



3.1 Diversity, Equity, and Inclusion

To create a stable and appealing work environment for talent retention, we incentivize the development of internal talent through various programs and policies. We regularly refer to the [Global Culture Report](#) and conduct surveys to understand our employees' expectations and work towards continuous improvement. In addition, we systematically cultivate and attract external talents through corporate internships, government projects, and other initiatives. Our goal is to establish a globally operable and talent-focused structure that emphasizes localization, gender equality, inclusivity, and talent retention.



Employee Structure and Gender Equality

GRI 2-7/2-8/202-2/405-1



Gender-balanced

52% Female / 48% Male

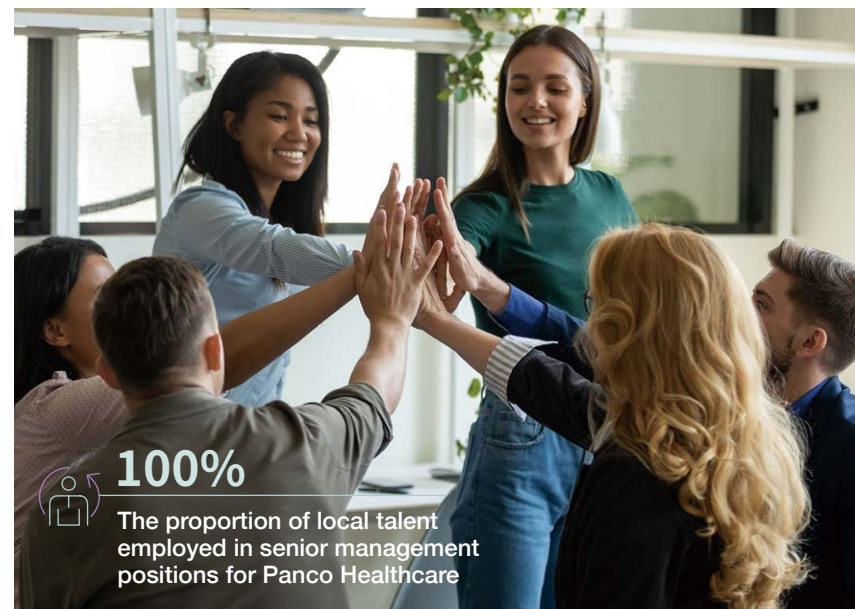
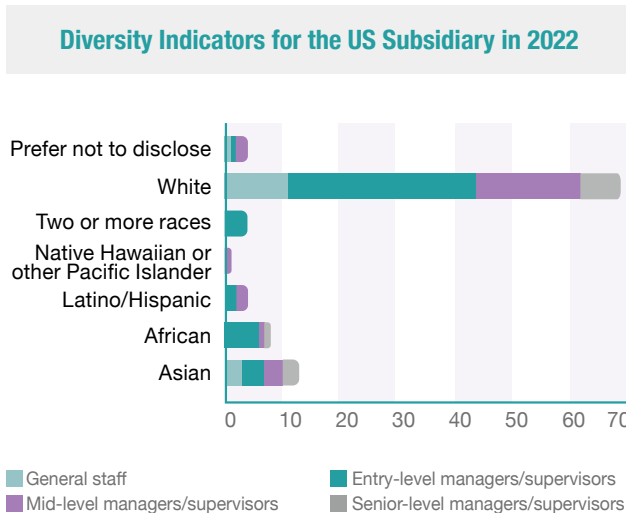
All employees at PharmaEssentia and Panco Healthcare are full-time staff (regular or non-fixed term contracts) and work at least 40 hours per week. In addition to full-time employees, PharmaEssentia also employs 3 other types of workers (1 outsourced employee, 1 intern, and 1 regularly contracted employee). We value gender equality as well as diversity in terms of race and nationality among our employees, and the male-to-female ratio among senior executives is evenly distributed.

PharmaEssentia / Panco Healthcare 2022 Employee Structure Table

Classification	Category	PharmaEssentia						Panco Healthcare					
		Male		Female		Total		Male		Female		Total	
		Person	%	Person	%	Person	%	Person	%	Person	%	Person	%
Job Level	ManageMalet Executives (Vice President and above)	3	75%	1	25%	4	1%	0	0%	1	100%	1	6%
	Senior Managers (Director and above)	12	55%	10	45%	22	8%	0	0%	0	0%	0	0%
	Middle Managers (Manager and above)	19	61%	12	39%	31	11%	2	50%	2	50%	4	22%
	Supervisors (Team leader)	18	60%	12	40%	30	10%	1	100%	0	0%	1	6%
	General Employees	87	44%	113	57%	200	70%	8	67%	4	33%	12	67%
Age	30 years old and below	29	46%	34	54%	63	22%	0	0%	1	100%	1	6%
	30-50 years old	93	48%	102	52%	195	68%	10	77%	3	23%	13	72%
	51 years old and above	17	59%	12	41%	29	10%	1	25%	3	75%	4	22%
Education	Doctorate Degree	23	70%	10	30%	33	11%	1	100%	0	0%	1	6%
	Master's Degree	81	47%	90	53%	171	60%	4	67%	2	33%	6	33%
	Bachelor's Degree	34	43%	46	58%	80	28%	6	55%	5	45%	11	61%
	Other	1	33%	2	67%	3	1%	0	0%	0	0%	0	0%
Years of Work Experience	Less than 1 year	42	51%	40	49%	82	29%	3	100%	0	0%	3	17%
	1-3 years	17	36%	30	64%	47	16%	2	40%	3	60%	5	28%
	3-5 years	14	42%	19	58%	33	11%	0	0%	1	100%	1	6%
	5-10 years	51	57%	39	43%	90	31%	6	75%	2	25%	8	44%
	10-20 years	15	43%	20	57%	35	12%	0	0%	1	100%	1	6%
Total		139	48%	148	52%	287	100%	11	61%	7	39%	18	100%

The proportion of local talent employed in senior management positions (middle management, senior management, and executive management) is 94.74% for PharmaEssentia and 100% for Panco Healthcare. The overall age range of employees is dominated by young and middle-aged adults aged 30-50, with most employees having 5-10 years of service.

At the end of 2022, the US subsidiary of PharmaEssentia included two LGBTQI+ employees. PharmaEssentia currently employs two (weighted as three) employees with disabilities, while Panco Healthcare and the US subsidiary do not have any employees with disabilities. The Group strives to create an equal, diverse and inclusive workforce structure.



The US Subsidiary Employee Structure Table

Classification	Category	2021						2022					
		Male		Female		Total		Male		Female		Total	
		Person	%	Person	%	Person	%	Person	%	Person	%	Person	%
Job Category	Direct revenue generation ^{Note1}	22	58%	16	42%	38	53%	24	57%	18	43%	42	41%
	Indirect revenue generation	18	53%	16	47%	34	47%	27	44%	34	56%	61	59%
Job Category	STEM ^{Note2}	7	54%	6	46%	13	18%	10	53%	9	47%	19	18%
	Non-STEM	33	56%	26	44%	59	82%	41	49%	43	51%	84	82%
Job Level	Top-level executives	5	83%	1	17%	6	8%	6	55%	5	45%	11	11%
	Middle-level executives	9	45%	11	55%	20	28%	12	44%	15	56%	27	26%
	First-level executives/supervisors	23	59%	16	41%	39	54%	28	56%	22	44%	50	49%
	General employees	3	43%	4	57%	7	10%	5	33%	10	67%	15	15%
Total		40	56%	32	44%	72	100%	51	50%	52	50%	103	100%

Note 1: Job categories that directly generate revenue include Regional Business Directors and Hematology Account Managers; job categories that do not directly generate revenue include Marketing, CMDA, IT, Legal, HR, etc.

Note 2: STEM refers to job categories related to mathematics, natural sciences, and engineering.

Note 3: All employees of the US subsidiary are full-time employees

Competitive and Fair Compensation

GRI 2-21 / 202-1 / 405-2

PharmaEssentia is fair in its payment of wages to all employees and conducts an annual salary review and survey to gauge market salary levels and overall economic indicators. Based on the achievement of annual business objectives, individual performance assessments and outsourced salary and benefit surveys, PharmaEssentia provides performance-based pay raises, promotions and structured pay adjustments, offering salaries above industry standards.

To develop our human resources, we offer diverse profit-sharing mechanisms to retain talent in addition to providing competitive compensation, such as issuing employee stock options, restricted stock units, and cash capital increase employee stock options to attract and retain outstanding professionals. These incentives encourage employees to innovate and improve the operational performance of the company to achieve sustainable management goals.

PharmaEssentia^{Note1} Compensation and Remuneration Ratio^{Note2} Between Male and Female Employees in 2022

Position		Average Basic Compensation Ratio	Compensation Ratio	Remuneration Ratio
Managerial Positions	Management Executives (Vice President and above)	0.75	0.75	0.94
	Senior Managers (Director and above)	0.81	0.81	1.11
	Middle Managers (Manager and above)	1	1	0.81
	Supervisors (Team leader)	1.15	1.15	1.36
Non-Managerial Positions	General Employees	1.06	1.06	1
Total Employees		1.22	1.25	1.22

Note 1: Due to the small number of employees in Panco Healthcare, and to protect the privacy rights of employees, the data in this table only includes employees in PharmaEssentia.

Note 2: Compensation refers to monthly salary; Remuneration refers to compensation plus bonuses.

PharmaEssentia^{Note1} Compensation Ratio of CEO and Employees in 2022

(Unit: NTD\$ Thousands)

Position	Compensation	Average Raise Percentage	Compensation Ratio
CEO Compensation	15,870	75.73%	13.44
Median Employee Compensation ^{Note2}	958	4.36%	17.37
Mean Employee Compensation	1,166	-	-

Note 1: Due to the small number of employees in Panco Healthcare, and to protect the privacy rights of employees, the data in this table only includes employees in PharmaEssentia.

Note 2: "Employee" refers to all employees including full-time and part-time employees but excluding the individual with CEO Compensation.

In the past 3 years, the total salary and average salary of full-time employees who are not in management positions (excluding managers) have both significantly increased, demonstrating the company's success in providing salary incentives to middle and high-level talent as well as promotions to employees, and continuously adjusting salaries for grassroots-level employees. The salaries of all



employees in Taiwan and the United States are regulated by local labor laws, and are not determined by race, gender, or other factors. In addition, the company's salaries in the United States are also based on AoN Radford Lifesciences Benchmarking Data.

PharmaEssentia Headquart Non-Managerial Full-Time Employee Compensation Data in the Past 3 Years

(Unit: NTD\$ Thousands)

	2020	2021	2022
Total Number of Employee	181	198	195
Total Compensation	196,378	228,391	270,448
Mean Compensation	1,085	1,153	1,166 (▲ 1.1%)
Median Compensation	853	918	907 (▼ 1.2%)

Note 1: The information in this table has been audited by Ernst & Young.

Note 2: The denominator of Mean Compensation is calculated as the weighted average total number of employees for the entire year, based on the proportion of months worked by salaried employees.

Panco Healthcare Non-Managerial Full-Time Employee Compensation Data in the Past 3 Years

(Unit: NTD\$ Thousands)

Total Number of Employee	18
Total Compensation	8,805
Mean Compensation	677
Median Compensation	516

The US subsidiary Compensation and Remuneration Ratio Between Male and Female Employees in 2022

Position		Compensation Ratio	Remuneration Ratio
Managerial Positions	Senior Managers (Director and above)	0.10	0.89
	Middle Managers (Manager and above)	0.94	0.87
Non-Managerial Positions	General Employees	1.31	1.31

Note 1: Compensation refers to monthly salary; Remuneration refers to compensation plus bonuses.