

# Social Responsibility

## 企業社會責任

### SOCIAL RESPONSIBILITY

Apart from focusing on business expansion and branding promotion, the Group has consistently viewed itself as a member of the society. Having committed to become a responsible corporate citizen, the Group has participated in charity events in such aspects as public welfare, sports, education and environmental protection. Not only does the Group express concerns of overall social need but also consistently feedback the society on such basis.

During the year, the Group has exemplified its affection and contributed to social development by donating more than RMB14.0 million, with RMB10.0 million being donated to the Jinjiang Charity Federation and RMB2.0 million being donated to the Central Communist Youth League Organization Department, for various social charity and public welfare events. To follow the corporate mission, to integrate the sports spirit of “going beyond oneself” into everyone’s daily life, the Group insists on advancing development of sports undertakings in China, the Group has also actively sponsored “The Sixth National Game of Peasants”. The National Game of Peasants was established in 1998 and held once every four years. The National Game of Peasants, National Games, National Cities Games, the Paralympic Games and the National Minority Traditional Gym Games constitute 5 largest national multi-sports events. The National Game of Peasants will be held in Quanzhou in 2008 and has already attracted over 5,000 domestic athletes to take part in it. Moreover, the Sixth National Game of Peasants is to be held simultaneously with the Beijing Olympics, which has posted a meaningful history.

Environmental protection is a popular topic which has currently arosen public awareness. While promoting the Group’s businesses, we also strive to protecting our environment. During the year, the Group has actively sponsored “Green China — save the most beautiful Ruogai Marshes in China” which was held by organizations such as the China Environmental Culture Committee, the 17th China’s Top Ten Outstanding Youth and the Capital Youth Journalists Association. In the meantime, the Group has also served as a role model by promoting “New Spirit of Charity” to encourage more people to participate in environmental affairs.

### 社會責任

除了專注於擴大業務，建立品牌的推廣工作，本集團一直緊記作為社會的一分子，致力成為對社會負責任的企業公民，多方面參與公益、體育、教育、環境保護等方面的公益活動，關懷社會整體之需要，並在此基礎上持續回饋社會。

本年度，本集團向慈善機構捐贈金額逾人民幣14.0百萬元，其中人民幣10.0百萬元予晉江市慈善總會，人民幣2.0百萬元予共青團中央，用於各項社會慈善公益及福利事業，展示企業愛心，為社會的發展作出貢獻。本集團一直堅持推動中國體育事業的發展，以「超越自我」的體育精神融入每個人的生活為企業使命。本集團積極贊助「二零零八年第六屆全國農民運動會」，全國農運會始辦於1988年，每4年舉辦一次，與全運會、城運會、殘疾人運動會和少數民族運動會等共同構成5大國家級綜合性體育賽事。今屆農運會將於泉州舉行，已吸引了逾5,000名來自全國的運動愛好者參加。本屆賽事更與北京奧運會同步，意義深遠。

環境保護亦成為現今社會大眾關注的一大議題，本集團在推廣業務的同時，亦努力保護和捍衛地球的生態環境。年內，本集團積極贊助「綠色中國 — 拯救中國最美的濕地草原若爾蓋」，此次活動由中國環境文化促進會、第十七屆中國十大傑出青年及首都青年記協等組織發起。同時，本集團以身作則推廣「新公益精神」，鼓勵社會人士多參與環保事業。



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## 企業社會責任 Continued 續...

### HUMAN RESOURCES

As at December 31, 2007, the Group had 10,280 employees (2006 : 6,279 employees). Staff costs as a percentage of turnover reached 7.3%, representing an increase of 0.5% compared with 6.8% in 2006. During the year, the Group completed organizational restructuring and optimization of human resources system.

#### Organizational restructuring

With the help of world-renowned consultant firms, the Group has undergone restructuring and optimization for the purpose of strengthening brand management and shifting focus on value chain, and has sought to enhance our core caliber to fully conform to the requirements on strategic planning and operational management.

The Group insists on an organizational design that focuses on brand equity and product design. The Group specifically strengthened the planning and implementing abilities in brand management, production mix, new product research and development, marketing, retail management and other aspects. We emphasise effective support from the Group's strategy management department to its sustainable and healthy development, as well as effective consolidation of internal and external information in corporate operation, imposing operational control under strategic guidance, and adjustment to the value orientation of management framework in line with the development strategy of brand upgrade. We highlighted organizational design and workflow engineering in internal control, so as to effectively hedge the risks in operational management. By optimizing internal control management system, information system and workflow system, we stepped up the risk prevention and control across different sections in operations and management.



### 人力資源

截至二零零七年十二月三十一日，本集團僱員總數約為10,280人（二零零六年：6,279人）員工成本相對於營業額為7.3%，比二零零六年同期的6.8%上升0.5%。於年內，集團重點完成了組織構架調整和人力資源體系優化工作。

#### 組織架構調整

本集團連同優秀諮詢公司，對集團的組織架構進行調整與優化，圍繞強化品牌管理和價值鏈重點的轉化，著重提升組織的核心能力，以充分符合戰略要求與經營管理的需要。

集團堅持以品牌、商品為主導的組織架構設計，針對性地強化在品牌管理、產品組合、新產品研發、市場推廣和店鋪管理等方面的策劃和執行能力；強調集團戰略管理部門對集團持續發展的有效支撐，並有效整合企業運作的內外部信息，實施戰略指導下的運營控制；調整管理體系的價值導向，使其與提升品牌市場地位的發展戰略相吻合；突出內控的組織設計與流程建設，有效防範各類經營管理風險。優化內控管理系統、信息系統及運作流程體系的建設，強化組織對於經營管理各個環節的風險防範與控制。



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### Optimization of Human Resource System

The Group appointed an international professional human resources consultant company as our human resources advisor, which is responsible for researching and analyzing the rationality of existing human resource system and job positions. With the precondition of taking both internal fairness and external competition into account, the Group sets 3P's (person, performance and position) as the core of its human resource management. The Group has been from time to time building a comfortable and fair working environment, providing advancement opportunities, training development and reasonable remuneration, bringing greater satisfaction and sense of accomplishment to its employees, thereby increasing their recognition of the Group and the sense of belongings.

The remuneration system is one of the important parts which help construct the Group's human resources system. The Group has built up a competitive, fair and motivating remuneration system by underpinning performance-oriented remuneration which is higher than market average. Apart from basic salaries, the Group provides other benefits (such as bonus) to ensure that the employees can share the Group's accomplishment, thereby closely associating employees' personal reward and advancement with the Group's performance.

The Group has adopted a mechanism to determine employees' reward according to their performance. Through "performance management system", outstanding performance are recognised and rewarded whilst building up a supportive system that advocates individual growth and boasts individual performance, thereby elevating the working capability of the staffs to attain remarkable working performance. The Group had undergone specific research before the implementation of "Law of the People's Republic of China on Employment Contracts" to actively adhere to the rules relevant to the human resource management system and relevant management procedures in order to guarantee staffs' rights and benefits.



### 人力資源體系優化

本集團聘請國際性專業人力資源諮詢公司作為人力資源顧問，對集團固有的人力資源系統和員工職位的合理性進行研究分析。在兼顧內部公平和外部競爭的前題下，建立起3P (person員工、performance表現、position崗位) 為核心的人力資源管理體系。本集團一直致力營造優良、公平的工作環境，為員工提供晉升機會、培訓發展及合理回報，提高員工對工作的滿意度和成就感，從而增加對集團的認同感和歸屬感。

薪酬體系是集團人力資源制度建設的重要內容之一，集團已建立起具有市場競爭力、公平和激勵性的薪酬體系，支持員工基於績效表現獲得高於市場平均水平的薪酬。除提供基本薪酬外，還通過其他福利 (如獎金方面) 確保員工能夠分享集團成果，建立起員工的個人回報和成長與集團業績的緊密聯繫。

本集團一直採用以員工的工作表現釐定獎賞之制度，通過制訂「績效管理制度」，肯定和回報優異的業績表現，同時建立起支持個人成長和增長個人績效提升的輔助體系，幫助員工不斷提升工作能力，獲取高績效的工作表現。本集團在「中華人民共和國勞動合同法」實施之前，已進行了專門研討，主動調整人力資源管理制度

及相關管理規範，以確保員工權益。





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As for building up corporate culture, the Group has been cultivating an internal corporate culture that respects talents, embraces fairness and promotes motivation. Meanwhile, the Group has built up a comprehensive system of cultural theory, and reviewed its establishment pursuant to the core spirit which underlies corporate culture. Together with the implementation of various internal cultural activities and practice of operational management, the formation of corporate culture has been ensured to be in the right direction and pragmatic. At the end of 2007, through a series of evaluations and elections such as “grass-root hero”, “best rookie”, “best coach” and “best team”, the Group has selected brilliant role models among internal staffs and consolidated achievement of its cultural construction.

As a responsible employer which cares for staffs, the Group highly values the principle of “people-orientation” and advocates that a balance between work and personal life leads to a healthy life. In addition to the provision of garden dormitories, there is also a specially designed leisure hall including a library, a computer room and various leisure facilities in the main office. Besides, there are a basketball court, a tennis court and other sports facilities in ANTA which enrich employees’ cultural activities off duty, forging an ideal environment and fulfillment of a healthy life.

The Group has always viewed employees as an important asset of the Company and placed much emphasis on alluring, selecting, nurturing and retaining talents. The Group has aspired to provide a satisfactory environment and extensive learning opportunities, to enhance staffs’ knowledge, developing skills so as to ensure that the staffs and the Group can enjoy development and growth together. During the year, the Group arranged more than 50,000 training hours. The average training hours of each person reached 33 hours. The training content extensively covers various aspects such as the information concerning the industry and the Company, skills for each role as well as the career development. In order to encourage further study, the Group has adopted the mechanism of “Life-long Learning” so as to satisfy the demand for sustainable development of the Group and the ever-changing operational environment. The Group has poured in capital for provision of specialized training of outstanding management staff, allowing them to study all management courses including EMBA.



在企業文化建設方面，集團營建尊重人才、公平、激勵的內部文化氛圍，通過建立完整的文化理論體系，並以企業文化的核心精神去檢討制度建設，輔之於各種內部文化活動以及經營管理實踐，確保企業文化建設的方向和實效。於二零零七年底，通過「草根英雄」、「最佳新人」、「最佳教練」、「最佳團隊」等評選，選出優秀內部員工典範，鞏固文化建設成果。

作為負責任及體恤員工的僱主，本集團強調「以人為本」，主張平衡工作與個人生活，倡導健康生活。除了為員工提供花園式宿舍社區，集團亦在主辦公區專門開闢了休閒廳，提供圖書館、電腦室和各種康樂設施。此外，在安踏工業園內，還建設了籃球場、網球場等體育設施，豐富員工工餘的文化活動，締造安居樂業環境，實現健康生活。

本集團一直視員工為公司的重要資產，重視人才吸引、選拔、培養和保留。集團致力提供良好的環境和廣泛的學習機會，幫助員工增長知識、發展技能並努力保障員工能與集團一起發展和成長。本年度內，集團累計總培訓時數超過5萬小時，人均培訓時數達到33小時，培訓內容廣泛涉及行業和公司資訊、崗位技能、職業發展等諸多領域。為提倡持續進修的風氣，本集團採取「終身學習」的機制，以滿足集團持續增長的需求和瞬息萬變的營商環境。集團已投放資金為優秀管理人員提供專門培訓，讓他們修讀包括工商管理碩士（EMBA）在內的各種管理課程。



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Besides, the Group focused on launching recruitment plans in schools, namely “New Routes”, through which over 200 calibre graduates of different majors were employed. In order to let these graduates feel at home in the working environment of the Group and adapt to the corporate culture as soon as possible, the Group funded millions of Renminbi to formulate specialized supportive plan “Run-up training program”. By arranging a 1-year run-up program for graduates, the Group dedicated to help them adapt the transition of their life from learning to working.

### CUSTOMERS

The Group devotes to provide consumers high quality and professional sportswear products by actively investigating trend of changes in consumers’ demand and rolling on to adjust their product structure in accordance with market demand. In order to further enhance the quality of customer service, the Group has set up “ANTA College” to provide training for the sales management team and frontline staffs. During the year, the Group has prepared some guidelines such as “ANTA Retail Management Handbook” and “Display Guidance Handbook” and implemented four national retail training camps, in order to facilitate a deeper understanding of products as well as display application among distributors and staffs. Moreover, the Group will also establish perfect feedback mechanism regarding after-sales services to give corresponding support for consumers.

### SUPPLIERS AND DISTRIBUTORS

The Group places much importance on its collaboration with suppliers; therefore, to ensure the quality control of products, the Group regularly applies a trial-run quality test of suppliers. In order to enhance the recognition and professional image of the brand, the Group has set up flagship stores in core markets as well as retail outlet in second- and third-tier markets. Expansion and management of retail business are also the principal plan of the Group. The Group gives weight to cooperation with distributors by strengthening information and resource sharing, promoting the sales of shops actively as well as finding suitable places to set up bigger stores, enlarging the area of retail outlet, which have improved the stores layout and image.

此外，集團重點展開名為「新航線」之校園招聘計劃，吸納了約200餘名各類優秀畢業生。為了讓應屆畢業生能儘早融入集團的工作環境，適應企業文化，集團投入數十萬人民幣，制定了專門的支持計劃「助跑培訓計劃」。通過安排畢業生接受為期一年的助跑計劃，集團致力幫助他們適應從學習到就職的重要人生轉變。

### 客戶

本集團致力為消費者提供質量與專業性俱備的體育用品，積極研究消費者需求變化趨勢，依據市場需求，不斷調整產品結構。為進一步提升客戶服務質素，集團設立了「安踏學院」，對銷售管理團隊及前線員工進行培訓。於年內，為提高分銷商以及零售店員工對產品知識和陳列的運用，本集團編寫了「安踏零售管理手冊」、「陳列指引手冊」等指引，以及舉辦4次全國性的零售訓練營。此外，集團亦會建立完善的售後服務反饋機制，讓消費者獲得相應支援。

### 供應商及分銷商

集團重視與供應商之合作關係，定期對供應商試行質量審核流程，以確保產品的質量管理。為提高品牌認知度及專業形象，本集團在核心市場開設旗艦店，亦同時在二、三級城市開發終端大店。有關零售業務的拓展和管理亦是集團的核心計劃之一，集團強調與分銷商合作，加強信息資源互享，積極促進門店銷售，持續尋找有利位置開設大店，增加零售店面的面積以致改善店鋪的陳設及外觀。



### ENVIRONMENT

The Group strictly complies with corresponding environmental regulations and rules, and its production facilities also gain all necessary permissions and approvals for environment. In 2005, the footwear division of the Group also passed the ISO14001:2004 Environmental Management System Certification for its design, development, product processing, sales management and other management events.

During the year, the Group established two apparel production bases and equipped pollutants treatment facilities which complied with related environmental standards during business planning so as to treat the pollutants before emission. Furthermore, on basis of various criteria such as air pollution, noise pollution, sewage and rubbish disposal, the Group also evaluated the influence to the environment and obtained all necessary approvals and permissions. During the production process, the Group hired professional organizations for examining the exhaust gas, dust regular and others. The Group also employed two experienced staffs to be in charge of environmental compliance matters and established a reliable environmental system.

### PROTECTION FOR LABOR AND STAFFS' RIGHTS

#### Provide Equal Development Opportunities

In an employment relationship, the Group strictly obeys related laws, regulations and industry rules. Employing child labor is strictly forbidden while forced labor and employment discrimination are stringently avoided.

The Group stands on employment policies on sexual equality and “equal work equal pay” by paying much attention to the development of female staffs and establishing a female worker committee. During the year, one of the female staffs of the Group was awarded as “The Best 10 Imported Workers in Quanzhou”.

#### Pay close attention to Staffs' health and safety

The Group has implemented safety guidelines and operational programs regarding production procedures and also rendered occupational safety education and training to staffs for their sense of safety. The Group provides and requests staffs to prepare suitable protective equipment to ensure their safety. The Group also regularly provides free annual body check for staffs and sets up medical rooms in the headquarter of the Group for prompt treatment of any sudden sickness of its staffs.

### 環境事宜

本集團遵守相關環境規定及法規，生產設施亦獲得了所有必須的許可及環境方面的批文。在二零零五年，本集團的鞋類設計、開發、產品加工、銷售管理及其他管理活動獲得了ISO14001:2004環境管理體系認證。

於年內，本集團投產了兩個服裝生產基地，在業務規劃時配置了符合相關環保標準的污染物處理設施，以便排放污染物前處理該等污染物；在生產設施興建工程動工前進行有關環境影響評估，評估範圍包括空氣污染、噪音散發和污水及廢物排放等，取得一切所需的批文及環境批准。而在生產過程中，本集團聘請專業機構定期對廢氣、塵埃等進行檢測；本集團亦委聘兩名經驗豐富的職員負責環境合規事宜，並建立可靠的環保制度。

### 勞動與員工權益保護

#### 提供平等發展機會

在僱傭關係中，本集團嚴格遵守相關法律法規及行業行為準則，嚴禁在任何崗位僱傭童工，嚴格避免強制勞動和僱傭歧視現象的發生。

本集團堅持男女平等、同工同酬的僱傭政策，重視女員工的發展，並於二零零六年，成立了女工委員會。於年內，本集團的一名女工由於表現突出被評為「泉州市十佳優秀外來員工」。

#### 關注員工健康與安全

本集團就生產工序實施了安全指引及操作程序，並為員工提供職業安全教育及培訓以提供其安全意識。集團向員工提供並要求其配備適當的保護性裝備以確保其安全。本集團亦定期向員工提供免費的年度體檢，並於集團總部設置醫療室，以時治療員工突發的疾病。



# Social Responsibility

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### Providing Social Insurance

If the staffs and the subsidiaries of the Group enter into employment relationship, the Group will immediately sign labor contracts with them and provide them welfare schemes covering pension insurance, unemployment insurance, maternity insurance, injury insurance and medical insurance.

### LEGAL COMPLIANCE AND LEGAL PROCEDURE

During the year, the Group does not involve in any significant litigation, arbitrations or claims. Furthermore, none of the parties are proceeding or menacing to any litigations, arbitrations or claims to the Group which will bring negative and severe influence to the operational results and financial positions of the Group.

### 提供社會保險

倘僱員與本集團旗下成員公司建立僱傭關係，本集團即與其簽訂勞工合同，並為其提供福利計劃，包括養老保險、失業保險、生育保險、工傷保險及醫療保險。

### 法律合規及法律程序

於年內，本集團並無涉及任何重大的訴訟、仲裁或索賠，亦無任何人士進行或威脅提出針對本集團的此等訴訟、仲裁或索賠，以對本集團的經營業績或財務狀況造成嚴重負面影響。

