Issue Management and Performance Report

China Mobile has been well aware of its social responsibility. The Company keeps promoting 5G services for various industries and the public, striving to become a model in business ethics, customer service and supply chain management, and contribute to climate change commitment as well as the goals of peaking carbon dioxide emissions and reaching carbon neutrality. In 2020, in accordance with the *Ten Principles of the United Nations Global Compact (UNGC), UN Sustainable Development Goals* and *China's National Plan on Implementation of the 2030 Agenda for Sustainable Development, the Environmental, Social and Governance Reporting Guide (HK-ESG)* issued by Hong Kong Exchanges and Clearing Limited, *the GRI Sustainability Reporting Standards (2016), ISO 26000:2010 - Guidance on social responsibility,* etc., we summarized and disclosed the management approaches and actions, key performance data of our sustainability issues in the performance chapter based on materiality analysis, so as to present information about the performance of China Mobile comprehensively, objectively and accurately.

Sustainability Management

Sustainability Management System

Since the establishment of CSR Steering Committee in 2008 (renamed Sustainability Steering Committee in 2016) by our parent company, we have established and continuously enhanced our three-tiered CSR management system of decision-making, organization and implementation. We have also formed a four-module, closed-loop work process consisting of strategy, implementation, performance and communication management. Moreover, we have regularly prepared and released the sustainability report. These efforts help us build a long-term effective mechanism for fulfilling our social responsibility across the whole company and all processes.

The Board of Directors of China Mobile takes full accountability for the Company's ESG strategy making, implementation and work report, and is responsible for evaluating the Company's risks in these regards. Furthermore, the Board is obliged to ensure that the Company has set up effective ESG management and internal monitoring systems. The management shall confirm the effectiveness of these systems to the Board.

Decision-making Level

Sustainability Steering Committee

Organizational Level

Sustainability Office

Implementation Level

Departments and Subsidiaries

Implementation management
- CSR team building
- Research and training on CSR topics
- Identification and management of material CSR issues
- Integrating CSR into professional management

Strategy management
- Fulfillment philosophy
- CSR strategy and planning
- CSR management system and policies on CSR topics

China Mobile CSR Management System

Communication management
- Preparation, release and dissemination of the sustainability report
- Daily and task-oriented stakeholder communication

Performance management
- Integrating CSR into strategic performance management
- Awarding outstanding CSR practices

Stakeholder Communication and Materiality Analysis

We strive to build an effective mechanism for stakeholder communication. For example, we keep active and extensive communication with stakeholders through our official website, official account of Weibo, 10086 hotline, and "social responsibility communication day", etc. Besides, we actively listen to the concerns of stakeholders in the course of preparing our sustainability report and integrate them into the relevant decision-making of the Company.

Stakeholders	Expectations and Demands (Top 5)[1]	Communication and Response	
Customers	1.Information Security and Privacy Protection 2.Service Quality and Customer Rights Protection 3.Network Quality 4.5G Development 5.R&D and Innovations	· Customer Reception Day · Weibo and WeChat · Customer Satisfaction Surveys · CEO Mailbox	· 10086 Hotline · Online and Mobile Customer Service Platforms · Mobile App
Employees	1.Information Security and Privacy Protection 2.Service Quality and Customer Rights Protection 3.Employee Rights and Interests Protection 4.5G Development 5.Network Quality	· Employee Representative Conferences · Performance Communication Mechanism · Employee Recognition Mechanism · CEO Mailbox	· Regular Trainings · MMS Magazine Mobile Weekly · Employee Complaint Mechanism
Shareholders and Investors	1.5G Development 2.Network Quality 3.Corporate Governance and Risk Management 4.R&D and Innovations 5.Information Security and Privacy Protection	· Annual Reports, Interim Reports and Announcements · Investor Briefings	· General Meeting of Stockholders
Value Chain Partners	1.Network Quality 2.Stakeholder Communication 3.Corporate Governance and Risk Management 4.Information Security and Privacy Protection 5.Supply Chain Management	· Procurement · Suppliers Web Portal, Service Sites and Supplier Hotline	· Training and Assessment · CEO Mailbox · Forums and Conferences
The Government and Regulators	1.Network Quality 2.5G Development 3.Information Security and Privacy Protection 4.R&D and Innovations 5.Service Quality and Customer Rights Protection	· Regular Reports and Communication · Relevant Forums	· Specific Investigation and Meetings · CEO Mailbox
Communities and Environmental Organizations	1.Network Quality 2.Service Quality and Customer Rights Protection 3.Social Development Solutions 4.Information Security and Privacy Protection 5.Environmental Management System	· Community Activity · Mass Media · CEO Mailbox	· Charity Project Platform · New Media such as Webo and WeChat

Indicators	2018	2019	2020
CSR trainings participation (person-times)[2]	477,006	418,507	926,288
Number of emails and letters received at CEO Mailbox	1,315	903	573
Number of outlets with "social responsibility communication day"	4,763	3,184	3,504
Number of managers engaged in "social responsibility communication day"	1,921	1,508	1,548
Number of customers participating in "social responsibility communication day" (person-times)	78,000	37,000	24,000

Note: 1. The top 5 issues listed in "Expectations and Demands" are summarized according to the materiality analysis (see P45 Materiality Analysis).
2. Due to the COVID-19 pandemic, we relied more on online channels to conduct CSR publicity and training in 2020, significantly expanding the coverage.

We continue to optimize the analytical process of material CSR issues. The issues are prioritized in terms of "Significance of the impact of China Mobile" and "Stakeholders' concern". According to the results of materiality analysis, we formulated topic management and disclosure strategies. In 2020, we added two material issues into the list, i.e., "occupational health and safety" and "environmental management system". Moreover, we modified the expressions of five issues. No significant change occurred in terms of topic boundary.

1. Identification

International standard benchmarking
- CASS-CSR
- ESG Reporting Guide (HKEx)
- GRI Sustainability Reporting Standards
- UN SDGs
- UNGC Ten Principles

Analysis of key sustainability issues and key industry issues

Corporate strategy analysis

2. Evaluation

We distributed questionnaires online to conduct the key stakeholder survey with respect to the degree of impact of sustainability issues on stakeholders and collected 3,372 valid feedbacks in total.

With references to industrial practices, the internal and external panel evaluated the impacts of every CSR topic to China Mobile's development.

3. Report Preparation

A materiality matrix was formed (see the chart below) to highlight issues prioritized in the report.

Materia-lity	No.	Topic	Page	Boundary
Very High	1	Information Security and Privacy Protection	21,54	Customers, the government and regulators, communities and environmental organizations
	2	Service Quality and Customer Rights Protection	19-21, 54-55	Customers, the government and regulators, communities and environmental organizations
	3	Network Quality	20-21	Customers, the government and regulators, communities and environmental organizations
	4	5G Development	7-8,13-18,47-48	Customers, the government and regulators, value chain partners, communities and environmental organizations
High	5	R&D and Innovations	15,46,48	Customers, the government and regulators, value chain partners
	6	Social Development Solutions	9-11, 16-18, 23-26	Customers, the government and regulators,value chain partners, community and environmental organizations
	7	Employee Rights and Interests Protection	49,52	Customers, value chain partners
	8	Occupational Health and Safety	9,35, 50-51	Customers, value chain partners
	9	Employee Development	33-35,51	Employees, shareholders and investors
	10	Integrity and Anti-corruption	52-53	Employee, the government and regulators,value chain partners
	11	Charity (including Targeted Poverty Allevia-tion, Emergency Relief, etc.)	21,23-32,53-55	Customers, community and environmental organizations
	12	Environmental Protection Solutions	40-42,57	Customers, the government and regulators, value chain partners, community and environmental organizations
	13	Stakeholder Communication	44	Customers, employees, shareholders and investors, the government and regulators, value chain partners, community and environmental organizations
	14	Environmental Management System	37	Customers, employees, the government and regulators, value chain partners
	15	Corporate Governance and Risk Management	46	Employee, shareholders and investors, the government and regulators
	16	Coping with Climate Change	38-39, 55-56	Customers, employees, the government and regulators, value chain partners
Moderate	17	Supply Chain Management	40,48-49,57	Value chain partners, community and environmental organizations
	18	Financial Performance and Tax Payment	47	Shareholders and investors, the government and regulators
	19	Waste Management	39,56-57	Customers, employees, value chain partners
	20	Reduction of Environmental Resource Use	39-40, 55-57	Customers, employees, the government and regulators, value chain partners
	21	CSR Fulfillment Overseas	55	Customers, value chain partners

Economic Performance

Corporate Governance

Our management approach and actions

Overview: Adhering to the principles of integrity, transparency, openness, and efficiency, we have developed a sound governance structure with a package of measures. We gradually establish a series of policies, internal control systems as well as management mechanisms and procedure for major stakeholders involved in corporate governance, including shareholders, board of directors and its committees, the management and staff, internal auditors, external auditors and other stakeholders (including our customers, local communities, industry peers, regulatory authorities, etc.).The Board of Directors currently has three principal committees, namely the Audit Committee, Remuneration Committee and Nomination Committee, all of which are composed of independent non-executive directors. (For more information on corporate governance, please refer to *China Mobile Limited's Annual Report 2020.*)

Risk Management: China Mobile has established a three-tiered risk management structure consisting of the Board of Directors, functional departments (administrative departments, business departments and supervisory departments), and functional positions (pool of experts in internal control and risk management). This structure helps realize management throughout the process of decision making and implementation, and provides strong organizational support for the improvement and effectiveness of internal control systems. Meanwhile, we have improved the closed-loop management process of "risk assessment in the beginning of the year - quarterly risk monitoring - interim risk evaluation - annual review", and set up a reporting mechanism for major business risks, which has ensured the effectiveness of various risk control measures and prevented major risks.

Compliance management: The Company continues to implement the "Compliance Escort Plan", and has improved corporate governance through operation compliance. The parent company has established the China Mobile Compliance Committee headed by the board chairman. The Office of the Compliance Committee has been set up, headed by the general counsel. The office regularly convenes meetings, makes arrangements for compliance management, proposes compliance countermeasures, organizes compliance culture publicity, and reviews compliance guideline. The Company focuses on key issues such as 5G information infrastructure, phone number portability, patent licensing, supply chain security, marketing and advertising, and continued to strengthen compliance review in advance and risk alerts to ensure steady and sustainable business development.

Internal audit: The Company and its subsidiaries have set up the department of internal audit. Based on the finan-

cial audits, internal control audits, information system audits, and risk assessments, the department provides independent and objective auditing and consultation on the appropriateness, compliance and effectiveness of business activities, internal control and risk control, thus helps improve the effects of corporate governance, risk control and process control.

Performance in 2020

In 2020, we held 5 board meetings, mainly discussing and reviewing our annual performance, interim performance, dividends, continuing connected transactions, corporate strategic plans, annual investment report, personnel changes in the Board of Directors, sustainability report, corporate governance report, as well as adoption of stocks option incentives, etc.

Based on the outlines of the 2020-2022 strategic plan as well as internal and external situation, we analyzed national policies, the communications industry and digitalized service market and then identified 5 major risks, against which we adopt 24 measures. As a result, major risks were reduced and managed, and no major incidents resulting from business risks occurred throughout the year.

The Company carried out risk assessments in key areas, established a panoramic map of risks in the corporate market, developed new internal control management modes, and optimized over 200 internal control nodes, thereby improving internal control management and business development. The Company also optimized the IT system solidification mode for internal control. The internal control solidification rate increased from 70% to 75%, enhancing the effectiveness of internal control design and execution.

We launched the Civil Code learning campaign, released special reports on this topic, and organized a knowledge contest with 550,000 participants, which further enhanced the compliance awareness of all employees. We recorded video courses on prevention and control of compliance risks in key areas such as the compliance management systems and the reform of operations based on a matrix of communities, which were released via online college. To strengthen the protection of independent intellectual property rights, we have held the "intellectual property publicity week" campaign for 11 consecutive years. "'Making Concerted Efforts in AI Empowerment' to Build a Contract Management Ecosystem of China Mobile", our management innovation, won the second prize in enterprise management modernization in ICT industry.

In line with the development strategy of becoming a world-class enterprise by building a dynamic "Powerhouse", we carried out auditing and expanded the coverage of audits over key areas such as important costs, income guarantee, IDC business, and system control. These efforts improved the effectiveness of audit rectification and enhanced the role of audit functions.

Direct Economic Impact

Our management approach and actions

Following the trends of digitalized transformation, the Company pursues high-quality development while ensuring stability despite difficulties and challenges. In line with the development strategy of becoming a world-class enterprise by building a dynamic "Powerhouse", we accelerate transformation and upgrade, and intensify reform and innovation. With the precious opportunities of 5G development, we actively explore the new blue ocean of digital economy and secure our leading position in the industry. We achieve steady growth in operating performance, development momentum, and economic value creation.

Strictly abiding by relevant tax laws and regulations in China, overseas and regions where we get listed, we operate with integrity, and pay taxes according to the law. As tax laws, regulations and policies change, we update in a timely manner to better fulfill our tax obligation and ensure full payment of all tax liabilities.

Performance in 2020[1]

Indicators	2018	2019	2020
Operating revenue (RMB billion)	736.8	745.9	768.1
Taxation (RMB billion)	35.9	35.3	34.2
Customer Development			
Number of total mobile customers (million)	925	950	942
Number of 4G customers (million)	713	758	775
Number of 5G package customers (million)	/	/	165
Number of wireline broadband customers (million)	157	187	210
Number of corporate customers (million)	7.18	10.28	13.84
Number of IoT smart connections (million)	551	884	873
Network Services			
Number of 4G base stations (10,000)	241	309	327.5
Number of 5G base stations (10,000)	/	/	39

Indicators	2018	2019	2020
Number of cities with NB-IoT	347	347	337
Internet backbone bandwidth (Tbps)	217	302	347
Number of countries and regions covered by our data roaming services	239	247	255
Number of countries and regions with 4G international roaming services	181	191	207
Number of countries and regions with 5G international roaming services	/	/	33
International transmission bandwidth (G)	39,000	70,855	90,898
Year-on-year decrease in international data roaming tariff (%)	45.80	32.62	28.92

Note: For the details of China Mobile's financial indicators such as operating costs, compensation and benefits, and payments to investors, please refer to the *China Mobile Limited's Annual Report 2020*.

Indirect Economic Impact

Our management approach and actions

We further promote technological R&D and innovation by steering technology development, clarifying key technology strategies, consolidating 5G basic capabilities, strengthening technology integration and industry integration, etc. At the same time, we support employees' innovation and entrepreneurship, and establish strategic partnerships with companies and research institutes. With these efforts, we strive to promote the application of 5G+AICDE in industrial innovation, and jointly build a new ecosystem of deep integration, complementary advantages and win-win outcome.

We have reduced or exempted the monthly rent of corporate broadband and internet lines for small- and medium-sized enterprises (SMEs) and manufacturers severely affected by COVID-19; in the public market, we continue to reduce the unit price of traffic by offering large 5G packages, making small price increases, and more preferential use of external packages, as well as other promotions.

Targeting at key groups with less access to information, such as the elderly, the disabled, residents in remote areas, we improve the supply of products and services, and fix the weak links in inclusive information consumption with the focus on bridging the divide in tariffs, devices, services and applications.

Performance in 2020

Indicators	2018	2019	2020
Employment and Entrepreneurship			
Investment in innovation and entrepreneurship support (RMB million)	83.59	88.30	69.69
Number of users of the innovation and entrepreneurship platform (10,000)	15.6	16.1	17.1
Number of projects created from innovation and entrepreneurship events	2,918	3,183	3,468
Number of teams participating in innovation and entrepreneurship events	1,855	2,817	4,112
Number of teams participating in "HeChuang Incubation"	109	128	141
Number of people participating in "HeChuang Incubation"	463	517	577
Number of jobs created (million)	2.88	2.68	2.16
Open Cooperation			
Number of enterprises served by communications capability open platform (10,000)	>15	>44	>48
Average authentication processes carried out on the mobile authentication platform per day (million times)	667	1,212	1,444
Number of developers on OneNET	99,963	148,642	197,582
Number of enterprises on OneNET	9,396	11,825	13,917
Number of devices connected to OneNET (million)	79.8785	160.9277	186.2803
Number of developers on Andlink	76,300	115,900	131,200
Number of enterprises on Andlink	500	1,000	1,200

Indicators	2018	2019	2020
Number of GTI operator members	134	136	139
Number of GTI industry partners	176	237	247
Number of China Mobile's Smart Home Cooperation Alliance members	165	230	360
Number of China Mobile's IoT Alliance members	675	>1,400	1,664
R&D and Innovations			
Research and development expenses (RMB million)[1]	/	2,843	4,898
Number of patent applications	2,222	2,683	3,497
Number of newly granted patents	1,040	1,384	1,659
Number of partners of China Mobile 5G Joint Innovation Center	260	509	1,454

Note: 1. The item does not include depreciation and amortization and employee benefit and related expenses related to research and development.

Value Chain Management

Our management approach and actions

We have compiled Suppliers Cooperation Guidelines and Green Supply Chain Research Plan, requiring suppliers to fulfill tax obligations, pay for social security, and abide by laws and regulations on legal employment, labor protection, occupational health and safety, social responsibility and environmental protection. The certification of occupational health and safety assessment series as well as environmental management standards such as SA 8000 (Social Accountability), OHSAS 18001 (Occupational Health and Safety Assessment Series), and ISO 14000 (environmental management standards) have been included into the supplier assessment system.

We have participated in the compilation of the standards for suppliers' CSR fulfillment evaluation system in telecom industry, providing rigorous, fair and balanced evaluation rules and procedures. Moreover, we have promoted the standards among our suppliers.

We have formulated China Mobile's Implementation Rules for Assessing Tier 1 Centralized Procurement Suppliers and CMCC's Implementation Rules for Tier 1 Centralized Procurement Quality and Contract Fulfillment to strengthen the quality management of suppliers. We have issued the Procurement Objection Management Rules of the Procurement Shared Service Center to standardize the process of dealing with objections to pro-

curement, protect the legitimate rights and interests of suppliers, and ensure the transparency of the entire procurement process. In 2020, the open procurement rate exceeded 99%.

By organizing activities such as the Service Day and trainings, we enhance our communication with suppliers on establishing a transparent, honest and fair partnership, honoring the business integrity pledge, building up mutual trust, sharing high-quality resources, deepening cooperation and achieving win-win outcomes.

Performance in 2020

Indicators	2018	2019	2020
Number of centralized procurement suppliers	7,216	12,278	13,133
Number of tier 1 centralized procurement suppliers	480	897	818
Percentage of tier 1 local suppliers for centralized procurement (%)	100	100	100
Number of tier 2 centralized procurement suppliers	6,736	11,930	12,851
Percentage of tier 2 local suppliers for centralized procurement (%)	80.35	55.20	83.93
Number of assessments of tier 1 centralized procurement suppliers	2,194	2,268	2,156
Percentage of confirmed tier 1 suppliers assessed	100	100	100
Number of onsite supplier assessments conducted	674	1,330	1,107
Number of suppliers in Eastern China	/	/	4,159
Number of suppliers in Northern China	/	/	1,889
Number of suppliers in Central China	/	/	1,911
Number of suppliers in Southern China	/	/	1,542
Number of suppliers in Southwest China	/	/	1,449
Number of suppliers in Northwest China	/	/	1,053
Number of suppliers in Northeast China	/	/	1,130
Number of suppliers overseas	/	/	0

Social Performance

Employment

Our management approach and actions

The Company strictly abides by relevant laws and regulations, including the *Labor Law of the People's Republic of China, Provisions on Prohibition of Child Labour, Special Provisions on Labor Protection of Female Employees,* and *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*.

We have formulated the *Recruitment Management Measures, Labor and Employment Management Regulations* and other management policies, fully promoting open recruitment. We build a personnel selection process featuring openness, equality and fairness. The labor contract signing rate reached 100% in 2020; and there was no dismissal due to the COVID-19 pandemic.

We carry out regular and unscheduled inspections on labor management in accordance with the labor management supervision system, the monthly monitoring system and quarterly reporting mechanism, ensuring that labor management complied with laws and regulations.

Performance in 2020[1,2]

Indicators	2018	2019	2020
Employment			
Total number of employees	459,152	456,239	454,332
Number of full-time employees	/	456,239	454,332
Number of part-time employees	/	0	0
Number of employees in the mainland of China	/	454,298	451,963
Number of employees in Hong Kong, Macau, Taiwan and overseas markets	/	1,941	2,369
Percentage of employees under 30 years of age (%)	24.35	19.76	17.24
Percentage of employees between 30 and 50 years of age (%)	71.13	75.33	77.30

Indicators	2018	2019	2020
Percentage of employees over 50 years of age (%)	4.52	4.91	5.46
Percentage of technical personnel (%)	25.18	27.13	29.06
Percentage of marketing personnel (%)	55.17	53.27	51.22
Percentage of management personnel (%)	7.29	7.51	7.58
Percentage of general affairs personnel (%)	10.50	10.64	10.71
Percentage of other personnel (%)	1.86	1.45	1.43
Employee Turnover			
Total number of newly hired employees	20,259	23,727	19,243
Number of female employees newly hired	8,397	10,122	7,398
Number of male employees newly hired	11,862	13,605	11,845
Total number of resigned employees	18,217	13,161	10,044
Number of resigned female employees	9,411	7,375	5,024
Number of resigned male employees	8,806	5,786	5,020
Total number of dismissed employees	1,317	1,401	1,131
Number of female employees dismissed	888	949	711
Number of male employees dismissed	429	452	420
Employee turnover (%)	/	/	2.21
Turnover rate of employees under 30 years of age (%)	7.51	7.26	6.03

Indicators	2018	2019	2020
Turnover rate of employees between 30 and 50 years of age (%)	2.70	2.07	1.50
Turnover rate of employees over 50 years of age (%)	0.78	1.09	0.29
Female employee turnover rate (%)	3.85	3.00	2.07
Male employee turnover rate (%)	4.10	2.75	2.37
Domestic employee turnover rate (%)	/	/	2.05
Overseas employee turnover rate (%)	/	/	16.75

Note: 1. The employee percentage and turnover rate are calculated, with the number of on-post employees at the end of 2020.

2. In 2020, the employee turnover rate by category was calculated by the number of employees in the category who voluntarily resigned divided by total number of employees in the category.

Occupational Health and Safety

Our management approach and actions

We have issued the *Three-Year Action Plan of Work Safety*, strengthened the construction of safety protection facilities, conducted in-depth investigation and management of potential safety hazards, so as to improve emergency management effectively.

Through publicity campaigns such as the National Telecommunication Facilities Safety Protection Month and National Work Safety Month, we ensured work safety requirements are implemented in all workflows. We provide safety awareness activities and safety trainings to raise employees' safety awareness, and improve employees' safety skills in production and life.

We guide and urge employees to take safety protection measures in production, and provide them with regular health checks. During the COVID-19 pandemic, we provided employees with special allowances and protective equipment such as masks, gloves, goggles, and protective suits, sparing no efforts to protect their safety and health.

Performance in 2020

Indicators	2018	2019	2020
Employee coverage rate of the free medical examinations we offered (%)	97	97	97
Total investment in workplace safety (RMB billion)	2.324	2.407	2.488
Number of safety emergency drills	1,225	1,230	1,233
Participation rate in safety emergency drills (%)	86.0	86.3	87.1
Accident fatality rate per 1,000 employees (%)	0.004	0	0
Number of fatalities caused by workplace safety incidents	2	0	0
Lost days due to work injury	/	/	31,331

Trainings and Education

Our management approach and actions

Focusing on leadership improvement during the transition period, we have implemented the Leadership Pioneers Plan; in strict accordance with the Company's transformation requirements, we have launched the "New Drivers Capacity Enhancement" Master Plan; to match employee capability with position requirements, we explore development of the qualification system "Guidance" plan; in addition, we fully leverage the Online University to innovate towards online learning.

Performance in 2020

Indicators	2018	2019	2020
Training expense per employee (RMB)	1,892	2,004	1,730
Number of training participants (10,000 person-times)	182.1	182.5	148.3

Indicators	2018	2019	2020
Number of senior management trained (person-times)	1,047	1,237	856
Number of middle-level management trained (person-times)	18,744	22,357	20,923
Number of general employees trained (10,000 person-times)	180.1	180.2	146.1
Average training hours per employee (hours)	100.8	105.7	131.3
Average training time per senior management (hours)	106.0	107.4	107.0
Average training time per middle-level manager (hours)	109.5	114.2	188.6
Average training time per general employee (hours)	100.7	105.6	130.7
Training participation rate of senior management (%)	/	98.7	99.2
Training participation rate of middle-level management (%)	/	95.8	98.4
Training participation rate of general employees (%)	/	98.6	99.4
Training participation rate of female employees (%)	/	/	99.8
Training participation rate of male employees (%)	/	/	98.9
Training hours of female employees (hours)	/	/	125.7
Training hours of male employees (hours)	/	/	137.7
Total number of Online University users (10,000)	41.6	46.0	48.1
Average learning hours of Online University users (hours)	53.6	65.3	104.3
Number of mobile Online University users via mobile phone (10,000)	34.5	36.8	37.8

Diversity and Non-discrimination

Our management approach and actions

Any type of discrimination against employees in terms of age, ethnicity, gender, etc. is prohibited in the Company. For recruitment and promotion of employees, we have established systems and taken measures to ensure that factors irrelevant to job requirements such as gender and ethnicity, will not affect the final result.

We protect female employees' reproductive rights, fully respect and guarantee their rights of maternity leave during pregnancy. We provide nursing rooms and "mom's cabin" to create a working environment that meets the special needs of female employees.

We strictly comply with the collective contracts and the special contracts for female employees to protect their rights and interests of employment, maternity protection, and compensation. We continue to promote the "Female Rights Protection" action to enhance the ability of female employees so that they can better safeguard their legitimate rights. All of our female employees at the headquarters have returned to work after maternity leave.

Performance in 2020

Indicators	2018	2019	2020
Percentage of female employees (%)	53.17	53.94	53.30
Percentage of female employees at senior management level (%)	16.45	16.40	16.55
Ethnic minorities as a percentage of total employees (%)	7.03	7.07	7.15

Note: 1.The indicators under Diversity and Non-discrimination are based on the number of on-post employees at the end of 2020.

Business and Human Rights

Our management approach and actions

Since we joined the United Nations Global Compact in 2007, we have been supporting and implementing the Ten Principles of the United Nations Global Compact. We respect and protect internationally recognized human rights, and refuse any disregard or tramples on human rights.

We attach much importance to customer privacy, employee rights protection, and human rights protection in the supply chain. We also support human rights progress in poverty-stricken and remote areas through supporting poverty alleviation and narrowing the application gap.

We fully protect employees' rights to be informed, to participate, to have privacy, to be heard and to oversee. A series of activities such as rights protection training courses, online team exchange meetings, and inspections on rights protection are organized coupled with the tracking and monitoring of rectification of identified problems. We further improve the employee representative congress system, through which we explain to employees about matters related to their vital interests or major changes in the Company, and include employee representatives in the decision-making process, thereby enhancing the participation of employees. The headquarters as well as all our provincial subsidiaries and specialized subsidiaries have signed collective contracts based on collective bargaining with all employees and forbid child labor and forced labor.

We strictly protect the human rights of our employees and suppliers at all levels. We have revised the *Supplier Management Measures*, and based on the supplier verification requirements in it, we check the human rights protection practices of suppliers. We also include labor practice into the assessments of tier 1 centralized procurement suppliers to urge them to protect human rights.

Performance in 2020

Indicators	2018	2019	2020
4G network coverage of administrative villages (%)	97.8	98.1	>98
Number of administrative villages with broadband service newly launched in the "Universal Telecommunications Service Project"(10,000)	1.27	0.46	0.93
Total number of administrative villages with broadband service newly launched in the "Universal Telecommunications Service Project"(10,000)	3.81	4.27	5.20
Number of administrative villages covered with wireline broadband service (10,000)	41.7	43.3	46.7
Percentage of contracted employees who are labor union members (%)	100	100	100
Percentage of dispatched employees who are labor union members (%)	98	98	98

Note: Please refer to relevant parts in this report for target progress and achievements: customer privacy security (P21, 54), employee rights protection (P33-35, 49-52), supply chain management (P40, 48-49), poverty alleviation (P23-27, 53-54) and narrowing the application gap (P30-31).

Employee Complaint Mechanism

Our management approach and actions

Employees can raise questions and give suggestions through multiple channels such as the CEO mailbox, trade union of China Mobile, employee representative congress, trade union chairman mailbox and employee forum. We provide prompt feedback on employees' opinions and suggestions.

Performance in 2020

The CEO mailbox received 573 letters in total, all of which were solved by relevant departments.

Anti-corruption

Our management approach and actions

We continue to promote the implementation of the embedded integrity corruption risk prevention and control mechanism that integrates "education, prevention and control, punishment, and accountability".

We dynamically optimize the anti-corruption risk prevention and control system, and carry out special rectification campaigns in key areas including market operation and engineering construction. Now, we have rolled out 12 key tasks in 6 aspects. Following the procedure of self-examination and self-correction, supervision and inspection, rectification, and application of achievements, we promote the special rectification campaigns in an effective and orderly manner in order to enhance the capability of business departments to prevent risks of corruption.

We have established multiple whistleblowing channels for corruption reporting, including mail, hotline, onsite communication, etc. And the legitimate rights of whistleblowers are protected, with confidentiality given to the reported issues, the progress of the investigation, and information about the whistleblowers.

Performance in 2020

We continued to hold the Anti-corruption and Integrity Awareness Month. We organized 11,951 education activities such as the WeChat integrity courses and integrity knowledge contests, achieving the goal of 100% participation of management and 98.62% participation of ordinary employees.

Indicators	2018	2019	2020
Number of anti-corruption education activities	3,717	4,960	11,951
Employee coverage rate of anti-corruption education activities (%)	>90	>90	>90
Participants of anti-corruption education and trainings (person-times)	759,810	915,527	906,980

Local Communities

Our management approach and actions

We have prepared various emergency communication plans. In emergencies, we can make quick and effective responses to guarantee basic communication services.

We facilitate targeted poverty alleviation in designated areas including Tibet, Qinghai, Heilongjiang, Xinjiang and Hainan. Specifically, we support local infrastructure construction, industrial development, education, poverty alleviation and other aspects.

China Mobile Charity Foundation launches two major charity programs of Heart Caring Program and "Blue Dream" to provide educational resources and improve teaching level of rural primary and middle schools in central and western China, and help poor children with congenital heart disease receive treatment. Provincial subsidiaries and their subsidiaries have also launched various public welfare and volunteer programs.

Performance in 2020

We accomplished the tasks of targeted poverty alleviation in 1,811 counties, townships and villages, helped a total of 1.08 million people rise above the poverty line.

Our targeted poverty alleviation personnel helped 8.169 million poor people and assisted 740,700 poverty alleviation officials. In "And Seedling" volunteer teaching program, 479 teaching activities were organized, with a total of 7,618 service hours.

Indicators	2018	2019	2020
Emergency Communication Support			
Number of emergency support	4,899	6,800	4,887
Significant political/economic event support	4,597	6,658	4,602
Significant natural disaster support	266	124	204
Significant accident or catastrophe support	16	16	32
Public health incident support	1	0	47
Social safety incident support	19	2	2
Number of emergency vehicles deployed (vehicle-times)	8,986	7,931	7,064
Number of emergency support equipment installed (set-times)	36,596	27,755	11,455
Number of personnel involved in emergency support (person-times)	314,427	259,807	264,102
Public Welfare Activities			
Total number of registered employee volunteers (10,000)	13.59	12.29	13.11
Total service hours of employee volunteers (10,000 hours)	56.76	61.51	94.52
Cumulative number of impoverished children to receive free congenital heart disease screenings	45,648	54,968	58,607
Cumulative number of assisted children in poverty who suffered from congenital heart disease	5,358	5,973	6,574

Indicators	2018	2019	2020
Cumulative number of multimedia classrooms built	2,302	2,863	3,380
Cumulative number of principals of rural primary and secondary schools trained	115,782	127,338	128,338
Cumulative donation made by China Mobile Charity Foundation (RMB10,000)	31,055	35,590	38,840
Localization			
Percentage of local employees in our Hong Kong subsidiary (%)	89.5	88.5	88.1
Percentage of local employees at management level in our Hong Kong subsidiary (%)	71.2	66.7	63.9

Indicators	2018	2019	2020
Number of scam phone numbers handled	19,600	10,500	126,065
Average number of spam messages blocked per month (100 million)	3.9	4.0	3.6
Number of nuisance calls numbers handled (10,000)[1]	>26	>28	>32
Number of anti-fraud SMS scam alerts (billion)	3.47	2.42	5.00
Annual number of targeted covert fraud incidents identified and successfully intervened[2] (10,000)	123	2,322	3,547
Number of scam caller ID reminders sent (billion)	4.1	2.4	3.6

Note: 1. In 2020, the Company actively conducted research on the application of AI and big data in the identification of spam calls, improving the efficiency of identification considerably.

2. In 2020, the Company established the centralized management platform and work system for the access of bad credit users across 31 provinces nationwide, effectively preventing telecom frauds.

Customer Information Security and Privacy

Our management approach and action

We have revised *Customer Information Security Protection Management Regulations*, and issued *Data Security Management Measures (Trial)* to include all network data as our management target.

We have issued the *Implementation Rules for Cybersecurity Risks Monitoring and Control*, which clarifies relevant work mechanisms and processes, and further refines the cybersecurity risk control system.

We have carried out on-site inspections on data security management to further improve the regular data security inspection mechanism. We have completed the key tasks on data security, including formulating relevant regulations, conducting assessments, making emergency responses, and dealing with illegal collection and use of personal information on Apps. With these efforts, we have comprehensively improved our ability to protect customer information and data security.

We have improved the three-tiered technical protection system of "the Group, key regions, and provincial subsidiaries", stepped up our efforts in blocking various types of scam messages related to the pandemic, with prompt actions to monitor and deal with problematic numbers. Making full use of our resources, we take the initiative to block loan fraudulent domain names and URLs, and continuously support the daily work of public security departments and help them solve the case.

Performance in 2020

In 2020, no major customer information leakage occurred. We blocked a total of 9 million international scam calls and 130 million scam messages, providing strong support for law enforcement agencies to build a strong shield against fraud.

Product and Service Quality

Our management approach and actions

Starting from the "five in one" product management system, we comprehensively sort out the product quality management process, improve the management system, and increase the system capacity to effectively improve product quality and user experience. At the same time, we develop plans for user experience evaluation and improvement tests, and carry out a large number of tests to optimize product performance. We also issue the *Quality Management Measures*. In line with the requirements of building the end-to-end service quality management system, we set up quality control nodes and clarify control elements and standards. In addition, we strengthen the checks before launch of new products and versions, implement the "one-vote veto" mechanism, and establish a quality standard system for new versions.

We have formulated GoTone service standards and clarified 11 GoTone service measures including exclusive account managers and 10086 exclusive service. We have developed smart home service standards to regulate the service processes of gigabit broadband, home-sharing WiFi, home security, home fixed-line, home cloud and AndLink, etc. The smart home service indicator system we built has filled the gap in this field. We also updated private line service standards, added cross-border private line service scenarios, expanded the scope of indicators, and optimized indicator values. The newly added ecological cooperation

service quality management measures cover four aspects: rights and interests, terminals, business and channels, standardizing service quality management requirements for 12 links before, during and after cooperation. In this way, we have built an end-to-end service quality management system for ecological cooperation.

Performance in 2020

No product was recalled due to quality problems in 2020. We received a total of 76.457 million complaints via10086 hotline, a month-on-month decrease of 32.2%. The average complaint rate per month was 55.2/10,000 users, down by 32.4% as compared with the previous month. The rate of complaints about "perceived user experience" and that "household broadband service quality" dropped by 53.5% and 36.1% respectively.

Indicators	2018	2019	2020
Customer Service			
Overall customer satis-faction	80.86	81.99	81.36
Percentage of com-plaints handled (%)	86.19	96.30	96.35
Number of spam mes-sages report handled (10,000)	133	139	85
Number of visitors on General Manager Cus-tomer Reception Day	138,301	141,627	85,493
Number of complaints and inquiry cases handled on General Manager Customer Reception Day	118,304	126,509	79,336

Notes: 1. The evaluation of overall customer satisfaction in telecom service quality was organized by the MIIT, who also announced the results. The total score is 100.

2. In 2020, due to the pandemic, fewer offline activities of General Manager Customer Reception Day were organized. The first live streaming activity attracted over 5 million participants..

EMR Management and Communication

Our management approach and actions

We keep enhancing Electromagnetic Radiation (EMR) management to ensure compliance with relevant national and industrial standards. Through media, community activities, leaflets, popular science articles, EMR publicity vehicles, etc., we popularize EMR knowledge in base stations. In addition, we resolve EMR-related disputes and complaints, creating a favorable social environment for base station construction and operation.

Performance in 2020

By the end of December in 2020, we conducted 635 EMR publicity activities across 15 provinces.

CSR Fulfillment Overseas

Our management approach and actions

We speed up the construction of undersea cables along the Belt and Road to build a large submarine cable channel connecting Southeast Asia, South Asia, the Middle East, Africa and Europe. Based on the layout of "three horizontal routes and four vertical routes", we have put 7 submarine cables that we built independently into production, and completed 25 cross-border land wire systems. We have provided voice call roaming services in 142 countries and regions, and data roaming services in 135 countries and regions along the Belt and Road.

In terms of employee care, we have set up an employee care committee in Hong Kong. By launching the "Health Week" campaign, providing the counseling hotline, and building the anti-pandemic zone, we support the charitable activities organized by institutions such as Hong Kong Red Cross, and have enhanced employees' sense of happiness.

Performance in 2020

China Mobile International won the honors of Best Asian Wholesale Carrier issued by the Global Carrier Awards, awards of HR Asia Best Companies to Work for Asia 2020 Awards and HR Asia Most Caring Companies, and CC-Global Awards 2020 Best 'Cloud' Innovative Operator.

Our Hong Kong subsidiary won the honors of Best 5G Network, Sing Tao Service Awards for Telecommunications Service in the Greater Bay Area, Excellent Employer Award 2020, and Volunteer Service Commendation Certificate (Group) – Silver Award.

Environmental Performance

GHG Emissions and Energy Conservation

Our management approach and actions

We keep improving energy efficiency and reduce greenhouse gas emissions by promoting the management cycle of goal setting, strict monitoring, and continuous improvement during the whole process of production and operation.

We have compiled the 5G energy-saving technology white paper, which clarifies the directions for introducing energy-saving technologies in the next three years, and guides the industry to continuously reduce energy consumption of equipment. At the same time, we have prepared the 5G energy-saving technology manual to give relevant suggestions for different scenarios.

We continue to promote the application of 4G energy-saving technology such as symbol power saving, channel shutdown, carrier wave shutdown, and small base station shutdown technologies. We study and pilot new energy-saving technologies such as sub-frame silent mode, channel silent mode, light sleep mode, and deep sleep mode of 5G network.

We have launched the campaigns of National Energy Efficiency Promotion Week and National Low-carbon Day, and call on stakeholders such as employees and customers to join in the energy conservation and low-carbon initiatives on Weibo and WeChat. Also, we have organized activities such as carbon emissions calculation, expert interviews, and green life photography exhibition to promote best practices and spread the idea of low-carbon and green development.

Performance in 2020

Indicators	2018	2019	2020
Total CO_2 emissions (million tonnes)[1]	16.17	17.32	18.18
Direct GHG emissions (Scope 1) (million tonnes)	0.31	0.28	0.24
Indirect GHG emissions (Scope 2) (million tonnes)	15.86	17.04	17.94
Carbon emission intensity (tCO_2e/ RMB10,000)	0.219	0.232	0.237
SO_2 emissions (tonnes)[2]	35.93	9.28	2.75
Carbon emission from commute (10,000 tonnes)	39.45	50.77	43.88
Carbon emission from business travel (10,000 tonnes)	7.10	8.19	5.76
Direct Energy Use			
Natural gas consumption (million m^3)	11.2	11.0	8.5
LPG consumption (100 tonnes)	2.7	2.3	1.3
Coal gas consumption (million m^3)	0.05	0.08	0.07
Coal consumption (10,000 tonnes)	0.2	0.05	0.01
Gasoline consumption (million liters)	112.4	101.3	83.3
Diesel fuel consumption (million liters)	14.8	13.1	16.1
Indirect Energy Use			
Total electricity consumption (TWh)	24.47	26.40	29.23
Purchased heating costs (RMB million)	123.4	157.9	153.0
Energy Conservation			
Total electricity saved (TWh)	2.66	2.21	2.51
Equivalent to reducing costs by (RMB billion)	3.77	2.16	2.53
Equivalent to reducing GHG emissions by (10,000 tonnes)	170.6	141.5	155.1
Overall energy consumption per unit of telecom business (kg standard coal/RMB10,000)	10	6	5

Indicators	2018	2019	2020
Percentage decrease of overall energy consumption per unit of telecom business (%)	53	40	18
Reduction in overall energy consumption per unit of information flow (%)	57	43	21
Number of inter-provincial video conferences organized by the headquarters[3]	970	1,184	762

Note: 1. Carbon dioxide (CO_2) is the only type of GHGs generated in our operations, and over 95% of our CO_2 emissions come from the use of electricity. CO_2 emissions are calculated mainly in accordance with the *Guidelines for National Greenhouse Gas Inventories* issued by the Intergovernmental Panel on Climate Change (IPCC) of the United Nations in 2006, and the baseline emission factors for China's regional power grid released by the National Development and Reform Commission of China in 2017, and the baseline emission factors for China's regional power grid released by the Ministry of Ecology and Environment of China in 2019.

2. SO_2 is the main type of emissions generated in our operations, mainly from coal burning in certain regions.

3. Amid the pandemic, we have a limited number of on-job employees and meeting attendees. The number of meetings we organized in 2020 declined compared with the previous years.

Waste Discharge

Our management approach and actions

We continuously strengthen the management of various solid wastes, and strictly comply with relevant national laws and regulations for waste storage, transportation, disposal to prevent pollution risks and keep improving comprehensive utilization.

Retail, channels, and support teams, the three lines of business, jointly work to promote recycling service for used mobile phones, thereby facilitating eco-friendly development. In 2020, we collaborated with four terminal recycling enterprises to collect 26,575 used devices.

To strengthen and standardize the management of various types of solid wastes, we keep detailed records and make sure relevant information is available, accurate and credible.

Performance in 2020[1,2,3]

Indicators	2018	2019	2020
Non-hazardous solid waste produced (10,000 tonnes)	/	7.14	6.32
Non-hazardous solid waste comprehensively utilized (10,000 tonnes)	/	7.21	6.94
Storage capacity of comprehensive utilization of non-hazardous solid waste in previous years (10,000 tonnes)	/	0.51	1.17
Comprehensive utilization rate of non-hazardous solid waste (%)[4]	/	93.93	91.32
Non-hazardous solid waste intensity (kg/RMB10,000)	/	0.96	0.82
Hazardous waste produced (10,000 tonnes)	/	1.89	1.78
Hazardous waste disposed (10,000 tonnes)	/	2.17	2.26
Storage capacity of non-hazardous solid waste disposed in previous years (10,000 tonnes)	/	0.58	0.61

Indicators	2018	2019	2020
Disposal rate of hazardous waste (%)[5]	/	84.30	92.06
Hazardous waste intensity (kg/RMB10,000)	/	0.25	0.23
Total amount of materials used for producing devices (tonnes)	9,394	12,396	12,899
Total packaging material used for terminal device production (tonne/per unit of production volume)	0.00022	0.00041	0.00049

Note:1. In the next few years, China Mobile will strive to reduce the non-hazardous waste, electronic waste and hazardous waste in office and marketing activities. However, due to the direct relationship between the amount of waste in network operation and the rapid development of the Internet as well as the continuous update and iteration of equipment, it is not easy to achieve the expected goal for the time being.

2. Since 2019, we have updated and standardized the scope for the statistics of different types of solid waste in accordance with the requirements of the *Notification on Issuing the Statistical Report on Energy Conservation and Ecological Environmental Protection of Central State-owned Enterprises* issued by the SASAC. We will disclose new indicators on a rolling basis every year.

3. Our operation generates three types of solid wastes: non-hazardous solid waste, electronic waste and hazardous waste. The non-hazardous waste, and electronic waste consist of non-hazardous solid waste.

4. The comprehensive utilization rate of non-hazardous solid waste refers to the ratio of the total usage of non-hazardous solid waste minus the total previous usage to the total non-hazardous solid waste during the reporting period.

5. Hazardous waste disposal rate refers to the ratio of the amount of hazardous waste disposed of during the reporting period minus the amount of hazardous waste disposed of in previous years to the amount of hazardous waste generated.

Water Resources

Our management approach and actions

Strictly complying with relevant requirements of the *Water Law of China* and the *Water Pollution Control Law of China*, we have formulated the water saving target of "zero growth rate of per capita water availability". We continuously strengthen daily water use management, tighten sewage discharge control, advocate water conservation, and encourage application of wastewater recycling technologies, striving to reduce water consumption.

We installed rainwater-type fresh air conditioners in base stations and equipment rooms. The rainwater collection system replaces tap water to supply water for the fresh air conditioners, which saves water.

We mainly rely on the unified municipal water supply for daily office work, production and operation; and there is no risk concerning water resources.

Performance in 2020

No water sources were significantly affected by withdrawal of water in 2020.

Indicators	2018	2019	2020
Total water consumption (million tonnes)	35.12	36.29	38.31
Water consumption per capita (tonnes)	76	80	84

Environmental Pollution Prevention and Control

Our management approach and actions

We have formulated the *Management Measures for Prevention and Control of Environmental Pollution Risks*, which clarifies the responsible departments and emergency response plans for major risks in the Company's environmental management. The assessment & inspection mechanism is developed to foster a long-term efficient environmental risk control mechanism.

We have issued the *Notification on Implementing the Memorandum on the Environmental Protection of Telecom Base Stations*, which urges our provincial companies to improve the environmental protection management system, environmental impact registration, environmental monitoring, information disclosure, as well as popularization and publicity.

Performance in 2020

Considering our planned construction, procurement and logistics, operation & maintenance, marketing, daily office work and other operations, we sorted out 22 environmental pollution risks in 5 categories, including air, water and soil, solid waste, electromagnetic radiation and noise, so as to better cope with risks.

In 2020, our business operations did not exert major negative impacts on the environment and natural resources.

Eco-friendly Products and Services

Our management approach and actions

We have compiled the *Green Supply Chain Research Plan*, and led suppliers to engage in energy conservation and emission reduction with our actions and technologies, thus contributing to ecological protection.

MIGU has innovatively created a 5G "Cloud Series" business model, and organized activities online instead of offline, which reduced operating costs and promoted energy conservation and emission reduction.

We actively develop ICT-based solutions for environmental management such as construction of smart construction sites, smart industrial parks and smart lightening, providing innovative means for ecological governance and biodiversity protection.

Performance in 2020

Indicators	2018	2019	2020
Online sales volume (RMB billion)	478.5	563.5	525.2
Number of e-procurement projects	appr. 10,000	appr. 34,000	appr. 46,000
Paper documents saved due to the whole-process electronic procurement (10,000 copies)	appr. 14.1	appr. 48.0	appr. 64.5