

Antibiotice **at**

Human Resources Policy

2024



The Human Resources Policy of Antibiotice S.A. reflects the organization's approach to attracting, training, developing, evaluating, and retaining employees, with the primary goal of identifying the most suitable individuals for each role, at the right time and place.

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Purpose of the Policy:

The main purpose of this policy is to align human resources with the company's organizational strategy and to direct the organizational culture towards innovation and performance. It involves implementing effective strategies for motivating and retaining valuable employees, as well as attracting new talents, in line with labor market trends.

Obiectives:

- 1. Analysis and Redefinition of Organizational Structures:** Adaptation of structures to modern human resources principles, considering business expansion needs, legal regulations, and market trends.
- 2. Adaptation of Motivational Packages:** Creation of attractive packages to attract and retain valuable employees, especially those in key roles.
- 3. Career and Succession Management:** Development and implementation of career and succession plans based on equal opportunity principles.
- 4. Development of Professional Training Programs:** Ensuring continuous development of employee competencies in specific areas.
- 5. Performance Evaluation:** Implementation of an effective employee performance evaluation system.
- 6. Promotion of the Academia A+ Platform:** Managing organizational knowledge through the internal platform.
- 7. Optimization of Organizational Climate:** Fostering an innovative and high-performance environment where employees are informed and actively engaged at all structural levels.

Core Principles of the Human Resources Policy:

1. **Transparency:** Equal and impartial access to relevant information within a unified procedural framework applicable to all employees.
2. **Equal Opportunity:** Use of clear and fair criteria for evaluating and selecting personnel, including training and development opportunities.
3. **Non-Discrimination:** Avoidance of any form of discrimination based on gender, sexual orientation, age, race, religion, ethnicity, etc.
4. **Compliance with Legal Standards and Data Protection:** Adherence to current legislation and protection of employees' personal data.
5. **Consistency:** Uniform and consistent application of the aforementioned principles across all human resources processes.
6. **Efficiency and Effectiveness:** Ensuring a fast and efficient recruitment and training process, aligned with organizational objectives.

I. Organization of Recruitment Processes

In the recruitment and talent acquisition process, we focus on identifying the best candidates in terms of knowledge, skills, abilities, and attitudes specific to the job positions, as well as those related to organizational behavior and managerial capacity (for leadership positions). Recruitment can be done through internal sources (targeting employees within the company who have the required qualifications for the job and wish to change their position or have this option included in their career plan) or external sources (targeting candidates from outside the company who meet the job specifications, candidates whose resumes are in the database, headhunting, or collaboration programs with educational institutions).

For initiating a recruitment process, the principles outlined are applied at all stages, namely: analyzing recruitment and hiring needs in alignment with the human resources plan and approved salary budget, defining the employee profile sought, and drafting the recruitment announcement. This also includes establishing and clearly communicating selection criteria, job responsibilities, working conditions, and compensation, as well as determining communication channels to ensure unrestricted access to information for all interested parties.

One or more communication channels can be chosen depending on the strategy and the job profile.

The compensation structure is designed to attract top talent, while ensuring internal equity and alignment with organizational objectives.

Our goal is for individuals participating in the recruitment process to benefit from fair, ethical treatment, respecting equal opportunities and avoiding any form of discrimination.

II. Development and Training of Human Resources

The development and training of human resources represent a key approach for attracting talent and retaining valuable employees, while also providing continuous career advancement opportunities.

In the process of creating and implementing employee development plans, we include all measures that contribute to the professional and personal growth of employees, with the goal of achieving organizational objectives.

Managers and team coordinators are responsible for closely collaborating with the Human Resources department to ensure that:

- Training and development practices are followed and aligned with the company's policy;
- Training needs of employees are correctly and objectively analyzed and identified;
- Conditions are created for employees to actively participate in training and development sessions;
- They fulfill the role of trainers and mentors for their teams;
- They monitor and evaluate the effectiveness of training programs in terms of skills developed and impact on job performance.

Employees are responsible for:

- Setting and developing their own career by taking ownership of their continuous training and professional development process;
- Collaborating with managers and the Human Resources department to identify their training needs and personal and professional development plans;
- Actively participating in training and development programs;
- Demonstrating a real commitment to self-development and self-training;
- Participating in evaluating the effectiveness of training and analyzing its impact on job performance.

Our goal is for all employees to benefit from fair, legal, and ethical training and development processes that respect the principles of equal opportunities and are tailored to each employee's individual needs, avoiding any form of discrimination.

III. Compensation and Motivation of Human Resources

The compensation and motivation policy is communicated to employees upon hiring by representatives of the Human Resources department, or through union leaders and job coordinators in the event of changes.

The remuneration system includes the following components:

Salary Component

- **Base Salary:** Each employee receives a monthly base salary, determined based on the nature of the work performed, the level of professional training, the complexity of tasks, and the responsibilities associated with the position.

- **Salary Bonuses:** These are additional payments granted for jobs specified in the Collective Labor Agreement at the unit level and/or for employees working night shifts, performing overtime, or working on weekends and public holidays. The value of the bonuses is determined in collaboration with the union organization and is specified in the Collective Labor Agreement and/or in the Individual Employment Contracts.

Motivational Component This component aims to increase the attractiveness of the employer brand, stimulate professional performance and competitiveness, as well as retain employees. The motivational component is added to the base salary and is regulated by the Collective Labor Agreement at the company-wide level.

Our goal is for all employees to benefit from a fair, legal, and ethical reward system that respects the principles of equal opportunities and avoids any form of discrimination.

IV. Professional Performance Evaluation

The professional performance evaluation at Antibiotice S.A. is a fundamental component of human resource management, providing a comprehensive view of productivity levels and identifying the ongoing development needs of the staff.

Professional performance reflects the extent to which an employee meets performance indicators, tasks, and responsibilities according to the standards and requirements outlined in their job description. The evaluation is based on a systematic and objective assessment of the employee's performance, quality of work, behavior, initiative, efficiency, and creativity within the company.

The professional performance evaluation process considers a complex set of criteria and influencing factors, applied in a uniform and non-discriminatory manner, regardless of the type of employment contract: permanent or fixed-term, full-time or part-time.

The purpose of the performance evaluation is to implement a system based on objectivity, fairness, and equity, ensuring appropriate motivation, deserved rewards, retention, and long-term development of human resources. Additionally, the process aims to align individual objectives with organizational goals.

The professional performance evaluation process is communicated to employees by representatives of the Human Resources department at the time of hiring or through union leaders and job coordinators in case of changes.

Our goal is for all employees to benefit from a legal, fair, and ethical evaluation process that respects the principles of equal opportunities and avoids any form of discrimination.

V. Career Management

Career management at Antibiotice S.A. focuses on ensuring effective human capital management by identifying and managing key roles within the company and their potential occupiers. Through succession planning and career management, the company prepares and facilitates the adaptation of employees with potential to appropriate positions, contributing to the creation of a motivated and loyal human capital.

Through this process, employees benefit from flexible professional and career development opportunities, while the company ensures the retention of key talents and strategic personnel. Career management is also essential for aligning the business strategy with the organizational culture, considering that individual and organizational goals are interconnected.

Career management applies to all employees with development potential, regardless of their position, and our objective is to provide everyone with the opportunity to benefit from career management within a fair and ethical framework, respecting the principles of equal opportunities and avoiding any form of discrimination.

To effectively integrate all human resources initiatives, Antibiotice S.A. has created the ACADEMIA A+ platform, a tool dedicated to managing knowledge within the company. This platform has the following objectives:

- **Attract talent and ensure potential personnel:** It targets both individuals with secondary and higher education to cover the workforce needs based on competencies and the requirements of job profiles.
- **Implementation of internship programs:** These programs aim to select and prepare personnel with the appropriate profile for company positions. The internships include actions for developing professional skills, familiarizing with company requirements, and gaining practical experience.
- **Organizing internships and collaborations with the academic environment:** Specific projects in collaboration with educational institutions, both higher and pre-university, contribute to the professional development of young talent.
- **Accelerating the integration of new employees:** Emphasis is placed on creating a sense of belonging and quickly integrating new arrivals, minimizing the time required for them to become productive members of teams.
- **Integration of professional and personal development opportunities:** The company supports employees in enhancing their performance through various training programs aimed at developing the skills and competencies necessary for individual and collective success.
- **Competency development and training programs:** These programs are especially for team coordinators, managers, and employees with higher education, aiming to increase performance at the individual and team levels, as well as improving leadership processes and activities.
- **Career management support:** Employees are supported in defining and achieving career goals, alongside direct management, to ensure a successful professional path.
- **Collaboration with educational institutions:** Antibiotice S.A. maintains strategic partnerships with educational institutions to attract and train young talent with potential.
- **Annual continuous training programs:** These programs are tailored to the specific activities of the company and aim at the continuous development of employee competencies.
- **Human resources selection programs:** The recruitment of the best candidates is ensured through rigorous selection programs adapted to the company's requirements.
- **Workplace qualification programs:** Employees benefit from on-the-job training sessions, contributing to the rapid and effective development of the skills required for the position.
- **Induction programs:** These are intended for new employees to facilitate their integration into the organizational culture and provide them with a deep understanding of the company's specific professional environment.

Monitoring and Evaluation

To ensure the correct implementation of the Human Resources Policy, the main indicator used to evaluate its effectiveness is the employee retention rate.

Policy Review

The policy will be reviewed annually or whenever necessary to ensure that it remains relevant and effective. Changes will be made where appropriate to reflect any amendments to labor legislation or changes in the objectives of Antibiotice S.A.

Responsibilities

The Human Resources Department is responsible for implementing and promoting the principles established in this policy, as well as informing all employees about its provisions. Managers and structure coordinators are obligated to collaborate with Human Resources to ensure that human resources management practices are followed and aligned with the company's policy.

Reporting Violations

Any employee or candidate who observes a violation of the principles outlined in this policy, including but not limited to discrimination, lack of transparency, or failure to respect diversity and inclusion, is encouraged to report the incident to the Human Resources Department. Reports can be made directly or confidentially via email to resurse.umane@antibiotice.ro or etica.integritate@antibiotice.ro. All reports will be treated with seriousness and confidentiality, and employees will not face retaliation for reporting any good-faith violations.

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