

# **Employee Development and Training Statement**

## **1. Employee Recruitment and Talent Pooling**

### 1.1 Employee Recruitment Plan

Jointly with the management of each department, the Company's Human Resources Department formulates the annual recruitment plan for the next year in the fourth quarter of each year based on the current talent pool and actual business needs. While continuously strengthening internal and external referrals and incentive policies, the Company accurately delivers effective talent supply, and ensures that the growth of staffing size and corresponding labor costs is aligned with the growth of the Company's economic benefits.

In terms of graduate recruitment, the Company actively carries out online and on-campus recruitment in the middle of each year. The headquarters and subsidiaries track the whole recruitment progress by hierarchical and regional management, providing employment and training opportunities for university graduates.

### 1.2 Talent Pooling at All Levels

To drive the Company's sustainable development and guarantee the effective supply of high-quality talent, the Company actively builds and continuously enhances talent pools such as the "Jingying (Elite) Programme" and the "Senior Executive Succession Pool", and has established a "Three-tier Qualification Certification Mechanism", cultivating a team of professional technical talents and outstanding young managers. In talent selection and appointment, the Company gives priority to candidates drawn from these talent pools. In terms of development, the Company's Human Resources Department collaborates with business departments to co-create integrated online-and-offline systematic development plans, arranges for talents to participate in internal and external training, and strengthens their practical experience.

In addition, the Group has established a two-way cadre mobility mechanism between the headquarters and subsidiaries, and launched the "Dunmiao" (Grassroots Strengthening) and "Yumiao" (Seedling Cultivation) programs to provide dual-track developmental opportunities and accelerating the cultivation of well-rounded, versatile management talents who are capable of solving practical problems.

## **2. Employee Development and Training**

### **2.1 Business Training**

In response to the actual business needs of various departments, the headquarters organizes targeted professional training regularly or occasionally to continuously improve the professional competence of employees in corresponding positions. Core categories of professional training include: customer service, safe operation, engineering management, financial management and smart energy. Meanwhile, a certification system is implemented for frontline positions — such as safety inspection, gas appliance maintenance, and metering management — to effectively upgrade their professional capabilities and better create value for customers and the Company.

### **2.2 Management and Leadership Training**

To continuously enhance the leadership of managers at all levels, strengthen operational management thinking and capabilities, and enhance cross-departmental communication and teamwork, the Group Headquarters launches updated systematic development projects every year tailored to the learning needs of various management groups. The training content covers leadership, management skills and team building training.

Furthermore, the Group publishes quarterly learning tasks on its own online learning platform for all employees, covering topics such as innovative thinking, performance improvement, influencing skills, problem-solving and project management.

### **2.3 Cooperative Training with Academic Institutions**

Cooperate with professional expertise from external institutions, the headquarters provides employees with training on gas industry policies, helping managers to gain a more comprehensive understanding of the gas market, broaden their perspectives, and effectively plan and implement their strategies.

### **2.4 Employee Ethics Training**

The Group Headquarters conducts business ethics training focusing on anti-corruption and anti-commercial bribery for all employees, including regular contract staff and dispatched workers. The training aims to strengthen employees' awareness of integrity at work and foster an integral corporate culture.

## 2.5 Employee Growth Support

The Company encourages employees to participate in programmes that are beneficial to their self-enrichment and career development, thereby enhancing their professional knowledge and skills. The Company supports and encourages employees to participate in training organized by industry associations and professional institutions; purchases books or course materials for employees; provides study/examination vacations; and reimburses course fees and grants rewards to employees who pass examinations for professional qualifications related to their business.

## **3. Employee Performance Evaluation and Incentives**

The Company not only focuses on employees' work outcomes, but also on their continuous improvement. Through ongoing and periodic performance management, it promotes both the improvement of individual competency and overall performance. Taking organizational performance as the prerequisite, and based on objective communication and performance coaching, the Company decomposes task objectives level by level to clarify each employee's work targets and direction of effort.

Employee performance appraisal results serve as the evaluation standard for salary payment, performance-based salary adjustment, awards and recognition, job rotation, promotion and training empowerment.

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