

## HUMAN RESOURCES DEVELOPMENT

In 2013, the Group has strictly adhered to the “Strategy of Talents Management” and focused on implementing the “Talents Project”. Through “controlling total headcounts, optimizing employment structure, strengthening staff team, enhancing capability, reforming mechanism, pursuing harmony”, the Group strived to provide continuous support for innovation, transformation, and sustainable and healthy development.

In 2013, adhering to the guidance of human resources plan, the Group improved allocation of human resources, directed the budget of labour expenses and tilted human resources allocation towards provincial subsidiaries with satisfactory efficiency and rapid development, as well as key business, quality business, and core talents teams. The Group strictly complied with the amended PRC Labour Contract Law, employed dispatch workers in accordance with relevant regulations and further refined its staff structure. As at the end of 2013, the Group had a total of 128 thousand staff. Revenue per headcount amounted to RMB535 thousand per year.

In 2013, the Group put a great emphasis on human resources management and was devoted to promoting the “Talents Project”, so as to cultivate a team of managers with entrepreneurial spirit. The Group carried out the building of “four channels” for market-oriented talents, expanding their career development. Strategies were systematically deployed in the selection, appointment, appraisal, cultivation and motivation of high-end talents, by which core talents were effectively motivated and retained, and the core competitive edge of the Group was enhanced.

In 2013, the Group highly emphasized the cultivation of talents. Comprehensive on-the-job trainings on leadership, professional skill and competency were orderly facilitated by allocating the internal and external resources of the Group, which effectively enhanced the work capability of staff. Teaching resources of the Group were integrated and in-house trainer team was set up. There have been more than 7,400 certified project managers and certified marketing managers who had completed the training programs, strongly supporting the development of the Group.

In 2013, the Group has continued to promote the informatization, scientification and preciseness of human resources management. The Group also improved the information system for human resources management to enhance the capabilities of comprehensive analysis and human resources management.

In 2013, the Group kept on with its “people-oriented” philosophy and aimed to create a caring working environment for its staff. The Group also shared the achievements of business development with 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.