

人力資源

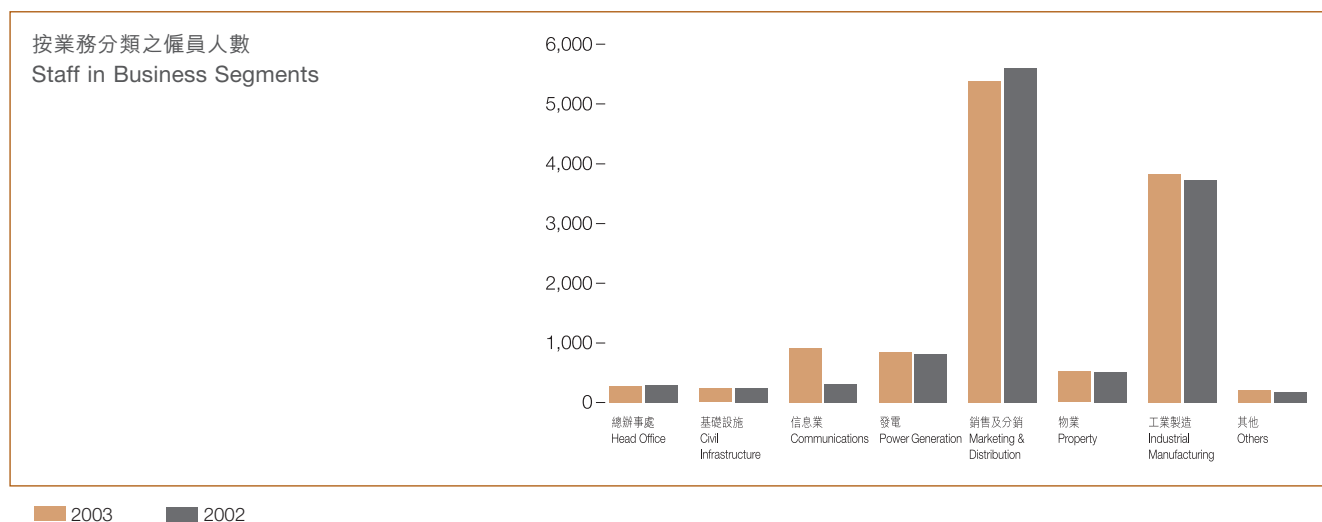
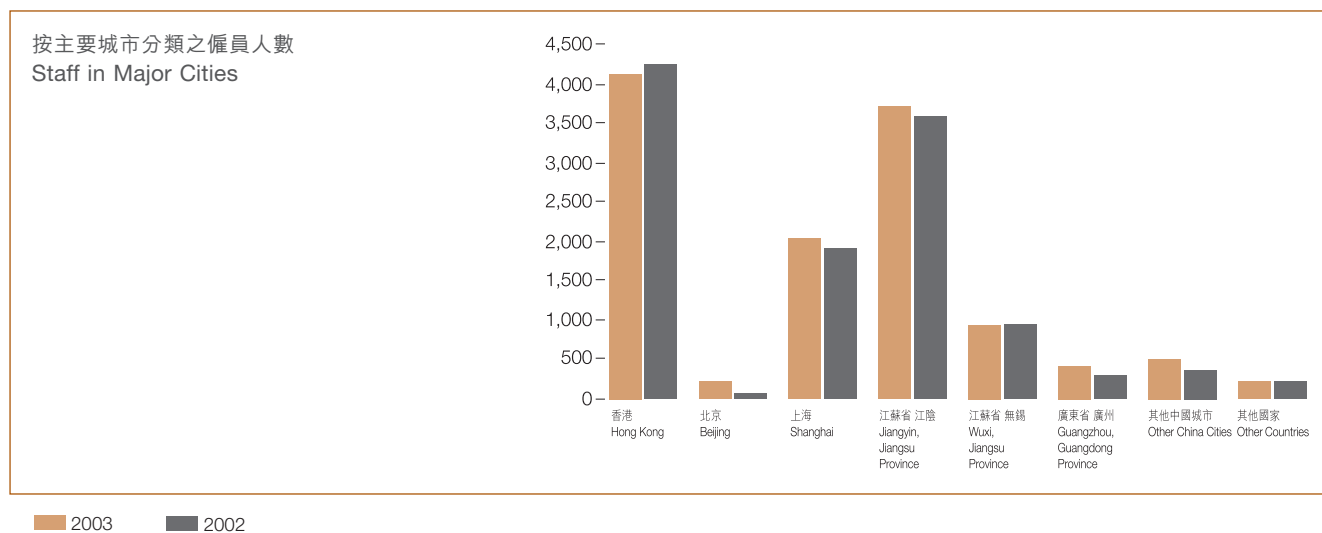
Human Resources

在二零零三年十二月三十一日，本集團位於香港之總公司，主要附屬公司及擁有超過50%股權的合資企業合共僱用員工12,174人（二零零二年：11,643人）。中國內地僱員人數上升至7,827人（二零零二年：7,168人），香港僱員人數則下降至4,129人（二零零二年：4,255人）。其他國家之僱員人數則維持在218人（二零零二年：220人）。

香港及鄰近地區爆發非典型肺炎，直接影響集團員工之日常生活及正常業務運作，在面對眾多挑戰，員工仍竭力研究並採納新措施以提升效率，力求達致更佳之工作表現。

As at the end of December 2003, the Group employed 12,174 staff (2002: 11,643) in its headquarters in Hong Kong and its principal subsidiaries and joint venture companies with more than 50% equity stake. Employees working in mainland China increased to 7,827 (2002: 7,168) while those working in Hong Kong decreased to 4,129 (2002: 4,255). The number of employees in other countries remains steady at 218 (2002: 220).

The SARS outbreak in Hong Kong and in the region produced many challenges to our staff both in their daily life and in re-organising the way business was conducted to ensure normal operations could continue under all possible circumstances. Efforts to take new initiatives to improve efficiency with a view to attaining higher levels of performance continued.



人力資源管理

中信泰富致力採取一致及公正之人力資源管理模式，令集團及其員工皆能互相得益。本集團亦認同及尊重個人權利，採納並落實平等僱傭政策。此乃本集團紀律守則內部份之要求，而守則亦同時涵蓋商業道德多個範疇。本集團規定每位員工均須遵守該守則，而所有部門主管亦有責任向有關人士闡釋本集團紀律守則之規定。

員工薪酬

中信泰富致力吸引、挽留及激勵具備有相關技能、知識及能力之員工，以拓展、支持及延續本集團之成就。僱員之現金報酬一般包括基本薪酬及浮動薪酬，而浮動薪酬主要為與表現掛鈎之花紅，根據公司業績及員工個人之表現而酌情發放。高級管理人員的現金報酬中，較大部份由浮動薪酬組成，此措施反映出對集團業績及盈利能作出貢獻的員工，集團會作出適當獎勵。

鑑於本集團業務多元化，加上業務覆蓋地域廣闊，故本集團非常重視地方文化之特色，並致力制訂靈活之薪酬政策。但所有薪酬政策均貫徹一個基本原則，即以員工之表現及對集團之貢獻作為獎勵員工之基礎。鑑於浮動薪酬的應用及所發放對象都日漸寬鬆及普及，本集團在過去兩年已把浮動薪酬取代多個形式的保證花紅及定額花紅，此改變並得到員工接受及支持。此外，中信泰富每年均檢討員工之薪酬及福利計劃，以確保整體待遇對內公平公正，對外與業務所在地及業界水平相若，並能配合本集團業務發展需要。本集團大部份成員公司均符合是項政策。

Human Resources Management

CITIC Pacific strives to be consistent and fair in administering its human resources management practices to the mutual benefit of its employees and the Group. The Group recognises and respects individual's rights and adheres to non-discriminatory employment policies and practices and this is part of our Code of Conduct, which also covers many aspects of business ethics. Every employee of the Group is required to follow this Code and heads of business units are charged with the responsibility of disseminating the Group's requirements to the people concerned.

Employee Compensation

CITIC Pacific aims to attract, retain and motivate employees who have the relevant skills, knowledge and abilities to develop, support and sustain the continued success of the Group. Employee's cash remuneration typically comprises a base salary and a variable compensation, mainly in the form of a performance-related discretionary bonus which is based on the Company's and the individual's performance. Senior management of the Group receives a substantially higher portion of their cash remuneration in performance bonus, reflecting their ability to influence business outcomes and financial performance.

Due to its diverse business activities and extended geographical coverage, the Group is mindful of the unique characteristics of local culture and endeavours to be flexible in its compensation policies. One fundamental principle that underpins all compensation policies is the belief in rewarding staff members in accordance with their performance and contributions to the Group. In keeping with the world trend towards more use of variable pay and expanded eligibility, the Group has in the past two years undertaken to replace many forms of guaranteed and fixed bonuses with variable compensation, which has the acceptance and support of staff members. On an annual basis, the Group reviews the cash compensation and benefit programs provided for its employees to ensure that the overall compensation is internally equitable, consistent with local and industry norms, as well as in support of the Group's business strategy. Towards this end, Group companies are largely in conformity with this policy.

在二零零三年，本公司曾調查市場上董事袍金之水平。一個增加董事袍金之建議將於股東週年大會上提呈，建議內容如下：

A review was conducted in 2003 of the market practice for directors' fees and a proposal will be made at the Annual General Meeting to increase Directors' fees as follows:

港幣元	HK\$	建議金額 Proposed	現時金額 Current		
董事	Director	150,000	主席 Chairman	120,000	
			其他董事 Other directors	100,000	
審核委員會成員	Audit Committee Member	100,000	主席 Chairman	100,000	
薪酬委員會成員	Remuneration Committee Member	50,000			無 Nil

薪酬委員會

董事會在二零零三年八月二十七日之會議上通過成立薪酬委員會。委員會第一次會議已於二零零三年十二月八日召開，審批各執行董事及主要行政人員之薪酬及花紅，以及檢討本集團之薪酬政策。薪酬委員會全體成員均有出席是次會議。

有關中信泰富股份獎勵計劃二零零零之資料連同授出購股權之詳情，載於第75至第76頁。董事酬金總額為港幣九千五百五十萬元（二零零二年：港幣一億九百七十萬元）。有關董事酬金之進一步資料，載於第107頁。

退休福利

為順應香港市場趨勢及提升行政效率，極大部份的中信集團退休計劃成員均同意參加中信集團強制性公積金計劃，以取代中信集團退休計劃。成員可選擇參加富達退休集成信託計劃或恒生強積金精選計劃，兩個計劃分別提供共十四個基金以供成員作投資選擇。與此同時，集團亦理解員工各有不同之事業及個人目標，故由二零零三年八月一日起將香港員工之退休年齡改為55歲。

至於中國及其他國家之僱員退休福利，則主要根據當地之僱傭法例規定而制定。

Remuneration Committee

The Board established a Remuneration Committee at its meeting on 27 August 2003 and the first meeting was held on 8 December 2003 to review and approve the salary and bonus of the executive directors and certain key executives and also review the remuneration policy of the Group. All members of the Remuneration Committee attended.

Details of the CITIC Pacific Share Incentive Plan 2000 and the granting of options are reported on pages 75 to 76. Total remuneration paid to directors was HK\$95.5 million (2002: 109.7 million) and further information on Directors' Emoluments can be found on page 107.

Retirement Benefits

In line with market trends in Hong Kong and to achieve administrative efficiency, the majority of the members of The CITIC Group Retirement Plan ('ORSO Plan') consented to its replacement by The CITIC Group Mandatory Provident Fund Scheme ('MPF Scheme') – with a choice of 14 funds managed by the Fidelity Retirement Master Trust and the Hang Seng Mandatory Provident Fund – SuperTrust. At the same time, recognizing that employees have diverse career and personal goals, the Group's retirement age in Hong Kong was changed to 55 effective from 1 August 2003.

Retirement benefits for employees in mainland China and other locations are based primarily on local mandatory requirements.

培訓及發展

中信泰富致力提供健康之企業環境，讓員工各展所長，並鼓勵他們工餘進修，不斷自我增值。除了定期邀請專業機構舉辦研討會及課程外，本集團亦定期為員工提供內部培訓，藉以協助員工改善工作表現，為將來發展做好準備。如有需要，本集團會安排外界服務機構舉辦專題訓練課程，包括管理發展、工作地點安全、最新技術介紹等。在非典型肺炎爆發期間，縱使員工面對面接觸相應減少，但集團仍致力維持有限度之基本產品及技能培訓。

為加強工作地點之安全，集團屬下公司之安全及健康委員會定期召開會議，除了檢討各項相關措施外，亦向公司建議適合員工參與之培訓計劃。

此外，中信泰富亦相信要投資在社會年青一輩之培訓及發展。集團已在旗下附屬公司設立多項學徒訓練計劃，並參與香港政府為年青離校人士推出之展翅計劃。

Training & Development

CITIC Pacific is committed to providing a healthy organisational environment conducive to each individual's development. Employees are encouraged to commit to continuous improvement by taking responsibility for their own learning and self-development. Seminars, courses by professional institutions and in-house training are organised regularly to help employees improve job performance and prepare for future development. Where applicable, the Group arranges external service providers to conduct customised training programs on specific subjects such as managerial development, work place safety and updates on new technology. Despite the restricted interface between employees during the SARS outbreak, the Group undertook to ensure that essential product and skill training were continued albeit on a limited scale.

To promote work place's safety, the safety and health committees in Group companies meet regularly to review related measures and recommend appropriate training for staff.

CITIC Pacific also believes in investing in the training and development of the younger members of society. The Group has put in place various apprentice training programs in different industries of subsidiary companies. It also participates in the Hong Kong Government's Youth Pre-employment Training Program for young school leavers.