CCI FRANCE CHINE
中国法国工商会

# HR Working Group
# 人力资源研讨会
# Best practices of recruitment strategies and channels
# 招聘战略及渠道的最佳实践操作

Tuesday, June 22nd

4:00 pm - 5:30 pm

**Eko Deng**
**HR Manager**
**BUT Sourcing**

**Lorraine WANG**
**Head of Human Resources**
**Tricor-China**

# Agenda 活动流程

| 时间 | 内容 | 演讲者 | 公司 |
|---|---|---|---|
| 16:00–16:05 | 中国法国工商会人力资源工作组及HR服务介绍 | Laurence LIU | 中国法国工商会 |
| 16:05–16:10 | 企业国际志愿者项目及最新进展介绍 | Elisabeth HUANG | 法国驻广州领事馆商务部 |
| 16:10–16:30 | 招聘经验分享:<br>提供最佳候选人的招聘渠道 | Eko DENG | BUT Sourcing |
| 16:30–16:55 | 招聘经验分享:<br>预测人员需求，系统化开展招聘配置<br>结构化面试之外的人才选拔工具 | Lorraine WANG | Tricor China |
| 16:55–17:30 | 问答环节&自由讨论 | All | All |

# CCI FRANCE CHINE
# 中国法国工商会

- Beijing
- Guangzhou
- Shanghai
- Shenzhen

Communication

Event

Government Affair

Business Support

Business Center

Training

Recruitment

Fast Track Business Visa

WWW.CCIFC.ORG

WeChat

Linkedin

Site

# Human Resource Working Group 华南人力资源工作组

**1. 成立目的**

Discussing HR hotspots 讨论HR热点问题

Sharing expertise and experiences 分享经验

Inspiring new ideas 收获新想法

**2. 举办频率和收费**

每季度举办一次

对法商会会员免费

**3. 获取活动信息的渠道**

法国商会官网、华南HR 微信群、法国商会Mailing、

法国商会官方微信公众号（CCIFRANCECHINE），邮件/微信邀请

**4. 工作组协调员**

Eko DENG – BUT Sourcing

Lorraine WANG – Tricor China

Laurence LIU – CCI FRANCE CHINE

# Human Resource Working Group 华南人力资源工作组

往期活动主题：

Hot labor law topics that have attracted much attention from enterprises in 2020
2020备受企业关注的热点劳动法律问题

Management of Labor Relations during the Epidemic - Focus on particular practices in South China region
疫情期间劳动关系的管理-聚焦解读华南地区政策

Stimulating Employees' Autonomous Initiative

员工激励的有效策略

…..

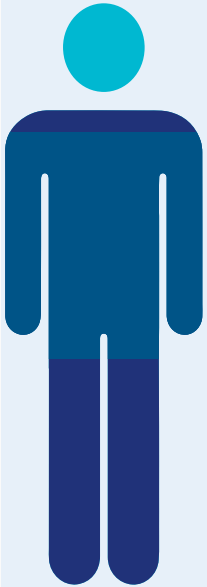
**Stay close with South China HR working group of CCI FRANCE CHINE!**
**请持续关注CCI FRANCE CHINE华南人力资源工作组!**

企业国际志愿者项目（V.I.E）

# V.I.E项目在中国

2021年6月22

# V.I.E项目是什么？



## 灵活的项目：

法国企业以V.I.E的形式，派遣年龄在**18至28**岁，来自**法国或欧洲经济区其它国家**的年轻人到海外任职，为期**6到24个月**。

- 派遣公司：依据法国法律成立的法国公司
- 接待单位：法国公司在海外的子公司、代表处、合作单位或有资质的接待企业或机构（如CCIFC）

## 简便的管理：

由法国商务投资署负责V.I.E的行政事务：招聘、派遣、代发津贴、提供社会保障等

## 受优待的地位：

V.I.E与企业之间不存在合同关系，V.I.E项目由法国外贸部授权批准，享有受保护的“公共”身份。法国商务投资署分别与V.I.E和企业签订合约

## V.I.E 合同

# V.I.E候选人的特点？

来自法国或欧洲经济区其它国家

工作类型多样 → 可胜任各种工作

商务类

- 市场研究，商务拓展
- 合同执行及监督

技术类

- 生产和质量控制，审计
- 研发、技术分析、工程
- 金融市场分析

超4万求职者→工作有动力

*https://mon-vie-via.businessfrance.fr/为企业提供求职者资料*

80%的人拥有研究生及以上学历

58%

25 - 28岁

有一定工作经验 →

- 容易上手
- 容易申请来华工作签证

# 优势和帮助

### 税收和财务优势

➢ 税费计算：从法国企业的营业额中**扣除**V.I.E津贴后再计算税费

➢ 将V.I.E**纳入**与计算学徒税的“学徒”指标中(等于或大于250名员工)

### 各大区提供给企业的补贴

➢ 符合条件的企业可以享受到所在大区的补贴，补贴比例最多达50%（见附表）

### 重振补贴

- **金额: 5 000 €** /V.I.E (每家公司最多享有两次)
- 新任V.I.E或 V.I.E延期, 任期至少12个月
- V.I.E合同生效后支付

➢ **主要针对中小企业**

➢ **对大集团也适用**, 条件是雇用以下类型的候选人 :

- “短期培训”人员 (最多 Bac+3) : 每家公司最多享有两次
- 来自“城市优先区域”: 每家公司最多享有两次

### 拓展海外市场的保险

**BpiFrance(法国国家银行)推出的企业国际业务发展险**为法国企业开展海外考察活动提供保障

在中国还可享有更多的支持（保障比例达65%）

→ V.I.E服务的费用也属“海外考察活动”范畴

### V.I.E招聘服务

➢ **我们提供量身定制的解决方案，以挑选合适候选人:**

- 整体性: 招聘和人力资源管理体系
- 根据项目要求: 简历的预选及申请资格预审

**在中国的客户满意度达100%！**

除https://mon-vie-via.businessfrance.fr/为企业提供求职者资料外:

→法国商务投资署拥有一支专业招聘团队为有需要的企业精心挑选V.I.E候选人

→通过中国法国工商会(CCIFC)及其它社团

→通过法国商务投资署合作招聘机构

# 法国各大区提供给中小企业的补贴

BUSINESSFRANCE

## FINANCEMENTS REGIONAUX DU V.I.E POUR LES PME*

*Mai 2020*

VIE

| | |
|---|---|
| Auvergne Rhône Alpes | • **50%** des indemnités versées au V.I.E et des frais de protection sociale et de gestion pour le 1er V.I.E sur la période initiale du contrat<br>• **25%** en cas de prolongement du contrat<br>Détails ici |
| Bourgogne Franche Comté | • Dispositif Croissance : **50% des indemnités versées au V.I.E** sur la durée du contrat (maximum 2 V.I.E par PME) |
| Bretagne | • **Pass Export V.I.E : 30% des indemnités versées au V.I.E pendant 18 mois** (50% de l'aide versée au démarrage, le solde en fin de mission) |
| Centre Val de Loire | • Dispositif CAP EXPORT. Bonus RH pour tout recrutement d'un V.I.E : subvention de 20 000 € maximum/recrutement (dans la limite de 2 recrutements durant le programme), sur la base de 50 % des indemnités versées au V.I.E et des frais de protection sociale et de gestion sur 2 ans |
| Grand Est | • BE EST EXPORT : Diagnostic export et accompagnement ciblage marchés ouvrant droit à une subvention de 50% des premières dépenses de mise en œuvre du plan d'action export post-diagnostic, plafonnée à 20 000€ par entreprise. Le recours à un premier V.I.E dans la zone ciblée (dans la limite des 12 premiers mois) est éligible à ce dispositif régional |
| Hauts de France | • A hauteur de **6.000 €** par projet lorsque l'indemnité V.I.E est inférieure à 2.500 € par mois<br>• A hauteur de **9.000 €** par projet lorsqu'elle est supérieure à 2.500 € par mois<br>• Pour le 2ème et le 3ème V.I.E aidé, application d'un rabais de **50%**<br>• Aides versées pour des missions de développement commercial uniquement et de 12 mois minimum<br>• **50%** du coût des prestations de recrutement du candidat et du coaching commercial du V.I.E, proposés par Business France |
| Ile de France | • Dispositifs PM'UP et TP'UP : **50 % des indemnités versées au V.I.E** |
| Normandie | • Dispositif Impulsion Export :<br>**50 % des indemnités versées pour le 1er V.I.E** sur la première année du contrat (40% de l'indemnité au démarrage, le solde en fin de mission)<br>**25 % des indemnités versées aux V.I.E suivants** ou en cas de prolongement du contrat<br>• Dispositif Ticket Modérateur :<br>**50% du coût HT des prestations de recrutement** du candidat et du coaching sectoriel proposés par Business France |
| Nouvelle Aquitaine | • Dispositif Talent'Export : **50 % des indemnités versées au V.I.E de 12 à 24 mois** (plafonné à 20.000 €)<br>Dispositif du Comité Interprofessionnel Vins Bordeaux (CIVB): **50% des indemnités versées au V.I.E** |
| Occitanie | • Dispositifs PASS EXPORT et CONTRAT EXPORT : **50 % maximum des indemnités versées au V.I.E** et des frais de protection sociale et de gestion |
| Outre-Mer** | • Financements du ministère des Outre-mer : **50% des indemnités versées au V.I.E** et des frais de protection sociale et de gestion<br>• **50% du coût HT des prestations de recrutement** du candidat proposées par Business France |
| Région Sud | • Subventions du Conseil Régional via l'IMED<br>- V.I.E à temps plein : **forfait de 10 000€** (ou 15 000€ pour les primo-ex portateurs et pays prioritaires définis par la Région)<br>- V.I.E à temps partagé : **20% des coûts de la mission** (indemnités versées au V.I.E, frais de protection sociale et de gestion, billet et transport des bagages aller-retour et autres frais annexes à préciser auprès de l'IMED) |
| Corse | • ADEC - **80% des indemnités versées au** V.I.E et des frais de protection sociale et de gestion la première année la première année, puis **50%** la seconde |
| Pays de la Loire | • **100% des indemnités versées au V.I.E commercial** (V.I.E technique exclu) pendant 12 mois<br>• **100% du coût des prestations de recrutement** du candidat proposées par Business France (plafond de 1500 €)<br>• **100% du coût de la prestation de coaching sectoriel** du V.I.E proposée par Business France (plafond de 1500 €) |

NB : Le **GEM** finance pour ses adhérents, les professionnels de l'ameublement et de la seconde transformation du bois : 50% des indemnités versées au V.I.E et des frais de protection sociale et de gestion pour la durée de la mission. Contact : Sylvain BIARD - sylvain.biard@businessfrance.fr – 01.40.73.35.76

*sous réserve des conditions d'éligibilité propre à chaque région

**Outre-Mer, hors Territoires du Pacifique et Saint-Barthélemy

FRANCE RELANCE

# 选择V.I.E的5个理由

## 竞争力

- 既可以用上稳定、高素质的人才，又对公司的人员编制无影响
- 费用有吸引力(可享受减税、经济援助及大区补贴等优惠)
- 年轻人可获得有利的津贴

## 高质量人才

- 有动力、高素质、容易上手
- 工作类型多样
- 多种人才可供选择
- 企业未来的潜在新员工(很多VIE任期结束得到留用)

## 灵活

- 合同可续签一次，最长可达24个
- 在任期可更改派遣国家
- 可进行区域间的工作任务，最多可覆盖8个国家和地区

## 安全

- 公共安全保护 (在使领馆管辖内)
- 定制的安全建议

## 简单

- 法国商务投资署负责V.I.E行政管理(招聘、合同、派遣等），企业可以更多地把精力集中在公司运作上

# 疫情期间V.I.E如何到达中国内地和办理签证

## 招聘来自法国（或中国以外）的候选人

*从2020年11月6日起：暂停赴中国签证*

***但是，也有例外：→ 可以获得中国移民局的批准***

*接待单位向所在地外办申请PU Letter (邀请函)*
*+ 向中国移民局申请工作许可通知*

法国驻华使领馆可出具支持函给外办

*凭外办签发的邀请函，V.I.E申请人可在巴黎的中国驻法大使馆获得M或Z类型的签证。*

***注意**：V.I.E申请人需获得M或者Z类型签证并具备申请工作许可证的条件后，法国商务投资署才允许其出发前往中国。*

*在中国完成隔离期（2-3周）之后，V.I.E申请人需凭相关认证证件原件，申请工作许可证和居留证。*

# 疫情期间V.I.E如何到达中国和办理签证

## 替代的解决方案

- *如果无法获得PU Letter(邀请函), 在签证暂停期间可以选择的替代方案:*

1. *在等待中国签证期间，可以先在另一个国家开始V.I.E 工作*

   → *在其它国家停留没有时间的限制，按照派遣国的标准发放津贴。如派遣国发生变更时需要更改聘用合同，同时向中国使馆递交签证申请。*

2. *聘用已在中国境内的V.I.E 候选人*

***可通过以下机构的协助招募候选人：→***

- *中国法国工商会(CCIFC)*
- *法国商务投资署合作招聘机构: 88 Jobs，Lincoln Group，Dragonfly Group*
- *在华法国社团：CCEF(法国外贸顾问)，JEF-Shanghai，Club V.I.E，Campus France(留法学友俱乐部)，French Tech*

** 如果候选人已经有工作许可证和居留证，只需将用人单位变更为新公司（ V.I.E 在中国的接待单位），申请过程约需15天-30天。*

更多信息请查询：

www.businessfrance.fr

https://mon-vie-via.businessfrance.fr/

或联系法国商务投资署驻华办公室：

xavier.chatte-ruols@businessfrance.fr

keng.huang@businessfrance.fr

电话.: +86 20 2829 2111 / +33 01 73 07 27 47

# RECRUITMENT CHANNEL THAT DELIVERS BEST CANDIDATES

BY EKO DENG @ BUT SOURCING LIMITED

# RECRUITMENT PROCESS

BSL

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# What would you do?

Dear HR
Please help to hire a “Sustainable Timber Project Manager” ASAP.

Hiring Manager

Dear HR
We will expand the team and need 30 people in 1 month.

Boss

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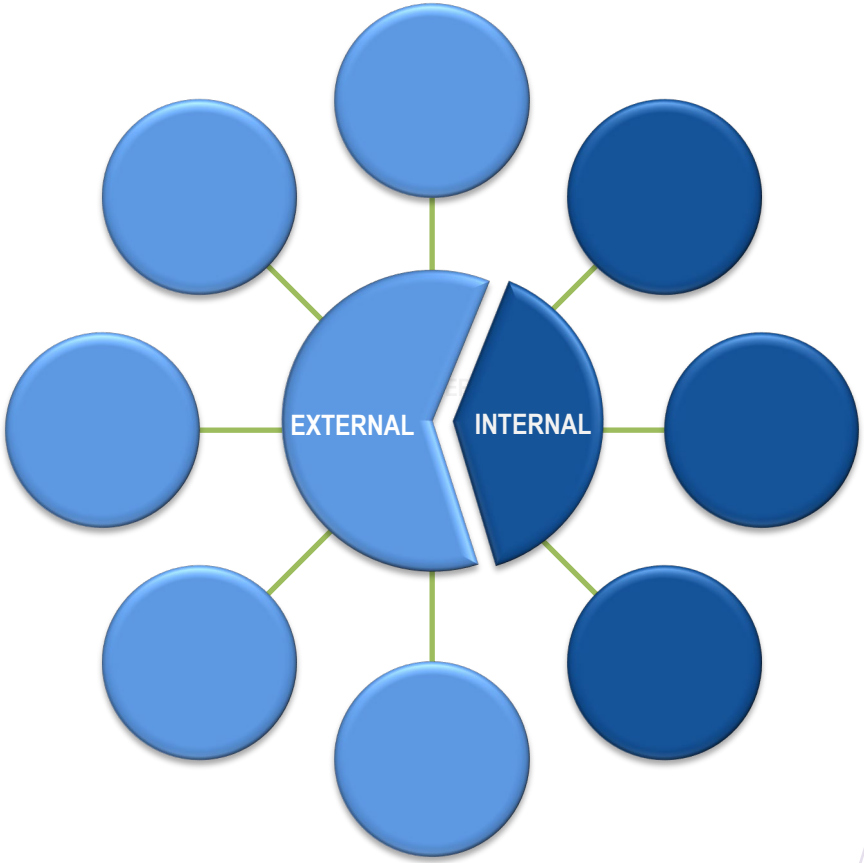
# RECRUITMENT CHANNEL

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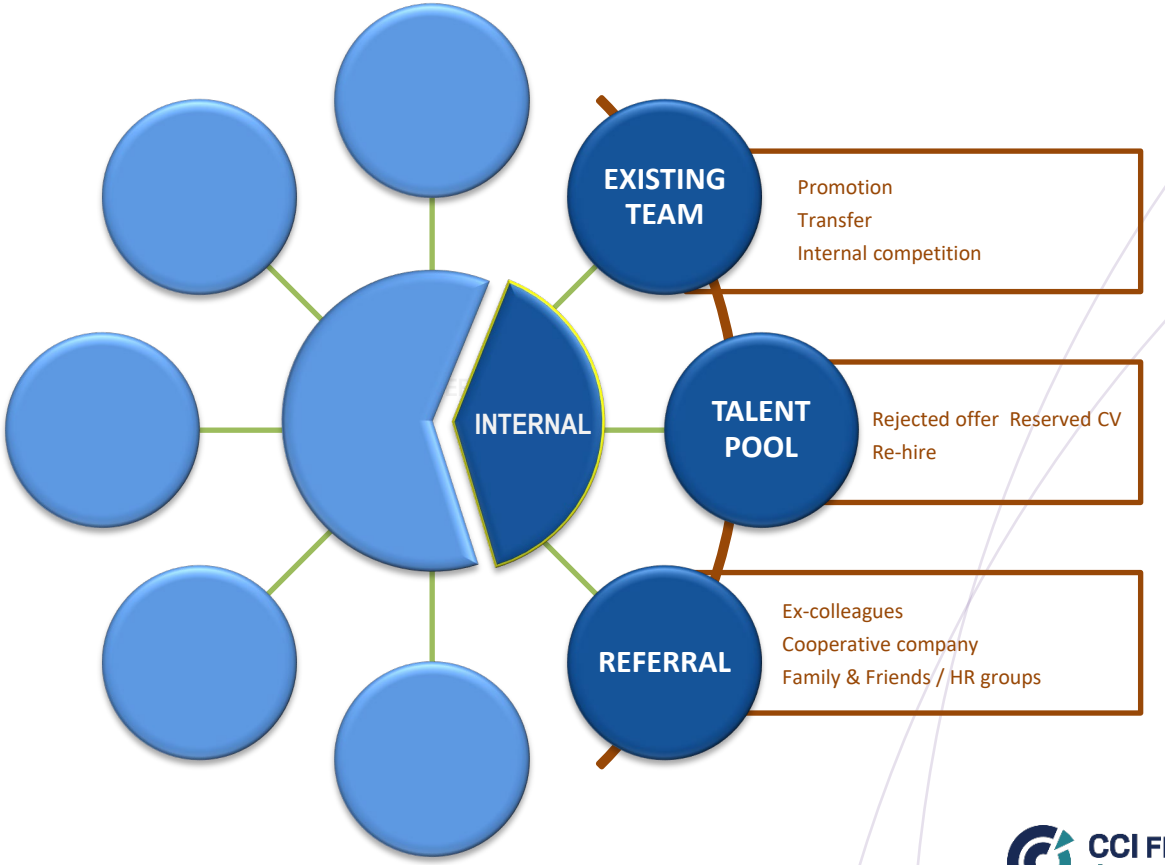
# RECRUITMENT CHANNEL

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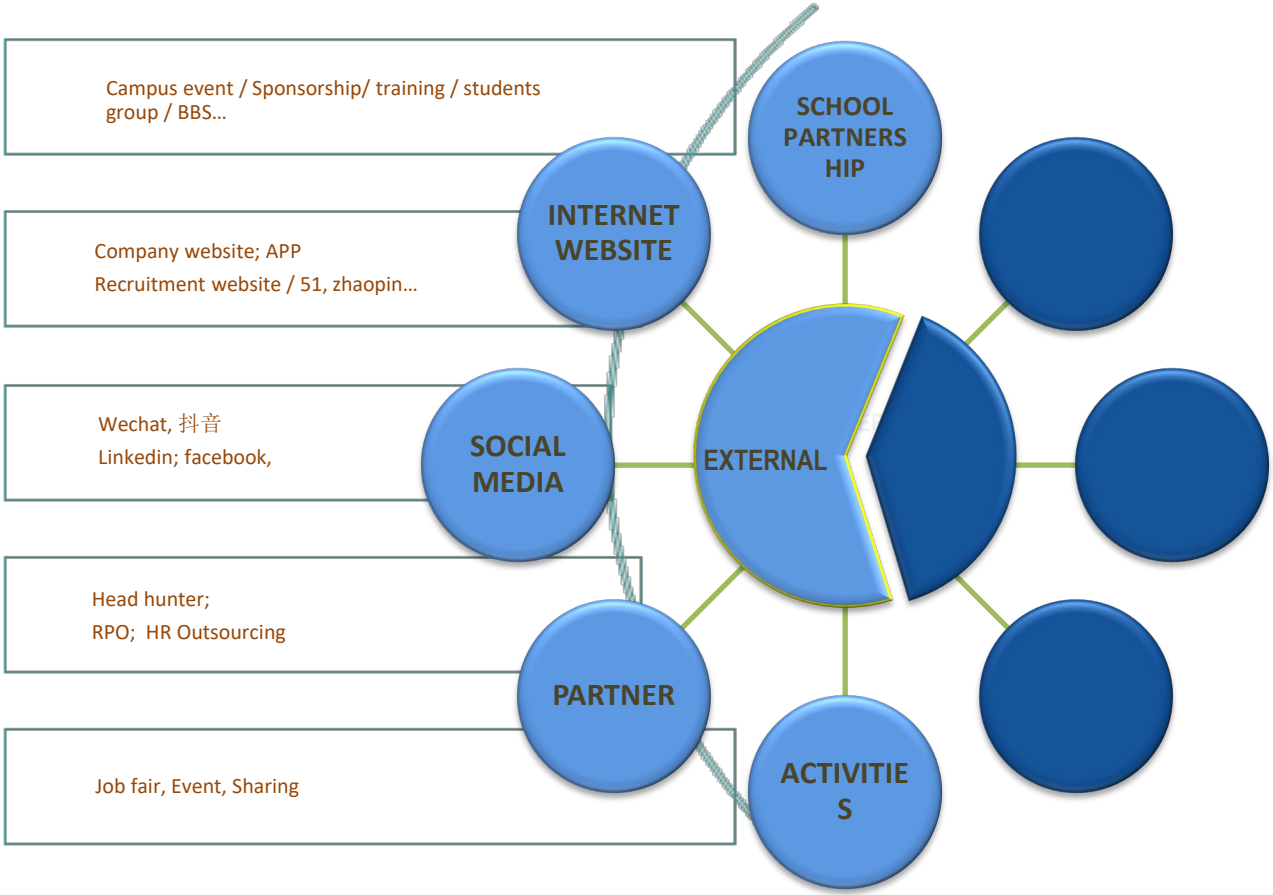
# RECRUITMENT CHANNEL

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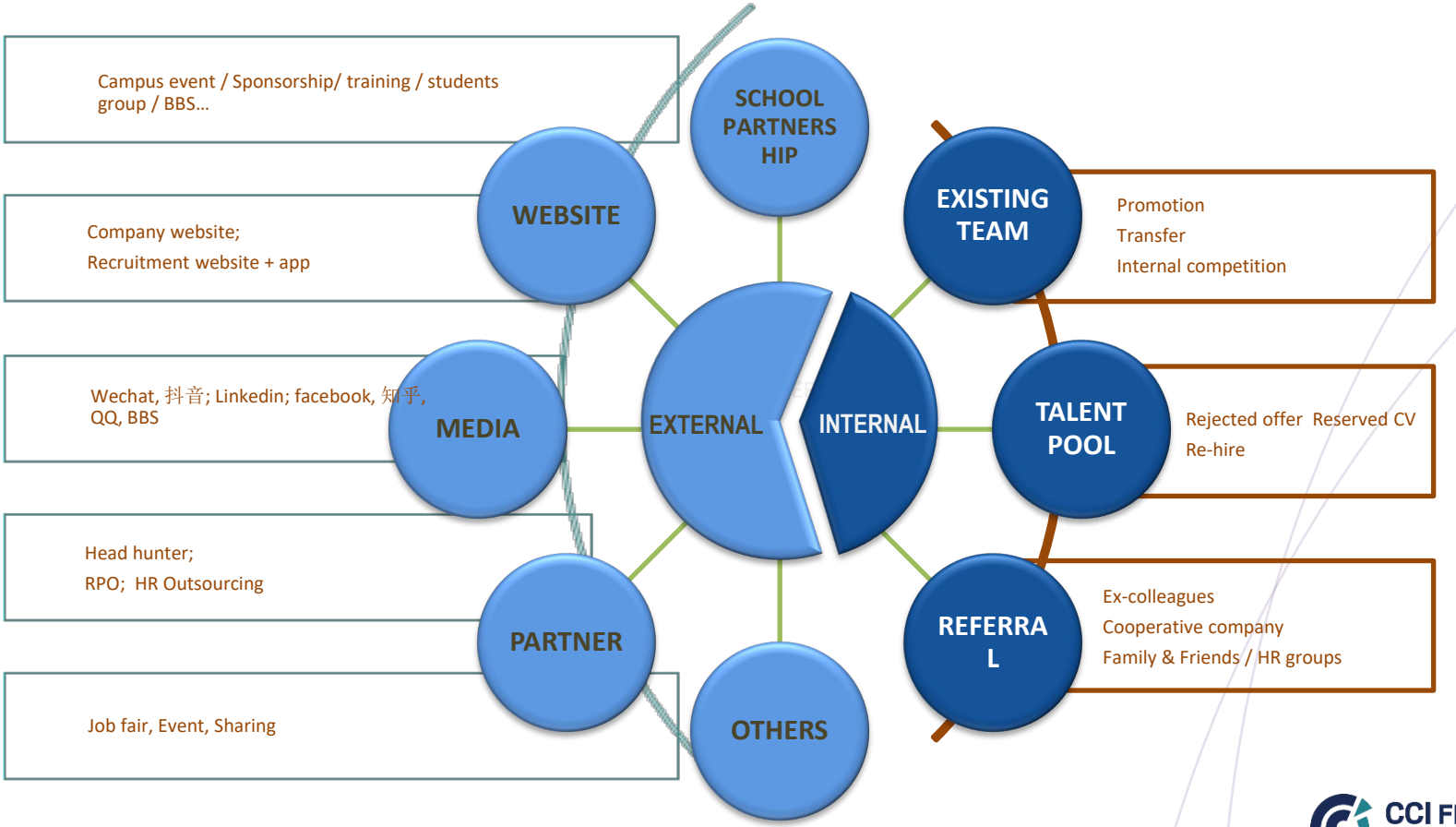
# RECRUITMENT CHANNEL

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## There is never best recruitment channel, only the most suitable / efficient channel

- Cost per hire
- Time to hire
- Quality of hire
- Employee turnover and attrition

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# THANK YOU

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# Recruitment Practice Sharing
# 招聘经验分享

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Everything starts from “Recruitment”…

一切始于“招聘”…

Everything starts **before** “Recruitment”…

一切始于“招聘”开始前…

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## Tricor China Manning Report

Report made on: 06/22/2021

| | Cost Center / Venue | Headcount as of TODAY | Total Headcount as of 30-Jun-21 | | | Total Headcount as of 31-Jul-21 | | | Total Headcount as of 31-Aug-21 | | | Total Headcount as of 30-Sep-21 | | | Total Headcount as of 31-Oct-21 | | | Total Headcount as of 30-Nov-21 | | | Total Headcount as of 31-Dec-21 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL |
| 1 | BS Shanghai | 52 | - | 15 | 67 | 5 | 3 | 65 | 3 | 1 | 63 | - | 8 | 71 | 1 | 9 | 79 | 1 | - | 78 | - | - | 78 |

In Tricor, we forecast **3-month manning projection** based on business pipeline analysis; and we look further for **6-month projection**…
在卓佳，我们根据销售渠道分析进行**3个月的人员编制预测**，同时，我们将关注力投射到**6个月后的人员编制预测**…

## Tricor China Critical Resources Control Sheet

Report made on: 06/22/2021

| | Cost Center / Level | Headcount as of TODAY | Total Headcount as of 30-Jun-21 | | | Total Headcount as of 31-Jul-21 | | | Total Headcount as of 31-Aug-21 | | | Total Headcount as of 30-Sep-21 | | | Total Headcount as of 31-Oct-21 | | | Total Headcount as of 30-Nov-21 | | | Total Headcount as of 31-Dec-21 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL | (-) | (+) | TTL |
| 1 | BS Director | 3 | | | 3 | | | 3 | | 1 | 4 | | | 4 | | | 4 | | | 4 | | | 4 |
| | Associate Director | 2 | | | 2 | | 1 | 3 | | | 3 | | | 3 | | | 3 | | | 3 | | | 3 |

We apply Pareto's Principle to identify our 20% Key Critical Resources, by level, and by individual…
在卓佳，我们根据帕累托定理，关注**20%的关键人才**…按级别，并且定位到个人…

We **retain proactively** them before resignation is tendered…

我们在离职率发生前**主动采取留用措施**…

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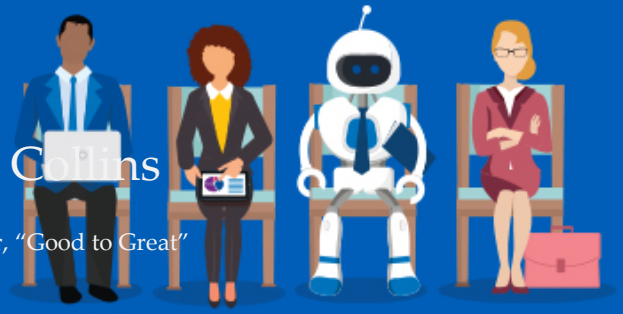
**People are not your greatest asset, the right people are.**

人才不是你最大的财富，适合的人才才是。

Jim Collins

Author, “Good to Great”



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# Ultimate Goal - Right Fit
# 终极目标 – 匹配

## 01. Technical
## 技能

- Fundamental Requirements
  基本要求

## 02. Temperament
## 性情气质

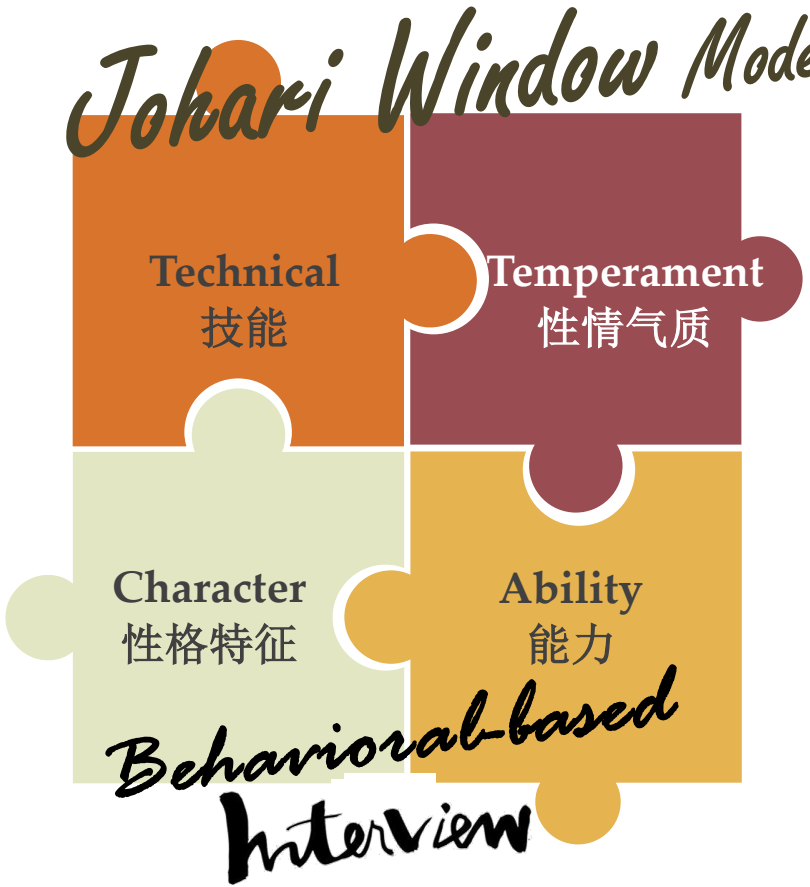
- Personal Traits 个性
- Behavioral Pattern
  行为模式

## 04. Character
## 性格特征

- Maturity and Reliability
  成熟度及可靠性
  (to use their ability right
  正确运用其能力)

## 03. Ability
## 能力

- Capability to Learn
  学习能力

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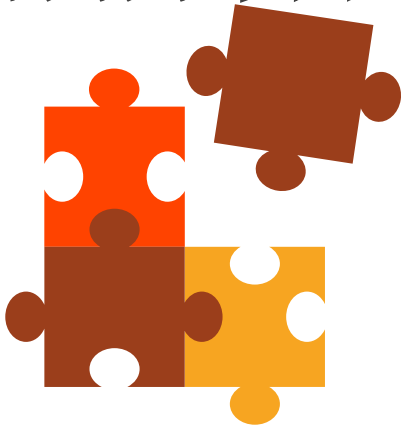
# /01

# Behavioral-based Interview

## 行为为本面试



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Every object remains in its existing state of rest or motion… 物体会保持其静止或运动的状态…

unless it is acted upon by an external force… 直至外力迫使它改变原有运动状态…

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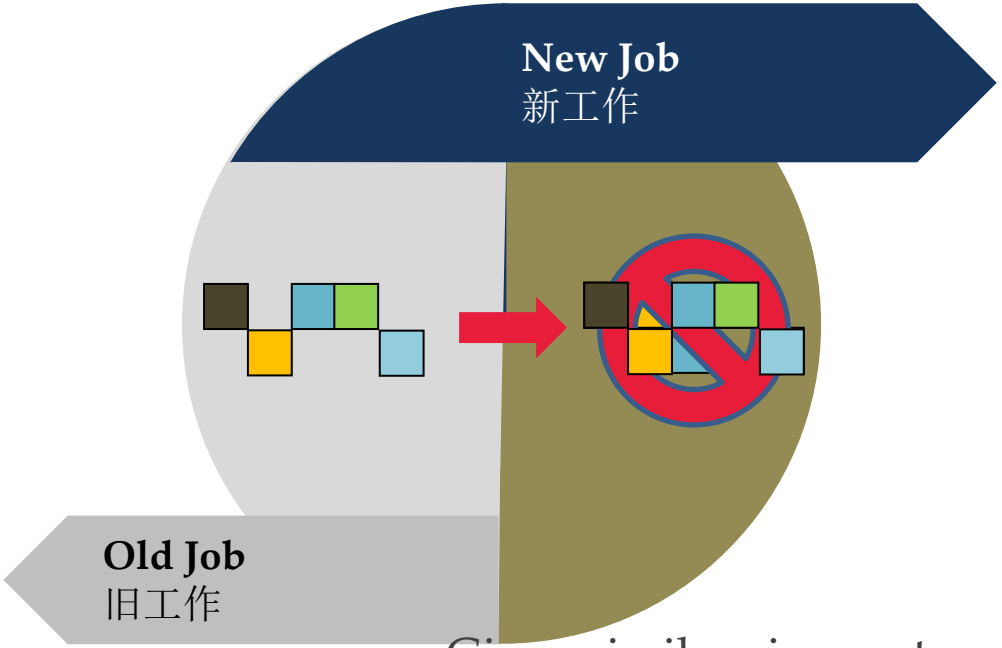
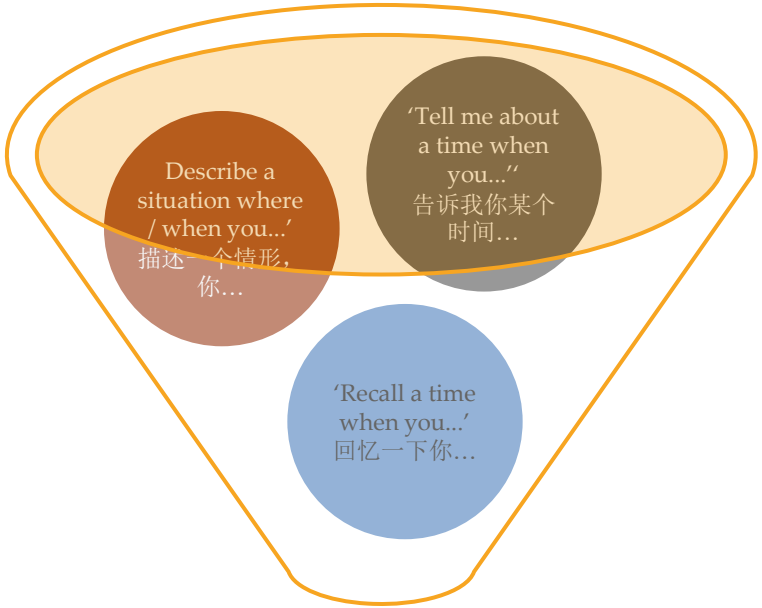
Inertia model applies to people's behavior patterns as well…
惯性模式同样适用于人的行为模式…




Given similar circumstances 相似情况下，
an individual will repeat past behaviors 人会重复过往的行为。




Funnelling
漏斗型问题

## Probing 探查型问题

**S** — Situation 情形
What was the exact situation?
当时具体情形是怎样的？
What was the problem?
问题是什么？

**T** — Task 任务目标
Who were involved?
涉及什么人？
What was required to achieve?
需要达成什么样的目标？

**A** — Action 具体措施
What had been done?
做了些什么？
Why did you do that?
为什么采取这样的行动？

**R** — Result 结果成效
What was the outcome?
结果是什么？
Would you do differently next time?
下次会否有什么不同的做法？

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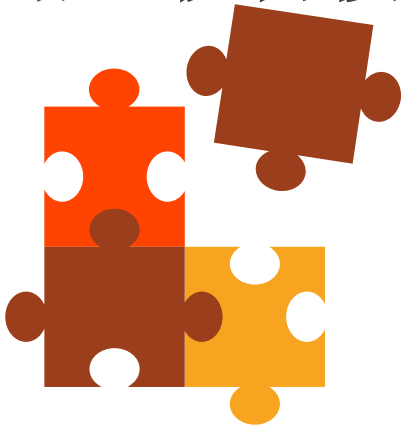
# /01

# Johari Window Model

## 乔哈里视窗模型



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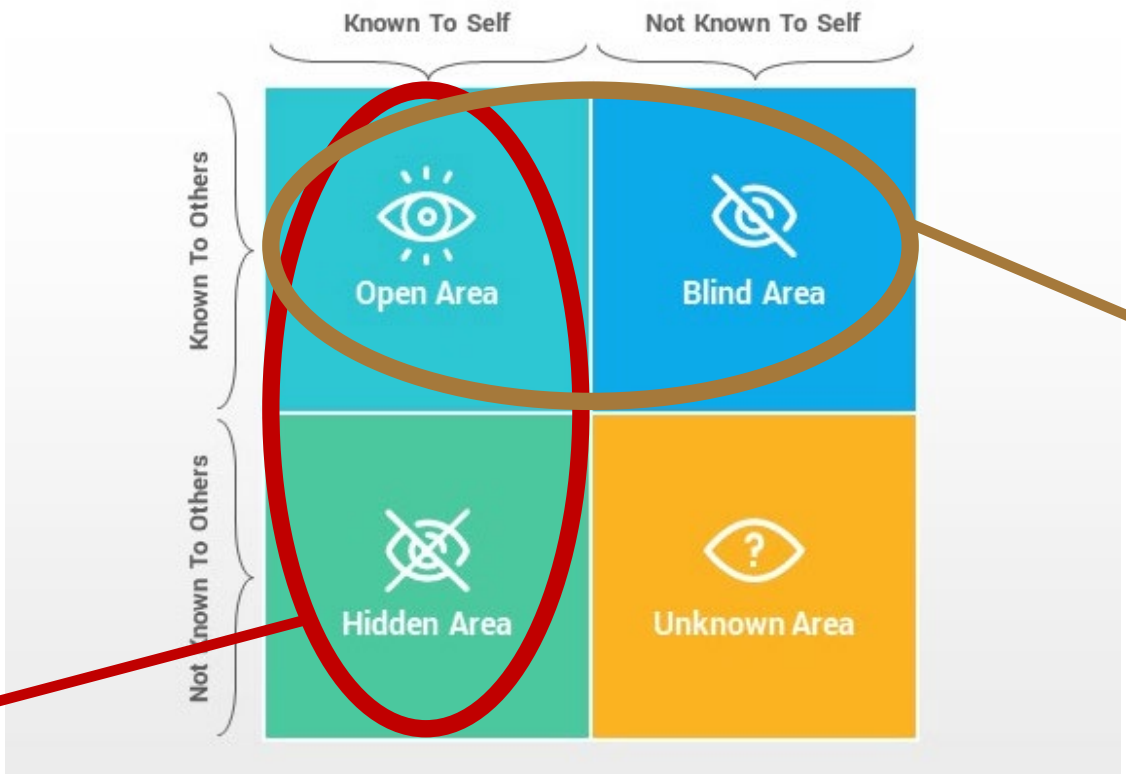
# Johari Window Model
# 乔哈里视窗模型




Interview Feedback
面试反馈

McQuaig

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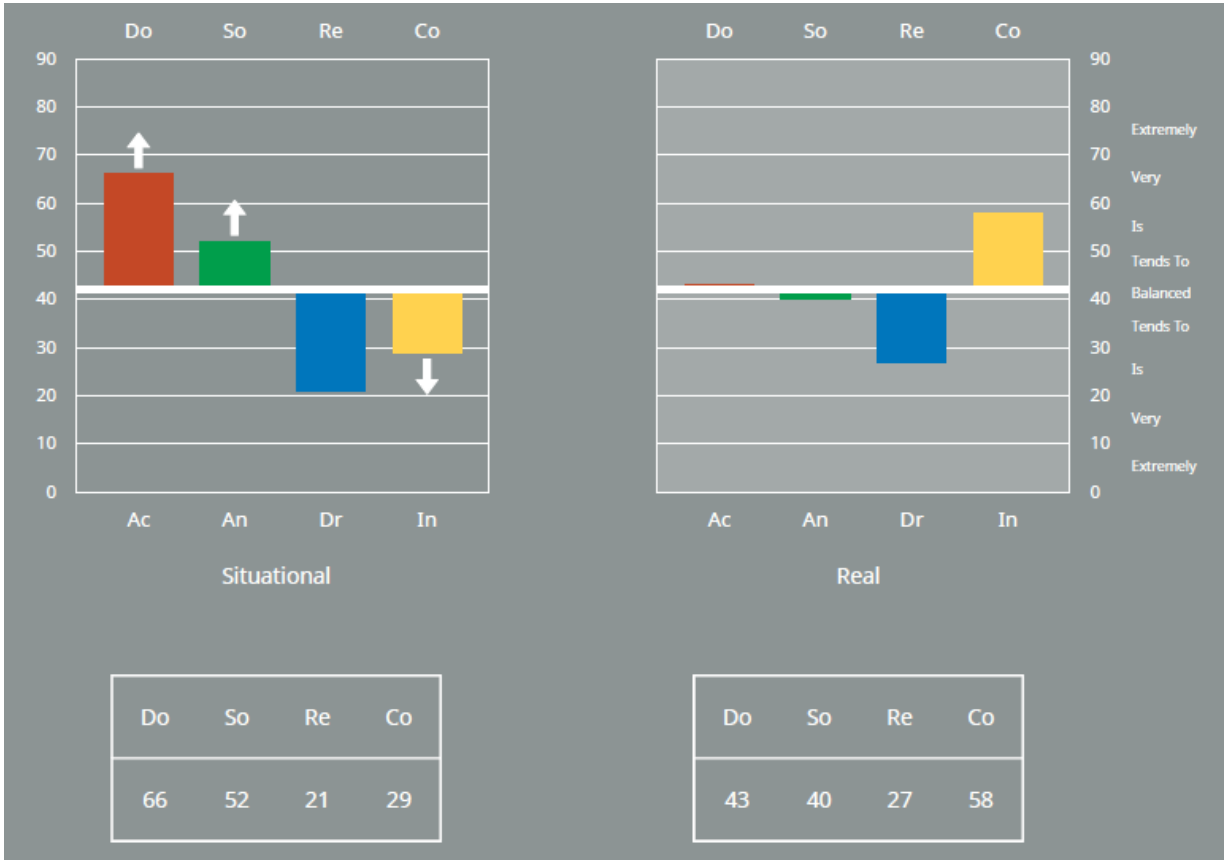
# McQuaig Graph
# McQuaig 测评图表




| Do | So | Re | Co |
|---|---|---|---|
| 66 | 52 | 21 | 29 |

| Do | So | Re | Co |
|---|---|---|---|
| 43 | 40 | 27 | 58 |

**"Situational" & "Real"**
reflects one's
Open Vs Hidden Ratio

"情景" 和 "真我" 的差异，
反应 "开放区" 和 "隐藏区" 占比

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# Johari Window Model
# 乔哈里视窗模型

## Dominated by "Open" "开放区"主导

- Knows well about what s/he wants
  明确知晓自己的追求
- Easy to communication
  容易沟通
- Easy to motivate
  易于激励

## Dominated by "Blind" "盲目区"主导

- Doesn't really know whats/he wants
  不清晰自己的追求
- Friendly but might be perceived wrongly
  亲和但对自身认知有误
- Lack of recognition
  缺乏认可
- Might be stubborn
  偏固执

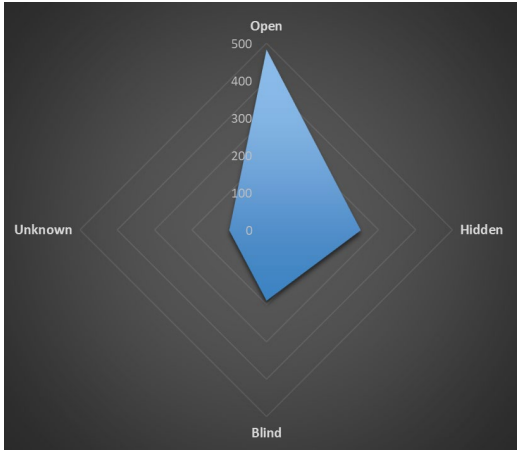
## Dominated by "Hidden" "隐藏区"主导

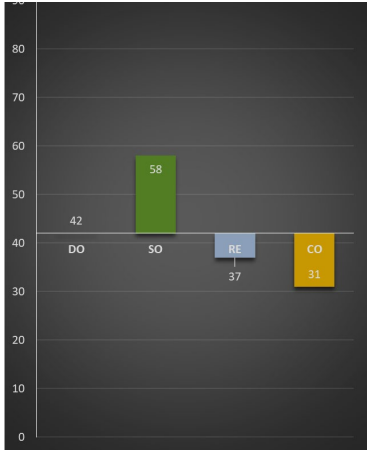
- Knows well about what s/he wants
  明确知晓自己的追求
- Not easy to change
  不容易改变
- Resistance in disclosing his/her thoughts
  不喜欢表达Ta的想法
- Difficult in trusting others
  难以相信他人
- Not easy to motivate

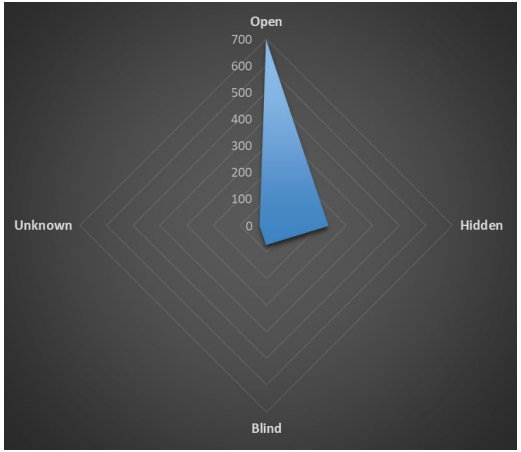
## Dominated by "Unknown" "未知区"主导

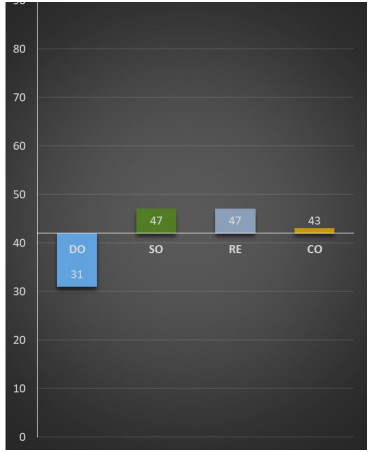
- Doesn't really know what s/he wants
  不清晰自己的追求
- Friendly but might be perceived wrongly
  亲和但对自身认知有误
- Loose cannons
  我行我素
- Hard to predict whether will be influenced by external environment
  很难预知其行为是否会受外部环境影响

# Johari Window Model - Radar Chart
# 乔哈里视窗模型 - 雷达图




- Dominated by “Open”, but “Hidden” area is quite big enough to be focused.
  “开放区”主导，但“隐藏区”相对偏大
  - + Knows well about what s/he wants & learns from others;
  - + Comparatively easy to communication, willing to share;
  - - Comparatively Resistance in disclosing his/her thoughts;
  - - Difficult in trusting others and building up reliable relationships;
- Generalist Profile, with strongest trait of “Social”
  通才类人才，且“社交”特征最为突出
  - Interested in things in general/in the whole picture/in the end result;
  - Wants responsibility for an entire project;
  - Wants procedures and decisions to fit into the long-term plan;
  - Will forge close bonds with their teams, sell on personality;
  - Needs people stimulation and to be liked. Will be reluctant to make unpopular people decisions.

- “Open” is the absolute dominated area
  “开放区”主导
  - + Knows well about what s/he wants & learns from others;
  - + Easy to communication, willing to share;
- Specialist Profile, with strongest trait of “Social”
  专才类人才，且“接受”特征最为突出
  - Good team member, works well under supervision;
  - Likes to concentrate on one area where s/he can specialize;
  - Likes routine, likes detail, will take time to get it right;
  - Systematic, organized, likes to keep careful and accurate records;
  - Will avoid disputes and confrontations;
  - Not inclined to take charge or supervise;
  - Prefers dealing with people rather than facts and figures;
  - Dislikes pressure.

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I choose a lazy person to do a hard job. Because a lazy person will find an easy way to do it.

*Bill Gates*

*www.thequotes.in*

# TRICOR GROUP

## 2000
### FOUNDED IN 2000

Tricor was founded in 2000 through the acquisition of the accounting, company secretarial, share registration and related services from major international accounting firms and other leading professional firms.

Tricor was acquired by global private equity firm Permira in 2017.

## 47
### OFFICES IN 21 MARKETS

Tricor Group is strategically headquartered in Hong Kong SAR and holds a strong presence in the Asia Pacific region.

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### EMPLOYEES

Over 2,700 employees make up the Tricor workforce.

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MARKET ENTRY ADVISORY

CORPORATE COMPLIANCE

FINANCE & ACCOUNTING

TAX SERVICE

FUND SERVICES

HR & PAYROLL

EMPLOYEE STOCK OWNERSHIP PLAN (ESOP)

CORPORATE HEALTH CHECK

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# TRICOR CHINA - HR & PAYROLL SERVICES

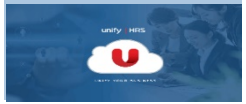
## Payroll

- Calculating payroll, arranging salary payments and issuing payslips to employees
- Individual Income Tax calculation and filing
- Registration of tax deductible items
- Verifying official receipts for tax deduction
- Consultation and Training on payroll related matters

## Social Securities & Housing Fund

- Opening company account with the local Social Security Bureau and Housing Fund Management Centre
- Preparing and filing annual declaration forms
- Manage employee social security and housing fund matters, including record updating, payment, withdrawal, transfer, loan application, and allowance application, etc.

## HRM Web Employee Self Service (ESS)



Where we assist in managing your personnel and payroll databases, our HRMWeb Employee Self Services System offers you unique enhanced features, including the following modules:

- eOT – OT management
- eLeave – Leave management
- ePayslip – Payslip management

## Human Resources Consulting

- HR Policy advisory
- Design employee compensation structure
- Draft and review employment contract and handbook
- HR management for expatriates, compensation package, employment and resident permit application, etc.
- Payroll health check
- Personnel file custody with qualified agent

## Equity-Based Compensation Plan

- Registration with the State Administration of Foreign Exchange("SAFE") and special foreign exchange bank account set up
- Pre-registration with tax authority, such as Stock Option, ESPP, and RSU, etc.
- Filings of updated information with SAFE
- Filings of stock option income with the tax bureau
- Annual maintenance of special foreign exchange bank account

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Shenzhen 518026, China

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# Thank You!

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