

Pursuit of Excellence – Synergis

What is the Synergis Brand?

“Unbounded Thinking, Meaningful Results” is Synergis’ management philosophy. This simple phrase reflects our commitment to providing innovative yet practical solutions tailored to the needs of our customers, as well as our relentless focus on delivering excellence.

“Synergis”, our brand is our promise to our customers. All that we do is focused on our ability to deliver on that promise and ultimately to achievement of our vision of becoming the benchmark of the property and facility management industries in Asia.

Our ability to deliver the “right solutions” to our customers depends not on catchy slogans or glossy brochures but instead the reliance on having the **RIGHT PEOPLE**; the **RIGHT MANAGEMENT**; and **the RIGHT INFRASTRUCTURE AND SYSTEMS**.

The Right People

Our greatest asset is our people. Everything we do, we count on our people to deliver to the best of their ability, whether under normal operating conditions, in emergencies or in new environments. With 27 years of experience in the property management industry and as the first property management company to be recognized as the Best Employer in Hong Kong and Asia, Synergis has clearly demonstrated its ability to recruit, develop and retain the right people. Our success is a result of our steadfast belief in “Every Manager a Human Resources Manager.” Our line managers’ commitment to, and implementation of, this belief enables us to continuously evaluate and adapt our recruitment, training and development programs to meet the changing needs of our customers and changing nature of their facilities. This philosophy means that every supervisor plays 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
- Retaining talented employees



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Learning and Development

During FY2004/05, Synergis' operational and management staff, including those on the Chinese Mainland, received a total of 33,265 man-hour of training in 260 training courses, covering topics on customer service, leadership, quality management systems, total quality excellence and the industry best practices. These training programs, together with close supervision and our performance management system, play an essential role in enhancing our staff's professional skills and competencies, equipping them with the knowledge and tools to anticipate the critical needs of our customers and develop solutions accordingly.

In 2005, we launched two new training programs – “The Synergis Way Workshop” and “Thought of the Day” – to enhance our staff's commitment to quality and service.

“The Synergis Way Workshop” will help improve employees' understanding of and commitment to the pursuit of quality excellence the Synergis way. “Thought of the Day”, a 15-minute daily series

of 31 thoughts of the day which was a simple yet innovative solution suggested by one of our line managers, to help improve our employees' understanding of Synergis' core values.



The Group's continuing efforts in developing our people were again rewarded this year when Synergis won the Top Service Award 2004 (Property Management Section) organized by Next Media. Perhaps even more significant was our customers' vote of confidence leading to 99% contract renewal in FY2004/05.

Performance Management

A comprehensive performance management system is vital to developing, rewarding and retaining staff. In 2001 Synergis began implementing a performance management system which measured staff performance in a number of different ways, using a Balanced Scorecard, Key Performance Indicators and Competency Assessment approach. This system enables the Group to identify our star performers for further development. At the same time, it allows us to analyse and determine our broader training needs so we can tailor our programs according to the current regulatory environment and the changing needs of our customers.

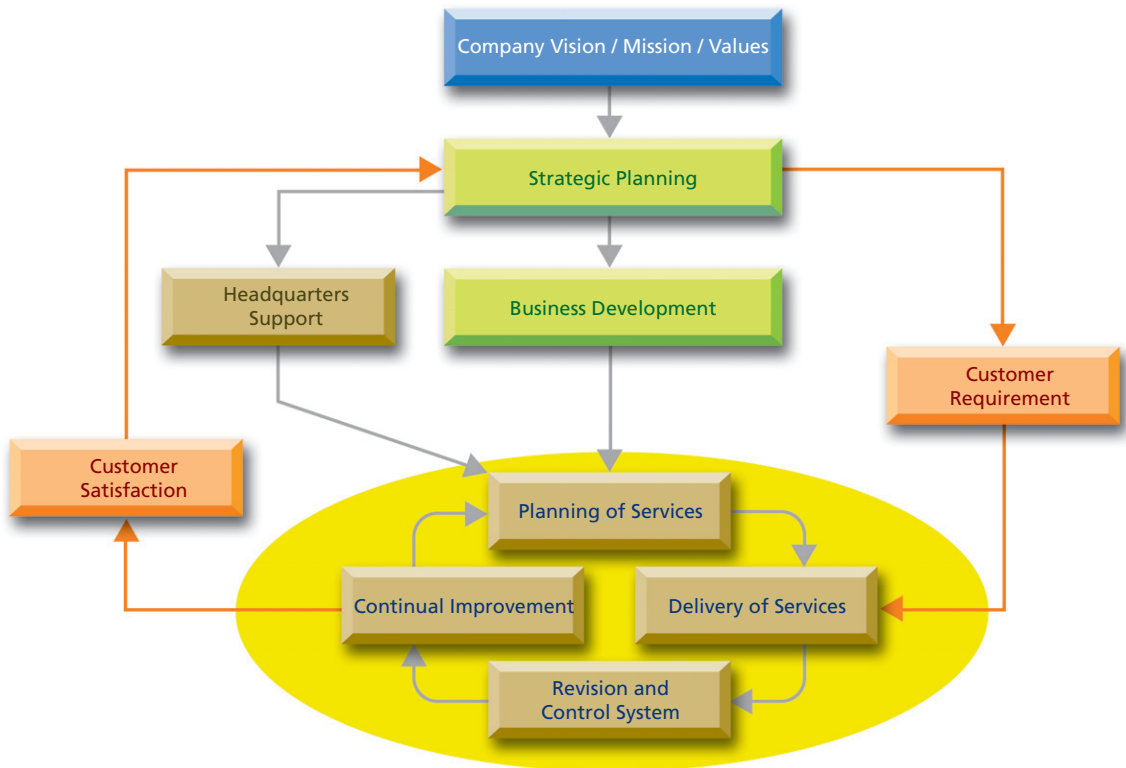
Commitment is a two-way street. We are confident that if Synergis continuously demonstrates our commitment to our people through a fair and transparent performance management system and continuous investment in training and development, our employees will demonstrate their commitment to Synergis by bringing passion to their work and providing the right solutions and best service to our customers.

Excellence in Systems

Synergis has continuously developed and refined its operational processes and management systems since the inception of our business 27 years ago. Our intranet-based process management system, the Synergis Management System (“SMS”), encompasses all of our operation processes online. With intranet accessibility, SMS helps streamline management operations for different customer segments – and all without geographical limitations. Our success in “transporting” our SMS to our operations in Shanghai and Beijing exemplifies the robustness of this system.

In FY2004/05, Synergis again became the benchmark in the property and facility management industries as it was the first company in the industry to be awarded the “Q-Mark Service Certificates” by the Hong Kong Q-Mark Council of Federation of Hong Kong Industries and the BPI 9004 Excellence Class Certificate. The latter recognition is all the more satisfying because we voluntarily participated in the Business Performance Index (“BPI”) Scheme launched by the Hong Kong Quality Assurance Authority so as to use independent objective standards to measure the maturity and performance of our systems. Synergis’ quality management systems were comprehensively assessed using ISO 9004 standards and attained the highest score in all 14 key performance categories.

Synergis Management System



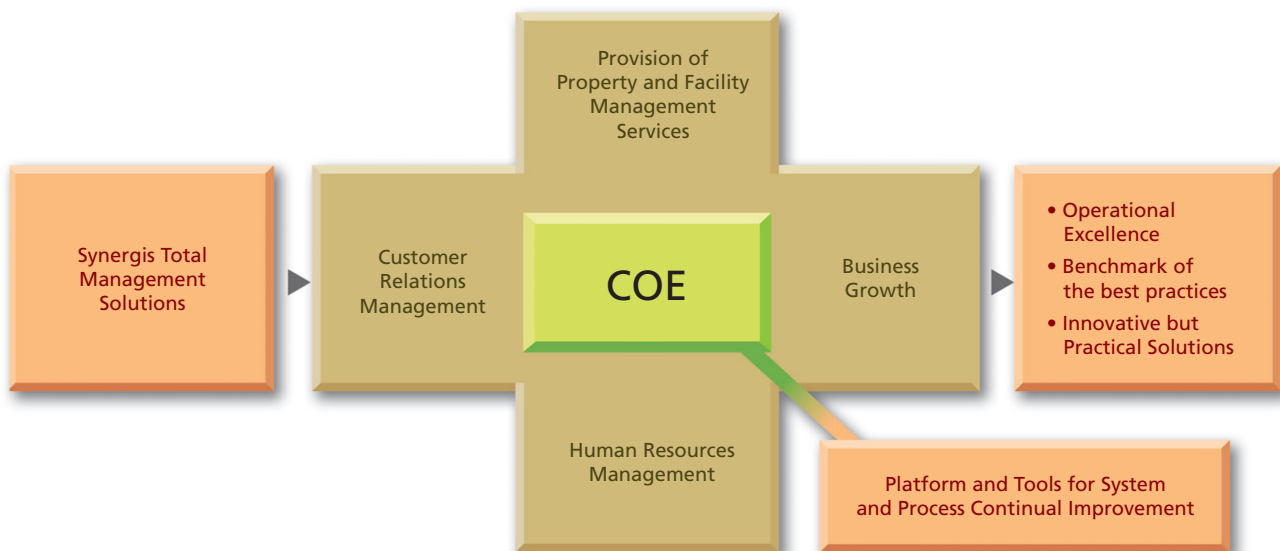
Pursuit of Excellence – Synergis



Center of Excellence

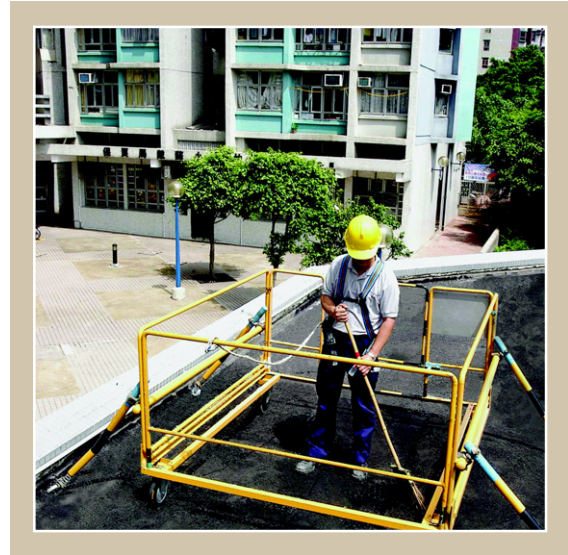
Synergis' Center of Excellence ("COE") was established in 2003 to analyse and develop the improvement and innovative ideas and document best practices from our employees' quality circles. The COE facilitates the cycle of continuous improvement as best practices are implemented across our sites and then improvement ideas are generated from broad implementation. It provides a platform for benchmarking, knowledge management and process re-engineering for the Group and most importantly, has become a repository of our institutional knowledge.

Center of Excellence





Left:
Carpet
Handling Unit



Right:
Safety Railing
Cart

Examples of the best practice and quality tools deployed on a daily basis to enhance staff productivity, efficiency and safety including inter-alia the Synergis Environmental Hygiene Management System – a system designed to transform the concept of cleaning from mere “dirt removal” to hygiene management; the tele-protection system – an automated system to track and maintain records of security staff attendance at multi-sites to ensure compliance with the statutory requirements and performance undertakings on security staffing; an invention for checking water levels in water tanks; and a device for lifting manhole covers.

We are particularly proud of two new innovations developed recently by our front line staff – the “Carpet Handling Unit” and “Safety Railing Cart”. The “Carpet Handling Unit” is designed to minimise workplace injuries, save manpower and improve work efficiency. This invention by our site team won the Bronze Award in the 2005 Hong Kong Occupational Safety and Health Award – Safety Technological Achievement Award. The “Safety Railing Cart” was invented for cleaning and working at the top of the covered walkways. This innovative tool has proved itself to be an excellent device to not only minimise work injuries but also improve operational efficiency.