

## Human Capital

# Fostering Employee

As part of our philosophy of human capital management, we aim to foster a learning culture and build employee pride. As one of the largest employers in Hong Kong, Mainland China and Macau, we strive to create a nurturing and rewarding environment for the 43,000-strong workforce that is the cornerstone of our people-oriented service businesses.

### Investing in Training and Development

By optimizing investment in staff training, NWS Holdings provides a working environment where everyone can grow.

Headed by an Executive Director, the Training and Development Steering Committee develops comprehensive strategies for staff training and development. It also assists the Training and Development Department by pooling resources within subsidiaries to plan programmes that align with the Group's goals and objectives. Our training emphasizes

the importance of staff involvement to ensure their requirements are properly addressed. Group-wide staff surveys ensure our training and development plan meets specific needs.

In pursuit of service excellence, we instill a culture of lifelong learning among our staff. During the year, we conducted a total of 78 training courses. Some 1,700 staff devoted nearly 5,900 hours to sharpening their management and supervisory skills, customer service techniques, language proficiency, IT knowledge and other capabilities. Individual subsidiaries also implemented tailor-made training courses to cater for their specific functional needs. Apart from conventional classroom training, we have invested in an effective e-learning platform that allows staff to take a variety of courses anytime, anywhere. Complementing this, seminars and talks for senior management cover a broad range of topics from listing rules and security laws to the changing political environment and economic outlook.



### Recognizing Outstanding Performance

NWS Holdings launched the Outstanding Employee Grand Award to recognize exceptional performance, strengthen employees' sense of belonging, and promote a learning culture. Presented by the Group's Chief Executive Officer at the annual Management Conference, the awards honour both office and frontline staff who have demonstrated significant achievements in their work and shown a high level of productivity, drive and enthusiasm.



# We grow!

## Pride

### Nurturing Young Talent

Identifying and developing talent for management succession is a key discipline. Our Management Trainee Programme actively grooms young talent for future leadership roles. This year, we expanded the programme to recruit eight high calibre graduates for three years of comprehensive training. Led by a senior management committee, the scheme embraces structured training focusing on communication, management and social skills. Extensive exposure and work experience can be gained during job rotation in the Corporate Office, and in subsidiaries that encompass our contracting, facility management, infrastructure and ports management businesses.

### Rewarding Employees

We recognize that dedicated staff are key to success. Our Human Resources team is constantly looking for ways to recruit, motivate and



retain staff who possess the skills, knowledge and abilities necessary to grow with the Group. In this connection, we offer a competitive compensation package composed of salary, benefits and bonuses that reflect individual performance. Regular reviews ensure that the pay scale is fair and equitable. The Staff Career Development and Advancement Plan is a strategic approach to enhancing staff performance and productivity for long-term achievement. Our mentor system assists staff in reaching their performance targets. A stock options plan for managerial staff serves as an incentive for best results and ensures management priorities align with those of shareholders.

employees to strive for common goals. Our corporate intranet facilitates exchange of information and resources, while our quarterly internal newsletter – *New Voice* – ensures staff are kept abreast of key developments within the Group.

NWS Holdings brings staff together from different subsidiaries in regular sports competitions and recreational activities. Our annual Sports Fun Day, which attracts thousands of staff and their family members, underlines our commitment to the idea of building team spirit throughout the Group.

Close contact among different management teams also plays an important part in strengthening synergy within the Group. We enhance communication through our annual Management Conference, regular management meetings and seminars, lunch meetings and a number of planned outings. At every level, managers interact regularly and have ample opportunities to build relationships throughout the Group.

### Sharing a Common Vision

Enhancing team spirit and employees' sense of belonging is at the heart of the Group's human resources strategy. The Group shares its vision and values throughout its sizeable workforce and encourages all

