

Human Resources Development

In 2008, the Group directed the focus of its human resources work on the basis of the Company's strategic needs, combated new challenges arising from internal and external environment and its business development, proactively and earnestly promoted the competitiveness of its talents. The Group also continued to enhance employee thinking, improve qualities of its employees, enhance its system for employee utilization and optimize employee allocation. Furthermore, the Group strengthened its management platform, focused on employee development and promoted the continuous reform and innovation of its human resources management policies and systems. All these attributes provided earnest human capital support and organizational assurance for the favorable and rapid growth of the Group.

In the context of the restructuring of the telecommunications industry and the development of the 3G business and their impact on our human resources work, the Group optimized its scientific, reasonable, comprehensive, centralised and practicable human resources strategic planning system in 2008, which fulfilled the Group's core strategies and business development needs. In view of the need to continue consolidating the foundation for human resources management, subsidiaries were guided in extending its human resources enhancement efforts and focused on the optimization of a human resources management system which attends to the four areas of job, remuneration, performance and capability. The Group also continued to strengthen the establishment of its core talent team, and placed great emphasis on the development of the ability of senior management and promoted group-wise evaluation of the talent pool, which led to the continuous enhancement of corporate leadership. In addition, the training system and management methods were optimized, thereby strengthening the soft skills of the Group. Moreover, the Group promoted the development of eHR and actively established the human resources experience sharing centre, thus encouraging the promotion and sharing of research results and practical experiences among subsidiaries. According to the regulations under the new PRC Labour Contract Law, the Group strengthened its supervision over employee utilization of its subsidiaries and established harmonious and stable employee relationship. According to the results of a survey conducted in 2008 by Universum Communications, an internationally well-known employer brand management company, China Mobile was ranked first in the overall list in employer branding for four consecutive years since 2005, due to its advantages in corporate image, organization culture, operating results, brand value, and so on.

In 2008, the Group continued to integrate its training efforts and resources by developing new training curriculum, establishing an internal trainer team and promoting mobile online college. For example, the Group actively explored means of training, trained and hired a first group of 40 internal trainers and also held internal trainers exchange activities as part of its internal training development project so as to promote the establishment of the Group's internal trainer team. During 2008, the Group provided training to employees for 860,000 times, out of which 9,776 times were for senior-and-middle management.

In 2009, the Group's human resources work will face new challenges arising from the newly restructured telecommunications industry as well as the competition for talents of the 3G-generation. The Group will closely monitor changes to its human resources arising from both internal and external circumstances and continue to revolve around its core strategies and business development needs with the aim to optimizing and developing new concepts, enhancing the competitiveness of its 3G-generation related human resources, strengthening its training and employee utilization system, promoting business development and improving services standards, thereby enabling human resources to continuously create greater value for the Group.