

社会数据(更新日期:2024 年 7 月)

Social Data (Update as of July 2024)

员工长期激励计划 Long-Term Incentives for Employees

形式 Form	计划描述 Plan description
员工持股增资 Employee Stock Option	<p>为了进一步建立、健全公司长效激励机制，吸引和留住优秀人才，充分调动公司核心技术（业务）人员的积极性，让员工共享公司发展成果，2017 年，公司前身富葵精密组件（深圳）有限公司召开董事会，同意深圳市益富投资合伙企业（有限合伙）、深圳市信群投资合伙企业（有限合伙）、深圳市长益投资合伙企业（有限合伙）、深圳市亨祥投资合伙企业（有限合伙）、深圳市得邦投资合伙企业（有限合伙）、深圳市振碁投资合伙企业（有限合伙）等六家境内员工持股平台以及德乐投资有限公司、悦洋有限公司等两家境外员工持股平台对富葵精密进行增资，增资金额合计为美元 12,064.56 万元（折合人民币 82,943.85 万元）。按每出资额人民币 1 元计算，入股价折合每股人民币 4.60 元，以上员工持股平台由公司共计 156 名骨干员工投资设立。</p> <p>In order to establish and improve a long-term incentive mechanism, attract and retain outstanding talent, and fully motivate the enthusiasm of core technical (business) personnel, allowing employees to share in the company's development achievements, in 2017, the predecessor of the company, Fu Kui Precision Components (Shenzhen) Co., Ltd., convened a board meeting. The board agreed to increase capital for Fu Kui Precision by six domestic employee stock ownership platforms, namely, Shenzhen Yifu Investment Partnership (Limited Partnership), Shenzhen Xinqun Investment Partnership (Limited Partnership), Shenzhen Changyi Investment Partnership (Limited Partnership), Shenzhen Hengxiang Investment Partnership (Limited Partnership), Shenzhen Debang Investment Partnership (Limited Partnership), and Shenzhen Zhenqi Investment Partnership (Limited Partnership), as well as two overseas employee stock ownership platforms, Dele Investment Co., Ltd. and Yuefeng Co., Ltd. The total amount of the capital increase was USD 120,645,600 (equivalent to RMB 829,438,500). Based on a contribution of RMB 1 per share, the subscription price per share was RMB 4.60. A total of 156 key employees of the company invested in the aforementioned employee stock ownership platforms.</p>
限制性股票激励 计划 Restricted Stock Incentive Plan	<p>为了进一步建立、健全公司长效激励机制，吸引和留住优秀人才，充分调动公司核心技术（业务）人员的积极性，有效地将股东利益、公司利益和员工利益结合在一起，使各方共同关注公司的长远发展，在充分保障股东利益的前提下，按照收益与贡献对等的原则，根据《公司法》、《证券法》、《管理办法》等有关法律、行政法规、规范性档以及《公司章程》的规定，公司制定了《2021 年限制性股票激励计划》</p> <p>In order to further establish and improve the company's long-term incentive mechanism, attract and retain outstanding talent, and fully motivate the enthusiasm of</p>

	<p>core technical (business) personnel, the company has effectively integrated the interests of shareholders, the company, and employees. By combining these interests, all parties are encouraged to focus on the company's long-term development. While ensuring the protection of shareholder interests, the company has formulated the "2021 Restricted Stock Incentive Plan" based on the principles of equal returns and contributions, in accordance with relevant laws, securities regulations, administrative regulations, normative documents, and provisions in the company's articles of association.</p>
<p>312 现金激励 312 Cash Incentives</p>	<p>为鼓励人才扎根发展·择优选拔忠诚度高、有长期服务意愿且表现优秀的重要干部及资深工程师·三年额外给予 12 个月薪资的奖金激励政策·以提升员工留任。</p> <p>In order to encourage talent retention and development, the company has implemented a cash incentive policy to reward and motivate key executives and senior engineers who have shown high loyalty, long-term service commitment, and outstanding performance. Under this policy, eligible individuals will receive an additional bonus equivalent to 12 months of salary over a period of three years, aimed at enhancing employee retention.</p>
<p>308 现金激励 308 Cash Incentives</p>	<p>为鼓励优秀且有潜质干部及工程师·以兹标榜及鼓励·培养有意愿与公司共成长的人才·三年额外给予 8 个月薪资的奖金激励政策·以提升员工留任。</p> <p>In order to encourage and recognize outstanding and potential executives and engineers, and to foster talent who are willing to grow with the company, a cash incentive policy has been implemented to provide an additional bonus equivalent to 8 months of salary over a period of three years. This policy aims to enhance employee retention and serve as an encouragement for their dedication and commitment to the company's growth.</p>

绩效评估管理系统 Performance Appraisal Management System

公司以客观、公平、公正为基本原则·建立绩效评估管理系统·定期对员工进行绩效考核·并依此提供奖金、调薪、分红、或升迁等鼓励。考核方式包括目标管理·多维度考核以及团队绩效评估·同时主管必须善尽绩效面谈之职责。具体员工考核方式及做法如下：

In adherence to the principles of objectivity, fairness and justice, Avary has established a performance appraisal management system. Regular performance appraisals are conducted, and incentives such as bonuses, salary increases, dividends, or promotions are provided based on the assessment results. The appraisal methods include management by objectives, multidimensional assessment, and team-based performance evaluation. Additionally, managers are responsible for conducting agile performance reviews. The specific methods and practices for employee assessment are as follows:

考核方式 Method	适用对象 Applicable Object	频率 Frequency	执行做法 Evaluation Procedure
目标管理 Management by Objectives	师级员工 Engineer and Management	每半年一次 Semi-annually	<p>1. 每年底，年度检讨与预算会议制定公司策略与目标。</p> <p>2. 各单位主管依公司策略与目标，分解设定单位元 KPI 目标。</p> <p>3. 各单位主管依 KPI 目标，与部门或功能主管一对一会谈，产出双方同意之个人目标及主要 KPI。</p> <p>4. 各部门或功能主管亦同步与部属展开一对一晤谈，产出双方同意之员工个人 KPI。</p> <p>5. 半年/一年后检视达成情况，各级主管依次评核部门内所属员工的绩效表现。</p> <p>1. At the end of each year, an annual review and budget meeting is held to establish the company's strategy and goals.</p> <p>2. The managers of each business unit (BU) set the KPIs based on the company's strategy and goals.</p> <p>3. Based on the KPIs, the managers of each BU will engage in one-on-one meetings with department or functional managers to collaboratively establish personal goals and KPIs that are agreed by both parties.</p> <p>4. Department or functional managers also conduct one-on-one meetings with their subordinates to define individual KPIs for employees.</p> <p>5. After a period of six months/one year, supervisors at different levels will conduct performance reviews and evaluations for employees.</p>
多维度考核 Multidimensional Assessment	管理职员工 Management	每年 Annually	<p>绩效人员个人自评后，同时接受直属主管、服务单位部门主管之多维度评核。</p> <p>Managers will undergo assessments not only from their direct supervisors but also from other managers within the same department</p>
团队绩效评估 Team-based Performance Evaluation	各单位 Business Units	每年 Annually	<p>BU 单位依据年度营收及获利状况评比绩效，周边单位采用各单位交叉互评方式评比绩效。</p> <p>Business Units evaluate the performance based on annual revenue and profitability. Other units utilize a cross-functional evaluation method to evaluate team performance.</p>

敏捷对话 Agile Performance Review	全体员工 All Employees	进行中 Ongoing	<p>考核作业完成后，主管应就员工个人绩效进行面谈沟通，并辅导部属拟定个人绩效改进计划（历练、培训、辅导等），并推动实施以达成共同进步之目的。主管可通过鼎盛 E 学苑在线学习平台，及时掌控员工学习计划。</p> <p>Following the completion of the assessment process, supervisors will engage in face-to-face discussions with employees to review their individual performance and offer guidance in formulating personal performance improvement plans. These plans may involve training, mentoring, and coaching to facilitate growth and development. Furthermore, supervisors can utilize the Ding Sheng E-Learning APP to monitor employees' learning plans in real-time, ensuring effective implementation and progress.</p>
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员工培训计划 Employee training program

课程名称 Course Title	IE 提案改善培训（师级） IE Improvement Training (Engineers & Management)	管理专班培训（管理职员工） Management Training (Management)
课程内容及目标 Training Target	<p>内容：针对师级展开 IE、精益生产等系列课程，秉承“时时改善，日日精进”的精神，促进开发创新。</p> <p>目标：提案改善 5 万份，申请专利 270 件</p> <p>Content: Training of IE & productivity improvement for innovation development with time to time and day by day grit.</p> <p>Target: Improvement Project proposal over 50,000; Patents filing over 270.</p>	<p>内容：针对各不同阶层主管的核心能力引进各类管理课程，扎实的、有系统的为各阶层主管提供管理职能培训，提升员工留存率。</p> <p>目标：月平均员工离职率下降 2%</p> <p>Content: Core competence management training for different management levels courses with solid and systemic skillset program to higher the retention ratio.</p> <p>Target: Monthly average turnover rate drop 2%</p>
课程效益 Course Benefit	<p>提案改善 57,478 份，申请专利 320 件</p> <p>Improvement Project proposal: 57,478, Patent filing: 320</p>	<p>培训合格人数 1,552 人</p> <p>月平均员工离职率下降 3%</p> <p>Certified personnel 1,552 Monthly average turnover rate drop 3%</p>
员工参与百分比 Participation Ratio	22%	10%

培训与发展投入 Training & Development Inputs

项目 Item	2022	2023
人均培训学时/小时 Per capita training hours (Hours)	60	72
培训总费用/万元 Total training cost (RMB)	628	616
培训人均费用/元 Per capita training cost (RMB)	178	147

注：培训总费用包括：培训课程费用、培训系统费用、培训用人费用

Note: The total cost of training includes: Training course cost, Training system cost, Training personnel cost.

新进员工 New Employees

2023年，新进员工人数为39,343人。人均招募成本为2,022元，而职位空缺由内部员工填补为5.9%。

In 2023, the number of new employees was 39,343. The average recruitment cost per employee was 2,022RMB, and 5.9% of the openings were filled by internal employees.

招聘 Hiring	2020	2021	2022	2023
新进员工人数 Number of new employees	53,377	51,616	27,368	39,343

员工离职率 Employee Turnover Rate

离职率 Turnover Rate	2020	2021	2022	2023
月平均离职率 Average Monthly Total Turnover Rate	8.3%	9.8%	6.8%	7.2%
自愿离职率 Voluntary Turnover Rate	8.0%	9.7%	6.7%	7.1%

注：月平均离职率 = 各月平均离职人数 / 各月平均期末在职人数。自愿离职率为员工依自己意愿主动离职，非公司强制离职。

Note: Average monthly turnover rate = Average number of quits per month/Average number of incumbents per month at the end of the month. Voluntary turnover rate refers to the voluntary turnover of employees according to their own will, not forced turnover by the company.

员工分布 Workforce Breakdown : 国籍 Nationality

国籍 Nationality		总计 Total	占比 Percentage	管理职 Management	占比 Percentage
中国 China	大陆 Mainland	40,366	96.6%	3,772	94.8%
	台湾 Taiwan	681	1.6%	202	5.1%
印度 India		721	1.7%	4	0.1%
其他 Other		18	0.0%	2	0.1%
总计 Total		41,786	100%	3,980	100%

注:其他包括越南、马来西亚、韩国、日本等。

Note:Others include Vietnam,Malaysia, South Korea,Japan,etc.