

Human Resources Development

China Unicom adheres to the principle of being employee-friendly, and has always strived to drive the mutual growth of employees and the Company, and continuously stimulates the vitality and development momentum of its workforce. In 2025, China Unicom further deepened the implementation of its strategy of strengthening the Company with talent, optimised the talent structure, focused on improving personnel efficiency, and established a healthy performance evaluation culture, thereby driving the formation of a favorable situation where the “three teams” of management talents, professional technical talents, and skilled talents. The teams perform their duties, fulfil their responsibilities, showcase their abilities, and achieve interconnected growth.

Continuously strengthened comprehensive analysis and planning, and continued to select and enhance the management team. The Company carried out in-depth analysis and planning for the building of management teams of subsidiaries. By fully leveraging the enthusiasm of management personnel of all age groups, the Company continuously increased efforts to cultivate and utilise outstanding young management talents, and consistently enhanced the construction of the management personnel echelon. The Company provided targeted training for outstanding management talents, and carried out cross-regional and cross-position exchange and training in an organised and planned manner, placed them on the frontline of operation and development for practical experience, and in major projects and important positions for further tempering. China Unicom continued to improve the supervision system for management personnel, combining daily and special supervision to enhance supervisory effectiveness. The Company continuously promoted the term system and contractual management for management personnel, strengthened the application of assessment and evaluation results, and deepened upward and downward mobility for management personnel. The Company continuously carried out the initiatives of “Incentivising Responsibility and Action, Boosting the Spirit of Entrepreneurship”, continuously guiding the establishment and practice of a correct outlook on performance.

Continued to accelerate the establishment of a strategic talent team, with notable strengthening of the high-level scientific and technological talents and high-skilled talents. The Company continuously optimised the talent structure that supports high-quality development, made solid progress in talent cultivation, and continuously enhancing the quality and efficiency of talents, both the scale and quality of the talents have advanced. The scale of scientific and technological talents continued to expand, and the Company established a team of a hundred high-level scientific and technological talents. It strengthened tailored “one talent, one plan” development support and liaison services, and implemented dedicated programmes to support young scientific and technological talents, thereby fully stimulating their initiative and creativity and effectively enabling them to unleash their potential. The structure of skilled talents has been continuously optimised, with a focus on strengthening the high-skilled talent teams, including establishing a team of superior technicians, and enhancing skilled talents’ overall quality, skill levels and innovation capabilities.

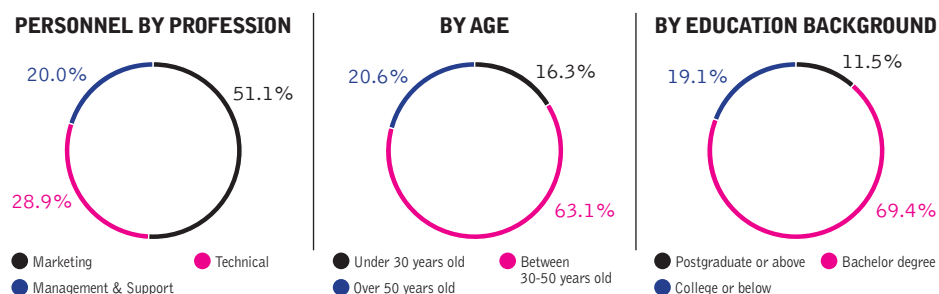
Continued to build an education and training system, strengthening systematic training and development. With a focus on the objectives of resource coordination, practical training emphasis and differentiated capability enhancement, the Company formulated and implemented annual key training plans for the “three teams” and continued to carry out targeted training programmes. The Company implemented the fundamental training system and continued to organise key programmes such as training programmes for management personnel, advanced study programmes for young and middle-aged

management personnel, and exemplary programmes for outstanding management talents. With a focus on enhancing professional capabilities, the Company optimised and iterated professional capability certification standards and coordinated empowerment training across various professional fields. With a focus on capability self-development, the Company improved the certification system centred on key businesses, enhanced supporting course and question banks, and continued to implement position competency certification.

Continued to strengthen overall workforce size management and steadily improve labour efficiency. The Company reinforced a performance-oriented approach, streamlined and efficiently allocated labour resources, and promoted a reasonable alignment between total workforce and operating performance. In line with the national stable employment policies, the Company actively fulfilled its corporate social responsibilities by providing job opportunities to university graduates, and it has recruited more than 20,000 university graduates over the past three years. The proportions of graduates with bachelor's, master's and doctoral degrees in science and engineering majors have reached record highs. The quality of talent recruitment has steadily improved, and the team of young scientific and technological talents has continued to expand. The Company strengthened overall workforce planning, broadened personnel exit channels, intensified market-oriented exit and adjustment efforts, further optimised the workforce structure and continued to improve labour efficiency.

Continued to strengthen and improve remuneration distribution management, enhancing labour cost effectiveness and employees' perception of remuneration. The Company optimised the labour cost allocation mechanism by linking wage growth to profit growth, raised the adjustment ratio of existing amounts, and closely linked the efficiency indicators to dynamic adjustments, improving the efficiency of resource allocation for labour costs. The Company reshaped the remuneration distribution system focusing on the "three teams", standardised remuneration management for management personnel, strengthened positive incentives for scientific and technological talents, allocated a specific total wage budget to support the development of strategic emerging and key fields as well as high-level talent teams, and fully utilised remuneration support policies for skilled talents, adhering to the principles of "higher performance and superior skills are rewarded with higher remuneration", continuously optimising the remuneration structure and reasonably determining remuneration levels across different groups. The Company carried out medium and long-term incentive programmes and advanced the share unlocks for Phase II of restricted share of China United Network Communications Limited ("the A-share Company") incentive scheme, thereby building a community of shared interests and risks.

ANALYSIS OF STAFF COMPOSITION



For further details of Human Resources Development, please refer to the relevant sections of the Company's detailed Sustainability Report 2025. Please visit the Company's website at www.chinaunicom.com.hk.