

# 人力資源

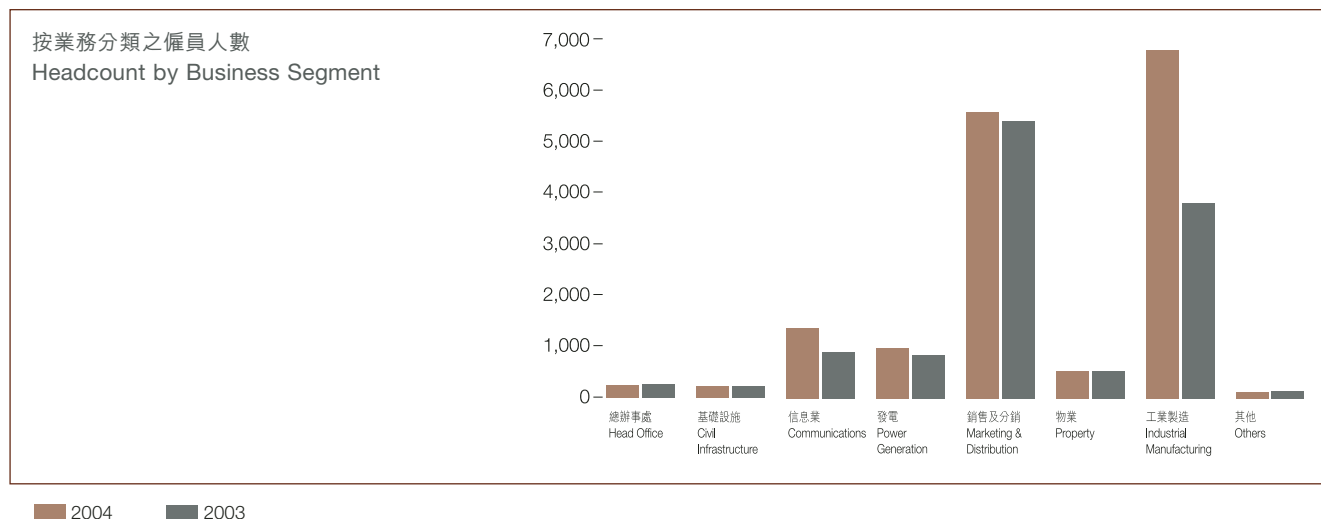
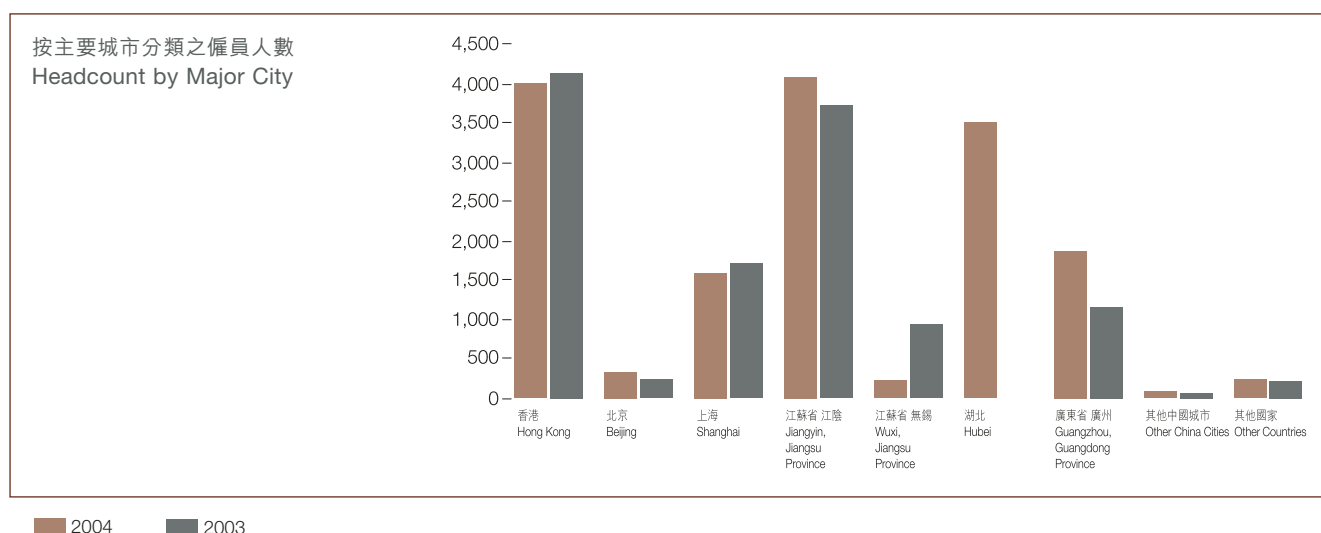
## Human Resources

在二零零四年十二月三十一日，本集團位於香港之總公司，主要附屬公司及合資企業合共僱用員工15,915人（二零零三年：12,174人）。中國內地僱員人數上升至11,680人（二零零三年：7,827人），香港僱員人數則下降至3,995人（二零零三年：4,129人）。其他國家之僱員人數則輕微上升至240人（二零零三年：218人）。

香港及區內經濟的改善為員工締造了穩定的工作環境，使他們發揮更高效率，取得更大成效，達致更佳的工作表現。

As at the end of December 2004, the Group employed 15,915 staff (2003: 12,174) in its headquarters in Hong Kong and its principal subsidiaries and joint ventures companies. Employees working in mainland China increased to 11,680 (2003: 7,827) while those working in Hong Kong decreased to 3,995 (2003: 4,129). The number of employees in other countries slightly increased to 240 (2003: 218).

The improving economy in Hong Kong and in the region provides a stable employment environment for staff to operate effectively and efficiently to attain better level of performance.



## 人力資源管理

中信泰富乃是採納並落實平等僱傭政策，認同及尊重個人權利的僱主。本集團致力採取一致及公正之人力資源管理政策，與員工皆能互相得益，並堅持高度商業道德標準及員工個人操守。本集團之每位僱員在進行業務時均需嚴格遵照集團紀律守則所涵蓋之專業及技術準則，而所有部門主管亦有責任向有關人士闡釋本集團之規定。

## 員工薪酬

中信泰富致力吸引、挽留及激勵具備有相關技能、知識及能力之員工，以拓展、支持及延續本集團之成就。僱員之現金報酬一般包括基本薪酬及浮動薪酬，而浮動薪酬主要為與表現掛鉤之花紅，根據公司業績及員工個人之表現而酌情發放。高級管理人員的現金報酬中，較大部份由浮動薪酬組成，此措施反映出對本集團業績及盈利能作出貢獻的員工，本集團會作出適當獎勵，藉此強化優秀表現獎賞文化，不斷提升本集團的整體質素。本集團在過去三年以獎勵為主的浮動薪酬取代多個形式的保證花紅及定額花紅，此改變並得到員工的接受及支持。此外，本集團每年均檢討員工之薪酬及福利計劃，以確保整體待遇對內公平公正，對外與業務所在地及業界水平相若，並能配合本集團業務發展需要。本集團的成員公司均符合是項政策。

## Human Resources Management

CITIC Pacific is an equal opportunity employer and adheres to non-discriminatory employment practices and procedures in recognising and respecting individual's rights. Striving to administer a fair and consistent human resources management policy to the mutual benefit of its employees and the Group, we also uphold a high standard of business ethics and personal conduct of our employees. Every employee of the Group is required to strictly follow the Code of Conduct which covers the professional and technical standard of requirements in conducting business, and all heads of business units are charged with the responsibility of disseminating the Group's requirements to the stake holders concerned.

## Employee Compensation

CITIC Pacific aims to attract, retain and motivate employees who have the relevant skills, knowledge and abilities to develop, support and sustain the continued success of the Group. An employee's cash remuneration typically comprises a base salary and a variable compensation, mainly in the form of a performance-related discretionary bonus which is based on the Company's and the individual's performance. Senior management of the Group receives a substantially higher portion of their cash remuneration in performance bonus, reflecting their ability to influence business outcomes and financial performance. Our compensation strategy is to cultivate a pay-for-performance culture to incentivise and reward employee performance that will lead to a long-term enhancement of the overall caliber of the Group. The Group has in the past three years undertaken to replace many forms of guaranteed and fixed bonuses with performance-based variable compensation, which has been well accepted and supported by staff members. On an annual basis, the Group reviews the cash compensation and benefit programs provided for its employees to ensure that the overall compensation is internally equitable, consistent with local and industry norms, as well as in support of the Group's business strategy. Towards this end, Group companies are largely in conformity with this policy.

## 薪酬委員會

於二零零三年八月成立之薪酬委員會，成員包括三名非執行董事，其中兩名為獨立非執行董事。該委員會由何厚鏘先生擔任主席，每年召開至少一次會議。

該委員會的主要任務乃行使董事會之權力，以檢討及審批各執行董事及主要行政人員之薪酬，包括基本薪金、花紅、各項福利及所參與之購股權或其他計劃的條款，並考慮到業內相若公司之薪金水平、本集團成員公司各董事及主要行政人員之時間貢獻、職責及聘用條件，依據表現訂定報酬以激勵高質僱員，同時保障股東利益。

有關中信泰富股份獎勵計劃二零零零之資料連同授出購股權之詳情，載於第76至80頁，董事酬金總額為港幣一億一千四百九十萬元（二零零三年：港幣九千五百五十萬元）。有關董事酬金之進一步資料，載於第115頁。

## 退休福利

對於香港僱員，中信集團退休計劃（「退休計劃」）已於二零零三年八月由中信集團強制性公積金計劃（「強積金計劃」）所取代。強積金計劃由兩個基金經理所管理，包括由富達退休集成信託計劃提供九個基金及由恒生強積金精選計劃提供五個基金，以供成員作投資選擇。該兩個計劃分別由匯豐信託（香港）有限公司及匯豐投資管理（香港）有限公司信託管理。雖然成員之新供款皆歸入強積金計劃，但原為退休計劃之滾存結餘則繼續以封閉基金形式運作，直至現有退休計劃成員離職或把其滾存結餘轉移。本集團已委任匯豐信託（香港）有限公司為退休計劃的信託人，確保該封閉計劃根據信託契約及條例細則營運。而匯豐投資管理（香港）有限公司及富達投資（香港）有限公司則被委託為投資經理。

至於中國及其他國家之僱員退休福利，則主要根據當地之僱傭法規而制定。

## Remuneration Committee

The Remuneration Committee, which was established in August 2003 comprising three non-executive directors, two of whom are independent non-executive directors. The Committee is chaired by Mr Norman Ho and will meet at least once a year.

The principal role of the committee is to exercise the powers of the Board to determine and review the remuneration packages of individual executive directors and key executives, including salaries, bonuses, benefits in kind and the terms on which they participate in any share option or other plans considering factors such as salaries paid by comparable companies, time commitment and responsibilities of the directors and key executives, employment conditions elsewhere in the Group and desirability of performance-based remuneration so as to align management incentives with shareholder interests.

Details of the CITIC Pacific Share Incentive Plan 2000 and the granting of options are reported on pages 76 to 80. Total remuneration paid to directors was HK\$114.9 million (2003: 95.5 million) and further information on Directors' Emoluments can be found on page 115.

## Retirement Benefits

For the Hong Kong employees, The CITIC Group Retirement Plan ('ORSO Plan') was replaced by The CITIC Group Mandatory Provident Fund Scheme ('MPF Scheme') in August 2003. The MPF Scheme is managed by two fund managers offering its members investment choices of 9 funds in the Fidelity Retirement Master Trust and 5 funds in the Hang Seng Mandatory Provident Fund – SuperTrust. HSBC Trustee (Hong Kong) Limited and HSBC Institutional Trust Services (Asia) Limited are the appointed Trustee respectively. While the new contributions are all made to the MPF Scheme, investments of the contributed benefits and vesting still continue under the ORSO Plan as a closed fund until the existing ORSO members cease their employment or have their vested benefits transferred out. The Group has appointed HSBC Trustee (Hong Kong) Limited as Trustee of the ORSO Plan to ensure that the closed Plan is operated in accordance with provisions of the Trust Deed and Rules. HSBC Asset Management (Hong Kong) Limited and Fidelity Investment Management (Hong Kong) Limited are appointed as investment managers.

Retirement benefits for employees in mainland China and other locations are based primarily on local mandatory requirements.

## 培訓及發展

中信泰富致力提供健康之企業環境，讓員工各展所長，並鼓勵他們工餘進修，不斷自我增值。除了定期邀請專業機構舉辦研討會及課程外，本集團亦定期為員工提供內部培訓，藉以協助員工改善工作表現，為將來發展做好準備。如有需要，本集團會安排外界服務機構舉辦專題訓練課程，包括管理發展、工作地點安全及最新技術介紹等。

隨著中港兩地跨境商業活動愈趨頻繁，本集團鼓勵並積極推動兩地業務的融合及兩地員工知識交流與技術轉移。

為加強工作地點安全，本集團屬下公司之安全及健康委員會定期召開會議，除了檢討各項相關措施外，亦向公司建議適合員工參與之培訓計劃。

此外，中信泰富亦相信要投資在社會年青一輩之培訓及發展。本集團已在旗下附屬公司設立多項學徒訓練計劃，並參與香港政府為年青離校人士推出之展翅計劃。同時本集團亦支持本地大學的中國職業發展計劃，為香港學生提供在本集團國內公司實習交流的機會。

## Training & Development

CITIC Pacific is committed to providing a healthy organisational environment conducive to each individual's development. Employees are encouraged to commit to continuous improvement by taking responsibility for their own learning and self-development. Seminars, courses by professional institutions and in-house training are organised regularly to help employees improve job performance and prepare for future development. Where applicable, the Group arranges external service providers to conduct customised training programs on specific subjects such as managerial development, work place safety and updates on new technology.

With the ever growing cross-border business activities between Hong Kong and the mainland, the Group encourages and is actively promoting business integration, knowledge sharing and skills transfer between staff in the two territories.

To promote work place's safety, the safety and health committees in Group companies meet regularly to review related measures and recommend appropriate training for staff.

CITIC Pacific also believes in investing in the training and development of the younger members of society. The Group has put in place various apprentice training programs in different industries of subsidiary companies. It also participates in the Government's Youth Pre-employment Training Program for young school leavers and supports the local university's initiatives in the China Career Development Programme by providing internship opportunities in our mainland China operations for the Hong Kong students.