



Universum Communications of Sweden published in Globe Biweekly the results of its survey on ideal employers, and China Mobile was ranked first for science and technology and for business school graduates from the thirty-six major universities in Mainland China, and ranked first in the overall list.

## HUMAN RESOURCES DEVELOPMENT

In 2005, the human resources work of the Group focused on the strategic goal of being “a worldwide leader in telecommunications and achieving evolution from excellence to pre-eminence” and closely revolved around corporate development needs. Guided by customers and the market, and taking overall and holistic reform as the starting point, the Group further strengthened the planning and research of human resources management strategy, improved its organizational structure, advanced and deepened its human resources enhancement programme, and refined its human resources management information platform. Moreover, the Group further strengthened the supporting effect of personnel costs in corporate operational performance and the motivational effect of remuneration. The Group stressed the importance of employee training, development and communication, and also placed emphasis on attracting, retaining and nurturing talent, enabling human resources to create value for the Company.

The Group actively improved and optimized its organizational structure, responsibility mechanisms and main operating processes, thereby making the Group’s organization more efficient. At the same time, the Group conducted specific investigations and research into the implementation by various subsidiaries of the human resources enhancement project, held seminars to exchange views on the implementation of this project, and further promoted the integration of human resources into business operations. The Group also introduced a unified employee satisfaction survey, which provided a basis for further enhancing human resources management.

To further strengthen and refine human resources management, the Group segmented jobs into specific categories, improved the classification of posts and enhanced position management. The Group continuously improved appraisal standards and procedures, refined appraisal systems, and strengthened the relationships between corporate performance, departmental performance, employee performance and employee remuneration, thus actively improving overall performance. In November 2005, the Company issued employee share options to middle and senior managers and core technical employees of all its operating subsidiaries, so that the interests of employees would be more closely aligned with those of the corporate and the shareholders, and inspiring employees to take a greater interest in the corporate development and to continuously create greater value for the corporate. As a result, the Group’s cohesion was further enhanced.

The Group has always attached great importance to attracting, nurturing and retaining talent. In accordance with its strategy of employee communication, training and the development of ability, the Group proactively built upon its employer brand name and enhanced employee competitiveness. In December 2005, Universum Communications of Sweden, an internationally renowned employer brand management company, publicized the result of its first survey among graduates from 36 major Chinese universities nationwide on their ideal employers, and China Mobile was ranked first on the list of ideal employers for science and technology and for business school graduates, and ranked first on the overall list. China Mobile also ranked



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top in a survey conducted by Zhaopin.com, a nationwide job-searching website, among Chinese university students. During 2005, the Group continued to increase its efforts in talent exchange and training and, in particular, provided personnel assistance to the Group’s operations in the western regions of China. Oriented by its overall strategy in relation to 3G and its strategy of internationalization, the Group carried out training at different levels in 3G and professional training to the middle and senior finance employees.

In 2005, the Group continued to push forward the work of constructing human resources management information systems, or MIS, and knowledge management platform, introduced and used human resources self-service modules and experimental on-line education websites, improved MIS management procedures, multiplied its business functions, standardized and regulated its operating process, and enhanced the quality of its data, thereby comprehensively enhancing the practical applicability and effectiveness of its human resources MIS systems.

### CORPORATE SOCIAL RESPONSIBILITY

The Group initiated, and acted in accordance with, the principle of “being an outstanding corporate citizen, promoting a harmonious social structure”, and proactively established its corporate social responsibilities and responsibility for environmental protection. For instance, from 2004 to the end of 2005, the Group assisted its parent company

in implementing the “Village-connected Project”, which is promoted by the Ministry of Information Industry with an aim to enhance telecommunications services in remote and rural areas of Mainland China. The Group’s efforts helped approximately 26,000 administrative villages to put an end to their historical lack of telecommunications services, and achieved inspiring and fruitful results whilst at the same time extended the Group’s network coverage.

From early December 2005, the Group launched a “Green Boxes Environmental Protection Campaign” in handsets sales and marketing outlets and handsets repair centres located in 31 provincial capitals and certain selected key municipalities. During this campaign, the Group collected used handsets and accessories, including batteries and chargers, from customers, and established an open platform for the collection of used handsets and accessories, thereby making its own contribution to economizing on resources to build an environmental-friendly society.

In addition, the Group ensured the reliable provision of telecommunications services and information release platforms at times of major public events, emergencies and disasters, provided information assistance about overseas disasters, and also planned to set up the “China Mobile Environmental Protection and Education Fund”, thereby winning acclaim from all sections of the society. The Group earnestly fulfilled its corporate social responsibilities, effectively developed its image in terms in public welfare, and was selected as “Best Corporate Citizen” by a number of bodies.