

## Human Resources

### Employee statistics in the past two years up to date of publication

Year		2012	2013	2014 (as of March 20)
Number of employees	Consolidated	6,529	7,309	7,137
	Stand-alone	2,959	2,379	2,336
Education level (Note)	Ph.D.	0.24%	0.10%	0.11%
	Master's	20.71%	13.82%	13.89%
	University	53.09%	58.31%	58.05%
	College	20.99%	21.49%	21.51%
	Others	4.97%	6.28%	6.45%
Average age (Note)		36.43	35.06	35.22
Average years of service (Note)		6.78	5.82	6.00

Note: 2012 numbers were on a stand-alone basis, while those of 2013 and beyond were on a consolidated basis.

## Environmental Protection Expenditure

**Loss or penalty due to environmental pollution in the past two years up to date of publication:** None

### Countermeasures:

The Company has taken into consideration any potential risks or violation of environmental regulations in formulating its environmental management system. TWM also closely monitors developments in the government's environmental policies or regulations to be able to design precautionary measures. The Company does not expect any expenditure arising from environmental pollution in the future.

The Company is committed to protecting the environment and has adopted various measures such as promoting "green" procurement, establishing energy-efficient base stations and data centers, minimizing the use of paper in offices and stores, recycling waste cables, batteries and handsets, and encouraging users to switch to e-billing and online services.

## Employee Relations

### Employee behavior/ethical standards

The Company has established policies and rules as a guide for employee conduct, rights, responsibilities, and ethical standards.

### Delegation of authority

1. Authorization guidelines and limitations: Aimed at streamlining business processes, strengthening distribution of responsibility, as well as detailing management authority at each job level.