

# 多元化绩效考核计划

## Diversified Performance Appraisal Program

东方日升将持续实行多元化绩效考核计划，促进公司整体绩效的提升，确保员工个人能力和公司战略目标的有效结合。

Risen Energy will continue implementing a diverse performance appraisal program to enhance our overall performance and ensure that employees' personal skills align with our strategic objectives.

- **目标管理**
- **Management by Objectives**

考核对象：公司各 BU、子公司（简称“组织”）和员工

Scope: all departments, business units and subsidiaries (referred to as “teams” ), and employees

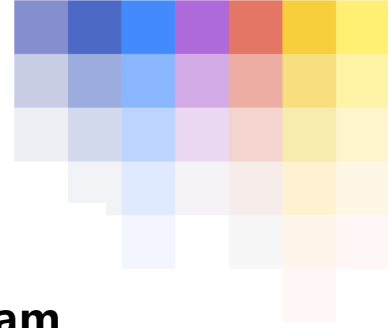
考核频率：季度回顾

Frequency: Quarterly

考核方式：

Method:

- 组织目标管理：在年度初期，依据公司战略规划制定各单位组织考核目标，这些目标是可衡量的，且需要细化为季度目标，并按季度进行目标回顾，检查目标完成情况，并依据公司经营情况评估是否要进行必要的调整；
- Objective management for teams: We require all departments and business units to develop quarterly, measurable performance objectives at the start of each year. These objectives are reviewed quarterly to monitor progress and make necessary adjustments based on company operations
- 员工目标管理：在每季度初，依据组织目标设定员工个人的核心 KPI 考核指标及目标，这些目标应与公司整体战略目标保持一致。每季度末，员工需要对本季度个人绩效目标完成情况进行回顾，并由部门负责人进行评估考核。



# 多元化绩效考核计划

## Diversified Performance Appraisal Program

- Individual objective management: Building upon team objectives, we require all employees to establish individual KPI assessment indicators and goals at the start of each quarter. These objectives should align with the company's strategic objectives. Progress on individual performance objectives is reviewed quarterly, and department heads are responsible for assessing individual performance.
- 年度末, 公司会对组织目标及员工目标进行全面的评估回顾, 综合年度目标达成情况和过程中表现, 评定年度绩效。根据评估结果, 实行差异化的薪酬和奖励政策, 对未达标的目标制定改进计划。
- At the end of the year, we will conduct a comprehensive review of team objectives and individual goals, integrating achievement and performance. Based on the appraisal results, we will implement differentiated compensation and reward policies, and formulate improvement plans for objectives that were not met.

### ■ 多维综合评价

### ■ Multidimensional Performance Appraisal

考核对象: 所有员工

Scope: All employees

考核频率: 季度回顾

Frequency: Quarterly

考核方式:

Method:

# 多元化绩效考核计划

## Diversified Performance Appraisal Program

- 人才综合评价：由人力资源中心组织发起，每年对管理人员进行 360°综合评价，包括自我评价、上级评价、同级评价、下级评价以及外部合作伙伴的反馈；对非管理人员进行 180°综合评价，包括上级评价和同级评价。
- Comprehensive performance appraisal: Annually, the Human Resources Center conducts 360-degree feedback for managers, including self-evaluation, evaluations from superiors, peers, subordinates, and feedback from external partners. For non-managers, we conduct 180-degree feedback, including evaluations from superiors and peers.
- 评价内容包含工作业绩表现、专业能力、综合素质、稳定性、企业文化认同度、长期发展潜力、团队合作能力和创新能力等方面，并将评估结果用于继任者培养、员工晋升、轮岗等个人发展计划的制定。
- The comprehensive performance appraisal includes assessment of work performance, professional ability, overall quality, stability, acceptance of corporate culture, long-term development potential, teamwork skills, and innovation ability. The appraisal results inform employees' personal development plans, such as successor training, promotions, and job rotations.
- ESG 责任践行考核：由战略与可持续发展办公室针对各单位及员工在日常工作中的 ESG 责任践行行为进行评估，其评估结果可应用于组织及员工的绩效结果。
- ESG performance appraisal: The Strategic and Sustainable Development Office evaluates the ESG performance of each department and employee in daily work, which contributes to the final comprehensive performance appraisal.
- EHS 责任践行考核：由 EHS 部门针对各单位及员工在日常工作中的安全责任践行行为进行评估，其评估结果可应用于组织及员工的绩效结果。



# 多元化绩效考核计划

## Diversified Performance Appraisal Program

- EHS performance appraisal: The EHS Department evaluates the safety performance of each department and employee in their daily work, which contributes to the final comprehensive performance appraisal.
- 信息安全践行考核: 由流程与信息中心针对各单位及员工在日常工作中的信息安全责任践行行为进行评估, 其评估结果可应用于组织及员工的绩效结果;
- Information security performance appraisal: The Process and Information Center assesses the information security performance of each department and employee in daily work, which contributes to the final comprehensive performance appraisal.

### ■ 团队绩效评估

### ■ Team-Based Performance Appraisal

考核对象: 公司各 BU 和子公司

Scope: All departments, business units and subsidiaries

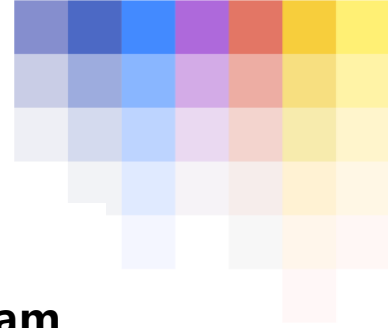
考核频率: 季度回顾

Frequency: Quarterly

考核方式:

Method:

- 团队绩效评估结果将应用于团队第一负责人及团队核心干部群体。在评估时, 针对团队第一负责人, 团队绩效评估结果将直接影响其个人绩效; 针对团队核心干部, 依据其岗位对团队绩效影响程度的不同, 团队绩效评估结果占据 40%-60%的权重, 影响其个人综合绩效。
- The results of team-based performance appraisals will be applicable to both the team leader and core team members. For team leaders, these results will directly impact their individual performance evaluations. Core



# 多元化绩效考核计划

## Diversified Performance Appraisal Program

team members' evaluations will vary based on their roles, with team-based performance results contributing to 40%-60% of their overall evaluation.

- 定期举行团队会议，回顾团队目标的进展情况，促进团队成员之间的沟通和协作。年度末，会根据团队整体绩效达成情况、个人核心任务达成情况评定员工个人贡献，实施差异化的奖励政策，并针对绩效结果制定相应的改进计划，提供培训和支持。
- Regular team meetings are organized to review progress on team objectives and promote communication and collaboration among team members. At the end of the year, we will assess employees' individual contributions based on the achievement of the team objectives and their core tasks, implement differentiated incentive policies, formulate improvement plans based on the performance appraisal results, and provide trainings or supports.

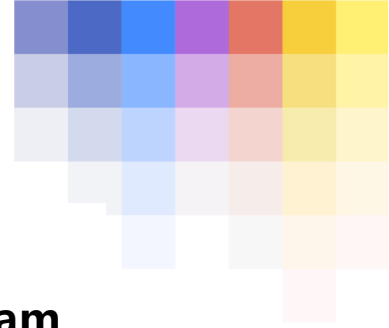
- **敏捷绩效管理**
- **Agile Conversations**

考核对象：所有员工  
Scope: All employees

考核频率：季度回顾  
Frequency: Quarterly

考核方式：  
Method:

- 鼓励领导与员工进行定期和不定期的双向沟通，及时了解员工工作状态和需求，提供即时反馈和支持。目标设定随业务变化和环境调整，定期重新评估和调整目标，确保目标的现实性和可达成性。关注目标实现的过程，帮助员工识别和克服工作中的障碍，提供必要的资源和支持。根据日常反馈和员工需求，制定个性化的发展计划，鼓励员工积极参与反馈和改进过程。



# 多元化绩效考核计划

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- We encourage regular and ad-hoc two-way communication between leaders and employees to promptly understand employees' work status and needs, and provide timely feedback and support. As our business objectives evolve with changing circumstances, we will periodically adjust them to ensure they remain practical and achievable. We emphasize the process of goal achievement, helping employees identify and overcome obstacles by providing necessary resources and support. Based on daily feedback and employee requirements, we develop personalized development plans and encourage active employee participation in the feedback and improvement process.

