



# Inclusive Development: Pursuing People-centered Development for All

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**Fighting Against Poverty for a Better Life**

**Narrowing the Application Gap to Share Inclusive Services with All**

**Promoting Innovation and Entrepreneurship to Help Employees Grow**

## ► Sustainability Context

Living a happy life is the shared dream of human kind. Although China has vigorously rolled out a slew of policies to end poverty, ensure gender equality, and drive high-quality employment in response to the United Nation’s 2030 Agenda for Sustainable Development, there still exists a series of problems such as disparate and insufficient development. ICT enterprises pursuing high-quality development must tackle the challenge of sharing the benefits of digitalization, promoting balanced regional development, and improving national happiness index by leveraging the advantages of the ICT industry.

## ► Our Actions

Focusing on the battle against poverty, China Mobile has deepened its work in “Network+” poverty alleviation and provided development support for poverty-stricken areas and disadvantaged groups to share fair development opportunities. In response to the application gap brought about by new technologies and new applications, China Mobile adopts measures to promote inclusive sharing of information dividends. Facing digitalized and intelligent transformation, we actively motivate, empower, and guide employees to seek development, helping employees to overcome difficulties, achieve work-life balance and grow together with the Company.

# Fighting Against Poverty for a Better Life

2020 marked a decisive year for poverty alleviation. China Mobile fully leveraged the role of telecom infrastructure in advancing “Network+” poverty alleviation, providing a financial support package for poverty-stricken areas to shake off poverty and ensure no return to poverty in the future.

## “Network+” Poverty Alleviation

Since 2002, China Mobile has contributed to poverty alleviation with its advantages of informatization. We undertake poverty alleviation tasks in 1,811 counties, townships, and villages, and have constructed the “Network+” poverty alleviation based on the “1+3+X” framework to combat poverty in fields of education, healthcare, people’s livelihood, consumption, industry and employment, etc., facilitating poor areas and disadvantaged groups to nurture endogenous power to fight against poverty.

As of the end of 2020

RMB **1.9 billion**

Poverty-alleviation donations from our parent company

**4,700+**

Officials and work team members dispatched

**1,811**

Villages and counties we helped lift out of poverty

**1.08 million**

Poor people we helped lift out of poverty



Won the National Poverty Alleviation Award for Best Contribution and National Poverty Alleviation Award for Best Organizational Innovation for two consecutive years

Received the highest rating in the targeted poverty alleviation assessment for three consecutive years

Selected as one of the *Top 50 Best Practices of Chinese Enterprises’ Targeted Poverty Alleviation* four times (three consecutive years) by the State Council Leading Group Office of Poverty Alleviation and Development

## Internet-based Poverty Alleviation, Building the Information “Highway”

We strive to improve the optical fiber access rate in administrative villages, coverage of mobile network and wireless network along the main roads to promote the Telecommunications Universal Service Project in impoverished areas. Additionally, we innovate in customized poverty-alleviation tools such as mobile phones and preferential communication service code to throw a “one-two combo” in the fight against poverty.

In 2020

**RMB 12 billion**

Invested in the Telecommunications Universal Service Project in remote areas nationwide

**52 thousand**

Remote villages that China Mobile has brought broadband access to

**>98%**

Coverage of 4G in administrative villages

### ICT-based poverty alleviation quickly empowers areas trapped in deep poverty

#### Case

**In Sichuan**, with five years of perseverance, we have helped the then primitive and deeply impoverished “cliff village” in Liangshan to become a part of the 5G era and introduced gigabit optical fiber broadband coverage. As a result of this leap, live streaming has become a new source of income for the locals, giving the public a chance to share the benefits of high-quality communication network.

**In Jiangxi**, we generated preferential communication services codes for all 2.85 million registered poor households individually. The codes can be used to apply for/renew services, check preferential policies, as well as consult and handle businesses. With the code, we introduced a token to affordable services.

**In Yunnan**, we customized mobile phones to provide free “Sannongtong” information service. We also launched free customized mobile phones for registered poor households, discounted customized mobile phones for 2G or 3G users, complimentary phone credits for general customized phone buyers, and rural exclusive poverty alleviation and preferential services to significantly reduce information service costs.

## Poverty Alleviation Through Education, Planting Seeds of Hope

Education is the fundamental way to stop the intergenerational transmission of poverty. With the support from the Ministry of Education and the State Council Leading Group Office of Poverty Alleviation and Development, we have pooled public resources to vigorously develop online education and channeled high-quality resources to the countryside.

In 2020

**26 billion minutes**

Of online service provided on “ViLin” and “And Education”

**5.21 million**

Teachers and students served

#### Campus broadband “Double Plan”

Ensure the same access to network, speed and quality in poor rural areas as that of the cities.

#### “Jinqiao Operation”

Create an overall solution for class synchronization featuring “online course + management software + intelligent hardware”.

#### Cultural “Tongyue Project”

Invite education experts, artists and volunteers to build five types of online and offline classes.

#### Popolarizing mandarin through information technology

Develop the “Mandarin for Poverty Alleviation” and the “Chinese Learning for Foreigners” Apps to build a model of “one core App + three support systems of data traffic, marketing, and big data”.

At the same time, relying on digital content services, we have boosted the cultural development of countryside. We have launched the “2020 New Era Reading Season in Rural Areas-100-day I-Love-Reading Campaign”, with a total of 42.18 million views and 5.26 million hours of reading. In addition, Migu TV and supporting services worth RMB 479,400 were donated to Tibetans at the Sanjiangyuan Nature Reserve who were relocated.

## Poverty Alleviation Through Healthcare, Preserving Good Health

We have built the “One Network, Three Services” information service system to combat poverty through better healthcare, and offered information-based solutions such as HIS (hospital information system), EPR (electronic patient record), and Village Doctors App. With collaborative efforts in remote consultation and ECG (electrocardiogram), we are gradually bringing fine medical resources to more people.

In 2020

**400+**

Hospitals we have helped to build remote health-care platform

Over **2.6 million**

Poor people assisted

### “Smart Hospital + County Level Medical Partnership” - An innovative health poverty alleviation mode

Case

Baisha Li Minority Autonomous County is the only county plagued by deep poverty in Hainan Province. With the one and only secondary general hospital looking after the health of all residents, the county faced serious medical resource shortage. With the support of 5G technology, our Hainan subsidiary has built an Internet Plus Medical Service System composed of “one smart hospital and one telemedicine platform”. The system supports the transformation of the information system of Baisha County People’s Hospital, as well as the deployment of a county-level telemedicine platform. It also helps to allocate superior medical resources from China-Japan Friendship Hospital and Suzhou Kowloon Hospital to the county-level People’s Hospital and other medical terminals, improve the overall local medical and healthcare service capabilities, and address the problems of “inaccessible quality medical treatment” and “poverty and returning to poverty caused by illness”.

## Poverty Alleviation Through Consumption, Paying for a Better Life

By replacing donation with consumption and matching supply with demands, we are accelerating the shift from merely cash and in-kind donations to a more sustainable support model. We have built e-commerce platforms such as China Mobile Poverty Alleviation Mall and encourage our staff, poverty alleviation officials and the public to sell agricultural products, thereby expanding the channel of income for poor households.

In 2020

**RMB 200 million**

Worth of agricultural products purchased from poor areas

**RMB 110 million**

Worth of agricultural products sold from poor areas with our help

### Industrialization of poverty alleviation products through the Employee Welfare Project

Case

Aspire, subsidiary of China Mobile, has worked with partners to promote the Employee Welfare Project and gradually forge the “full chain” consumption poverty alleviation service. Putting local conditions at the core, we carried out an initiative of “one special product for every poor county”, and designed the “China Mobile’s Poverty Alleviation Caring Package” to upgrade local products. In partnership with J-ZAO, we followed up on the processing and package design, and pushed for “one on one” e-commerce training with enterprises to establish a mode of “farmer household + cooperative + e-commerce platform”, promoting the sales of poverty alleviation products. In Nov. 2020, our project was honored with the “Excellent Grassroots Organization for Poverty Alleviation” award issued by China Association of Communication Enterprises.



■ Poverty Alleviation Caring Package by China Mobile

## Poverty Alleviation Through Industrialization, Highlighting Regional Characteristics

Based on the practical conditions and production needs of poor regions, we participate in local infrastructure construction. By combining local resource advantages, we have developed special industries to support the development of local flagship enterprises and rural cooperatives. In 2020, we proactively attracted investments to impoverished areas. More than 170 enterprises were attracted to invest a total of RMB 160 million in support of 210 flagship enterprises and rural cooperatives.

### Exploring special industries for independent development

#### Case

**In Hainan**, a modern industry cooperation mode featuring “Investment by China Mobile, land requisition by government, and operation by a professional institution” was developed. CP Group was also brought in to build the largest modern agricultural technology park in Baisha County. The park is expected to provide jobs for 2,000 people and generate revenue of over one hundred million yuan.

**In Xinjiang**, the village collective economy mode featuring “Investment by China Mobile, land acquisition by the village, and operation by project leaders” was developed. Funds invested were used to build garment factories and iron processing plants in Shule County as well as to train project leaders. These projects generated an annual output value of RMB 2.6 million, employing left-behind women and male labor in the county.

**In Tangyuan County, Heilongjiang**, we shared operation and management experience, built an e-commerce platform, and provided support for the entire industrial chain of “production, supply, and sales”. We also developed renowned brands such as “Elder Brother Baoshan”. The sales of the e-commerce industrial park increased to over RMB 54 million in 2020 from RMB 800,000 in 2018, benefiting 1,300 poverty-stricken people.

## Poverty Alleviation Through Employment, Unleashing the Endogenous Power

Increasing employment is the most effective way to get rid of poverty. We formulated friendly employment policies for people from poor regions, and provided them with vocational training and special posts to help enhance their employment and entrepreneurship capabilities. In 2020, China Mobile employed 1,263 people from poor households and helped transfer 8,965 people to new jobs.

### Facilitating employment of college students in poverty-stricken areas

#### Case

**In Tibet**, we focused on the outsourcing industry chain of operational businesses, tapped into the demands of labor, and trained a batch of hardworking 5G base station, line transmission, and household broadband maintenance personnel to match the needs. We also negotiated 41 network maintenance and construction posts for college graduates from Gaize County, securing the most vital path to casting off poverty.

**In Xinjiang**, we built the “Training Base for Youth Employment and Entrepreneurship”, and established partnership with colleges and universities. Through offering training bases and courses, internship, as well as work-study programs to young people in the region, we have helped more than 900 college students from poverty-stricken areas in southern Xinjiang to find jobs.

## Rural Vitalization, Consolidating the Results of Poverty Eradication

China Mobile explores new modes and practices of rural vitalization based on informatization, and develops new information services. We have created a model of “Smart Villages” to ensure a smooth and effective transition from poverty alleviation to rural vitalization. In 2020, RMB 165 million was invested in the construction of 110,000 “Safe Villages”.

### Information access brings more income

#### Case

China Mobile has continuously promoted the integrated development of primary, secondary and tertiary industries in rural areas. Our Chongqing subsidiary has created the system of “government + operator + service provider” and built 9,164 agriculture information societies. With the YuYiNong platform, new farming equipment, and the practice of farm work, we trained about 10 million farmers and helped sell over RMB 100 million worth of agricultural products. Our Shandong subsidiary adopted the mode of “cooperative + base + farmers” and built 4,854 agriculture information societies to integrate the outcomes of informatization with agricultural production, rural development and farmers’ life. More than 1,200,000 residents benefited from the initiative and online sales reached RMB 4.2 million cumulatively.



■ In Hubei, we support the e-commerce development of "Freestone Plum"



■ In Guangdong, we build the e-commerce platform "Lingnan eShop" to sell lotus root online for poverty alleviation



■ In Guizhou, the girls from Dong Villages share local culture through live streaming supported by China Mobile's network



■ In Ningxia, we transport safe tap water to schools in southern arid mountain areas



■ In Shanxi, we help improve the infrastructure and safe drinking water supply for local villagers

## Public Welfare

Perseverance and a sense of mission are two essential elements for public welfare. Since its inception in 2009, China Mobile Charity Foundation has carried out several hallmark projects such as the Heart Caring Program and Blue Dream—China Mobile Education Aid Plan, giving full play to its expertise in telecom services to innovate in public welfare support means.

### The Heart Caring Program—Support for CHD-affected children in poverty

Through the Heart Caring Program, China Mobile is committed to addressing the “last mile” problem of saving CHD-affected children in poverty stricken areas. In 2020, the Program donated RMB 12 million to provide free CHD screening for 3,639 children and free surgical treatment for 601 diagnosed patients. Since 2011, the Program has covered 10 provinces (regions), with a total of 360 million messages sent and over 21,000 hours of volunteer services offered.



■ Training volunteers for the Heart Caring Program by Ningxia subsidiary

Difficulties	Difficulty in early diagnosis and treatment	The high surgical and treatment cost may bring down a family financially	Young patients require round-the-clock care and support from families
China Mobile's response	Donate three mobile screening vehicles equipped with mobile medical systems to conduct on-site screening in poverty-stricken areas	Cover all surgery costs and alleviate the patient's financial burden	Establish a volunteer platform to help with disease diagnose, transport, and follow-up visit, alleviating the burden on families

#### As of the end of 2020

Over RMB **190** million  
Cumulative donations

**58,607**  
Cumulative number of impoverished children to receive free congenital heart disease screenings

**6,574**  
Cumulative number of assisted children in poverty who suffered from congenital heart disease

### Blue Dream—China Mobile Education Aid Plan

The Blue Dream—China Mobile Education Aid Plan, consists of China Mobile Multimedia Classroom and China Mobile Central and Western China Rural Primary and Secondary School Principal Training Program. It aims to improve the infrastructure and management of rural primary and secondary schools in central and western China, as well as to eliminate the educational development gap among regions.

Difficulties in educational development of central and western China	Outdated educational philosophy and insufficient teaching staff	Weak infrastructure and lack of access to educational resources
Countermeasures by China Mobile	Organize training for primary and secondary school principals in central and western China, enhance teacher quantity and quality, and improve management	Build multimedia classrooms, provide hardware support, and unblock “cloud” channels for access to quality educational resources

In 2020

517

Multimedia classrooms built

1,000

Principals of rural primary and secondary schools trained

3,380

Multimedia classrooms built in total

128,000+

Primary and secondary school principals in central and western China trained in total

### Extending the Influence of our Public Welfare Efforts

Seizing the opportunity of "Internet + Public Welfare", we organize donations and campaigns for the Heart Caring Program and the Blue Dream—China Mobile Education Aid Plan, and have built a publicity platform for public welfare. We also have launched the Blue Dream Public Welfare Plan. Under this plan, we have joined hands with 160 million GoTone users to support improving e-education of 116 schools in 58 poverty-stricken counties across 11 provinces via in-kind donation, credit point donation, and cash donation. As of the end of 2020, over 120,000 people had participated in this plan, and the influence of our public welfare efforts continues to expand.

#### Migu Run

In the Heart Caring Program, Migu Run's Charity Run Project attracted 690,000 participants, with a total of 7.7 billion steps donated; the Blue Dream GoTone Family Run Project attracted 358,000 participants, covering 26.6 million kilometers cumulatively.

#### Migu Reading

On Migu Reading, a total of 14.8 million hours were redeemed and RMB 10.8 million was matched in donation; 37 fun reading activities were held, with a cumulative donation of RMB 2 million.

#### Migu Music

Online live streaming courses of public welfare were launched on the Migu Music App. Musicians and artists were invited to serve as mentors in "Migu Music Class" and "Tongyue Class". A total of 10 live broadcasts were organized, earning RMB 10 million matching donations. The activities reached more than 100 million people in total.

### China Mobile's Philanthropy Stars of the Year



**Li Xiaokai**, employee of Anhui subsidiary



**Lin Feng**, employee of Jiangxi subsidiary



**Lu Hanghang**, employee of Shandong subsidiary

In 2014, Li was assigned to Liuwei Village of Lixin County as the team leader of poverty alleviation. In the past six years, he has lifted 176 poor households in the village out of poverty through targeted measures of breeding, education, information technology, and infrastructure, generating a total of more than RMB 600,000 in income for the village annually.

Since taking office as the First Secretary of Poverty Alleviation in Shicang Village of Taotang Township in 2019, Lin has dedicated to develop the collective economy. Under his leadership, the village now owns 2,000 laying hens, and an intelligent base holding 300 heads of cattle. He helped sell agricultural products worth RMB 1.2 million. All poor households were lifted out of poverty and achieved a per capita income of over RMB 20,000.

In July 2019, Lu served as the First Secretary of Poverty Alleviation in Dongcun Village in Huagou Township and took several initiatives to construct a digital village. He captured tens of thousands of photos of left behind children, empty nesters and good deeds in everyday life with cameras, and paid attention to the vulnerable groups by organizing over 100 public welfare activities.

# Narrowing the Application Gap to Share Inclusive Services with All

With our industry advantages, we continue to eliminate digital divide through the Village-to-Village Telephone Network Project and the Telecommunications Universal Service Project. Furthermore, we focus on reducing the application gap derived from digitalized applications, so that more people can share the benefits of inclusive digital services. Besides, we carried out voluntary services to care for special groups and support community development.

## Inclusive Information and Communications Services

China Mobile earnestly implements the measures of improving network speed, lowering rates and portability service, improving people's awareness of belonging and happiness. We prioritize the elderly, the disabled, and residents in remote areas on our information accessibility agenda to remove the barriers in information fees, terminal devices and services and applications, making telecom services more accessible for all.

### Helping the Elderly Enjoy the Digital Era

While the accelerated popularization of digitalized and intelligent applications brings convenience, it also brings learning challenges to special groups like the elderly. We provide the elderly with more considerate, caring, and convenient products and services, so that they can smoothly get on the "express train" of smart technology.

#### Making products with better usability

We have developed customized functions, services and products for the elderly to help them enjoy information services. Payment scheme, smart phone and other electronic device, voice input, and dialect recognition are all supported.

#### Enabling the elderly to better use information services

We carry out a series of volunteer services such as "mobile phone class for the elderly" and "mobile phone mentor", and set up exclusive channels and courtesy seats to better serve the elderly. As of the end of 2020, the 10086 hotline is able to forward all calls of the elderly directly to customer service personnel.

#### Making life smarter

Aiming to develop the markets of smart elderly care, we innovate in the home care mode and facilitate the elderly to enjoy a happy life with diversified services of clothing, food, housing and transportation.



Community volunteers help the elderly to learn how to use mobile phones

### The cloud services of smart elderly care system serve us all

#### Case

In April 2020, the Shaanxi Smart Home-based Elderly Care Platform, supported by China Mobile, was officially launched. This platform is composed of the government administration system, call center and elderly service system. The government administration system is an effective tool for the government to manage elderly care affairs; the call center provides services such as consultation, complaint and care for the elderly across the province; and the elderly service system offers diversified personalized services such as day care, monitoring and emotional care. To date, the Platform has supported 317 elderly care institutions, 4,089 home-based elderly care facilities, and served 20,797 senior citizens online, enabling the elderly to enjoy professional senior care service without leaving home.

## Addressing the Information Needs of Special Groups

We focus on the information access needs of left-behind children and people with disabilities by designing and promoting “barrier-free” devices and digital applications, helping to build a bridge for better communication with the disadvantaged.

To tackle communication difficulties of hearing-impaired people during phone conversations, we explore a new way of answering phones with the aid of the color printing AI call assistant. The AI assistant can recognize the intention of phone calls and transform voice into words for the hearing-impaired users to read, removing the barriers of communication.

**In Zhejiang**, we distribute free “Blue Wristband” for villagers. Through intelligent positioning and timely monitoring, it can effectively track the movement of the elderly with mental disorders and special groups that may get lost easily.



■ Zhejiang subsidiary distributes free “Blue Wristband” for villagers

**In Anhui**, we join hands with the media in presenting the activity “Beyond Time and Space—Realizing the Dreams of Left-Behind Children”. Around the corner of the Spring Festival, we visited the local left-behind children and sent them brand-new schoolbags, stationery, and home monitoring devices, so that they can video chat with their parents working far away.



■ Volunteers from Anhui subsidiary visit left-behind children

## Response to the Needs of Community Residents

China Mobile has launched comprehensive and diversified volunteer activities on a regular basis to serve the actual needs of community residents. On top of two mature activities, “And You” donation to support education and “And Seedling” (volunteer teaching program), we have further strengthened our professional abilities to meet the needs of community residents and help build a harmonious society.



■ “And You” volunteers in Gerze County in Tibet

### “And You” donation

3,475

Donations  
organized

Over RMB 5.299 million

Funds donated



■ “And You” volunteers in Maqin County's Welfare House in Qinghai Province

## Renewed efforts in charity for left-behind children

## Case

Our Fujian subsidiary has provided care and support for left-behind children by carrying out “Caring Donation”, “And Seedling”, and “Family Companionship” for 18 years. Donations were organized to support the construction of teaching buildings and dormitories, establish a teaching aid foundation, as well as purchase all kinds of study and living materials, providing support for children in areas with shortage in educational resources. The company also held exchange activities such as “Celebrating Children’s Day on June 1”, “Going into the City” and “Youth Military Camp”. In addition, the volunteer teaching team “And Seedling” was set up to provide learning support for left-behind children. More than RMB 5.184 million was donated in total, benefiting over 40,000 left-behind children and over 300 teachers in rural areas.



■ Giving stationery away to left-behind children

“ We’re happy not only because of the gifts we receive on Children’s Day, but more so because we have the companionship of brothers and sisters from China Mobile. ”

—Lin Shihan, a left-behind kid from Jiudu Hope Primary School

## Renewing efforts for “Hope Project” by building “Mobile Primary Schools”

## Case

Our Jilin subsidiary has set up the “Hope Project” volunteer team since 2003. The 680 team members have been working toward better development of community education for 17 years. Specifically, they innovated in the “assistance + development” model to support the construction of the “3+1” Projects, i.e., “Hope Project”, “Culture Project”, “Livelihood Improvement Project”, and “Career Project” and help improve the overall quality of local students and faculty. They also built “Mobile Primary Schools” to improve teaching infrastructure, and carried out various forms of software and hardware volunteer services and donations. To date, the team has launched more than 500 public welfare projects, offering services of up to 38,620 hours.

## Youth 5G+ for a better future

## Case

Our Tianjin subsidiary advocates the social ethos of helping others, dedication and fraternity. To enhance the sense of responsibility of young employees, the company organized “Youth 5G+ for A Better Future” volunteer service. Nearly 100 young technical professionals gave full play to their expertise. Nearly 40 volunteer activities were held in fields of special business promotion, service quality improvement, network construction and security.

### As of the end of 2020

**131,100**

Total number of registered employee volunteers

**945,200** hours

Total service hours of employee volunteers

# Promoting Innovation and Entrepreneurship to Help Employees Grow

Employees are one of the most vital elements for digitalized and intelligent transformation. China Mobile adheres to the principle of “people first”, and continues to optimize the innovation incentive mechanism to stimulate innovation vitality and empower employees’ growth. At the same time, we help employees achieve work-life balance and pay attention to employees with special needs, enabling them to achieve common development and win-win outcome with the Company.

## Innovation Mechanism

Innovation is the first driving force for development, and talents are the most critical element for innovation. China Mobile continues to optimize its innovation mechanism and is committed to creating a corporate atmosphere that encourages innovation, allows trial and error, and focuses on stimulating the potential and vitality of individuals and teams.

**Carrying out “grid-based” reform:** We comprehensively implement grass-roots “grid-based reform” by clarifying division of responsibilities, selecting responsible persons, and establishing an accountability system. Three basic modes were developed accordingly, including responsible management of in-service personnel, resignation contracting of self-owned personnel, and social channel contracting. We also have established an “inverted triangle support” structure to empower the grassroots “grid heads” to further release the vitality of grassroots development.

**Building a “special zone” for scientific research:** We have deepened the reform of technological innovation system and mechanism. In particular, the Jiutian AI team of the research institute is taken as a test base to explore and innovate in operation and management mechanisms, employment mechanism, incentive mechanism, etc., promoting the upgrade of the overall management system with partial innovation. With these efforts, the vitality of scientific research teams can be released to enhance technological capability.

**Internal innovation incentives:** We have established an internal incubation service platform for “mass innovation and entrepreneurship” and held the China Mobile Independent Development Competition to stimulate employees’ enthusiasm. By promoting the application of outstanding project outcomes, we introduce subsidiaries in western regions to projects and talents of those in eastern regions, enhancing the capability of local personnel and developing a new channel for recruitment, training, and work shifts.



■ China Mobile Independent Development Competition



■ China Mobile 2020 Maker Hackathon

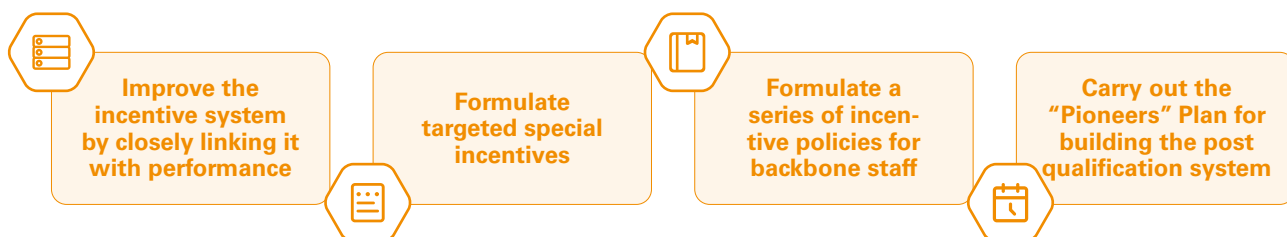
### Awards:

China Mobile was the recipient of the Top 10 Best Employer Award and Top 10 Most Popular Employer Among College Students Award in China Best Employer Award 2020 hosted by Zhaopin.com and Institute of Social Science Survey of Peking University.

China Mobile was honored with Excellence in Employer Brand and HR Management in the Employer Excellence of China Awards Ceremony.

## Personnel Incentives

China Mobile has strengthened the vitality of its official team, continuously expanded the team of outstanding young officials, and smoothed the career development path. By optimizing the classification and layout of labor resources, and dynamically refreshing the position system, we have introduced various measures to recruit more IT/CT/DT background talents. New digitalized talents accounts for 28% of all talents, laying a solid foundation for the Company's transformation and development. A new round of employee stock option incentive plan has also been launched to provide diverse incentives to employees.



We have established the China Mobile "THT" (Ten-Hundred-Thousand) technical expert system, gradually building an expert team composed of Group-level "chief scientists", Group-level "chief experts", and provincial level experts. In June 2020, we recruited 10 Group-level "chief experts" for the first phase, exerting a positive impact within the Group.



■ China Mobile's Group-level "chief experts"

## Education and Training

### Leadership Pioneers Plan

- Facing senior management: carry out online and offline lectures on AI and 5G+ technology enhancement to improve skills in a systematic way.
- For mid-level management: organize centralized online training to improve the organization and capability of frontline employees.

### "New Drivers Capacity Enhancement" Master Plan

- Strengthen the knowledge base of all staff: launch the "CHBN Knowledge Empowerment Action" for staff; organize the "Smart Middle Platform" for managers at all levels and all technical personnel.
- Strengthen the skills of key personnel: promote profession-specific and level based training for "Cloud Reform" and 5G talents.
- Strengthen the abilities of frontline staff: organize 5 grid-based efficient operation trainings, live broadcasts and micro-lectures to improve the capabilities of grid personnel; launch the "5G + Marketing One Thousand Lecturers Pioneer Program" ; build a learning system for outlet employees, customer managers and newcomers, comprehensively enhancing the systematic training of frontline work teams.

### Innovative Online Learning

- Carry out various online learning projects, such as special subject classes, livestreaming, learning column, and online exam to gradually lead a new training mode under pandemic prevention and control.

## Care for Employees

Amid the pandemic, China Mobile has improved the working environment of general employees considerably, provided care and assistance for employees with special needs, and safeguarded the physical and mental health of our staff to enhance their sense of belonging and happiness.



### Employee Caring Project

- Invested RMB 527 million in 2020 to build and renovate 26,700 facilities for the staff's small-sized space (including small canteens, small bathrooms, small restrooms, small activity rooms, and small book houses), improving the workplace of primary-level employees.
- Set up healthcare rooms, pressure relieving rooms and barbershops amid the COVID-19 pandemic; provided 12.5 million pieces of anti-pandemic materials to grassroots units, including disposable medical masks, disposable gloves, protective clothing, thermometers, and disinfectants, etc.



### "Happiness 1+1"

- Encouraged employees to pick up the "1" sport activity, and cultivate the "1" hobby to enrich their lives.
- Launched a variety of activities such as hiking, ball competition, fun sport meeting, short video contest, painting and calligraphy exhibition, with 416,000 participating employees.



Hunan subsidiary's reading activity



### Assistance and Caring

- Printed and issued the *Guidance of China Mobile Employees' Mutual Aid Fund*, and invested RMB 5.42 million to help employees in difficulties.
- Strengthened the care for female employees, retired staff, employees affected by the pandemic, and employees of other special groups.



### Employee Assistance Program (EAP)

- Offered EAP for 15 consecutive years through a series of mental health lectures, work exchange sessions and training courses to help alleviate the pressure of employees in work and life.
- Covered over 320,000 employees, trained 3,093 personnel for EAP, and built 120 pressure relieving rooms and care rooms.



Ningxia subsidiary's "Happiness 1+1" football game



Chongqing subsidiary's "Spring Bamboo Sprout" Training Plan