

# People Development

Sa Sa fully recognises the value and importance of human capital, which has directly contributed to its growth and success. To handle the fast expansion of the Group, the total number of employees has increased to 2,826 as of 31 March 2010 and staff costs for the year under review were HK\$554.75 million. To ensure the Group is able to attract, motivate, retain and develop our human assets effectively, we strive to be an “Employer of Choice” by developing an engaged workforce and fostering a positive, caring and supportive work environment.

## An Engaged Workforce

An engaged workforce has always been a key component of Sa Sa's winning strategy. We believe that an organisation's success depends increasingly on an engaged workforce that is highly productive and that can greatly enhance organisational performance and thus business results.

Since we strongly realise the importance of recognising employees' accomplishments, we have many different ways of rewarding our workforce. Our remuneration packages are reviewed regularly and differential rewards are granted to recognise and motivate staff. As part of the performance management system, Key Performance Indicators (KPI) are adopted to assure directions and standards are set and met. There are many performance incentives for our employees, and attractive bonus and share options are offered to high performers.

We understand that effective communication with employees is essential to win their cooperation, bolster morale, improve mutual understanding and develop good employee relations. Our culture promotes two-way communications and sharing of views. Employees are encouraged to contribute ideas at regular events such as the Strategic Planning Meeting and breakfast meetings. Company vision and mission, business goals and strategies are conveyed to our employees through various channels including Objective Communication Forum, employee handbook, staff newsletter, notice board, staff e-mail communication and induction programme. Regional meetings and conference calls are held monthly to strengthen our matrix reporting system amongst offices in other Asian countries. Other initiatives included breakfast meetings and sharing sessions,

which aim to strengthen teamwork within the shop environment and to enhance communication between management and shops while nourishing the caring culture of the Company through senior management participation.

## A Supportive and Caring Work Environment

Sa Sa is determined to develop a supportive and caring work environment in which employees work together harmoniously to achieve good business results, keep customers happy and contribute to the community as a whole. Employees in Sa Sa family are always treated with care and respect.

We endeavour to provide our employees with a measured work-life balance. A great variety of social and recreational activities have been organised for our employees and their families in order to promote a healthy, positive and happy work environment and encourage interactions out of the office. These activities include our christmas party, annual dinner, boat cruises, barbecues, gatherings and so on. In May 2009, we also participated in retail industry singing contest organised by Hong Kong Commercial Radio. All these activities have provided opportunities for Sa Sa to strengthen team spirit and enhance cohesion among employees.

The Company has a strong commitment to the health of our employees and to creating a safe and healthy work environment for them. To this end, a dedicated Health and Safety Committee has been established and regular meetings have been held. We aim to minimise the possible occurrence of injuries, raise hygiene standards and better protect the health of our employees. In 2009, in view of the outbreak of H1N1 swine flu, our own “Swine Flu Prevention Guidelines” were issued to our employees through internal e-mail. During the year, we also arranged a series of occupational safety or health talks. To enhance our preparation for work environment accidents, selected employees attended a First Aid Certificate Course conducted by the Hong Kong St. John Ambulance division.





## Training and Development

Excellence of training and career development lies at the heart of the high quality products and services that Sa Sa offers. During the year, the Group provided a total of average 5.2 man-days of training per staff. To support new product launches, we established a series of tailor-made product knowledge training sessions for frontline staff. In addition, the Company commissioned a professional service management consultancy to provide training programmes, including a Neuro-Linguistic Programming (NLP) workshop, in order to upgrade the service and selling skills of our staff.

During the year, we increased the training hours of our Junior Beautician Trainee training programme from 180 to 200 hours, and provided more field coaching for our employees in order to assist the transfer of knowledge and skills. As part of the "Joy@ Sa Sa" campaign, the Company arranged attitude training for frontline and office staff to motivate them to be more positive and pro-active, to maintain work-life balance and to cultivate a culture of mutual respect and appreciation.

To further enhance the overall service standard of our stores and to continue to offer quality service to our customers, the Group invited a renowned professional consultancy to deepen the on-site training programmes of our operational management and staff management; to help the management of our retail stores to strengthen internal management and execution skills; and on the other hand, to strengthen the customer service consciousness of our beauty consultants.

In terms of staff development, we launched Leadership Management Skills training for newly promoted shop supervisors

and frontline staff with potential, and organised "Mentors' Club" activities for senior staff to broaden their horizons and keep up with industry developments. In order to reinforce the professional image of Sa Sa's beauty consultants and to enhance the Group's overall customer service standards, workshops were held for frontline staff to enhance their selling skills.

During the year, Sa Sa continued to utilise various training tools, including the "Sa Sa Training Channel" knowledge database, to deliver the latest product knowledge, make-up skills, selling and service skills in a lively and novel way. These tools enable our frontline staff to refresh their skills and knowledge within the shop environment.

## Industry Recognition

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. Sa Sa won the Grand Awards at both Supervisory Level and Junior Frontline Level in the Beauty Products/Cosmetics Category in the Hong Kong Retail Management Association's Service and Courtesy Awards 2009 for the third consecutive year. La Colline Shop won the overall grand award, "Service Retailer of the Year 2009", as well as the "Service Category Leader" award of the Beauty Products/Cosmetics Category for the fifth consecutive year, in the Hong Kong Retail Management Association's Mystery Shoppers Programme 2009. In addition, La Colline's specialty shop attained the highest average score of 97.2% among 126 retailers of 14 retail categories, and won the "2009 Service Retailer of the Year" award for the third consecutive year. Sasa stores also achieved a satisfactory result with an average score of 90%.