

## PEOPLE STRATEGY

The Group recognises that the success of any tangible roadmap must be one that evolves consistently with strategies and initiatives to build a work force that shares common goals and objectives, a passion to excel and core values that nurture cohesion. Guided by this roadmap, the Human Resource (“HR”) mission is clear: in order for HR to enhance its contribution to the Group’s success, it should focus its priorities, ensure service delivery and strengthen its capabilities to support the organisation’s business strategy.

In its second year of implementation, Project Diamond, a performance enhancement project launched in 2002, continued to provide employees with a clear vision for the business; fostered enthusiasm with leaders fully engaged with their teams; and optimised personal and organisational learning in order to leverage the capability of both the business and the individual. In 2003, a combination of leadership, stretched goals, work challenges, performance management and rewards were the key elements in the balanced partnership between employees and the organisation.

In a turbulent year, the Group continues to be challenged with managing a highly diverse, discerning, mobile and creative workforce. More importantly, the Group has to fit its people assets to the overall corporate strategy. Priority was given to manpower planning of existing, future skills and competency requirement; pay for performance reward scheme to attract and retain; planning and implementation of employee development programmes.

In the area of leadership training, the Group organised an eight-week course - “Leadership Skills Development” which was specially designed in partnership with Dale Carnegie for its middle managers. With the fundamental goal of developing greater leadership skills, the programme focused on building five interrelated areas: self-direction, people skills, process skills, communication and accountability.

As part of the customer care initiatives, awareness was created among back-office and frontline staff of the shift in their role from merely reacting to customers’ requests to anticipating customers’ needs. Relevant training programmes were extended to non-supervisory staff, which included CREST module programmes on Problem Solving & Creative Thinking and Listening & Oral Communication.



SPC customer care programme has helped to instill pride and commitment to service excellence among its frontline staff

Transparency under good corporate governance practice include shareholders’ communications and active internal dialogue with employees. SPC continued to encourage an open-door policy, open communication and complete internal transparency. Town hall meetings between senior management and employees were held regularly throughout the year. These open discussions and presentations enhanced better understanding of the Group’s plans and operations, and encourage feedback of views and ideas from the ground.

During the tumultuous period when the SARS outbreak threatened livelihoods and businesses in the region, the health and safety of employees and their families were accorded top priority by the Group. A corporate wide SARS policy together with a business continuity plan was put in place to safeguard SPC’s employees.

The Group recognises that its employees must remain a core business strength and is committed to a people strategy that creates a motivated, talented, dedicated and loyal workforce to stride forward with the Group as it forges ahead to achieve its vision.