

HUMAN RESOURCES DEVELOPMENT

In 2014, in view of the need for the corporate strategic transformation and business development, our human resources work adhered to the corporate strategic deployment and we endeavored to further liberate creativity and promote innovation. Our human resources work was guided by the human resources strategic plans and the 2014 key tasks with “stimulating vitality and improving efficiency” as the focus, “transformation and structural adjustment” as the theme and “management personnel cultivation, labor management reform, incentive mechanism enhancement and talent management” as the emphasis, endeavoring to accomplish progress and deliver results.

In 2014, the Group continued to promote the cultivation of its management personnel and reserve team and enhanced the work on management adjustment and supplement. Tailoring to the different characteristics of various positions, different measures including selection within the organization and competitive selection were used in the selection and appointment of cadres. Within the year, the Group completed 120 person-times in the evaluation and job re-designation of cadres from 55 units, continuously optimizing the structure of the management team and further enhancing its overall functionality and capabilities.

In order to actively respond to the needs for organizational reform, various specialized companies were established including China Mobile (Suzhou) Software Technology Co., Ltd., China Mobile (Hangzhou) Information Technology Co., Ltd., China Mobile Online Services Co., Ltd. and MIGU Co., Ltd. The Group conducted research on professional corporate human resources management models and promoted initiatives relating to professional corporate governance and optimization of human resources. The Group performed dynamic optimization of its standard job system, enhanced the delineation of responsibilities between headquarters and departments and recalibrated 67 cross-department organizations, realizing a streamlining rate of 32.8% and further improving organizational efficiency.

The Group endeavored to comply with applicable labor laws and regulations, adjusted position classification and labor structure, implemented the standardized quarterly reporting system on labor management, dynamically supervised and directed the standardized labor management work of various units and successfully established the labor deployment model based upon employment contracts. The human resources allocation system was optimized. The human resources allocation for various subordinated units and professional lines has been adjusted and optimized, resulting in effective control of the total staff number and continuous improvement of the allocation efficiency and providing support to the corporate business development.

In respect of remuneration incentives, the Group improved its diversified incentive mechanism and enhanced the effectiveness of its remuneration incentives, with the implementation of the remuneration incentive system of different levels and categories. Taking into consideration and linking between the market-oriented level of the business and the stage of development, for units with businesses of a higher market-oriented level, external competitiveness was further reflected in the remuneration system and calculations, and a higher degree of flexibility was provided in order to support the corporate strategic transformation. The Group continued to promote reform on the quantitative performance-based remuneration system and facilitated ancillary quantitative performance-based remuneration budgeting in order to ensure that outstanding staff would be effectively incentivized. Performance-oriented remuneration was further enhanced and personnel costs were linked to the performance assessment results of each business unit in order to reflect the management principle of “remuneration increases if performance improves while remuneration decreases if performance declines”. Enterprise annuity was also implemented in order to enrich the Group’s benefits system.



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The Group devoted significant efforts to recruitment work and organized campus presentations and recruitment activities which included 12 presentation sessions and 16 on-site recruitment sessions at 16 well-known integrated universities in 12 provinces and cities and 4 specialized posts and telecommunications universities including Beijing University of Posts and Telecommunications, covering a total of nearly 60,000 people with a plan to recruit 8,000 people within the year. The Group explored the establishment of a unified written test for recruiting university graduates, optimized the recruitment process, enhanced recruitment efficiency in order to ensure the staff quality and promote their simultaneous growth with us.

In 2014, the number of people who studied at the online university of China Mobile reached 321,000 with a total of 8.2 million study hours, both of which were highly ranked among online study programs run by domestic enterprises. A total of 140,000 people accessed online studies through mobile phones and studying through the Internet had become an important channel of staff development. Online training and discussions were provided in live classes through the live broadcasting platform with participation of over 2 million person-times, which had become the platform for a fast and large-scale promotion of the corporate key business developments. Various forms of training were provided to the staff in order to enhance their professional and execution abilities and promote implementation of the Group's strategies.

China Mobile University was awarded the "2014 ATD – Excellence in Practice Award", the highest honor which is regarded as the equivalent of Oscar awards in global training and education, which demonstrated that China Mobile University had become a model for the world's premier enterprise universities. Based in the United States, the Association for Talent Development (ATD) is one of the world's largest and most authoritative association dedicated to talent development and is the leader in the area of talent development. China Mobile University was also presented with many major awards in China, including the title of "2014 China Best Enterprise University" and "2014 Engine Award – China Benchmarked Enterprise University", and received high recognition and praise for its achievements in enterprise training and development.

In 2015, the human resources work will firmly embrace the corporate development strategies and key tasks, adapt to the new development requirements for human resources work, align with the development trends and take initiatives to create changes with "innovating mechanism, stimulating vitality and improving efficiency" as the theme, "optimizing staff selection and allocation system, enhancing labor resources reform, enriching diversified incentive mechanism and perfecting human resources system management" as the key tasks. The Group will focus on the key issues, identify areas requiring major efforts, further change the work style, strive to accomplish more proactive, forward-looking, systematic and efficient work, strengthen service awareness, continue to enhance organizational capabilities and operational efficiency and actively provide support for its strategic transformation and business upgrading.



2014 Engine Award –
China Benchmarked
Enterprise University



2014 China Best Enterprise University

