輸出 (XSER)
- (vi) 貨品出口貨量指數 (XGDS)
- (vii) 貨品進口貨量指數 (MGDS)

預測

4.21 按 LMA 的統計模型作推算，2020 年至 2023 年零售業的預計人力需求如下：

年份	人力需求	僱主預測數字	LMA 推算人力數字
2019	288 636	-	-
2020		288 971 (+0.1%*)	289 221 (+0.2%*)
2021		-	290 169 (+0.3%**)
2022		-	291 809 (+0.6%**)
2023			294 179 (+0.8%**)
* 與 2019 年實際人力比較的百分比變幅。			
** 與前一年推算人力比較的百分比變幅。			

備註：

由於經濟的不確定性在國內外不時出現，尤其是香港近日的社會事件，讀者宜審慎解讀以上人力預測，若上述負面因素沒有減退跡象，將可能影響就業機會。

V. 建議

5.1 本會認為，目前首要任務為緩解零售業界經營困境、紓緩嚴重人力短缺問題、提升零售人才的發展，並在瞬息萬變的零售環境中保持競爭力。故本會向不同持分者提出以下建議：

政府

- (i) 呼籲私人業主為零售商提供減租優惠共渡時艱，並建議銀行彈性處理零售商延期還款和放寬信貸限額；
- (ii) 為零售商提供一站式多項資助計劃，配合以簡化申請程序，以滿足零售業界的各種需求，例如零售科技、大數據分析、全渠道營銷，以及線上線下整合等；
- (iii) 透過正規教育和其他在職培訓渠道，加快各職級的電子商務從業人員的教育和培訓；
- (iv) 與業界攜手為零售業重塑形象，在現今數碼化轉型的時代，積極推廣零售業發展的潛力，以吸引年青人入行；
- (v) 放寬對海外及內地學生在港實習或工作的限制，以緩解人手短缺問題。

培訓機構

- (i) 緊貼行業的最新趨勢和發展，引導學生從事零售科技和大數據分析，以加強他們的數碼技能；
- (ii) 開發更多與零售科技和全渠道零售相關的培訓課程，配合靈活的訓練模式，為在職僱員提供與時並進的培訓；
- (iii) 推行「職場能力評核」，有效結合學習與實踐，加強學生行業技能及運用專業知識的能力；
- (iv) 向學生和就業輔導主任推廣零售業的事業前景，以培養學生對入行的憧憬；
- (v) 與大灣區的夥伴合作，透過在職培訓、學生／僱員交流以栽培更多人才。

僱主

- (i) 除吸引的薪酬待遇外，為不同年齡層的員工建立關顧、和諧和具滿足感的工作環境；
- (ii) 為員工提供靈活的工作安排以激勵士氣，並改善工作與生活的平衡，從而提升僱員的生產力和工作效率；
- (iii) 建立及訂定有系統的職業進程路徑，並讓表現出眾的僱員參加進階培訓課程後，可以考慮給予晉升機會；
- (iv) 在淡季和生意較閒的時候，透過電子學習的方式，為僱員提供更靈活及具成本效益的培訓活動；
- (v) 提供激勵措施，例如補假及晉升機會等，以鼓勵員工學習；
- (vi) 在複雜多變的營商環境下，採取措施控制成本，以保持業務健康發展及良好表現；
- (vii) 靈活延遲僱員退休年齡，考慮重新僱用合適的已退休員工，以減輕人力短缺壓力。

僱員

- (i) 發展全球視野及明白終身學習的重要性，並掌握數碼和分析技能，以拆解數據，並轉化為透徹見解和有用情報；
- (ii) 提升逆境商數、領導能力、問題解決和溝通能力，以便與來自不同背景的人建立良好關係，更能衷誠合作；
- (iii) 選擇優質的培訓機構，並善用政府資助，例如持續進修基金，實踐終身學習。

職業訓練局

訓練委員會職權範圍

1. 確定業內的人力需求，包括收集、分析相關的人力和學生／學員統計數字，以及關於社會經濟、科技及人力市場發展的資料。
2. 評估及研究本業的人力供求是否平衡。
3. 就發展業內職業專才教育及訓練設施應付人力需求，向職業訓練局（下稱「局方」）提供意見。
4. 就相關學科的課程發展策略及質素保證，向局方提出建議。
5. 擬訂本業主要職務的工作範圍，界定所需的技能及知識，審議訓練方案，包括訂定每種技能所需的訓練期。
6. 對技術評估、技能測驗及認證制度提供意見，以確定從業員、學徒及見習員的技能水平。
7. 就本業主要行業舉辦技能比賽提供意見，以推廣職業專才教育和派員參加國際賽事。
8. 與僱主、僱主聯會、工會、專業團體、訓練及教育機構、政府部門等聯絡，共商本業職業專才教育的發展與推廣事宜。
9. 為本業舉辦有關職業專才教育的研討會和會議。
10. 就訓練委員會工作和相關職業專才教育課程之推廣宣傳，向局方提供意見。
11. 每年向局方呈交訓練委員會工作報告，以及相關學科課程發展策略建議。
12. 根據《職業訓練局條例》第 7 條，負責局方所委派的其他工作。

零售業訓練委員會

委員名單

主席

譚錦儀女士*

副主席

鄒惠儀女士

委員

陳昕先生*

蔡佩珊女士

朱俊豪博士

鍾國榮先生

林智傑先生*

蘆婕華女士*

莫惠明先生*

衛有安先生*

黃范之穎女士

黃雅麗女士*

余家恩女士*

消費者委員會總幹事(或其代表)

職業訓練局執行幹事(或其代表)

秘書

黃思穎女士

* 任期由 2019 年 4 月 1 日開始

零售業訓練委員會

2019 年人力調查工作小組委員名單

召集人

鄒惠儀女士

委員

陳孔屏女士

蔡佩珊女士

朱俊豪博士

謝文鳳女士

曹國輝博士

黃范之穎女士

余麗姚女士

祁志純女士

陳少儀女士

秘書

黃思穎女士

Headquarters (Industry Partnership) 總辦事處(行業合作)
30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
香港九龍長沙灣長裕街10號億京廣場2期30樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

Our Reference 本局檔號

Your Reference 來函檔號 (852) 2904 7843

(1) in RT/4/2 (2019)



執事先生／女士：

2019 年零售業人力調查

職業訓練局(VTC)屬下零售業訓練委員會由香港特別行政區行政長官委任，負責就業內人力訓練事宜提供意見。本會將於 **2019 年 3 月至 4 月** 期間進行調查，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。謹代表訓練委員會致函，懇請 貴機構惠予合作提供相關資料，以便進行上述人力調查。

茲夾附下述文件，供 貴機構參閱及填寫：

- (1) 調查問卷；
- (2) 附註（附錄 A）；
- (3) 主要職務工作說明（附錄 B）

VTC已委託米奧特資料搜集中心有限公司＜米奧特＞協助進行是次人力調查。調查期間，米奧特的統計員將聯絡 貴機構進行訪問及解答相關問題。如有需要，統計員會造訪 貴機構協助填寫並收回已填妥的問卷。貴機構亦可將完成的問卷，以傳真 (3900 1122) 或電郵 (vtc@mov.com.hk) 交回米奧特。

調查所得的資料將絕對保密，局方在發表報告時，只會公布合計數字，不會提及個別機構情況。

人力調查報告將於調查完結後上載本局網頁。如對調查有任何查詢，請於星期一至五上午九時半至下午六時聯絡以下人士：

- ✧ 如查詢有關填寫及寄回問卷事宜，請與米奧特公司陳寶儀小姐聯絡(電話：3900 1176)。
- ✧ 如希望直接與 VTC 聯絡，請致電 VTC 人力調查(統計組) 陳兆銘先生 (電話：3907 6716)。

A handwritten signature in black ink, appearing to read '關敏怡' (Kwan Man-ye), is positioned above the printed name of the chairman.

零售業訓練委員會主席
關敏怡

二〇一九年二月廿五日
附件



For companies with employment size of
4 persons or less
適用於僱員人數四人或以下的公司

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 2019 MANPOWER SURVEY OF THE RETAIL TRADE INDUSTRY**零售業 2019 年人力調查**

The 2019 Manpower Survey of the Retail Trade (RT) Industry 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 March 2019** by answering the questionnaire. Thank you.

零售業2019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**2019年3月1日**的人力情況填寫此問卷。多謝合作。

Establishment Information**機構資料**

TYPE OF
SERVICE:
服務性質

- | | |
|--|---|
| <input type="checkbox"/> Food, Beverages and Tobacco
食品、飲品及煙草 | <input type="checkbox"/> Jewellery
珠寶首飾 |
| <input type="checkbox"/> Supermarkets
超級市場 | <input type="checkbox"/> Medicines and Cosmetics
藥物及化妝品 |
| <input type="checkbox"/> Fuel and Transport Equipment
燃料及運輸設備 | <input type="checkbox"/> Durable Goods, n.e.c.
其他耐用品 |
| <input type="checkbox"/> Clothing, Footwear and Allied Product
衣物、鞋類及有關製品 | <input type="checkbox"/> Telecommunications Equipment and Electrical Goods
電訊設備及電器產品 |
| <input type="checkbox"/> Consumer Goods, n.e.c.
其他消費品 | <input type="checkbox"/> Trade not via Stores and Mobile Stalls
無店面和不經流動貨攤的零售 |
| <input type="checkbox"/> Department Store
百貨公司 | <input type="checkbox"/> Others :
其他 :
_____ |

TOTAL NO. OF PERSONS ENGAGED: _____

僱員總人數

(For official use)

Industry Code _____

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。

Survey Reference Date : 1st March 2019

統計參考日期：2019年3月1日

Part I — Manpower Information

第一部份 — 人力情況

Please complete columns 'B' to 'G' 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 'G'。

(A) Principal Jobs 主要職務

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3月1日的僱員人數	(C) No. of Vacancies as at 1.3.2019 在2019年3月1日的空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二個月後(2020年3月)僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Job Title A (3 employees and 2 vacancies) 職位甲 (3名僱員及2個空缺)	3	2	5	4	3	2
Managerial Level 經理級						
112 Operations/Retail Manager 營運／零售經理						
113 District/Area Manager 分區／地區經理						
114 Store Manager 店舖經理						
115 Marketing Manager 市場推廣經理						
116 Sales Manager 銷售經理						
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理						
118 Merchandising Manager 採購經理						
119 Logistics/Distribution/Warehouse Manager 物流／運輸／倉庫經理						
120 Training Manager 培訓經理						
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理						
122 E-commerce Manager 電子商務經理						
123 Business Analysis Manager 業務分析經理						
198 Owner/Sole Proprietor/Working Partner 東主／獨資經營者／執行合夥董事						

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Job Code 職位 編號						
Supervisory Level 主任級						
211	Store Supervisor 店舖／分店主任					
212	Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師					
213	Logistics/Distribution/Warehouse Officer / Executive 物流／運輸／倉庫主任					
214	Public Relations/Advertising/ Marketing Officer / Executive 公共關係／廣告／市場推廣主任					
215	Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任					
216	Merchandising Officer / Executive 採購主任					
217	Training Officer/Executive 培訓主任					
218	E-commerce Officer/Executive 電子商務主任					
219	Business Analysis Officer/Executive 業務分析主任					
Sales Level 售貨員級						
311	Senior Sales 高級售貨員					
312	Sales/Sales Trainee 售貨員／見習售貨員					
Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
411	Sales/Service Staff (Part Time) 售貨員／服務員（兼職）					
Operative/Clerical Support Level 輔助人員／文員級						
511	Inventory Planning Assistant 庫存計劃助理					
512	Warehouseman 倉庫管理員					
513	Marketing Assistant 市場推廣助理					
514	Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理					
515	E-commerce Assistant 電子商務助理					
516	Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理					
517	Merchandising Assistant 採購助理					
Other Relevant Retail Trade Staff 其他相關零售員工						
Other Staff of Supporting Services 其他支援員工						
000	Other Staff of Supporting Services, e.g. human resources, finance, IT and administration work 其他支援員工，例如參與人力資源、財 務、資訊科技或行政工作之員工					
For Official Use						

End of questionnaire, Thank you for your co-operation.

問卷完，多謝合作。

Headquarters (Industry Partnership) 總辦事處(行業合作)
 30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
 香港九龍長沙灣長裕街10號億京廣場2期30樓
 www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

(852) 2904 7843

Our Reference 本局檔號 (1) in RT/4/2 (2019)

Your Reference 來函檔號

執事先生／女士：



2019 年零售業人力調查

職業訓練局(VTC)屬下零售業訓練委員會由香港特別行政區行政長官委任，負責就業內人力訓練事宜提供意見。本會將於 **2019 年 3 月至 4 月** 期間進行調查，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。謹代表訓練委員會致函，懇請 貴機構惠予合作提供相關資料，以便進行上述人力調查。

茲夾附下述文件，供 貴機構參閱及填寫：

- (1) 調查問卷；
- (2) 附註（附錄 A）；
- (3) 主要職務工作說明（附錄 B）；及
- (4) 培訓範疇說明（附錄 C）

VTC已委託米奧特資料搜集中心有限公司＜米奧特＞協助進行是次人力調查。調查期間，米奧特的統計員將聯絡 貴機構進行訪問及解答相關問題。如有需要，統計員會造訪 貴機構協助填寫並收回已填妥的問卷。貴機構亦可將完成的問卷，以傳真 (3900 1122) 或電郵 (vtc@mov.com.hk) 交回 米奧特。

調查所得的資料將絕對保密，局方在發表報告時，只會公布合計數字，不會提及個別機構情況。

人力調查報告將於調查完結後上載本局網頁。如對調查有任何查詢，請於星期一至五上午九時半至下午六時聯絡以下人士：

- ✧ 如查詢有關填寫及寄回問卷事宜，請與米奧特公司陳寶儀小姐聯絡(電話：3900 1176)。
- ✧ 如希望直接與 VTC 聯絡，請致電 VTC 人力調查(統計組) 陳兆銘先生 (電話：3907 6716)。

零售業訓練委員會主席
關敏怡

二〇一九年二月廿五日
附件

**CONFIDENTIAL**

WHEN ENTERED WITH DATA

填 入 數 據 後 即 成

機 密 文 件

For companies with employment size of
5 persons or above
適用於僱員人數五人或以上的公司

VOCATIONAL TRAINING COUNCIL**職 業 訓 練 局****THE 2019 MANPOWER SURVEY OF THE RETAIL TRADE INDUSTRY****零 售 業 2019 年 人 力 調 查**

The 2019 Manpower Survey of the Retail Trade (RT) Industry 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 March 2019** by answering the questionnaire. Thank you.

零售業2019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**2019年3月1日**的人力情況填寫此問卷。多謝合作。

Establishment Information**機構資料**

TYPE OF SERVICE:

服 務 性 質

☐

Food, Beverages and Tobacco

食品、飲品及煙草

☐

Jewellery

珠寶首飾

☐

Supermarkets

超級市場

☐

Medicines and Cosmetics

藥物及化妝品

☐

Fuel and Transport Equipment

燃料及運輸設備

☐

Durable Goods, n.e.c.

其他耐用品

☐

Clothing, Footwear and Allied Product

衣物、鞋類及有關製品

☐

Telecommunications Equipment and Electrical Goods

電訊設備及電器產品

☐

Consumer Goods, n.e.c.

其他消費品

☐

Trade not via Stores and Mobile Stalls

無店面和不經流動貨攤的零售

☐

Department Store

百貨公司

☐

Others :

其他 :

(For official use)

Industry Code

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。

Survey Reference Date : 1st March 2019

統計參考日期：2019年3月1日

Part I — Manpower Information

第一部份 — 人力情況

Please complete columns 'B' to 'G' 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 'G'。

(A) Principal Jobs 主要職務

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。

(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Job Title A (3 employees and 2 vacancies) 職位甲 (3名僱員及2個空缺)	3	2	5	4	3	2
Managerial Level 經理級						
112 Operations/Retail Manager 營運／零售經理						
113 District/Area Manager 分區／地區經理						
114 Store Manager 店鋪經理						
115 Marketing Manager 市場推廣經理						
116 Sales Manager 銷售經理						
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理						
118 Merchandising Manager 採購經理						
119 Logistics/Distribution/Warehouse Manager 物流／運輸／倉庫經理						
120 Training Manager 培訓經理						
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理						
122 E-commerce Manager 電子商務經理						
123 Business Analysis Manager 業務分析經理						
198 Owner/Sole Proprietor/Working Partner 東主／獨資經營者／執行合夥董事						

Please refer to Appendix A for column explanations. 請參考附錄A內各欄的說明。						
(A) Principal Job 主要職務 (See Appendix B) (參閱附錄 B)	(B) No. of Employees as at 1.3.2019 在2019年3 月1日的僱 員人數	(C) No. of Vacancies as at 1.3.2019 在2019年 3月1日的 空缺額	(D) Forecast of No. of Employees 12 Months from Now (March 2020) 預測十二 個月後 (2020年3月) 僱員人數	(E) 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 \$20,001 - \$30,000 4 \$15,001 - \$20,000 5 \$10,001 - \$15,000 6 Under \$10,001以下	(F) Preferred Level of Education 僱員宜有的教育程度 Code 編號 1 Postgraduate Degree 研究生學位 2 First Degree 學士學位 3 Sub-degree (e.g. Higher Diploma) 副學位 (例如高級文憑) 4 Diploma/Certificate 文憑/證書 5 Secondary 4 to 7 中四至中七 6 Secondary 3 or below 中三或以下	(G) Preferred Years of Relevant Experience 僱員宜有的相關年資 Code 編號 1 10 yrs or more 十年或以上 2 6 yrs to less than 10 yrs 六年至十年以下 3 3 yrs to less than 6 yrs 三年至六年以下 4 1 yrs to less than 3 yrs 一年至三年以下 5 Less than 1 yr 一年以下
Supervisory Level 主任級						
211 Store Supervisor 店舖／分店主任						
212 Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師						
213 Logistics/Distribution/Warehouse Officer / Executive 物流／運輸／倉庫主任						
214 Public Relations/Advertising/ Marketing Officer / Executive 公共關係／廣告／市場推廣主任						
215 Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任						
216 Merchandising Officer / Executive 採購主任						
217 Training Officer/Executive 培訓主任						
218 E-commerce Officer/Executive 電子商務主任						
219 Business Analysis Officer/Executive 業務分析主任						
Sales Level 售貨員級						
311 Senior Sales 高級售貨員						
312 Sales/Sales Trainee 售貨員／見習售貨員						
Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
411 Sales/Service Staff (Part Time) 售貨員／服務員（兼職）						
Operative/Clerical Support Level 輔助人員／文員級						
511 Inventory Planning Assistant 庫存計劃助理						
512 Warehouseman 倉庫管理員						
513 Marketing Assistant 市場推廣助理						
514 Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理						
515 E-commerce Assistant 電子商務助理						
516 Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理						
517 Merchandising Assistant 採購助理						
Other Relevant Retail Trade Staff 其他相關零售員工						
Other Staff of Supporting Services 其他支援員工						
000 Other Staff of Supporting Services, e.g. human resources, finance, IT and administration work 其他支援員工，例如參與人力資源、財 務、資訊科技或行政工作之員工						
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Part II
第二部份

Employees' Whereabouts After Leaving the Company

離職僱員去向

1. Please state the number of full-time retail trade employees leaving your company from 1st March 2018 to 28th February 2019 by whereabouts.
請列出 貴機構由2018年3月1日至2019年2月28日期間離職的全職零售業僱員人數（按去向分類）。

	<u>Managerial Level</u> 經理級	<u>Supervisory Level</u> 主任級	<u>Sales Level</u> 售貨員級	<u>Operative/Clerical Support Level</u> 輔助人員／文員級
(a) Taking up <u>retail trade related</u> jobs (Including starting own business in related trade) 從事與零售業有關的工作（包括創業）				
(b) Taking up <u>non-retail trade related</u> jobs (Including starting own business in non-retail trade) 從事與零售業無關的工作（包括創業）				
(c) Emigration, retirement or further studies 移民、退休或進修				
(d) Unknown 不知道				
(e) Others (Please specify) 其他（請註明）_____				
Total 總人數				

Sources of Recruitment in the Industry

新聘僱員的來源

2. Please state the number of retail trade employees recruited to fill the new or existing posts from 1st March 2018 to 28th February 2019 by source.
請列出 貴機構由2018年3月1日至2019年2月28日期間，新聘以填補增設職位或現有空缺的零售業僱員人數（按來源分類）。

	<u>Managerial Level</u> 經理級	<u>Supervisory Level</u> 主任級	<u>Sales Level</u> 售貨員級	<u>Sales/Service Staff (Part Time)</u> 售貨員／服務員（兼職）	<u>Operative/Clerical Support Level</u> 輔助人員／文員級
(a) Number of Employees Recruited <i>with</i> Retail Trade Experience 具零售業經驗的新聘僱員人數					
(b) Number of Employees Recruited <i>without</i> Retail Trade Experience 不具零售業經驗的新聘僱員人數					

Difficulties Encountered in Recruitment**招聘困難**

3. Please indicate whether recruitment was taken place from 1st March 2018 to 28th February 2019 and the difficulties in recruitment your company encountered.

請指出 貴公司由2018年3月1日至2019年2月28日期間有否招聘員工及所遇到的招聘困難。

	Managerial Level 經理級	Supervisory Level 主任級	Sales Level 售貨員級	Sales/ Service Staff (Part Time) 售貨員／服 務員 (兼職)	Operative/ Clerical Support Level 輔助人員／ 文員級
(a) No recruitment was taken place 沒有招聘	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Recruitment was taken place and <u>did not</u> encounter difficulties in recruitment 有招聘，並 <u>沒有</u> 遇到招聘困難	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Recruitment was taken place and the following difficulties were encountered (You may tick “√” three major difficulties encountered in recruitment for each level of job) 有招聘及遇上以下招聘困難（各職級可剔“√”選遇到 <u>最主要的三項</u> 招聘困難）：					
(i) Candidates had more choices in the market 應徵者在市場上有很多選擇	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Candidates lacked the relevant skills / expertise 應徵者並無相關技能／知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Candidates lacked the relevant experience 應徵者缺乏相關經驗	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Candidates lacked the relevant academic qualification 應徵者未具相關學歷	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) Candidates found the remuneration package and fringe benefit not attractive 應徵者認為薪酬及附帶福利欠吸引	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vi) Candidates were unwilling to work long working hours and on shift 應徵者不願意長時間及輪班工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vii) Candidates were lack of awareness of career opportunities available and the career prospect in retailing 應徵者缺乏在零售行業就業機會及前景的意識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(viii) Others (please specify) 其他（請說明） _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ix) Others (please specify) 其他（請說明） _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training
訓練

4. By making reference to Appendix C, please indicate the training areas for full-time retail trade employees (either internal or external*) required to deal with the emerging trend and development in the retail industry, (You may “√” one or more options)
請參考附錄C，於下列表中選出全職零售業僱員所需要的培訓課程，以配合零售業的新興趨勢及發展。（包括內部及外間培訓*，可剔“√”選多於一項）。

<u>Training Areas</u> 訓練範疇	Full-time Managerial and <u>Supervisory Staff</u> 全職經理及主任級僱員	Full-time Sales, Operative and Clerical Support Staff 全職售貨員、 輔助人員及文員
(a) Customer Acquisition and Retention / Customer Relationship Management 獲取和保留客戶／客戶關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(b) Product Advisory / Product Demonstration 產品諮詢／產品演示	<input type="checkbox"/>	<input type="checkbox"/>
(c) Retail Sourcing 零售採購	<input type="checkbox"/>	<input type="checkbox"/>
(d) Supplier Relationship Management 供應商關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(e) Inventory Management / Supply Chain and Logistics Management 庫存管理／供應鏈及物流管理	<input type="checkbox"/>	<input type="checkbox"/>
(f) Visual Display / Space Optimisation 視覺展示／空間優化	<input type="checkbox"/>	<input type="checkbox"/>
(g) Facilitation Skills / People Relationship Management 引導技能／人際關係管理	<input type="checkbox"/>	<input type="checkbox"/>
(h) Online to Offline Integration 線上線下結合	<input type="checkbox"/>	<input type="checkbox"/>
(i) Digital Marketing 數碼營銷	<input type="checkbox"/>	<input type="checkbox"/>
(j) Big Data Analysis 大數據分析	<input type="checkbox"/>	<input type="checkbox"/>
(k) Knowledge in Emerging Technology / Information and Communication Technology Disaster Recovery Planning 新興科技知識／資訊及通訊科技災難恢復計劃	<input type="checkbox"/>	<input type="checkbox"/>
(l) Business Continuity Management (i.e. to develop business continuity plan / contingency plans for responding to unplanned business disruption) 業務連續性管理（制訂業務連續性及應急方案，應付突發的業 務問題）	<input type="checkbox"/>	<input type="checkbox"/>
(m) Planning and Implementation 計劃和實施	<input type="checkbox"/>	<input type="checkbox"/>
(n) Risk Management 風險管理	<input type="checkbox"/>	<input type="checkbox"/>
(o) Digital Literacy (i.e. to use software features 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）	<input type="checkbox"/>	<input type="checkbox"/>
(p) Design Thinking (i.e. to begin with empathetic understanding of a problem and find out the creative solutions) 設計思維（設身處地考慮使用者的經驗，找出創新解決方案）	<input type="checkbox"/>	<input type="checkbox"/>
(q) Diversity Management 管理不同種族或文化群體	<input type="checkbox"/>	<input type="checkbox"/>
(r) Others (please specify) 其他（請註明）_____	<input type="checkbox"/>	<input type="checkbox"/>

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Note : * Internal training refers to in-house training offered by the company while external training refers to training offered by an external training provider.

附註：* 內部培訓指由公司內部提供之訓練，外間培訓指由公司以外的培訓機構提供之訓練。

5. Does your company take priority to select those courses recognised under the Qualifications Framework when sponsor or provide training to your staff?

貴公司在提供培訓資助或訓練給員工時，有沒有考慮選擇已獲資歷架構認可的課程為首選？

☐ Yes
有

☐ No
沒有

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6. Does your company sponsor or provide training to Sales/Service Staff (Part-time)?

貴公司有沒有為售貨員／服務員（兼職）提供培訓資助或訓練？

☐ Yes
有

☐ No
沒有

☐ No Sales/Service Staff (Part-time) employed
公司沒有售貨員／服務員（兼職）

7. How to prioritize the following three options of learning mode when you provide training to the full-time retail trade employees?

在為全職零售業員工提供培訓時，貴公司會怎樣以優先次序排列以下三個培訓模式？

Learning mode

培訓模式

Please prioritize your preferences in the boxes provided.

請在空格內填上優先次序 (1,2,3)

(i) Classroom Learning
課堂學習

(ii) e-Learning
網上學習

(iii) Experiential Learning
體驗式學習

End of questionnaire, Thank you for your co-operation.

問卷完，多謝合作。

The 2019 Manpower Survey of the Retail Trade Industry
零售業 2019 年人力調查

Explanatory Notes
附註

1. Please fill in information as accurate as possible because the information collected from this survey is vital for determining the manpower requirements of the industry in order that the Retail Trade Training Board can make meaningful recommendations to Government on how to meet training needs.
請填入準確的資料，因有關資料對於確定本業的人力需求極為重要，而零售業訓練委員會亦將以此為根據，向政府建議如何應付業內的訓練需求。

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

- (a) Please go through column 'A' and mark those principal jobs applicable to your establishment. For detailed job descriptions for principal jobs, please refer to Appendix B.
請瀏覽 'A' 欄，選取適用於 貴機構的主要職務。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 firm, but if the jobs have similar or related functions, please treat them as the same and supply the required information in the questionnaires.
調查表內部分職稱可能有別於 貴公司所採用者，但若兩者職責相近，可視作相同職務；請在調查表內提供所需資料。
- (c) Please classify an employee according to his major duty irrespective of any additional secondary duties he may be required to perform.
請根據僱員的主要職務分類（不論其所兼任的次要職務）。
- (d) Please add in column 'A' titles of employees whose duties demand retail trade training (please specify title), briefly describe them in respect of the appropriate job categories and fill in 'B' to 'G' accordingly.
倘 貴公司有其他人員因職責上需接受零售業訓練，請一併填入 'A' 欄內，並簡述其所屬的職務類別及等級，同時填寫 'B' 至 'G' 欄。

3. Number of Employees as at 1.3.2019 - Column 'B'
在 2019 年 3 月 1 日的僱員人數 —— 'B' 欄

For each principal job, please fill in the total number of employees as at survey reference date.
請填寫 貴機構於統計參考日期僱用的每個主要職務的僱員總數。

'Employees' include proprietors, partners and unpaid family members working for your company. This definition also applies to 'employee(s)' appearing in other parts of the questionnaire.

「僱員」包括在公司內工作的東主、合夥人及涉及業務的無薪家庭成員。調查表他處出現的「僱員」一詞，定義亦同。

4. Number of Vacancies at 1.3.2019 - Column 'C'
在 2019 年 3 月 1 日的空缺額 —— 'C' 欄

Please fill in the number of existing vacancies as at 1.3.2019. 'Existing Vacancies' refer to those unfilled, immediately available job openings for which the establishment is actively trying to recruit personnel as at survey reference date.

請填上在 2019 年 3 月 1 日每一主要職務的空缺額。「空缺額」是指該職位於統計參考日期仍懸空，須立刻填補，而現正積極招聘人員填補。

5. Forecast of Number Employed 12 Months from Survey Reference Date - Column 'D'
預測十二個月後(2020 年 3 月)僱員人數 —— 'D' 欄

The forecast of number employed means the number of employees you will be employing 12 months from now (March 2020). The number given could be more/less than existing employees if an expansion/contraction is expected.

預計僱員人數指 貴公司在十二個月後(2020 年 3 月)的僱員人數。如估計業務可能擴張／收縮，此欄所填人數可能多於／少於現有僱員人數。

6. Average Monthly Income Range of Employees - Column 'E'

僱員每月平均收入 —— 'E' 欄

Please enter the code of average monthly income range during the past 12 months for each principal job of employees. This should include basic wages, regular overtime pay, cost of living allowance, meal allowance, commission and bonus etc. (less employees' contribution to MPF). If you have more than one employee doing the same job, please enter the average range.

請在 'E' 欄填入每個主要職務僱員過去十二個月每月平均收入幅度的編號，這包括底薪、定期超時工作津貼、生活津貼、膳食津貼、佣金及花紅等（扣除僱員所支付的強制性公積金供款）。若從事同類工作的僱員多於一名，則請取其平均收入。

7. Preferred Level of Education - Column 'F'

僱員宜有的教育程度 —— 'F' 欄

Please enter the code of preferred level of education for each principal job of employees should have.

請在 'F' 欄填入 貴機構認為每個主要職務僱員宜有的教育程度編號。

Definition of Preferred Level of Education:

宜有的教育程度的定義：

- ◆ “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。

8. Preferred Relevant Years of Experience - Column 'G'

僱員宜有的相關年資 —— 'G' 欄

Please enter the code of preferred years of relevant experience which your organisation requires each principal job employees to have.

請在 'G' 欄填入 貴機構認為每個主要職務宜有的相關年資編號。

2019 Manpower Survey of the Retail Trade**2019 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
MANAGERIAL LEVEL 經理級		
112	Operations/Retail Manager 營運／零售經理	To 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。
113	District/Area Manager 分區／地區經理	To take charge of the operations and management of a number of stores/outlets usually within a geographical area. 負責多間店鋪／經銷店(通常在同一地區內)的營運及管理事宜。
114	Store Manager 店鋪經理	To take charge of the operations and management of a store/outlet. 負責一間店鋪／經銷店的營運及管理事宜。
115	Marketing Manager 市場推廣經理	To develop, implement and execute strategic marketing plans for an entire organization in order to attract prospective customers and retain existing ones. To manage and coordinate marketing team, lead market research efforts to establish and maintain a competitive edge for the business, and liaise closely with media organisations and advertising agencies. 制定、實施和執行策略性市場推廣計劃，以吸引潛在客戶並保留現有客戶。管理和協調其工作團隊，引領市場研究，建立及保持業務的競爭優勢，並且與媒體組織和廣告代理商緊密聯絡。
116	Sales Manager 銷售經理	To develop sales plan and meet sales targets, establish and maintain good relationship with sales partners and customers, including existing and prospective customers. To 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，包括現有客戶及潛在客戶，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。
117	Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係 管理經理	To 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, 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。並透過分析顧客資料，讓企業加深對顧客的了解，與客戶建立更緊密的關係及發掘更多新的商機。

MANAGERIAL LEVEL (Continued) 經理級(續)		
118	Merchandising Manager 採購經理	<p>To manage merchandising operations of an organization and develop objectives and processes to implement merchandising initiatives which include coordinating associated departments, planning budget needs and monitoring the company's merchandising system. To review and evaluate customer demand and sales trends and the effectiveness of the buying plan.</p> <p>制定目標和流程以管理採購業務工作，包括協調相關部門，規劃財務預算和監控有關的業務系統。檢視和評估客戶需求和銷售趨勢，分析銷售計劃的績效。</p>
119	Logistics / Distribution / Warehouse Manager 物流／運輸／倉庫經理	<p>To strategically plan and manage logistics, warehouse, transportation and customer services. To direct, optimise and coordinate the full order cycle. To liaise and negotiate with suppliers, manufacturers, retailers and consumers. To keep track of quality, stock levels, delivery times, transport costs and efficiency and resolve any arising problems or complaints.</p> <p>策略性地規劃和管理物流、倉庫、運輸和客戶服務。指導、優化和協調整個訂單週期。與供應商、製造商、零售商和消費者聯絡和談判。監管質量、庫存狀況、交貨時間、運輸成本和效率，並解決任何出現的問題或投訴。</p>
120	Training Manager 培訓經理	<p>To develop and administer 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.</p> <p>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。</p>
121	Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理	<p>To strategically plan and manage various visual merchandising operations, deliver creative solutions for diverse markets and develop long and short term objectives. To monitor competitors visual merchandising techniques and incorporate effective techniques in business.</p> <p>策略性地制定及管理各項視覺營銷業務的政策，為不同市場提供創意解決方案，並訂定長期和短期目標，監控競爭對手的視覺營銷技術，並在業務中融入有效的技術。</p>
122	E-commerce Manager 電子商務經理	<p>To oversee the retail company's online sales and a team of web designers and software developers, responsible for conveying a consistent brand image that attracts customers by encouraging sales on the web.</p> <p>策劃及監管零售企業在網上銷售的情況及網頁設計師和軟件開發人員團隊所創建的在線交易系統和網站。此外，負責於網上推廣品牌形象，以刺激顧客消費。</p>

MANAGERIAL LEVEL (Continued) 經理級(續)		
123	Business Analysis Manager 業務分析經理	To lead the Business Analyst team to thoroughly understand the business needs and operational requirements, ensure smooth interface among systems and develop solutions, identify business process improvement and system enhancement, project opportunities which bring more competitive value to the business through more efficient and higher quality work processes. 引領業務分析團隊深入了解業務和運營的需求，並確保系統運作暢順，制定系統服務解決方案，改進業務流程和提升系統功能，為企業帶來更高競爭的價值。
198	Owner/Sole Proprietor/ Working Partner 東主／獨資經營者／ 執行合夥董事	Own and run the business. 擁有和經營業務。
SUPERVISORY LEVEL 主任級		
211	Store Supervisor 店鋪／分店主任	To supervise and manage the sale of a particular merchandise or a range of merchandises in a store/outlet. Check and study sales figures, stock and customers' preferences and make subsequent recommendations. Supervise a team of sales staff. 監督及管理某種貨品或數種貨品在一間店鋪／經銷店的銷售。查核和研究銷售數字、貨品存貨及顧客要求，然後提出建議。監督銷售團隊的工作。
212	Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／ 平面設計師	To 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。
213	Logistics / Distribution / Warehouse Officer / Executive 物流／運輸／ 倉庫主任	To supervise and executive the logistics, distribution and warehousing of merchandise for providing quality service to users and customers. 督導及執行貨品的物流、運輸及存倉工作，為使用者及顧客提供有質素的服務。

SUPERVISORY LEVEL (Continued) 主任級(續)		
214	Public Relations / Advertising / Marketing Officer / Executive 公共關係／廣告／市場推廣主任	To plan and implement marketing campaigns, conduct market research and analysing data to identify targeted audiences, writing and proofreading creative copy, organise events and product exhibitions and keep close contact with the mass media and advertising agents. 規劃和實施市場推廣活動，進行市場研究和分析數據，以識別目標受眾，撰寫和校對文本，組織活動和產品展覽，並與大眾媒體和廣告代理商保持密切聯繫。
215	Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任	To supervise and execute customer service activities, assist in the discovery of prospective customers, understand the key core of building relationships with customers, and establish effective customer service strategies. To analyse the data generated from the customer relationship management system for deepening the understanding on the customers' needs. 督導及執行客戶服務活動，協助開發潛在客戶，了解和顧客建立關係的關鍵核心，進而建立有效的顧客策略。分析客戶關係管理系統提供的數據，加深了解客戶的需要。
216	Merchandising Officer / Executive 採購主任	To liaise and negotiate with suppliers and appropriate departments to ensure continuity and quality of merchandise supply. To analysing past sales figures/trends to anticipate future product needs and build/manage relationship with manufacturers. 與供應商及有關部門聯絡洽商，確保貨源充足，並符合品質要求並建立，分析過去的銷售數據／趨勢，以預測未來的產品需求，並建立／管理與製造商的關係。
217	Training Officer / Executive 培訓主任	To implement training plans, conduct training programmes, maintain training records, and arranges for 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。
218	E-commerce Officer / Executive 電子商務主任	To implement and coordinate e-Commerce operational plans and Internet marketing programs of the company. To ensure all information available online is current and up-to-date. 督導及協調電子商務的經營計劃和公司的網絡營銷方案。確保所有可用的在線信息是當前和更新。
219	Business Analysis Officer / Executive 業務分析主任	To create report by analysing data including shop sales, products sales, KPI staff sales reports, support management by providing insight from reports and suggestion for improvement and evaluate effectiveness of changes by analyzing sales need. 通過分析數據來創建報告，包括商店銷售，產品銷售，KPI員工銷售報告，從而給管理層建議改進方案及評估策略的改變對銷售績效之影響。

SALES LEVEL 售貨員級		
311	Senior Sales 高級售貨員	<p>To sell merchandise, provide customer service, and/or operate cash register in retail store. Typically has more sales experiences and/or good sales records.</p> <p>(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.)</p> <p>在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。具較多銷售經驗及／或良好銷售記錄。</p> <p>(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)</p>
312	Sales / Sales Trainee 售貨員／見習售貨員	<p>To sell merchandise, provide customer service, and/or operate cash register in retail store. Typically has less sales experiences.</p> <p>(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.)</p> <p>在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。具較少銷售經驗。</p> <p>(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)</p>
SALES / SERVICE STAFF (PART TME) 售貨員／服務員(兼職)		
411	Sales / Service Staff (Part Time) 售貨員／服務員 (兼職)	<p>Employed on a part-time basis. To sell merchandise, provide customer service and/or operate cash register in retail stores.</p> <p>以兼職方式受僱，在零售店／經銷店售賣貨品，提供顧客服務及／或負責收銀工作。</p>
OPERATIVE / CLERICAL SUPPORT LEVEL 輔助人員／文員級		
511	Inventory Planning Assistant 庫存計劃助理	<p>To collect and analyse the data in monitoring inventory level and preparing stock replenishment schedule, liaise with suppliers and buying team for purchasing order management, and coordinate with different internal departments and warehouse to ensure replenishment activities are properly implemented and executed.</p> <p>收集和分析監控庫存水平的數據，籌備庫存補貨事宜，與供應商和採購團隊聯繫，跟進採購訂單事宜，並與不同的內部部門和倉庫協調，以確保補貨的安排得以順利進行。</p>
512	Warehouseman 倉庫管理員	<p>To 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.</p> <p>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。</p>

OPERATIVE / CLERICAL SUPPORT LEVEL (Continued) 輔助人員／文員級(續)		
513	Marketing Assistant 市場推廣助理	To support marketing managers and executives on projects such as developing sales strategies, marketing campaigns, social media campaigns. To collect, interpret marketing analytics and create marketing materials etc. 支援有關市場推廣各項工作，如協助制定銷售策略、處理市場推廣及社交媒體活動事宜。分析市場形勢以及文稿撰寫等。
514	Customer Services / Customer Relationship Management Assistant 客戶服務／ 客戶關係管理助理	To handle customer information, provide business departments with report materials and data for various meetings, keep track on customer needs and maintain close communication with customers through the call center or network, and provide other customer services including the product advisory service, the delivery progress and the progress in problem solving etc. 處理客戶資訊，為業務部門提供各類報表資料及數據，時刻留意客戶需求，例如透過電話中心或網絡和客戶保持緊密溝通，並為他們提供支援服務，包括產品諮詢，發貨進展，問題解決進展等。
515	E-commerce Assistant 電子商務助理	To ensure accuracy in data entry, respond to incoming customer emails and manage until fully resolved, assists in handling customer returns, provides general administrative support including the booking of new products and inventory checking etc. 確保數據輸入的準確性，回應收到的客戶電子郵件並進行管理直至完全解決，協助處理客戶退貨，提供一般管理支援服務，包括新產品的預訂和庫存檢查等。
516	Visual Merchandising / Graphic Design Assistant 視覺營銷／ 平面設計助理	To execute 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. 執行窗設計和店內商品展示，協助開發各項平面設計方案，設計宣傳／營銷材料。
517	Merchandising Assistant 採購助理	To assist in merchandising activities from product sourcing, product/sample development, production follow-up, quality control to order processing, support daily operational activities of procurement team. 協助採購產品、開發產品／樣品、跟進生產進度、控制質量及處理訂單事宜，並且支援採購團隊日常的運營工作。
Other Staff of Supporting Services 其他支援員工		
000	Other staff of supporting services, e.g. human resources, finance, IT and administration works. 其他支援員工，例如參與人力資源、財務、資訊科技或其他行政工作。	

2019 Manpower Survey of the Retail Trade
2019年零售業人力調查

Description for the Training Areas
培訓範疇說明

Training Areas 培訓範疇		Description 說明
(a)	Customer Acquisition and Retention / Customer Relationship Management 獲取及保留顧客／客戶關係管理	To use products and services that offer higher value than competitors to attract and acquire new customers, and provide caring and tailor-made products and services to increase customer satisfaction with the aim of reducing the customer churn rate and turning acquisition into long-term customer relationships. 提供比競爭對手更貼心的度身訂製的產品與服務，從而提升顧客的滿意度，獲取更多新顧客及鞏固現有顧客，並進而建立企業與客戶之間的長期關係。
(b)	Product Advisory / Product Demonstration 產品諮詢／產品演示	To convey detailed and specialised product knowledge to customers, keep abreast of emerging product knowledge to address customers' requirements and demonstrate the application of products to customers. 詳細及專業地傳達產品知識，了解新興產品知識，以滿足客戶的需求，並向客戶演示產品的特性及功能。
(c)	Retail Sourcing 零售採購	To develop and implement merchandise buying plan according to market and consumer trends and analyse profit performance of merchandise. To evaluate the profitability and make appropriate adjustment on the range of merchandise. 根據市場趨勢和消費者的意向制定和實施商品購買計劃，並且分析商品的利潤表現及對商品購買計劃作適當的修訂。
(d)	Supplier Relationship Management 供應商關係管理	To develop performance indicators for tracking and evaluating the suppliers such as its quality management system, delivery track record, complaint history and financial stability etc. 制定績效指標審查供應商的表現，包括其質素管理系統、交貨記錄、投訴記錄、財務狀況等。
(e)	Inventory Management / Supply Chain and Logistics Management 庫存管理／供應鏈及物流管理	To understand the key elements of inventory control and management including inventory cost components, types and uses of inventory, planning of inventory levels, and the ways to achieve an efficient flow of goods for meeting customers' requirements. 了解庫存控制和管理的關鍵要素，包括庫存成本、庫存類型和用途、計劃庫存水平並確保物流作業運作順暢，滿足客戶需求。
(f)	Visual Display / Space Optimisation 視覺展示／空間優化	To transform a shop into a unique destination through innovative display techniques that entices shoppers and enhance the brand image. To optimise the space and impress customers by creating a pleasing shop layout for enhancing shopping intentions. 透過創新的思維，展示獨特且恰當的櫥窗佈置，從而提升品牌形象及促進產品銷售。善用店鋪空間，創造一個令人愉悅的店鋪佈局，給顧客留下深刻印象，以增強購物意慾。

Training Areas 培訓範疇		Description 說明
(g)	Facilitation Skills / People Relationship Management 引導技能／ 人際關係管理	To identify training needs and coordinate staff training according to customised training roadmaps to improve employees' skills and capabilities. To build consensus, apply knowledge of conflict management techniques to diffuse conflicts between groups or individuals. 根據工作任務所需要的技能，制定培訓計劃，以提高員工的工作技能。 了解衝突管理技巧和知識，化解群體或個人之間的衝突以達成共識。
(h)	Online to Offline Integration 線上線下結合	To understand the Omni Channel concept integrates the multi-sales channels of websites, mobile phones and physical stores to provide consumers with the best shopping experience, thus deepening the relationship between retailers and customers. 了解全通路（OmniChannel）概念，整合網站、手機、實體店面多元銷售管道，為消費者提供最佳體驗的服務，從而深化商家與客戶的關係。
(i)	Digital Marketing 數碼營銷	To understand different digital tactics including search engines optimization, social media marketing, content marketing and email marketing etc in order to make a close connect with current and prospective customers. To measure the company performance by using different key performance indicators of each channel, such as email open rate and campaign click-through rate etc. 了解及優化各種不同的數碼營銷策略，包括搜索引擎，社交媒體，內容營銷和電子郵件營銷等，以便與當前和潛在客戶建立緊密的聯繫。透過不同績效指標來評估其成效，例如電子郵件開放率和廣告系列點擊率等。
(j)	Big Data Analysis 大數據分析	To examine large and varied data sets to uncover hidden patterns, unknown correlations, market trends and customer preferences that can help organisations make more-informed business decisions. 透過巨量資料分析技術來解讀相關資料，了解其隱藏的模式、未知的相關性、市場趨勢、客戶偏好，有助企業作出更明智的業務決策。
(k)	Knowledge in Emerging Technology / Information and Communication Technology Disaster Recovery Planning 新興科技知識／ 資訊及通訊科技災難恢復計劃	To review emerging technology, evaluate and determine relevance of emerging technologies for enhancing the convenience of the retail business and customer loyalty. To develop, evaluate and refine policies and processes to guide recovery of critical Information Technology infrastructure and systems following a crisis/disaster. 了解新興科技的知識，並透過採用創新科技保持競爭力，以提升零售業務的便利性及顧客忠誠度。 制定一套應對危機／災難的完善政策和流程，有效地指導及執行應變措施，並迅速地恢復正常運作。
(l)	Business Continuity Management 業務連續性管理	To enable companies to recognise potential crises and associated impacts, and develop business continuity plans and contingency plans with the aim of responding effectively to unplanned business disruption and reduce adverse effects. 業務連續性管理是使企業認識到潛在的危機和相關影響，制訂業務連續性及應急的方案，務求有效地應付意料之外的業務問題，以減少對業務上引致的不良影響。

Training Areas 培訓範疇		Description 說明
(m)	Planning and Implementation 計劃和實施	To translate organisational vision, mission and values into business operational plans, create value to customers continuously, analyse business opportunities and review outcomes for continuous improvement. 將公司的願景，使命和價值觀轉化為業務營運計劃，不斷為客戶創造價值，評估商機，並定期檢視結果，持續改進。
(n)	Risk Management 風險管理	To review and analyse internal and external influencing factors that may impact organisational risk statements and provide recommendations and possible solutions to mitigate such risks with relevant stakeholders. Good risk management helps reduce the chances of making mistakes, avoiding the possibility of losses, and increasing the added value of the company. 通過對風險的認識、衡量和分析，選擇最有效的方式，主動地及有計劃地處理風險。良好的風險管理有助減低出現決策錯誤的機率及避免損失，從而提升企業本身之附加價值。
(o)	Digital Literacy 數碼素養	To use available software features to create and edit documents, evaluate online information, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently. 運用電腦及網路資源來創建和編輯文檔、評估及應用資訊以研究及解決問題。
(p)	Design Thinking 設計思維	To apply innovative thinking to solve complex problems. It begins with empathetic understanding of a problem with an effort to become more customer centric. Gather people's wisdom to find creative solutions. Then create a prototype and take it to test, get feedback, modify and test again in order to find the best way to solve the problem. 套用創新思維，解決複雜問題的方法。首先透過觀察和訪談，設身處地考慮使用者的經驗，然後找出問題更深層的意義，集合眾人智慧尋求解決方案，再動手製作出一個原型，不論是圖畫、實體、計劃的原型，將做出來的原型拿去測試、得到回饋、再修改、再測試，務求找出最佳的解決方案。
(q)	Diversity Management 管理不同種族或文化群體	To understand how to work well with people from different ethnic, social, cultural and educational backgrounds and manage conflicts arising from different ethnic or cultural groups. 了解如何與來自不同種族、社會、文化和教育背景的人保持良好的合作關係，及掌握衝突管理技巧和知識。

深入訪談

2019 年零售業人力調查深入訪談人士名單

陳慧愉女士	(DFS 集團有限公司)
陳凱倫女士	(MM HK Retail Limited)
蔡仲豪先生	(香港移動通訊有限公司)
周偉業先生	(信興集團)
何慧賢女士	(K-Swiss (Hong Kong) Ltd.)
李翠霞女士	(日本城)
凌永銓先生	(GODIVA Chocolatier)

2019 Retail Trade Manpower Survey
零售業 2019 年人力調查
Table 1 : Number of Companies, Employees, Vacancies and Total Manpower Demand by Branch
表 1 : 公司及僱員人數、職位空缺及人力總需求 (按類別劃分)

Branch 類別	No. of Companies 公司數目	No. of Employees at 1.3.2019 2019年3月1日時的 僱員人數	No. of Vacancies at 1.3.2019 2019年3月1日時的 空缺數目	Total Manpower Demand (No. of Employees + Vacancies) 人力總需求 (僱員人數 + 空缺數目)	Employers' Forecast for 2020 僱主預測 2020年人力需求
1 Food, Beverages and Tobacco 食品、飲品及煙草	9 821	45 078	675	45 753	45 886
2 Supermarkets 超級市場	105	33 812	2 247	36 059	36 144
3 Fuel and Transport Equipment 燃料及運輸設備	1 179	8 615	155	8 770	8 777
4 Clothing, Footwear and Allied Product 衣物、鞋類及有關製品	6 934	48 635	1 497	50 132	50 219
5 Consumer Goods, n.e.c. 其他消費品	11 007	50 424	1 343	51 767	51 810
6 Department Stores 百貨公司	28	12 590	627	13 217	13 219
7 Jewellery 珠寶首飾	1 685	14 709	570	15 279	15 309
8 Medicines and Cosmetics 藥物及化妝品	2 295	26 951	1 458	28 409	28 343
9 Durable Goods, n.e.c. 其他耐用品	1 644	12 674	738	13 412	13 368
10 Telecommunications Equipment & Electrical Goods 電訊設備及電器產品	1 871	13 440	459	13 899	13 892
11 Retail Trade not via Stores and Mobile Stalls 無店面和不經流動貨攤的零售	5 373	11 712	227	11 939	12 004
Total 總計	41 942*	278 640[#]	9 996	288 636	288 971

Note 註 :

* The figure of 41 942 refers to the number of registered companies at company level based on the record of Central Register of Establishments (CRE) excluding those inactive companies in the trade. The total number of companies at company level in 2019 was 45 561.
 2019 年機構單位記錄庫內的零售業公司總數為 45 561 間，剔除不活躍商號後，登記公司數目有 41 942 間。

The total number of employees is 278 640 include the Technical Manpower (250 323) and Non-Technical Manpower (28 317).
 278 640 僱員中，包括主要職能人員 (250 323 人) 及非主要職能人員 (28 317 人)。

2019 Retail Trade Manpower Survey

零售業 2019 年人力調查

Table 2 : Distribution of Employees by Branch and Job Level

表 2 : 僱員分布情況 (按類別及職級劃分)

Branch 類別	Managerial 經理級	Educational Level 教育程度	Sales 售貨員	Part-time Sales / Service 兼職售貨員/ 服務員	Operative/ Clerical Support 輔助人員/ 文員級	Owner / Sole Proprietor / Working Partner 東主/ 獨資經營者/ 執行合夥董事	Non-Technical Manpower 非主要職能人員	Branch Total 類別總計	% to Total 類別佔總計 百分比 (%)
1 Food, Beverages and Tobacco 食品、飲品及煙草	1 989	5 078	22 377	7 978	364	3 365	3 927	45 078	16.2%
2 Supermarkets 超級市場	2 417	3 222	7 486	16 075	1 645	0	2 967	33 812	12.1%
3 Fuel and Transport Equipment 燃料及運輸設備	392	559	4 578	170	218	278	2 420	8 615	3.1%
4 Clothing, Footwear and Allied Product 衣物、鞋類及有關製品	1 851	4 464	26 149	8 466	867	3 241	3 597	48 635	17.5%
5 Consumer Goods, n.e.c 其他消費品	2 081	4 842	29 059	5 931	941	4 178	3 392	50 424	18.1%
6 Department Stores 百貨公司	658	1 287	5 668	3 010	425	5	1 537	12 590	4.5%
7 Jewellery 珠寶首飾	1 082	1 446	8 451	468	388	692	2 182	14 709	5.3%
8 Medicines and Cosmetics 藥物及化妝品	1 946	2 235	13 363	5 398	957	538	2 514	26 951	9.7%
9 Durable Goods, n.e.c. 其他耐用品	497	1 123	6 502	1 204	791	520	2 037	12 674	4.5%
10 Telecommunications Equipment & Electrical Goods 電訊設備及電器產品	955	1 918	7 701	491	432	290	1 653	13 440	4.8%
11 Retail Trade not via Stores and Mobile Stalls 無店面和不經流動貨攤的零售	617	1 826	1 387	154	3 723	1 914	2 091	11 712	4.2%
Total 總計	14 485	28 000	132 721	49 345	10 751	15 021	28 317	278 640*	100.0%

Note: 註 :

* The total number of employees is 278 640 include the Technical Manpower (250 323) and Non-Technical Manpower (28 317).
278 640僱員中，包括主要職能人員 (250 323人) 及非主要職能人員 (28 317人)。

2019 Retail Trade Manpower Survey
零售業 2019 年人力調查
Table 3 : Number of Employees, Vacancies and Total Manpower Demand by Job Level
表 3 : 僱員人數、空缺數目及人力總需求 (按職級劃分)

Job Code 職位編號	Job Level 職級	No. of Employees at 1.3.2019 2019年3月1日時的 僱員人數	Educational Level 教育程度	Total Manpower Demand (No. of Employees + Vacancies) 人力總需求 (僱員人數 + 空缺數目)	Employers' Forecast for 2020 僱主預測 2020年人力需求
Managerial 經理級					
112	Operations/Retail Manager 營運/零售經理	1 433	7	1 440	1 439
113	District/Area Manager 分區/地區經理	864	10	874	874
114	Store Manager 店舖經理	8 169	161	8 330	8 377
115	Marketing Manager 市場推廣經理	541	16	557	557
116	Sales Manager 銷售經理	1 348	12	1 360	1 360
117	Customer Services / Customer Relationship Management Manager 客戶服務/客戶關係管理經理	346	4	350	350
118	Merchandising Manager 採購經理	639	14	653	652
119	Logistics / Distribution / Warehouse Manager 物流/運輸/倉庫經理	412	5	417	416
120	Training Manager 培訓經理	148	2	150	149
121	Visual Merchandising / Graphic Design Manager 視覺營銷/平面設計經理	169	4	173	171
122	E-commerce Manager 電子商務經理	341	10	351	351
123	Business Analysis Manager 業務分析經理	75	1	76	76
Sub Total 分類總數		14 485	246	14 731	14 772
Supervisory 主任級					
211	Store Supervisor 店舖/分店主任	22 155	358	22 513	22 567
212	Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任/平面設計師	312	9	321	321
213	Logistics / Distribution / Warehouse Officer / Executive 物流/運輸/倉庫主任	853	15	868	868
214	Public Relations /Advertising / Marketing Officer / Executive 公共關係/廣告/市場推廣主任	586	21	607	609
215	Customer Services / Customer Relationship Management Officer / Executive 客戶服務/客戶關係管理主任	780	26	806	806
216	Merchandising Officer / Executive 採購主任	1 514	13	1 527	1 529
217	Training Officer / Executive 培訓主任	158	2	160	160
218	E-commerce Officer / Executive 電子商務主任	1 610	18	1 628	1 628
219	Business Analysis Officer / Executive 業務分析主任	32	4	36	36
Sub Total 分類總數		28 000	466	28 466	28 524

2019 Retail Trade Manpower Survey

零售業 2019 年人力調查

Table 3 : Number of Employees, Vacancies and Total Manpower Demand by Job Level

表 3 : 僱員人數、空缺數目及人力總需求 (按職級劃分)

Job Code 職位編號	Job Level 職級	No. of Employees at 1.3.2019 2019年3月1日時的 僱員人數	Educational Level 教育程度	Total Manpower Demand (No. of Employees + Vacancies) 人力總需求 (僱員人數 + 空缺數目)	Employers' Forecast for 2020 僱主預測 2020年人力需求
Sales 售貨員級					
311	Senior Sales 高級售貨員	50 754	772	51 526	51 543
312	Sales / Sales Trainee 售貨員/見習售貨員	81 967	5 155	87 122	87 292
Sub Total 分類總數		132 721	5 927	138 648	138 835
Part-time Sales/Services 售貨員/服務員 (兼職)					
411	Sales / Service Staff (Part Time) 售貨員/服務員 (兼職)	49 345	2 234	51 579	51 596
Operative/Clerical support 輔助人員/文員級					
511	Inventory Planning Assistant 庫存計劃助理	422	28	450	450
512	Warehouseman 倉庫管理員	3 755	155	3 910	3 920
513	Marketing Assistant 市場推廣助理	244	5	249	249
514	Customer Services / Customer Relationship Management Assistant 客戶服務/客戶關係管理助理	428	23	451	451
515	E-commerce Assistant 電子商務助理	3 729	88	3 817	3 817
516	Visual Merchandising / Graphic Design Assistant 視覺營銷/平面設計助理	371	8	379	379
517	Merchandising Assistant 採購助理	1 802	40	1 842	1 842
Sub Total 分類總數		10 751	347	11 098	11 108
Owner/Sole Proprietor/Working Partner 東主/獨資經營者/執行合夥董事					
198	Owner / Sole Proprietor / Working Partner 東主/獨資經營者/執行合夥董事	15 021	0	15 021	15 021
Non-Technical Manpower 非主要職能人員					
000	Non-Technical Manpower 非主要職能人員	28 317	776	29 093	29 115
Total 總數		278 640	9 996	288 636	288 971

Note: 註:

The number refers to headcounts.

有關數字指總人數。

2019 Retail Trade Manpower Survey

零售業 2019 年人力調查

Table 4 : Distribution of Average Monthly Wage Range of Employees by Job Level

表 4 : 僱員每月平均工資幅度分布情況 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度					
		Over \$50,000 \$50,000以上	\$30,001 - \$50,000	\$20,001 - \$30,000	\$15,001 - \$20,000	\$10,001 - \$15,000	Under \$10,001 \$10,001以下
Managerial 經理級							
112 Operations / Retail Manager 營運／零售經理	1 433	11.9%	48.4%	39.7%	0.0%	0.0%	0.0%
113 District / Area Manager 分區／地區經理	864	8.0%	74.8%	16.2%	1.1%	0.0%	0.0%
114 Store Manager 店鋪經理	8 169	2.2%	23.3%	68.4%	6.0%	0.0%	0.0%
115 Marketing Manager 市場推廣經理	541	12.3%	69.8%	18.0%	0.0%	0.0%	0.0%
116 Sales Manager 銷售經理	1 348	7.3%	56.5%	36.1%	0.0%	0.0%	0.0%
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理	346	5.0%	22.6%	16.1%	56.3%	0.0%	0.0%
118 Merchandising Manager 採購經理	639	36.9%	35.2%	26.8%	1.1%	0.0%	0.0%
119 Logistics / Distribution / Warehouse Manager 物流／運輸／倉庫經理	412	15.3%	43.9%	40.2%	0.7%	0.0%	0.0%
120 Training Manager 培訓經理	148	8.2%	45.1%	45.9%	0.8%	0.0%	0.0%
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理	169	7.1%	59.3%	33.6%	0.0%	0.0%	0.0%
122 E-commerce Manager 電子商務經理	341	2.9%	17.0%	23.9%	22.9%	33.3%	0.0%
123 Business Analysis Manager 業務分析經理	75	12.7%	81.0%	6.3%	0.0%	0.0%	0.0%
Sub Total 分類總數		6.7%	36.5%	50.6%	5.3%	0.9%	0.0%
Supervisory 主任級							
211 Store Supervisor 店鋪／分店主任	22 155	0.0%	3.3%	52.5%	37.0%	7.2%	0.0%
212 Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師	312	0.0%	12.0%	53.4%	34.7%	0.0%	0.0%
213 Logistics/Distribution / Warehouse Officer / Executive 物流／運輸／倉庫主任	853	0.0%	0.0%	37.6%	62.4%	0.0%	0.0%
214 Public Relations / Advertising / Marketing Officer / Executive 公共關係／廣告／市場推廣主任	586	0.0%	0.7%	50.6%	48.8%	0.0%	0.0%
215 Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任	780	0.0%	0.0%	18.6%	32.0%	49.4%	0.0%
216 Merchandising Officer / Executive 採購主任	1 514	0.0%	8.7%	46.6%	44.8%	0.0%	0.0%
217 Training Officer / Executive 培訓主任	158	0.0%	3.0%	52.5%	44.6%	0.0%	0.0%
218 E-commerce Officer / Executive 電子商務主任	1 610	0.0%	0.2%	20.4%	61.9%	17.5%	0.0%
219 Business Analysis Officer / Executive 業務分析主任	32	0.0%	0.0%	72.0%	28.0%	0.0%	0.0%
Sub Total 分類總數		0.0%	3.2%	48.9%	39.6%	8.3%	0.0%

2019 Retail Trade Manpower Survey

零售業 2019 年人力調查

Table 4 : Distribution of Average Monthly Wage Range of Employees by Job Level

表 4 : 僱員每月平均工資幅度分布情況 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度					
		Over \$50,000 \$50,000以上	\$30,001 - \$50,000	\$20,001 - \$30,000	\$15,001 - \$20,000	\$10,001 - \$15,000	Under \$10,001 \$10,001以下
Sales 售貨員級							
311 Senior Sales 高級售貨員	50 754	0.0%	0.7%	18.9%	49.4%	31.1%	0.0%
312 Sales / Sales Trainee 售貨員／見習售貨員	81 967	0.0%	0.6%	8.0%	25.0%	65.9%	0.6%
Sub Total 分類總數	132 721	0.0%	0.7%	12.3%	34.7%	51.9%	0.3%
Part-time Sales/Services 售貨員／服務員（兼職）							
411 Sales / Service Staff (Part Time) 售貨員／服務員(兼職)	49 345	0.0%	0.0%	0.0%	0.3%	10.8%	88.8%
Operative/Clerical support 輔助人員／文員級							
511 Inventory Planning Assistant 庫存計劃助理	422	0.0%	0.0%	0.0%	8.4%	91.6%	0.0%
512 Warehouseman 倉庫管理員	3 755	0.0%	0.0%	1.9%	18.1%	79.6%	0.4%
513 Marketing Assistant 市場推廣助理	244	0.0%	0.0%	0.0%	41.1%	58.9%	0.0%
514 Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理	428	0.0%	0.0%	0.0%	24.5%	75.5%	0.0%
515 E-commerce Assistant 電子商務助理	3 729	0.0%	0.0%	10.3%	58.8%	28.4%	2.5%
516 Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理	371	0.0%	0.0%	0.0%	46.6%	53.4%	0.0%
517 Merchandising Assistant 採購助理	1 802	0.0%	0.0%	13.6%	39.0%	47.4%	0.0%
Sub Total 分類總數	10 751	0.0%	0.0%	6.9%	38.4%	53.6%	1.0%
Owner/Sole Proprietor/Working Partner 東主／獨資經營者／執行合夥董事							
198 Owner / Sole Proprietor / Working Partner 東主／獨資經營者／執行合夥董事	15 021	1.7%	1.6%	33.3%	35.5%	20.7%	7.3%
Total 總數	250 323	0.5%	2.9%	17.8%	28.5%	35.9%	14.5%

Table 5 : Preferred Educational Level of Employees by Job Level

表 5 : 僱員宜有的教育程度 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度					
		Postgraduate Degree 研究生學位	First Degree 學士學位	Sub-degree (e.g.Higher Diploma) 副學位 (例如高級文憑)	Diploma/ Certificate 文憑／證書	Secondary 4 to 7 中四至中七	Secondary 3 or below 中三或以下
Managerial 經理級							
112 Operations / Retail Manager 營運／零售經理	1 433	3.2%	66.9%	7.3%	17.5%	5.0%	0.0%
113 District / Area Manager 分區／地區經理	864	0.0%	82.3%	7.7%	10.0%	0.0%	0.0%
114 Store Manager 店鋪經理	8 169	0.0%	26.2%	9.7%	56.1%	8.0%	0.0%
115 Marketing Manager 市場推廣經理	541	8.0%	87.0%	5.0%	0.0%	0.0%	0.0%
116 Sales Manager 銷售經理	1 348	1.8%	74.5%	1.6%	22.1%	0.0%	0.0%
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理	346	4.8%	89.8%	4.4%	1.0%	0.0%	0.0%
118 Merchandising Manager 採購經理	639	16.4%	72.3%	4.2%	7.1%	0.0%	0.0%
119 Logistics / Distribution / Warehouse Manager 物流／運輸／倉庫經理	412	17.5%	58.4%	14.1%	5.8%	4.2%	0.0%
120 Training Manager 培訓經理	148	4.4%	89.7%	1.5%	0.0%	4.4%	0.0%
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理	169	2.6%	97.4%	0.0%	0.0%	0.0%	0.0%
122 E-commerce Manager 電子商務經理	341	2.8%	59.0%	16.4%	0.0%	21.9%	0.0%
123 Business Analysis Manager 業務分析經理	75	12.5%	87.5%	0.0%	0.0%	0.0%	0.0%
Sub Total 分類總數	14 485	2.2%	46.7%	8.1%	37.2%	5.8%	0.0%
Supervisory 主任級							
211 Store Supervisor 店鋪／分店主任	22 155	0.0%	3.6%	18.0%	40.7%	36.5%	1.2%
212 Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師	312	0.0%	45.9%	45.9%	6.7%	1.5%	0.0%
213 Logistics / Distribution / Warehouse Officer / Executive 物流／運輸／倉庫主任	853	0.0%	39.9%	18.4%	19.2%	22.5%	0.0%
214 Public Relations / Advertising / Marketing Officer / Executive 公共關係／廣告／市場推廣主任	586	0.0%	58.6%	26.8%	8.9%	5.7%	0.0%
215 Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任	780	0.0%	8.7%	18.9%	14.3%	58.1%	0.0%
216 Merchandising Officer / Executive 採購主任	1 514	0.0%	21.6%	39.5%	24.7%	14.2%	0.0%
217 Training Officer / Executive 培訓主任	158	0.0%	37.5%	34.2%	12.5%	15.8%	0.0%
218 E-commerce Officer / Executive 電子商務主任	1 610	0.0%	9.7%	4.4%	10.7%	68.5%	6.6%
219 Business Analysis Officer / Executive 業務分析主任	32	0.0%	92.9%	7.1%	0.0%	0.0%	0.0%
Sub Total 分類總數	28 000	0.0%	7.9%	18.8%	35.6%	36.3%	1.4%

Table 5 : Preferred Educational Level of Employees by Job Level

表 5 : 僱員宜有的教育程度 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度				
		Postgraduate Degree 研究生學位	First Degree 學士學位	Sub-degree (e.g.Higher Diploma) 副學位 (例如高級文憑)	Diploma/ Certificate 文憑／證書	Secondary 4 to 7 中四至中七
Sales 售貨員級						
311 Senior Sales 高級售貨員	50 754	0.0%	0.1%	0.6%	12.5%	76.4%
312 Sales / Sales Trainee 售貨員／見習售貨員	81 967	0.0%	0.0%	0.2%	10.4%	79.2%
Sub Total 分類總數	132 721	0.0%	0.0%	0.3%	11.2%	78.1%
Part-time Sales/Services 售貨員／服務員 (兼職)						
411 Sales / Service Staff (Part Time) 售貨員／服務員 (兼職)	49 345	0.0%	0.0%	0.2%	9.8%	62.3%
Operative/Clerical support 輔助人員／文員級						
511 Inventory Planning Assistant 庫存計劃助理	422	0.0%	0.9%	3.0%	94.1%	2.1%
512 Warehouseman 倉庫管理員	3 755	0.0%	0.0%	0.1%	35.4%	37.9%
513 Marketing Assistant 市場推廣助理	244	0.0%	13.6%	27.3%	31.8%	27.3%
514 Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理	428	0.0%	0.3%	6.7%	36.5%	56.4%
515 E-commerce Assistant 電子商務助理	3 729	0.0%	5.6%	3.6%	54.4%	36.4%
516 Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理	371	0.0%	0.0%	5.6%	61.1%	33.2%
517 Merchandising Assistant 採購助理	1 802	0.0%	6.4%	1.5%	20.1%	71.7%
Sub Total 分類總數	10 751	0.0%	3.3%	2.5%	42.8%	41.6%
Total 總數	235 302	0.1%	4.2%	3.2%	17.2%	63.9%
						11.3%

2019 Retail Trade Manpower Survey
零售業 2019 年人力調查
Table 6 : Preferred Relevant Years of Experience of Employees by Job Level
表 6 : 僱員宜有的相關年資 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度			
		10 years or above 十年或以上	6 years - less than 10 years 六年至十年以下	3 years - less than 6 years 三年至六年以下	1 year - less than 3 years 一年至三年以下
Managerial 經理級					
112 Operations / Retail Manager 營運／零售經理	1 433	18.9%	44.9%	33.0%	3.3%
113 District / Area Manager 分區／地區經理	864	19.3%	56.1%	24.4%	0.2%
114 Store Manager 店鋪經理	8 169	5.0%	56.9%	38.1%	0.1%
115 Marketing Manager 市場推廣經理	541	4.6%	82.0%	13.5%	0.0%
116 Sales Manager 銷售經理	1 348	3.1%	64.8%	28.3%	3.8%
117 Customer Services / Customer Relationship Management Manager 客戶服務／客戶關係管理經理	346	3.1%	91.5%	5.4%	0.0%
118 Merchandising Manager 採購經理	639	20.6%	66.9%	12.5%	0.0%
119 Logistics / Distribution / Warehouse Manager 物流／運輸／倉庫經理	412	11.4%	65.5%	23.1%	0.0%
120 Training Manager 培訓經理	148	9.6%	69.9%	20.6%	0.0%
121 Visual Merchandising / Graphic Design Manager 視覺營銷／平面設計經理	169	0.6%	88.3%	11.0%	0.0%
122 E-commerce Manager 電子商務經理	341	0.3%	30.6%	47.8%	21.3%
123 Business Analysis Manager 業務分析經理	75	4.2%	94.4%	1.4%	0.0%
Sub Total 分類總數	14 485	7.7%	58.7%	32.4%	1.2%
Supervisory 主任級					
211 Store Supervisor 店鋪／分店主任	22 155	0.9%	19.5%	64.8%	14.8%
212 Visual Merchandising Officer / Executive ; Graphic Designer 視覺營銷主任／平面設計師	312	1.1%	6.7%	78.9%	13.3%
213 Logistics / Distribution / Warehouse Officer / Executive 物流／運輸／倉庫主任	853	0.0%	4.4%	79.9%	15.7%
214 Public Relations / Advertising / Marketing Officer / Executive 公共關係／廣告／市場推廣主任	586	0.0%	6.1%	77.7%	16.2%
215 Customer Services / Customer Relationship Management Officer / Executive 客戶服務／客戶關係管理主任	780	0.0%	2.6%	45.5%	51.7%
216 Merchandising Officer / Executive 採購主任	1 514	0.0%	2.5%	76.9%	20.7%
217 Training Officer / Executive 培訓主任	158	0.0%	2.5%	82.5%	8.3%
218 E-commerce Officer / Executive 電子商務主任	1 610	0.0%	0.1%	22.6%	77.3%
219 Business Analysis Officer / Executive 業務分析主任	32	0.0%	0.0%	100.0%	0.0%
Sub Total 分類總數	28 000	0.7%	16.1%	63.4%	19.8%

2019 Retail Trade Manpower Survey
零售業 2019 年人力調查
Table 6 : Preferred Relevant Years of Experience of Employees by Job Level
表 6 : 僱員宜有的相關年資 (按職級劃分)

Job Level 職級	Total no. of employees 僱員人數	Educational Level 教育程度				
		10 years or above 十年或以上	6 years - less than 10 years 六年至十年以下	3 years - less than 6 years 三年至六年以下	1 year - less than 3 years 一年至三年以下	
		Less than 1 year 一年以下				
Sales 售貨員級						
311 Senior Sales 高級售貨員	50 754	0.0%	4.8%	51.1%	43.5%	0.7%
312 Sales / Sales Trainee 售貨員／見習售貨員	81 967	0.0%	0.9%	6.3%	65.8%	27.1%
Sub Total 分類總數	132 721	0.0%	2.4%	23.6%	57.2%	16.9%
Part-time Sales/Services 售貨員／服務員（兼職）						
411 Sales / Service Staff (Part Time) 售貨員／服務員（兼職）	49 345	0.0%	0.0%	2.4%	11.5%	86.1%
Operative/Clerical support 輔助人員／文員級						
511 Inventory Planning Assistant 庫存計劃助理	422	0.0%	0.0%	0.0%	95.9%	4.1%
512 Warehouseman 倉庫管理員	3 755	0.0%	0.0%	2.1%	64.5%	33.5%
513 Marketing Assistant 市場推廣助理	244	0.0%	0.0%	1.9%	72.7%	25.3%
514 Customer Services / Customer Relationship Management Assistant 客戶服務／客戶關係管理助理	428	0.0%	0.0%	0.3%	77.9%	21.8%
515 E-commerce Assistant 電子商務助理	3 729	0.0%	0.0%	44.5%	49.1%	6.4%
516 Visual Merchandising / Graphic Design Assistant 視覺營銷／平面設計助理	371	0.0%	0.0%	1.7%	91.7%	6.6%
517 Merchandising Assistant 採購助理	1 802	0.0%	0.0%	10.0%	62.3%	27.7%
Sub Total 分類總數	10 751	0.0%	0.0%	18.6%	61.1%	20.4%
Total 總數	235 302	0.6%	7.3%	25.5%	41.6%	25.0%