

Sustainability Report 2022

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Sustainability Report



Message From **CHAIRMAN**

2022 is an important year for the new journey towards the establishment of a modern socialist country and progression towards bicentenary goals, as well as the starting year for the Company to fully implement its new strategic plan. Facing the combined impact of multiple unexpected factors, the Company resolutely implemented national strategic plans, and maintained strategic determination. The Company has undertaken its responsibility as a central state-owned enterprise in major initiatives such as Cyber Superpower, Digital China, technological innovation and rural revitalization, made outstanding contributions in major events such as the Winter Olympics, the battle against the pandemic and major assurance initiatives, and devoted efforts in key challenges such as reform and transformation, making up for shortcomings and building advantages. China Unicom has contributed its wisdom, solutions and strength to promote the integration of corporate development into the sustainable development cycle of economy, society and environment.

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Highlight

Mission & strategic upgrade

To break new ground



Environmental

China Unicom actively responded to the threat of climate change, improved the green management throughout the full life cycle of products, coordinated and promoted green management, network construction, operation and other work, built a green supply chain, innovated information-based solutions, empowered the green development of the whole society, thereby contributing to carbon peak and carbon neutrality, and promoting the formation of a green and low-carbon production mode and lifestyle.

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Achieving Low-carbon Production and Operation

- Promoting green and low-carbon technology for energy conservation
- Building a green supply chain
- Promoting green and low-carbon operation

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Promoting green and low-carbon production

- **Promoting energy saving and consumption reduction in 5G network**
- **Building green data centres**

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Actively responding to climate change

- **List of Climate Change Risks**

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Empowering the Green Development of Society

- Empowering ecological and environmental protection
- Empowering the green transformation of industries

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Optimising the green management

- the "3 + 5 + 1 + 1" action plan for carbon peak and carbon neutrality

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Communication support for major events, rescue and disaster relief & epidemic prevention and control

- **Supporting major events**
- **Communication support for the Beijing Winter Olympics Games and Winter Paralympic Games**
- **Participating in disaster relief**
- **Supporting scientific & technological pandemic prevention**

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Social

Focusing on “people’s need” and “needs of the industry”, China Unicom has been accelerating the deep integration of the digital economy and the real economy, and strives to become the “key force” and “leading player” that drives Chinese-style modernization through digital, network-based and intelligent transformation. Always adhering to the original aspiration of “people’s post and telecommunications for the people”, and to meet the demand for quality upgrade of digital consumption, China Unicom launched “eight gold and eight silver” key products, released a special service plan for senior citizens, offered diversified innovative applications involving smart education, smart medical care as well as smart culture and tourism, and promoted inclusive services for people’s livelihood.

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Resolutely Serve as the “Pillar” to Build a Solid Digital Base

China Unicom accelerated the construction of intelligent comprehensive digital information infrastructure with the characteristics of “high-speed and ubiquitous, air-space-ground integration, cloud-network integration, intelligent agility, green and low-carbon, and secure and controllable”, to build a solid digital base for economic and social development.

- Construction of New Infrastructure
- Accelerating the construction of four premium networks
- Continuous deepening of co-build co-share
- Application of new technologies to improve quality
- Supporting major events
- Participating in disaster relief
- Supporting scientific and technological pandemic prevention

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Strive to Become the “Leader” in Supporting Modern Industries

China Unicom gave full play to its advantages of information and communication network technology, accelerated the development of modern industrial system, facilitated the deep

integration of digital economy and real economy, promoted the development of digital economy and the upgrading of information consumption, and made full efforts in the field of digital economy, so as for the whole society to further share the new achievements brought by the development of information communication.

- Empowering the Construction of Modern Industries
- Supporting the construction of digital government and smart cities
- Building the No.1 brand of “5G + Industrial Internet”
- Digital empowerment of livelihood services
- Unicom Cloud Empowers Industry Transformation
- Building a Systematic Capability System

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Make Every Effort to Become the “Frontline Troop” of Innovation-driven Development

China Unicom adhered to the innovation-driven development to serve the national strategy, adhered to the “two-wheel drive” of market and innovation, firmly grasped the direction of digital, network-based and intelligent transformation, and accelerated the construction of a technology engine to drive the high-quality development of the Company in the new era, becoming an essential part of the national strategic scientific and technological strength.

- Deepening the Innovation of Scientific and Technological Innovation Mechanism
- Strengthening Core Technology Research
- Further Promoting the Digital and Intelligent Transformation

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Committed to Serving as the “Escort” of Network Security

Adhering to the overall national security concept, China Unicom has identified “Big Security” as its main responsibility and main business, took practical actions to fulfill its responsibility as the “national team, key force and frontline troop”, and built the “No. 1 security shield of the country, government and people” for the digital economy.

- Improving core security capabilities
- Consolidating the Cybersecurity Lines of Defence
- Strive to forge a “protective net” for a strong network
- Resolutely protecting data security and user privacy
- Preventing and combating telecommunications network crimes
- Carrying out cybersecurity & information security publicity & education
- Effectively Ensuring Production Safety

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Actively Building a Win-win “New Ecosystem” for the Digital Industry

China Unicom actively joined hands with its partners to forge ahead with courage and perseverance. Facing the strategic opportunities brought by the simultaneous resonance of

China's modernisation and the new generation of digital revolution, China Unicom made joint efforts to win the "team competition" for the high-quality digital, network-based and intelligent development, and made joint efforts to embark on a new journey of China's modernisation.

- Cohesion for Win-win Development
- Working Together with Partners
- Precise Development through Capital Cooperation

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Building a "New Highland" for Innovative Talents Aggregation

China Unicom attached great importance to talent cultivation, promoted talent development in depth, accelerated the establishment of competitive advantages in talent resources, built a high-level talent training platform, cultivated a number of leading and high-level innovative talent teams, and continuously built new momentum and new advantages for development. At the same time, the Company fully respected and protected the basic rights and interests of each employee, and committed itself to creating a career platform for employees to demonstrate their talents and grow together with the firm.

- Promoting Talent Structure Adjustment
- Protecting Basic Rights and Interests of Employees
- Facilitating Communication and Growth of Employees
- Creating a Happy Life for Employees

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Building a “Booster” for People’s Livelihood

The improvement of people’s livelihood is crucial to the overall situation of China’s modern development. China Unicom regarded improving the well-being of the people and promoting their all-round development as the starting point and goal of digital development. The Company continuously enriched the connotation of its communication products and services, actively conveyed the warmth of public welfare, promoted employment, safeguarded the legitimate rights and interests of employees, and continuously enhanced the sense of gain, happiness and security of the people.

- Providing Warm and Intelligent Services
- Engaging in Public Charity to Benefit the Society
- Comprehensively Promoting Rural Revitalisation

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Governance

The Board is committed to high standards of corporate governance and recognises that good governance is vital for the long-term success and sustainability of the Company’s business.

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Board of Directors



Board Committees



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HUMAN RESOURCES DEVELOPMENT



China Unicom focuses on its core value of “employee-friendly” and emphasises that employees are the fundamental cornerstone of corporate development. We always pay attention to the common growth of employees and the Company, and strive to maintain the comprehensive development and vitality of employees. In 2022, we managed human resources based on the strategic positioning of talent-led development, with the implementation of the “1 + 9 + 3” strategic planning system as a priority. The guidance opinion on strengthen the enterprise through talents was effectively implemented in the first year and provided a strong guarantee for the Company’s high-quality development.

China Unicom insisted on improving efficiency and controlling the total number of employees. The Company implemented target management of employment efficiency, differentiated and controlled the total number of employees of organisations at all levels. In 2022, the labour productivity of the Company continued to improve and the total number of employees was basically stable while increasing investment in strategic resources. The Company also intensified its efforts in attracting talents for undergoing transformation and staffed new recruits precisely. In 2022, the number of new employees from campus recruitment increased by 25% year-on-year, which were mainly assigned to take on transformational positions in the innovation field. The Company implemented the “New Seedling Scheme” in a unified manner to build a training system by covering five stages from contract

signing to the first anniversary of induction, with an aim to accelerating the growth of graduates.

China Unicom increased investment in strategic resources guided by its strategies. The Company implemented structural labour cost policies, and formed a new pattern of precise allocation of labour cost and resources as well as integrated development through a combination of policies consisting of “structural adjustment of existing employees + centralised coordination of new recruits + stimulating the vitality of frontline units + strategic resource guarantee + targeted support”. The Company adopted performance-based compensation as the principal mechanism with a diversified remuneration structure, optimised its value creation based internal remuneration distribution mechanism, improved the rights protection mechanism for employees in difficulties, so as to coordinate and optimise the distribution and widen the gap in remuneration. The Company provided diversified incentives and flexibly offered mid and long-term incentives, which in turn enabled it to complete granting the second batch of the restricted shares of China United Network Communications Limited (“A Share Company”) of 0.8 billion shares to 7,700 persons, thereby building a community of shared interests and risks.

China Unicom conducted comprehensive analysis on the leadership team structure and the overall planning according to the needs of the Company’s new strategy implementation by focusing on the top-level design. The Company continuously optimised the quality and ability of management

personnel, promoted the development of the structure for the management personnel, strengthened the supervision of management personnel and further motivated managers at all levels to take new responsibilities and act in the new era. The Company regularly carried out talent exchanges and trainings for outstanding young managers in the northern and southern as well as eastern and western regions, despatched outstanding managers to provincial branches under difficulties to offer “group-based” support, with targeted support to provincial branches in Tibet and Xinjiang. In addition to the establishment of the industry corps and the selection of excellent persons to take charge of strategic business units, the Company also implemented the “Emerging Industry Cadre Project” to foster young and energetic talents for emerging industries, promoted the gradual optimisation of the professional structure and the continuous improvement of the overall function of the leadership at all levels. The Company continuously improved the appraisal and evaluation system, refined the mechanism for promotion and demotion of management personnel, comprehensively promoted the contractual management of managers’ tenure system, coupled with intensifying its efforts in performance appraisals to continuously stimulate their vitality.

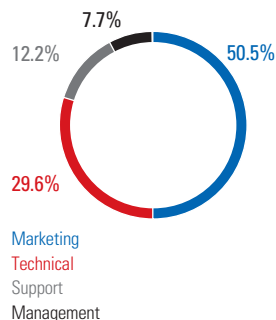
The Company actively implemented “the workforce development strategy” and sought to build a powerful enterprise with talents, optimised the structure of the talent team for scientific and technological innovation, improved the quality of the talent team, sped up the establishment of

talent and innovation advantages to create a “strong magnetic field” for attracting talents. By implementing key talent projects such as “gathering technological talents, emerging industry managers, introduction of young talents, and development of proprietary capabilities”, the Company kept stepping up its efforts in the cultivation and introduction of outstanding talents. With the proportion of scientific and technological innovation talents exceeding 30%, the Company has built a four-level professional talent echelon that consists of 20,000 leaders, experts, backbones and cutting-edge talents. In response to the national policy for stabilising employment, the Company recruited more than 13,000 employees through campus recruitment and social recruitment, reaching a new high in recent years, and providing more strivers with a great place to start their careers. The Company was the only player in the industry being recognised as the “World’s Best Employer 2022” by Forbes.

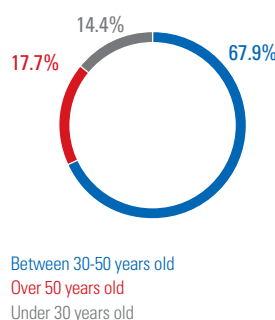
Focusing on the implementation of the Group’s “1 + 9 + 3” strategic planning and prioritising the cultivation of various talent teams to strengthen strategic capabilities and improve innovation capabilities, the Group formulated the annual key training plans for management personnel and professionals. According to professional characteristics, the Group established competency standards, improved curriculum systems, empowered through training and provided capacity certification, all with a view to enabling independent cultivation of key capabilities systematically, and continuous to carry out digital empowerment for key groups to improve professional capabilities and quality.

ANALYSIS OF STAFF COMPOSITION

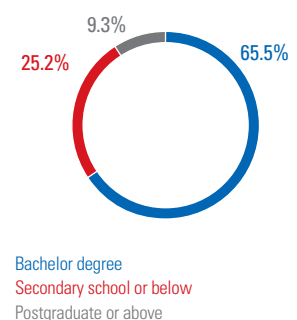
PERSONNEL BY PROFESSION



BY AGE



BY EDUCATION BACKGROUND



For further details of Human Resources Development, please refer to the relevant sections of the Company’s detailed Sustainability Report 2022. Please visit the Company’s website at www.chinaunicom.com.hk.