

# Human Resources

As at 31 December 2003, the Company and its subsidiaries employed a total of 3,700 full-time staff, of which 591 staff were stationed in Hong Kong and 3,109 staff were stationed in Mainland China. Talent resources are indispensable elements to the long-term development of any corporation. The Company has adopted a human resources policy to recruit a wide range of talents according to development needs, and arrange proper assignment of duties and job deployment based on the potentials and aspirations of every staff member. Moreover, guidance and training are provided to our staff in line with the future development plan of the Company, thereby achieving mutual growth and sharing the success accomplished by concerted efforts of the staff members at all levels and the Company as a whole.

## Performance Appraisal

The Company has formulated performance appraisal policies to conduct assessment in a fair and justified manner. Job specifications and performance assessment must be integrated with the Company's overall business development objectives to create corporate values. Meanwhile, the Company carries out annual review and appraisal in accordance with the work performance of staff members and by reference to the market remuneration level to determine the remuneration and compensation package of every staff member. The management will from time to time review the compensation package offered to the staff that covers retirement protection scheme, cash allowance, medical insurance, on the job training, etc. to ensure effective recruitment and retention of talents. The Company operates a defined contribution pension scheme for all qualified employees. In compliance with the Mandatory Provident Fund Schemes Ordinance, the Company also operates a mandatory provident fund scheme and all employees who join the Company after the enactment of the Ordinance shall participate in the mandatory provident fund scheme. Assets of the two schemes are administered separately by independent custodian for operation and management in accordance with the relevant laws and regulations. The Company also maintains motivation scheme to pay year-end discretionary bonus and/or grant share options as appropriate to dedicated staff in recognition of their performance. Details of the Company's share options are contained in Note 29 to the financial statements of this annual report.

## Training and Learning

In recent years, the Company has developed a learning-oriented corporate culture that encourages the staff members to pursue constant improvement continuous learning. A variety of regular training programs and activities are provided to staff members at all levels. They include seminars on management issues, on the job training, interpretations of laws and regulations, financial management, that help the staff give full play to their capabilities and special skills at work more effectively and desirably. Meanwhile, the Company also offers allowance to staff taking external courses after work to encourage them to make good use of their spare time and capitalise on every learning opportunity. By presenting the "Shanghai Industrial Technology Innovation Scholarship" each year to the universities of Hong Kong, the Company seeks to promote continuing education and contribute to our community. The management believes that to build up and cultivate a working environment of organisational learning and knowledge sharing can help our staff members keep enhancing self-values and competitiveness. As a result, the Company benefits with a team of capable staff force who participate in the Company's long-term development with high competence, devotion and integrity.

## Communication and Sharing of Experience

The Company devotes much attention to communicate with its staff members at all levels and encourages them to reflect to the management directly of their opinions on the Company's operation, future development strategies as well as other issues concerning staff interest. Regular staff meetings are held to explain our new investment initiatives, business prospects, and management philosophy, etc., such that the staff members may have a better understanding of the various information of the respective corporation they belong to and perform their duties with the highest devotion heading towards the future development direction of the Company. Since most of the Group's staff is stationed either in Hong Kong or in Shanghai, in order to enhance communications, the Company arranges mutual visits for its staff from both places annually as appropriate and organizes exchange meetings for the management staff of member companies. By organising the various activities, the Company seeks to facilitate knowledge updates and exchange of experience among the staff members with a view to cultivating teamwork spirit, and enhance their sense of identification and belonging to the corporation.