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# 04 Fulfillment of Healthy Workplace

**Best of the Best in Human Resource Development Award**  
in Taiwan Banking and Finance Best Practice Awards by Taiwan Academy of Banking and Finance

**Gender Equality Leader Award**  
by the Taiwan Corporate Sustainability Award (TCSA)

**HR Asia Best Companies to Work for in Asia**

**Investment in People Award**  
by the Asia Responsible Enterprise Awards (AREA)

The employee satisfaction rate reached 91%

Increased the maximum days of family care leave to 12 days

**The Excellent Healthy Workplace Maternal Health Award**  
from the Health Promotion Administration, Ministry of Health and Welfare

Corresponding GRI Material Topic-Critical Topics

GRI 201: Economic Performance

Sustainability Commitment	Corresponding SDGs	Action Plans	2027 Goals
Reduce Inequality		Promote gender equality (employees)	<ul style="list-style-type: none"> <li>Implement follow-up review mechanisms and promote concrete actions for equal pay for equal work.</li> <li>Promote diversity and inclusion activities in the workplace.</li> <li>Growth of the number of women in all management positions.</li> </ul>
Mitigate and Adapt to Climate Change		Raise climate awareness (employees)	<ul style="list-style-type: none"> <li>Implement environmental protection and energy conservation guidelines and expand the targets and number of participants.</li> <li>Promote one ESG awareness measurement mechanism and increase average scores by 20%.</li> <li>Organize 2 sessions of micro-courses on climate and attain 10%/year growth in page views.</li> <li>Formulate ESG programs and encourage all employees to enhance basic training.</li> <li>Formulate gamified climate courses/activities and expand reach.</li> <li>Promote ESG seed training and internal expert certification plan.</li> </ul>
Promote Inclusive Growth	 	Value employees' rights and interests while improving employees' physical and mental health	<ul style="list-style-type: none"> <li>Reach coverage of ISO 45001 to 100%.</li> <li>Formulate the expanded scope of mitigation measures for human rights risks.</li> <li>Optimize the due diligence mechanism for specific risk issues/high-risk groups.</li> <li>Optimize the friendly workplace plan and the anti-discrimination/anti-sexual harassment commitment.</li> <li>Increase the participation rate of the employee engagement survey to at least 90%.</li> <li>Form links between the performance of senior executives and department managers and occupational health and safety targets.</li> </ul>

## Summary of Six Capitals Performance in 2022






# INPUT

- Financial Capital**
  - Employee salaries and benefits totaled NT\$15.8 billion
  - Expenditures on talent cultivation and competency development programs totaled NT\$59.82 million
- Human Capital**
  - 8,763 full-time employees and 352 dispatched employees at the beginning of the period
  - Total employee training hours reached 531,736 hours and the average training day per employee was 7.4 days

# OUTPUT

- Human Capital**
  - 9,027 full-time employees, an increase of 264 employees; 346 dispatched employees, a decrease of 6 employees at the end of the period
  - Elite Management Trainee (MA/PA/Turing Plan) recruitment rate reached 79.7%
  - 91.0% employee satisfaction rate in "employee engagement survey", a 2.6% increase compared to the previous year
- Intellectual Capital**
  - The number of financial certificates held by employees reached 31,497, a 749 increase compared to the previous year

## Summary of the Results in the 2022 Sustainable Development Plan

Strategy	2022 Objectives and Implementation Results	Implementation Status	2023 Objectives (Note 1)
4.1 Talent Management Strategy and Employee Structure	<b>Enhance the sustainability impact of all employees</b> <ul style="list-style-type: none"> <li>100% completion rate of the Signature of the Code of Environmental Protection and Energy Conservation</li> <li>Organize the environmental protection event day</li> <li>Organize ESG seminars and ESG online courses</li> </ul>	 <b>Completed</b>	<ul style="list-style-type: none"> <li>Optimize the Code of Environmental Protection and Energy Conservation</li> <li>Organize the environmental protection activities</li> <li>Organize ESG micro-courses</li> <li>Formulate ESG literacy survey programs</li> </ul>
4.2 Talent Attraction and Development	<b>Promote diversity and inclusiveness in the workplace</b> <ul style="list-style-type: none"> <li>Review and optimize the flexible working hours practice</li> <li>Formulate and disclose routine anti-discrimination and anti-harassment policy/statement</li> </ul>	 <b>Completed</b>	<ul style="list-style-type: none"> <li>Promote anti-discrimination/anti-harassment statement campaign</li> <li>Promote follow-up review mechanisms for equal pay for equal work</li> <li>Organize diversity and inclusiveness activities</li> <li>Formulate female management empowerment programs</li> </ul>
4.3 Employee Compensation and Welfare	<b>Talent cultivation and retention</b> <ul style="list-style-type: none"> <li>Formulate a high-frequency employee engagement survey mechanism</li> <li>Organize employee engagement surveys</li> <li>Organize 15 employee care activities and create a happy workplace</li> </ul>	 <b>Completed</b>	<ul style="list-style-type: none"> <li>Implement high-frequency employee engagement survey mechanisms</li> <li>Organize employee engagement surveys</li> <li>Expand the implementation of training evaluation management tools</li> <li>Formulate sustainability manager certification and training programs</li> </ul>
4.4 Happy Workplace Environment	<b>Implementation of human rights risk management</b> <ul style="list-style-type: none"> <li>Revise the differentiated human rights risk survey questionnaire</li> <li>Implement human rights risk assessment and due diligence</li> </ul>	 <b>Completed</b>	<ul style="list-style-type: none"> <li>Formulate due diligence investigation mechanisms for specific risk issues/groups</li> <li>Implement human rights risk assessment and due diligence</li> <li>Formulate human rights risk mitigation and remedial measures and tracking mechanisms</li> </ul>
	<b>Promote a healthy and safe workplace</b> <ul style="list-style-type: none"> <li>Expand the coverage of the adoption of ISO 45001 (Chengzhong Building and Nanjing Building)</li> <li>Organize healthy workplace activities to enhance work-life balance</li> </ul>	 <b>Partially completed (Note 2)</b>	<ul style="list-style-type: none"> <li>Expand the coverage of the adoption of ISO 45001 (Chengzhong Building and Nanjing Building)</li> <li>Organize healthy workplace activities to enhance work-life balance</li> <li>Optimize and regularly announce the Occupational Safety and Health Management Statement</li> </ul>

Note 1 : Please refer to " Sustainable Development Goals and Vision " on the official website of SinoPac Holdings for the latest sustainability work plans and target setting.

Note 2 : In cooperation with the verification agency, ISO 45001 verification has been postponed to 2023.



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## 4.1 Talent Management Strategy and Employee Structure

SinoPac Holdings is committed to its corporate vision "Together, a better life " and pays close attention to the positive cycle of the company, society, and employees, continues improving employee welfare and uses diverse communication channels to create a friendly workplace. The Human Resources Team of SinoPac Holdings has adopted "consolidation of a corporate culture, stabilization for changes, power for organizational growth, and contribution to employee development" as its mission and focuses on the implementation of human resource policies based on the four main strategies of sustainability, innovation, development, and friendliness. The Company have continued improvements in recent years and received the "Taiwan iSports Certification" and "Workplace Health Promotion Certification". In 2022, SinoPac Holdings also won numerous awards in Taiwan and abroad, which demonstrated the improvements for people-friendliness in the workplace environment.

- 《Taiwan Academy of Banking and Finance》Best of the Best in Human Resource Development Award**
- 《HR Asia》Best Companies to Work for three consecutive years**
- 《Enterprise Asia》Investment in People in Asia Responsible Enterprise Award for two consecutive years**
- 《Taiwan Institute for Sustainable Energy》Gender Equality Leadership Award**
- 《1111 Job Bank》Gold Award in Happy Enterprise Awards**

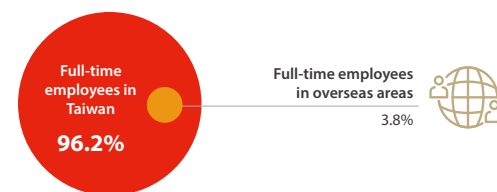
### 4.1.1 Diversity in Employee Structure

SinoPac Holdings is committed to promoting a diverse, inclusive, and friendly workplace environment, and provides equal opportunities for employees' hiring, promotion, performance evaluation, transfers, training, career development, and remuneration and does not discriminate based on gender, religion, or race. The Company assists all employees with making the most of their professional skills without restrictions and contribute to corporate growth and sustainable development.

SinoPac Holdings had 9,027 employees as of the end of 2022 and employed 346 additional dispatched employees who share an equal work environment with full-time employees. For dispatched employees who performed well during their tenure, SinoPac provides opportunities for priority selection as full-time employees. Despite the COVID-19 pandemic, SinoPac has increased job opportunities from 2020 to 2022 and has never implemented large-scale layoffs. SinoPac Holdings also set targets for the percentage of female employees and management positions. By 2026, the share of women in the total workforce of SinoPac Holdings should account for no less than 60% and the share of women in all management positions should account for no less than 50%. The Company shall also actively promote equitable talent development programs to increase the share of women in all management positions by 5% by 2026. Currently, female employees outnumber male employees, accounting for 61.4% of all employees. Women account for 64.8% of non-management employees and 52.1% of junior management positions.

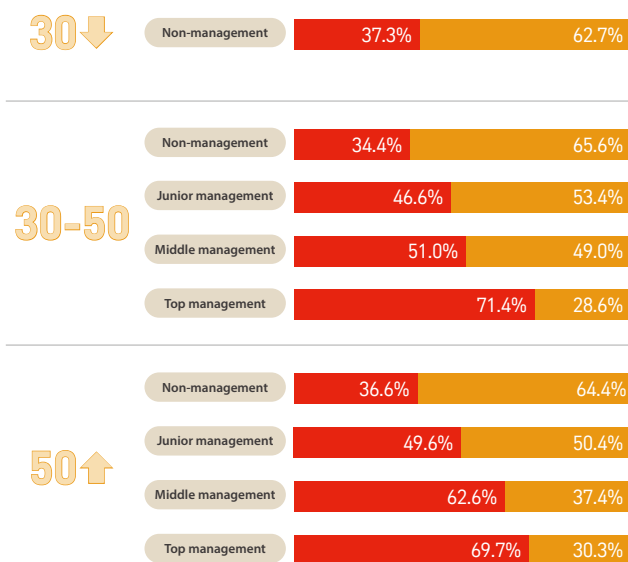
Friendly workplace measures are also implemented to protect the rights and benefits of people with disabilities and indigenous peoples. The Company prioritizes the hiring of suitable talents and hired 60 people with disabilities in 2022. Bank SinoPac employed 37 individuals (including 8 individuals with severe physical disabilities); SinoPac Securities employed 20 individuals (including 2 individuals with severe physical disabilities); SinoPac Leasing employed 3 individuals. They serve as salespersons, IT technicians, financial cross-selling representative, accounting staff, and management as well as other positions as the Company creates a friendly workplace for diverse talents.

#### Employee information



#### Employee structure

Ratio of male employees (Red icon) Ratio of female employees (Yellow icon)



#### Diversity Indicators and Objectives

Percentage of women's employment	Percentage	2026 Targets
Share of women in total workforce	61.4%	>= 60%
Share of women in all management positions	46.9%	>= 50%
Share of women in junior management positions	52.1%	>= 50%
Share of women in middle management positions	41.8%	5% growth
Share of women in top management positions	30.2%	5% growth
Share of women in management positions in revenue-generating functions (Note 1)	45.9%	5% growth
Share of women in STEM-related positions (Note 2)	43.3%	>= 40%

Note 1: Revenue-generating functions: SinoPac Holdings job grade 7 and above, excluding business support departments such as information technology, human resources, and legal departments.

Note 2: Including data technology, data analytics, data security, and other data-related positions.

#### Employee Diversity

Diversity indicator	Number of employees	Percentage of total employees (%)
People with disability	60	0.7%
Indigenous people	11	0.1%

Note: The number of employees with disabilities was calculated following the "The Protection on the Rights of Person with Disabilities"



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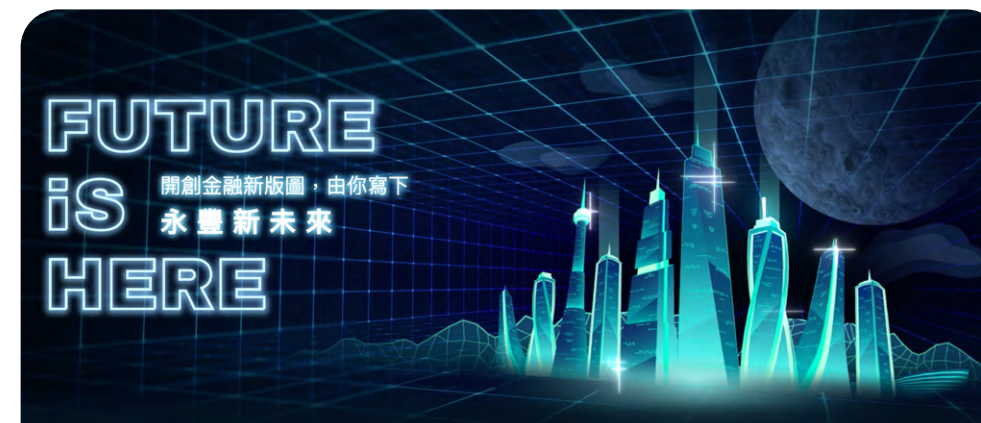
## 4.2 Talent Attraction and Development

SinoPac Holdings views talents as the basis for corporate sustainability and implements talent recruitment through diverse channels. The Company continues building the talent development system to plan short, medium, and long-term career development programs for every SinoPac employee. The Company regularly conducts performance evaluations and follow-ups to optimize development, enhance empowerment, and actively create a positive atmosphere. Meanwhile, SinoPac Holdings has organized the "Employee of the Year Award" campaign since 2018 to create a high-quality corporate culture with the core concept of "starting from the heart" through commendation and encouragement.

### 4.2.1 Talent Attraction

SinoPac Holdings actively develops a Digital FinTech Team and recruits strategy talents, overseas talents, and risk management talents, and invites talents from all walks of life to explore the infinite possibilities of a financial career. The Company also cooperates with colleges via industrial-academic collaboration and internship programs to assist students who are interested in finance take their studies into real practice, narrow down the industry-academia gap, and cultivate SinoPac's future talents. The integrated online and offline recruitment programs included campus programs, recruitment channels, and professional talent investment. The average annual recruitment cost for this year was NT\$15,770 to actively recruit top talents. In addition, SinoPac Holdings provides a sustainable career developing environment based on employees' skills, organizational development, and personal career plans to encourage employees' diverse development and increase their retention.

 <p><b>Campus Recruitment</b></p>	<p>The Company participates in campus fairs and seminars, and helps students obtain sufficient and professional information at the first stage of their career development.</p>
 <p><b>Industry Master Program</b></p>	<p>The Company uses systematic and structural cultivation plans along with scholarships and senior executives who serve as mentors to connect with students on campus and increase their familiarity with the Company.</p>
 <p><b>Internship Program</b></p>	<p>The Company offers students internship opportunities before employment and encourages those with great performance who have qualified in examinations to continue to work at SinoPac for a swift transition to the workplace.</p>
 <p><b>Enterprise Mentor Program</b></p>	<p>The Company helps students learn about banking businesses in advance and uses case studies and discussions to help students understand how to improve their competencies and attitude during the study stage to enhance their competitiveness for the future.</p>
 <p><b>Enterprise Visiting</b></p>	<p>The Company provides opportunities for students to visit branches and the working environment and experience what it feels like to work at SinoPac. The Company also provides career consulting and guidance for jobseekers.</p>



### Elite Talent Recruitment Program

#### • SinoPac Elite Management Trainee Program (MA/PA) •

Content	Results
<p>SinoPac Elite Management Trainee Program focuses on four main concepts, namely professional development, experiential learning, consolidation of organizational adhesiveness, and comprehensive rotation training. It aims to cultivate the financial management talents with potential. In addition, SinoPac became the first in the industry to launch the exclusive Professional Associate (PA) program for college graduates to train young financial strategists with greater potential for Taiwan's finance industry. The program focuses on four major fields (marketing, digital planning, information, and data analysis) with intensive and far-reaching career development plans to accelerate talent development and enhance experience.</p>	<p><b>Acceptance rate</b> 81.5%.</p> <p><b>Retention rate:</b> 95% in 2022.</p>

#### • Turing Plan for AI Elites •

Content	Results
<p>SinoPac Holdings has created a comprehensive career development path for AI talents with two-year training programs for AI technology development and AI application development along with OJT (On-Job Training) to quickly accumulate real talents. The Company also created career development paths for engineers with dual-track career development plans for management roles and professional roles to design a system for retaining top experts in artificial intelligence and attain SinoPac Holdings' digital transformation targets.</p>	<p><b>Retention rate:</b> 87.5% since the first year of the program in 2020.</p> <p><b>Upgraded services:</b> Use AI technologies to successfully promote services such as note identification, credit card theft detection, account risk detection, precision marketing, and real property appraisal.</p>

Note: Retention rate: The proportion of the number of employees in service as of the end of 2022 to the number of hires in the current year.



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### Youth Talent Development Program

#### National Chengchi University credit course

Content	Results
<p>Senior executives of Bank SinoPac and SinoPac Securities served as the lecturers of a 2-credit course in one semester to share trends and practical experiences in various departments to strengthen students' financial vision.</p> 	<p>A total of 34 students participated in the credit course plan, which is a 20% increase compared to the previous year, and the overall satisfaction of the course reached 9 points (out of 10 points); among them, 8 students applied for internship at the department. 76.5% of the remaining non-graduating students expressed willingness to participate in future internship program.</p>

#### National Cheng Kung University Industrial Technology Master's Degree Programs

Content	Results
<p>The Company partnered with the Graduate Institute of Finance and Department of Information Engineering of NCKU to create an official two-year master program focused on finance and cross-border digital integration.</p>	<p>The first session (academic year of 110) had a total of 165 applicants, with an acceptance rate of 19.4%; the second session (academic year of 111) had a total of 175 applicants, with an acceptance rate of 10.9% under intense competition.</p>

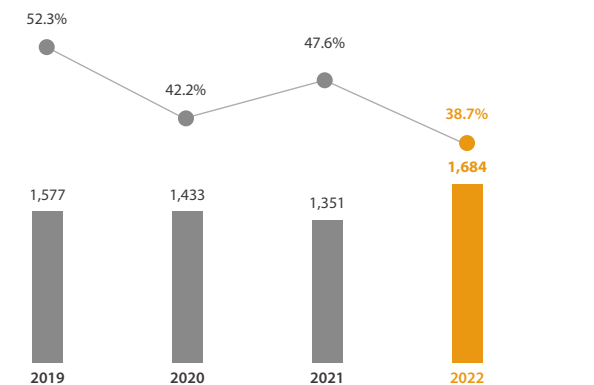
#### National Tsing Hua University Enterprise Talent Development Program

Content	Results
<p>The Company and the Career Development Center of Tsing Hua University commenced their first industry-academia collaboration with career guidance provided by senior executives to students. Under the guidance of the mentors, the graduate students at the College of Technology Management and students interested in the finance industry learned about the industry, prepared for employment, and increase their professional skills ahead of schedule.</p> 	<p>In 2022, a total of 14 students joined the SinoPac team and the program reached more than one hundred students in other business teams who selected the course.</p>

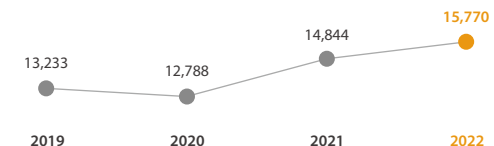
#### Enterprise visiting and seminars

Content	Results
<p>The Company collaborated with several universities and provided first-hand experience in finance and face-to-face communication with bank employees to help students learn more about the finance industry, develop interests for future employment, and reduce the gap between academic studies and career paths.</p>	<p>Organized in-person visits and online career seminars for nearly 300 students with an overall satisfaction rate of 94.1%. Around 250 students benefited from the finance seminar spoken by the Chairman of Bank SinoPac at National Tsing Hua University.</p>

Statistics on hiring — Percentage of open positions filled by internal candidates (Note 1) ■ Total number of new employee hires



Average hiring cost (Note 2) (unit: NTS)



Note 1: Percentage of open positions filled by internal candidates = number of positions with changes / (number of positions with changes + number of new employees)

Note 2: Average hiring cost = (annual expenses for holding recruiting activities + labor cost of recruitment) / total number of new full-time employees in the current year

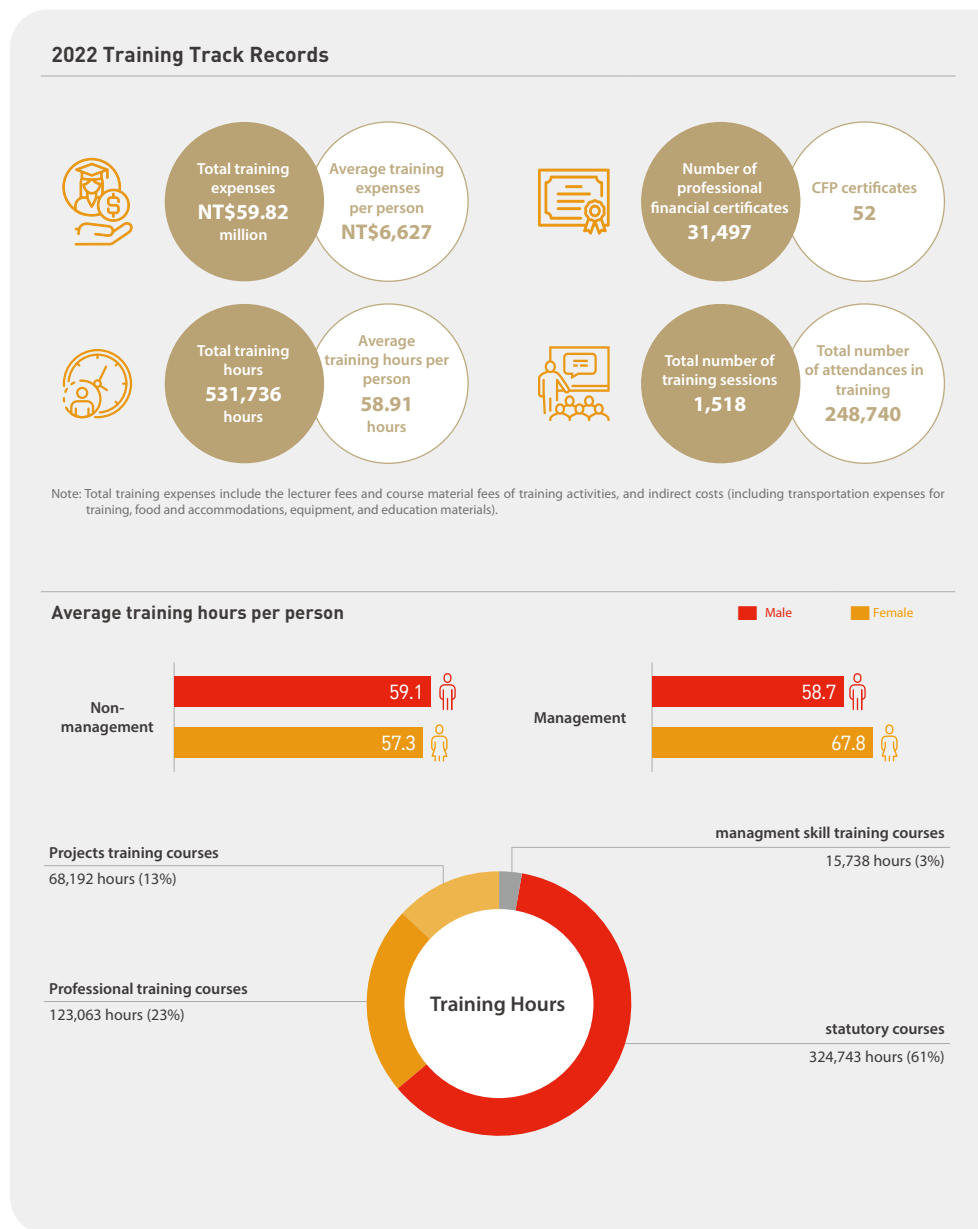
Note 3: The percentage of open positions filled by internal candidates is calculated in accordance with Note 1 starting from 2022. The percentage in 2019 was adjusted from 43.9% to 52.3%; the percentage in 2020 was adjusted to from 45.02% to 42.2%; and the percentage in 2021 was adjusted from 57.95% to 47.6%.



### 4.2.2 Talent Cultivation

SinoPac Holdings upholds Continuous Learning as one of its five core values and encourages employees to venture beyond their own professional fields, continuously enhance comprehensive knowledge and skills, and keep up with the times. The Company also created a comprehensive empowerment and cultivation program and an excellent learning environment to develop the workplace skills and unlimited potential of SinoPac employees and provide guidance for the growth of both employees and the organization. The Company provides blueprints for talent cultivation along with guidance for practical work based on the competencies required for employees' positions to support their career development. The training programs are in line with development trends in finance, corporate visions and strategies, customer experience requirements, and career development for current roles for continuous optimization and innovation. The training courses are developed by the competence cultivation

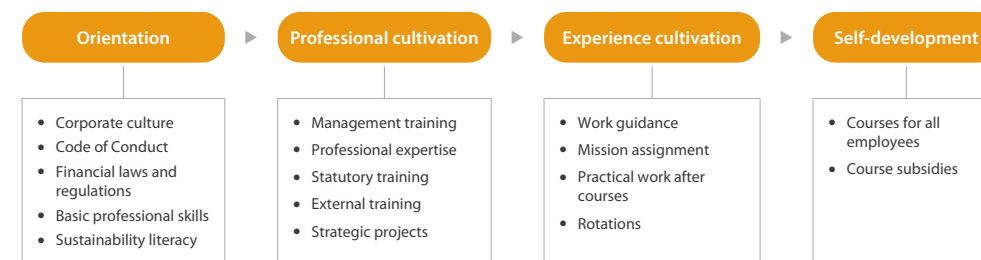
program which focuses on three major categories, namely professional training courses, project training courses, and management skill training courses. In the meantime, the effectiveness of training would be tracked with the aim of enhancing the competitiveness of SinoPac's talents. In 2022, the number of financial certificates held by employees increased by 749 compared to 2021.



SinoPac Holdings has created comprehensive plans for career development. The Company provides training and diverse learning channel to integrate employees' career development and corporate development based on the employees' needs for different stages of their career development. Competency development focuses on training for new employees, professional training, experience cultivation, and self-development. The Company also offers collective training, On-Job training, and advanced development options.

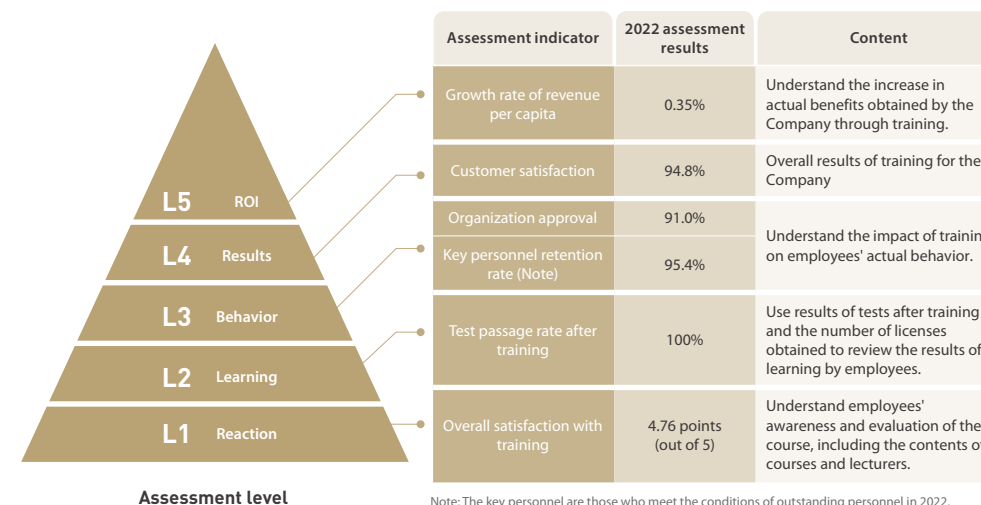
SinoPac Holdings developed the Corporate University Program and set up 53 courses in 18 programs for professional competencies to enhance functions with the training roadmap and certification mechanisms. The management training provides on-the-job and officer development plans for managers on all levels. In response to the digital transformation, the Company focused on implementing the "Digital Roadmap Program" to incorporate digital skills into the basic skills of all employees, accelerate digital empowerment, implement the Digital Transformation Project.

### Competency Development



SinoPac Holdings conducts an inventory of training requirements in accordance with the business strategy, progress of training programs, and gaps in talent capabilities for training. The Company is committed to improving employees' capability of professional skills, grasping trends, and continuous learning to promote the overall financial and non-financial growth of SinoPac Holdings. SinoPac Holdings adopted the Kirkpatrick Model to monitor the specific effectiveness and related quantified data in talent development programs.

### Training Performance Assessment Model



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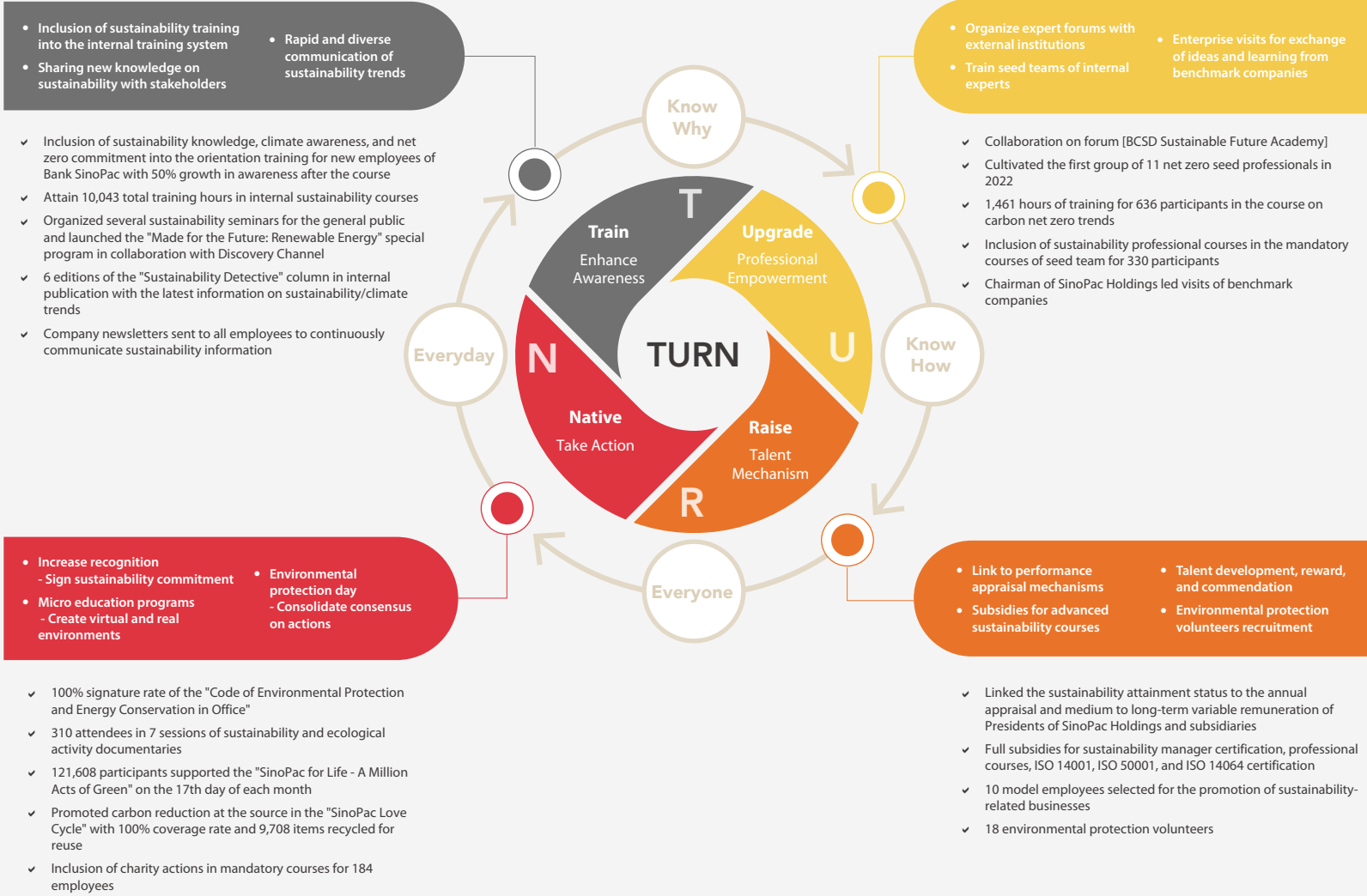
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Sustainability Literacy Development

SinoPac Holdings has adopted employees' sustainability awareness as the basis for facilitating long-term stable development. In 2022, SinoPac Holdings announced the vision for corporate culture. To attain the corporate vision of "Together, a better life", the Company adopted "TURN" as the foundation to create a framework for sustainability literacy training for all employees. All employees are expected to continue to attain growth in the four main categories, including "Train", "Upgrade", "Raise", and "Native" and develop sustainability literacy. Also using diverse training and activities to create common values for all employees, transform awareness into a part of daily operations, make sustainability literacy a part of the Company's DNA, and thereby enhance the sustainability influence of the finance industry.

Targets: All employees of SinoPac Holdings and subsidiaries



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### Vision for Corporate Culture of All Employees

#### SinoPac Holdings Vision and Culture Consolidation

##### Program objectives/targets

##### Targets:

All employees of SinoPac Holdings and subsidiaries

##### Program objectives:

Let employees understand the meaning of the new vision "Together, a better life" and the core values of "Passion for Work, Continuous Learning, Accountability for Shared Success, Open-Mindedness, and Creativity and Diversity" so that SinoPac's vision and corporate culture can be implemented in general operations to create a new culture for SinoPac.

##### Impact of training

- 99% of employees provided correct answers for SinoPac Holdings' vision and core values
- 96% of employees support SinoPac's vision, and the vision and culture consolidation project.
- 98% of employees demonstrated accountability and responsibility on the team and expanded the values to customers' feelings to meet the behavioral indicators for Accountability for Shared Success.

##### Business benefits

Enhance employees' understanding and support for the corporate vision and culture and integrate business and actions with values to create new value and fulfill SinoPac's vision.



### Development of Strategic Professional Skills

SinoPac Holdings and subsidiaries have provided the following key training programs for systematic training for all job functions in the current year to meet the needs for organizational development:

#### PM Program Readiness Training Course

##### Program objectives/targets

##### Targets:

Project managers of head office product units

##### Program objectives:

Promote the PM accountability system and culture, enhance core competencies, create a common language, use the competencies necessary for PMs to design courses and create a complete learning and development plan for PMs.

##### Business benefits

The training contents were reviewed to extract the core competencies of internal product units and set up the "mentor (department head) system" in the process to instruct teams to complete the "product planning closure report" and verify quality and feasibility of the report.

##### Impact of training

- Ratio of participating employees: 0.76%
- Overall satisfaction with training: 9.16 (out of 10 points)
- Members are assembled from different departments to use their core competencies for producing the "product planning closure report".
- The product planning framework includes target customer groups, marketing strategy, and cost evaluation. SinoPac Holdings invited the 5 heads of product units and 3 external instructors to serve as judges and provide an overall review of the implementation. The overall score was 82.24 points (out of 100 points).
- SinoPac Holdings plans to report 19 products in March 2023 and selects 7 products to evaluate the investing level of resources based on its marketability and product reviews.

#### "Eldercare Financial Planning Consultant" development program

##### Program objectives/targets

##### Targets:

Managers of FA, IC, and FC sales promotion teams at the head office and branch managers, wealth management managers, wealth management advisors, etc.

##### Program objectives:

Bank SinoPac upholds the concepts of "Treat Clients Fairly" and "Supporting the Elderly" to promote friendly financial services for the elderly and actively respond to the Trust 2.0 "The Promotion Plan for Full Functions of Trust Services" evaluation program launched by the FSC in 2021. It set up the "Eldercare Financial Planning Consultant" development program and certification training course in 2022 to improve the quality of financial services for elderly customers through comprehensive training.

##### Business benefits

The courses include learning about the psychology, behavior, and medical care for the elderly and focus on protecting the economic security of the elderly and people with disabilities. SinoPac Holdings serve different customer groups with empathy, implement friendly finance and treat clients fairly, and extend the reach of inclusive finance to all corners of the society.

##### Impact of training

- Ratio of participating employees: 1.98%
- Overall satisfaction with training: 4.32 (out of 5 points)
- Course completion rate: 100%
- The number of complaints from elderly customers decreased by 17% in the second half of 2022 compared to the first half
- 55 individuals obtained licenses and the success rate was higher than the overall average
- Trust for Elderly Care seed branch set up rate: 98.4%





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### Systematic manager training

#### Program objectives/targets

##### Targets:

Junior, middle, senior, and top management executives of SinoPac Holdings and subsidiaries

##### Program objectives:

To ensure talent sustainability and set up a comprehensive leadership management talent pool, SinoPac Holdings has set important criteria and a framework for management talents based on future development strategies.

1. On-the-job training focus on six major competencies including strategy reforms, cultivation and development, communication and coordination, target-driven, decision-making analysis, and impact of values. It comprehensively improves the management competencies of managers from newly appointed managers to senior managers and strengthens their management capabilities.
2. The Company implements the Individual Development Program (IDP) for key talent pools to accelerate talent development and effective employment. By assigning key tasks and challenges based on the targets of the Company and departments, SinoPac Holdings strengthened their advantages for current roles and provide them with the leadership skills and perspectives for higher roles in the future.
3. To continue cultivating future leaders, SinoPac Holdings organizes the "SinoPac Excellence Leadership Academy" for high-ranking department heads with high potential each year. The program is based on SinoPac's four main strategies and the SinoPac leadership competency model. Courses are carried out with case studies along with personal self-development and learning through teamwork to create a common language for management, strategic thinking, and a results-oriented talent cultivation plan that would spearhead SinoPac's transformation.

#### Business benefits

SinoPac Holdings' comprehensive training framework provides motivated employees with career development channels. To facilitate the movement of talents across different disciplines, the courses are designed based on SinoPac's four major strategies as well as innovation and leadership to strengthen managers' understanding and use of management competencies to support their continuous learning and growth and improve the effectiveness of management at SinoPac Holdings.

The training also focuses on SinoPac's growth and transformation strategy, helps management talents increase their familiarity with business operations and elevate the decision-making perspectives, and incorporates diverse ideas from subsidiaries and business units. The Company includes innovative business models and ideas in the courses and assistance to jointly formulate measures for implementing SinoPac's strategies and supporting the future development.

#### Impact of training

Ratio of participating employees: 29.85%

##### SinoPac EMBA+ Program:

1. Average course satisfaction for management competency training on all levels: 4.8 (out of 5 points)

##### SinoPac Holdings EMBA+ senior executive development program:

1. Trainees' course satisfaction rate: 4.85 (out of 5 points)
2. 79 trainees in three years

##### SinoPac Excellence Leadership Academy:

1. Trainees' course satisfaction rate: 4.76 (out of 5 points)
2. After-class homework completion rate: 100%
3. The course contents are focused on the use of logic tools to break down strategies (e.g., MECE, SCQ, and customer trips). Trainees use the three tools for project output and subordinate management and the adoption rate of teams was 100%.

### 4.2.3 Diverse Performance Appraisal

SinoPac Holdings adopted diverse performance appraisals to continue promoting the development and improvement empowerment of all employees. The Company uses routine performance management, rewards for model behavior, and data-driven talent management for performance management.

Each year, SinoPac Holdings conducts regular performance appraisals based on Employee Assessment Criteria and reviews employees' behavior in the workplace and management to assist them assess their working performance as the basis for future

career development. SinoPac Holdings implements dual-track performance appraisal with both the unit-level appraisal and personnel appraisal, and adopts multiple mechanisms such as team-based performance appraisal, management by objectives, multidimensional performance appraisal, and formal comparative ranking of employee within one employee category. SinoPac has set up regular review and feedback mechanisms in the developmental performance management system and adopted agile management to guide department and employees monitor the progress and take response actions via routine and timely communication to attain targets. In 2022, the performance of all full-time employees who have passed the probation period was evaluated in the regular performance appraisal. Employees of Bank SinoPac who have objections regarding the results of the annual performance appraisal can file an appeal and HR department can compile and file for review. SinoPac Holdings received 35 appeals in 2022 and approved 7 appeals after review and evaluation. There were opportunities for department managers and employees to communicate face-to-face so that employees can advance further at work and reduce potential misunderstandings.

#### SinoPac Holdings Performance Appraisal Tools

Performance appraisal mechanism	Percentage of employees	Implementation method and results	Implementation frequency
Management by objectives		<ul style="list-style-type: none"> <li>Employees set annual work targets, appraisal indicators, and weights at the beginning of the year, and establish the annual targets after discussing with their direct supervisor.</li> <li>A mid-year appraisal is conducted to verify work targets and implementation progress.</li> <li>Employees perform the year-end self-performance appraisal, and the results are submitted to managers of respective levels for appraisal.</li> </ul>	Once a year
Multidimensional performance appraisal	100% FTEs	<ul style="list-style-type: none"> <li>360-degree feedback mechanisms are adopted for management personnel to enhance the development and cultivation of management talents.</li> <li>The annual appraisal of SinoPac Holdings and subsidiaries is performed by the audit, risk management, and compliance departments. The result accounts for 30% of the performance score.</li> <li>SinoPac Holdings' division-level departments are included in the 10% collaboration survey to evaluate the collaboration and cooperation among independent departments and subsidiaries.</li> <li>Bank SinoPac's non-sales departments are included in the 10% inter-departmental peer and manager service satisfaction survey.</li> </ul>	Once every two years Once a year Once a year
Formal comparative ranking of employees within one employee category		<ul style="list-style-type: none"> <li>After the self-appraisal completed by employee and the appraisal score rated by managers, an appraisal rating will be given based on the ranking.</li> </ul>	Once a year
Team-based performance appraisal	SinoPac Holdings subsidiaries SinoPac Holdings division-level units Bank SinoPac / SinoPac Securities / SinoPac Leasing division-level units	<ul style="list-style-type: none"> <li>Set targets based on the annual budget approved by the Board of Directors as well as management and sustainability strategies. The internal control unit provides internal control items appraisal requirements and key points for annual enhancements, and establish annual targets after obtaining approval.</li> <li>Regularly review and verify work targets and implementation progress every quarter.</li> <li>Conduct the team-based performance appraisal at the end of the period based on the performance results.</li> </ul>	Quarterly
Agile communication	100% FTEs	<ul style="list-style-type: none"> <li>Provide regular feedback and adjustments (e.g., daily/weekly/monthly/quarterly) or ad hoc (project progress) based on the nature of job roles. Continuously guide employees to develop their abilities and achieve common goals by timely interaction and communication to monitor strategies and implement corrections.</li> </ul>	Ongoing



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### Employee performance appraisal process



### Performance Appraisal Mode



### Select the Employee of the Year to Promote SinoPac's Positivity Culture

To encourage SinoPac employees to express innovative and thoughtful spirit at work, SinoPac Holdings has organized the "Employee of the Year Award" campaign for five consecutive years. The Company selects and commends employees who embrace the spirit of high-quality innovation and thoughtful services for others. 19 employees were selected from 9,000 employees in Taiwan and overseas in the fifth "Employee of the Year Award" in 2022. The Chairmen and Presidents of SinoPac subsidiaries attended the award ceremony to emphasize SinoPac

Holdings' commitment to talents. The Company arranged for the winners of the "Employee of the Year Award" in the past five years to sing "The Grateful Heart" together and express their gratitude for SinoPac and their family members. The selection and spirit of the Employee of the Year Award will help SinoPac Holdings employees fulfill the vision of "Together, a better life".



### Data-driven Talent Management

SinoPac uses measurement tools, questionnaires, surveys, and other data and information for people analytics to monitor talent development. The Company established a talent profile to replenish SinoPac's talent pool and used as the basis for data-driven management for improving the human resource development mechanisms.

Tool	Eligible users	Coverage rate	Applications
Leadership Assessment	Management	18.3%	With assessment, the managers can realize their advantages in personal leadership skills and projects to be developed. The Company provide resources based on needs and conditions.
Human Resource Data Dashboard	Full-time employees	100%	Analysis of the financial, non-financial, and human resource structure data of competitors as a reference for manpower allocation and plans.
Employee engagement surveys (organizational climate survey and employee engagement survey)	Full-time employees	100%	Collect employees' opinions and feelings about the Company's policies, environment, processes and management to optimize the system further.
Turnover analysis and survey of resigned employees	Resigned employees	65.9%	Conduct turnover risk analysis based on employees' position, duration of service and department, and collect the main resignation reasons and recommendations via anonymous surveys as reference for human capital promotion policies. Bank SinoPac conducted the turnover analysis for new recruits, specific positions, and all employees respectively in 2022.

## 4.3 Employee Compensation and Welfare

### 4.3.1 Compensation System

SinoPac Holdings upholds the Human Rights Policy, protects the legal rights and interests of employees, and spares no effort to create a happy enterprise. The Company sets up the Remuneration Committee, which consists of three independent directors, to regularly review the "Salary and Remuneration Management Policy" and evaluate the remuneration and related systems for the directors and managers. It submits recommendations to the Board of Directors for review and approval to provide a comprehensive and competitive salary and benefits system. SinoPac Holdings has been selected as one of the constituent stocks of "Taiwan High Compensation 100 Index" for eight consecutive years since 2014 as one of the top 100 domestic companies in terms of employee salary. The employee compensation and welfare totaled NT\$15.8 billion in 2022. SinoPac Holdings provides equal opportunities for employees' remuneration and does not discriminate based on gender. The Company sets out the policies related to salary management in the "Work Rules" and "Standards for Employee Salaries and Allowances, Overtime Payments, Awards". The percentage of base salary for female-to-male is 1:1, aligning with the concept of equal pay for equal work. To attract and retain talents as well as support the high-performance culture, SinoPac Holdings also actively participates in global salary surveys every year and references the salary survey data provided by external consultants independent of the Company. SinoPac Holdings has taken into consideration the Company's operating performance, personal performance, and external market compensation level for salary adjustment to ensure the salary level is competitive in the market. The Company also provide investors with opportunities to voice or communicate their opinions related to remuneration in investor conferences. The average salary of junior-level employees (new employees in 2022 with a job grade of 4 or below in SinoPac Holdings, excluding part-time employees) was 151% of the statutory basic salary for female employees and 158% for male employees. The salary of dispatched employees is determined in accordance with the "Staff Appointment Guideline", which exceeds regulatory requirements.



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### Equal Pay Assessment

Employee level	Average female-to-male ratio (100 for females)
Executive level (job grade 10 and above at SinoPac Holdings) base salary	100:111
Executive level (job grade 10 and above at SinoPac Holdings) base salary + cash incentives	100:119
Management level (job grade 7-9 and above at SinoPac Holdings) base salary	100:105
Management level (job grade 7-9 and above at SinoPac Holdings) base salary + cash incentives	100:98
Non-management level (job grade 6 and below at SinoPac Holdings) base salary	100:108
Non-management level (job grade 6 and below at SinoPac Holdings) base salary + cash incentives	100:112

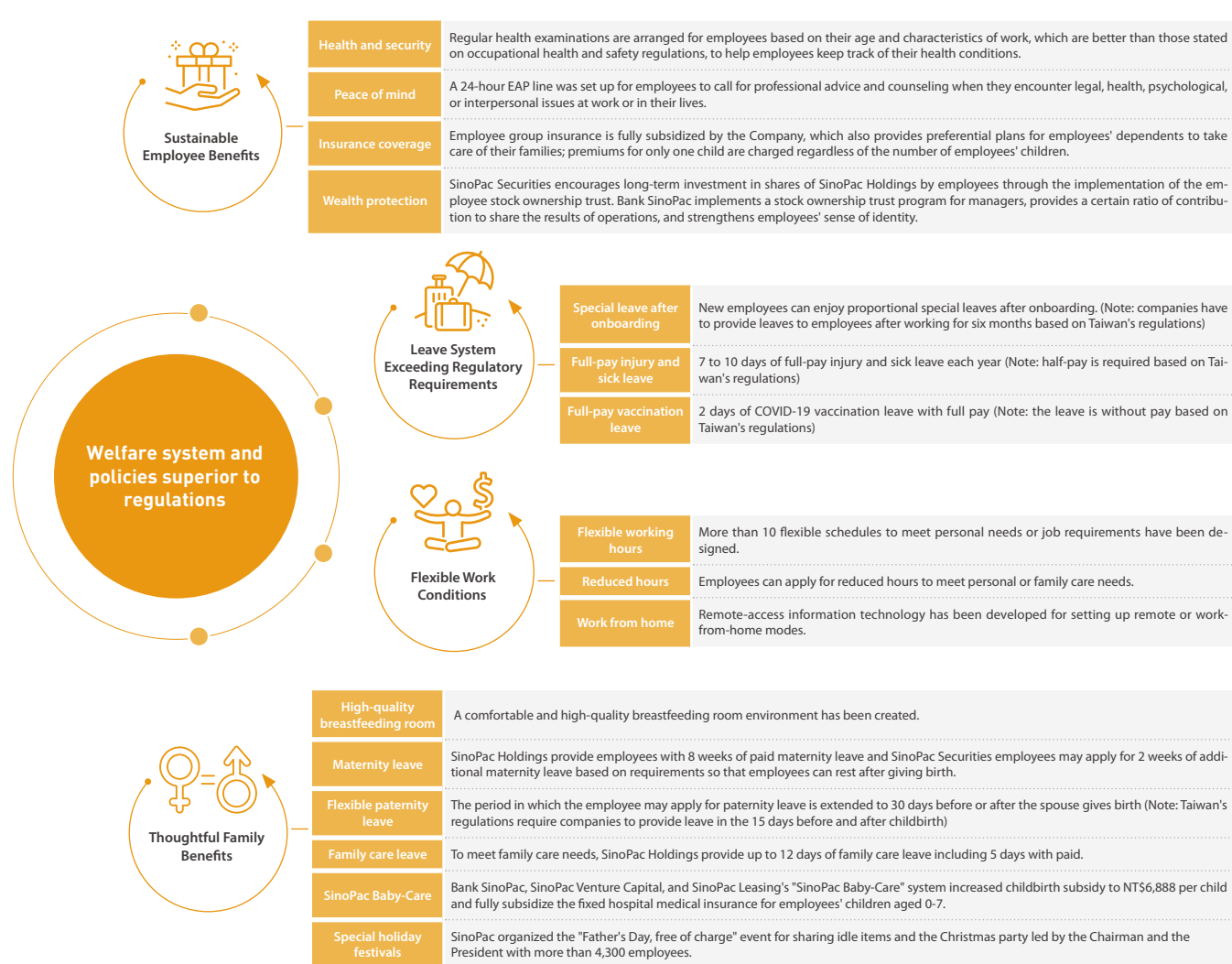
Note:

1. Base salary was calculated based on the monthly salary of FTEs as of December 2022 multiple by 12.
2. The calculation scope includes all employees in Taiwan.
3. The current remuneration system does not include a bonus system in the form of stock issues.

### 4.3.2 Welfare System

SinoPac Holdings firmly believes that talents are the core assets of a sustainable enterprise. In addition to providing a transparent and fair remuneration system and a diverse, inclusive, and friendly workplace environment, the Company also provides employees with thoughtful welfare measures and upholds the spirit of "take care of one person and protect one family" to include the care for employee family and life as important ideals to increase employees' adhesiveness and retention rate. SinoPac Holdings provides employees with benefits such as insurance coverage, health examinations, subsidies for festivals, discount mortgages, and a leave system superior to the Labor Standards Act to care for the physical and mental health of employees. Please refer to the official website for information on the welfare system and policies of SinoPac Holdings.

### Welfare system and policies superior to regulations



### 4.3.3 Senior Employee Rewards and Retirement System

SinoPac Holdings rewards employees with 5 years of service or more with a commemorative badge for their contributions. The Company also provides employees with a secure pension system and makes regular contributions to the statutory pension fund in accordance with the Taiwan Labor Standards Act and the Labor Pension Act to ensure employee pension benefits. Voluntary contributions from employees under the new labor pension system are also withheld and paid into the individual pension accounts of the Bureau of Labor Insurance. Overseas branches and subsidiaries shall be handled in accordance with the laws and regulations of the country where they are located. Please refer to p. 55 of the 2022 SinoPac Holdings Financial Report for detailed data on the contributions.

## 4.4 Happy Workplace Environment

### 4.4.1 Harmonious Labor-Management Relations

SinoPac Holdings encourages employees to engage in diverse communication with the Company and has set up various internal communication and grievance channels. The Company also regularly conducts employee engagement surveys and turnover surveys for resigned employees to understand the thoughts of current/resigned employees and jointly create a harmonious work environment. In order to achieve smooth and effective communication between the Company and its employees, SinoPac Holdings and its subsidiaries established the SinoPac Holdings Labor Union, Bank SinoPac Labor Union, and SinoPac Securities Labor Union according to the Labor Union Act. Since 2011, SinoPac and labor unions renew the collective bargaining agreements every three years and communicate and negotiate with the unions on labor issues at regular intervals or from time to time. The capital representative and the labor representative of SinoPac Holdings signed a collective bargaining agreement with the labor union for the first time on December 19, 2019, covering employees of SinoPac Holdings, Bank SinoPac, SinoPac Securities, SinoPac Futures, SinoPac Securities Service, and SinoPac Securities Venture Capital, SinoPac Venture Capital, SinoPac Leasing and SinoPac Securities Investment Trust. In 2022, the capital representative and the labor representative of Bank SinoPac and SinoPac Securities held meetings to renew the collective bargaining agreement respectively. In order to create a friendly workplace, both parties agreed a resolution that employees who meet the qualifications can apply for paid family care leave. In 2023, the capital representative and the labor representative of SinoPac Holdings will hold a meeting to renew the collective bargaining agreement. Paid family care leave will be evaluated for extending to all subsidiaries in the meeting.

#### Main Contents of the Collective Bargaining Agreements and Percentage of Employees' Participation in Unions (Note 1)

Labor unions	Contents of the agreement	Employees covered by collective bargaining agreements (Note 2)
Bank SinoPac Labor Union	<ul style="list-style-type: none"> <li>Bank SinoPac agrees to provide the venue and the software and hardware necessary for the meetings of the union. The chairman of the union works in the union office all day and the directors and supervisors of the union may apply for official leave when they process official union affairs in accordance with laws and regulations. The union fee is deducted by Bank SinoPac on behalf of the union from employees' salaries each month.</li> <li>Bank SinoPac shall not adjust working conditions for employees who are eligible for entering the Union without justifiable reasons.</li> </ul>	95.72%
SinoPac Securities Labor Union	<ul style="list-style-type: none"> <li>The chairman, directors, supervisors, and members of the union may apply for official leave when they process official union affairs in accordance with laws and regulations. The union fee is deducted by SinoPac Securities on behalf of the union from employees' salaries each month.</li> <li>In the event of shut down, transfer of ownership, losses, reduced business, or where the employee is clearly unfit for his/her job, SinoPac Securities shall, in accordance with the Labor Standards Act, provide advance notice of at least 10-30 days based on their seniority before the labor contract can be terminated.</li> </ul>	86.86%
SinoPac Holdings and Subsidiaries Labor Union (Note 3)	<ul style="list-style-type: none"> <li>In case of mergers and acquisitions, the rights and interests of union members shall be well-protected. For instance, all union members shall be retained, prior consents shall be obtained from the labor union for changes in working conditions or layoffs after the merger, and a preferential retirement program shall be provided for union members who will not be retained or do not agree to be retained after the merger.</li> </ul>	93.32%

Note 1: For employees not included in the collective bargaining agreements, their working conditions and the terms of employment are based on the position and the internal regulations, which is not affected by other collective bargaining agreements.

Note 2: Percentage of employees in the union was calculated based on employees who paid membership fees by December 2022. Excluding employees in probation, overseas employees, dispatched employees, and managers as of the end of 2022.

Note 3: SinoPac Holdings Labor Union members include employees of SinoPac Holdings, Bank SinoPac, SinoPac Securities, SinoPac Futures, SinoPac Securities Investment Service, SinoPac Securities Venture Capital, SinoPac Venture Capital, SinoPac Leasing, and SinoPac Securities Investment Trust.

### 4.4.2 Employee Communication

SinoPac Holdings utilizes a variety of channels to understand the issues which employees concerned, identifies potential negative impact, and draws up action plans.

#### Results of Employee Due Diligence in 2022

Channel of due diligence	Major concern issues / survey results
The corporate union labor-management meeting	<p><b>Bank SinoPac :</b> The system of parental leave, professional training and subsidies, and the training and prevent measures of illegal infringement.</p> <p><b>SinoPac Securities :</b> Salary and benefits (including higher pay and medical examination)</p>
Course satisfaction questionnaire, opinion survey and the feedback after course	<p><b>Bank SinoPac :</b> The course satisfaction questionnaire surveys the contents of the course, teaching methods of instructor, and overall satisfaction rate of the course. Trainees suggest that the content of the course can enhance professional knowledge. The highest scores were received in instructor's ability, professional knowledge and teaching attitude according to the questionnaires.</p> <p><b>SinoPac Securities :</b> The course satisfaction questionnaire surveys the contents of the course, teaching methods of instructor and overall satisfaction rate of the course. Trainees suggest that the content of course can be applied in workplace, improve logical thinking and communication skills.</p>
Internal feedback platform	Employee benefits (the system of flexible leave) and clearer internal administrative procedures
Human rights risk due diligence	Please refer to 2.3.6 Human Rights Risk Identification and Management

SinoPac Holdings has interchangeably conducted the "Employee Engagement Survey" or "Organizational Climate Survey" every year since 2015. In order to listen to employees and adjust policies and the management system accordingly if needed so that the Company can provide a friendly working environment for employees to create the long-term performance of the organization. In 2022, the results of the Employee Engagement Survey showed that employees' engagement rate was 91%, which was the highest score on record and showed that SinoPac Holdings has provided employees more space for development in their work with the regulations, environment and atmosphere of the workplace.

#### SinoPac Holdings Employee Survey

	2019	2020	2021	2022
Satisfaction rate (Note 1)	71.4%	88.4%	87.8%	91.0%
Survey type (Note 2)	Employee Engagement Survey	✓		✓
	Organizational Climate Survey	✓		✓
Coverage (%) (Note 3)	70.5%	100%	100%	100%
Response rate (%) (Note 4)	75.11%	80.13%	83.31%	82.85%

Note 1: The Employee Satisfaction Survey is on a scale from 1 to 7 (strongly agree) points. Items scored higher than or equal to 4 points (neutral) are counted as employee satisfaction rate.

Note 2: The Employee Engagement Survey includes questions regarding employees' job satisfaction, sense of identity, loyalty, connection between work contribution and company objectives, and work security. SinoPac Holdings also used questions on the actual work to learn whether employees understand the purpose of their work, whether they can attain work-life balance, and whether they can feel a sense of accomplishment at work. The components of the Organizational Climate Survey includes the organization's expectations for personal work performance (work quality and high expectations) and how employees react to stress.

Note 3: The coverage rate was calculated based on number of employees assessed within the scope of the survey and the total FTEs in SinoPac Holdings and its first layer of subsidiaries, excluding dispatched employees. All employees have been included in the scope of the survey since 2020 and the coverage rate is 100% for all groups.

Note 4: The response rate is based on the number of employees assessed and the total FTEs in SinoPac Holdings and its first layer of subsidiaries, excluding dispatched employees.



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Internal Communication Channels

Besides employee engagement surveys, SinoPac Holdings has also established multiple internal communication channels through which employees can voice their concerns in a timely manner and managers can have a deeper understanding of their thoughts. By doing so, SinoPac Holdings intensifies employee adhesiveness and strides hand in hand towards sustainable operation. Other than the dedicated Colleague Assistance and Culture Instructor, Internal communication channels also comprise the iShare Website, friendly workplace column, SinoPac Classroom and distributed internal publications such as the "SinoPac Newsletter" and "SinoPac Fun-Me" newsletters. Bank SinoPac also organizes regular "Appointment with CEO" seminars and initiated Voice of Employees (VOE) programs and Personnel Officers system.



► The training of Personnel Officers & Culture Instructors

Communication channel	Frequency	Contents
SinoPac Newsletter	Every two months	Issued the employee magazine "SinoPac Newsletter" regularly. SinoPac Holdings reports on the expectations of senior executives, publicizes the internal activities of the organization, affirms outstanding employees, shares the work and life of employees, and conveys the warmth of the organization through pamphlets.
SinoPac Fun-Me	Weekly	Deliver important messages or ideas related to the organization, provide real-time internal information, and strengthen employee communication and organizational cohesion.
Friendly workplace mailbox	Permanent	The direct reporting unit of the CEO set up the friendly workplace mailbox to create a smooth bilateral communication channel, help employees' opinions to be fully expressed and effectively handled and create a friendly workplace environment.
Dedicated health service mailbox	Permanent	SinoPac Holdings provides health management information from time to time and assigns Employee Healthcare Specialists to create physical and mental health consultation channels to promote workplace health.
iShare Website	Permanent	"iShare Website" is a platform for sharing opinions on diverse themes, including life, charity, business opportunity, and opinion collection, allowing employees to interact more with each other on different themes and facilitating more communication and interaction between employees beyond their work.
SinoPac Academy Website	Permanent	The website platform is provided by SinoPac Securities as a bridge for employees to express their opinions and ideas for related responsible departments to respond to employees and foster communication.
Friendly Workplace Column	Permanent	The Company has created an open platform to publish the terms of the collective bargaining agreements and the meetings minutes of labor-management meetings to encourage employee participation in labor-management issues and increase the transparency in labor-management communication.
"Appointment with CEO" seminar	Annually Quarterly	Bank SinoPac's CEO leads the management team to carry out face-to-face seminars with employees to explain the company's operating strategies and future development while conducting Q&A. In 2022, 1 seminar was held to consolidate employees' consensus and provide assistance to their career development. SinoPac Securities Investment Trust 's CEO convenes town hall meetings quarterly and meetings over meals with the CEO monthly to create a universal communication channel for all employees.
Personnel Officers & Culture Instructors	Permanent	Proactively assist in caring for the physical and mental health of employees, listen to the needs of employees in many ways, and provide timely assistance through 203 personnel officers across Taiwan. Group activities are organized from time to time to communicate corporate culture and values.
Voice of Employees, VOE	Permanent	The CEO of Bank SinoPac assigns special agents to visit all departments and gather and communicate the voices of employees to the CEO to maintain a good mutual communication mechanism. A total of 15 caring actions at the head office/branches were completed in 2022 and 395 employees were interviewed. Since the start of the program to the end of 2022, the agents have interviewed 66% of the employees.
Employee Service Specialists and Employee Healthcare Specialists	Permanent	SinoPac Holdings assigns Employee Service Specialists and Employee Healthcare Specialists to provide each employee with a dedicated contact person, protect employees' right to work during employment and maintain physical and mental health.

4.4.3 Occupational Health and Safety

SinoPac Holdings is committed to protecting employee health and safety and upholding the spirit of "Take Care of One Person, Protect One Family", promote a systematic employee health management plan based on four areas, namely occupational safety, comprehensive care, maternity health protection, and health promotion. And strengthened the implementation of data-driven occupational health and safety management. SinoPac Holdings formulated occupational health and safety management policy and established an occupational health and safety management system to provide all employees of SinoPac Holdings (including full-time employees and dispatched employees) with a healthy workplace. The Company also appointed dedicated personnel to continuously focus on improvements for occupational safety in accordance with international occupational health and safety management systems. Bank SinoPac obtained the "ISO 45001 Occupational Health and Safety Management Systems" certification in 2020 and formulated plans to gradually expand the scope of the certification. As of the end of 2022, Bank SinoPac has completed the certification of two self-owned buildings, which covered 33.3% of workplaces and 13.7% of employees. As of the first quarter of 2023, Bank SinoPac completed the certification of four self-owned buildings, which covered 66.7% of the workplaces and 31.9% of all employees. Bank SinoPac plans to attain 100% coverage rate for all self-owned buildings by 2026.



► The certificate of ISO 45001



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### 4.4.3.1 Occupational Health and Safety Management System

Bank SinoPac has established the occupational health and safety system and the Occupational Health and Safety Committee in accordance with the Occupational Safety and Health Act. The Committee has a total of eight members and convenes meetings every quarter. The employer's agent, Vice President, who was appointed by the President is accountable for the implementation of health and safety management. Managers at all levels command and supervise the implementation of respective personnel. In addition to occupational health and safety related departments, the Human Resources Division, the union of Bank SinoPac, and bank channel management departments also assign representatives to attend the meeting to assist in the supervision and provide suggestions on occupational health and safety related issues.

According to the occupational health and safety management procedures, the Company draws up and updates its health promotion plans and procedure manual, executes care measures, and other related occupational health and safety issues. Bank SinoPac disseminates matters related to occupational health and safety to employees through email. And employees can review them on the internal platform. Bank SinoPac also regularly tracks the results and continues to promote new knowledge of health and optimize related measures to create a healthy workplace.



### 4.4.3.2 Health Risk Map and Employee Health Management

SinoPac Holdings is committed to creating a secure, safe, and healthy workplace. Work environments meet regulatory requirements and pass inspections of the competent authority. The Company organizes inspections of the office work environment and carbon dioxide concentration detection each year, holds fire drills and compiles emergency response manuals periodically. The Company also installs AEDs (Automated External Defibrillators) in each building to strengthen the protection of employees, customers, and residents of the community and increase the attention and emphasis of occupational safety in each unit continuously.

Bank SinoPac implemented employee health risk assessment through three major procedures, including risk identification, risk assessment, and risk response to strengthen the protection of employee's health and safety. It also drafted risk map based on the risk levels and develop corresponding mitigation, prevention measures and quantitative targets of action for high-risk, medium-high risk, and risks with high impact events to optimize occupational health and safety continually for SinoPac Holdings and all subsidiaries. The Company also appointed a Personnel Officer who is required to immediately report any occupational accident to the Human Resources Division. Healthcare specialists take charge of subsequent occupational accident investigations, reporting, analysis of records, and post-trauma care. In case of injuries caused by unsafe equipment or sites, the company will immediately report to related departments for review and improvement. To ensure safety in all premises of business departments, the Company appointed the occupational safety and health affair managers, emergency aid personnel, and fire prevention personnel in accordance with regulations. The Company also assigns employees who have related licenses to take part in on-job training based on the frequency required in regulations to maintain workplace safety continuously and create a secure, safe, and healthy workplace.



#### Employee health risk map

Possibility of risk	High			<ul style="list-style-type: none"> <li>Infectious diseases</li> <li>Workplace accidents</li> </ul>	
	Medium			<ul style="list-style-type: none"> <li>Metabolic syndrome</li> </ul>	
	Low	<ul style="list-style-type: none"> <li>Musculoskeletal disorders caused by repetitive work</li> </ul>	<ul style="list-style-type: none"> <li>Illegal infringement</li> <li>Abnormal workload</li> </ul>	<ul style="list-style-type: none"> <li>Maternity health protection</li> <li>Mental health</li> </ul>	
		Risk impact level	Low	Medium	High



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**SinoPac Holdings Workplace Safety and Health Measures**

Risk class	Health risk issue	Mitigation / preventive measures	Results
High risk	Infectious diseases	<ul style="list-style-type: none"> <li>Implement site protection measures and provide protection supplies to employees.</li> <li>Establishment of epidemic information reporting mechanisms to monitor changes of condition in the epidemic and establish response policies.</li> <li>Provide paid leave related to epidemic prevention and assign healthcare specialists to provide care for each infected employee.</li> </ul>	<ul style="list-style-type: none"> <li>Provided paid COVID-19 quarantine leave which is superior to regulatory requirements with 26,787 days of leave for employees in 2022. (Note 1)</li> <li>Provided paid COVID-19 vaccination leave superior to regulatory requirements with 14,200 days of leave for employees in 2022. (Note 1)</li> <li>To strengthen the level of care for infected employees, the Company delivered nutritious supplements such as ginseng essence and chicken essence to the residences of employees with total expenditures of NT\$4,635,600 in 2022.</li> <li>Provided employees with vaccination insurance coverage with full paid by the Company; employees' coverage rate of three-dose COVID-19 vaccination was 94.2% in 2022.</li> <li>Set up transparent separation partitions on business premises and provided employees with visors, face masks, rapid test kits, and disinfection alcohol.</li> <li>Provided buildings and workplaces with forehead thermometers and set up infrared body temperature measurement equipment for buildings.</li> <li>Provided employees with family member vaccination care leave so that employees can apply for leave to take care of their parents, parents-in-law, spouse, and children according to their needs.</li> <li>Established epidemic information reporting mechanisms and used communication software to set up real-time reporting network to let healthcare specialists monitor the health condition of employees, provide personalized care recommendations, telephone care, and follow-up.</li> </ul>
High risk	Occupational accidents	<ul style="list-style-type: none"> <li>Appointment of occupational safety and health affair managers based on standards.</li> <li>Use email to promote work environment and traffic safety protection measures.</li> <li>Strengthen occupational accidents reporting mechanisms and response measures. Healthcare specialists provide injured employees with post-trauma health education.</li> <li>Set up workplace safety inspection mechanisms. Doctors and healthcare specialists evaluate the safety of equipment and work areas regularly</li> <li>Provide regular shuttle services between buildings and sign contracts with taxi company to provide employees with diverse hailing services and avoid risks in employees riding or driving on their own.</li> </ul>	<ul style="list-style-type: none"> <li>Provided 3 routes with 15 regular shuttle bus services.</li> <li>In 2022, 0 people died in occupational accident; 22 people were injured in occupational accidents. (Note 2)</li> <li>62 work areas were surveyed in 2022 and 2 work areas required repairs; related management units were requested to provide assistance for improvements and the work areas passed re-inspections after repairs with an improvement rate of 100%.</li> <li>The Company set up AEDs (Automated External Defibrillators), blood pressure monitors, forehead thermometers, and first-aid kits and conducts an inventory every six months.</li> <li>SinoPac Holdings used the internal publication "SinoPac Fun-Me" to communicate with employees to improve the safety of environment and create a high-quality and healthy workplace environment.</li> <li>In 2022, 811 people of occupational safety and health affair managers, emergency aid personnel, fire prevention personnel trainees attended a total of 2,615 hours of courses.</li> </ul>
Medium-high risk	Metabolic syndromes	<ul style="list-style-type: none"> <li>Encourage employee participation in sports clubs.</li> <li>Provide onsite physician service and consultation regularly.</li> <li>Provide employee physical health examination plans that are superior to regulatory requirements.</li> <li>Monthly delivery of newsletters on new health knowledge and organization of health promotion seminars.</li> </ul>	<ul style="list-style-type: none"> <li>Provided annual health examinations that are superior to regulatory requirements and added key indicator inspection items; the overall employee satisfaction rate was 94%.</li> <li>In 2022, doctors provided 72 onsite health education and consultation services for 339 employees with high-risk health examination results, provided recommendations of health maintenance, and kept records.</li> <li>Monthly delivery of newsletters on new health knowledge and posting information on the internal forum for employees to read; posted 7 health management and dietary health education articles in 2022 which accumulated 1,375 views.</li> <li>Employees voluntarily organized small-scale health weigh management activities and the participants lost an average of 6.4kg within three months.</li> <li>The Employee Welfare Committee provided subsidies for club activities for employees to register; clubs included the basketball club, yoga club, and body combat club.</li> </ul>
Risks with high impact	Maternity health protection	<ul style="list-style-type: none"> <li>Provide maternity clothes.</li> <li>Provide paternity leave superior to regulatory requirements.</li> <li>Set up the workplace maternal health protection program to provide health tracking and care consultation services for employee who have been pregnant or have given birth for less than one year.</li> <li>Set up warm and comfortable breastfeeding rooms equipped with sterilizers and refrigerators for preserving breast milk.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly evaluate the needs of breastfeeding room users and added curtains in 2022 to increase privacy.</li> <li>The Company launched the "Baby Package" program and distributed gift packages which contain probiotics and multivitamins to pregnant employees. In 2022, 85 gifts were distributed to pregnant employees.</li> <li>Requested employees who were pregnant or have given birth for less than one year to fill out a health self-assessment questionnaire and assign onsite doctors to provide health consultation for 160 individuals with a participation rate of 100%.</li> <li>Organized suitable childcare and daycare services for employees and provided 9 contracted childcare institutions.</li> <li>During the period of severe pandemic, the Company prioritized the delivery of epidemic supplies to pregnant employees to protect them and SinoPac babies and strengthen the promotion of epidemic prevention measures and activate work-from-home options.</li> </ul>
Risks with high impact	Mental health	<ul style="list-style-type: none"> <li>Sharing physical and mental health promotion articles.</li> <li>Advocate work and life balance and promote holiday leisure activities for employees.</li> <li>Bank SinoPac activates HR management personnel mechanisms and sets reporting procedures.</li> <li>Appoint healthcare specialists to help care the physical and mental health of employees and provide medical consultation services.</li> <li>Set diverse internal communication channels for employees to fully express their opinions.</li> <li>Establish the "illegal infringement prevention project" and the reporting</li> </ul>	<ul style="list-style-type: none"> <li>Regularly sent emails to encourage employees to schedule leave and provide travel subsidies.</li> <li>Provided health care management, telephone care and individual follow-up for employees who have taken leave for injury up to a certain standard or recovering from major injury or illness with potential health risks. Published mental health articles in the internal discussion board such as "Make Yourself Happy - Insights for Learning to be Happy" and "Learn about Gender Diversity to Create a Friendly Workplace", which accumulated 2,776 views in 2022.</li> <li>SinoPac Securities has signed a contract with a professional institution to provide EAP services with 5 free personalized support consultation services for employees each year with experts covering legal, health, medical, workplace, and financial management.</li> </ul>

Note 1 : Total number of days of leave related to epidemic prevention applied by employees during their employment in 2022.

Note 2 : According to Article 2, Paragraph 5 of the Occupational Safety and Health Act, "occupational accidents" mean any diseases, injuries, disabilities, or deaths of workers caused by buildings, machinery, equipment, raw materials, materials, chemicals, gases, vapors, dusts, etc., at the place of duty, or as a result of work activities, or due to other occupational causes.



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4.1 Talent Management Strategy and Employee Structure

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4.4 Happy Workplace Environment

SinoPac Holdings' subsidiary Bank SinoPac obtained the "Excellent Breastfeeding Room Certification" from the Department of Health, Taipei City Government and the "The excellent Healthy Workplace - Maternal Health Award" from the Health Promotion Administration, Ministry of Health and Welfare in 2022. SinoPac Securities obtained the "Excellent Breastfeeding Room Certification" from the Department of Health, Taipei City Government, the "Workplace Health Promotion Certification" from the Health Promotion Administration, Ministry of Health and Welfare, "Taiwan iSports Certification" from the Sports Administration, Ministry of Education, and "Family Friendliness and Workplace Equality Measures Award" from New Taipei City Government in 2022. These awards showed that SinoPac Holdings' long-term investments in promoting employee health and exercise have received external recognition. Bank SinoPac organized 4 sessions of occupational safety and health training in 2022 to improve employees' awareness and skills for occupational safety and health. The Company also shared health information related to current affairs on the internal communication platform to protect the health and safety of all employees on all domains.



▶ Group photo of the badminton club



▶ Photo of disseminating cardiopulmonary resuscitation (CPR)



▶ Group photo of the yoga club

### 4.4.3.3 Workplace Equality and Anti-Discrimination

To strengthen employees' awareness of anti-discrimination and sexual harassment prevention, SinoPac Holdings delivered digital materials to all employees and planned training for all employees on discrimination and harassment in the workplace including 2 online and offline training sessions with 5,868 participants in 2022: the "Prevention of Workplace Illegal Infringement and Sexual Harassment in Workplace" and "(Project) Gender Equality and Workplace Illegal Infringement Practices". Provided compliant channels, relevant laws and regulations, and case analyses to help employees understand how to lodge complaints, the process of investigation, and the possible conditions they may face. SinoPac Holdings has actively created a friendly workplace and won the "Gender Equality Leader Award" from the Taiwan Corporate Sustainability Award (TCSA) in 2022.

#### Anti-discrimination and Sexual Harassment Prevention Training

Course	Recipients	Number of participants	Number of hours
Prevention of Workplace Illegal Infringement and Sexual Harassment in Workplace	non-management employees	4,587	3,807
	Managers	1,193	990
	Senior executives	61	51
(Project) Gender Equality and Workplace Illegal Infringement Practices	All employees	27	108



#### Escalation Process and Mechanisms for Reporting Incidents of Discrimination and Harassment

Grievance channel	Explanation of mechanisms	Number of incidents of discrimination and harassment reviewed in 2022 and improvement measures		
		Complaint category	Number of incidents in 2022 (Note)	Improvement measures
Anti-discrimination and sexual harassment prevention hotline	SinoPac Holdings and subsidiaries established the "Measures of Prevention, Correction, Complaint, and Punishment of Sexual Harassment" and the "Guidelines for Sexual Harassment Prevention, Complaint, and Investigations" in accordance with regulations. The Company also set up dedicated departments, complaint hotlines, and dedicated emails for employees, and organized regular awareness campaigns and training.	Anti-discrimination	3 anti-discrimination cases were confirmed after investigations in 2022	<ul style="list-style-type: none"> <li>The Company immediately activated effective correction and remedy measures after receiving the complaint and assigned dedicated departments to conduct investigations. The cases were submitted to the compliant committee for resolution and in the case of violation of the Law, reported to the Human Resources Arbitration Committee.</li> <li>Following the case, SinoPac Holdings strengthened education and training for supervisors and employees on anti-discrimination and sexual harassment prevention, reiterating to all employees that if relevant circumstances reoccur, they could file grievance or appeal through multiple channels, creating a safe and friendly workplace to employees.</li> </ul>
		Sexual Harassment	1 sexual harassment case was confirmed after investigations in 2022	

Note: The number of complaints is calculated based on the number of confirmed cases. Cases that have not been confirmed or withdrawn before investigations were not included.



▶ Occupational safety and health promotion poster