

PURSUIT OF EXCELLENCE

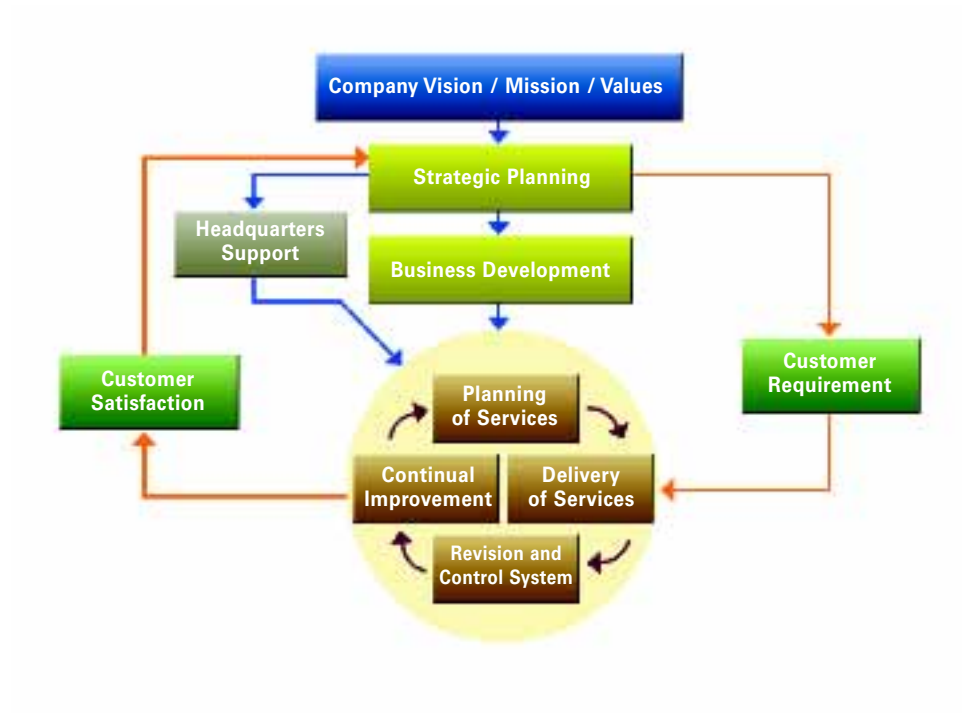
EXCELLENCE IN SYSTEM

Our management philosophy – “Unbounded Thinking, Meaningful Results” – reflects our commitment to providing innovative yet practical solutions to customers and our relentless focus on delivering excellence.

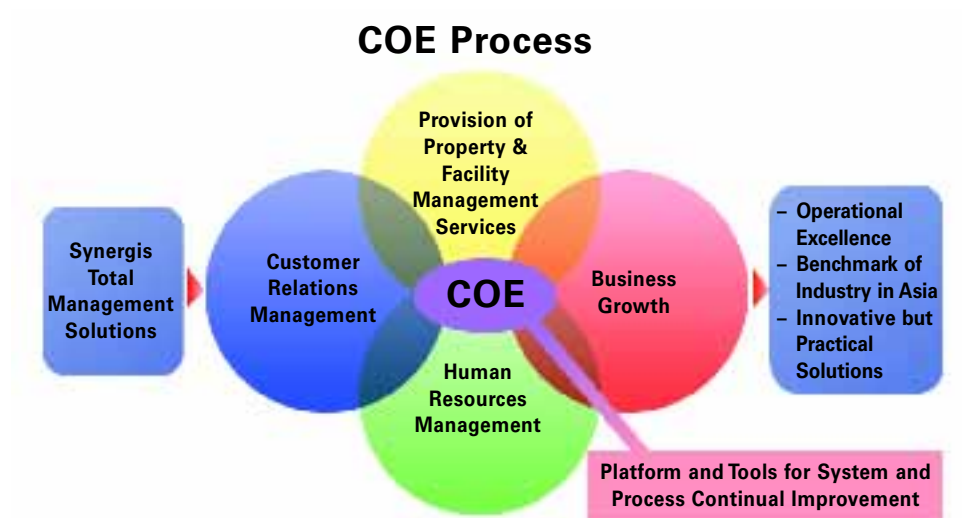
While our vision is to be the benchmark of the property and facility management industries in Asia, “Pursuit of Excellence” is one of our key corporate values. We believe that our brand is our promise to our customers and we will always dedicate our efforts in living up to the vision and our values.



Among the Group’s recent innovative initiatives are the launch of *Synergis Environmental Hygiene Management System*, *Synergis Management System* and *Centre of Excellence*. **Synergis Environmental Hygiene Management System (“SEHM System”)** is an unique system developed by our management team in response to SARS. The SEHM System focuses on hygiene management rather than just cleaning. It systematises and enhances the working procedures and workflow as well as focuses strongly on process and hygiene. The SEHM System has been implemented at all projects managed by the Group. This is a strong evidence of our commitment to innovation, teamwork and social responsibility. We believe the SEHM System can enhance the standard on environmental hygiene, giving peace of mind to our customers.



In order to facilitate service delivery consistency and enhance the efficiency of daily operations, a web-based working platform, **Synergis Management System**, has been set up. It provides our staff with a fast, systematic and convenient path to retrieve daily operation processes without geographical constraint through the network.



Synergis has established a Centre of Excellence ("COE") to achieve operation efficiency and effectiveness through sharing the best practices with staff and applying those best practices to the properties and facilities managed by Synergis.

Pursuit of Excellence

The COE covers projects with process improvement, best of the best practices developed through quality circle activities, benchmarking and process re-engineering of the Group. It also provides a platform for demonstrating our excellence in the industry. It presents the highlights of Synergis' awards and best practices in the industry including pioneer schemes, innovative services and products as well as case studies.

EXCELLENCE IN HUMAN RESOURCE MANAGEMENT

Human Resource Philosophy

Synergis was recognised as the “**Best Employers in Hong Kong 2003**” as well as one of the top ten “**Best Employers in Asia 2003**” in the studies conducted by *Hewitt Associates*, in partnership with *Far East Economic Review*, *the Asia Wall Street Journal*, *the Hong Kong Management Association* and *the South China Morning Post Publishers Limited*. As the best employer, we believe the quality and commitment of our people is the single most important factor in sustaining our leadership in the market.



With a clear human resource (“HR”) philosophy in mind, we relentlessly develop the best talent and invest in keeping them at the leading edge. We provide comprehensive learning and development to our employees for their career development. Furthermore, the incorporation of line managers alongside HR manager in a working group to perform HR functions is clearly important. This is not only to show the line managers' commitment, but also let them tailor for the strategy to meet the real and different needs of different functions. We expect every supervising staff to play an active role in:

- Identifying talented employees
- Attracting quality employees
- Fully utilising each employee's capabilities
- Rewarding talented employees
- Developing employees to their fullest potential; and
- Retaining talented employees

Training

Comprehensive and effective training programmes are conducted to enhance our staff's professional skills, competencies as well as their understanding on and commitment to the pursuit of excellence. During the reported year, a total of 33,437 man-hours of training and 268 training courses were conducted for 5,293 participants with topics covering customer service, leadership, implementation of quality management systems and total quality excellence etc.



Among the training programmes, the “Top Alignment Workshop”, tailored for the senior management team, and the “Annual Strategic Planning Workshop”, targeted at managerial staff, played an important role in achieving team alignment and devising the corporate strategic plans. Various special training programmes such as the “Distinguished Leadership Programme” and the “New

Stars On Board Programme” were organised to develop the leadership capability of staff of different positions. Moreover, we arranged a short-term job attachment programme for one of our staff at a very prestigious hotel in Hong Kong in order to benchmark the best practices in the service and hospitality sector.

Performance Management

The Group believes that a fair performance management system is vital to developing, rewarding and retaining our staff. At Synergis, the performance evaluation model is mainly composed of balanced scorecard, key performance indicators and competency assessment. A mutual establishment of duties, objectives and targets are worked out for measuring success. All employees well understand their targets and objectives in advance and the programme is measured objectively.

Furthermore, we employ two-way performance evaluation system. It has advantage over the traditional assessment process that not only the staff receives feedback from their supervisors, but also they can express their opinions on how and why they rate their own performance. The whole performance evaluation process is conducted through the Synergis Intranet.

With our excellence in HR management, we have employees who are very passionate about the work, extremely committed to the Company’s success, share the leadership’s perspective on goals and strategic direction.

