

people development

The greatest asset of Sa Sa is our people. Our uniqueness, competitive advantage and continuing success in today's global marketplace stem from the talents of our people. We are committed to each other and we will continue to develop our position as an "Employer of Choice" by being recognised for our positive working environment, our competitive total reward package and our reputation for supporting success.

As at 31 March 2008, the Group had a total of 2,380 employees. Staff costs for the year under review were HK\$566.2 million. To ensure the Group is able to attract and retain employees with good performance, we place significant emphasis on building an engaged workforce and creating a caring and supportive workforce environment.

An Engaged Workforce

Our employees are not only motivated, but they also understand the Group's business goals and the ways in which they can contribute to achieving those goals. Information

related to the Group's business direction and strategies is conveyed to our employees via various channels. Employees are also encouraged to contribute their ideas through our "Work Improvement Programme" and brain-storming sessions. We value employee feedback and involvement.

During the year, we revamped our performance management system to foster high-performance work and workforce engagement. An alignment mechanism and a competency-based model were built into our performance review and incentive system, enabling our employees' performance to be aligned with the company goals.

We encourage excellence by providing the best possible career opportunities, reward and recognition. We review our remuneration packages on a regular basis and performance bonus and share options were offered to qualified employees. Our commitment to pay for performance continued to ensure that a competitive total reward package is available to existing high performing and prospective employees.

To maintain our competitiveness and ensure that future people requirements will be met, we continue our Management Trainee Programme. This 18-month programme is designed to develop our up-and-coming leaders through structured job rotations





and project assignments. Our Management Trainees receive accelerated training and development, as well as frequent opportunities to meet with senior management, thereby encouraging our talented people to progress quickly and fulfill their potential.

A Supportive Working Environment

We promote equality of opportunity, a culture of mutual respect and a caring and supportive working environment for all employees. We are committed to the implementation of fair employment practices to support equality of opportunity. We create a work environment in which differences are respected and in which people are valued as individuals. Meanwhile, appropriate guidelines and advisory support are provided to line managers in the application of grievance and disciplinary procedures.

We recognise the promotion of the health and wellbeing of employees is a key factor in supporting work-life balance. During the year, we organised a series of training programmes and seminars to encourage good health practices. We also launched a number of people programmes including the Annual Dinner, Fun Day, Christmas party, boat cruises, barbecues and gatherings to give our people opportunities to interact outside work. We believe that our dedication to workforce engagement not only helps strengthen mutual trust, commitment and productivity, but also builds a more resilient company.

Training and Development

Excellence of training and career development lies at the heart of the high quality of products and service that Sa Sa offers. During the year, the Group provided a total of 5.8 man-days of training per staff on average. To match with new products launches, we established a series of tailor-made product knowledge trainings for frontline staff. In addition, a sales enhancement programme by a professional service management consultancy was launched in all markets to upgrade service and selling skills.

During the year, we continued with our 150-hour Junior Beautician Trainee training programme for new staff, provided more field coaching for staff in order to assist the transfer of knowledge and skills, and arranged attitude training for frontline and office staff to motivate them to be more positive and proactive so as to maintain work-life balance. Other initiatives included breakfast meetings, whose purpose was to strengthen teamwork at shops, to enhance communication between management and shops, and to nourish the caring culture of the Company through senior management participation.

In terms of staff development, we launched Leadership Management Skills training for potential and newly promoted shop supervisors, strengthened the mentor programme for the increasing number of new staff at Sa Sa shops, and established a Train-the-Trainer programme for coaching new leaders at shops.

Industry Recognition

During the year, Sa Sa continued to participate in various industry competitions with the aim of enhancing overall service quality and of developing staff to market-leader standards within the company. Sa Sa won the Grand Awards of both Supervisory Level and Junior Frontline Level in the Beauty Products/Cosmetic category in the Hong Kong Retail Management Association's Service & Courtesy Award. La Colline Shop won the Service Leader for the Beauty Products/Cosmetic category for the third consecutive year in the Hong Kong Retail Management Association's Mystery Shoppers Programme. In addition, all five Sa Sa enrollees in the Hong Kong Management Association's Distinguished Salesperson Award 2008 received the award.