

# Social

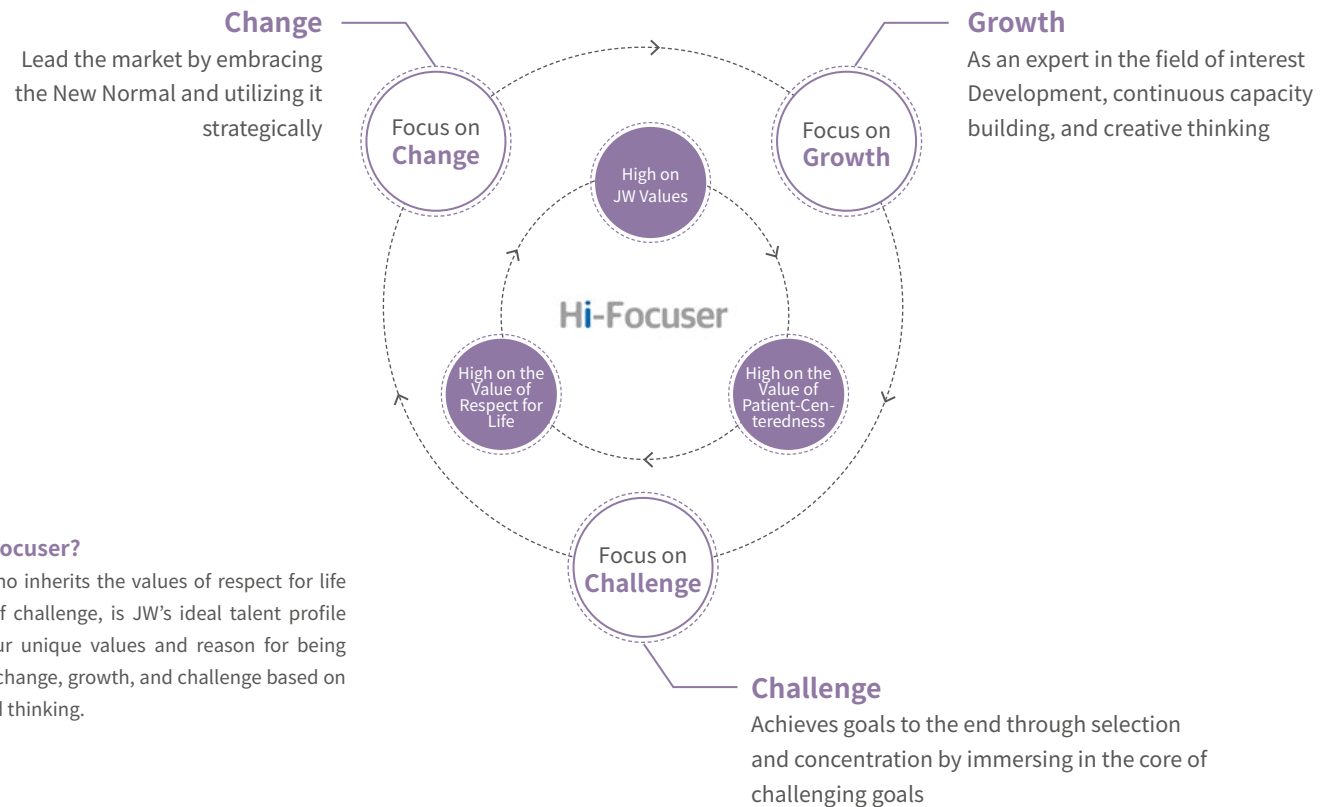
## [Talent Management]

Based on its management philosophy of respecting life, JW regards talent discovery and development as a core value in its pursuit to become a patient-centered global healthcare company. To enhance the company’s long-term competitiveness, talent development programs are operated to help each employee fully demonstrate their capabilities. Various welfare programs are also in place to support work-life balance and harmony between home and work, with a strong focus on creating a ‘company where employees are happy’.

### Talent Profile

## Hi-Focuser

JW has established and continues to uphold its unique talent philosophy, the “Hi-Focuser,” to ensure that employees internalize the company’s core values, including its founding philosophy of respect for life and patient-centered thinking. The “Hi-Focuser” represents JW employees who focus on “Change,” “Growth,” and “Challenge.” JW employees, as Hi-Focusers, will focus on change, actively accepting the New Normal and strategically utilizing it to lead the market. Next, by focusing on growth, they will strive to become experts in their fields of interest and continuously enhance their capabilities through creative thinking. They will also focus on challenge, immersing themselves in the core and achieving their goals through selection and concentration, thereby enhancing our unique value and reason for existence.



#### What is a Hi-Focuser?

A Hi-Focuser, who inherits the values of respect for life and the spirit of challenge, is JW’s ideal talent profile that elevates our unique values and reason for being with a focus on change, growth, and challenge based on patient-centered thinking.

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## Recruitment

### Talent Acquisition

JW's recruitment process consists of an AI-based competency test using big data, a practical interview to assess job suitability and performance capabilities, and an executive interview to evaluate personality and organizational fit. Multiple interviewers participate in the interviews to enhance fairness, and the process is based on systematic questions designed to verify applicants' competencies. Recently, JW has introduced video interviews to assess and hire candidates in non-face-to-face settings, enabling remote recruitment procedures.



### Pursuit of Gender Equality

JW provides equal opportunities regardless of gender in recruitment and promotion, and is gradually increasing the proportion of female employees through this approach. In addition, JW is committed to creating a work environment where both men and women can thrive by supporting work-life balance through the use of parental leave, the operation of flexible work systems, etc.

### Expansion of Employment for Persons with Disabilities

To fulfill its social responsibility of creating jobs and ensuring employment stability for persons with disabilities, JW established Saengmyeong Nuri Co., Ltd., the first subsidiary-type standard workplace for persons with disabilities among domestic pharmaceutical companies, in 2020. Through this initiative, a total of 25 individuals with developmental disabilities have been hired as full-time employees, supporting their path toward independence. In February 2024, two additional individuals were newly hired, and further recruitment is currently under review.

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## JW Communication and Welfare Culture Programs

### Communication Culture

#### JW Harmony Workshop

The JW Harmony Workshop is a team-based organizational development program designed to help teams establish effective working methods and drive positive change. At the workshop, the Birkman Method is used to analyze each member’s personality traits, interests, needs, stress factors, etc. Through this, a communication foundation that begins with self-understanding and progresses toward mutual understanding is established.

Through the workshop, members recognize each other’s strengths and differences, and explore ways to communicate and collaborate effectively. Based on understanding of ‘differences,’ the program aims not only to build trust among team members and create a psychologically safe team culture, but also to focus on connecting and applying JW’s direction and organizational values to actual work.

Since its introduction in 2021, the program has been attended by a total of 88 teams. In 2025, workshops were conducted for 23 teams, involving 209 participants. Through the program, participating teams reassess their teamwork and foster a collaborative organizational culture grounded in mutual understanding.



#### CA Board (Change Agent)

JW has been operating the CA system since 2023, enabling employees to drive change on their own. Based on these activities, in 2024, JW promoted the Work AI activity, which involved posting videos and images on the CA Board and CA TALK to support understanding and participation in the use of AI. In particular, efforts were focused on helping employees unfamiliar with AI to get started easily by creating guidelines and providing prompt sharing and practical usage methods. Additionally, by conducting various activities that linked videos and events to encourage employee participation, changes that enhanced work efficiency were achieved.

## New HR System

Since 2022, JW has identified the changes desired by its members through initiatives such as the JW Booster Workshop and JW Booster Survey, and has made various attempts to implement change. The new HR system, implemented on May 1, 2023, is the result of these continued efforts to build a new organizational culture.

### 1. A Culture of Working Horizontally and with Mutual Respect

The new HR system is centered on fostering a culture of horizontal collaboration and mutual respect. The existing rank structure was reduced and reorganized, simplifying the previous seven levels into three. The system was also revised so that employees cannot view each other’s ranks. In addition, all employees are now addressed as “Manager” to move away from hierarchical relationships between ranks and to create an environment that fosters a culture of mutual respect based on horizontal communication.

### 2. A Culture Where Ability and Performance Are Recognized

JW operates with fair and transparent standards for setting goals and conducting evaluations. All employees can set and pursue goals based on market standards and upload progress updates to track their own achievement status. The uploaded goals and progress updates are transparently shared with all employees across the company, serving to spread successful cases. Performance evaluations are conducted through blind reviews by an evaluation committee composed of multiple members. Through this process, employees are fairly evaluated based on objective standards for the results they have achieved.

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## Family-Friendly Management

JW operates family-friendly management programs to promote a healthy balance between work and family, thereby enhancing employees’ sense of belonging and pride in the organization. These programs aim to support the maintenance of a healthy emotional connection to the workplace, which in turn is expected to improve work engagement.

The resulting outcomes are shared among key stakeholders, who gather to discuss early findings and extract insights for organizational application, while establishing a roadmap and priorities for future change management.

### 1. Various Leave Programs

Various leave programs are offered to provide employees with opportunities to recharge with their families, such as Refresh Leave (3 to 5 days), health leave, summer vacation, company foundation day leave, and special leave for personal events.

### 2. Diversified Work Formats

JW also offers a range of flexible work arrangements tailored to both organizational and individual needs. These include staggered work hours and a flexible work schedule system that allows employees to adjust their working hours within a set period, supporting more flexible work practices. Focused work hours are also implemented to help enhance employees’ concentration and improve performance. As a result, employees’ satisfaction with work-life balance has increased in line with the improved outcomes.

### 3. Welfare for Pregnancy and Childbirth

A supportive environment continues to be fostered in which employees can freely use maternity leave, parental leave, family care leave, reduced working hours for pregnant employees, and reduced working hours during the child-rearing period. Recently, the usage rate of paternity leave has also been increasing. In addition, a family-friendly organizational culture is being cultivated through various forms of support such as childbirth grants, children’s tuition support, and parental 60th birthday celebration support. These efforts help provide an environment where employees can stay focused on their work during working hours.

- During pregnancy: Paid leave for regular prenatal check-ups, reduced working hours during pregnancy
- During childbirth: 100% of ordinary wages paid for 60 days during maternity leave, pre-/post-natal leave (90 days), and paternity leave for spouses (up to 20 days).
- During child-rearing: Reduced working hours during the child-rearing period, parental leave, etc.

### 4. Support for Children’s Tuition

JW provides support for high school and university admission fees and tuition for employees’ children to help ease the financial burden associated with education. In addition, to celebrate new beginnings, JW delivers entrance gifts to employees’ households, sharing the joy of these milestones with their families.

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## Labor-Management Cooperation

JW recognizes that labor and management may hold different perspectives and strives to foster an advanced labor-management culture based on mutual respect, compromise, trust, and communication. Through four meetings held annually with the participation of both employer and employee representatives, labor and management engage in dialogue and work together cooperatively. By discussing proposals and implementing improvements, these meetings contribute significantly to enhancing corporate culture and the working environment. JW seeks to promote employee welfare and the sound development of the company through regular labor-management council meetings.

### ※ 2025 Labor-Management Council Activities

Category	Q1	Q2	Q3	Q4
JW Holdings	Inspection of the Smart Office meeting spaces (Comprehensive inspection of remote controls and battery replacement)	Office etiquette campaign (Use of DID, pop-up notices, etc.)	Discussion on business automation based on AI and RPA use cases	Review of measures to revitalize the internal community (Expansion of support for employee clubs, etc.)
JW Pharmaceutical	Review of improvements to the 11F cafeteria environment (Measures to reduce waiting times, etc.)	Improvements to 11F cafeteria facilities (Improvement of outdoor terrace facilities and expansion of seating)	Inspection of the Smart Office meeting environment (Inspection of video conferencing room equipment)	Discussion on future directions for employee welfare benefits
JW Shinyak	Maintenance of plant facilities (Replacement and repair of hot water facility components)	Improvement of 11F snack bar operations (Diversification of available items and related discussions)	Improvement of the quality of lounge bars on each floor (Coffee bean preference survey and related changes)	Discussion on work environment improvements (Laptop performance upgrades and review of parking expansion)
JW Life Science	Review of additional parking spaces within the plant and regular dormitory inspections	Improvement of the parking environment within the plant	Strengthening of safety management in the plant production building	Facility safety inspections in preparation for cold weather (during the winter season)

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## Employee Competency Enhancement Programs

JW operates various employee competency enhancement programs to enable continuous performance through organizational commitment. The Songpa Training Center, which oversees company-wide education, prioritizes the timely provision of necessary training by developing courses that meet market and employee needs through annual analysis of the latest HR trends and internal and external environments.

In 2025, the focus was on organizational alignment centered on managers, changes in work practices, and integrated operation of job training, based on training tailored to each role. Through this, JW aimed to strengthen the required competencies and job expertise for each role and support performance creation from various angles, based on organizational alignment.

### Onboarding Program for New Employees

To support the early integration of new employees into the organization, JW operates a structured onboarding program. The program is designed to facilitate adaptation and engagement through four key themes: JW (Organizational Understanding – Orientation and Common OJT), WAY (Ways of Working – JW WAY and Mentoring), WORK (Job Competency – Team OJT), and Retention (Sustaining New Hire Engagement).

The program spans a full year and incorporates a variety of formats, including both online and offline learning. Training modules are tailored based on the type of employment, ensuring a flexible and effective onboarding experience.

### Job Training

JW operates practice-oriented training programs to strengthen employees' job-related expertise and ability to respond effectively in the field. In particular, JW provides timely training programs tailored to both new hires and incumbent employees to strengthen capabilities in the sales function. In 2025, we focused on building core practical competencies among new sales employees through the use of a range of training tools and a practice-based curriculum. For incumbent employees, we reinforced practical training tailored to their respective roles in order to enhance the overall competitiveness of the sales organization. Through these efforts, JW supports employees in responding with agility to changes in the field based on their expertise.

### Position-Based Training

JW's leadership training programs are designed to strengthen the core competencies required for each position. Accordingly, JW provides a range of annual programs, including strategic workshops and expert lectures, to enable employees at each level of the organization to lead change effectively. In 2025, particular emphasis was placed on reinforcing organizational value alignment and building practical capabilities to respond to changes in the digital environment. In addition, JW continuously provides specialized management training to strengthen managerial professionalism and deepen understanding of the market environment. Beyond regular programs, JW also supports smooth organizational operations by enhancing ongoing training tailored to the timing of new appointments. Through these programs, JW's leaders not only drive meaningful organizational change but also contribute to the dissemination of core values and the cultivation of a healthy organizational culture.

### Self-Directed Learning

JW fosters a self-directed learning environment to strengthen employee capabilities. JW Learning Cloud, the company's online learning platform, enables employees to pursue self-development in areas such as job skills and general knowledge through approximately 3,200 courses, including BookClick (book-based learning), e-learning, and language programs. These courses are updated monthly to reflect market trends and organizational issues. In addition, JW operates a support program for external professional training, enabling employees to take the initiative in expanding their expertise by selecting and completing external courses relevant to their respective roles.

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## Employee Competency Enhancement Programs

### **Organizational Culture Programs**

Grounded in its organizational identity, JW operates a range of programs that support employees in working toward shared goals. JW focuses on aligning individual and organizational visions to promote consistent growth. In particular, in 2025, the company established team-specific action principles through tailored departmental assessments and workshops, laying the foundation for a healthy organizational culture across the workplace. Employees are committed to integrating the organization's core values into their day-to-day work and putting them into practice through open and non-hierarchical communication.

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## Major Training Operation Programs

Category	Main Content	2024									Total Participants (Persons)	Total Learning Hours	Learning Hours Per Person
		JW Holdings	JW Pharmaceutical	JW Shinyak	JW Life Science	JW Medical	JW Bioscience	JW Living Healthcare	C&C Research Laboratories	JW Chemi Town			
New Hire Training	Common Job Training for New Hires												
	* New Employee Orientation Training	30	215	50	35	20	15	16	6	0	387	5980	15.5
	* Experienced Employee Orientation Training												
Manager Training	* New Employee Retention Training												
	* Division Head / Department Head Class												
	* Team Leader Class	62	301	66	58	38	35	11	10	6	587	8294	14.1
Job Function and Skill Training	Executive Onboarding Program												
	* Team Leader Onboarding Program												
	* New MR (Sales) Training	70	497	132	32	29	14	9	16	0	799	12114	15.2
Self-Directed Learning	* Incumbent MR (Sales) Training												
	* Generative AI Utilization Training												
Statutory Training	External Professional Training** (Statutory, Practical, and Professional/Certification Courses)	43	244	13	71	1	12	3	27	0	414	5166	12.5
	Humanities and Liberal arts, Self-Management, Common Competencies, Job Competencies, Leadership, Foreign Languages, etc.	104	423	133	133	35	34	19	37	3	921	7326 (courses)	8.0 (courses)
Statutory Training	Sexual Harassment Prevention Training												
	Personal Information Protection Training	153	1125	197	330	75	75	34	50	28	2067	6202	3
	Disability Awareness Training												
<b>*Satisfaction with Training Programs (NPS)</b>		<b>65.1%</b>											

\* NPS(Net PromoterScore): NPS is a meaningful metric that evaluates the perceived effectiveness of training by measuring the likelihood of participants recommending the program to others. Unlike traditional satisfaction surveys, NPS focuses on the actual value participants gained from the training.  
 - Rating Scale: Below 0 Poor / 0~20 Fair / 20~50 Good / 50~80 Excellent / 80~100 World-Class

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## Major Training Operation Programs

Category	Main Content	2025									Total Participants (Persons)	Total Learning Hours	Learning Hours Per Person
		JW Holdings	JW Pharmaceutical	JW Shinyak	JW Life Science	JW Medical	JW Bioscience	JW Living Healthcare	C&C Research Laboratories	JW Chemi Town			
New Hire Training	Common Job Training for New Hires												
	* New Employee Orientation Training	36	244	60	47	32	16	9	6	5	455	6,006	13.2
	* Experienced Employee Orientation Training												
Manager Training	* New Employee Retention Training												
	* Division Head / Department Head Class												
	* Team Leader Class	76	305	60	60	32	27	12	22	11	605	3,672	6.1
Job Function and Skill Training	Executive Onboarding Program												
	* Team Leader Onboarding Program												
	* New MR (Sales) Training												
Self-Directed Learning	* Incumbent MR (Sales) Training		697	16							713	9,768	13.7
	* Generative AI Utilization Training												
	External Professional Training** (Statutory, Practical, and Professional/Certification Courses)	47	300	7	102	20	12	0	16	0	504	5,907	11.7
Statutory Training	Humanities and Liberal arts, Self-Management, Common Competencies, Job Competencies, Leadership, Foreign Languages, etc.	106	444	103	123	30	33	17	35	8	842	6,672(개)	약 8.0(개)
	Sexual Harassment Prevention Training												
Statutory Training	Personal Information Protection Training	170	1072	166	331	76	65	22	53	27	1,982	5,946	3
	Disability Awareness Training												
<b>*Satisfaction with Training Programs (NPS)</b>		<b>68.5</b>											

\* NPS(Net PromoterScore): NPS is a meaningful metric that evaluates the perceived effectiveness of training by measuring the likelihood of participants recommending the program to others. Unlike traditional satisfaction surveys, NPS focuses on the actual value participants gained from the training.

- Rating Scale: Below 0 Poor / 0~20 Fair / 20~50 Good / 50~80 Excellent / 80~100 World-Class

\* 5.2% increase compared with 2024

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## Major Training Operation Programs

※ Status of External Professional Training Programs

Training Category	JW Holdings	JW Pharmaceutical	JW Shinyak	JW Life Science	JW Medical	JW Bioscience	JW Living Healthcare	C&C Research Laboratories	JW Chemi Town	Number of Trainees (Persons)	Cost (KRW thousands)	Remarks
Statutory Training	14	207	5	59	1	8	0	0	0	294	40,885	
Practical Training	29	90	2	43	19	4	0	16	0	203	61,036	- Digital-related training, including AI and GPT - Advanced job training in areas such as pharmaceutical marketing, financial strategy, drug regulatory affairs, and new drug development - Quality management training, including data integrity, quality assurance, and GMP
Professional / Certification Courses	4	3	0	0	0	0	0	0	0	7	5,665	- ISO 37001 & 37301 Integrated Certification Auditor (3 employees) - Research Planner (2 employees) - Corporate & Technology Valuation Specialist - Birkman FT
<b>Total</b>	<b>47</b>	<b>300</b>	<b>7</b>	<b>102</b>	<b>20</b>	<b>12</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>504</b>	<b>107,586</b>	