以人为本

我们坚持“以人为本”的发展理念，将人才视为公司高质量发展的根基。我们致力于打造尊重包容、协作共融的工作氛围，关注员工的成长需求与身心健康，让每一份付出都被看见，每一个梦想都能生长。我们每年针对员工关爱、健康体检等维度的满意度对全体员工进行调查。为进一步提升员工满意度，我们识别待改善项、持续优化并跟踪各项管理措施。

保护员工权益

我们严格遵守《中华人民共和国劳动法》等相关法律法规要求，同时参照相关国际规范如国际劳工组织公约，规范管理，维护员工的合法权益。

我们与员工签订正规劳动合同，设定合理的工作时间和休假制度，充分保障员工的合法权益不受侵害。制定全面的薪酬和雇佣政策，确保招聘和晋升过程的合规公开透明。

我们倡导多元化、平等化、人性化的工作氛围，坚持对歧视零容忍的原则，打造诚实互信、多元包容的工作环境。在招聘、薪酬、培训、晋升等方面，不因宗教、种族、性别、学历、外貌、年龄、国籍等歧视或不公正对待员工，还积极为弱势群体提供就业机会。

我们完善职代会制度体系，推进各级职工（代表）大会“应建尽建”，构建了从公司总部到基层企业的多级职代会体系。

我们制定正式、畅通的员工申诉通道，确保申诉人的合理诉求得到有效解决，同时确保申诉信息及其内容的严格保密。我们成立劳动争议调解委员会并制定劳动争议调解工作流程，申请人可提出劳动争议调解申请，在调解受理范围内且符合另一方当事人调解意愿的情况下，由调解员开展调解工作。

我们完善薪酬管理体系，对存量业务通过各种管理手段提升人效，增量业务给予高刺激激励，实现员工薪酬分配上的“责任与利益一致、能力与价值一致、业绩与收益一致”。 我们的可变薪酬政策与业绩相关，覆盖全体员工（包括非销售员工和基层员工等），持续吸引并保留关键人才。

我们为全体员工（包括正式员工、兼职员工及合同工）提供内容丰富的非薪酬福利。坚持依法合规为员工缴纳社会保险和住房公积金，并设立企业年金、购买补充商业保险，为员工医疗、养老提供更全面的保障。我们发布《华润三九员工关系与人事管理办法》等制度，明确符合法律、法规规定生育子女的，在子女三周岁以内，员工每年享受十日的育儿假。

护航员工发展

我们秉承“人才强企、发展共赢”的用人理念，构建畅通的职业发展通道与全方位的技能提升体系，致力于支持员工专业技能提升和全面素质，同时指导员工个人职业生涯规划，进一步释放员工潜能，激发组织活力，促进员工职业发展与公司经营发展双赢。

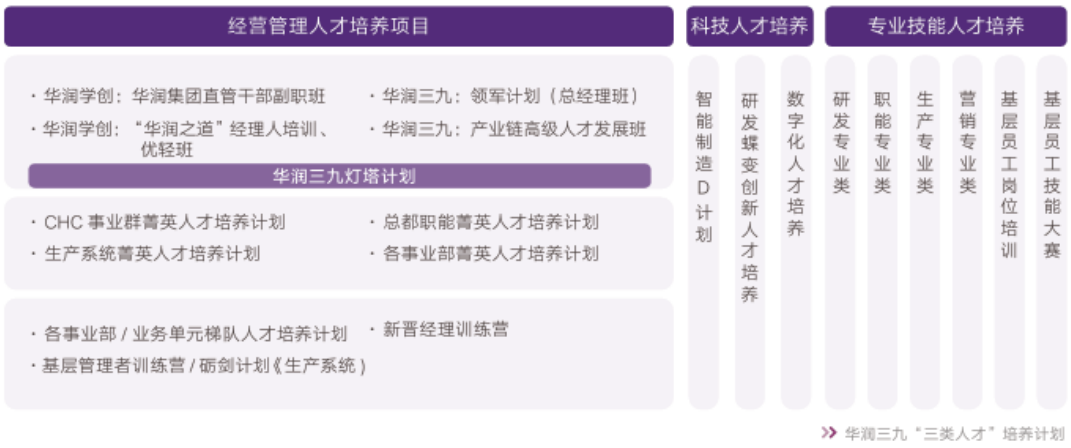
我们开展不同层级的人才盘点，围绕智能制造升级、银发健康产业发展等战略方向，运用数字化工具对校招需求进行系统性分析，全面梳理人才队伍建设情况，为人才储备与公司发展战略提供有力支撑。通过多种方式，加强与重点高校合作，动态优化招聘策略，为公司战略转型提供前瞻性人才供给保障。我们还建立分层分类的人才库体系和动态更新机制，重点储备科研骨干、技能骨干、数字化骨干及年轻后备干部等战略关键人才，并实施差异化培养路径，为公司战略落地提供坚实的人才梯队保障。

我们制定了《华润三九员工绩效管理制度》，并建立覆盖100%员工的绩效“评估-反馈-提升”闭环管理机制，为员工的专业素养提升与职业发展提供指导与支持。绩效评估方面，结合岗位性质实施差异化管理，并设定多元绩效评估方式，如“以目标为导向”的目标管理法、360度绩效评估等，激励员工完成个人目标及团队目标；绩效反馈方面，由直接上级通过面对面沟通等方式将绩效结果反馈至员工，同时建立员工绩效申诉机制，对绩效考核流程或结果存在疑议的，可向上级领导、人力资源部等有关部门进行申诉，并由相关负责人进行审核、调查、处理与反馈；绩效提升方面，结合绩效评估结果，由管理者为员工制订针对性的绩效改进计划，形成绩效改进目标，并通过定期会议或不定期沟通的方式为员工提供具体辅导与支持，同时在改进周期内检验达成情况。

我们结合自身医药行业优势与特色，面向包括高层、中层、基层领导者等在

内的全体员工(包括兼职、合同工在内)，相继开展并完成各种领导力培训项目，持续推动经营管理人才、科技人才、专业技能人才的培养，为核心人才精准赋能。

我们参加华润集团“未来之星”训练营医药营，同时开展针对应届生的管培生项目，采用导师制的培养模式，通过职场通识培训，开展党性教育、企业文化、公司业务、职场沟通等多元化课程，加速新员工融入华润，实施进岗实践培训，提升新员工岗位胜任力。



（图示为过往项目方案，后续政策、方案存在调整可能，以实际落地情况为准）

People-Oriented

We uphold the **people-oriented** development philosophy and consider talent the cornerstone of the Company's high-quality development. We are committed to fostering a respectful, inclusive, and collaborative work environment, focusing on employees' growth needs, and their physical and mental well-being, ensuring every contribution is seen and every dream can grow. Annually, we conduct satisfaction surveys among all employees covering employee care, health check-ups and other dimensions. To further improve employee satisfaction, we identify areas for improvement, carry out continuous optimization and track the implementation of various management measures.

Protection of Employees' Rights and Interests

We strictly abide by the *Labor Law of the People's Republic of China* and other relevant laws and regulations. We also refer to international norms such as conventions of the International Labor Organization (ILO) to regulate management and safeguard employees' legitimate rights and interests.

We sign formal labor contracts with employees, establish reasonable working hours and leave systems, and fully ensure that employees' legitimate rights are not infringed upon. Comprehensive compensation and employment policies are in place to ensure the compliance, openness, and transparency of recruitment and promotion processes.

We advocate a diverse, equal and people-oriented work atmosphere. We adhere to a zero-tolerance principle towards discrimination and build an honest, trusting, diverse, and inclusive work environment. In recruitment, compensation, training, promotion and other areas, we do not discriminate against or treat employees unfairly based on

religion, race, gender, educational background, appearance, age, nationality, etc. We also actively provide employment opportunities for disadvantaged groups.

We have improved the system for the Workers' Congresses, promoting the establishment of these congresses at all levels where applicable, and have built a multi-level Workers' Congress system from the corporate headquarters to grassroots enterprises.

We have established formal employee grievance channels, ensuring they are unobstructed and that the reasonable demands of complainants are effectively resolved, while strictly maintaining the confidentiality of grievance information and its content. We have established a labor dispute mediation committee and formulated labor dispute mediation procedures. Applicants may file mediation applications for labor disputes. Where the application falls within the mediation scope and the other party consents to mediation, mediators will conduct mediation.

We optimize the compensation management system. For existing businesses, we enhance workforce efficiency through various management methods; for new businesses, we provide high-stimulus incentives. This ensures that compensation distribution follows the principles of aligning responsibility with interests, competence with value, and performance with returns. Our variable remuneration policy is performance-based and applies to all employees, including non-sales staff and frontline employees, to continuously attract and retain key talent.

All employees (including full-time employees, part-time employees, and contractors) are provided with a wide range of non-monetary benefits. We make statutory contributions to social insurance and housing provident funds for employees. Enterprise annuity and

supplementary commercial insurance are also provided to deliver more comprehensive protection for employees' medical care and old-age security. We have issued policies such as the CR Sanjiu Employee Relations and Personnel Management Measures, which stipulate that employees with children born in compliance with laws and regulations are entitled to 10 days of annual parental leave until the child reaches three years of age.

Empowering Employee Development

We uphold a talent philosophy of "Strengthening the Enterprise with Talent, Achieving Mutual Development through Growth". We are committed to building unobstructed career development paths and a comprehensive skill enhancement system, supporting employees in improving their professional skills and overall competencies. We also guide employees in their personal career planning, further unleashing their potential, invigorating the organization, and fostering a win-win situation for both employee career growth and the Company's operational development.

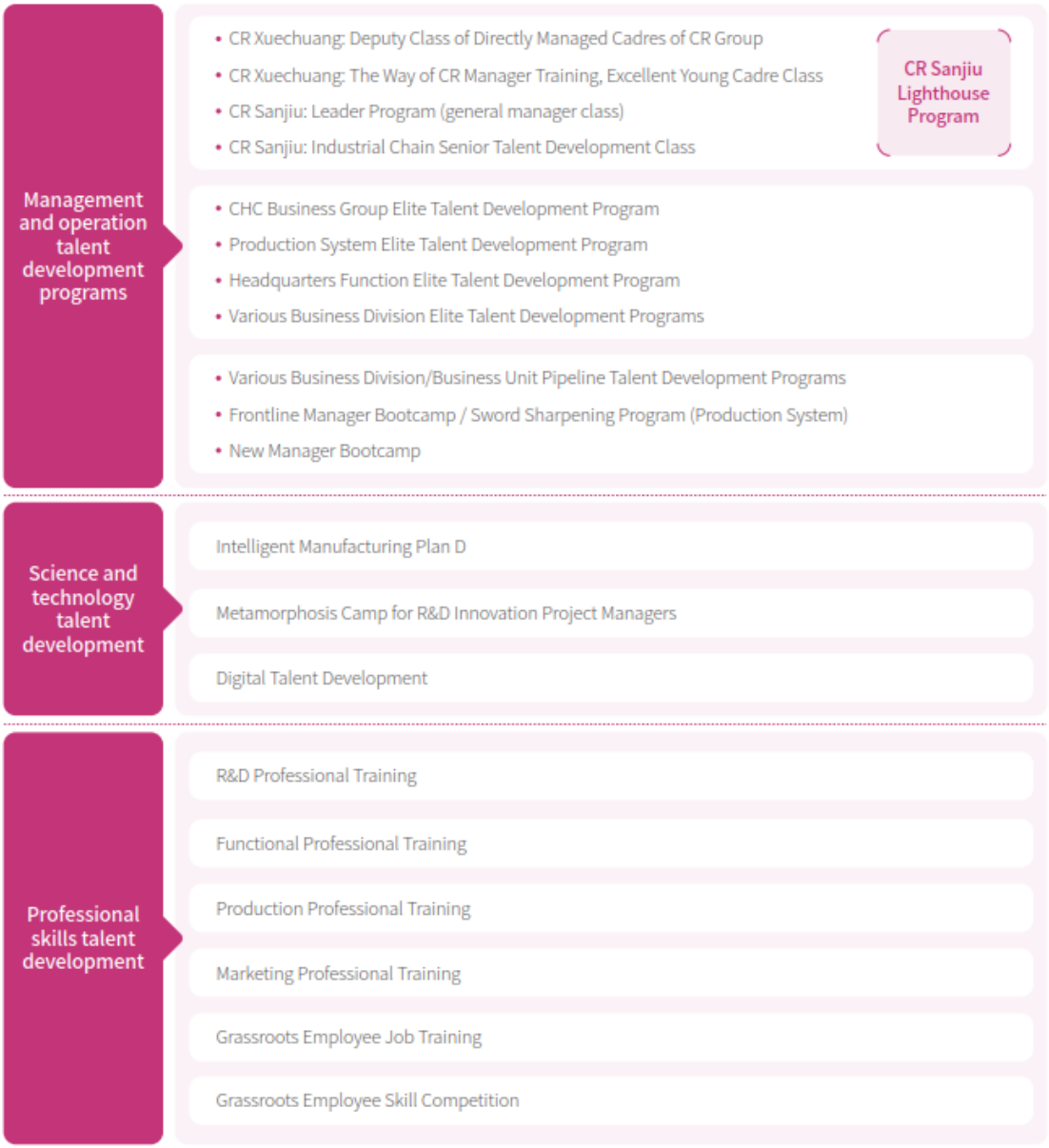
We conduct talent reviews at multiple levels. Focusing on strategic directions such as smart manufacturing upgrades and the silver health industry, we utilize digital tools for systematic predictive analysis of campus recruitment needs. We strengthen cooperation with key universities in various ways, dynamically optimize recruitment strategies, and provide forward-looking talent supply for the Company's strategic transformation. We have also established a categorized talent pool system with a dynamic update mechanism. We focus on strategically key talents including core R&D personnel, skilled technical experts, digital backbone talent, and young reserve

cadres, implementing differentiated development paths to provide a solid talent pipeline for executing corporate strategy.

We have formulated the CR Sanjiu Employee Performance Management Regulations and established a closed-loop “Evaluation-Feedback-Improvement” performance management mechanism covering 100% of employees. This provides guidance and support for enhancing employees’ professional competencies and career development. For performance evaluation: differentiated management is implemented according to the nature of positions, employing various performance assessment methods such as objective-oriented Management by Objectives (MBO) and 360-degree evaluations to motivate employees in achieving both individual and team goals. For performance feedback: direct supervisors provide performance results to employees through face-to-face or online communication. We have also established an employee performance appeal mechanism. Employees who have concerns regarding the assessment process or results may file an appeal to relevant departments such as their immediate supervisor or the Human Resources department. Designated personnel are responsible for reviewing, investigating, handling, and providing feedback on the appeal. For performance improvement: Based on the evaluation results, managers develop targeted performance improvement plans for employees, setting clear improvement goals. They provide specific coaching and support through regular meetings or ad-hoc communication, and monitor the achievement of these goals during the improvement cycle.

Drawing on our strengths and characteristics in the pharmaceutical sector, we have rolled out various leadership development programs for all employees (including part-time and contract staff), including senior, middle and front-line leaders. We continuously cultivate

management talents, scientific and technological talents and professional skilled personnel to enable core talent development. We participate in the Pharmaceutical Track of China Resources Group's "Future Star" Training Camp, and run a management trainee program for new graduates. Adopting a mentor-based development model, we deliver diversified courses including courses on Party education, corporate culture, business operations, and workplace communication. On-the-job practical training is implemented to enhance their role-specific competencies.



（The diagram illustrates the approach adopted in previous projects. Policies and schemes are subject to changes; the actual implementation shall prevail.）