

People Development

員工發展

Human capital is the most valuable asset of Sa Sa, contributing significantly to our success. As such, we place utmost emphasis on people development and training. We assess our strength and needs now and in future, and foster an environment that helps people to realise their full potential.

As at 31st March 2006, the Group had a total of 2,531 employees. Staff costs for the year under review were HK\$433.4 million. To ensure that the Group is able to attract and retain staff with good performance, remuneration packages are reviewed on a regular basis, and performance bonus and share options are offered to qualified employees. A performance-based element is included in the annual discretionary bonus for all staff and in share options for supervisory and managerial staff. During the year, we continued initiatives to attract, retain, motivate and develop the best people. Various staff development initiatives were implemented through in-house and external training programmes, as well as the provision of financial subsidies for staff's further studies.

Attracting People

We know that our success tomorrow depends on the people that we recruit today. We plan and coordinate recruitment activities to ensure that our business development is well supported by a motivated workforce. During the year, in order to further strengthen our brand and to attract and retain talented employees, a Human Resources Task Force composed of selected members of the senior management was formed. Its aim is to create a proactive and practical manpower resourcing strategy. This includes enhancing our human resources management practices, as well as implementing professional training and development initiatives for business growth.

人力資源為莎莎最重要的資產，對集團的成就貢獻良多。因此，集團極重視員工培訓和發展，並評估目前與未來的實力和需要，營造更有利環境，務求充分發揮員工的潛能。

於二零零六年三月三十一日，集團共聘有二千五百三十一名員工，年內的員工成本為四億三千三百四十萬港元。為確保集團能夠吸引及保存表現優秀的員工，集團定期檢討員工薪酬及福利，並向所有合資格員工授出表現花紅及購股權。集團在酌情向全體員工發放全年花紅、以及向主管級及管理人員授出購股權時，均會考慮有關人員的表現。年內集團不斷推行措施以招攬、保存、激勵最優秀人員及加強有關人員的發展。期內集團更推行各種員工發展計劃，包括舉辦內部培訓課程及提供外間培訓課程，並為員工繼續進修而提供資助。

吸納人才

莎莎深知集團未來的成績端視今天招聘的人才。集團積極策劃和統籌各種招聘活動，確保集團有積極的員工配合業務發展。年內，為求進一步加強集團品牌，並羅致及保存優秀的員工，集團已成立一個由有關管理層組成的人力資源專責小組。小組目的在於制訂積極務實的人力資源策略，包括加強人力資源管理，推行專業培訓與人才發展措施以促進業務增長。





Retaining People

To ensure that the Group is able to retain people with good performance, emphasis is placed on performance management, differentiated rewards, succession planning, learning and development. The Group has restructured the performance management system to ensure effective communication between supervisors and subordinates. This initiative is intended to improve not only individual performance, but also the performance of the Group as a whole.

We know that differentiated rewards are key to recognising talented people. Our remuneration packages are reviewed on a regular basis and performance bonus and share options are offered to qualified employees. To maintain our competitiveness and ensure that future people requirements will be met, Sa Sa has launched a Management Trainee Programme to develop potential leaders of the Group throughout the region. This Programme includes formal classroom training as well as a series of job assignments in our retail shops and back office.

保存人才

為吸引表現良好的員工繼續留任，集團十分重視表現管理、獎勵分明、繼任計劃、持續學習與人才發展。集團已重整表現管理制度，確保主管與下屬之間有更有效的溝通。此項措施不單可改進個別員工表現，亦可提升集團整體表現。

集團明白獎勵分明對表揚表現傑出的員工尤為重要。集團定期檢討員工薪酬及福利，並向所有合資格員工授出表現花紅及購股權。為了保持競爭力和配合未來的人力資源需要，莎莎已設立大學畢業生實習計劃，為集團在整個亞洲區域發展培養未來領袖。此項計劃包括課堂培訓，並於店舖及後勤辦事處出任不同職位。

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員工發展

Motivating and Enhancing People

Sa Sa acknowledges and rewards achievers and promotes from within. Through careful career planning, coaching and counselling, we identify people who are ready to take on bigger challenges. The Group has launched an “Education Aid Plan” to encourage our people to continue learning for self-improvement and career development.

Sa Sa is very much a “team building” company. Our success relies on blending our individual talents through team building, mutual trust and respect. We are also an open and caring company. Consistent and transparent communications are high on our list of core values. During the year, we launched a new theme “Get Together & Share Ideas” for the Staff Relations Programme. A series of staff activities such as a boat cruise and staff gatherings were organised to provide our people with opportunities to interact outside work.

激勵與提升員工實力

莎莎嘉許並獎勵表現傑出的員工，並提供內部晉升機會。集團透過仔細的事業規劃、指導及輔導，從中發掘有潛質接受更大挑戰的員工。本集團設立「進修補助計劃」，以鼓勵員工為自我提升及工作發展而繼續進修。

莎莎非常重視「群策群力」的精神。集團的成就有賴透過建立團隊、互相信任和尊重，融合個人才華。莎莎亦提倡開放及關懷的態度，持之以恆而且開放的溝通正是集團重視的核心價值。年內集團以「攜手並肩，共享意念」為員工關係計劃的新主題，更舉辦一連串員工活動，例如海上暢遊及員工聚會，讓員工有機會在工作以外交流溝通。



Training and Development

Excellence of training and career development lie at the heart of the high quality of products and service that Sa Sa offers. During the year, the Group provided a total of 5,700 man-days of training. We continued with our 150-hour Junior Beauty Trainee training programme for new staff, provided more field coaching for staff in order to assist the transfer of knowledge, and arranged attitude training for frontline staff to motivate them to be more positive and pro-active. Other initiatives included breakfast meetings, whose purpose was to strengthen teamwork at Sa Sa shops, to enhance communication between management and shops, and to nourish the caring culture of the Company through senior management participation. Product Knowledge Level Assessment was also introduced to ensure that the level of product knowledge of shop staff is consistent.

Sa Sa continued to participate in various industry competitions with the aim of enhancing overall service quality and to develop staff to industry-recognised standards within the Company: for example, the Hong Kong Retail Management Association's Service and Courtesy Award (three staff members entered the final interview), the Mystery Shopper Programme 2005 (La Colline Shop won the Service Category Leader Award in the Beauty Products/Cosmetics category) and the Hong Kong Management Association's Distinguished Salesperson Award 2006 (all six staff members won the award).

In terms of staff development, we launched Leadership Skills training for 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. As part of our overall IT infrastructure upgrading, which includes the crucial adoption of the SAP system, training was provided to all users in the Company.

培訓與發展

莎莎提供的貨品與服務質素優良，有賴集團在員工培訓與事業發展上追求卓越的精神。年內集團合共提供五千七百工作天的培訓。集團繼續為新員工提供合共一百五十小時的初級見習美容顧問培訓課程，並為員工提供更多實地指導，使其學以致用，另外更為前線員工安排工作坊，激勵員工建立更為正面和積極主動的工作態度。其他措施包括早餐會議，旨在加強莎莎店舖的團隊精神，促進管理層與店舖之間的溝通，並透過管理層參與，培養互相關懷的文化。集團更引進產品知識水平評估，確保前線員工的產品知識水平一致。

莎莎不斷參與各項業內比賽，務求提升整體服務質素，令員工水平提升至行內公認標準：例如參加香港零售管理協會舉辦的「傑出服務獎」（三名員工進入最後遴選階段）、2005神秘顧客計劃（La Colline專門店榮獲最佳服務零售商－化粧品店組別），以及香港管理專業協會的「二零零六年傑出推銷員獎」（六位參賽員工全部獲獎）。

在員工發展方面，集團為店舖主管推行「領導才能培訓」，加強為不斷增加的新入職前線員工而設的「導師計劃」、並為店舖新主管推行導師培訓「Train-the-Trainer」計劃。為了提升集團整體資訊科技，集團將採用SAP系統，並已向集團所有相關人員提供培訓。