

企業報告 2004-2006

Corporate Report



用心服務 專心管理
A Passion of Service. A Quality Credential.

「富城卓越管理模式™」的理念是希望

每一位經理均可以表現最優質的「卓越領導」才華；
每一位員工均以「六星標準」作為優質工作目標；
每一位顧客均得到「超越期望」的優質服務；
每一個富城管理的物業均得到最優質的「物業資產管理」；
每一天都有「不斷改進」的優質成果；
每一處富城管轄的地方都有「綠化生活」的優質維護；
每一個工作夥伴都有「關心社區」的優質決心。

The Core Drivers of the “Urban Premier Management Model™” are:

Every manager should exhibit the best “**Visionary Leadership**”;
Every employee should adopt a “**Six-star Standard**” as their prime work goal;
Every customer should receive a premier service that “**Exceeds their Expectations**”;
Every property managed by Urban should benefit from our “**Property Asset Management**” Philosophy;
Every day should reflect our commitment to “**Continuous Improvement**”;
Every environment under Urban's care should demonstrate our concern for a “**Green Lifestyle**”;
Every business partner should have their heart set on Premier “**Community Care**”.

優質房地產服務 共建和諧都市
Quality Real Estate Services
Building a Harmonious City

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01

遠見領導

Visionary Leadership

持續推行全面優質管理 鑄造卓越「房地產服務」品牌

富城集團的全面優質管理歷程，源於我們跨進ISO 9001品管系統的門檻開始；我們的「富城智能管理系統™」，透過先進科技，令服務效率和效益大大提升；而當我們推出全港獨有的「富城卓越管理模式™」後，更是富城落實執行全面優質管理的時刻，為我們創造了一個出類拔萃的發展方向和架構，將富城的服務水準全面提升，成績令人滿意。

「富城智能管理系統™」強調「人才、流程、表現」三者的相互配合，更率先提出「物業資產管理」及「人力資本管理」的概念，讓我們在業內的領導地位更形鞏固。現時，「物業資產管理」已經成為一個專業發展方向，香港多間大專院校均有開設相關之課程。而「人力資本管理」概念的發展，對香港傳統物業管理和服務業更帶來了新的發展；從一個內部的人力資源管理概念，一躍成為一個以市場為主導，配合資本發展的管理新思維，以上種種，在在表現出富城作為市場品質領導者的地位。

在持續推行全面優質管理的同時，我們非常重視在過去數十年所建立的優質企業品牌。富城的企業品牌源自美孚新邨的管理服務，是由富城、我們數千員工、與富城100萬位尊貴客戶共同努力建立起來的；而富城的品牌質素則由客戶對各項服務的滿意度和認同所反映出來，再加上母公司新創建集團的引領和支持，令富城集團的企業品牌在市場上成為一個專業優質的象徵。

經過多年的發展，富城已經由一間專業的物業管理公司，發展成為今日擁有多個不同品牌的龐大管理集團，服務範圍由專業物業管理，拓展至物業資產和設施管理、工程和項目管理，與及大型物業維修服務等，業務遍佈全港，以至泛珠三角地區。

富城集團的品牌理念為「用心服務、專心管理」。由過去數十年所累積的豐富經驗所得，單單符合法例法規的要求去管理物業資產的時代已經過去，完全未能滿足現今客戶不斷提升的要求。建立良好服務團隊、堅持專業管理質素、推行健全營運系統，與及建立優良企業品牌，方可讓企業在競爭激烈的市場中突圍而出。故此，富城一向非常重視建立和保護我們的企業品牌，以提高競爭優勢。此外，富城集團的品牌承諾並表現在對企業社會責任的承擔。作為「香港卓越的社區經理」，我們在過去數十年已成功建立了多個完整的社區，並透過積極參與不同的社區關懷活動，回饋社會，共建社群。

為了讓每一位富城的員工心目中皆有着與集團一致的發展方向，我們自21世紀開始，每年均訂立清晰的企業策略目標。2004至2005年是富城的「業務推廣年」，我們已成功地將富城的業務向四面八方推廣，並獲得多項管理服務合約，成績美滿。2005至2006年是富城集團的「關懷社會年」，我們透過與不同的社會服務團體建立「優質社會服務夥伴發展計劃」，協助樹立良好的企業品牌，承擔企業社會責任。

2006至2007年是我們的「物業優化年」。富城現正以「延長物業資產生命週期」及「提升物業資產價值」為服務之最高標準，並全力為旗下各項物業資產及設施，擬定大型維修及保養計劃，優化物業資產和設施的效益，從而提升其資產價值。至於2007至2008年將是「富城奧運年」，我們將專注整體企業管理，培養員工發揮奧運的拼搏精神，精益求精。

推行「全面優質管理」令富城在過去數年企業整體獲得理想的發展，服務質素不斷提升。展望未來，我們將秉承此發展方向，將富城的專業服務和企業品牌擴展至不同業務上，為我們的客戶提供更理想的服務，讓更多香港市民能享受到富城極具效益服務的優點。

多謝各位！



富城集團
董事總經理
鄭錦華博士 謹啟

2006年9月27日



“展望未來，我們將秉承此發展方向，
將富城的專業服務和企業品牌擴展至不同業務上。”

**Looking ahead, we will follow this successful direction to
further develop our corporate brands and professional
services into other potential areas.**

TQM helps build The Quality Real Estate Service Brands

Urban Group's Total Quality Management (TQM) journey started with our adoption of the ISO 9001 quality assurance system. The launching of the Sm@rtUrban™ systems further enabled us to greatly improve our service efficiency and effectiveness with the advantages of modern technology. With our official launch of The Urban Premier Management Model™, Urban Group now fully implements the TQM concept, a well defined strategic development focus and infrastructure, which helps elevate our service standards for satisfactory results.

The Urban Premier Management Model™ emphasizes the combined forces generated by our "People, Process and Performance", within which we have introduced the concepts of Property Asset Management and Human Capital Management to maintain our leading position in the Hong Kong property and facility management market. Property Asset Management is now widely recognized as a new professional subject and related studies which have been conducted by universities in Hong Kong. Our concept of Human Capital Management challenges the traditional personnel management approach of Hong Kong's property management and service industries, evolving from an internal human resources management concept towards a market-led and capital asset oriented management approach. The introduction of these two new approaches has further reinforced Urban Group's position as the Quality Market Leader in the industry.

Whilst we fully implement TQM in our daily operations, we also value quality branding that Urban Group has established over the years. The Urban Group brand, inherited from the management services of Mei Foo Sun Chuen, is built upon the joint efforts of Urban as a company, our employees and our 1 million valued customers, together with strong guidance and support from our parent company NWS Holdings. The corporate brand of Urban Group has been widely recognized as a brand of quality and professionalism in Hong Kong.

Through years of rapid expansions, Urban has developed from a professional property management company to become a consolidated group of companies comprising different brands. The services of Urban have developed from property management to property asset and facility management, project consultancy and engineering management, and large scale renovation projects in Hong Kong and the Pan Pearl River Delta areas.

"A Passion of Service and A Quality Credential" is the brand personality of Urban Group. Our substantial management experiences accumulated over the years assures us that our customers' demands cannot be satisfied by simply fulfilling the legal requirements in managing the physical aspects of the properties. To enable Urban to excel amongst fierce competition relies on establishing a quality service team, maintaining our professional services at the highest level, implementing well defined operation systems and establishing a quality brand. Hence, we always value and endeavours to protect our corporate brand so as to enhance our competitive edge over our rivals in the market. The brand promise of Urban Group is also reflected in our devotion to corporate social responsibility. As "Hong Kong's Premier Community Manager", Urban Group has over the last decades successfully built up a number of sustainable communities. Moreover, we have been actively participating in various social activities to contribute our efforts to helping people in need.

To align our internal staff with the business direction of Urban Group, we have annually identified a clear corporate strategic focus for the 21st century. Year 2004/05 was our Business Promotions Year. During the year, we successfully obtained a number of new management contracts. Year 2005/06 was Urban's Caring Hong Kong Year. Through establishing a Quality Social Service Partnership with various social organizations, we have built up a caring brand and signified our role as a responsible corporate citizen.

Year 2006/07 is our "Building Rejuvenation Year". Property Asset Life Cycle Prolongation and Property Asset Value Maximization are our goals for the year. We have customized different large scale building improvement plans for our clients to improve the cost effectiveness and efficiency of managing their property and facility assets, and ultimately, to enhance their asset values. Year 2007/08 will be Urban's "Olympic Year". We will concentrate our efforts on improving management practices and staff quality development to align ourselves with the spirit of the Olympic Games.

All in all, the implementation of TQM has enabled Urban Group to make outstanding achievements in corporate development and service quality enhancement. Looking ahead, we will follow this successful direction to further develop our corporate brands and professional services into other potential areas so as to provide our cost-effective services to more people in Hong Kong.

Thank you.



Dr Edmond Cheng
Managing Director
Urban Group

27th September 2006



核心管理層 Core Management Committee

1 鄭錦華博士—董事總經理

Dr. Edmond Cheng, Managing Director

PhD, MBA, BSc, FHKIH, FCIH, RPHM, FHKIS, FRICS, RPS(GP), FHIREA, FHKIoD, FPFM, CFM, CMILT

鄭錦華博士自2002年2月出任富城集團董事總經理一職。鄭錦華博士分別考獲物業管理榮譽學士、工商管理碩士和商業及管理哲學博士殊榮。他現為香港房屋經理學會、英國特許房屋經理學會、香港測量師學會、英國特許皇家測量師學會、香港地產行政學會、香港設施管理學會、香港董事學會的資深會員及香港運輸物流學會特許會員。他並為註冊專業房屋經理、註冊專業測量師（產業測量）、專業認可設施管理經理及持牌地產代理。鄭錦華博士現為房屋經理註冊管理局主席。此外，他曾獲選為香港房屋經理學會會長（2000至2002年）、香港職業訓練局房地產服務業訓練委員會委員、香港屋宇署承建商註冊事務委員會委員及市區重建局覆核委員會委員（2000至2003年）。鄭博士於2000年加入富城集團出任執行董事一職，並擁有超過25年房地產服務、物業資產及設施管理行業經驗。

Dr. Edmond Cheng has been the Managing Director of the Group since February 2002. He holds a Bachelor of Science degree (Hons) in Estate Management, a Master's degree in Business Administration, and a Doctor of Philosophy degree in Business and Management. He is a Fellow of the Hong Kong Institute of Housing, the Chartered Institute of Housing, the Hong Kong Institute of Surveyors, the Royal Institution of Chartered Surveyors, the Hong Kong Institute of Real Estate Administration, the Hong Kong Institute of Facility Management and the Hong Kong Institute of Directors. He is also a Chartered Member of the Chartered Institute of Logistics and Transport in Hong Kong, a Registered Professional Housing Manager, a Registered Professional Surveyor (General Practice), a Certified Facility Manager and a Licensed Estate Agent. Currently, Dr. Cheng is the Chairman of the Housing Managers Registration Board. He was also the President of the Hong Kong Institute of Housing between 2000 and 2002, a member of the Real Estate Services Training Board of the Vocational Training Council, a member of the Contractors Registration Committee of the Buildings Department and a member of the Review Committee of the Urban Renewal Authority between 2000 and 2003. He joined Urban Group in 2000 as an Executive Director and has over 25 years' experience in real estate, property asset and facility management services industry.

2 蘇啟明先生—執行董事

Mr. K.M. So, Executive Director

MSc, CFM, FBSOMES, FAIIB, MIFAM, MASHRAE, MACostE, PMHKOSHA, MHIREA

蘇啟明先生於1992年加入富城集團出任集團工程經理一職，並於2000年擢升為技術及品質總監。在2002及2005年，蘇先生再分別晉升為董事—設施管理及執行董事。蘇先生在合約及項目管理、資訊科技、全面優質管理系統、轉變管理、風險管理、物業資產及設施管理均擁有豐富經驗。他現時負責掌管集團物業資產及設施管理部。蘇先生畢業於香港理工大學，並在多項認可之學術機構分別考獲機械工程、環境工程、屋宇設備、工業安全、項目管理、消防工程及品質管理等證書。此外，他更考獲英國華威大學工程商業管理碩士學位。蘇先生於2004至2006年期間獲選為屋宇設備運行及維修行政人員學會會長。他現為香港環保建築協會行政委員會委員、香港屋宇調試中心委員、美國供暖製冷及空調工程師學會研究推廣委員會主席、屋宇設備運行及維修行政人員學會及亞洲智能建築學會資深會員，及國際設備管理協會、香港地產行政學會、香港職業安全衛生協會、美國供暖製冷及空調工程師學會及成本工程師學會會員。此外，他並為專業認可之地產行政師及設施管理經理。

Mr. K.M. So joined Urban Group in 1992 as the Group Technical Manager and was promoted to Director of Technical Services in 2000, Director of Facility Management in 2002 and Executive Director since May 2005. He has extensive experiences in Contract and Project Management, Information Technology Application, Integrated Total Quality Management System, Change Management, Risk Management and Property Asset and Facility Management, and he is responsible for the Property Asset and Facility Management Division of Urban Group. Mr. So graduated from the Hong Kong Polytechnic and obtained various professional certificates and academic achievements in mechanical engineering, environmental engineering, building services, industrial safety, project management, fire engineering and quality management etc.





Mr. So obtained his Master of Science degree in Engineering Business Management from Warwick University, U.K. with "Distinction". Mr. So is the President of the Building Services Operation and Maintenance Executives Society (BSOMES) from 2004 to 2006, the Executive Committee Member of BSOMES and HK-BEAM Society, Steering Committee Member of Hong Kong Building Commissioning Centre, Chair of Research Promotion Committee of the American Society of Heating, Refrigerating Air-conditioning Engineers (ASHRAE). He is also a Fellow of BSOMES, a Fellow of Asian Institute of Intelligent Buildings, Members of several professional associations such as the International Facility Management Association, The Hong Kong Institute of Real Estate Administration, The Hong Kong Occupational Safety and Health Association, The ASHRAE and the Association of Cost Engineers. He is designated as a Real Estate Administrator and a Certified Facility Manager.

3 趙伯琛先生—執行董事

Mr. Francis Chiu, Executive Director

MBA, MIHM, BA(Hons), GDip, DipM, FCMA, FCIM, MCIH, RPHM, MHCIMA, MIHRM, CHRE, CHA, Chartered Marketer

趙伯琛先生於2005年5月出任執行董事。趙先生負責企業事務及企業發展部門，包括企業事務管理、企業人力資源管理、企業行政管理，和中國業務等。趙先生是英國特許管理會計師公會資深會員、英國特許市務學會資深會員、英國特許房屋經理學會會員、英國國際酒店管理協會會員、美國酒店及住房協會認證酒店執行人員、及認證人力資源行政人員。趙先生持有管理學雙碩士、曾於法國及美國接受教育。趙先生擁有約20年的商業管理經驗，包括國際酒店管理行業、環球快速消費品行業、及房地產行業等。趙先生擁有廣泛的中國企業管理經驗，曾派駐中國八大城市工作，參與區域業務發展。趙先生早於1987年加入新世界集團，並於2000年加盟新創建集團，於同年被派往富城集團協助企業發展。

Mr. Chiu has been Executive Director since May 2005. He is responsible for corporate services and corporate development division of Urban Group which embraces corporate marketing; corporate human resources; corporate administration and China businesses. Mr Chiu is a Fellow of The Chartered Institute of Management Accountants, a Fellow of The Chartered Institute of Marketing, a Corporate Member of The Chartered Institute of Housing, a Member of the Hotel and Catering International Management Association, a Certified Hotel Administrator and a Certified Human Resources Executive of the American Hotel and Lodging Association. Mr Chiu holds graduate degrees in management and was educated in France and the USA. Mr Chiu possesses 20 years' commercial experience in hotel, fast moving consumer goods and property sector. He previously out-stationed in 8 major cities in China taking part in regional development. Mr. Chiu first joined New World Group in 1987, and joined NWS Holdings in 2000 and appointed to Urban Group in the same year.

4 袁小萍小姐—財務董事

Ms. Paula Yuen, Finance Director

BBA (Hons)

袁小萍小姐自2005年5月出任富城集團財務董事。袁小姐持有工商管理榮譽學士學位，主修會計學。袁小姐早年服務於羅兵咸會計師事務所，曾參與審核本港多間上市公司之賬目。她於1986年加入新世界發展集團為助理財務總監，並於1988年晉升為財務總監。袁小姐在1989年底加入富城集團任集團會計經理，現時由她領導的會計部員工共有30多人，負責處理集團屬下所有物業之賬項。

Ms. Paula Yuen has been the Finance Director of the Company since May 2005. She holds a Bachelor's degree (Hons) in Business Administration, majored in Accounting. She worked for Pricewaterhouse Limited in audit function. She served as an independent auditor for a number of listed companies. Ms. Yuen first joined New World Group as an Assistant Financial Controller in 1986 and was promoted to Financial Controller in 1988. She joined Urban Group in 1989 as Group Accounting Manager. She is currently responsible for the professional accounting services for the company and its customers. She leads a team of 30 professional accounting personnel, responsible for all financial operations of the properties managed by Urban Group.

核心管理層 Core Management Committee

5 鄭安琪小姐—高級集團經理—人力資本 Ms. Janna Cheng, Senior Group Manager - Human Capital MCom, BA(Hons) Econ, ASA, MIHRM

鄭安琪小姐自2003年6月出任富城集團高級集團經理 - 人力資本一職。鄭小姐分別考獲經濟榮譽學士學位及工商管理碩士學位(主修會計)。鄭小姐現為合資格的ISO 9000內部審核員、澳洲會計師公會會員及香港人力資源管理學會會員。鄭小姐於1996年加入富城集團為集團人力資源經理，負責集團人力資源管理、薪酬福利、招聘、員工培訓及發展、員工關係等工作。

Ms. Janna Cheng has been the Senior Group Manager - Human Capital of the Company since June 2003. She holds a Bachelor's degree (Hons) in Economics and a Master's degree in Commerce (major in Accounting). She is an Internal Auditor for ISO 9000 quality systems, an associate of the CPA Australia, and a member of the Hong Kong Institute of Human Resources Management. Ms. Cheng joined Urban Group in 1996 as the Group Human Resources Manager. Her current duties include manpower planning and budgeting, administration, compensation and benefits, recruitment and selection, training and development, employee relations, and performance management for Urban's workforce.

6 朱仲玲小姐—高級集團經理—行政及物流 Ms. Charlotte Chu, Senior Group Manager - Administration & Supply Chain MBA, BA, ACIS, ACS

朱仲玲小姐自2003年6月出任富城集團高級集團經理—行政及物流一職。朱小姐擁有工商管理學士及碩士學位，現為英國特許秘書及行政人員公會和香港公司秘書公會會員。朱小姐在1994年加入富城集團，主要負責集團所有合約管理、保險安排、物流、中央採購、招標及日常之辦公室行政管理等工作。

Ms. Charlotte Chu has been the Senior Group Manager - Administration & Supply Chain of the Company since June 2003. She holds a Bachelor's degree and a Master's degree in Business Administration. She is an associate of the Institute of Chartered Secretaries and Administrators, UK and a member of the Hong Kong Institute of Company Secretaries. She joined Urban Group in 1994. She is currently responsible for administration and supply chain including contract administration, insurance arrangements, logistics, centralized procurement, tendering and supplies.

7 梁偉成先生—高級集團經理—市場服務 Mr. Bevis Leung, Senior Group Manager - Marketing Services MBA, PG Dip (Mass Comm.), Dip (Arts)

梁偉成先生自2003年6月出任富城集團高級集團經理 - 市場服務一職。梁先生主修新聞學(公共關係及廣告)，並考獲工商管理碩士學位及大眾傳播學研究院文憑。他於1994年加入富城集團，負責帶領市場服務部之專業客戶服務、企業傳訊及市場推廣人員，策劃和推行集團之市場服務、企業傳訊、公關廣告與及富城「24小時客戶服務中心」之管理工作。

Mr. Bevis Leung has been the Senior Group Manager - Marketing Services of the Company since June 2003. He was a graduate in Journalism majored in Public Relations and Advertising, and holds a Master's degree in Business Administration, a Postgraduate Diploma in Mass Communications. He joined Urban Group in 1994. He leads a

team of professionally trained customer service, corporate communications and marketing personnel. He is currently responsible for marketing services, corporate communications, public relations, corporate advertising and the operations of Urban's 24-hour Customer Service Centre.

8 廖醒萍小姐—高級集團經理—物業資產管理 Ms. Susanna Liu, Senior Group Manager - Property Asset Management MHKIH, MCIH, RPHM

廖醒萍小姐自2005年1月出任富城集團高級集團經理 - 物業資產管理。廖小姐持有房屋管理文憑的專業資格，她現為英國特許房屋經理學會會員、香港房屋經理學會會員及註冊專業房屋經理。廖小姐曾於房屋署服務逾十年，負責出租公屋及居者有其屋之管理工作。廖小姐於1993年加入富城集團，負責管理集團屬下之各類物業包括居者有其屋、甲級寫字樓、工業樓宇、公營房屋和政府產業署屬下物業及設施等。

Ms. Susanna Liu has been the Senior Group Manager - Property Asset Management of the Company since January 2005. She holds a Diploma in Housing Management and is a member of the Chartered Institute of Housing and the Hong Kong Institute of Housing and is a Registered Professional Housing Manager. She has served the Housing Department for more than 10 years, managing rental estates and Home Ownership Scheme projects. She joined Urban Group in 1993, and is currently responsible for a diversified portfolio of properties including HOS projects, Grade-A commercial building, industrial building, high and low rise developments, public housing estates and government properties under a mega contract.

9 黎玉添先生—集團經理—物業資產管理 Mr. Tim Lai, Group Manager - Property Asset Management FHKIH, MCIH, MHIREA, RPHM, DipHM(HKU)

黎玉添先生於2006年4月出任富城集團集團經理 - 物業資產管理。黎先生持有房屋管理文憑的專業資格。他現為香港註冊專業房屋經理、香港房屋經理學會資深會員及英國特許房屋經理學會會員。黎先生於1993年加入富城集團，負責管理集團屬下之特建功能物業、綜合型發展物業、豪宅物業、公營房屋、和各類型公共及私人設施等。

Mr. Tim Lai has been the Group Manager - Property Asset Management of the Company since April 2006. He holds a Diploma in Housing Management. He is currently a Registered Professional Housing Manager, a Fellow of the Hong Kong Institute of Housing and a Corporate Member of the Chartered Institute of Housing of the United Kingdom. He joined the Company in 1993 and is currently responsible for managing a bundle of purpose-built assets, composite properties, luxurious properties, public rental housing, and various public and private facilities.

10 廖永泰先生—集團經理—物業資產管理

**Mr. Harvey Liu, Group Manager -
Property Asset Management**
BA, MHKIH, FCIH, RPHM

廖永泰先生由2006年9月起出任富城集團集團經理 - 物業資產管理。廖先生早年考獲經濟及哲學學士學位，並持有房屋管理文憑的專業資格，他現為英國特許房屋經理學會資深會員、香港房屋經理學會會員及註冊專業房屋經理。廖先生於1988年畢業於香港大學後一直服務富城集團，對於綜合式群組住宅物業及設施擁有逾18年豐富管理經驗。廖先生對於品質管理及資訊科技亦深具認識。廖先生現時負責大型群組住宅物業—荃灣海濱花園的管理工作。廖先生由2004年起出任香港房屋經理學會理事會理事，並積極參與會內事務。

Mr. Harvey Liu has been the Group Manager - Property Asset Management of the Company since September 2006. He holds a BA degree in Economics and Philosophy and a Diploma in Housing Management. He is a Fellow of the Chartered Institute of Housing, a Member of the Hong Kong Institute of Housing and a Registered Professional Housing Manager. He has served Urban Group since 1988 right after graduation from the University of Hong Kong. He possesses solid skills in managing composite residential property assets and facility management throughout the past years. He also demonstrates professionalism in quality management and information technology. He is now responsible for the management of Riviera Gardens in Tuen Wan. He is also an active Council Member of the Hong Kong Institute of Housing since 2004.

11 溫友邦先生—集團經理 - 工程

Mr. Y.P. Wan, Group Manager - Technical
MSc, MHIREA, MIMBM

溫友邦先生於2001年出任富城集團集團經理 - 工程一職。溫先生為工程商業管理碩士、香港地產行政學會和屋宇保養及管理學會會員。他於1989年加入富城集團，主要職務為統籌及監察集團屬下管理之所有住宅物業、工商物業、購物商場及設施內各項設備管理和工程維修服務。

Mr. Y. P. Wan has been the Group Manager - Technical of the Company since 2001. Mr. Wan holds a Master's degree in Engineering Business Management and is a member of the Hong Kong Institute of Real Estate Administration and the Institute of Maintenance and Building Management. He joined Urban Group in 1989. He is currently responsible for the operations of building maintenance including shopping centres, residential properties, industrial buildings and commercial complexes, and overseeing all service quality of the technical and facilities operations managed by Urban Group.



新創建集團卓越發展

NWSH's Visionary Development Service Excellence



富城集團的母公司新創建集團有限公司（香港股份代號：0659）乃新世界發展有限公司（香港股份代號：0017）之基建及服務旗艦，業務遍及香港、中國內地及澳門。在新創建集團的帶領下，促進富城集團不斷追求卓越服務及創建佳績。

新創建集團的業務分為基建和服務及租務兩部份。基建業務涵蓋能源、道路、水務及港口四大範疇；服務及租務則包括設施租務（香港會議展覽中心之營運管理和富城集團）、建築機電（協興建築集團和新創機電集團）、交通運輸（新世界第一巴士、城巴和新世界第一渡輪）等。

新創建集團的企業目標是為客戶提供稱心滿意、物有所值及摯誠可靠的服務，為投資者創造理想的回報，以及利用集團成員緊密合作所產生的協同效應，拓展新的業務領域及範疇，力爭公司成為香港、中國內地及澳門的企業翹楚。

此外，新創建集團亦不斷提升企業管治平台，保持高透明度和誠信。除了為股東和投資者帶來穩定回報外，新創建集團亦克盡企業公民責任，以實際行動回饋社會。

憑著新創建集團的強大支援，以及集團成員之間產生的協同效應，富城將繼續發揮出良好的服務表現，不斷為客戶提供卓越出眾的服務。

NWS Holdings Limited (Hong Kong stock code: 0659), the parent company of Urban Group, is the infrastructure and service flagship of New World Development Company Limited (Hong Kong stock code: 0017). It embraces a diversified range of businesses in Hong Kong, Mainland China and Macau. Under the guidance of NWS Holdings, Urban Group is committed to service excellence and best results.

The businesses of NWS Holdings can be broadly grouped under two main divisions: (i) service and rental, (ii) infrastructure. Its Service and Rental division comprises Facilities (the management of Hong Kong Convention and Exhibition Centre and Urban Group), Contracting (Hip Hing Construction Group and NWS Engineering Group), Transport (New World First Bus, Citybus and New World First Ferry), etc. Its Infrastructure portfolio includes Energy, Roads, Water and Ports projects.

As a major conglomerate, NWS Holdings endeavours to provide excellent services for its customers and produce favourable returns for its investors. Through synergy among subsidiaries, it will pursue further growth and head for a leading position in the region.

NWS Holdings constantly enhances corporate governance with high levels of transparency and integrity. NWS Holdings' goals are not only confined to creating good returns for shareholders and investors, but also caring for our community which is considered one of its ultimate stakeholders. NWS Holdings takes commendable initiatives to bear corporate social responsibility.

With strong back up from NWS Holdings and the synergy generated from other member companies under NWS Holdings, Urban Group will continue to deliver outstanding service to our customers and create a high-performing corporate culture.



富城集團—香港卓越企業品牌

Urban Group: Hong Kong's Premier Service Brand



富城集團的管理業務源自1966年開始籌備興建的大型綜合發展計劃——美孚新邨。透過一群專業物業管理人員不斷的努力，我們當時成功引進西方先進的物業管理理念，其後並將之推展至香港另一項大型綜合發展項目——沙田第一城。在1981年，在新世界發展有限公司的支持下，富城物業管理有限公司之商業品牌正式成立，並開始為新世界發展屬下之物業提供優良的管理服務。

由於富城物業管理有限公司的業務不斷擴展，由一間專業物業管理公司，逐漸發展成一個龐大的物業資產及設施管理集團，業務除了物業資產及設施管理服務外，並拓展至項目管理和工程策劃，以及物業維修和保養等。

踏入21世紀，透過新創建集團的推動及帶領，富城的企業品牌形象重新定位。富城物業管理有限公司聯同其多間屬下及聯營機構，統稱為「富城集團」，成就強大的協同效應。自2003年開始，「富城集團」奪得多個重要品質及企業獎項，反映出我們的管理模式和質素，已達致國際級的水平，令「富城集團」的企業形象迅速在市場上建立起來，加上客戶對富城各項專業服務的認同和讚許，與及業務不斷發展，令「富城集團」成為香港最具規模的私人物業資產及設施管理集團，並晉身成為香港卓越企業品牌之一。

The service of Urban Group originated from the management of Mei Foo Sun Chuen, a large scale composite development project in 1966. Under the endeavours and contributions of a team of management professionals, we successfully introduced the western management concept into our services and further extended it to another large scale project – City One Shatin. With the support from New World Development Company Limited, the quality brand of Urban Property Management Limited was established in 1981 and started serving the property portfolio developed by New World.

Through decades of business expansions, Urban has developed from a professional property management company to become a consolidated group of companies in property asset and facility management. Apart from property asset and facility management, services provided by Urban also include project management, engineering, building repair and maintenance.

Moving into the 21st Century, under the leadership and encouragement of NWS Holdings, Urban has re-defined its corporate branding. The collective brand identity of "Urban Group" has been formed by Urban Property Management Limited and its affiliated and associated companies to generate huge synergies in the marketplace. Since 2003, Urban Group has obtained numerous important quality and corporate awards and achievements, reflecting the fact that our management approaches and service quality have reached international standards. Together with accolades from our customers for our professional services and impressive business expansions, Urban Group has become one of the largest property asset and facility management groups and a premier brand in Hong Kong.



全面優質管理提升競爭力 富城卓越管理模式™開創業界先河

TQM enhances competitiveness The pioneered Urban Premier Management Model™

富城集團為滿足客戶對優質和具經濟效益服務的要求，在2002年推出一個創新科技結合的全面優質管理模式－「富城卓越管理模式™」，以超越顧客期望為最終目標。

此模式由7個核心導向帶動和三環動力配合執行，專注「人才、流程和表現」3個領域，彼此互相緊扣，發揮強大的企業營運效率。

「富城卓越管理模式™」的7個核心導向分別為：

1. 卓越領導
2. 六星標準
3. 超越期望
4. 物業資產管理
5. 不斷改進
6. 綠化生活
7. 關心社會

「富城卓越管理模式™」的第一環動力以世界級鮑烈治國家優質評審標準為管理藍本，強調卓越領導、策略規劃、專注顧客及市場、資訊及分析、專注人力資本、程序管理及商業成績。第二環動力由投資逾2,000萬的「富城智能管理系統™」驅動，利用先進科技達致簡化流程、減少誤差和提高效率的目的。最後一環動力以平衡計分法來量度富城的整體企業表現，包括企業學習、財務表現、顧客滿意度和流程改進等。

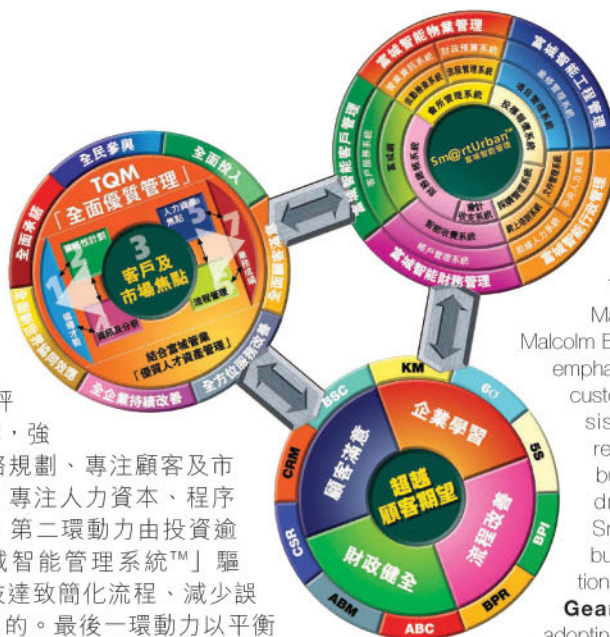
經過富城員工在過去3年來上下一心，不斷改進，「富城卓越管理模式™」的成效顯著。此管理模式不僅增加了富城日常企業營運的效率，更讓客戶了解集團的運作流程和資源調配，從而鞏固客戶的信心。自從推出這一嶄新管理模式後，富城集團近年獲不同機構頒發獎項，更於2003年勇奪香港管理專業協會「香港優質管理一大獎」，足證「富城卓越管理模式™」能有效為客戶提供六星級的服務，全面超越他們的期望。

To provide the most cost-effective services to its customers and to enhance its competitiveness, Urban Group developed and introduced the unique 21st Century Integrated TQM Approach—“The Urban Premier Management Model™” in 2002.

The Model is orientated around 7 Core Drivers and is a convergence of 3 Gear Forces incorporating “People, Process and Performance” to create the highest operation efficiency.

The 7 Core Drivers include:

1. Visionary Leadership
2. Six-star Service
3. Exceeding Customers' Expectations
4. Property Asset Management
5. Continuous Improvement
6. Green Lifestyle
7. Community Care



The **First Gear Forces** of the Urban Premier Management Model™ integrates the world class Malcolm Baldrige National Quality Award Criteria with an emphasis on visionary leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; human resource focus; process management; and business results. The **Second Gear Forces** is driven by the HK\$20M investment of the Sma@rtUrban™ systems which digitizes core business processes to streamline daily operations and improve overall efficiency. The **Third Gear Forces** monitors performance through adopting the balanced scorecard approach, emphasizing corporate learning, financial results, customer satisfaction and process improvement.

The success of the Urban Premier Management Model™ not only increases the efficiency of Urban's daily operations but also helps strengthen the confidence of its customers. Urban Group has received a number of awards from various organizations through implementing the Model, including the 2003 HKMA Quality Award – Overall Winner, recognizing its achievement in providing six-star standard services to its customers.



新創建優質企業管治 強調企業公民責任

Strong Corporate Governance of NWSH

Corporate Citizenship exhibited by Urban



新創建集團優質企業領導

富城集團母公司新創建集團，一向以良好企業管治為依歸，注重優質道德企業管理。富城集團在其審慎的管治理念帶領下，全面提升企業管理的標準。富城集團董事總經理鄭錦華博士更榮獲香港董事學會頒發2003年度「香港傑出董事」—私人公司類別大獎，反映出集團對企業管治的重視。

為配合良好的企業管治，富城成立了4個核心委員會：執行委員會、審核委員會、社區關懷委員會及薪酬委員會，為集團提供及執行改善建議。委員會經常舉行會議，對企業策略、營運及業績作出檢討。

多角度企業資訊

此外，為增加集團的透明度，富城建立了多元化渠道，

發佈企業資訊予客戶以至普羅大眾，集團深信這是提升企業管治標準的重要元素。富城集團企業報告發表服務成績及最新企業發展動向。此外，並透過其他刊物介紹不同的企業資訊。

重視法例法規

富城注重審慎、真實而高透明度的管理方針，並密切關注及定期審查各項有關的法律、規則及行為守則的條文和精神，確保嚴格遵守。為提升員工道德水平及專業操守，集團於2005年邀請廉政公署合辦「採購程序的防貪錦囊」講座。其後並向員工發出由廉政公署提供相關個案研究作為參考，加強員工對物業資產管理的防貪意識。

同年，集團主動徵詢廉政公署的專業意見，合作審閱招標程序及合約管理事項，以確保有關程序符合法例法規的最高要求。

富城集團執行委員會

執行委員會由集團董事總經理及各董事組成，負責富城的策略規劃、日常管理及決策事項。

富城集團審核委員會

審核委員會由執行董事及其他部門代表組成，負責審核集團財務報告、檢討運作程序、工作守則及內部監控系統，增加營運效率及成效，協助監察集團的整體財務狀況。

富城集團社區關懷委員會

社區關懷委員會由來自不同部門的代表組成，結合集團員工參與義務工作、服務社群，將富城集團關懷社區的精神發揚光大。集團的企業社會責任涵蓋職業安全及健康、注重環保意識、實施良好企業管治及推行全面優質管理。

富城集團薪酬委員會

薪酬委員會由8位來自不同部門的代表組成，為集團草擬公平而具競爭力的人力資本管理策略。



NWS Holdings excellent Corporate Leadership

Urban Group's parent company – NWS Holdings Limited endeavours to pursue high ethical behaviour and corporate governance excellence, including high standards of internal and external corporate governance, and a prudent attitude to maximize customers' value. Our Managing Director, Dr Edmond Cheng was selected by the Judging Board of the Hong Kong Institute of Directors to receive the "Directors of the Year Awards 2003" in the Private Company Executive Directors Category, reflecting our emphasis on corporate governance.

As an integral part of good corporate governance, Urban Group has set up 4 core committees to recommend and enforce improvements for the Group, namely, the Executive Committee, the Audit Committee, the Community Care Committee and the Employee Welfare Review Committee. Regular meetings are held to discuss corporate strategy, operation and financial performance of the Group.

Multi-channel Corporate Communications

Urban Group attaches great importance to frequent communications with the public and a wide array of channels are used to promote greater understanding of the Group's performance, which is

a key means to uphold our corporate governance standards. The Urban Group Corporate Report is published to release corporate results and the latest developments. In addition, periodic publications are distributed to promote the achievements of Urban Group at regular intervals.

Assuring Legal Compliances

Emphasizing prudence, integrity and transparency management, Urban closely reviews all legislative, regulatory and corporate governance developments that might affect its operations, ensuring full compliance with all statutory filings.

Moreover, in 2005, Urban invited the Independent Commission Against Corruption (ICAC) to conduct workshops in Legal Studies: Corruption Prevention on Procurement Management to enhance ethical standards and professional competence. A number of ICAC Case Summaries on Building Management are regularly circulated to all staff to renew their alertness towards corruption prevention in property asset management.

In the same year, the Group also invited ICAC to review and evaluate its tender invitation and contract administration procedures to ensure that all related procedures comply with legal and statutory requirements.

Urban Group Executive Committee

The Executive Committee, consisting of the Managing Director and other Directors, is responsible for strategic planning, business management, shaping and decision making of the Group's corporate directions.

Urban Group Audit Committee

The Audit Committee, consisting of Executive Directors and other senior staff, reviews Urban's financial performance. It also focuses on reviewing operating procedures, work practices and internal control systems to achieve operational effectiveness and efficiency.

Urban Group Community Care Committee

The Community Care Committee comprises members from different departments with an aim to encourage volunteerism within the Group to echo our core driver of "Community Care". The corporate social responsibilities of Urban Group range from compliance with health and safety regulations for employees; to volunteering services; environmental protection; good corporate governance and total quality management.

Urban Group Employee Welfare Review Committee

The Employee Welfare Review Committee, consisting of 8 members from different departments, has been set up to stipulate the human capital strategy for the Group.

富城做好企業公民 推動就業及經濟發展

Urban Corporate Citizenship provides Equal Employment Opportunity and Economic Growth



富城集團一向積極支持香港政府之策略性就業計劃。在2003至2005年間，富城舉辦了保安及物業管理再培訓課程、「一間公司一份工」計劃、展翅計劃、中年就業培訓、中年再就業計劃之彩虹再現、大學生就業培訓計劃及推出「一間大學兩精英」管理見習生招募計劃。

此外，富城集團並聯同勞工處及僱員再培訓局舉辦不同類型的招聘活動，包括：中年及青少年就業招聘坊、職業博覽會及其他招聘展覽活動等，為香港市民提供就業機會。

富城集團並應僱員再培訓局邀請，委派代表加入其屬下委員會，協助設計不同類型的僱員再培訓課程及提供專業意見。富城集團更以中介人身份向客戶推廣兼職家務助理及足底按摩等服務。

企業培訓 協助專業發展

富城集團定期於香港各大專院校舉辦就業講座，讓準大學畢業生對香港的物業資產及設施管理行業有更深入的瞭解和認知。每年暑假，富城集團均與香港各大學及香港專業教育學院合辦暑期實習計劃、首選畢業生培訓計劃及實習工作坊，為不少在學之大專學生提供工作實踐機會，汲取寶貴的工作經驗。

2004至2005年間，富城集團與新世界發展有限公司、突破機構及地利亞教育機構合辦「師徒創路學堂」，為畢業學員提供工作實習機會。另外，富城集團並參與由國際成就計劃(香港部)舉辦的「影子工作日」，安排28位來自棉紡會中學的學生親身體驗現實的工作環境，從而協助他們訂立未來發展的路向。富城集團亦有參與由教育統籌局舉辦的「商校合作計劃」，為瑪利諾中學的學生講解物業資產管理行業的概況及事業發展機會。

Urban Group actively supported the Government Strategic Programme for Employment through participating in Security and Property Management Retraining, the "One Company One Job Campaign", the "Youth Pre-employment Training Programme", Middle Age Workplace Attachment Training, the "Rainbow Project" for Middle Age Re-employment Programme, the Graduate Employment Training Scheme (GETs) and the "One University Two Elite" Management Trainee Recruitment Programme between 2003 and 2005.

In addition, Urban Group also participated periodically in the Recruitment Forum for Middle Age, the Youth Job Fair, the Career Expo and the Recruitment Exhibition organized by the Labour Department and Employees Retraining Board (ERB) for recruiting unemployed people.

A representative of Urban Group has also been invited to join the Sub-committees of ERB to assist them in designing various programmes and retraining courses rolled out to the market. The Group also acts as a coordinator for promoting part-time Household Maid Services and Foot Massage Services to the customers who live in the properties managed by Urban.

Career Development for the Youth

Urban Group frequently conducts career talks at universities and schools to enable students at different levels to understand the Hong Kong property and facility management industry. The Group participated in the Summer Internship Programme, the Preferred Graduate Development Programme and job placements for students from universities and the Institute of Vocational Education.

Urban also jointly organized the "Modern Apprenticeship" Programme in 2004 and 2005 with New World Development, Delia Group of Schools and the Breakthrough Organization to provide school leavers with practical workplace experiences.

Moreover, Urban Group has participated in the Job Shadowing Programme held by Junior Achievement Hong Kong, "A Day at Urban Group", with 28 students from the Cotton Spinners Association Secondary School, which aims to help explore young people's lifetime career planning. The Group also participated in the School Business Partnership Programme organized by the Education and Manpower Bureau for students from the Maryknoll Secondary School to understand the industry and career development in property and facility asset management.



目標成為「香港卓越的社區經理」

Positioned to be Hong Kong's Premier Community Manager



歷年來，富城集團透過參與不同類型的社會服務，已建立「企業社會責任」和「參與社群」的企業文化。富城的企業管治哲學以「關懷社會」為中心價值，以負責任的態度管理集團屬下的物業資產及設施，將關心社群的服務信念由我們的員工、合作夥伴、客戶推廣至社會上不同階層的人士，凝聚社會的親和力，共同建立一個互助關懷的社會。

為了更有效地向集團員工和客戶推廣關懷社會的訊息和建立服務社群的風氣，富城集團在2002年6月成立「社區關懷委員會」，由來自不同部門的員工代表組成，負責制定集團的社區關懷目標和統籌各項社區關懷活動和義工行動，確立富城作為「卓越社區經理」的地位。

委員會轄下的「富城社區關懷小組」為富城集團於社會福利署註冊之企業義工隊，現有成員300人，藉著參與不同類型的社會服務如探訪長者、協助長者維修家居、送暖行動、慈善步行籌款等，同心合力服務社群，為我們的客戶及其下一代建設更美好的香港。

「富城社區關懷委員會」於2003至2005年間的主要企業社會責任活動，是協助推動富城集團與不同的社會組織攜手合作，推出「優質社會服務夥伴發展計劃」及透過其龐大的客戶數量，建構「社會服務網絡」，為社會上不同階層的人士提供服務。

Urban Group has established its corporate culture as a responsible corporate citizen through participation in various community and social service projects over the years. The management philosophy of Urban incorporates the core driver of Community Care and communicates this to its employees, business partners, and customers as well as the people in society so as to build up a caring and harmonious community in Hong Kong.

With a view to better promote the message of Community Care and to encourage social participation across the Group, Urban established the "Community Care Committee" in June 2002 with the support from its top management. Members of the Committee come from different departments and are responsible for formulating the Group's corporate citizenship objectives and policies as well as implementing various social and volunteering services to establish Urban Group as the "Premier Community Manager" in Hong Kong.

The Committee's "Urban Community Care Team" was a registered corporate volunteer team of the Social Welfare Department. The Team has 300 volunteer staff members who strive to serve the community through activities like elderly visits, minor repairs and maintenance services for the elderly, and scarf knitting for the needy to help create a better Hong Kong for the next generation.

Between 2003 and 2005, the major contribution of the Community Care Committee was to launch the Quality Social Service Partnership Development Programme between Urban Group and various social organizations. Moreover, because of its large portfolio of customers, Urban Group has established a huge Social Service Network to serve different levels of people.



富城社區關懷小組
Urban Community Care Team



員工開心 客戶更稱心

Passionate Employees delight Customers

富城集團深信擁有一套完善、開明、公平和公正的人力資本管理政策，才能讓員工在和諧的勞資關係下，竭盡所能，上下一心地為集團及客戶服務，從而協助集團拓展業務。故此，富城集團根據其核心價值和參照平等機會及個人資料私隱之有關條例訂立了對其屬下員工行為標準及操守要求的明確準則，員工在受聘時將獲派發「僱員手冊」及「僱員紀律手冊」，詳細解釋集團的政策、員工福利、集團對員工的期望及品格操守之要求。

富城集團在高透明度的運作及卓越管理下，各員工均得到公平的對待，公司的競爭力亦相應提高，成為市場品質之領導者，最終達至雙贏局面。

「僱員手冊」—富城員工 優質夥伴

「僱員手冊」旨在向新入職之員工全方位介紹富城集團的企業文化、行業簡介、人才發展策略、富城福利計劃、員工關係、工作安全及集團對員工服務態度之要求，期望每一位員工均能成為富城的「優質工作夥伴」，為客戶提供優質的服務。

「僱員紀律手冊」—公平公正 廉潔守規

「僱員紀律手冊」詳細列明集團對於個人品德及人際關係的政策，所有員工皆須確保集團的聲譽不會受到欺詐、不忠、或貪污等行為所玷污，致使集團誠實、廉潔、正直及品格操守的重要資產得到保障。

富城員工 人人平等

富城集團遵照《性別歧視條例》、《家庭崗位歧視條例》及《殘疾歧視條例》之規定，為所有僱員在一切人力資源的事項中提供平等的機會及待遇，以其工作能力是否勝任作為唯一依據的準則；其中包括於聘用、培訓、提升、調職、福利或解僱等各方面，以實踐平等機會之理念。集團亦制定相關指引記載於「僱員紀律手冊」中，讓員工於平等的環境下工作及發展事業，共同締造一個機會平等的文化。

尊重個人 保障私隱

富城集團尊重每位員工的個人獨特性，並嚴格遵守《個人資料(私隱)條例》以保護每位僱員的個人資料。僱員所提供的個人資料將作為聘任、發放福利、工作表現評核、內部溝通及法例規定的用途上。為了向所有員工提供明確的指引，在「僱員紀律手冊」內，已詳細列明員工應如何使用專有資料及檔案、使用個人資料、提供個人資料、公司索取僱員個人資料的用途及翻查或更改個人資料之安排等，讓員工清楚瞭解其應有的權利及責任之餘，同時亦確保個人資料之運用符合法例要求。

Urban Group strongly believes that employees' devotion and commitment in serving customers is built on a comprehensive, open and fair human capital management policy. With the alignment of Urban's Core Values, Equal Opportunities Ordinances and Personal Information (Privacy) Ordinance, standards of behaviour and ethics expected by the Group are clearly stated in the Employee Handbook and the Employee Code of Conduct. These booklets are distributed to staff upon employment for their better understanding of company policies, employee benefits and the Group's expectations of them.

Under the transparent operations and excellent management, all employees of Urban are treated equally to enhance the Group's competitiveness to become the Quality Market Leader in the industry.

Employee Handbook – Building Excellent Partnership

The Employee Handbook aims to provide all new staff with a full picture of the corporate culture of Urban Group, its human capital development strategies, benefits scheme, employee relations, work safety and expected service attitude standards. Urban believes that every member of staff is a "Quality Partner" who helps demonstrate service excellence to its customers.

Employee Code of Conduct – Fairness with Integrity

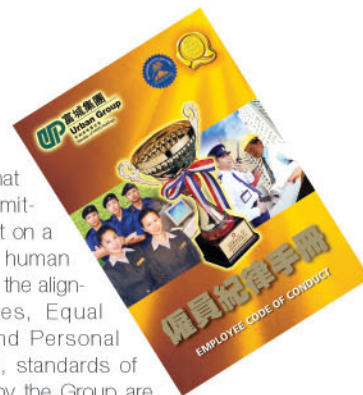
The Employee Code of Conduct clearly defines Urban Group's corporate policy of personal integrity and business ethics. It is important for all employees to ensure the Group's reputation is not tarnished by dishonesty, disloyalty or corruption.

Equal Opportunities in Urban

Urban Group takes "Ability" as the only criteria for performance evaluation and strives to provide equal opportunities to all staff in accordance with the Sex Discrimination Ordinance, Family Status Ordinance and Disability Discrimination Ordinance in the human resources aspects of recruitment, training, promotion and transfer. Related operating guidelines and policies have been incorporated into the Employee Code of Conduct for promoting career development and opportunities under the concept of equal opportunities.

Respecting Individuals Protecting Privacy

In accordance with the Personal Data (Privacy) Ordinance, Urban Group highly respects individual staff and makes every effort to protect the personal information of all employees. The Employee Code of Conduct clearly states the guidelines for data collection, usage, retention and access.









02

策略規劃

Strategic Planning

2006「富城物業優化年」 提升客戶物業資產價值

2006: Building Rejuvenation Year Prolonging Property Asset Life Cycle



富城集團在2006年的企業策略目標為「物業優化年」，希望透過為各物業資產及設施草擬和進行一連串大型維修保養計劃，延長客戶物業資產的生命周期，務求令客戶能擁有舒適的生活環境外，更為客戶爭取長遠利益，使客戶的物業資產價值提升。

除了向客戶提供優質的物業資產及設施管理服務外，富城於2006年將為各物業訂立循序漸進的優化計劃，希望能使客戶的物業資產保持優質狀態。

富城集團屬下的沙田第一城及美孚新邨，早於2001年已陸續開始進行物業優化工程，成為富城集團內推動物業資產價值提升的領導先鋒，項目包括外牆維修、大堂翻新、更換喉管和增加設施等。現時，大部份工程已經完成，效果煥然一新，更成為其他物業的參考指標。這些工程既能美化物業的外觀，亦可以確保物業的安全性，讓客戶能獲得全面又稱心滿意之服務及經濟效益。

Urban Group's strategic business focus for 2006 is "Building Rejuvenation Year". By carrying out a series of comprehensive building repair and maintenance works, Urban aims to prolong the life cycle of property assets so as to provide a comfortable living environment and long-term benefits to its customers, and ultimately maximizing the values of their property assets.

In addition to providing quality property asset and facility management services to its customers, a progressive optimization programme for selected properties is underway, with an aim of enhancing the value and maintaining the premier condition of the property assets for its customers.

Since 2001, large scale building rejuvenation projects have commenced in two major projects under Urban Group's management, City One Shatin and Mei Foo Sun Chuen. These projects pioneered Urban's efforts in enhancing property asset values. The projects include refurbishment of external walls, renovation of lobbies, replacement of building systems and installation of modern facilities.

Significant portions of the rejuvenation projects at the two large scale composite residential developments have already been completed, which bring an exciting facelift to these property assets as well as setting a good example for other property assets in the territory.

Urban Group's building rejuvenation services not only optimize the image of property assets, but also ensure their safety and prolong their life cycle, to exceed the expectations of Urban's customers and achieve economic effectiveness.



中遠大廈
COSCO TOWER

2005「關懷社會年」 推廣企業社會責任

2005: Caring Hong Kong Year An Endeavour to Excel in CSR

2005年為富城集團的「關懷社會年」，集團與香港歷史最悠久的慈善機構—保良局簽訂了「優質社會夥伴發展約章」，並成立了「富城社區關懷大聯盟」，透過富城300項物業的龐大社區網絡，致力推動「社區關懷 共建社群」的理念，肩負富城的企業公民責任。

在2005年，富城集團與保良局合共舉辦了10個不同類型的社會服務活動，而屬下各物業義工隊亦在不同層面合共舉辦了100項社會服務活動。在2006年，富城更不斷深化已建立的良好基礎，與保良局繼續成為企業社會服務夥伴，在不同的社會服務範疇上積極參與，讓更多有需要的人士受惠。

富城「關懷社會年」的另一個目標是與集團的「優質夥伴」—客戶及各有關政府部門和志願機構建立長久的合作關係，冀能聯繫社會上各方面的資源，共同建立一個互相關懷的社會，為我們的下一代鋪設更美好的將來。

Urban Group announced that its corporate strategic focus for the financial year of 2005/06 would be the "Caring Hong Kong Year" to fulfill its goal as Hong Kong's Premier Community Manager. The Group established a Corporate Social Responsibility (CSR) partnership with Hong Kong's oldest serving charitable organization – Po Leung Kuk – to launch a series of joint venture projects and signed the "Quality Social Partnership Charter" with the Kuk. Urban Group also launched the "Community Care Alliance" with the joint forces of 300 properties under its management.

In 2005, Urban Group co-organized 10 different social service projects with Po Leung Kuk and, additionally, our Property Volunteer Teams organized an impressive 100 social service projects of various scales. In 2006, Urban has continued to be the "Corporate Social Service Partner" of Po Leung Kuk to further consolidate its strong foundation in social services to benefit more needy people in society.

Another major objective of the "Caring Hong Kong Year" is to establish a long-term partnership between its "Quality Partners" – its customers and related voluntary organizations – so as to consolidate resources from all parties to create a caring and harmonious community.

富城集團「關懷社會年」籌辦之社會服務活動

Social services organized by Urban Group during the "Caring Hong Kong Year"

集團

富城與保良局簽訂「優質社會夥伴發展約章」
「富城社區關懷大聯盟」成立典禮
Signing of "CSR Quality Partnership Charter" with PLK
Launch of the Urban Community Care Alliance

「耆樂無窮—長者大學生活體驗計劃」
PLK Elderly Mini-University Programme

「與CEO對話」職業輔導講座
CEO Career Talk

「保良局地區安老計劃」企業義工服務—觀塘區
PLK District Elderly Campaign — Kwun Tong District

「關懷長者心 實現千歲願」長者探訪及家居維修
PLK District Elderly Campaign —
Minor Repairs for Elderly

保良局「誼親日」
PLK Corporate Sponsors Day

「保良局慈善步行」
PLK Charity Walk

「舊書回收助保良」
Used Books Recovery for Po Leung

協助派發保良局「助養兒童」及「安老資助計劃」單張
Distribution of PLK Elderly and Children Service Flyers

舊雜誌捐贈保良局
Used Magazines Donations

樂施會毅行者
Oxfam Trailwalker

公益金「便服日」、綠「識」日、「折食日」
Community Chest "Dress Casual Day", "Green Day" and
"Skip Lunch Day"

物業義工隊

36項物業成立義工隊及18項物業成為「愛心屋苑」
Establishment of 36 Community Care Teams and 18 Caring Estates

300義工參與「串串吉祥結 祝福滿人間」活動
編織吉祥結送贈長者
300 volunteers participated in the "Lucky Knot Campaign" of the Social Welfare Department

「中秋送暖顯關懷」送贈愛心粽子
Mid-Autumn Caring Campaign

博愛醫院慈善籌款
Po Oi Hospital Fund-raising Campaign

仁愛堂流動中藥醫療車免費為長者義診
Join with Yan Oi Tong to provide free
Chinese medical service for the elderly

為南亞海嘯籌款
Fund-raising for the South Asia Tsunami

宣明會舊書回收活動
Used Books Recovery for World Vision

參與香港仔街坊福利會義工服務—探訪長者
Participate in the Aberdeen Kai Fong Welfare Association volunteer service

「一人一利是」新春利是捐獻活動
"Lai See" Donation Campaign

參與聖雅各福群會舊電器及復康用具回收活動
Used Electrical Appliances and Rehab Aids Recovery Campaign of St James' Settlement

聖雅各福群會「眾膳坊」慈善計劃
People's Food Bank of St James' Settlement

鄰舍輔導會「愛心湯水服務」
Soup Delivery Services



2004「業務推廣年」 拓展多元化服務

2004: Business Promotion Year strives for Business Diversification



2004年為富城集團的「業務推廣年」。為達到「持續改善，不斷進步」的企業目標，富城銳意將業務拓展多元化，積極發展和推廣各項新業務，包括豪宅物業資產管理、設施資產管理，目標建設資產及營運管理等，為更多的客戶提供優質管理服務，將富城的業務推向另一個高峰。

富城集團於2004年成功獲得多份新管理服務合約，其中包括：

- 何文田京士柏君頤峰
- 半山雍慧閣
- 半山柏道2號
- 深水灣香島道33號
- 56項政府產業署新界區物業及設施
- 牛池灣嘉峰臺
- 屯門海澄軒
- 屯門容龍居
- 屯門倚嶺南庭
- 上環高陞街28號
- 銅鑼灣君悅華庭
- 堅尼地城泓都
- 佐敦道3號

富城將繼續積極爭取不同的管理合約，以維持其作為物業及設施管理的市場品質領導者地位。

2004 was the Business Promotion Year of Urban Group. To achieve its corporate mission of "Continuous Improvement", the Group strived to diversify businesses and explore new market opportunities. The Group has been highly competitive and keen in the areas of luxurious property asset management, facility asset management, purpose-built asset management and operation management.

In 2004, Urban Group obtained a number of new management contracts including:

- Parc Palais in Homantin
- Bon Point in Mid-levels
- No. 2 Park Road in Mid-levels
- No. 33 Island Road in Deep Water Bay
- 56 properties and facilities in the New Territories under the Government Property Agency
- Kingsford Terrace in Ngau Chi Wan
- Villa Sapphire in Tuen Mun
- Dragon Inn Court in Tuen Mun
- South Hillcrest in Tuen Mun
- No. 28 Ko Shing Street in Sheung Wan
- Grand Villa in Causeway Bay
- The Merton, Kennedy Town
- No. 3 Jordan Road

Urban Group will continue to expand its business to maintain its positioning as the Quality Market Leader in property asset and facility management.



「服務提升委員會」策劃優質服務發展

Service Enhancement Committee paves way for Quality Service Delivery

為更有效促使及鼓勵各級管業人員和前線員工為客戶提供更優質服務，富城集團於2005年8月成立「服務提升委員會」，策劃及推動一系列新政策及服務提升計劃。

委員會依據「富城卓越管理模式™」中專注「人才」、「流程」及「表現」三個領域組成10個工作委員會，而該10個工作委員會分別根據下列3大策略計劃及執行其功能活動：

1. 鼓勵員工策略 (包括認同員工成就、加強團隊精神及發掘優秀人才。)
2. 標準化改善策略
3. 監督表現策略

該10個工作委員會透過一連串革新及有效之計劃和活動，如「保安之星」選舉、物業清潔比賽、聖誕裝飾比賽、足底按摩服務、神秘訪客計劃等，推動及提高前線員工對工作之熱誠，最終能提供超越客戶期望的優質服務。

To stimulate and encourage its management personnel and frontline staff to provide high quality services to its customers, Urban Group formed a Service Enhancement Committee in August 2005 to strategically plan effective quality enhancement measures.

Based on the convergence of the 3 gear forces of the Urban Premier Management Model™ – "People", "Process" and "Performance" – the Service Enhancement Committee has established 10 working sub-committees in the 3 strategic functions of:

1. Staff Motivation Strategy (in recognition of staff achievement, coherency of team spirit and identification of elite staff within the Group).
2. Standardization Improvement Strategy
3. Performance Monitoring Strategy

Through the launching of innovative and effective programmes such as the outstanding security guards selection, cleaning competitions, the Christmas decoration competition, the introduction of foot massage services and the mysterious visitor programme, the sub-committees aim to arouse the enthusiasm of Urban Group's staff with the ultimate goal of the delivery of quality services to exceed customers' expectations.

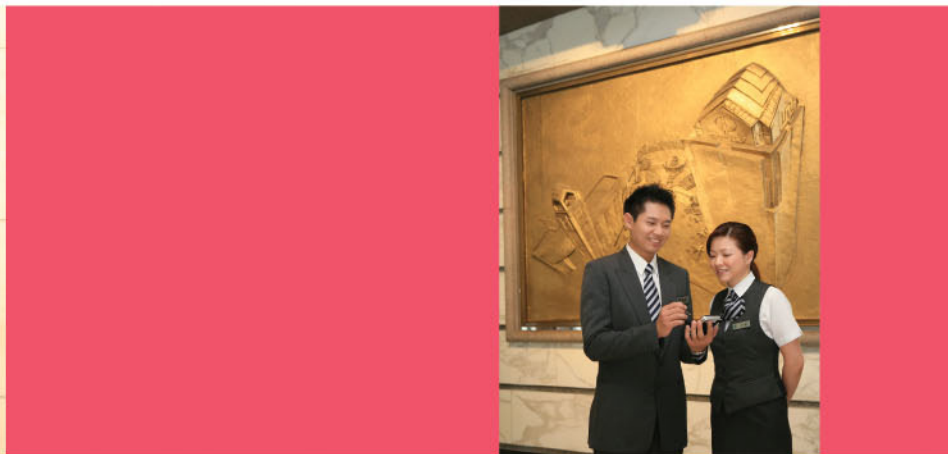
SERVICE ENHANCEMENT COMMITTEE





尊貴禮賓司服務

The Accolades of Prestigious Concierge Service



尊貴的酒店服務，一向予人豪華而體貼的感覺。在2004年，富城集團於其屬下尊貴的豪華物業，包括何文田君頤峰、半山柏道2號及香島道33號獨立豪華別墅，推出酒店式禮賓司服務，讓客戶可以安坐家中，舒適地享受媲美5星級酒店的家居服務。

富城集團深明客戶對優質生活的訴求，故此，特別悉心照顧客戶各種生活上的細節和需要。富城集團的禮賓司服務為客戶提供一系列應有盡有的貼身金牌管家服務，包括代辦尊貴宴會、大型舞會設計、表演及項目籌辦、視聽文儀設備等設施安排、豪華車隊安排、家居清潔及滅蟲、汽車清潔服務、家居緊急維修服務、家居保險、郵寄服務、特快速遞服務、鮮花訂購、乾洗服務、汽車維修服務、報紙雜誌訂閱、鮮奶訂購、足底按摩服務、電召計程車、安排訂購機票服務以及推介私人保鏢和健身教練等。此外，富城的客戶服務中心亦設有售賣郵票、文件處理、秘書服務、小型維修工具外借及傘具安排，為尊貴客戶提供增值服務。

在2004年8月，富城集團更引入一個嶄新的物業交收概念，特意為君頤峰的新入伙客戶舉辦「君頤峰超豪業主收樓日—仲夏盛滿太陽花開心派對」，以勞斯萊斯名車接載收樓的業主，配以紅地氈式的歡迎隊伍，並派出親善大使貼身陪同和照顧，加上金鎖匙交接儀式，讓他們可以完全體驗到比六星級酒店還要尊貴的帝皇級收樓及管理服務。

為確保禮賓司服務能令客戶稱心滿意，富城更定期為各管理和客戶服務人員提供相關的在職培訓，以確保他們能耐心聆聽和了解客戶的要求，提供適切協助，滿足客戶的需要。

Luxurious and attentive services are no longer exclusively available at 5-star hotels. Since 2004, Urban Group has taken the lead in introducing upmarket concierge services to its luxurious properties including Parc Palais in Homantin, No.2 Park Road at the Mid-levels and 33 Island Road in Deep Water Bay.

Urban truly understands the quest of its valued customers for quality living and is dedicated to providing its valued customers with a wide range of unique and personalized gold butler services ranging from banquet reservation and catering services; party gatherings; entertainment and event arrangements with supporting equipment and amenities; limousine pick up; household cleaning and pest control; emergency home repair services; home insurance; postal mailing service; express delivery services; flower ordering and delivery; laundry services; newspaper subscription and delivery; fresh milk delivery service; foot massage service; taxi calling service and air ticket arrangement, and even dynamic specialty referral services like bodyguards and fitness trainers. Additionally, a diversity of services like stamp sales, secretarial services and free loan services for small equipments, tools and umbrellas are also provided.

In August 2005, Urban Group first launched a brand new property handover service for the owners of Parc Palais – "Parc Palais Super Luxurious Property Owners Handover Day – Summer Sunflower Party and Rolls Royce Concierge Services". Owners of Parc Palais were picked up by Rolls Royce limousines and escorted by Urban Group's customer ambassadors to their new apartment. Urban aims to deliver a joyful experience to its customers comparable to that of a six-star hotel.

In order to provide the best services and to meet the changing needs of its customers, Urban Group from time to time provides on-the-job training to its frontline concierge staff to ensure they can best understand and identify customers' needs and offer appropriate assistance for the delivery of quality hospitality services to the satisfaction of its customers.



物業管理諮詢服務拓展市場

Promoting a New Vision of Business Consultancy Services

富城集團於1994年成立了「廣州富城物業管理有限公司」，開始進軍中國大陸物業管理市場，為國內的同業和發展商提供高質素的物業管理和專業顧問服務，致力拓展管理培訓和諮詢服務的商機。

自2002年開始，富城積極參與接待國內大城市如上海和廣州等地的知名企業代表團，促進雙方在物業及設施管理上的經驗交流、開拓視野和增進知識。

富城集團並為客戶提供設施管理和項目顧問服務，透過與新創建集團及其子公司所產生的協同效應，再加上本身的專業精神和效率，讓富城能夠與物業業主及發展商在物業發展的不同環節上合作。富城集團的目標是在物業發展的初期，便為日後的日常管理草擬出最具成本效益的計劃。此外，富城並透過獨立機構找尋商機，為集團的服務帶來新的發展機會，開拓更大的市場。

Urban Group commenced its business in Mainland China by setting up Guangzhou Urban Property Management Limited in 1994. Its major focus is to provide professional management consultancy services to business counterparts in China and to explore new business opportunities.

Starting from 2002, Urban Group has participated in various familiarization programmes with well-known property management companies from major PRC cities including Shanghai and Guangzhou. These programmes enable participants to enrich their skills and knowledge in professional property management.

Urban Group also offers facility and project consultancy services for customers in Hong Kong. Synergies created through NWS Holdings and its strategic business units, combined with its professionalism and internal efficiencies, enable Urban Group to work effectively with owners and developers at various stages of property development. Urban's objective is to devise, at an early stage, the most cost-effective programmes for on-going property services. The Group also seeks business opportunities through independent companies that bring added dimensions and an expanded marketplace for its service.





專業危機管理 Professional Crisis Management



富城集團早於2002年已率先成立「富城危機管理委員會」，策劃多項危機傳訊及宣傳教育活動，以保障集團屬下所有客戶的健康和財產安全。在2004年2月，委員會屬下的「危機傳訊中心」推出「富城環境衛生管理計劃」，及制定「傳染病預警三級制」，針對一旦各種傳染疾病在社區有潛在爆發危機時，能有系統地為客戶提供一系列的應變及預防措施，全力保障客戶的健康。

在2004年7月，富城在屬下所有物業資產及設施全面落實推行為期3個月的「富城環境衛生管理計劃」之全「城」滅蚊大追擊，與客戶攜手同心，杜絕蚊患。

在2006年，富城集團更率先推出「富城環境衛生管理天書」，將富城的危機管理策略、個人及公共地方衛生指引、各種傳染病的傳播途徑及預防方法，詳細地結集成書，讓客戶可以有效率地掌握有關環境衛生管理的資訊，一目了然。

「富城環境衛生管理天書」可在富城集團企業網站 www.urban.com.hk 或富城網™ www.iurban.com.hk 免費下載。

To safeguard the health and assets of its customers, Urban Group established the "Crisis Management Committee" in 2002. Under the Committee, the "Urban Crisis Communications Centre" was established to be responsible for implementing crisis management measures and carrying out educational activities about environmental sanitation management. In February 2004, the "Urban Group Environmental Sanitation Management Scheme" and "3-Tier Crisis Communication Alert System" were launched by the Centre to ensure preparedness for and response to potential infectious diseases occurring in Hong Kong.

In July 2004, in view of the outbreaks of Dengue Fever and Japanese Encephalitis, the Centre launched a 3-month "Anti-mosquito Cleaning Campaign" in all properties and facilities managed by Urban and worked hand-in-hand with its customers to create a hygienic living environment.

Urban Group took the lead to launch the unique and comprehensive "Urban Group Environmental Sanitation Management Handbook" in 2006. The Handbook consolidates all information on Urban Group's crisis management strategies and policies, guidelines on personal hygiene and cleaning of public areas and preventative measures for infectious diseases.

The Handbook is available at www.urban.com.hk and www.iurban.com.hk.





A vintage-style interior scene. In the foreground, a large, bright yellow flower is out of focus. Behind it, a striped armchair with red and yellow vertical stripes is visible. A small, round, dark wooden table with a striped top sits in front of the chair. The background shows a wall with a framed picture of a woman and a patterned rug.

03

客戶及市場焦點

Customer and Market Focus

「聖誕心聲」周年顧客意見調查

“Christmas Bell” – Annual Customer Satisfaction Survey



富城集團的『聖誕心聲』計劃—卓越顧客意見調查自2001年推出以來，一直協助集團收集客戶的寶貴意見和對各項服務之期望，從而協助富城提升客戶服務的質素，以提供超越客戶期望的管理服務。

在2005年12月進行的意見調查中，合共發出112,557份問卷，其中包括各物業業主/商戶/租客及客戶代表。成功回收率為12.41%。

服務調查內容包括：

- 管理服務人員水準
- 設施管理水準
- 保安服務
- 清潔服務
- 環境管理服務
- 社區活動
- 增值服務
- 整體服務水平

從客戶代表類別的回收問卷中，84.3%對富城之服務達滿意或以上水平，當中34.19%達「優質」或「卓越」水平，較2004年調查結果上升4.65個百分點。

在與其他物業管理公司之服務質素比較中，83.39%為「較好」或「相同」水平。當中48.76%認為富城之服務較其他物業管理公司為佳，與2004年調查結果比較，上升0.76個百分點。

是次問卷調查的結果令人十分鼓舞，顯示富城除了達致提供全面令客戶滿意之服務外，在客戶心目中更確立了優質管理服務的形象。

With the aim to collect opinions from its customers so as to better understand their expectations of Urban's services, which in turn may help enhance the Group's service standards, Urban Group has carried out the annual comprehensive Premier Customer Satisfaction Survey Programme – The Christmas Bell Programme since 2001. The survey in 2005 was held in December of that year when 112,557 questionnaires were sent with an overall return rate of 12.41%.

The survey covers a wide range of attributes including:

- Management Staff Service
- Facility Management Service
- Security Service
- Cleaning Service
- Environmental Care Service
- Community Service
- Value-added Service
- Overall Management Service

OVERALL SATISFACTION

(i) 84.3% of Customer Representatives satisfied with Urban's services

Around 84.3% of the returned questionnaires ranked Urban Group above satisfactory, among which 34.19% ranked us at "Premier" and "Quality" level in the market place, respectively an increase of 4.65% from the survey in 2004.

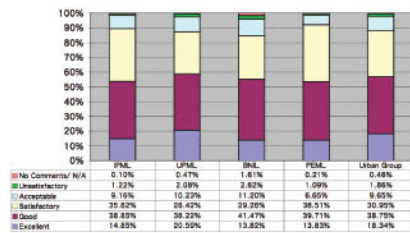
(ii) 83.39% of customers rank Urban better than its rivals

In the survey, around 83.39% of the replies rank Urban Group as delivering service either "Better" or "Same" as other market players. Among which, 48.76% interpret Urban as "better" in overall service quality, an increase of 0.76% from the survey in 2004.

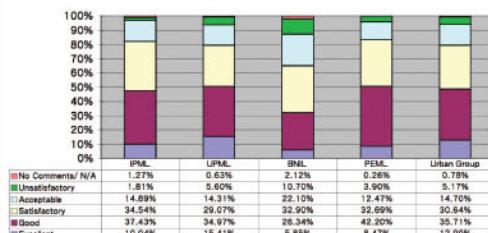
The result of the 2005 survey is encouraging, showing that Urban Group received not only Total Customer Satisfaction, but also a full recognition of the quality of its service by the customers.



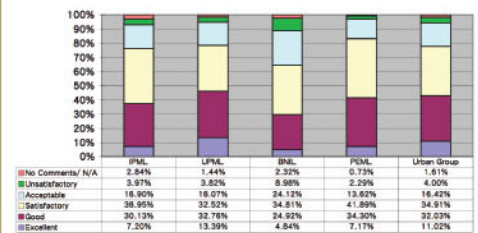
Performance of Security Services (保安服務水準)



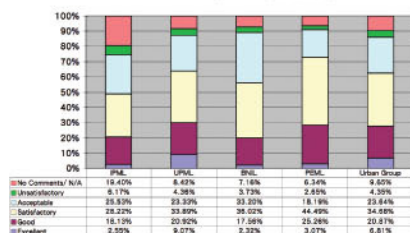
Performance of Cleaning Services (清潔服務水準)



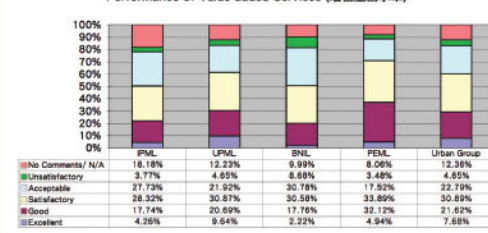
Performance of Environmental Care Services (環境管理水準)



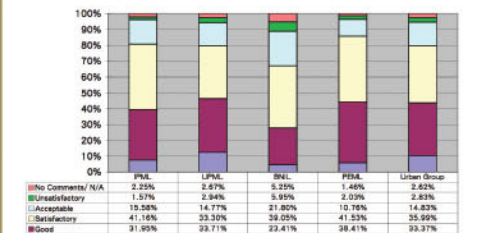
Performance of Community Services (社區活動水準)



Performance of Value-added Services (增值服務水準)



Overall Performance of Urban Group's Services (整體服務水準)



富城客戶關係管理 了解客戶需求

Urban CRM Programmes Understand Customers Demands



富城集團深信與客戶維持緊密無間的溝通，有助建立彼此互諒互信的夥伴關係，協助了解客戶的真正需要，不斷改善和提升富城的服務水準。富城集團透過舉辦「黃昏茶敘」、「黃金接觸」以及各類客戶關係活動，與客戶誠意溝通，達致「用心服務，專心管理」的目標。

「黃昏茶敘」－聽取客戶意見

客戶的期望是富城服務的基本方向。富城集團一直非常積極去探索客戶及市場的要求，以進一步優化服務。「黃昏茶敘」亦因此而衍生出來。富城集團屬下的物業辦事處於特定日子舉行「黃昏茶敘」接觸客戶；透過這些黃金機會，除了客戶可反映他們的寶貴意見外，管理人員亦可藉著這個平台與客戶建立良好的關係。

「黃金接觸」－服務無微不至

「黃金接觸」乃富城另一項了解客戶需求的方法。富城集團透過彈性上班時間，讓管理人員於不同時段親身與客戶接觸，達致照顧所有客戶的需要。

此外，富城更透過舉辦不同的活動來建立與客戶之間的聯繫和了解他們的需要。這些活動包括新春團拜及舞獅活動、繪畫及填色比賽、母親節送花活動、父親節送禮活動、暑期訓練班、端午節包粽活動、中秋節表演節目、聖誕新春嘉年華、旅行、參觀活動和燒烤活動等。

富城集團並十分注重向客戶宣傳公民教育，故此定期舉辦消防演習及防火講座、各類型環保回收活動、親子種植日、家居安全講座及清潔大行動等，將有關安全、環保及和諧家庭的訊息，傳遞給每一位客戶，締造一個更美好的社區。

Urban Group believes that maintaining 2-way communication with its customers can help establish mutual trust and allow us to understand their needs in order to tailor services to them. Through organizing Coffee Evenings, Golden Touch and various customer relationship management (CRM) programmes between 2003 and 2005, the Group can enhance the communication with its customers to better satisfy their demands.

Coffee Evening – Listen to the Customers

Customers' expectation forms the basis for Urban's service design. Urban Group has been striving by every means to collect the views of its customers and to obtain the latest market knowledge with a view to fine-tuning its services. "Coffee Evening" is one of its CRM programmes to solicit customers' opinions. Individual Estate Management Offices organize this kind of gathering for its customers at selected intervals. This programme establishes golden opportunity for Urban's customers to express their views and suggestions on the Group's services and is also a good platform for its staff to develop good relationship with the customers.

Golden Touch – Tailor-made to fulfill Customer Demands

The "Golden Touch" is another CRM programme to understand customer needs. By adopting staggered working hours practices, Urban's staff is able to meet those customers who need to work during normal office hours, either early in the morning or in the evening. This is to make sure that the demands of all customers can be catered for.

Other than the above, Urban Group has also established good relationships with its customers and a better understanding of their needs through organizing various CRM activities in the last few years. These include: Spring Reception or Lion Dance during the Chinese New Year, Drawing Competition, souvenirs for Mother's Day and Father's Day, summer classes, training courses for preparing dumplings in Dragon Boat Festival, performance for the Mid-Autumn Festival, Christmas and New Year carnivals, and group outings and visits.

Urban Group also helps to promote civic education to its customers through a variety of activities such as fire drills and fire prevention seminars, promotional activities for recycling of used materials, old clothes, tools and equipment, Afforestation Day, home care and safety talks, and cleaning campaigns. Through organizing these activities and the participation of customers, Urban Group assists the Government to spread the messages of safety, environmental protection, and harmonious family to its customers with a view to building a better community, a better living environment and a better neighbourhood.



優化工程令物業青春再現

Rejuvenation Projects prolong Property Life Cycle



縱使有良好保養的建築物，因其物料、構件及組件受着外在環境因素如空氣、風雨、溫度等，和內在環境因素如濕氣、室內溫度、污染、甚至室內泳池釋出的氯氣，與及使用者的行為因素等，均會產生不同程度的損害和老化。嚴重的損害可能造成公眾危險，甚至暫時性或永久性喪失該建築物的部份功能，為使用者帶來不便或損失。

富城深切了解到當物業資產受到一定程度的損害或歲月帶來的自然損耗，便需要進行全面性的維修工程。在富城集團，物業資產的維修及粉飾工程可以是週期性的，亦可以是目標性的。富城為客戶所制定的週期性或目標性的維修及粉飾工程，均需達到以下目的：（1）消除危險；（2）維持原有功能；（3）保持樓宇價值；及（4）減低日常樓宇維修開支。作為市場品質領導的先驅，富城早已將樓宇維修及粉飾工程納入其物業資產管理概念之中，推行物業優化工程。

富城的物業優化工程除了達到消除危險和減低日常維修開支外，更可增加物業資產的功能；及提升樓宇價值。在增加功能方面：富城利用「加建及改建」增加建築物在原有建設上沒有提供的功能，並為舊式建築物引入「高科技」，令富城的客戶可以享受科技及資訊發達的方便。此外，亦會為建築物加入環保元素，例如節能、減廢、綠化和改善空氣質素等。富城集團通過不同的物業優化服務，提升樓宇價值，讓物業資產能展開新的生命週期，令物業青春再現。

Despite having proper maintenance, the structures of a building, including the materials, components and elements, are subjected to different level of damage or wear and tear because of various external factors such as air, wind, humidity and climate changes, and internal factors such as condensation, temperature, pollution, effects of chlorine used in indoor swimming pools, together with deliberate misuses and vandalism. Serious damage may pose a public danger, and temporary or permanent interruption of several functions currently facilitated by a building. These may cause inconvenience to the property users or damage to the owners.

Urban Group truly understands that comprehensive building maintenance and re-decoration is necessary. Urban's comprehensive maintenance and re-decoration services can be arranged periodically or customized for specific demands. However, both arrangements are aimed at the following results; eliminating public danger; retaining designed functions; keeping asset value; and trimming down wear and tear expenditure. Being a Quality Market Leader in the property and facility management market, Urban Group adopts a unique property asset management concept, incorporating comprehensive maintenance and re-decoration services and introducing building rejuvenation services to its valuable customers.

In Urban's buildings, rejuvenation may not only eliminate public danger and trim down daily expenses, it can also make a change to the building suitable for purposes other than originally planned and designed. The ultimate goal is to increase asset value rather than simply retaining its value. During the process, Urban's professional engineering staff carry out improvement work, additions or alterations to buildings. The Group adopts advanced technology to enhance telecommunication network systems so that its customers can enjoy the benefits of efficient and effective communication and information exchange. Urban also adds in environmental elements that result in energy saving, producing lesser waste, increasing greenery and improvements in indoor air quality. Through building rejuvenation, the Group helps its customers to increase their asset value. Building rejuvenation is a total solution to recycle the life of a building before the resale price decreases to scrap value. Building rejuvenation is instrumental in keeping buildings lasting longer under our portfolio.



富城為美孚新邨推出全面物業優化計劃

Building Rejuvenation Plan for Mei Foo Sun Chuen



富城集團作為香港物業資產管理的先驅，深明良好及適時的物業優化計劃對保持物業資產價值、延長物業壽命和保障客戶之生命安全性的重要性。

在過去數年間，富城集團已在不同的物業進行了多個全面物業優化項目，包括香港歷史最悠久的大型綜合住宅物業項目——美孚新邨。

富城集團為美孚新邨制定了一套完整周詳的「綜合物業資產價值及設施優化計劃」，包括外牆維修、大堂翻新、重鋪天面、更換食水喉和外牆污水管、加裝冷氣機去水系統、更換電力設施、更新升降機，及提升保安系統等。由2003年起至今，美孚新邨的物業優化工程項目部份經已完成，效果十分理想。而物業內各期之優化工程亦分階段陸續展開，俟各項目完成後，物業的整體面貌定能予人煥然一新的景象，並有助提高物業的資產價值。

As the pioneer in the Hong Kong property asset management industry, Urban Group comprehends that the implementation of timely building rejuvenation programmes to extend the property life span and protect the safety of its customers is significant to the enhancement of the property value.

In order to attain the goal, projects of building rejuvenation have been implemented in Mei Foo Sun Chuen — a large scale composite residential development in Hong Kong.

Urban Group has stipulated a comprehensive Integrated Property Asset Value and Facilities Rejuvenation Plan for Mei Foo including renovation work of external walls and the main lobby, re-roofing, replacement of electrical systems, plumbing and drainage systems, and lift systems, installation of air-conditioning drain pipes as well as upgrading of security systems.

The rejuvenation project in Mei Foo Sun Chuen has been underway since 2003. A number of the projects have already completed and the results have been well received by the customers. It is expected that when the whole rejuvenation project has been completed, it will give a new look to the property and its asset value will be very much enhanced.



富城「環境衛生管理計劃」 客戶健康照顧周全

Urban Environmental Sanitation Management cares for the Health of Customers



富城集團非常關注客戶的健康，尤其因為近年本港曾爆發「非典型肺炎」、禽流感、登革熱及EV-71型腸病毒等流行性惡疾。故此，「富城集團危機傳訊中心」於2004年2月推出「環境衛生管理計劃」，在所有物業及設施全面實施各項傳染病的預防措施，有系統地向客戶和員工提供最新的環境衛生資訊及有關指引，以抗衡流行病毒的傳染，保障每一位客戶和員工的健康。

富城集團「環境衛生管理計劃」的措施包括：

- 透過「富城集團危機傳訊中心」，統籌所有物業之防菌、衛生及清潔活動；
- 透過「24小時客戶服務熱線」，方便客戶隨時查詢有關資料；
- 在屬下各物業設立「環境衛生管理資訊中心」，為客戶提供最新的防菌衛生資訊；
- 加強清潔各物業及設施之公共地方；
- 全面檢查集團屬下各物業及設施之公共喉管，確保運作正常；
- 代客預先訂購防菌用品；及
- 嚴格監察集團內所有前線員工之健康情況。

富城集團的「環境衛生管理計劃」並推出「傳染病預警三級制」，分別以「預警」、「嚴防」及「高危」3個級別界定傳染病的發展和相關的應變措施，讓客戶更容易了解世界各地及本港有關病毒的最新發展，進一步防患於未然。

Urban Group cares for the health of its customers. In view of the recent outbreaks of infectious diseases such as SARS, Avian Flu, Dengue Fever, and EV-71 in Hong Kong, Urban's Crisis Communications Centre introduced the Environmental Sanitation Management Scheme in February 2004 to implement a comprehensive range of precautionary measures against infectious diseases in all properties under its management and to set up guidelines and provide updated information for its customers and staff members to fight against these diseases.

"The Urban Group Environmental Sanitation Management Scheme" comprises a series of preventive and precautionary measures, which include:

- Communicating information on precautionary measures through the "Urban Group Crisis Communications Centre";
- Setting up a "24-hour Customer Service Hotline" for customers' inquiries;
- Establishing the "Urban Group Environmental Sanitation Management Bulletin Board" in all properties to transmit updated information to the customers;
- Strengthening the cleaning services for all common areas of the properties;
- Inspecting all public drainage and pipeline systems of the properties to ensure they are working properly;
- Ordering sanitation and protection materials for the customers; and,
- Closely monitoring the health situation of Urban Group's frontline staff at all properties.

In addition, Urban Group also introduces a "3-Tier Crisis Communications Alert System" to protect all its customers against the diseases and to keep them well informed about the most updated information as well as relevant preventative measures, so as to maintain and ensure a clean and hygienic living environment for its customers.



富城環保管理 愛護地球資源 推動持續發展

Urban promotes Environmental Management for sustainable development



富城集團一向積極支持香港的環保政策。集團貫徹執行其轄下的「環境保護委員會」的工作，提倡『愛護環境、綠化生活』為目標，制定長遠的『卓越環境保護政策』及『可持續改善發展措施』。

富城「環境保護委員會」實踐環保管理的6R概念：減少、循環再用、減廢、再教育及提醒客戶環保的重要性。富城的長遠目標是透過善用資源去減少支出，如使用低耗電量電器、減少電器使用時間、節約用水、選購回收再造物料或環保物料等，以達到節源的目標。

在過去3年，富城集團並全力支持及響應環保署各項減廢、回收及節省能源計劃和措施，並鼓勵屬下的物業參與各項回收活動，其中包括『廢紙、鋁罐、膠樽回收計劃』、『充電電池回收計劃』、『舊電器及電腦回收』、『明智減廢計劃』和各項節約能源的措施等，為愛護地球出一分力，致力為客戶締造一個饒具成本效益的綠化生活環境。

Urban Group implemented a series of tasks initiated by its "Green Care Committee" with the goals of "Environmental Care and Green Lifestyle" to formulate its long-term "Premier Environmental Care Strategies" and "Sustainable Development Measures".

The Committee has implemented a 6Rs Environmental Management Model incorporating Reduce, Recycle, Reuse, Replace Disposable Materials, Re-educate and Remind Urban's customers of the importance of environmental protection. One of Urban's long-term goals is to reduce expenditure through reducing resources. This can be done through using energy saving appliances, reducing the usage time of the appliances, water saving, purchasing recyclable and environmentally protective materials.

Over the past 3 years, Urban Group fully supported the various environmental protection, waste reduction and recovery as well as energy saving plans of the Environmental Protection Department and encouraged its customers to participate in activities like the "3R Waste Recovery Campaign", recycling used rechargeable batteries and used electrical appliances, recovery of used electrical appliances and computers, the "Wastewi\$e Scheme" as well as other energy saving schemes demonstrating its efforts to protect the earth and to provide a green lifestyle for its customers.



富城專業商場管理 建設區域購物熱點

Urban Professional Shopping Centre Management establishes regional shopping hubs



富城集團擁有超過40年豐富的專業商場管理經驗，並成功地將客戶的商場物業資產建設成為香港的區域性購物熱點和地標。而香港主要地標之一，尖沙咀栢麗購物大道，便自1986年落成啟用至今，一直由富城提供卓越物業資產及設施管理服務。

除了各項優質設施管理服務外，富城集團每年均為栢麗購物大道設計亮麗的節日燈飾，配以不同主題，令這個購物熱點閃閃生輝。在2004年，富城以「星光下的東方之珠」——「栢麗購物顯繽紛」為題，將香港的主要地標縮影排列在一起，配上15萬個燈泡，組成一列全長1,100呎的龐大燈飾，用以襯托出其購物熱點的重要地位。而在2005年，富城特意設計裝有流動氣泡的聖誕城堡，置於栢麗大道中央，讓香港市民及遊客有如置身於一個夢幻王國般，營造一個開心、溫馨和熱鬧的聖誕佳節。

除了美侖美奐的燈飾外，富城更推出栢麗節日嘉年華活動，安排一連串精彩表演節目，凝聚節日歡樂氣氛，讓市民和遊客能夠在一個舒適、熱鬧的環境下盡情購物！

富城集團的專業商場管理服務，令栢麗購物大道達致六星級商場的水平，為各商戶提供一個理想的營商環境。現時栢麗購物大道已成為香港最時尚的購物休閒熱點之一，成為香港市民，以及來自世界各地遊客來港購物必到之處。

Urban Group has over 40 years of substantial experiences in professional shopping centre management, and has successfully established commercial and retail property assets to become regional entertainment hubs in Hong Kong. Park Lane Shopper's Boulevard, as one of the remarkable landmarks in Hong Kong, has been managed by Urban Group since its establishment in 1986.

In addition to its prime shopping centre management services, Urban Group specially designs festive lighting decoration and features with different themes for the Boulevard every year. In 2004, with the theme of "the Pearl of the Pearl – Park Lane Shopping Carnival", Urban Group designed a 1,100 feet long delightful festive decoration signifying a miniature of the landmarks of Hong Kong. And the use of 150,000 light bulbs has successfully established Park Lane as a popular shopping hub and a remarkable landmark in Hong Kong. A huge 3 metre tall castle features with bubbles was designed and located at the Boulevard in 2005, establishing a warm and enjoyable shopping environment at the arcade.

Apart from the glamorous and festive lighting, Urban Group launched the annual Park Lane Shopping Carnival programme with a series of fabulous performances to enrich the festive atmosphere and shopping spree of the people.

Urban Group will continue to maintain and upgrade its quality services with the spirit of Total Quality Management so as to create Park Lane as a "Six-star" Shopping Centre which tourists cannot miss and to provide the best retail atmosphere to all shop tenants in Park Lane.



尊貴的禮賓司勞斯萊斯接送服務

The Value-added Concierge Rolls Royce Limo Services



富城集團明白傳統的物業管理服務已經未能滿足現今客戶的需要，故此不斷透過提供嶄新而合適的增值服務，帶給客戶無盡的驚喜和生活的方便。

在2004年，富城集團與全球最大的汽車租賃公司Hertz攜手合作，為屬下的高級住宅物業客戶提供勞斯萊斯車隊及豪華房車接送、司機貼身接送、汽車維修及保養等服務，和通行世界各地的Hertz No.1尊尚會籍優惠等，方便經常外出公幹或旅遊的客戶。

富城的特選客戶更可以尊享全球140個國家、7,000個地方的Hertz租車折扣、航空及酒店優惠和名貴禮品等。此外，他們無論身處何地，都可以隨時與富城聯絡，安排稱心滿意的服務，將生活質素提升。

Urban Group realizes that traditional property management services cannot fulfill the increasing demands of customers. In view of the increasing demand for limousine services by customers of luxurious properties, Urban Group has lined up with Hertz, the world's largest car rental company in 2004, to offer Rolls Royce limousine services, chauffeur booking, warranty and maintenance, 24-hour emergency customer service and global Hertz No.1 Club membership for its customers.

Urban Group's customers are invited to enjoy year-round car rental discounts, airline and hotel privileges, free gifts and updates on seasonal promotions of Hertz's services in more than 7,000 locations across 140 countries around the world. Whenever Urban's selected customers want to ride in a limousine or to pick up their friends anywhere in the world, they may call the Group for such personalized services.



創意管理費單設計 — 「季節心意咭」

The Creative Thematic Billing Statements — “Seasonal Greeting Card”

富城集團在過去3年間，每月為客戶設計獨一無二的主題式管理費單，為本來單調的單據添上新色彩，令客戶更稱心滿意。在2004至2006年間，富城集團為客戶設計了合共33款精美的管理費單，每月為客戶帶來不同的驚喜。

由2004至2006年，我們為客戶所設計的管理費單主題包括：

Urban Group has brought a new concept to customer billing statements by introducing monthly thematic designs during the past 3 years. With a special greeting to its customers, Urban Group has added value to its customer service level. Between 2004 and 2006, the Group prepared more than 30 different thematic billing statements for its customers to bring a different surprise to them every month.

The themes adopted from 2004 to 2006 include:

2006	主題 Theme
January	新年快樂 Happy New Year 2006
February	富貴吉祥 城興市旺 Happy Chinese New Year with our Corporate Fai Chun
March	預防禽流感 同心齊幫手 Join Hand to Prevent Avian Flu
April	復活節快樂 Happy Easter
May	母親節快樂 Happy Mother's Day
June	端午節快樂 Happy Dragon Boat Festival
July	共慶回歸9周年 The 9th Anniversary of the HKSAR
August	夏日樂逍遙 Happy Summer Times
September	40年優質房地產服務 - 共建和諧都市 40 Years of Quality Real Estate Services — Building a Harmonious City
2005	主題 Theme
January	新年百業興旺 Happy New Year 2005
February	富貴吉祥 城興市旺 Happy Chinese New Year with our Corporate Fai Chun
March	雞年好運來 Wishing You Fortune in the Year of Rooster
April	復活節快樂 Happy Easter
May	富城榮膺 2005「亞洲最優秀僱主」及 2005「香港最優秀僱主」 Urban Group awarded as Best Employers in Asia 2005
June	龍舟鼓響 齊賀端陽 Happy Dragon Boat Festival
July	經濟好 賀回歸 Celebration of 1st July
August	夏日人人樂逍遙 Happy Summer Times
September	中秋佳節 人月兩團圓 Happy Mid-Autumn Festival
October	萬眾同心 齊賀國慶 Happy National Day
November	企業公民責任 共建和諧社會 「富城義工大聯盟」 The CSR mission of "Urban Community Care Alliance"—Establishing a Harmonious Society
December	聖誕快樂 Merry Christmas
2004	主題 Theme
January	新年充滿歡笑 Happy New Year
February	萬事勝意 Best Wishes for the New Year
March	經濟穩定 就業上升 A Booming Economy
April	復活節快樂 Happy Easter
May	母親節快樂 Happy Mother's Day
June	富城卓越品牌 服務全為您 富城集團：全港首間及唯一榮獲「香港超級品牌」的物業管理集團 Urban Group becomes the first and only property and facility management company to receive Superbrands Hong Kong
July	泛珠三角 共創繁榮 Cooperation in Pan Pearl River Delta to create Prosperity
August	富城「環境衛生管理」計劃 - 全城滅蚊大行動 Urban Environmental Sanitation Management Scheme Anti-Mosquito Campaign
September	企業公民 共創社群 Urban Corporate Citizenship
October	中秋節快樂 Mid-Autumn Festival
November	2004最佳業務實踐獎「客戶關係管理」大獎得主 Best Practices in CRM
December	普天同慶 聖誕快樂 Merry Christmas

UP 富城物業管理有限公司
Urban Property Management Limited

40th Anniversary
共建和諧都市
繳費通知單 Billing Statement

AWARDED
BUSINESS
Superbrands
HONG KONG
2005

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物業地址 Property Address

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客戶號碼 Account Number

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本月應繳款項 Current Amount Due
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Urban Property Management Limited

2006 新年快樂
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BEST EMPLOYERS
IN ASIA

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富城增值服務 全面照顧客戶需求

Urban Value-added Services for Total Customer Satisfaction

在2004至2006年間，富城集團為客戶引入了包羅萬有的增值服務，全面照顧他們的需求。

富城集團聯同仁愛堂流動中藥醫療車、香港家庭計劃指導會及各物業內之註冊中醫，一同為各區的客戶提供免費中醫義診、健康檢查及諮詢服務。

富城並與僱員再培訓局合作，計劃在屬下多個豪華物業引入足底按摩服務，一方面照顧客戶的身心健康需要，讓他們在繁忙的工作後能享受悠閒的一刻；另一方面，則為再培訓局的學員提供就業機會，讓他們能運用一己之長，在社會再放異采。

此外，富城集團與鄰舍輔導會合作，為客戶推出「愛心湯水訂購服務」，由該會的會員為富城的客戶提供每日不同款式的美味湯水，以供訂購，體貼客戶的需要。此項服務為鄰舍輔導會內的弱能人士提供工作訓練及就業機會，協助他們投入社會；另一方面，亦為富城的客戶提供一項超越期望的增值服務。

富城集團並參與由聖雅各福群會主辦的「眾膳坊」慈惠計劃，鼓勵各物業之客戶捐出乾糧、食米、罐頭等耐存物品，透過社工轉達予社會上有需要人士，當中包括露宿者、低收入人士、單親及新來港家庭，同時「眾膳坊」亦配合「眾膳飯堂」的服務，為他們提供每日基本的食糧。「眾膳坊」慈惠計劃為富城以不同形式回應社區需要的一項新嘗試，希望透過捐贈活動，喚起市民對弱勢社群的關注，共同建設關懷互愛的社區。

「守望樓宇」計劃 促進睦鄰關係

另一方面，富城集團透過與和諧之家合作，參與「守望樓宇」計劃，訓練最前線的大廈管理人員認識基本家庭暴力概念及處理方法，協助調解或轉介和諧之家跟進。此計劃協助推廣預防家庭暴力的訊息，和促進市民建立互助互信的支援網絡，達致鄰里間彼此關心和幫忙。

「守望樓宇」計劃開創了物業管理參與社區事務的先河，令富城能夠協助各個志願團體為有需要的市民提供服務，亦有助加強我們的前線管理人員的服務質素，和協助促進鄰里間守望相助的氣氛，為客戶創造一個舒適和諧的生活環境。

Between 2004 and 2006, Urban Group has introduced a number of new and innovative value-added services in its portfolio for the total satisfaction of its customers.

Urban has lined up with Yan Oi Tong Mobile Chinese Medicine Centre, the Hong Kong Family Planning Association and Chinese Medicine practitioners in various properties to provide free consultations in Chinese Medication and health checks for its customers.

Urban Group also lined up with the Employee Retraining Board to provide Foot Massage services for the customers of its luxurious properties.

Urban Group also launched the "Homemade Soups Ordering Service" with The Neighbourhood Advice-Action Council at various properties under its management, providing a full menu of delicious homemade soups for customers.

Urban Group's objective in jointly organizing these value-added services for its customers is to provide on-the-job training and career opportunities to the mentally disabled people of the Neighbourhood Advice-Action Council, and to provide a new value-added service to its customers, reflecting its Customer First service mission to exceed its customers' expectation.

Urban Group also joined the "People's Food Bank" scheme organized by St James' Settlement to encourage its customers to donate dried food, rice, and canned foods for the needy people. The food collected is distributed through social workers to the needy in society including street sleepers, low-income people and families, single families and newly immigrated families. The "People's Food Bank" is also attached to the "People's Food Canteen" service organized by St James' Settlement, to provide free meals to people everyday.

The "People's Food Bank" is a new approach of Urban Group to care for the community aiming to draw the attention of society to care for the underprivileged groups in Hong Kong."

Neighbourhood Watch Project enhances understanding among customers

Through participating in the Neighbourhood Watch Project of Harmony House, Urban Group has trained up its security personnel on the concepts and basic skills for handling domestic violence. The trained security personnel act as the bridge among the customers to help improve neighbourhood relationships.

The Project helps build a strong community network by disseminating the message of preventing domestic violence, to improve communications and to enhance the cooperative and caring spirit of customers.

The Project paves the way for the property management industry to participate in social affairs and enables Urban to assist various NGOs to provide services for the needy people in society. It also helps enhance the service quality of Urban's frontline management personnel and helps improve communication and set up a support network for customers, so as to create a pleasant and harmonious living environment.







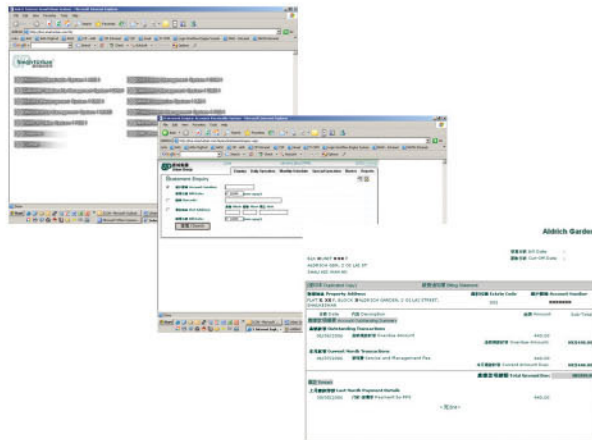
04

量度、分析及知識管理

Measurement, Analysis and
Knowledge Management

富城智能管理™實質實效

Sm@rtUrban™ Systems enhance Service Efficiency and Effectiveness



富城集團推出「富城智能管理™」系統至今已有6年多的時間，令集團在整體工作流程，準確度及效率上皆有明顯改善。以賬目管理系統及智能收費系統為例，整個賬單製作過程比舊系統快達一倍以上。在客戶服務方面，富城提供了更多方便快捷的繳交管理費途徑供客戶選擇，包括電話及網上繳費。

「富城智能管理™」系統在2004年中已覆蓋富城集團轄下管理的全部物業及設施，貫徹實施全面優質管理的理念。此外，隨着千變萬化的營商環境及運作模式，富城更不斷檢討各處理系統，從而作出適當的技術提升及系統調校，配合實質上的需要。當中包括賬目管理系統、智能收費系統、客戶服務系統、會所管理系統及前線人力系統。

在2006年，富城集團將會專注於提升硬件及網絡結構，從而確保整個「富城智能管理™」系統的可靠性及穩定性，以配合業務上不斷增長的需要。

It has been 6 years since the first deployment of the Sm@rtUrban™ systems in 2000. Impressive improvements have been observed in Urban Group's service efficiency and effectiveness. For instance, the Account Receivable System and Point-Of-Sales System have successfully improved both efficiency and accuracy for the entire process of Service and Management Fee collection for both the Group and its customers. The efficiency of the overall billing process has been improved by more than 100%. In terms of improved service for customers, Urban has introduced a multiple, fast and convenient Service and Management Fee Settlement Service including Payment by Phone (PPS), payment by internet and e-banking.

Urban has carried out continuous deployment of the Sm@rtUrban™ systems which covered all properties and facilities managed by the Group in mid 2004. On-going deployment has been continued for new management contracts. Furthermore, throughout the deployment process, reviews of the service are conducted and areas for improvement are noted. Both major and minor revamps for different modules such as the Account Receivable System, the Customer Relation Management System, the Club House Management System and the Work Force Management System have been carried out to fine tune the system so that optimized service can be provided to streamline operational process as well as to cope with changes in the operational environment.

In 2006, the Group has focused on enhancement of hardware and network infrastructure of the Sm@rtUrban™ systems to ensure system reliability and stability to cope with the rapid growth of the business.



品質系統成績理想

Outstanding Achievements of Quality Systems

富城集團為貫徹提供卓越物業資產及設施管理服務的宗旨，建立了一套符合ISO 9001、ISO 14001及OHSAS 18001標準要求的服務指標。各服務指標成為富城的品質管理系統及環境安全管理系統的控制過程中之重要準則，提供客觀及可測量的資料讓集團了解變化，協助解決問題，進行決策及提高效率。

富城不單希望品質管理系統承諾的質量方針和持續改進能得以實現，更希望與集團的理想及使命相一致。富城在財務管理、工程服務、保安服務、管理服務、設計及發展創新、支援功能和成本效益及競爭能力等7方面，設立了共17個主要服務指標。各地區辦事處的主要服務指標數據均會被綜合成為每月報告，幫助測量、表述、分析、說明及綜合而成特定模式，使集團能更有效地理解指標變化的性質、程度和原因。從而防止問題的產生，了解客戶的需要和提升服務，促進持續改進。

為使客戶能擁有安心之家居環境，富城著意加強保安人員的培訓。就以保安服務表現方面，於2005年的累積保安培訓率的百分比比較2004年高出2.9%。在2005年，物業超越每月平均0.5犯罪個案的百分比由2005年1月份的10%顯著減少至12月份的5.4%。在財務管理方面，富城一貫致力讓各物業能保持健康的財務狀況，在2004至2005年期間，富城集團所管理之物業資產的平均逾期債款率均低於5.2%。工程服務方面，98.7%以上的主要設施損壞事件(於非辦公時段)，皆能於兩小時內作即時處理。再者，集團於處理緊急事故上，於2004至2005年間，錄得99%以上工作人員均能於事件發生後10分鐘內到達現場作處理。

就環境管理方面，富城設立了8個主要服務指標作定期報告，確保集團在日常管理過程中對環境的負面影響減至最低，實踐以(1)減少廢物、(2)循環再造、(3)節約能源、(4)減低噪音、(5)維護環境、(6)防止污染、(7)節省成本及(8)符合法例的環境目標。至於職業安全 and 健康管理方面，主要服務指標是以確保集團進行之任何事務均不會危害其員工、承辦商和大眾的安全和健康，以及維持所有物業資產及設施管理業務的工傷數字每年遞減，而最終達至零意外率的目標。

由於訂定及量度主要服務指標的結果對評估服務質量、作業有效性、財務業績、客戶滿意度和信任都有極大的影響。因此，富城集團每年均會對各服務指標作出全面檢討，包括在達標水平及覆蓋範圍方面，以達至持續改進的目的。

To achieve Urban Group's mission to become the Premier Property Asset and Facility Management Group in Asia, the Group has developed a set of Key Performance Indicators (KPIs) fulfilling the requirements of ISO 9001, ISO 14001 and OHSAS 18001. KPIs are the key yardsticks for monitoring processes in Quality, Environment and Safety Management System, providing objective and measurable information to the Group in understanding variables, solving problems and improving efficiency.

KPIs are not just figures fulfilling the commitment to the requirements of management systems and the goal of continual improvement, but Urban also aims to provide measurable objectives leading to the realization of its corporate vision and missions. A total of 17 KPIs have been established to monitor the Group's performance in the following 7 areas: Financial Control, Technical Service, Security Service, Management Service, Innovation (Design and Development), Supporting Function and Cost Effectiveness and Competitive Service. Monthly reports of KPIs are consolidated to allow measurement, review analysis, interpretation and modeling by the senior management so as to provide a better understanding of the nature, extent and causes of variability in each key area. Such analysis can help in reviewing service quality and addressing opportunities for improvement.

To ensure its customers have a secure living place, Urban emphasizes the importance of security training. The Group has increased its percentage of the accumulated training rate by 2.9% from 2004 to 2005. This result was clearly reflected in the continuous decrease in the percentage of property with monthly average of over 0.5 cases of crime from 10% in January 2005 to 5.4% in December 2005. In the area of financial control, it is Urban's key task to maintain a healthy financial condition for all of its managed property assets. From this position, the result of the average arrears rate of all properties was continuously maintained at the level of 5.2% in both 2004 and 2005. In addition, Urban Group always prepares itself for emergency cases. The Group's record showed that over 98.7% of emergency cases were attended by its staff within 2 hours (during non-office hours) after the breakdown of major facilities. For 2004 and 2005, 99% of the emergency cases were handled by its staff within 10 minutes of the event occurring.

The KPIs for Environmental Management System were categorized into 8 elements with a view to minimize the adverse effects on the environment from daily operations. The 8 elements included (1) waste reduction, (2) recycling, (3) energy saving, (4) noise reduction, (5) environmental protection, (6) pollution prevention, (7) cost saving and (8) legal compliance. For the Occupational Safety and Health System, the main KPI was to ensure that activities carried out by the Group did not harm the safety and health of our staff, contractors or the community. Urban Group aims at reducing the accident rate in the coming years for all property asset and facility management projects to achieve the ultimate goal of zero accident rate.

The setting and measurement of KPIs has significant implications for the evaluation of product quality, operational effectiveness, financial performance, and the satisfaction and confidence of Urban's customers. Hence, the Group will review the suitability of KPIs annually, both in terms of acceptable levels and coverage to achieve continuous improvement.



富城網™ 嶄新管理平台**i-Urban™ – An Innovative Management Platform**

在2004至2005年，富城網™合共建立了5個新物業網站，讓此先進的互聯網平台擁有總數達55個物業網站，為超過50,000個富城客戶提供全天候物業資訊服務，而每月平均網頁瀏覽次數已超越1,000,000次。

為配合不斷增長之使用率，富城網™在2004年成功進行了一次重大的系統更新。除了重新設計網頁版面，使用戶更加方便外，更注入了全新的網站服務及資訊：

- 更多有關物業及設施、悠閒生活、娛樂及個人喜好的資訊 — 客戶專區、即時新聞、玩樂報料站，精明消費眼及生活連結。
- 加強與客戶聯繫的富城脈博 — 參與社群，優質管理及全面關心。
- 電子心意卡 — 設有動感的電子心意卡供用戶下載，並備有一個互動介面讓用戶可以上載相片於預設背景，自行設計喜愛的電子心意卡。

除此之外，富城網™的電郵系統及硬件結構亦進行了一次重大的提升，以配合不斷增長之新用戶及使用率。重要提升包括：

- 注入最新的電郵保護系統，包括防病毒及防濫發電郵程式。
- 硬件結構升級及重新調校，以改善系統的穩定性及可靠性。
- 改善資料保護系統，包括資料備份系統及網絡保安系統。

在2005年，富城網™(iurban.com.hk)連同轄下55個物業網站榮獲由互聯網專業人員協會頒發的無障礙優異網站大獎，再一次證明富城網™在平等分享互聯網資訊發展上之貢獻及其專業地位。

Between 2004 and 2005, 5 new property websites were deployed through the i-Urban™ portal. The total number of users served by the portal increased to 50,000 and the average page visit rate is over 1 million visits per month.

To cope with the growth in utilization, a major revamp exercise was carried out in 2004. Apart from the brand new design of the web page which is more user friendly, several service enhancements were incorporated into the revamped portal to provide better service and information to end users. The enhancements include:

- More leisure, life-style and personalized content - Tenant Zone, Instant News, Entertainment, Wise Buy, Living Links;
- Urban Pulse - Provision of information on Urban Community and Urban News to enrich the communication between Urban Group and residents;
- eCard Corner - Animated eCard for users/residents to download and an interactive eCard programme which allows users to upload their own photos onto the preset background frames.

Besides the portal services, there were also major upgrades and enhancements of the Email system and infrastructure to cope with the utilization growth as well as the latest service standards. The enhancements include:

- Incorporation of the latest email protection systems - Anti-Virus and Anti-Spammer;
- System hardware upgrade and re-configuration to improve service performance and reliability;
- Enhancement of data protection systems such as data backup and network security.

A total of 55 estate portals plus i-Urban™ (iurban.com.hk) received 2004-05 Web Care Awards from the Internet Professionals Association (iProA). This represents an increase of 11 portals gaining awards over the 2002-2003 period. The awards again demonstrate the continuous success of i-Urban™ in providing a barrier-free Internet environment and is also a recognition of its professionalism.



24小時客戶服務中心 全天候為客戶服務

24-hour Customer Service Centre provides round-the-clock service supports

富城集團的24小時客戶服務中心為客戶提供每週7日、每日24小時無間斷的優質支援服務。客戶服務中心多年來一直為富城集團總辦事處、各分區辦事處和客戶之間的溝通橋樑；富城專業的客戶服務人員每天都會細意聆聽每一位客戶的意見和要求，全面照顧他們的需要。

在2004至2006年間，該中心合共處理12,000個來電及跟進個案。

Urban Group operates a 24-Hour Customer Service Centre to provide round-the-clock services to its customers. Employing advanced technology, the Centre offers a versatile range of customer services and serves as a central hub among Urban's Head Office, its regional management offices and customers. Urban's customer service officers are well trained to understand the needs of each and every customer.

The Centre, supported by the Sm@rtUrban™ systems, handled 12,000 calls and follow up actions between 2004 to 2006.









05

卓越人才管理

Human Resource Focus

『表現為本』績效管理系統 將工作表現與薪酬掛鉤

“Performance-Oriented” Management System linking Performance with Rewards

富城集團自2002年起引入「人力資本」概念，管理層深信「人力資本」的引入、投資、及運用，從而得到個人事業、公司回報及增值的箇中理念，較傳統的「人力資源」概念更為重要。富城集團在2005年度獲選為「亞洲最優秀僱主」，更充份顯示出外界對富城集團此項改革的認同。

富城集團一向注重人才質素及工作表現之提升，每年均設立多項個人及團隊的獎勵計劃，其中包括「傑出員工」、「傑出領袖」、「員工創意大獎」、「卓越強質勵本團隊獎」等。這些獎勵計劃旨在對表現卓越的「富城典範」予以認同及嘉許。

集團期間推行嶄新的「360°表現評估系統」，全方位評估員工的工作表現，其中包括：

- 『種籽計劃』— 此計劃是一項自我評核機制，讓員工對自己一年來在學歷、技術，知識上的增進改善及對集團的貢獻，根據平衡計分卡及鮑烈治優質標準的7個領域作出自我評審，並藉此讓管理層能夠分辨出潛質的員工。
- 『卓越計劃』— 此計劃是一個工作表現評估的機制，結合鮑烈治優質標準的7個領域、平衡計分卡，12種主要才能及主要結果範圍的量度概念。

富城集團亦推出按表現發放年終獎金及與表現掛鉤的回報系統，員工的薪酬調整、晉升和年終獎金皆根據其個別表現而定。採用按表現發放年終獎金，顯示富城對有卓越服務和傑出表現的員工予以回報，令每一位員工均能按其工作表現得到獎賞。

Urban Group introduced the concept of "Human Capital" in 2002. Its top management believes that the acquisition, investment and usage of high quality "Human Capital" is beneficial to both employees' career development and the Group's business return and growth, and is more valuable than the traditional concept of "Human Resources". Being awarded as one of The Best Employers in Asia in 2005 was a recognition of such reform.

Urban Group emphasizes the quality of its human capital and improvement in working performance. To this end, individual and team awards have been set up. For instance, the "Outstanding Employee Award", "Outstanding Leader Award", "Staff Innovation Award" and "Excellent Service Enhancement Team Award" serve to appreciate and recognize the "Role Model of Urban".

Urban Group implemented a 360° Performance Evaluation System to evaluate its staff's performance in all aspects. Two schemes are included:

- Strategic Employee Evaluation and Development Scheme (SEEDS) is a mechanism for employees to report their improvements in qualifications and capabilities and planning for their own career development. It is a measurement tool for employees to assess their own contributions by using the Balanced Scorecard (BSC) approach and the Malcolm Baldrige 7 Criteria.
- Superior Urban Performance Evaluation and Review Baseline (SUPERB) is a performance evaluation tool which incorporates the concept of the Malcolm Baldrige 7 Criteria, the concept of Balanced Scorecard, 12 job-specific core competencies and measurement of Key Result Areas (KRAs).

Furthermore, Urban Group implements a performance-based discretionary bonus system with close linkage to staff's working performance. Salary adjustment, promotion and year-end bonuses to staff in Urban Group are determined in accordance with individual working performance. The performance-based bonus system clearly demonstrates Urban Group's determination to reward all staff according to their performance and that staff with excellent service and outstanding performance will be justly rewarded.



電子化『人力資本』管理系統 靈活多變 提升效率

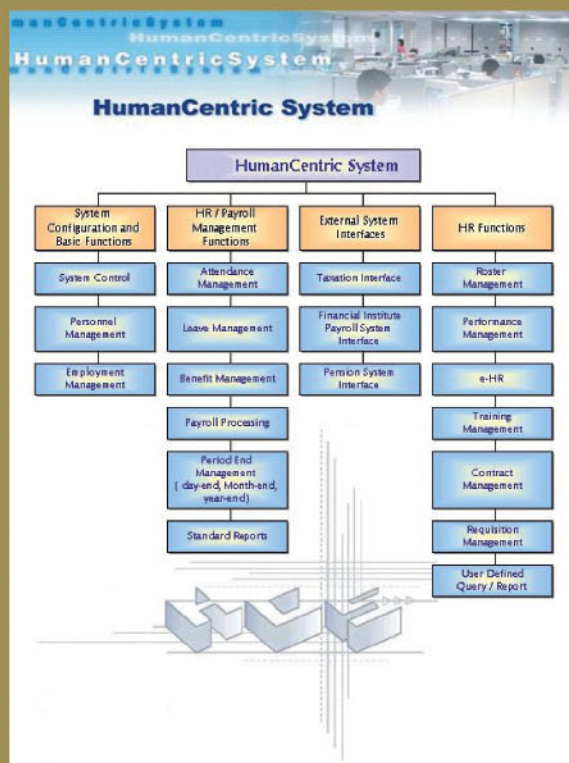
The flexible and efficient HumanCentric System™

富城集團推行人事管理系統HumanCentric System，此系統由創庫系統有限公司研創，其優點在於靈活多變，強於分析及計算成本效益，並能夠將人事管理的工作網絡化，讓員工透過網絡介面申請放假，查詢福利，報讀課程以及申請津貼等，有助減省工作流程及改善效率。

透過此先進的人事管理系統，令富城能夠掌握每位員工之學歷、經驗及才能並加以分析，俾便在員工的招聘、考核、晉升、調配及培訓發展方面更靈活，有助不斷提升人才的質素。

Urban Group adopts the HumanCentric System developed by Clf Solutions Limited. The advantages of this system are its flexibility and its powerful functions in cost and benefit analysis. It also has web-based functions which allow employees to submit and retrieve information from the system through a web interface, including e-Leave, e-Benefits and e-Training, and e-Allowance Claims. It can help to streamline the human capital management process and improve efficiency.

Through the implementation of this system, Urban can maintain a database of academic qualifications, experience and talent of its staff. It helps maintain high flexibility in the recruitment, performance assessment, promotion, transfer and training and development of all staff, so as to continuously improve manpower quality.



人事管理系統之19個主要功能項目
The 19 modules of the HumanCentric System





建立「人力資本保安行政代表」網絡

Setting up the Human Capital Coordinator Network



富城集團深信企業的發展建基於持續聘用及培訓優秀的人才。作為一個卓越的物業資產及設施管理集團，優質的前線保安服務是非常重要的一環。因此，富城集團致力推行「富城衛士」計劃，以突顯保安人員的自我價值，使他們認知保安人員對保衛住戶的財產和防止罪案發生的重要性。在2004年8月，集團更創立了「人力資本保安行政代表」網絡，以協助物業主管及人力資本及培訓部挑選專業的「富城衛士」。

「人力資本保安行政代表」的主要職責為充當人力資本部門於各地區辦事處的代表，協助各物業主管執行與「富城衛士」有關之人力資本政策及制度。除了因應各地區辦事處實際的招聘要求去選取最適合的「富城衛士」外，他們亦需處理如假期安排、挽留人才等事宜。作為物業主管、「富城衛士」與人力資本及培訓部的溝通橋樑，「人力資本保安行政代表」實在居功不少。

為了確保「人力資本保安行政代表」有效地執行其職能，人力資本及培訓部設計了「保安人員管理工作坊」。工作坊內容包括處理「富城衛士」之安排事宜，如招聘準則及程序、面試技巧、晉升及培訓等。另一方面，人力資本及培訓部亦於每季度舉行「人力資本保安行政代表」溝通大會，提供集團內有關人力資本政策的最新資訊及邀請不同的專業講者，如廉政公署等，深入探討有關保安人員之題材。截至目前為止，人力資本及培訓部分別舉辦了5次保安人員管理工作坊及8次溝通大會。

在過去兩年間，「人力資本保安行政代表」網絡顯著地發揮了它的功能。除了「富城衛士」可以透過「人力資本保安行政代表」了解本集團的人力資本政策外，代表們亦大大減輕了物業主管於處理保安人員事務上的負擔。總括而言，此網絡充分體現集團對「富城衛士」的重視，亦成功地營造出更和諧的僱傭關係。

Urban believes that the development of the organization relies on recruiting and retaining talented professionals. The Urban Warriors are Urban Group's qualified disciplinary force, who account for over 60% of its total workforce. In order to assist the Property Manager and the Human Capital and Training Department, a Human Capital Coordinator Network was established in August 2004.

The key function of the Human Capital Coordinator (HCC) is to act as an on-site Human Capital Representative to assist the Property Manager implementing all human capital related policies and procedures. The HCCs have to (1) ensure these policies and procedures are communicated and properly implemented at site level, (2) recruit and retain our talented warriors, (3) act as a bridge between the Human Capital and Training Department and the site and (4) assist the Property Manager in managing the Urban Warriors according to the Group's policy.

To enable the HCCs to exercise their roles effectively at site, the Human Capital and Training Department has designed a Security Personnel Management Workshop for them. The workshop covers recruitment procedures and criteria, interview techniques, introduction to the career path of Urban Warriors and their related training. The workshop was initially given to our top management and the Property Managers to obtain their support before rolling out to the HCCs. Every quarter, communication sessions are conducted to update the HCCs on new policies and practices and to share experiences regarding real world case-studies. Guest speakers from various government departments such as the Immigration Department and ICAC are invited to these sessions to strengthen the knowledge of the HCCs. So far, 5 workshops and 8 communication sessions have been conducted.

Over the past 2 years, the HCC Network has made a great contribution to recruiting qualified security guards as Urban Warriors according to related Ordinances and pre-set criteria. They also assist the Property Managers in the daily supervision of the guards. Hence, communication with Urban Warriors has been improved with HCCs acting as intermediaries. A more harmonious relationship is maintained and labour disputes are therefore reduced.



優質培訓策略 培育人才

Quality Training Strategy builds Quality People

富城集團相信員工是集團珍貴的人力資本。「人力資本管理」的概念自2002年起獲集團採用，反映富城「以人為本，重視人才價值」的管理哲學。

為配合富城集團的發展方向，人力資本及培訓部提出「人才品質提升策略」及「人才知識管理策略」。這兩個策略是相輔相成地運行的。「人才品質提升策略」強調招攬優才及鼓勵員工持續學習新知識。而「人才知識管理策略」則透過「價值觀複製」及「企業文化改變」去引導員工主動學習新知識。集團並利用知識管理加強員工持續進修的價值觀。

首間專業學習中心 配合培訓需要

富城於2001年率先在業內創立首間多媒體「專業學習中心」。為應付不斷上升的培訓需要，富城在2004年投資建立了第二間培訓中心。此培訓中心能容納70多名員工，為他們提供了舒適而優良的學習設施及環境。

「富城企業大學」推動學習文化

作為香港物業管理行業的先驅，富城集團在2004年10月更進一步推出一個多元化綜合的理念——「富城企業大學」，務求將培訓與企業目標和使命掛鉤，同時培養一個長久的企業學習文化，培育員工持續學習；讓每位員工均有平等機會獲得專業培訓，從而提升公司人力資本的核心能力，令員工工作表現不斷改進，以達致員工之個人發展，從而提高集團之競爭優勢。

成立「學習及發展委員會」

企業學習、個人學習以及知識管理是富城集團的長遠發展目標。集團於2002年成立「學習及發展委員會」，目標是(1)令員工啟發主動學習的情緒；(2)令員工不斷增強工作能力；(3)讓員工分享同事及企業的工作經驗。「學習及發展委員會」並推行了多個培訓活動，如：「全面優質管理誓師日」、「管理見習生計劃」、「富城衛士計劃」、「富城策略研討會」、「彩虹再現計劃」和「保安人員管理工作坊」等。

富城為管理層員工提供多元化的核心證書課程如核心「全面優質管理」、核心「物業」、核心「工程」和核心「保安」，同時亦提供了全面優質管理顧客服務課程及富城衛士服務課程予前線員工。

富城的品牌就是集團的人才，亦是富城對客戶的承諾。在「保持簡單，締造樂趣」的理念下，集團每年均依據培訓需求分析而設計一系列相應的課程予員工，從而訂立每年的培訓計劃。

鼓勵進修，考取專業資格

富城一向提倡及鼓勵員工持續進修，考取行內認可專業學歷及資格，因而為合資格員工提供「培訓及進修資助」，並贊助獲得相關專業會員資格的員工所需的專業學會費用。

Urban Group believes employees are the Human Capital of the Group. The concept of "Human Capital Management" has been adopted since 2002. It reflects Urban's philosophy of valuing people.

To cope with its business development and growth, Urban Group adopted the "Human Capital Quality Enhancement Strategy" and the "Knowledge Mastery Strategy". The two strategies complement each other. The "Human Capital Quality Enhancement Strategy" stresses recruiting talented individuals and encouraging them to learn continuously and to acquire professionalism. The "Knowledge Mastery Strategy" emphasizes the management and transfer of knowledge through value cloning and cultural change.

Urban Learning Centre for internal training demand

To cope with increasing training demand, Urban Group invested in a second Training Centre with a capacity of 70 seats in 2004 in addition to the industry-first multi-media "Urban Learning Centre" which came into service in 2001. The two learning centres provide a comfortable learning environment for Urban's staff.

The Urban Corporate University initiates a learning culture

To be the pioneer in the Hong Kong property and facility management industry, the Urban Corporate University was established in October 2004 to provide various certificate courses to Urban's employees, allowing them to continuously absorb new knowledge and new technology. Encouraging staff to participate in and benefit from lifetime learning results in increased service quality.

The Training and Career Development Committee spearheads Knowledge Management

To become a learning organization, encouraging self-study and knowledge management are the long-term goals of Urban Group. In 2002, Urban established the Training and Development Committee with the aims to (1) inspire staff to learn actively (2) hence increase work efficiency and (3) share working experience amongst colleagues and within the organization. Under the direction of the Training and Development Committee, many training programmes have been introduced, such as the "TQM Commitment Day", the "Graduate Trainee Programme", the "Urban Warrior Scheme", the "Strategic Forum", "The Rainbow Project", and the "Security Personnel Management Workshop".

Urban offers a wide range of certificate training courses for management staff, for example; Core "TQM", Core "Property", Core "Technical", and Core "Security", while for the frontline staff it provides TQM Customer Service courses and Urban Warrior Service courses.

Urban believes that its brand is the Group's talented professionals. Under the approach of "Keep it Simple, Make it Fun", a wide range of training courses are designed for them following the annual Training Need Analysis from which the Training Plan is derived.

Providing Training Subsidies

To encourage staff to learn, Urban provides "Training and Learning Subsidies" to qualified staff. Also the Group sponsors the cost of professional membership fees for its staff to encourage them to acquire related professional memberships.



Urban Corporate University



吸納優才協助富城持續發展

Developing young talent for continuous corporate success

富城集團一向致力培訓及發展人才，積極推行大學畢業生培育計劃以培訓物業管理界精英。自1987年起，富城定期舉辦「行政管理見習計劃」，藉此為集團提供一班優秀精銳的員工，為未來業務持續發展注入新動力。此計劃共有三個目的：(1)培訓行政見習生作為富城集團未來的接班人、為社會培育新棟樑；(2)透過對行政管理見習灌輸正確的服務精神，建立「以客為先」的企業價值；(3)為見習生提供清晰的晉升途徑。

「行政管理見習計劃」 重點精英培訓

富城集團於2003年舉辦「行政管理見習計劃」，經過一連串嚴謹的面試及篩選，取錄46位大學畢業生為行政見習生，接受為期3年完善的培訓課程。各行政見習生被安排到不同物業進行在職培訓，從日常物業管理運作中學習不同的管理技巧及物業管理知識。此外，培訓計劃設立師徒制度，每位行政見習生皆安排專屬的導師和主管為他們的事業發展提供專業意見及指導。其他培訓內容包括課堂教授、實地考察、專題研習、個別演說實習及學習進度報告。此培訓計劃已於2006年初圓滿結束，管理層從計劃中挑選表現出色及有潛質的精英作重點栽培，為未來管理接班人鋪路。

「陽光計劃」 吸納優秀專才

鑑於在2003年舉辦的「行政管理見習計劃」相當成功，有見及此，富城於2004年舉辦「陽光計劃」。陽光意指年輕人精力充沛的特質，顧名思義，此計劃旨在培養一群年青活力而具潛質的大學畢業生，成為富城未來的領導層。集團透過此計劃合共聘任了14位行政見習生接受為期兩年的培訓課程，他們更被委派到不同的工作範疇實習以汲取經驗。見習生畢業後，表現突出的精英將被擢升為高級職員，繼續為富城服務。

Urban Group always stresses the nurturing and development of talented people. Hence, the Management Trainee Programme has been conducted regularly since 1987, which provides the Group with a pool of distinguished talent for sustainable development. The Programme has three main objectives: (1) to train and develop trainees as future leaders of the Group; (2) to create a service-oriented culture which is characterized by developing potential young professionals with the right mind-set from the beginning in order to inspire others to provide quality service as well; (3) to provide a clear career path for trainees who demonstrate commitment and loyalty and who have successfully achieved the desired performance standard.

The Executive Management Trainee Programme

During the "Executive Management Trainee Programme" held in 2003, a total number of 46 university graduates were recruited as Executive Management Trainees after a series of tests and interviews. They received a 3 year comprehensive full-time training programme. Throughout the programme, they were assigned to various reputable or well-established properties to develop their talent and to learn the professional knowledge of property asset management skills through on-the-job training. Additionally, a "Mentoring and Supervising System" was specially set up in which mentors and supervisors were responsible for providing support and professional advice to trainees' career development and giving guidance to trainees at work. In addition to on-the-job training and "mentor and supervising system", the "Executive Management Trainee Programme" also included field training, classroom training, experience sharing, monthly reporting and various project assignments. The "Executive Management Trainee Programme" came to a satisfactory conclusion in early 2006. Trainees with outstanding performance have been promoted to senior positions, leading to successful career prospects.

The Sunshine Project

Following the success of the "Executive Management Trainee Programme" in 2003, the Group launched "The Sunshine Project" in 2004 – a programme targeted at recruiting outstanding university graduates. "Sunshine" refers to the vigorous and brilliant attributes of the young talent. As implied by the name of the programme, the sunshine project aims at developing a group of young, bright, energetic university graduates of high potential to be the future leaders of Urban Group. A total number of 14 graduate trainees received a 2-year comprehensive full-time training programme in order to acquire knowledge of property asset and facility management. Graduate trainees were then assigned to work in different portfolios and exposed to various departments which enabled them to grasp a full picture of the management of various property assets and facilities. Those graduates with excellent performance and potential will be promoted to senior positions.



實踐良好企業公民責任 「中年再就業計劃」

Demonstrating corporate citizenship – The Middle Aged Employment Programme

在2004至2006年間，富城集團與不同類型機構合辦多個培訓課程予中年待業人士，提升他們的競爭力，幫助減低失業率，一舉兩得。此外，培訓中年待業人士亦令集團擁有充裕的人力資本，以配合發展需要。富城與香港基督教女青年會合辦的「彩虹再現計劃」及參與勞工處的「中年就業計劃」便是成功的例子，這兩個計劃能製造出僱主、員工及客戶多贏的局面。

中年管理見習新希望—「彩虹再現計劃」

因經濟轉型，香港有不少富管理經驗的中層管理人才加入了失業大軍。富城集團配合這群人才提供相應的培訓，讓其成為物業資產及設施管理行業的人才。故此，富城與僱員再培訓局及香港基督教女青年會合辦物業及設施管理再培訓課程—「彩虹再現計劃」，一方面為配合集團的未來發展招募及培育人才，更可為這些中層管理人員提供在物業資產及設施管理行業的就業發展機會。此計劃的畢業生成功入職富城集團，部份並已擢升為高級保安主任，成為真正專業的物業管理人才。

善用人才 支持重回人力市場—「中年就業計劃」

富城集團深信唯才是用。為了響應政府的宣傳，富城集團鼎力支持勞工處推出的「中年就業計劃」。這計劃旨在透過針對性的就業服務及在職培訓，協助中年求職人士找尋一份穩定的工作。

富城透過在職培訓和專人輔導，協助待業的中年人士自我增值。富城亦考慮到新入職員工的需要，安排了一位較具經驗的員工作為指導員，協助適應新環境。

作為一個盡責的僱主，富城集團樂於聘請中年待業人士加入富城的大家庭，成為其中一份子。自參加計劃以來，富城已經聘用了600多位中年待業人士。他們被分派到不同的地區辦事處工作，而工作表現亦能達到客戶的期望。

Between 2004 and 2006, Urban Group actively worked with different organizations to carry out programmes to recruit the unemployed middle-aged and successfully transformed them into qualified management staff by providing them related training. These outstanding programmes are "The Rainbow Project" and the "Employment Programme for the Middle-aged". Urban believes that these programmes can create a win-win situation between the job seekers, the Group and its customers.

“The Rainbow Project”

In recent years, because of the changing economy, many experienced middle level executives with supervisory skills have become unemployed. Urban believes that they can be re-trained to become valuable human capital for Urban. As a result, Urban actively supported the Employees Retraining Scheme to provide career opportunities for middle aged job seekers. Urban co-organized with the Employees Retraining Board and the Hong Kong Young Women's Christian Association to conduct retraining programmes on property asset and facility management. Titled "The Rainbow Project", the programme aimed to provide an opportunity for middle level executives from different industries to rebuild their career in professional property asset and facility management. The graduates of this project were hired by Urban and some of them were later promoted to senior operation positions.

“Employment Programme for the Middle-aged”

In response to the Government's appeal; "Employ the middle-aged - Utilize human resources to their fullest", Urban Group also joined the "Employment Programme for the Middle-aged" launched by the Labour Department. It is geared to assist middle-aged job seekers to secure sustainable employment through targeted employment assistance and on-the-job training.

In the programme, Urban assists middle-aged and long-term unemployed in self-upgrading through on-the-job training and personalized counseling. Moreover, an experienced staff member will be appointed as a mentor for the employee concerned, allowing evaluation and feedback to be obtained.

The most encouraging part is that over 600 job seekers have been successfully placed in Urban under the "Employment Programme for the Middle-aged" so far and their performance is satisfactory.



Employees Retraining Board
僱員再培訓局

Human Resource Focus
卓越人才管理

05

「金星獎」及「傑出學徒獎」頒獎典禮 "Gold Star Award" & "Outstanding Retrainees Award" Presentation 7. 2004



勞工處

LABOUR DEPARTMENT



富城集團策略研討會 擬定企業發展策略

Urban Strategic Forum consolidates collective wisdom



制定管理策略與前瞻未來對於一間進取的企業非常重要。基於這個原因，富城集團在過去3年每年均舉行策略研討會，讓領導層及高級經理能集思廣益，討論及制定集團來年的發展方向與管理策略。

2006年的策略會議已於7月7日完滿結束。是年的主題是「物業優化」，所有領導層及高級經理於物業優化的專題上就價值、風險與機會、商廈設施的提升及安全管理等4個範疇進行小組討論及簡報。這次策略研討會更特別邀請專業的工程顧問一同分享物業優化的成功秘訣。

It is important for a progressive company to set management directions and plan for the future. With this in mind, Urban Group organizes the Strategic Forum annually. It provides an opportunity for Urban's leader-managers to meet and discuss the Group's future management directions and strategies.

The 2006 Strategic Forum, with a theme of "Building Rejuvenation", was held on 7 July. All the leader-managers communicated corporate direction regarding Building Rejuvenation in terms of the value, the risk and opportunity involved, the upgrading of office buildings and safety management practices through group discussions and presentations. A consultant on building management was also invited to share experience on the key success factors in project planning regarding building rejuvenation.



富城之星 — 優質服務的典範

Superstars of Urban – The Paragon of Quality Service



傑出的員工在建立優質團隊中扮演了重要角色，他們亦充當優質服務典範，對企業的成功作出重大的貢獻。有見及此，富城集團每年均舉辦『傑出員工選舉』，以表揚其員工的傑出表現與成就。

為增加員工對富城的歸屬感及支持，集團在過去3年均頒發20至30個傑出員工的獎項。評審準則乃根據員工日常的工作表現、對公司的貢獻及建立的成就作為基礎，並透過專業及嚴謹的篩選程序，於數千名員工當中挑選最佳人選，成為「富城傑出員工」。

而富城集團之母公司新創建集團對於人力資本亦非常著重，並於2004年設立新創建集團『傑出員工大獎』，以獎勵表現出色之員工及表達以人力資本為重的管理信念。在2005及2006年，富城集團的兩位精英，陳慧愉小姐和薛波先生先後獲取了這項榮譽。

2005新創建集團『傑出員工大獎』

鑽石領袖大獎得主—

集團經理—物業資產管理 陳慧愉小姐

陳慧愉小姐於2005年前線員工組別中榮獲至高殊榮—『傑出員工鑽石大獎』，肯定了她多年來在管理上的卓越成績。陳小姐加入富城已逾9年，並致力管理集團的旗艦項目—美孚新邨。另外，她亦建立了美孚新邨的品質管理制度，成功獲香港品質保證局把認證提升為 ISO 9000:2000版本。陳小姐力求改進的工作態度，令她成功與美孚新邨客戶續訂管理合約。

2006新創建集團『傑出員工大獎』

衛士金獎得主—高級保安組長 薛波先生

薛波先生於2006年前線員工組別中榮獲—『傑出員工金獎』，薛先生於富城的4年服務生涯中，一直抱著投入的工作態度，並且積極地在工作中尋求改善，務求提供最優質的服務予客戶。

Outstanding employees help build up a strong corporate team. They act as role models of service excellence and contribute to corporate success. To recognize the achievements of the outstandingly performing staff in Urban, the Group holds the "Outstanding Employees Award" every year.

To enhance employees' sense of belonging and their continual dedication to Urban, Outstanding Employees award are given out every year to 20-30 out of thousands of Urban employees for their outstanding daily performance, achievements and contributions made to the company.

Urban's parent company, NWS Holdings also treasures its human capital and has established the "Outstanding Employee Grand Award", first implemented in 2004. This award aims at rewarding those with brilliant performance as well as bolstering management belief in Human Capital. In 2005 and 2006, two of Urban Group's elites staff, Ms. Janice Chan and Mr. Sit Bor achieved this Outstanding Employee Grand Award.

2005 NWSH Outstanding Employee

Diamond Leader – Ms. Janice Chan, Group Manager – Property Asset Management

Ms Janice Chan received the Diamond Award, the highest honour possible, in the Frontline Staff Category in 2005. She has been working for Urban since 1995 and has devoted herself to Urban's flagship project – Mei Foo Sun Chuen. She has successfully sustained the management contract with Mei Foo Sun Chuen while leading the team to upgrade its quality management system to comply with ISO 9000:2000 certification requirements.

2006 NWSH Outstanding Employee

Golden Warrior – Mr. Sit Por, Senior Security Supervisor

Mr. Sit Por received the Gold Award in the Frontline Staff Category in 2006. "Exceed customers' expectation" is the service motto of Mr. Sit. Mr. Sit has been working for Urban Group since 2002, and actively seeks continuous improvement in daily service and devotes wholeheartedly to his work.



新創建集團
新創建 NWS Holding

Management Cor



新創建同樂日 發揮富城團隊精神的黃金機會

NWSH Sports Fun Day - A Golden Chance for Excellent Demonstration of Urban Team Spirit and Commitment



每年新創建同樂日均有不同的主題，2006年以繽紛童話為題，富城的員工及家屬一同度過了奇妙、歡樂的一天，享受當天刺激的比賽，佈置吸引的攤位，創意的啦啦隊表演和首創的時裝表演。全場氣氛熱鬧，各人化身白雪公主、王子，令在場人士真正置身童話王國。

新創建同樂日是一個讓員工聯誼及家人共聚的大好機會，更能凝繫集團旗下的員工；增強員工對集團的歸屬感。富城集團在2004至2006年均全情投入，上下一心，於同樂日屢獲佳績；包括於2005及2006年連續兩年奪得全場總冠軍，而於2004年亦獲得全場總亞軍，這正是富城集團員工積極投入及發揮團隊精神的最佳證明！

富城集團在過去數年於新創建同樂日中奪獎無數，實有賴管理層身體力行，動員各部門主管及員工全力參與，於不同環節中投入時間及心力，其中包括攤位設計，競賽訓練，服裝設計，道具製作及統籌等的工作。富城員工於整個過程中，發揮無限的潛能及才幹。

Every year, NWSH Sports Fun Day follows different themes, such as the fairy tales theme in 2006. Over 700 Urban staff and their families enjoyed a magical and joyful Sunday, taking part in exciting competitions, enjoying attractive game booths, a creative cheering team performance show and a unique Fashion Show. In 2006, Snow White, the Prince, and other famous characters were seen in the game booths, and a cheering team and a fashion show created a wonderful fairy-tale kingdom atmosphere for every participant.

NWSH Sports Fun Day is aimed at bringing the Group's staff and their family members together, delivering fun and Joy to all participants, developing a sense of belonging and fostering cohesiveness within the Group. Continuing the involvement in the past, Urban Group has maintained an active participation in NWSH Sports Fun Day from 2004 to 2006 and has achieved fruitful results including Overall Champion for TWO consecutive years (2005 and 2006) and Overall 1st Runner-up in 2004, which demonstrates Urban staffs' heartfelt commitment and strong team spirit.

With dedicated support from senior management, all department heads and staff members of Urban have devoted participation in designing booths, intensive practice, costume design, prop making and overall coordination. This truly provided a platform for all participating staff members to develop their potential, utilize their talents and sharpen their responsiveness to contingency.



社區關懷小組延續富城關懷文化

Urban Community Care Team promotes a Caring Culture



「富城社區關懷小組」為「富城社區關懷委員會」於2002年成立的企業義工組織，並於社會福利署註冊成為可提供義工服務的機構，現有300名企業義工。在2004至2006年間，富城集團與不同的志願團體和服務機構合作，為員工發展和組織不同類型的義工服務，使員工在身心方面均得到平衡發展。

「富城社區關懷小組」之成員為自願參加性質，富城員工利用空餘時間參與服務社會，將個人的能力、知識和經驗投入義務工作，令社會上有需要的人士獲得幫助。同時，企業義工透過不同類型的服務，有助個人認識自我、促進人際關係、培養領導才能和正確的人生觀。

富城集團所有經理級員工均自動成為社區關懷小組成員，發揮領導作用，以鼓勵更多員工加入企業義工隊，共同推廣關懷社群的精神，貫徹承擔企業社會責任，回饋社會。

The Urban Community Care Team was set up by the Urban Community Care Committee in 2002 to contribute to the spirit of International Volunteer Year. It has been registered by the Social Welfare Department as an approved organization to provide volunteering work to the community. Currently, the Team has 300 staff volunteers. Between 2004 and 2006, Urban Group has worked closely with different NGOs and social service organizations to organize or develop various service opportunities for its staff to enable them have a balanced work life.

Membership of the Urban Community Care Team is on a voluntary basis. Through participating in various volunteering projects during their leisure time, Urban's staff not only can make full use of their own ability, skills and knowledge to serve different targets; they can also undergo personal development in interpersonal communications, leadership skills and establish a positive attitude towards life.

In order to set a good example for fellow staff members and to encourage more staff members to join the Community Care Team, all senior managers of Urban have been invited to join the Team to help spread the message of Community Care across the Group as well as to the community at large.

樂無窮

長者大學生

Human Resource Focus
卓越人資管理

05



94%員工認同企業發展路向

94% of Urban Employees fully engaged in Corporate Directions

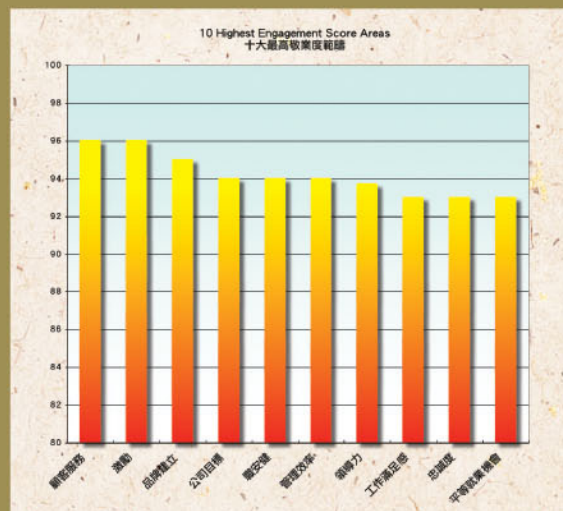
富城集團於2005年進行的員工敬業度調查結果令人鼓舞。此調查的目的為研究富城員工的敬業度。敬業度是指一間企業能夠獲取員工的心的程度。由該調查可見富城員工整體的敬業度為94，即是有百分之94以上的員工可被視為敬業。以下是該問卷調查的10大最高敬業度範疇：

The result of the Employee Engagement Survey conducted in 2005 was very impressive. The survey aimed to study the engagement score of employees. Engagement measures the extent to which an organization captures the hearts and minds of employees. From the engagement survey, the overall engagement score is 94, which means 94% of employees are considered to be engaged. Among the questions in the survey, the following are the 10 areas which have the highest engagement score:

Questions 題目	Areas 範疇	Engagement Score 敬業度
1 • I am encouraged to look at things from our customer's perspective in my day-to-day work. 公司鼓勵我們在日常工作中從客戶的角度看問題	Customer Service 顧客服務	96
2 • The organization inspires me to do my best work every day. 公司激勵我全力以赴地完成日常工作	Motivation 激勵	96
3 • This organization has an excellent reputation among customers. 本公司在社會公眾方面極享盛譽	Brand Building 品牌建立	95
4 • I have a good understanding of this organization's goals and objectives and completely support them. 我明確瞭解並完全支持公司的營運目標和使命 • This organization's goals and objectives provide meaningful direction for me. 公司的使命和目標為我提供了明確的方向	Company Objective 公司目標	95 93
5 • I feel that workplace safety and security is considered important here. 我認為公司注重工作場地的安全及保安	Occupational Safety and Health 職安健	94
6 • In this organization managers support and implement our people practices to good effect. 經理能夠有效地支持並實施我們的人員管理方案	Management Efficiency 管理效率	94
7 • Our senior leadership is expert at running the business and provides clear direction for the future. 我們的高層管理人員精於經營業務及為未來發展提供清晰的方向 • I see strong evidence of effective leadership from senior management and business unit management. 高層管理人員及部門經理表現出有效的領導技能 • Senior leadership is worthy of my trust. 高層管理人員值得我信任	Leadership 領導力	94 93 93
8 • I truly enjoy my day-to day work tasks. 我非常喜歡自己的日常工作	Job Satisfaction 工作滿足感	93
9 • I would not hesitate to recommend this organization to a friend seeking employment 我非常願意向正在求職的朋友推薦我所任職的公司 • It would take a lot to get me to leave the organization. 我不會輕易離開本公司	Loyalty 忠誠度	93 93
10 • The organization values differences in age, gender and race or ethnicity. 公司對不同年齡、性別以及不同民族或種族一視同仁	Equal Employment Opportunity 平等就業機會	93



94%







06

流程管理

Process Management

資產價值「最大化」 提升成本效益

Asset Value Maximization enhances Cost Effectiveness

自2004年起，富城集團透過實施一系列策略性計劃及管控，將資產價值提升至「最大極限」；所覆蓋的範疇並非只局限於有型資產，而是包括設施管理系統的可靠性及有效運用成本。集團透過各項物業設施的高階運作和保養，以及日常保養項目的生命週期成本分析，提升現有大廈設備和引入先進設施，成功獲得資產價值「最大化」的可觀成果。

富城在預計式物業設施保養上應用生命週期成本分析，令物業設施各部份運作得以延長，從而達到有效的成本運用。集團亦將成本分析技術廣泛應用，由一般油漆項目以至大型設施更新，確保所有支出達到最高效益。

在應用於預計式物業設施保養模式時，富城已考慮各系統之可靠性，以預留足夠安全空間，從而在適當時間展開保養工作。此外，保養模式引入先進、科學之監控，去除設施在製造過程中之質量偏差。

此外，富城將紅外線影像技術廣泛應用於設施管理，覆蓋範圍不只局限於外牆勘察，而是包括供電系統、供排水系統、採暖及空氣調節系統等。此技術將各項設施之可靠性提升至日常保養不能達到之水平。

集團在供電質量管理上亦取得寶貴經驗，並應用主動式電流諧波過濾器於供電系統之內，以配合市場上客戶不斷提升之供電質量要求，和配合客戶安裝不間斷電源供應及精密儀器之需要。

集團更致力推行提升現有大廈設施以及注入先進設施之改善計劃，不單防止各物業及設施因折舊帶來之損失，更令資產價值得到提升。其他物業設施改善工程包括室內空氣質素改善工程、策略性節能計劃、高階防火安全改善工程，專業牆幕勘察等。

這些可觀的成果令富城客戶的物業資產價值獲得提升，從而令客戶的投資回報得到保證。

Starting from 2004, Urban Group has implemented various strategic plans and control mechanism to maximize the asset value of property facilities. It is not just confined to the physical assets themselves but also covers system reliability and cost effectiveness. Through the application of building facility Life Cycle Cost Analysis on daily facility upkeep, Urban can upgrade existing building facilities and introduce advanced building facilities to the properties, leading to attractive results and contributing to the success of asset value maximization.

The application of Life Cycle Cost Analysis on Predictive Maintenance assures that expenditure can be arranged at the optimal time so that the utilization of facilities can be maximized over a property's life span. The total application of life cycle analysis from general painting to major facilities maintenance and replacement can ensure high cost effectiveness.

Urban Group's predictive maintenance is conducted at the time right before a building component reaches the end of its service life, with sufficient safety margin being allowed, based on a predefined system reliability target. Also, predictive maintenance is integrated into an advanced scientific system of monitoring to eliminate significant deviation of product quality in manufacturing process of equipment.

We employ extensive utilization of Infrared Thermograph imaging for assessing the condition of building facilities, which is not only confined to building façades but extends to the inner parts of a building and its facilities. The coverage includes electrical installations, plumbing and drainage, heating, ventilation and air-conditioning systems. The execution of predictive maintenance resulting from Infrared Thermograph technology results in the system reliability of building facilities reaching a higher level than would result from a more general preventive maintenance approach.

Urban is also experienced in Power Quality control through the application of Active Harmonic Filters on electrical installation to cope with market trends on time changing customer operation requirements in using high technology equipment such as uninterrupted power supplies and precision equipment. The high power quality requirement of its finance, banking and information technology customers are well satisfied by Urban's power quality management.

Urban Group also achieved proven results in resisting depreciation as well as increasing property asset values through upgrading the existing building facilities and introduction of advanced building facilities. The Group has implemented standby electricity supplies to existing buildings to overcome spatial constraints and has completed this work within limited time spans to fulfill its customers' high power security requirements for their IT equipment. Other improvement services include Indoor Air Quality Improvements, Strategic Energy Saving Improvements, Advance Fire Safety Improvements and Condition Surveys of Building Façades.

The fruitful results being achieved by Urban are that building owners can enjoy maximization of their asset value so that the return from their property assets can be guaranteed.



不斷追求卓越表現 富城品質管理策略

The pursuit of highest quality performance Urban's Quality Management Strategy

富城集團採用了一套以服務為主之品質管理策略及推行一套符合ISO 9001標準要求之品質管理系統，並致力促進此系統之持續改進。所有富城員工履行職務時，均必須符合集團之品質管理系統的要求。

富城集團屬下富城物業管理有限公司於1997年成為香港首間榮獲ISO 9001品質管理證書的私人物業資產及設施管理公司，並於2002年成功提升至2000年版本。此外，富城於2003年更分別考獲ISO 14001優質環境管理證書及OHSAS 18001職業安全健康管理證書。

其後，在2004至2005年期間，富城集團更進一步利用集團內部資源，成功為3間成員機構考獲ISO 9001:2000品質管理證書、ISO 14001:2004優質環境管理證書，及OHSAS 18001:1999職業安全健康管理證書。

考獲之證書	富城集團成員機構
ISO 9001: 2000	通力技術服務有限公司
ISO 14001: 2004	滙秀企業有限公司
OHSAS 18001: 1999	滙秀企業有限公司

此外，富城物業管理有限公司更於2005年提升其ISO 14001優質環境管理證書至2004年版本。

秉承富城集團的持續發展路向，集團屬下6間成員機構的品管證書亦於2004至2005年期間成功更新。

更新之證書	富城集團成員機構
ISO 9001: 2000	富城物業管理有限公司
ISO 9001: 2000	滙秀企業有限公司
ISO 9001: 2000	國際物業管理有限公司
ISO 9001: 2000	富城技術服務有限公司
ISO 14001: 2004	富城物業管理有限公司
OHSAS 18001: 1999	富城物業管理有限公司

作為一間追求卓越服務質素及持續改進的物業資產及設施管理集團，富城特別成立了多個審核小組，負責查核各功能部門在健全性、效能性和效率性上之表現。此外，更安排「香港品質保證局」定期核實集團內各公司之管理系統，反映出富城在品質管理上的努力。

Urban Group adopts a service-oriented approach and implements a quality management system fulfilling the requirements of ISO 9001 and continually improves the effectiveness of the system.

All employees of Urban have to perform their duties in accordance with the requirements specified in the quality management system stipulated by the Group.

Urban Group successfully became the FIRST Private Property and Facility Management Group in Hong Kong to be awarded the ISO 9001 Quality Assurance Certification in full scope in 1997, which has been successfully converted to the 2000 version in 2002.

Thereafter, during the period of 2004 to 2005, Urban Group assisted its associated companies to receive the ISO 9001: 2000, ISO 14001: 2004 and OHSAS 18001: 1999 certificates.

Certificates Awarded	Company
ISO9001: 2000	Turning Technical Services Limited
ISO14001: 2004	Broadway-Nassau Investments Limited
OHSAS18001: 1999	Broadway-Nassau Investments Limited


Within the same period, Urban Property Management Limited successfully converted its ISO 14001: 1996 Certificate to the ISO 14001: 2004 version in 2005.

In total 6 ISO certificates have been renewed successfully.

Certificates Renewed	Company
ISO 9001: 2000	Urban Property Management Limited
ISO 9001: 2000	Broadway-Nassau Investments Limited
ISO 9001: 2000	International Property Management Limited
ISO 9001: 2000	Urban Technical Services Limited
ISO 14001: 2004	Urban Property Management Limited
OHSAS 18001: 1999	Urban Property Management Limited

With a commitment to continuous improvement, Urban Group has established different audit teams to oversee the integrity, effectiveness and efficiency of its management system across all functional areas. Regular audits are undertaken by the Hong Kong Quality Assurance Agency for verification of Urban's management system performance with best practice and international standards.

Corporate Certificate
Certificate No: **HC 018**



CERTIFIED COMPANY
HKQAA

This is to certify that the Quality Management System of

URBAN GROUP

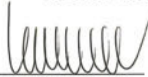
Units 710-723 7/F Trade Square 681 Cheung Sha Wan Road Kowloon Hong Kong


complies with the requirements of **ISO 9001 : 2000** quality management system standard,
applicable to:

Design and provision of property and facility management

This certificate remains valid subject to satisfactory maintenance of the certificate
CC863, CC1875 & CC3491
which will be monitored by Hong Kong Quality Assurance Agency.

Signed for and on behalf of
HONG KONG QUALITY ASSURANCE AGENCY



 Secretary


 Director

Registered address: 19/F, K. Wah Centre 191 Jera Road North Point Hong Kong Tel (852) 2302 9111 Fax (852) 2302 9222
 Note: In accordance with the Agency Regulations, the Hong Kong Quality Assurance Agency undertakes no liability or responsibility for any service supplied in accordance with the requirements of the Certification Scheme. This certificate remains the property of HKQAA and shall be returned when required by the Agency. Further clarifications regarding the scope of this certificate and the applicability of ISO 9001 : 2000 requirements may be obtained by consulting the organization.

Original Certification: 21 August 2006 HKQAA F218 Rev1

Certificate No: **CC 863**



CERTIFIED COMPANY
HKQAA

This is to certify that the Quality Management System of

URBAN PROPERTY MANAGEMENT LIMITED


Unit 710-723 7/F Trade Square 681 Cheung Sha Wan Road Hong Kong
P/F 41-47 Broadway Mei Foo Sun Chuen Kowloon Hong Kong

complies with the requirements of **ISO 9001 : 2000** quality management system standard,
applicable to:


Design and provision of property and facility management
設計和提供物業和設備管理


The certificate remains valid subject to satisfactory maintenance of the system
which will be monitored by Hong Kong Quality Assurance Agency.

Signed for and on behalf of
HONG KONG QUALITY ASSURANCE AGENCY


 Secretary


 Director






Registered address: 19/F, K. Wah Centre 191 Jera Road North Point Hong Kong Tel (852) 2302 9111 Fax (852) 2302 9222
 Note: In accordance with the Agency Regulations, the Hong Kong Quality Assurance Agency undertakes no liability or responsibility for any service supplied in accordance with the requirements of the Certification Scheme. The use of the Accreditation marks shown on this certificate indicates accreditation in respect of those activities covered by that Accreditation Authority. This certificate remains the property of HKQAA and shall be returned when required by the Agency. Further clarifications regarding the scope of this certificate and the applicability of ISO 9001 : 2000 requirements may be obtained by consulting the organization.

Original Certification: 29 April 1997 Amendment: 6 August 2002 Expiry: 27 August 2006 HKQAA F218 Rev1

Certificate No: **CC 2433**



CERTIFIED COMPANY
HKQAA

This is to certify that the Environmental Management System of

URBAN PROPERTY MANAGEMENT LIMITED


Unit 710-723 7/F Trade Square 681 Cheung Sha Wan Road Kowloon Hong Kong
P/F 41-47 Broadway Mei Foo Sun Chuen Kowloon Hong Kong
(other sites on Appendix bearing the same certificate number)


complies with the requirements of **ISO 14001 : 1996** environmental management system standard,
applicable to:




Design and provision of property and facility management
(limited to the certification sites as detailed in the accompanying appendix)
(NACE 70.32)

The certificate remains valid subject to satisfactory maintenance of the system
which will be monitored by Hong Kong Quality Assurance Agency.

Signed for and on behalf of
HONG KONG QUALITY ASSURANCE AGENCY


 Secretary



 Director

Registered address: 19/F, K. Wah Centre 191 Jera Road North Point Hong Kong Tel (852) 2302 9111 Fax (852) 2302 9222
 Note: In accordance with the Agency Regulations, the Hong Kong Quality Assurance Agency undertakes no liability or responsibility for any service supplied in accordance with the requirements of the Certification Scheme. The use of the Accreditation marks shown on this certificate indicates accreditation in respect of those activities covered by that Accreditation Authority. This certificate remains the property of HKQAA and shall be returned when required by the Agency.

Original Certification: 28 February 2003 Expiry: 27 February 2006 HKQAA F218 Rev1

Certificate No: **CC 2434**



CERTIFIED COMPANY
HKQAA

This is to certify that the Occupational Health and Safety Management System of

URBAN PROPERTY MANAGEMENT LIMITED


Unit 710-723 7/F Trade Square 681 Cheung Sha Wan Road Kowloon Hong Kong
P/F 41-47 Broadway Mei Foo Sun Chuen Kowloon Hong Kong
(other sites on Appendix bearing the same certificate number)


complies with the requirements of **OHSAS 18001 : 1999** occupational health and safety management systems
specification, applicable to:




Design and provision of property and facility management
(limited to the certification sites as detailed in the accompanying appendix)

The certificate remains valid subject to satisfactory maintenance of the system
which will be monitored by Hong Kong Quality Assurance Agency.

Signed for and on behalf of
HONG KONG QUALITY ASSURANCE AGENCY


 Secretary


 Director

Registered address: 19/F, K. Wah Centre 191 Jera Road North Point Hong Kong Tel (852) 2302 9111 Fax (852) 2302 9222
 Note: In accordance with the Agency Regulations, the Hong Kong Quality Assurance Agency undertakes no liability or responsibility for any service supplied in accordance with the requirements of the Certification Scheme. This certificate remains the property of HKQAA and shall be returned when required by the Agency.

Original Certification: 18 February 2003 Expiry: 27 February 2006 HKQAA F218 Rev1

富城職安健管理系統

Urban Group's OSH Management System

富城集團作為一間負責任的企業，承諾為員工提供一個安全和健康的工作環境，以確保集團進行之任何業務均不會危害員工及大眾的安全和健康，並符合法例的要求和OHSAS 18001的標準。

富城致力在所有物業資產及設施管理服務上做到每年遞減工傷數字為目標，並持續改善以達至零意外率。集團更為僱員提供職業安全及健康培訓，確保所有相關人員均理解、運用和維持集團的安全及健康管理系統。

富城在2006年5月更提升其職業安全 and 健康政策。新的修訂能更有效率地提高集團職業安全 and 健康方面的文化領域，從而提供一個更全面、一致、清晰及前瞻的方向處理有關職業安全 and 健康的風險，以強化集團在日常工作上的需要。

為貫徹此宗旨，富城於2004至2005年期間積極推展多元化的職業安全 and 健康活動。除每月兩次向每位員工發放有關職業安全 and 健康熱門話題的「職安小貼士」外，更籌辦「職業安全 and 健康問答比賽」及「職業安全 and 健康宣傳口號比賽」，得獎口號亦被採納和用於集團在職業安全 and 健康的不同推廣活動，俾能加強有關職業安全 and 健康的資訊。

此外，集團更鼓勵員工積極參與職業安全健康局各項活動，例如研討會、工作坊、問答比賽及職安健比賽等，以加強員工的職安健知識。在2004年9月，富城物業管理有限公司更榮獲職安局「最佳物業管理公司 - 職安健」銅獎。

自2005年開始，集團推展一項名為「兩分鐘的工作危險評估」的職安健工具，在每項工作開始前，利用兩分鐘時間檢查、探討和分析其工作所涉及的工具、方法和潛在的危險，在評估潛在風險後作出相應的安全措施，俾能主動和積極地防止意外發生和加強職業安全。

Urban Group, being a responsible organization, is committed to provide a safe and healthy working environment to its staff and to ensure all business activities carried out by the Group do not have adverse effects on the safety and health of its staff and the community. The Group also endeavours to ensure all statutory obligations in respect to safety and health and the OHSAS 18001 standard are complied with.

Urban aims at reducing the accident rate for all property asset and facility management services, and its ultimate goal is to achieve an accident rate of zero. Safety and health related training has been provided to all employees to ensure that the Safety and Health Management System is properly understood, implemented and maintained by all concerned.

In May 2006, Urban Group updated its Occupational Safety and Health Policy. New initiatives have been effectively enhanced to build a corporate culture in health and safety that provides a consistent, clear and proactive direction for managing risk in occupational safety and health and strengthening its ongoing practices.

Programmes promoting occupational safety and health were delivered regularly between 2004 and 2006. Apart from the design and distribution of the "Safety Tips" leaflet twice a month to all levels of staff for updates on hot safety topics, a Safety Quiz and Safety Slogan Competition were formulated and enacted wherein the winning slogan is adopted in Urban's safety promotional activities.

Urban encourages all staff to participate in occupational safety and health activities organized by the Occupational Safety and Health Council such as seminars, workshops, quiz, talks and award competitions. In September 2004, Urban Property Management Limited received the Bronze Award in the Occupational Safety and Health Council - 2004 Best Property Management Company Competition.

Starting from 2005, Urban has been promoting a safety management tool "2 minutes - Job Safety Assessment". It sets out the method to spend 2 minutes to review safety before the start of any task. This review includes which tools should be used, the way to work, and the potential hazards associated with the task to be managed.





富城全方位物業資產及設施管理服務

Urban's fully integrated Property Asset and Facility Management Services



富城集團為客戶提供全方位的管理服務，範圍遍及各類物業資產及設施，例如住宅物業、寫字樓商廈、會所及康樂設施、停車場、購物商場、工商樓宇、社區福利設施，政府產業署及香港房屋委員會屬下之物業資產及設施等。

全方位物業資產及設施管理服務涵蓋之管理策略包括：

- 維修及保養管理策略
- 安全及保安管理策略
- 環境衛生及健康管理
- 風險管理，例如保險安排
- 週期成本及財務管理策劃
- 會所及康樂設施管理，例如泳池和餐飲管理
- 交通及停車場管理
- 社區關係管理策略
- 人群管理策略
- 購物商場活動推廣及市場服務策略
- 公民教育推廣策略
- 環境保護策劃，及
- 增值服務

富城希望透過全方位的物業資產及設施管理服務，達致以下目標：

- (1) 提升物業及設施的價值；
- (2) 提升物業及設施之保障及使用效率；
- (3) 確保客戶物業及設施之健康及安全環境；
- (4) 平衡物業設施業主、商戶及使用者各方面的利益和提升良好夥伴關係。

Urban Group's integrated management services cover a vast majority of property assets and facilities in the territory ranging from residential properties, office buildings, clubhouse and recreational facilities, carparks, shopping arcades, industrial premises, social welfare premises, as well as properties and facilities under the Government Property Agency and the Hong Kong Housing Authority.

The scope of Urban's property asset and facility management services cover:

- maintenance and repairs
- safety and security
- environmental hygiene and health management
- risk management such as insurance arrangements
- life costing management and finance management
- clubhouse and recreational facilities management such as swimming pool and food and beverage management
- traffic and carpark management
- community services
- crowd control management
- promotion and marketing services at shopping malls
- civic education promotion
- environmental protection, and
- value-added services

The ultimate goals of Urban's fully integrated property asset and facility management services are:

- 1) to maximize the asset value of the properties and facilities;
- 2) to maximize property and facility asset protection and utilization;
- 3) to assure the users' environmental health and safety at the properties and facilities;
- 4) to strike a balance between the interests of, and enhance the partnership and relationship amongst, the stakeholders of the properties and facilities.



專業工程管理及服務

Professional Project Management and Engineering Services



富城集團為其管理的物業提供有效率、可靠及全面的工程技術服務。富城的工程部門擁有不同類型的專業人才，如屋宇設備工程師、屋宇測量師、機電工程師及有經驗的技術人員，為客戶提供24小時無間斷的工程服務。富城優質的工程管理服務有賴各工程人員的專業知識和經驗，能有效及快捷地為客戶提供日常、有計劃及緊急的工程服務。

富城的工程人員的主要工程服務包括日常修繕、緊急維修和編寫工程預算等。富城有一套完善的保養計劃及品管系統，用作監察各項工程服務的履行和運作。定期的審查能確保員工跟隨適當的程序及工作指引，所有的工程記錄包括工作內容、完成時間等資料都會適當地分析及保存。

此外，富城的專業工程人員能協助客戶處理複雜的工程問題，在編寫工程標準上和處理大型工程項目的投標和合約工作上作出支援。在參與處理大型工程項目時，富城的工程人員能全面和在合乎經濟效益的原則下，增強工程項目管理和運作的支援，在有需要時更會提供特別的工程安全巡查，從而加強各物業在大型工程項目上之安全監察。

Urban Group provides efficient, reliable and comprehensive technical services to its customers. Urban's Technical Department consists of different professionals such as Building Services Engineers, Building Surveyors, Electrical Engineers, Mechanical Engineers and experienced technical staff who are capable of delivering a broad array of professional services to its customers. The technical know-how of Urban's staff forms a concrete foundation on which to deliver high quality technical and engineering management support to its clients.

Major technical services provided by Urban such as arranging routine maintenance and repair works, handling corrective maintenance, tackling emergency repair works and preparing technical budgets are carried out by its technical staff. The performance of such technical services is monitored by profound maintenance planning and a good quality system. Standard procedures such as quality system procedures and task instructions for handling technical works are reviewed regularly. Combined with internal training, Urban's technical staff fully understand every operational process and their own responsibilities. All records for service requisitions, system faults and jobs completed are properly kept for data analysis.

Other technical services provided by the professional technical team of Urban Group include assisting customers to handle complicated technical problems and giving advice on the preparation of technical specifications, and handling technical tenders and contracts for large-scale projects. When dealing with large-scale projects, professional services provided by the technical team enrich technical support and are comprehensive and economical. Urban also provides ad hoc audit checking services for technical and safety issues when large-scale projects are being carried out in the properties, which strengthen the safety and health backup.



完善的工程策劃

Comprehensive Engineering Planning

富城集團十分明白客戶要求維持物業價值的重要性。為此，富城發展出一套詳盡的工程處理及運作規劃，目的是要轉化客戶的要求為實質的保養計劃和安排。利用合適的工程規劃，富城能有效地為客戶提供高質素和可靠的日常保養、物業大維修和改善工程服務。

富城的工程策劃由三類工程計劃組成：

1. 長遠計劃 — 透過五年的工程計劃，考慮及安排長遠的改善工程和預防性維修，如物業的大型維修工程、系統的更新等。大廈結構的保養、機電設施的更換都會在考慮之列。富城的工程部及物業資產管理部主管及專業人才將會就物業的工程長遠計劃提出建議，然後呈交客戶考慮。

2. 週年計劃 — 週年計劃提供一個維持物業質素的計劃保養施工時間表，通過有計劃的保養，設施的壽命得以延長。週年計劃同時就各項設施如消防系統、升降機的測試定出時間表，確保此等設施依從法例的要求進行測試和獲得妥善的保養。

3. 日常保養計劃 — 由富城的工程人員或專業承辦商進行的日常維修保養，如更換磨損及損壞零件的工作均包括在日常保養計劃之內。此保養計劃確保日常維修保養得到適當安排。

富城鼓勵知識分享，更定期舉辦研討會增進工程人員的經驗和技術交流，從而提高技術水平。加上透過富城內聯網作為工程資料的分享平台，各物業的員工均可在內聯網上取得所需的資料，有效地應用到各物業的維修保養工作上。

Urban Group understands the importance of customers' requirements for maintaining property asset value. The Group has developed detailed operational plans for technical services which aim to translate customer requirements into detailed maintenance plans. Effective implementation of such plans on routine maintenance, renovation projects, and improvement works, provides affirmative, responsive and high quality technical services to its customers.

Urban's technical operational planning process includes three key components:

1. Long Term Planning - Long term planning over a period of five years to review the technical works which need to be made for improvement and preventive maintenance, such as renovation works and system replacement works. Maintenance of a building's structure and electrical and mechanical facilities are included. After review, input and comments from the Headquarters, the operational and technical heads will put forward the long-term maintenance plan to our clients for consideration.

2. Annual Planning - Annual planning produces a timetable for planned maintenance works which deal with upkeep of the properties to a satisfactory standard and extend the life cycle of equipment. This annual planning also includes a schedule for testing and inspection works of items affecting daily life quality, such as fire service system annual testing and lift system annual testing. Following the annual plan to carry out the specified works can ensure that facilities are tested and well maintained in every respect, from statutory requirements to customers' requirements.

3. Routine Service Planning - Routine service planning relates to the daily work arrangements and minor maintenance conducted by the on-site staff. Replacement of wear and tear parts, damaged parts, materials and apparatus is carried out by experienced, qualified, skilled and trained direct technicians or professional contractors. Through routine service planning, proper routine maintenance and repair works are guaranteed.

Urban encourages knowledge sharing, meetings among technical staff are conducted periodically so that experiences, policies, and new technical information can be shared among staff, which enhances the technical service standards provided to its customers. With the support of the Urbannet web access platform, Urban's technical staff in every property can benefit from good practice and valuable technical information for more effective services to its customers.



創新人力資本管理及培訓

Revolutionary Human Capital Management and Training

富城集團相信優質的人力資本管理系統可以激勵員工達致高質素的表現。富城的「人力資本管理策略」主要注重強化品質及掌握新知識。

為了達到表現與回報掛鈎，令員工滿意和得到鼓勵，富城採用以下10個人力資本策略工作領域：

- (1) **發展專才**— 備有一系列人力分配統籌報告，工作職責說明指引，並為員工提供集團系內升遷機會，締造完善的事業發展階梯。
- (2) **優化流程**— 透過運用創富系統有限公司的人力資源系統、服務提升團隊、政策與程序和人力資本管理運作指引改善效率。
- (3) **表現全管**— 透過主要結果範圍、360 度全方位表現評估和見習計劃監察和量度表現。
- (4) **僱主責任**— 參與「僱主金星獎」及「香港最佳僱主」的提名，響應「一間公司一份工」、「展翅計劃」和僱員再培訓局的活動。
- (5) **機構學習**— 利用多媒體「富城專業學習中心」、富城「新天新地」全民學習咭和網上學習計劃。
- (6) **知識管理**— 集中在「學習、除舊習、再學習」，讓員工獲得潛藏和顯而易見的知識。
- (7) **事業策劃**— 提供「種籽計劃」、「卓越計劃」和晉升階梯以協助員工的個人事業發展。
- (8) **守法自律**— 富城嚴格遵從強制性公積金、平等僱傭條例、職業安全健康和僱員保償條例等法例之指引。
- (9) **表揚優才**— 獎勵傑出員工和傑出領袖，設立創新大獎和員工創意大獎。
- (10) **關係無間**— 制定員工紀律守則，安排團體活動和進行員工意見調查。

Urban Group believes that good Human Capital Management systems can motivate employees for higher performance. The key focuses are quality enhancement and knowledge mastery.

To ensure all employees are satisfied, motivated, performing well and are rewarded equitably, 10 Human Capital Management sub-systems are implemented.

Human Capital Management Acquisition

A set of Manning Guides, Master Job Descriptions and In-group transferal opportunities are provided to illustrate a clear career ladder for internal staff and staff acquired from the market.

Work Process

To improve the efficiency of work flow and documents flow, CIF Human Centric System, System Enhancement Team, Policy and Procedures and Human Capital Management operating guidelines are implemented within the Group.

Performance Management

Performance is monitored and measured by Key Result Areas, 360-degree appraisals, and trainee programmes at all levels.

Corporate Social Responsibilities

Urban Group actively participates in social and public activities to create employment for middle aged people and the youth in cooperation with the Employee Retraining Board and the Labour Department.

Organizational Development

The Group employs the multi-media Urban Learning Centre, Urban Human Asset Value Creation Cards and e-Learning programmes to encourage a learning culture and a mind-set change to meet the market demands.

Knowledge Management

There is a strong focus on "Learn, Unlearn, and Relearn" to balance staff's tacit and explicit knowledge within Urban Group.

Career and Succession Planning

Urban offers the Strategic Employee Evaluation and Development Scheme (SEEDS), Superior Urban Performance Evaluation and Review Baseline (SUPERB) and clear illustrations of potential career paths for individual staff to follow within the Group.

Legal Obligation

Urban Group strictly follows the legal regulations of HKSAR.

Employee Recognition

To recognize Outstanding Employees, Outstanding Leaders, and Innovative and Most Creative Ideas, awards are given during the Annual Dinner.

Employee Relations

To enhance relationships at all levels, activities and events such as the Annual Dinner, the Sports Fun Day and various types of sport competitions are held internally every year. In addition, the Code of Conduct and Employee Handbook are distributed to staff members and seminars are held regularly during the year to ensure that staff understand the requirements of the Group.



簡化招標流程 強化行政及物流工作效率

Simplified Tender Process maximizes Administration and Supply Chain Service Efficiency

在2004年，富城的行政及物流部門重新檢視集團的行政及物流服務，簡化招標及外判服務合約管理流程，務求為客戶提供更具競爭力及成本效益的管理服務，並建立了系統性的監控機制，有效地甄選策略夥伴。富城集團的行政及物流部門所擔當的角色包括：

採購流程再造— 提升成本效益

在流程再造當中，透過一系列的簡介會，闡述要旨，重視客戶服務要求，符合法律法規，以專業精神執行及監管外判服務合約。

工作夥伴管理計劃— 為客戶甄選最佳承辦商

富城集團在2005年推行策略夥伴管理計劃，提供網上下載申請程序及指引，不但加強資訊傳遞效率，更提高集團透明度。計劃內設有自我評分制度，讓富城能淘汰缺乏質素的承辦商，以確保其服務質素。

表現評估制度— 提高服務水準

由富城集團內多位專業人士組成的評審團，以記分制度評估承辦商之質素及服務水準，包括法定要求、經驗、規模等，加上實地考察、樣品測試、面談及專業判斷，客觀地評核申請，提高策略夥伴的標準。

為確保各策略夥伴的服務質素，富城每半年均進行表現評估，上載評分結果於富城內聯網中，並發放每月特別報告，令員工掌握最新資料，務求實踐嚴密監控，提高水準。

In 2004, the Administration and Supply Chain Department of Urban Group simplified the Tender Invitation Process and Outsourcing Contract Management Process, aiming at delivering improved services to customers in a competitive and cost-effective manner. Through the mechanism of outsourcing, property management services including sanitation services, security-guarding services, and repair and maintenance services can be conducted at the most optimal level in terms of both cost and quality. Effective tender and outsourcing contract management proves to be a systematic control technique enabling selection and monitoring of strategic partners to provide quality services to customers.

Procurement Re-engineering enhances Cost Effectiveness

By capturing and improving the best practices, the business re-engineering processes of the administration and supply chain systems migrated from a legacy system to new target system. Urban has streamlined workflow, simplified the process, reduced the lead-time, and exerted teamwork spirit in overall productivity and efficiency. A Showcase for Outsourcing and Procurement Management has been developed and communicated to all levels of staff by means of a series of training sessions. By emphasizing customers' value as well as legal compliance, Urban Group manages and executes outsourcing contracts with its strategic business partners professionally and effectively.

Customized Strategic Partner Application Management System – Selects the Best for its Valued Customers

Urban Group recognizes that selection and assessment of qualified strategic partners plays an important role in pursuing continuous improvements and sustaining business excellence and corporate success. In 2005, the Group re-designed and implemented a customized strategic partner application management system. To enable public access anywhere and anytime, it posted the application system procedure in Urban's corporate website. It not only enhanced the effectiveness and efficiency of transmitting information regarding application details, but also demonstrated Urban's corporate culture on promoting transparency of information. Through the mechanism of self-assessment, the applicant obtains a preliminary measurement on the pre-qualification process. Failing to achieve the minimum requirement in this process is identified as unqualified application. The self-assessment process in this system can effectively eliminate unqualified applications at an early stage.

The assessment panel, consisting of high calibre members with different expertise within Urban Group, is designated to form different assessment teams and conduct different kinds of evaluations. Apart from site visits, interviews, product testing and experimental judgement, the team scores an application based on the well-specified quality attribute requirements, including legal compliance, work experience and organizational structure. Under this integrated approach, only qualified and competent applicants are selected to become Urban's registered strategic partners and ultimately create value for its prestige customers.

Performance Rating Measurement advocates Continuous Improvement

To measure the performance of strategic partners, Urban Group conducts assessments of their services bi-annually by rating according to various criteria and weightings. The results are reported and disseminated by posting in the Urban intranet. Apart from periodic assessments, the Administrative and Supply Chain Department generates monthly reports on the performance of the strategic partners and communicates to all related managers. All Urban managers may then have full and timely access to information about the quality standard of these partners. This performance management system facilitates the practice of thorough and regular monitoring as well as revealing the service level of Urban's strategic partners.



專業市場服務促進企業發展

Marketing Services enable Corporate Development



富城集團的市場服務部門為集團與外界機構之橋樑，負責統籌、聯繫、策劃及推行不同類型之宣傳推廣、企業傳訊、媒介關係及地區聯絡活動。

該部門之工作目標為協助富城作為一間負責任之企業及專業物業資產管理集團，與客戶建立長久之合作夥伴關係，以期協助建立一個良好社區，令客戶能享有一個最理想的生活環境。

為了促進富城與客戶的聯繫，市場服務部轄下設有24小時客戶服務中心，每周7日、每日24小時無間斷為各物業之客戶提供一站式的服務，協助跟進客戶的各項投訴、意見及要求。

富城集團的市場服務部門之服務範圍包括：

- 市務推廣—協助籌備物業及地區活動
- 企業傳訊及對外溝通聯繫—聯繫地方組織、政府部門及其他外間機構
- 社區聯絡—客戶服務及關係管理
- 推廣義務工作—處理及跟進客戶投訴、意見及讚賞
- 推動環保管理及相關活動—24小時客戶服務
- 危機傳訊及管理—傳媒關係
- 策劃及出版刊物—企業與物業間之橋樑

The Marketing Services Department plays a key role in bridging between Urban Group and external organizations. The Department is responsible for coordination, liaison, planning and implementation of various marketing and promotional activities, corporate communications, media relations and community liaison activities. The ultimate goal of the Department is to assist Urban Group, as a socially responsible corporation and a professional property asset management group, to establish a long-term partnership relationship with its customers, with an aim to create a harmonious community and pleasant living environment.

To facilitate the connection between Urban Group and its customers and to achieve total customer satisfaction, the Urban 24-hour Customer Service Centre, managed by the Department, provides round-the clock service, operating 7 days a week, 24 hours a day to cater for and follow up on complaints, suggestions and requests of its customers.

The Service Scope of the Marketing Services Department includes:

- Marketing promotions
- Corporate communications and external liaison
- Community liaison
- Promotion of volunteering service
- Promotion of environmental protection management and related activities
- Crisis communications and management
- Planning and publications publishing
- Assisting in planning property and local activities
- Liaison with local organizations, Government departments and other outside organizations
- Customer service and relationship management
- Follow-up and handling of complaints, suggestions and recommendations
- 24-hour customer service
- Media relations
- Bridging between Urban Group and the property



品質監控及管理

Effective Quality Assurance and Management

富城集團的品管及資訊科技部門內之品質管理工作，主要在質量、環境及安全管理系統上提供整體的建立、維護、支援及監察。其中最重要的是確保集團各管理系統在各部門及地區辦事處均能暢順及有效地運作，並且符合客戶、國際標準、相關的法例及法規等之要求。

富城的品質管理工作主要包括：

- (1) 建立及推行新品質管理系統；
- (2) 建立、檢視及推行作業程序及工作指引；
- (3) 定期檢視質量、環境及安全管理系統政策及系統文件之適用性並更新/修訂相關的文件，以簡化工作流程；
- (4) 監察各管理系統在各部門及地區辦事處的運行狀況；
- (5) 安排內部審核；
- (6) 安排外界審核，如香港品質保證局；
- (7) 跟進內部及外界審核報告事項，並採取糾正及預防措施；
- (8) 提供專業的意見及服務，以協助各部門及地區辦事處解決各管理系統的運作疑難；
- (9) 建立及定期檢視作業風險評估及環境因素評估；
- (10) 定期檢視相關的法例法規及要求的符合性；
- (11) 監察及分析各部門及地區辦事處的主要工作指標報告，以評估及提升服務質素；
- (12) 監察各部門及地區辦事處的職業安全表現，並對工傷意外進行調查及分析，以改善作業安全；
- (13) 推動及宣傳良好職業安全健康文化；
- (14) 設計及安排質量、環境及安全管理培訓課程予各級員工；
- (15) 設計及安排週年客戶滿意度問卷調查，並進行分析；
- (16) 執行特別審核。

品質管理部門並為其他部門及地區辦事處提供運作檢視，以協助改善系統運作，以期能提供更貼合客戶需要的服務。此外，更可為個別地區辦事處建立及協助推行新品質管理系統，以進一步提升服務質素。為提高員工質素，品質管理組會以行業借鑒方法為地區辦事處員工引進行業最佳作業典範。

Urban Group's Quality Management service of the Quality Management and Information Technology Department (QM&ITD) is mainly responsible for all matters related to the quality, environmental and safety systems of the Group. Its core function is to ensure all quality systems are running efficiently and effectively and in line with all statutory requirements and relevant international standards.

The scope of Quality Management services offered by Urban is as follows:

- (1) Responsible for the implementation of new quality management system;
- (2) Development of new operations procedures and work instructions;
- (3) Regular review of the quality, environmental and safety system policies and documents;
- (4) Monitoring the implementation of the quality, environmental and safety systems at site level;
- (5) Arrangement of Internal Audits;
- (6) Arrangement of External Audits by independent parties such as HKQAA;
- (7) Follow-ups on the findings of the Internal and External Audits;
- (8) Provision of advisory services to site office regarding quality related issues
- (9) Conduct Risk Assessments and Environmental Aspects Identification;
- (10) Review of compliance status to legal and other requirements;
- (11) Monitoring safety performance and conducting accident investigation;
- (12) Monitoring of the key performance indicators report from site offices;
- (13) Promotion of occupational safety and health culture;
- (14) Design and delivery of quality, environmental and safety management training;
- (15) Arrangement of Annual Customer Satisfaction Survey to compile summary report;
- (16) Carrying out special audits as and when required.

The quality management services of Urban provide site operations system review services, utilizing internal and external resources to ensure that site operations are in line with customer requirements. They can also provide new system development and implementation support services to individual site offices so as to upgrade the quality of service. Moreover, benchmarking exercises are conducted to observe the best practices in the market and share experience with site staff so as to update their knowledge and service quality.



先進資訊科技系統

State-of-the-Art IT systems

品質管理及資訊科技部轄下之資訊科技組，是富城集團內其中一個對地區前線運作最重要的支援組別。其主要功能如下：

- 提供技術支援服務於總寫字樓及各分區辦事處；
- 監察網絡及各應用系統之運作，確保其穩定性及作出適當調整或改善；
- 提供專業意見及開發適當應用系統以配合集團的發展方向及目標；
- 確保所有系統資料的保密性，完整性及可靠性，防止因電腦病毒及黑客入侵而造成資料泄漏及破壞；

資訊科技組的主要日常運作如下：

- 中央技術支援熱線及客戶服務系統；
- 應用系統及程式之技術支援；
- 資訊科技儀器採購服務；
- 建立電腦網絡系統，硬件安裝及設定；
- 富城智能管理系統™(Sm@rtUrban™)；
- 富城網™(i-Urban)及電郵服務；
- 富城內聯網(Urbannet)；
- 財務管理系統(FlexAccount)；
- 電郵及電子傳真服務；
- 中央資料儲存系統；
- 中央資料保護系統(包括防毒，防火牆及資料備份)；
- 伺服器，電腦及有關之硬件維修及保養；
- 網絡及各應用系統之運作監察；
- 提供技術講座及編寫技術指引，供各員工參考；
- 定期與硬件及網絡供應商洽議，以最優惠之價錢提供最適合之貨品及服務；
- 制定資訊科技之財務預算，部署未來資訊科技之發展；
- 以集團的目標及願景為本，策劃及實行應用系統之開發，升級或調整；

透過富城資訊科技部門的專業服務，確保集團的網絡、硬件、應用系統及程式均可以正常運作。加上運用先進科技開發之應用系統，從而加快各部門之間的溝通，增強工作準繩度，簡化工作流程，提供有效而快捷的監察及管理，改善工作效率，提供更佳的服務質素。

The IT Section of the Quality Management and Information Technology Department is one of the key supporting sections of the on-site frontline operations. Its main functions are:

- Provision of I.T. support at the Headquarters and at regional offices;
- Close monitoring of network services and operation of system applications to ensure a stable provision of service. Carrying out fine-tuning exercises for service improvement;
- Provision of professional advice for the development of suitable system applications that align with the mission and vision of the Group;
- Ensuring the confidentiality, integrity and reliability of all electronics data. Provision of data protection against computer virus attacks and hacker intrusions;

The scope of services provided through its well trained staff include:

- Centralized I.T. Support Hotline and comprehensive CRM
- Technical Support on system applications and programs;
- I.T. procurement;
- Design and build up of computer network infrastructure, hardware installation and configuration;
- Sm@rtUrban™ – Intelligent Facility Management System
- i-Urban™ and Email Service – A tailor-made portal for Urban's customers
- Urbannet – Urban Intranet
- FlexAccount – Financial Management System;
- Email and Electronic Fax Service;
- Centralized Data Storage System;
- Centralized Data Protection System including Anti-Virus System, Intrusion Protection System, Firewall and Data Backup System;
- Hardware Maintenance including servers, network equipment, PC and related peripherals;
- Monitoring of network services and operation of system applications;
- Provision of I.T. briefing sessions and preparation of technical guidelines for end user reference;
- Negotiation with ISP and hardware vendors, to work out the best deal on service plans and products to suit the needs of the Group;
- Constitution of I.T. budget and I.T. project plan for future I.T. development;
- Planning and implementation of system development, revamp and upgrade to align with the mission and vision of the Group;

Via the professional service provided by the Information Technology Department of Urban, a stable and reliable I.T. operating environment including networking, hardware, system applications and programmes is guaranteed. With innovative application systems developed by advanced technology to speed up communication between departments, strengthening of work accuracy, simplification of operational processes, and provision of an effective supervisory/management mechanism, the result is an overall improvement.







商業成績

Business Results

六星級物業資產及設施管理

Six-star Standard Property Asset and Facility Management



富城集團秉承全面優質管理的理念，多年來憑著不斷的努力和創新，達至為客戶物業資產增值的目標。自2002年推出「富城卓越管理模式™」後，富城集團的服務質素都深獲同業和客戶的認同，獲獎無數。其中富城在物業資產管理及設施管理的成績更是令人鼓舞。

富城集團憑著卓越的服務表現，在2003年獲香港房屋委員會頒發「最佳物業管理公司」大獎，同年亦獲香港設施管理學會頒發「傑出設施管理獎」。而富城集團屬下管理的沙田第一城於2004年更榮獲「最佳設施管理獎—金獎」，印證了富城在香港物業資產及設施管理界的領導地位。

此外，為保障客戶健康的生活質素，富城集團為各物業定期進行食水系統檢查和維修，以符合「世界衛生用水指引」。由2004年起，富城集團屬下共有超過30項物業獲水務署頒發「食水系統優質維修認可證書」。而由2003年開始，富城集團共有超過20項物業獲頒區域性「優質大廈管理比賽」獎項，當中包括不少大型及高尚住宅物業，如沙田第一城、采頤花園、綠悠軒及嘉富麗苑等。可見實施六星的服務標準，能達到超越顧客期望並獲得公眾的認同。

With a strong notion of total quality management, Urban Group strives to achieve value creation for its customers with diligence and innovation in service delivery.

Following the launch of the Urban Premier Management Model™, the excellent service quality of Urban is well acknowledged by both industry players and customers. In recent years, Urban Group has obtained outstanding results in Property Asset and Facility Management and has been honoured with recognitions from the Government and various professional groups.

Urban Group was awarded "Best Property Management Company" by the Hong Kong Housing Authority in 2003. Meanwhile, Urban obtained the "Facility Management Establishment Awards 2003" (FAME Award) from The Hong Kong Institute of Facility Management. Following this success, City One Shatin, a large scale composite residential project under Urban Group was granted the "Best Managed Facility Awards (Residential Facility) - Gold Award" in 2004, which confirmed the leading position of Urban as a Premier Property Asset and Facility Management Group.

In order to safeguard the hygienic condition of the water supplies systems for its customers and to comply with stringent requirements of the World Health Organization, Urban Group provides regular inspection and maintenance of drinking water supply systems for its managed portfolios. Since 2004, over 30 properties under Urban have been awarded "Fresh Water Plumbing Quality Maintenance Recognition Scheme Certificates" presented by the Water Supplies Department. Apart from the above, more than 20 properties under Urban's portfolio were awarded various regional "Quality Building Management Awards" in 2003, including the renowned City One Shatin, Rhythm Garden, Belair Monte and Clovelly Court. These awards clearly demonstrate Urban's success in its six-star standard implementation to provide the best quality services to its customers.



環境衛生及安全管理 屢獲嘉許

Quality Environmental Sanitation and Safety Management receive recognition



環境管理 優質標準

富城集團致力在屬下各物業推動卓越的環境衛生管理服務，不斷提升各物業資產的清潔服務水平。由2003年開始，富城屬下共有20項物業奪得各區的大廈清潔獎項，反映出集團為客戶提供之優質服務水平。此外，富城屬下之綠悠軒及栢蕙苑於2004年分別榮獲康樂及文化事務署「私人物業最佳園林大獎」之園藝保養銀獎及綠化效果優異獎，證明富城在推動綠色生活環境上的成績已獲肯定。

保安管理 成績卓越

富城一向十分重視前線員工的服務水準，前線保安人員的服務質素尤為重要。多年來，「富城衛士」克盡己職及智勇雙全的表現都得到各界的嘉許。作為每項物業最前線的守護者，富城的保安人員不單協助保護客戶的財產和生命安全，並能帶給客戶一個舒適安全的生活環境。在2003至2005年期間，富城集團共有超過300位保安人員獲選「傑出保安員」及「傑出警衛」大獎，成為在不同獎勵計劃中獲獎最多的物業資產管理公司。此外，富城多位保安員亦曾在歷年的香港保安業協會周年大獎中獲獎，成績斐然。在2005年，富城集團屬下美孚新邨3位保安員更因協助打擊黑工而獲經濟發展及勞工局常任秘書長張建宗太平紳士親自嘉許。這顯示了富城集團內各保安人員竭誠服務的精神，已深獲各政府部門及業戶的讚賞。

Quality Environmental Management

Urban Group's mission to provide the best quality environmental and sanitation management for its customers is reflected in the consistent upgrading of the cleaning and sanitation services in the properties. Since 2003, over 20 properties under Urban have received various regional cleaning awards, demonstrating the standard of its services. Besides, two prestigious properties managed by Urban, namely Belair Monte in Fanling and Park Vale in Quarry Bay, respectively received the Silver Award - Horticultural Maintenance and Merit Award - Greening Effect in the Best Landscape Award for Private Property Development organized by the Leisure and Cultural Services Department in 2004, which confirmed its achievements in promoting a green and quality environment for its customers.

Security Management reaps Fruitful Results

Urban Group places high importance on the service quality provided by its frontline staff. The performance of its security personnel — "The Urban Warriors" as committed and bravery staff gained accomplishments from different stakeholders during the last 3 years. The security staff not only protect the life of customers, they also provide a harmonious living environment for customers. Since 2003, over 300 security staff of Urban Group have been selected as "Outstanding Security Guards" in various Outstanding Caretaker/ Security Guard Award Schemes, and Urban has been a major winner, receiving an overwhelming number of awards in such competitions. Apart from these, numerous security staff have been awarded for their bravery in the Annual Award of the Hong Kong Security Association. Also in 2005, 3 security guards in Mei Foo Sun Chuen were commended by Mr. Matthew Cheung, J.P., Permanent Secretary for Economic Development and Labour of the Hong Kong SAR Government, for their contribution in combating illegal employment. This demonstrates that the devotion of Urban's responsible security staff has received round applause from various sectors in the society.



創新智能管理服務獲57項 「無障礙優異網站」大獎

Innovative Intelligent Management Services win 57 Web Care Awards



富城集團投資逾2千萬元的「富城智能管理™」系統之其中一環「富城網™」，是一個以「顧客為本」的網站，該網站作為一個線上物業資產管理的平台，帶給富城的客戶多元化的一站式網上增值服務。再配合「24小時客戶服務中心」的運作，全面加强富城與客戶之間的溝通和聯繫，增加客戶對物業和社區的歸屬感。

「富城網™」的方便和好處除了得到客戶的支持外，亦獲得資訊科技界的表揚。富城集團的企業網站、富城網™及其屬下55個優質物業網站在2002及2005年榮獲「互聯網專業人員協會」頒發「無障礙優異網站」的榮譽，更囊括超過四成的獎項，成為香港物業及設施管理界的典範。

i-Urban™ – one of the key elements of the Sm@rtUrban™ systems, provides an online platform for the delivery of professional property asset management services, which are customer-oriented, and provide diversified value-added services. Combined with the 24-hour Customer Services Centre, it strengthens communication between Urban Group and its customers, creating a sense of belonging towards the property and the community.

i-Urban™ receives substantial support from customers due to its convenience and efficiency. It is also widely recognized by the information technology industry for its barrier-free support. The Urban Group corporate website, i-Urban™ and its 55 property portals have been awarded the "Web Care Award" by the Internet Professionals Association (iProA) in 2002 and 2005 respectively, accounting for over 40% of the possible awards, and set a role model in the Hong Kong property and facility management industry.



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嶄新品牌管理

「最佳創建品牌企業獎及優秀企業發展」

Innovative Brand Management Best Brand Enterprise Award and Corporate Development Excellence

富城集團於2006年6月榮獲香港生產力促進局頒發之「最佳創建品牌企業獎及優秀企業發展」獎項，確認富城於香港物業資產及設施管理界成功創建優質企業品牌及推動整體企業發展的卓越成就。

「最佳創建品牌企業獎2006」旨在推廣粵港兩地最優秀的品牌企業，提升品牌企業的自我管理能力，及增強品牌企業的市場競爭力和形象，為業界樹立良好的典範。

自1966年起，富城集團以管理美孚新邨為起點，發展企業品牌制度，至今已有40年悠久歷史。在這40年間，富城逐步於客戶心目中建立品牌形象及信心，於市場上獲得業界一致的認同。透過參與不同物業及設施管理項目，打造專業品牌形象，藉此提升富城在市場上的優勢，同時亦增強全體員工的士氣和客戶對集團服務的信心。

Urban Group received "The Best Brand Enterprise Award and Corporate Development Excellence" presented by the Hong Kong Productivity Council in June 2006, in recognition of its outstanding performance in corporate brand building and strategic corporate development in Hong Kong.

The Best Brand Enterprise Award 2006 aims at promoting the best-in-class enterprises in Hong Kong and Guangdong province which successfully develop and manage corporate brand image in order to enhance competitiveness in the marketplace.

The brand legend of Urban Group originates from the service of Mei Foo Sun Chuen since 1966 and possesses a 40-year brand heritage in the territory. Over the years, through participation in various property asset and facility management projects, Urban Group's corporate brand name has been established and well recognized by its customers and by industry alike. Urban Group's branding system reinforces its competitive edge in the industry, which further enhances the team spirit of its staff and the confidence of its customers.



創建品牌企業獎2006頒 暨創建強勢品牌研討會

Brand Enterprise Award Presentation Ce cum Seminar of Building a Strong Brand

2006年4月9日



著重成果效益

富城榮獲「香港品質圈大獎」

Encouraging Result-oriented approaches Urban wins Quality Circle Award

富城集團自2000年開始積極推行「全面優質管理」，隨後於2002年推出「富城卓越管理模式™」，強調「人才、流程、表現」，確能為客戶提供高質素的物業資產及設施管理服務。集團的努力並獲得香港品質管理協會及香港生產力促進局的認同，於2003年獲頒發「香港品質圈大獎—『服務組』銅獎」。

為提升競爭力，富城集團一直積極鼓勵員工就工作流程及企業發展提出改善建議，並推動各級員工成立「強質勵本」團隊，開拓更多嶄新服務。為員工提供品質工具培訓更是重要的一環。為加強訓練團隊如何使用各品質工具來解決品質問題，除了透過課堂講解外，還包括創意遊戲、角色扮演、工作坊、動畫式問題及個案分享。希望達到鼓勵創意，發揮團隊精神及著重成果效益。

Urban Group implemented the Total Quality Management approach and launched the unique "Urban Premier Management Model™", emphasizing People, Process and Performance, in 2002. The Group's service quality in property asset and facility management has been greatly improved and upgraded. Urban Group was recognized by the Hong Kong Quality Management Association and the Hong Kong Productivity Council and was awarded the "2003 Hong Kong Quality Circle Award – (Servicing Sector) Bronze Award".

In order to encourage the commitment of all staff members to TQM, Urban Group has set up the Service Enhancement Teams (SETs) to propose innovative ideas for the improvement of service provision. Quality tools training is one of the essential elements. Apart from traditional class lessons, quality tools training incorporates creativity games, role play sessions, workshops, short questions presented in cartoon format and case studies, with the objectives of promoting creativity, encouraging team spirit and result-orientation.





成功建立卓越品牌

富城榮獲「香港超級品牌」

Urban obtains SuperBrands Hong Kong Recognition



2004年5月，富城集團榮獲全球品牌認可權威組織「超級品牌」頒發「香港超級品牌2004」證書。能夠獲得此項殊榮，主要因為集團在服務質素、企業管理、創新使命和人力資本4方面，在市場上成功地建立出一個卓越品牌。

獎項評審標準包括各企業的市場佔有率、客戶忠誠度、品牌信譽、歷史悠久度及整體市場接受性等，對符合標準的品牌予以國際級的肯定。

富城的品牌源自管理兩大私人屋苑—美孚新邨和沙田第一城。其後，富城將品牌重新定位，由專業管理模式的文化系統，轉變成揉合了新派的中、西方管理概念，再加上全面優質管理的理念，成為今日富城集團家傳戶曉的超級品牌形象。亦印證了富城在質素和品牌兩方面一直帶領市場，是客戶信心的保證。

Urban Group received the "Superbrands Hong Kong 2004" award presented by "The Superbrands Organization" in May 2004. The success of Urban Group in achieving "Superbrands Hong Kong 2004" underlines its excellent achievements in service quality, visionary management, corporate innovation and human capital management, which enable the Group to successfully build up a premier brand reputation in the marketplace.

Grading is based on 5 selection criteria including market dominance, customer loyalty, goodwill, brand heritage and overall market acceptance.

Urban Group originated in 1981. The brand heritage of Urban can be traced back to our management of the two largest private housing estates in Hong Kong – Mei Foo Sun Chuen and City One Shatin. The Urban brand was later repositioned from a professional management culture to a combination of Eastern and Western management approaches, and the introduction of the Total Quality Management concept led Urban to successfully establish a prestigious and popular Superbrand image in the territory and to become the leader in the marketplace.



完善品牌管理制度

富城榮膺2006「香港商業超級品牌」

**Well-defined Brand Management System enhances
Competitive Advantage**

Urban awarded Business Superbrands Hong Kong 2006



富城繼2004年獲全球品牌認可權威組織「超級品牌」頒發「香港超級品牌2004」證書後，於2006年再度榮獲「香港商業超級品牌2006」證書，進一步肯定富城的服務質素和品牌均已達至國際標準。

富城憑藉新世界集團及新創建集團的強大支持，及其完善的品牌管理制度，再加上40年來一直「以客為本」的優質品牌服務承諾，與時並進，不斷創新，令富城於市場上佔盡優勢。

有別於「超級品牌」以個別客戶或客戶代表為單位，「商業超級品牌」的評審是以企業客戶為基本。能夠先後獲得兩個獎項，證明集團首創的「富城卓越管理模式™」能成功發揮全面優質管理的效用，配合富城的業務發展方向，開拓新市場，以為客戶提供多元化物業資產及設施管理服務為目標。

Following the success as the "Superbrands Hong Kong" in May 2004, Urban Group was awarded the "Business Superbrands Hong Kong" recognition presented by "The Superbrands Organization" in September 2006. This recognition further confirms that the service quality and brand name of Urban Group has been recognized internationally.

The strong support from New World Development and NWS Holdings and the development of a brand management system by the Group, together with its 40 years' quality brand heritage, has enabled Urban to maintain its leading position in the industry.

Unlike the evaluation of Superbrands, Business Superbrands is on a "Business to Business" basis. Urban Group has been a winner of both the Superbrands and the Business Superbrands, verifying the success of its unique "Urban Premier Management Model™".



人力資本管理策略獲「世界級」嘉許

富城榮膺2005年「亞洲最優秀僱主」 2003及2005「亞洲最優秀僱主－香港」

Human capital management strategy obtains international recognition
Urban acclaimed as 2005 “Best Employers in Asia” and
“Best Employers in Hong Kong”



富城集團於2003及2005年兩度獲環球管理顧問翰威特公司選為「亞洲最優秀僱主－香港」，於2005年更進一步衝出香港，勇奪2005年度「亞洲最優秀僱主」大獎，證明集團的人力資本管理策略已達世界級水平。

除了富城集團外，同時獲得此國際級榮耀的企業並包括多間著名的跨國企業。富城能夠超越本港其他國際級及上市機構，獲選為2005「亞洲最優秀僱主」，足證我們在推行全面優質管理上的卓越表現和持續改善的成果，以及成功地建立了一支全面投入的企業團隊。

富城集團一向視員工為企業最重要的資產，更成功地聘用及挽留高質素的優秀人才。富城於2002年起率先引入『人力資本管理』的概念，為不同級別的員工制定一系列完整的人力資本發展計劃，不斷提升人才質素，這亦是富城提升企業競爭力的關鍵。

Urban Group was awarded "Best Employers in Asia - Hong Kong" for two consecutive years in 2003 and 2005 respectively, presented by international human resources consultant Hewitt Associates, and was further selected as 2005 "Best Employers in Asia", reflecting the fact that its human capital management strategy has reached an international standard.

Apart from Urban Group, other winners of the awards were mostly multi-national conglomerates. Urban exceeded other Hong Kong enterprises and listed companies to be selected as the 2005 Best Employers in Asia. This affirmed Urban's successful implementation of Total Quality Management, which has resulted in excellent performance, continuous improvement and the building up of a fully committed workforce.

Urban always values its staff as the most important asset of the Group and has successfully recruited and retained high quality talents to work for the Group. Urban pioneered the concept of Human Capital Management in 2002 and has stipulated a comprehensive range of development programmes for its staff to enhance quality in service delivery. This is also the key to enhance its competitiveness in the marketplace.



Best Employers in China Award
Best Employers in Asia Award
亞洲地區最佳僱主獎
上海



富城支持僱員再培訓 連續3年榮獲「僱主金星獎」

Urban supports employees retraining Awarded "Employers Gold Star Award" for 3 consecutive years



富城集團於2003至2005年間，連續3年獲僱員再培訓局頒發「僱主金星獎」，以表揚集團對提供就業機會及推動香港人力資源發展之貢獻。

「僱主金星獎」是為鼓勵及表揚各界對僱員再培訓計劃的支持，提供就業機會予再培訓畢業學員，令他們重新投入社會，為香港經濟發展作出承擔。這個獎項亦印證了富城集團重視提升服務質素及對招聘員工的開明度。

富城集團自1999年起便與僱員再培訓局合作，舉辦多個有關物業管理及保安的培訓課程，並聘請了大量畢業學員。在2003年，富城獲僱員再培訓局頒發「僱主金星獎－白金大獎」，並在2004及2006年再度獲頒優異獎，反映出富城對招聘員工的開明態度，並致力推動本港經濟發展和承擔企業公民責任。

Urban Group received the "Employers Gold Star Award" from the Employees Retraining Board (ERB) in three consecutive years from 2003 to 2005, recognizing its contributions in providing employment opportunities and supporting human resources development in Hong Kong.

Organized by ERB, the "Employers Gold Star Award" aims to recognize the support of corporations in providing career opportunities to retrainees and their commitment to the development of the Hong Kong economy. These awards reflect the strong commitment of Urban Group towards promoting its corporate citizenship and the high standard of service of the awarded companies.

Urban Group has been working closely with ERB to employ retrainees since 1999. The Group has jointly organized courses on property management and security services with ERB and employed the graduated retrainees. Urban Group was awarded "Employers Gold Star Award – Platinum Award" in 2003 and received the Merit Award recognition in 2004 and 2006 respectively, which demonstrates its openness in employment, its endeavours to contribute to the Hong Kong economy, and its total commitment to corporate social responsibility.



建立職安健企業文化

富城榮獲「最佳物業管理公司—職安健大獎」

Building up an OSH Culture

Urban awarded Best Property Management Company in Occupational Safety and Health



富城集團憑著卓越的職安健水平，於過去3年榮獲多個職安健獎項，印證集團致力提高工作環境的職安健水平的卓越成績。

富城集團在2004年度獲職業安全健康局頒發「最佳物業管理公司—職安健」銅獎。在2003年，富城在由香港職業安全健康局主辦之「香港職業安全健康大獎」中，榮獲「安全科技成就大獎 - 優異獎」。而富城集團屬下鯉景灣物業管理有限公司，於2004年度榮獲香港職業安全健康局頒發「職業衛生嘉許證書」及「良好工場整理嘉許狀」。此外，富城集團屬下7間機構在由香港衛生署口腔健康教育組舉辦的「2005至06年度全港愛牙行動」的「上下同心，共建口腔健康辦公室」選舉中共獲9項大獎，反映出富城不遺餘力推動職安健企業文化。

富城集團深信一個安全健康的工作環境，能讓員工發揮最佳的工作效率及質素。富城為行內推動職業安全的先驅，早於1998年已成立「職業安全及健康委員會」，推動及協調集團內各項職安健活動。更於2002年建立「環境及安全管理系統」，並成功獲取由香港品質保證局頒發之ISO 14001環境管理系統證書及OHSAS 18001職業安全健康管理系統證書。

Urban Group was awarded the Best Property Management Company (Bronze Award) in Occupational Safety and Health (OSH) in 2004, recognizing its quality practices of workplace safety and health.

In 2003, Urban Group obtained the "Certificate of Merit in Safety Technological Achievement Award" organized by the Occupational Safety and Health (OSH) Council for implementing quality practices in workplace safety and health. Additionally, Lei King Wan (Management) Limited, a member of Urban Group, was awarded the "Workplace Hygiene Recognition" and the "Certificate of Merit for Good Housekeeping Plan" by the OSH Council in 2004. Moreover, 7 companies under Urban Group received Gold, Silver, Bronze and 6 other major awards in the "Care for your Staff's Gums Health" Award organized by the Department of Health in 2006, demonstrating its commitment to corporate OSH for its staff members.

Urban Group believes that a safe and healthy work environment can improve the work efficiency and quality of its staff. Urban Group is a pioneer in the industry in promoting workplace OSH, establishing its OSH Committee in 1998 to promote and coordinate all related activities. The Group established its Environmental and Safety Management Systems (EMS and SMS) in 2002 and successfully obtained the Certificates of ISO 14001 and OHSAS 18001 from the Hong Kong Quality Assurance Agency.



盡顯市場品質領導地位

富城勇奪「香港優質管理獎—大獎」

Assuring Quality Market Leader Position

Urban receives HKMA Quality Award – Overall Winner



富城集團於2003年7月榮獲香港管理專業協會頒發香港品質管理最高榮譽—「2003年度香港優質管理獎—大獎」。

富城集團積極推行全面優質管理概念—「富城卓越管理模式™」，令集團無論在管理質素、客戶滿意程度、企業發展及業務表現等各方面均獲得理想成績。

為符合客戶及市場不斷提升的要求，和配合長遠發展方向，富城制定了4個策略目標：包括(1)提供極具競爭力及物有所值的服務；(2)於服務設施及推行上不斷創新；(3)提升由富城管理物業及設施的價值；和(4)促使每一位員工持續進步，承諾提升服務水平及管理質素，以保持行內之領導地位。

香港優質管理大獎是以表揚香港在品質及管理上有傑出成就之企業為目標。能夠獲得此項殊榮，必須通過主辦機構評審團到訪及面試等一系列嚴格審核程序，證實富城在落實推行全面優質管理上的成績。歷年曾獲此大獎之機構皆為本港不同行業之翹楚，規模宏大，實力雄厚，並擁有昭著信譽。

在管理層的帶領下，富城將以成為「市場品質領導者及亞洲卓越的物業資產及設施管理集團」為目標。

Urban Group was awarded the "2003 HKMA Quality Award – Overall Winner" by the Hong Kong Management Association (HKMA) in July 2003 in recognition of its outstanding achievements in implementing Total Quality Management. Urban Group has been committed to Total Quality Management, and implements the unique "Urban Premier Management Model™". Over the last few years, the Group has obtained good results in management quality, customer satisfaction, corporate development and business performance.

To fulfill the increasing demands of customers and the market, as well as to cope with its long-term corporate development, Urban Group has stipulated 4 strategic goals, which include (1) providing competitive and cost-effective services; (2) being innovative in design; (3) enhancing value; and (4) total employee commitment.

The HKMA Quality Award aims to honour those Hong Kong enterprises that have outstanding performance in quality management. To win the award, Urban Group had to undergo a series of comprehensive evaluations including site visits and interviews by the board of examiners to verify its achievements in implementing total quality management. All the winners of the Award were leading and well-established enterprises in the territory.

Through the visionary leadership of its top management, Urban Group aims to be positioned as the Quality Market Leader and the Premier Property Asset and Facility Management Group in Asia.



富城為全港首個物業管理集團 榮獲品質保證局集團證書

**Urban Group obtains the industry's first HKQAA
Corporate Certificate**



富城集團於2006年獲香港品質保證局簽發品質管理集團證書，成為香港物業及設施管理界首間榮獲此重要企業品管認證的管理集團。充份確認富城集團及其成員機構在實行優質管理系統認證之決心及成就。

香港品質保證局集團證書之頒發資格為申請機構之所有分公司、部門或營運組別之主要業務均必須獲香港品質保證局以同一標準認證；而有關機構必須持有最少3張同一標準之品管證書。

富城集團於1997年獲得ISO 9001 品質管理證書，並於2002年提升至2000年版本。其後，富城更推動其成員機構合共考獲8張證書，為香港物業及設施管理界在品質管理上之先導者。而獲香港品質保證局簽發集團證書，肯定了富城在追求品質卓越及持續改善的成就和貢獻。

Urban Group was awarded the HKQAA Corporate Certificate in 2006, becoming the first property asset and facility management company in Hong Kong to receive this award. The HKQAA Corporate Certificate recognizes Urban Group's commitment in achieving management system certification for all its subsidiaries, and as well providing corporate level identity to corporate excellence.

The award criteria of the HKQAA Quality Certificate is that all subsidiaries/ divisions/ operating units of an applicant organization's core activities should have been certified by HKQAA to a single common standard and that all certificates are valid at the time of the award. The organization must also be holder of a minimum of 3 certificates of the applicable standard to qualify.

Urban Group has, since its attainment of the ISO 9001 Quality Assurance Certification in 1997 (upgraded to the 2000 version in 2002), received a total of 8 Certificates for its subsidiaries companies, which represents a unique achievement in the property asset and facility management field. This has qualified the Group to receive the HKQAA Corporate Certificate which consolidates the Group's achievements in its pursuit of quality systems excellence and continuous improvement.



富城集團連續兩年獲「最佳業務實踐獎」 - 2003年「創新大獎」及2004年「客戶關係管理大獎」

Urban Group obtains Best Practice Award –
Innovation Award (2003) and Customer
Relationship Management Award (2004)



富城集團憑著不斷創新的企業文化及卓越管理模式，及銳意為客戶提供優質創新的服務，分別榮獲「2003最佳業務實踐獎—創新大獎」及「2004最佳業務實踐獎—客戶關係管理大獎」。

「最佳業務實踐獎」最特別之處，是不設評審委員會，而以參賽機構的客戶意見作評審標準，反映出富城集團於日常業務實踐過程中均非常重視客戶意見和感受。

富城集團自推行「富城卓越管理模式™」後，引進多項嶄新而又獲客戶歡迎的服務，如設立「24小時客戶服務中心」和為顧客安排星夜派對等，創新求變，迎合客戶日新月異的需求，以維持最佳競爭力。在2003年獲得「創新大獎」後，富城繼續推陳出新，以客戶需要為依歸，建立良好客戶關係，再於2004年獲頒「客戶關係管理大獎」，反映出富城所開創嶄新企業管理文化之成效。

With an innovative corporate culture and its premier management model, Urban Group received the "2003 Best Practice Awards in Innovation" and "2004 Best Practice Awards in Customer Relationship Management (CRM)".

The uniqueness of the Best Practice Awards is that the assessment is based on customers' feedback on the participants' services.

Since the launch of its "Urban Premier Management Model™", Urban Group has introduced a series of innovative services for its customers, such as the 24-hour Customer Service Centre and the Starry Starry Night Customer Receptions. As the Quality Market Leader, the Group has created an innovative culture for continuous improvement to fulfill the increasing demands of its customers and to maintain its competitiveness in the marketplace. After receiving the Innovation Award in 2003, the Group continued to upgrade its services and maintain a good relationship with its customers, which led to its obtaining the Customer Relationship Management Award in 2004, reflecting the success of its progressive corporate direction and pioneering corporate management culture.



富城環保管理策略獲客戶支持

Urban Environmental Care Strategy well received by Customers



富城集團在過去3年致力在屬下物業資產及設施推動「環保管理策略」，為保護地球資源出一分力。在2004至2006年間，集團合共獲得60個環保獎項，肯定了富城對環境保護的貢獻。

其中，富城集團屬下沙田第一城及上環新紀元廣場於2006年分別榮獲機電工程署頒發「香港能源效益獎—銅獎及優異獎」。

除於節約能源上有出色表現外，富城集團於減少廢物方面更獲得驕人成績，在環境保護運動委員會主辦的「三環奪保新紀元」活動中，富城集團屬下多項物業包括沙田第一城、嘉田苑、茵翠苑、碧瑤灣均屢獲廢紙、鋁罐、膠樽回收項目的主要獎項，其中沙田第一城更曾連續5年成為「三環奪保新紀元」鋁罐組全港總冠軍及連續4年成為廢紙組全港總冠軍的得主，成為香港環保物業的典範。

富城一向鼓勵屬下物業參與各項環保獎項及活動，均獲得優良成績。繼沙田第一城於2002年奪得香港環保企業獎—金獎後，富城屬下栢蕙苑、海峯園及愛蝶灣亦先後獲得「香港環保企業獎—優異獎」。而在環保署「明智減廢計劃」中，富城集團總辦事處及其屬下多個物業亦分別獲「卓越明智減廢標誌」及「明智減廢標誌」，肯定富城在制訂減廢措施上的成效。

此外，各物業致力推動「家居廢物源頭分類計劃」，鼓勵客戶實行「環保由家居開始」的理念，並獲環保署頒發感謝狀以資表揚。自2005年4月由環保署推行至今，富城屬下22項物業及設施已參與此項計劃，其中天水圍天澤邨、觀塘寶達邨及筲箕灣愛東邨更於2006年獲房屋委員會頒發4項「家居廢物源頭分類計劃（公營房屋）獎項」。

Urban Group actively advocates an "Environmental Care Strategy" in its managed properties, demonstrating its efforts in the area of environmental protection. Between the years 2004 to 2006, Urban Group received a total of 60 environmental awards, reflecting its endeavours and contributions towards green management.

City One Shatin and The Grand Millennium Plaza managed by Urban respectively received the Bronze Award and Merit Award in the "Hong Kong Energy Efficiency Awards" from the Electrical and Mechanical Services Department in 2006.

Urban not only promotes energy saving, but also implements waste reduction programmes in its managed properties. A number of properties managed by the Group including City One Shatin, Ka Tin Court, Yan Tsui Court and Baguio Villa received major awards in the Waste Paper, Aluminum Cans and Plastic Bottles categories in the 3R Recycling Campaign launched by the Environmental Campaign Committee, and City One Shatin alone has been awarded Overall Champions in the Aluminum Cans and Waste Paper Recycling Categories for 5 and 4 consecutive years respectively, becoming a premier role model for green properties in Hong Kong.

Urban very much encourages the properties under its management to participate in various environmental activities and has achieved outstanding results: City One Shatin obtained the "2002 Eco-Business Award - Gold award" in 2002, Harbour Heights and Park Vale received the Green SME Award - Certificate of Merit, and Aldrich Garden received the Hong Kong Eco-Business Awards - Green Property Management (Private Housing) Merit Award in 2005. Moreover, in the "Wastewi\$e Scheme" organized by the Environmental Protection Department, Urban Group's Head Office together with a number of properties received the "Gold Wastewi\$e Logo" and the "Wastewi\$e Logo" respectively, demonstrating Urban's outstanding achievements in environmental management.

Urban also supports the Source Separation of Waste Scheme and encourages its customers to take part in this waste reduction programme. Certificates of Appreciation were awarded by the Environmental Protection Department, recognizing Urban's contributions to the successful implementation of the Scheme. Totally, 22 properties under Urban Group have joined the Scheme since 2005. Among them, 3 properties, namely Tin Chak Estate, Po Tat Estate and Oi Tung Estate, received awards in the "Source Separation of Domestic Waste Competition (Public Housing)" organized by the Hong Kong Housing Authority in 2006.



實踐良好企業公民責任

富城獲「商界展關懷」標誌及「全港領先企業無煙工作間大獎」

Performing Corporate Social Responsibility Urban receives “Caring Company” Recognition and “Hong Kong Smoke-Free Workplace Leading Company Award”

富城集團貫徹「關心社群」的企業目標，致力實踐企業公民責任，扶助弱勢社群、關注員工健康、與客戶一起貢獻社群。

富城自2002年起已成為香港社會服務聯會「商界展關懷」計劃的獲嘉許機構，以表揚集團對「企業社會責任」的承擔和貢獻，而集團屬下12間機構自2003年起亦獲頒發「商界展關懷」標誌，反映出富城上下一心的企業精神。

為關注員工和客戶的健康，富城集團自1995年起便制定「無煙工作間政策」，致力向員工和客戶推廣健康的信息。於2004年，富城總辦事處及屬下13個地區辦事處在由香港吸煙與健康委員會及香港電台第一台合辦之「全港無煙工作間領先企業大獎」中一同獲獎，以嘉許我們領先推動無煙工作間的成效。而在同一機構主辦之「全港領先中小企無煙工作間大獎2006」中，富城集團屬下再有29個物業辦事處獲得嘉許，肯定了集團向社會大眾推廣無煙環境上的貢獻。

富城集團亦積極發展義工服務，使員工在身心方面均得到平衡發展。富城更在屬下物業推動居民成立義工隊，目前，富城集團屬下共有35項物業已成立了義工隊，其中18個物業更已成為社會福利署「愛心屋苑」，積極參與當區的社會服務，共同建立和諧的社區。

To uphold its “Community Care” appeal, Urban Group strives to pursue good Corporate Citizenship through helping the needy people, building a healthy workforce, providing a clean and decent environment for its staff members and customers, and contributing to the well-being of the society and its customers.

Urban Group has received the “Caring Company” recognition of the Hong Kong Council of Social Service since 2002, commending its commitment and contributions to Corporate Social Responsibility. Moreover, 12 companies under Urban have received the Caring Company logo since 2003 which reflects the corporate spirit of the Group.

Urban Group formulated a “Smoke-free Workplace Policy” in 1995 to create a healthy workplace for its staff members. In 2004, Urban Group's Head Office together with 13 regional offices received the “Hong Kong Smoke-free Workplace Leading Company Award” jointly organized by the Hong Kong Council on Smoking and Health, and Radio Television Hong Kong. An additional 29 regional offices under Urban Group received the “Hong Kong Leading SME Smoke Free Workplace Award” in 2006, recognizing the achievements and contributions of Urban in promoting a smoke-free workplace to the public.

In the area of corporate volunteering, Urban Group encourages its staff to participate in volunteering services. The Group also strives to encourage its customers to set up their own volunteer teams to contribute to the community. To date, 35 properties have already established their own volunteer teams and 18 of them have been recognized as “Caring Estates” by the Social Welfare Department for their contribution towards building a harmonious community.

商界展關懷

caringcompany 2004/05

Awarded by The Hong Kong Council of Social Service
香港社會服務聯會頒發

商界展關懷
caring company 2005/06

「商界展關懷」嘉許典禮 2005/06
caring company Recognition Ceremony

社聯
香港社會服務聯會
The Hong Kong Council

暨領袖談「平衡工作及家庭生活」
cum Leaders' Forum - Work and Family Life Balance



全港 無煙工作間領先企業 大獎 頒獎典禮
HONG KONG SMOKE FREE WORKPLACE LEADING COMPANY AWARDS
VARIOUS REPRESENTATION CEREMONY



Urban Group Corporate Responsibility Report 2006-2007

用心服務 專心管理

A Passion of Service. A Quality Credential.

富城集團願景，使命宣言，共同信念

Urban Group's Vision, Mission and Core Values

願景

成為亞太區最卓越的物業
資產及設施管理集團

Vision

To be the Premier Property Asset and Facility Management
Group in the Asia Pacific Region

使命

- 提升顧客物業資產價值
- 確保僱員超越顧客期望
- 提供創新增值服務
- 以企業社會責任關懷社會

Mission

- Maximizing customers' property asset value
- Engaging employee to exceed customers' expectation
- Offering innovative value-added services
- Caring society with corporate social responsibility

價值

- 以客為本
- 尊重僱員
- 專業標準
- 社會關懷

Value

- Customer focus
- Respect for employee
- Professional standard
- Societal care



物業優化年 2006 Building Rejuvenation Year · 關懷社會年 2005 Caring Hong Kong Year · 業務推廣年 2004 Business Promotion Year

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