

## HUMAN RESOURCES DEVELOPMENT

In 2012, the Group has endeavored to stick with the strategy of “Talents Management”, committed to complying with the requirement of “leading through innovations, and enhancing efficiency through synergistic management” and adhered to the guidelines of “supporting development, controlling risks, creating value and enhancing capability”. The Group thus devoted to build a “hundred-billion enterprise with superior performance and a culture of harmony and happiness” through transformation of human resource strategy.

In 2012, adhering to the guidance of human resource plan, the Group improved allocation of human resources, directed distribution of labour expenses and tilted human resource allocation towards provincial subsidiaries with satisfactory efficiency and rapid development, as well as key business, quality business, and core talents teams. The Group gradually pushed on the outsourcing of low-end business and continued to optimize employment structure. As at the end of 2012, the Group had a total of 130 thousand staff. Revenue per headcount amounted to RMB474 thousand per year.

In 2012, the Group highly emphasized on the buildup of high-end talents team, carried out construction of “four channels” for market-oriented talents and expanded their career development. Strategies were gradually deployed in the selection, appointment, appraisal, cultivation and motivation of high-end talents, by which core talents were effectively motivated and retained.

In 2012, the Group continued to strengthen the ability of human resource teams. On-the-job trainings on senior management and staff were orderly facilitated by allocating the internal and external resources of the Group, which resulted in an overall enhancement of staff’s work capability and skills. Teaching resources of the Group’s affiliated schools were integrated and in-house trainer team was set up. There have been more than 5,700 certified project managers and certified marketing managers who had completed the training programs, strongly supporting the development of the Group.

In 2012, the Group has continued to promote preciseness of human resource management. The Group also improved the information system for human resource management to enhance the capabilities of comprehensive analysis and human resource management.

In 2012, the Group kept on with its “people-oriented” philosophy and cared on its staff. The Group abided the relevant national laws and regulations, improved its enterprise pension system and established a healthy and harmonious work environment for its staff as well as built stable labor relationship with its employees. Furthermore, the Group has always stressed the great importance of labor safety and effectively ensured a good environment for the staff’s health and safety.