

### Committed to Personal Growth

With over 29,000 people working directly for NWSH and at the joint venture company level, NWSH is one of the largest employers in Hong Kong and a major employer in Mainland China and Macau. With this sizable and varied workforce comes the responsibility to provide a suitable working environment, one in which the employees can grow within the framework of the Group. This challenge is met head-on by the professional staff at the Human Resources Department (“HR”).

The Group believes that stronger business results happen when our staff succeed. We optimize our investment in people and maximize the value of staff. To attract top talent in the competitive Hong Kong employment market, NWSH has created a solid performance and compensation package composed of salary, benefits and bonuses. HR is constantly looking for ways to recruit, motivate and retain staff. In the second half of 2003, NWSH granted stock options to nearly 900 managerial staff to reward past services and contribution to the Group.

### Training and Developing Talents

NWSH is committed to developing the full potential of staff, enhancing performance and improving training levels. To accomplish this, HR provides training sessions and seminars for senior managers, managerial staff and general staff on a Group level to enhance similar initiatives presented by the business units.

Over the last year, some 1,700 employees participated in 80 training programs, dedicating nearly 6,000 hours to self-improvement. Senior managers were presented with seminars on “Director’s Common Law and Fiduciary Duties”, “Doing Business in the PRC (strategic level)”, “Doing Business in the PRC (operational level)” and “Crisis Management”. In addition, a management conference was hosted for the senior management team.

Managerial and supervisory training programs are a major attraction, with 36 programs attended by 730 people. The most popular programmes were “Time Management Workshop”, “Planning and Organizational Skills” and “Project Management Workshop”. General courses were held in areas such as customer service, telephone courtesy, safety management and computer training.

Finally, the overall training initiative is enhanced by over 20 e-learning programs, anytime and anywhere, for staff in such areas as supervisory skills and problem solving.



## Performance Enhancement

Effective staff performance management is a key to success for enhancing NWSH competitiveness and profitability. Only by ensuring that NWSH delivers performance meeting its corporate goals can NWSH remain a major player in the market. To assist with delivering the expected performance, a systematic Staff Career Development and Advancement Plan is specially designed to exhibit features that can assist mentors and staff on reaching performance targets, implementing mutually agreed performance improvement actions and staff training for future development.

## Recognizing Outstanding Employees

The various business divisions have had outstanding employee awards for some time. However, with the consolidation of the three business divisions, management will launch the annual Outstanding Employee Awards for the Group.

The Outstanding Employee Awards are based on the following objectives: to promote service excellence as a core value; to bolster management appreciation of human capital; to enhance a sense of belonging; to support a spirit of mutual learning; and, to strengthen relations between the corporate office and business divisions.

Employees are selected by each business division to compete in the NWSH Outstanding Employee Awards. The competition is broken into two categories – frontline staff and office staff – with diamond, gold and silver awards. The first award presentation ceremony is to be held in Hong Kong in early 2004.

## Employee Relations

Perhaps the most popular human resources event of the year is NWSH Fun Day. On an annual basis some 3,000 employees and family members gather at the Wanchai Sports Ground to meet and compete for prizes with members of the various business divisions. This year's Fun Day was held on 12 January 2003 and all prizes and awards were handed out personally by Chairman Dr. Henry Cheng and his esteemed father Dr. Cheng Yu Tung.

