

Human Resources Development

In 2007, the Group carried out human resources work that closely revolved around the strategic goal of being “a worldwide leader in telecommunications and achieving evolution from excellence to pre-eminence”, with the aim of contributing to the realization of the great blueprint of “One China Mobile” and to develop pre-eminent organizations and human resources by following scientific development concepts and human resources development concepts.

Efforts were made to further improve and optimize the corporate organizational structure and to implement and deepen its human resources enhancement project. The Group proactively explored a new system for staff selection and utilization, promoted the development of a competence-based performance appraisal system for the management, developed innovative ways of selecting and appointing senior management and developed human resources mechanisms and operation processes that are compatible with international human resources standards. Employee relationship and remuneration management were improved, thereby consolidating the foundation for human resources management and developing a scientific platform for human resources management and development. Training philosophies, development planning and mechanism establishment were proactively explored. Training was conducted based on the philosophy of “results-oriented, practicality and applicability”. Apart from procuring the improvement of employee quality as a whole, efforts were also made to train key employees and core employees in order to build up the competitive advantages of the core team. The Group has consistently emphasized on its employer branding. According to the results of a survey conducted among Chinese university students by Universum Communications, an internationally well-known employer brand management company, China Mobile was ranked first in the overall list in employer branding for three consecutive years since 2005, due to its advantages in corporate image, organization culture, operating results, brand value, and so on.

The Group persistently placed great importance on the training and development of employees, adopting differentiated management methods for employees at different levels and categorized training, so that the growth of the employees can align with the growth of the Group. The Group also developed training philosophies, and continuously explored training ideas using new training methods and strengthened its training efforts. For example, the Group has cooperated with various leading international universities and recognized multi-national companies to jointly develop the “leadership A+” program for 30 senior management personnel. The Group has also cooperated with the Business College of Tsinghua University in relation to the provision of training revolving around the topic of “explore vision, innovate ideas, enhance leadership capabilities and the art of leadership” for 113 senior management personnel. Such superior external resources assisted the Group in enhancing the focus

and effectiveness of its comprehensive training program as well as further developing and enhancing the global vision and innovative mindset of the employees.

Based on the job requirements, we delivered topical training programs. In 2007, the Group has provided training to employees for 910,000 times, out of which 7,653 times were for senior management, with total training hours reaching approximately 6.64 million hours. The training provided by the headquarter to mid-level and senior management and core employees covered up to 9,000 times, and technology training constituted over 70% of such training. In addition to on-the-job training, the Group also vigorously developed a variety of business learning methods for its employees, such as provision of continuing education or degree courses. There are currently about 60% of employees (mid-level or above) who had participated in systematic business and commercial management education. The training efforts have favorably supported the enhancement of the management skills and the development of its team as well as the development of various business and services level, thereby contributing to the improvement in various management tasks and the continuous enhancement of the overall management standard.

With forward-looking planning and consultancy, the Group continued to carry out innovations and reforms to improve its management system, enhancing its development structure using professional methodology and further improving its organizational capabilities and implementing its plans in a steady and orderly manner, so as to provide firm human resources and organizational support for the achievement of the strategic goal of “pre-eminence”.

In 2008, the Group’s human resources work will closely revolve around the core business strategy to improve its human resources advantages. Efforts will be made to strengthen skills development, to further enhance the mechanism for selecting, training, utilizing and retaining talented people, to widen the talent search and recruitment channels, and to speed up the process of developing core personnel and international talents with broad visions, excellent management abilities and professional competence. Further efforts will be made to reform the talent selection process. The human resources enhancement efforts will continue to consolidate and enhance the job, remuneration and performance management systems. Harmonious and stable labor relationships will be developed by strictly observing relevant local labor laws and regulations and further reforming the employment system. The continuous refinement of the development of the training system will promote the systemization and effectiveness of the training efforts and to pave the way for the growth of the staff. The achievement in integration and enhancement of the human resources management system will enable human resources to create greater value for the Group and provide stronger support for the realization of the corporate strategies.