

Social Inclusion

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4.1 Talent Attraction and Retention

Wistron is dedicated to establishing a sustainable and altruistic corporation. We believe that only happy employees can create the maximum value for the Company. In 2021, Wistron and its Indian subsidiary received the "Best Companies to Work for in Asia 2021" from HR Asia. This was in recognition of Wistron's efforts in creating a comprehensive and caring workplace for the work-life balance of employees.

4.1.1 International Talent Recruitment

Attract Talents from Around the Globe

In order to effectively provide the talents required for business growth, Wistron has created a diverse and flexible recruitment mechanism and has integrated AI technologies to improve recruitment efficiency. In 2021, new employees totaled 155,226 people. The majority of the employees were 30-year-old males in non-managerial positions, which adheres to Wistron's industry attributes and operation momentum. Wistron uses diverse recruitment channels to attract talent. These include job websites/social media, campus recruitment events, industry-academia partnerships and internships, internal reference, headhunting, resigned employee return plan, recruitment of foreign talent, and job matching for the talent pool.



"Digital Competence" Assessment System

Purpose

The digital competence of applicants is analyzed through AI image recognition technology. The analysis results are provided to supervisors for reference during appointment, saving the time of supervisors and related recruiting costs.

Method

The micro changes in the subject's facial expressions are converted into digital data through image capture and positioning technology, it is then compared to existing sample data of Wistron employees to build the model.

Results

Wistron used the system and stated that accepted applicants showed significantly higher scores for factors such as "risk-taking", "resilience", "conceptual thinking", and "encourage experimentation", showing that the reliability and validity of the system have reached acceptable levels.



Since introducing the system in Q4 of 2020, around 2,200 people have completed the online assessment and the system is approved by the supervisor.

New Employees

Wistron is focused on recruitment and hiring procedures and orientation training to help new recruits adapt quickly to the workplace and culture, including the design of the new recruit interview process optimization, the new recruit productivity improvement plan, and new recruit training program to enable new employees to understand Wistron's corporate culture, industry concepts and relevant occupational safety and health knowledge through the interview and training process.

Items	2018	2019	2020	2021
Total Number of New Employees	204,756	179,784	198,087	155,226
Recruitment rate (%)	260%	256%	285%	247%
Percentage of Open Positions Filled by Internal Candidates (internal hires) (%)	72.53%	67.95%	66.49%	52.95%

Note1 : Recruitment rate = New employees in the current year/total number of employees in the current year

Note2 : Percentage of open positions filled by internal candidates (internal hires) = Replacement rate of indirect employee positions by internal employees. Due to the Company's deployment in new industries, diversified talents are required. Therefore, external recruitment has become the main approach for filling internal positions, which has caused a decrease in the internal position replacement rate.

Distribution of New Employees		2018	2019	2020	2021
Gender	Male	153,230	134,757	149,216	116,203
	Female	51,526	45,027	48,871	39,023
Age	Under 30	173,756	149,806	149,335	117,318
	Age 30-50	30,886	29,871	48,608	37,756
	Older than 50	114	107	144	152
Region	Asia	202,205	177,695	194,920	152,864
	Europe	103	153	397	201
	Americas	2,448	1,936	2,770	2,161

Local Recruitment

Wistron upholds the concept of hiring talents based on merit and actively hires and trains elite talents from different countries. The Company also continues to set "hiring local talents as managerial staff" as a key goal in the annual performance evaluation of the plants each year to actively hire local talents. In addition to the continuous increase in local job opportunities, Wistron provides employees with relatively high compensation and passes on operation and management knowledge through training so that local talents acquire basic work skills as well as management skills for serving as managerial staff. In 2021, local hires in managerial roles accounted for 92.6% in Asia, and 88.4% of the managerial staff ranked department level manager or above.

Proportion of Management Hired from the Local Community

Items		2018	2019	2020	2021
Percentage of Managerial Roles	Asia	89.7%	89.9%	92.2%	92.6%
	Europe	76.9%	81.8%	89.7%	90.6%
	Americas	72.3%	61.9%	93.0%	67.3%
Percentage of Management Ranked Department Level Manager or Above	Asia	81.2%	82.7%	86.4%	88.4%
	Europe	58.3%	63.6%	83.3%	83.3%
	Americas	69.0%	58.2%	74.2%	69.4%

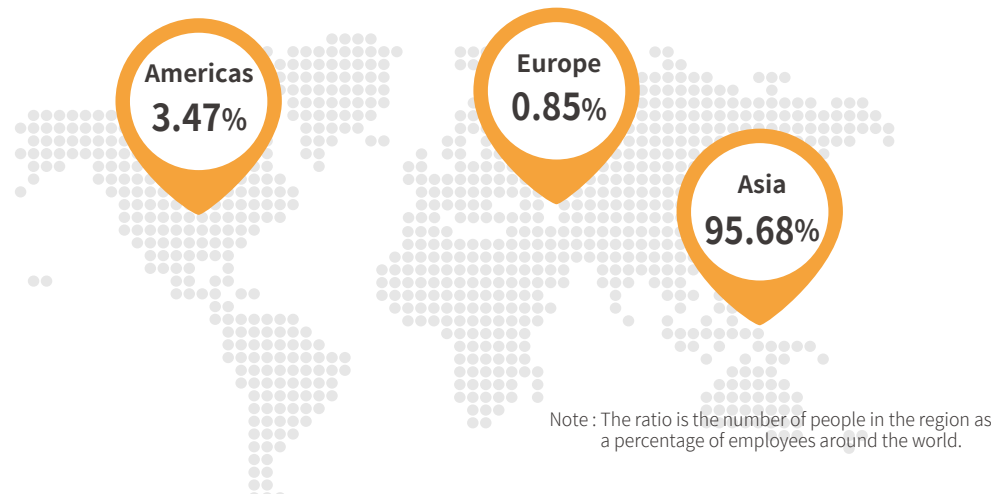
Note : Local employees are defined as employees of the nationality of the country in which the Company is located



4.1.2 Inclusion and Diversity

Employee Composition

Wistron upholds the core value of a people-oriented philosophy and complies with all local regulations to recruit diverse talents from around the globe. We provide legal rights and benefits to all employees starting from the first day of employment. The employment categories of different regions as of the end of 2021 based on operation and production capacity requirements are shown in the table below. The Asian region includes plants in China and Taiwan. Europe includes the plant in the Czech Republic. Americas includes the plant in Mexico.



Employment Categories by Region

Employment Category	Employment Type	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant
Contract Type	Non-fixed-term contract	8,765	685	201	225	2,903	1,128	1,035	2,181	293
	Fixed-term contract	324	5,194	2,382	2,733	18,306	7,335	8,898	0	243
	Total	9,089	5,879	2,583	2,958	21,209	8,463	9,933	2,181	536
Full-Time/Part-Time	Full-time	9,088	5,879	2,583	2,958	21,209	7,854	9,933	2,181	468
	Part-time	1	0	0	0	0	609	0	0	68
	Total	9,089	5,879	2,583	2,958	21,209	8,463	9,933	2,181	536

Employee Distribution

Employee distribution		Male		Female	
		Employees	Percentage	Employees	Percentage
Age	Under 30	25,741	40.97%	10,960	17.44%
	Age 30-50	16,312	25.96%	8,658	13.78%
	Older than 50	814	1.30%	346	0.55%
Position	Managers	2,342	3.73%	778	1.24%
	Professionals	10,043	15.98%	5,495	8.75%
	Technicians/Assistants	30,480	48.51%	13,693	21.79%
Type of Employment	Direct Employees	30,480	48.51%	13,693	21.78%
	Indirect Employees	12,385	19.71%	6,273	9.98%
Region	Asia	41,390	65.88%	18,724	29.80%
	Europe	253	0.40%	283	0.45%
	Americas	1,222	1.94%	959	1.53%

Region (Nationality) distribution

Region (Nationality) Distribution	2021	
	Percentage of Total Employees	Percentage in All Management Positions
China	80.59%	50.29%
Taiwan	14.20%	45.64%
Mexico	3.24%	2.37%
Philippines	1.06%	0.74%
Czechia	0.74%	0.87%
Slovakia	0.05%	0.03%
Others	0.11%	0.07%

Others : Includes employees from South Korea, Indonesia, United States and 18 other countries

Diversity and Inclusion

In 2019, Wistron established the ESG Committee to support sustainable developments and uphold the core value of a people-oriented philosophy and its commitment to the society with the aim of creating a workplace of equality and inclusion. The number of Wistron employees in different regions as of the end of 2021 is shown in the table below. The ratio of male to female is 68:32.

Employee Statistics by Region and Gender

Region	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant	Total
Male	5,968	4,079	1,669	1,729	15,289	6,149	6,507	1,222	253	42,865
Female	3,121	1,800	914	1,229	5,920	2,314	3,426	959	283	19,966
Total	9,089	5,879	2,583	2,958	21,209	8,463	9,933	2,181	536	62,831

Culture of Inclusion

Wistron is a company that shoulders social responsibilities. We believe that companies must start with themselves to support social inclusion and disadvantaged groups in the society. In terms of the recruitment of talents, the Company has hired employees with disabilities, ethnic minorities in Mainland China, and the indigenous peoples of Taiwan. To provide more diverse job opportunities, the Company hired 88 employees of indigenous descent and 98 employees with physical and mental disabilities in Taiwan in 2021. Employees with disabilities account for 0.84% of all employees around the world. The human rights policy approved by the Chairperson: Provide fair and reasonable remuneration and work conditions, and a safe and healthy work environment. Ensure equal job opportunities for all employees and forbid any form of discrimination. To create awareness of diversity within Wistron, the Humanity Division of Taiwan office began organizing diversity seminars on topics such as "The Unbreakable Spirit of Disabled Athletes". The seminars were provided to offices in other regions through live streaming to enhance employees' awareness of diversity.



Women in Technology

In 2021, the Wistron Board of Directors added a female director. The number of female supervisors is steadily growing, increasing by 24.94% in 2021. In terms of benefits, Wistron provides flexible work hours to all employees in Taiwan. Employees can adjust their work hours according to family care and personal needs. Employees can also enjoy 7 additional days of leave, which is more than the legal requirement. They may use the leave on work make up days and for their own plans, which allows employees to flexibly find time for work and family. To promote childbirth, employees in Taiwan enjoy a special bonus of NT\$60,000 for each newborn and the Employee Welfare Committee also provides an additional NT\$2,000 per newborn as childbirth subsidies, in addition to basic "childbirth benefits and care" and "parental leave".

In terms of cultivating women in technology, Wistron uses its digital academy, Gap of Learning and Field (GOLF), to provide female students with more opportunities to attend technology related courses and practical training. In 2021, Wistron provided 24 online professional courses for GOLF students. A total of 159 students participated in the courses, which included the training of 15 female interns.

Female Employees Distribution

Items	2018	2019	2020	2021
Percentage of female employees (%)	31.59%	32.12%	32.45%	31.78%
Percentage of female in all management positions (%)	23.86%	23.65%	24.92%	24.94%
Percentage of female junior management positions (%)	29.84%	28.97%	30.99%	30.98%
Percentage of female in top management positions (%)	8.84%	8.97%	11.42%	13.72%
Percentage of females in revenue-generating functions (%)	54.50%	54.30%	53.01%	56.32%
Percentage of female managers in revenue-generating functions (%)	36.49%	34.48%	33.76%	39.13%
Percentage of females in STEM-related positions (%)	23.46%	23.85%	23.95%	25.45%

Note : STEM refers to positions related to Science, Technology, Engineering, and Math

Workplace Equality

Wistron firmly believes that diverse talents cannot make full use of their talents without protection for equality. Therefore, female employees of Wistron have the same opportunities and rights as male employees, which helps reverse the gender stereotype in the tech industry.

Indirect Employees by Level, Gender, and Age Group

Age	Department Level Manager or Above		Section-level Manager		Non-managerial Employees		Total
	Male	Female	Male	Female	Male	Female	
Under 30	0.01%	0.02%	0.32%	0.14%	21.15%	12.22%	33.86%
Age 30-50	5.84%	1.59%	4.44%	1.99%	30.95%	16.65%	61.46%
Older than 50	1.83%	0.38%	0.11%	0.05%	1.72%	0.58%	4.67%
Total	7.68%	1.98%	4.87%	2.19%	53.83%	29.45%	100.00%

Be Equal is the essence of a diverse workplace. Wistron listens to employees' the ideas and suggestions related to the three aspects of workplace atmosphere, remuneration, and development. In 2021, Wistron conducted a gender equality survey. The employee feedback score was 80.3%, showing that the majority of employees approve of the company's gender equality planning and implementation. During the survey, many employees were happy to provide feedback and specific suggestions, giving the company valuable information for creating a gender equality and harmonious workplace.

Wistron has forbidden any discriminatory behavior based on employee nationality, skin color, age, gender, sexual orientation, race, disability, pregnancy, religious beliefs, political views, marital status and club members in any matters related to employment, salary, rewards and punishments, promotions, and resignations.

4.1.3 Talent Retention

Hiring and Compensation

All Wistron offices and plants across the globe provide salary and benefits that meet local laws and regulations. The salary is never lower than the legal minimum wage. All full-time employees enjoy insurance and pension plans following legal requirements. Wistron has adopted a policy of equal pay for equal work and does not permit differences based on geography, race, ethnicity, background, social class, ancestry, religion, physical disability, gender, sexual orientation, pregnancy, marital status, union membership, political views, or age. The Company has created a compensation system based on the concept of total compensation, including salary, benefits, rewards, and bonuses.

All Wistron employees complete performance evaluations twice a year. The results of the evaluations are used as the basis for remuneration, reassignments, promotions, and other personnel management. There were no disputes or violations of laws related to salary and benefits in 2021.

Selected as a constituent of the Taiwan High Compensation 100 Index



Employee Evaluation

Measures	Party Involved	Method
Management by objectives (MBO)	All employees	At the end of every year, Wistron organizes an annual kick off meeting to explain the operational goals of the company for the next year to all managers, and direct managers communicate the goals to the employees to reach a consensus. The goal is therefore developing top-down to all units and individuals. During the implementation of goals, bilateral communication and feedback shall be maintained irregularly and periodically (mid-term/year-end). Performance appraisals are conducted based on goal attainment and performance of competencies during mid-term and year-end formal appraisal.
Multi-dimensions (180 to 360 is acceptable)	1.Managers in Taiwan (including expatriates) 2.Specific professional personnel (e.g., key talent, STM, and digital talents)	Apart from the annual goal and competency performance indicators, multi-dimensions evaluation is implemented for the performance of the following personnel: 1.Managers in Taiwan (including expatriates): "360-degree feedback" is conducted by their subordinates, peers, and cross-department managers according to the performance evaluation process. 2.Specific professional personnel: "180-to-360-degree feedback" is conducted by the project managers and peers for the key talent of the organization.
Ranking	All employees	Indirect employees: Managerial and non-managerial positions are evaluated separately according to goal attainment, performance of competencies, and multi-dimensions evaluation. The rating scale is Outstanding, Very Satisfactory, Satisfactory, and Unsatisfactory. Furthermore, in order to recognize the potential of the Company's talents, evaluations and rankings of potential are conducted according to the employees' job grades. The rating scale is Top 5, Top 15, Top 30, and Average. The performance of direct employees is directly tied to the Company's manufacturing performance. Therefore, direct employees are evaluated annually by the supervisors of each plant according to the target production volume, professional skills, attendance, and reward and punishment records.

Wistron conducts a survey of industry salaries each year and adjusts the salary based on changes in the external environment, the Company's business operations, and personal performance to ensure that the salary meets market standards and principles of fairness. In addition, the Company also improves operational efficiency to increase employees' income level. We require sites that hire short-term or part-time employees to provide insurance and benefits specified by related laws starting from the first day of employment. The salary levels of different regions are provided in the table below. The information of salary of full-time employees in Taiwan who are not in a managerial position over the years are available on the Market Observation Post System. (<https://mops.twse.com.tw/mops/web/t100sb15>)

Ratio of Standard Entry-level Wage Compared to Local Minimum Wage

Region	Ratio
Taiwan	1
Kunshan Plant	1.01
Kunshan Opt Plant	1
Taizhou Plant	1
Zhongshan Plant	1.12
Chongqing Plant	1.18
Chengdu Plant	1.34
Mexico Plant	1.03
Czechia Plant	1.32

Ratio of Male/Female Salary to Remuneration

Items	Level	2021
Fixed Salary	Division level and above	1 : 1
	Department level	1 : 0.91
	Section level	1 : 0.98
Annual Salary	Non-managerial employees	1 : 0.87
	Division level and above	1 : 1.07
	Department level	1 : 0.92
	Section level	1 : 0.97
	Non-managerial employees	1 : 0.86

Note1: The above information is the rate for full year 2021 salaries.
Note2: Professionals at Wistron mostly fall into male-dominated functions such as R&D and engineering categories. Furthermore, the salaries for these types of jobs tend to be higher than average market levels, which is why the overall remuneration of male employees at Wistron is higher than that of female employees.

The remuneration for senior managers includes a combination of fixed items such as base salary, annual bonuses, and benefits, and variable items such as bonuses, compensation (cash/stock) and stock options, with the variable items being primarily considered.

The fixed terms aim to maintain the Company's competitiveness at a certain level while the variable items are considered based on the Company's and the individual's performance. When the Company and individual's performance is better, the ratio of the variable terms to the fixed terms will also be higher. The assessment standards are based on the extent to which the annual goals are achieved, which include annual financial targets (revenues, profits, etc.), market/customer, and the growth and development of the organization and personnel. In the beginning of each year, the Compensation Committee sets the assessment items, goals, and weight ratios, taking internal and external development into consideration. The compensation for the managers is assessed based on personal performance and the terms are evaluated before forwarding to the Board of Directors for approval.

Long-term Incentives

Measures	Description
	The Company has established the "employee stock ownership trust" plan. Employees can voluntarily participate according to the Shareholders' Meeting Charter. Participating employees shall allocate a fixed amount every month according to their grade. The Company will match 100% of the amount every month and purchase the Company's stocks. The Company will commission a financial institution to purchase and manage the stock in the name of a stock ownership trust account.

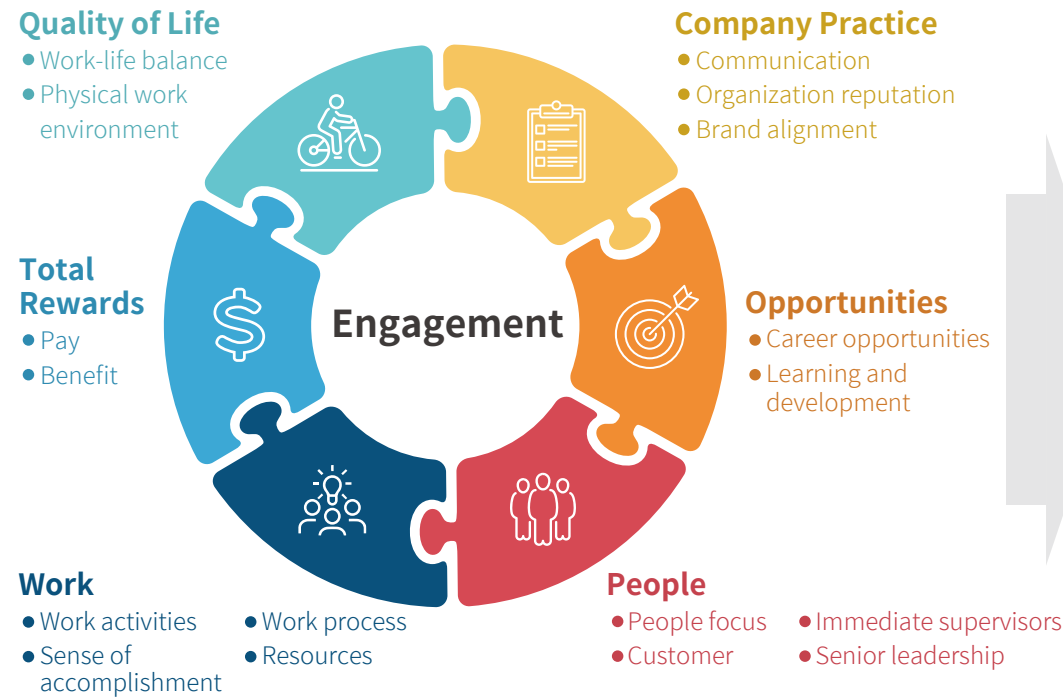
Subjects and execution in 2021	Description
	Full-time employees who have been employed for one year can voluntarily participate.

Global Employee Engagement Survey

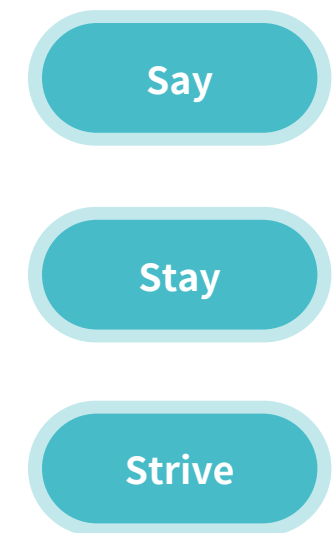
Wistron upholds a business philosophy of caring for employees and valuing employees' feedback and opinions. Wistron surveys employees around the world to collect their opinions and feedback with 100% coverage and a frequency of every 2 years, starting in 2021. The goals and results of the survey and analysis will be publicly disclosed. To ensure that the survey and analysis results can be compared horizontally (between plants/departments) and vertically (between years), the structure, questions, and analysis methods of the survey shall be consistent for all plants across the world. The questions are designed based on reviewed and publicly published academic papers/journals. We also compare the differences between different groups to improve the effectiveness of the survey. In 2021, 19,820 employees participated in the employee engagement survey and 17,547 employees provided a response. The response rate was 88.5% and the average degree of engagement was 67.5%.

The effective response rate target is set to above 80% for each survey, in order to ensure the level of reliability and the reference value of the statistical analysis results. With this survey and analysis plan, the Company can explore the gap between the current state and the target for employee engagement and satisfaction (short-term target is 70%) and implement improvement measures accordingly. Regarding the employee engagement improvement solutions, the Company will organize inter-department/plant project meetings to review and track the improvement plans to demonstrate that the Company values the opinions of the employees and its commitment in creating a quality work environment.

Employee Perceptions



Employee Behaviors



17,547 people
participants in the survey

88.5%
Response rate

67.5%
Degree of engagement

Degree of employee engagement		2019	2020	2021
Survey content		The survey includes the 6 employee perception items of "company practice, opportunities, people, work, total rewards, and quality of life," and 1 employee behavior item of Say + Stay + Strive.		
Questionnaire scale		They are: Strongly disagree, disagree, slightly disagree, slightly agree, agree, and strongly agree. Those who answer "agree" or "strongly agree" are deemed as agreeing with the description of the question. If 70 people out of 100 answers "agree" or "strongly agree," it means 70% of people agree with the description in the question.		
Party involved		Indirect employees of Zhongshan Plant, China	Indirect employees of Enterprise Business Group, Hsinchu Plant in Taiwan, and Taizhou Plant in China	Taiwan, China, Czechia, and Mexico
Issued questionnaires		2,057 copies	2,206 copies	19,820 copies
Number of returned		1,904 copies	1,828 copies	17,547 copies
Response rate		92.7%	82.9%	88.5%
Degree of engagement		72.8%	72.0%	67.5%
Percentage of employees participating in the engagement survey (coverage)		9.9%	9.3%	94.0%
Gender	Male	N/A	68.3%	65.9%
	Female	N/A	31.7%	34.1%
Age	Under 30	N/A	29.7%	31.9%
	Age 30-50	N/A	64.1%	64.4%
	Older than 50	N/A	6.2%	3.8%
Region	Taiwan	N/A	91.8%	35.3%
	China	N/A	8.2%	45.6%
	Czechia	N/A	N/A	0.7%
	Mexico	N/A	N/A	18.4%

Employee Resignation

The turnover rate of indirect employees was 16.1% in 2021, which is equal to an average monthly turnover rate of 1.3%. The rate is relatively stable and healthy compared to other companies in the same industry. In terms of direct employees, the industrial characteristics of seasonal orders and production capacity changing drastically have affected the Company's overall labor allocation plan and caused irregular mass recruitment and resignation of direct employees. In addition, because direct employees are the majority in Wistron's labor structure (accounting for 70.3% of all employees at the end of 2021), the overall resignation rate of Wistron will be significantly affected by factors related to direct employees. For the statistics related to resignations in 2021, please refer to the appendix.



Improvement of Employee Turnover Rate

Despite the difficulties in controlling factors of the environment, Wistron has dedicated to improving the turnover of direct employees and shifted the focus to their adaptability. According to the results of surveys for actual causes of turnover, direct employees' failure to adapt to work is mainly reflected in the misconceptions about the work conditions and environment. For instance, they often are not aware that they are required to stand for long hours at work, wear clean room suits, and work in shifts. Some could not successfully release the stress from work, learning, and production.

In response to these issues, Wistron's improvement plans focus on recruitment and hiring procedures and orientation training. The plans include amendment to new recruit interview procedures, amendment to new recruit productivity improvement plan, improvement of work/life conditions, and psychological consultation. The Company aims to create smooth bilateral communication and coordination and provide active care to employees so that employees can feel the continuous improvement of the work environment.



Issues

Understanding of Turnover Causes

- Failure to adapt to work requirements
- Misconceptions about work conditions and environment



Improvement

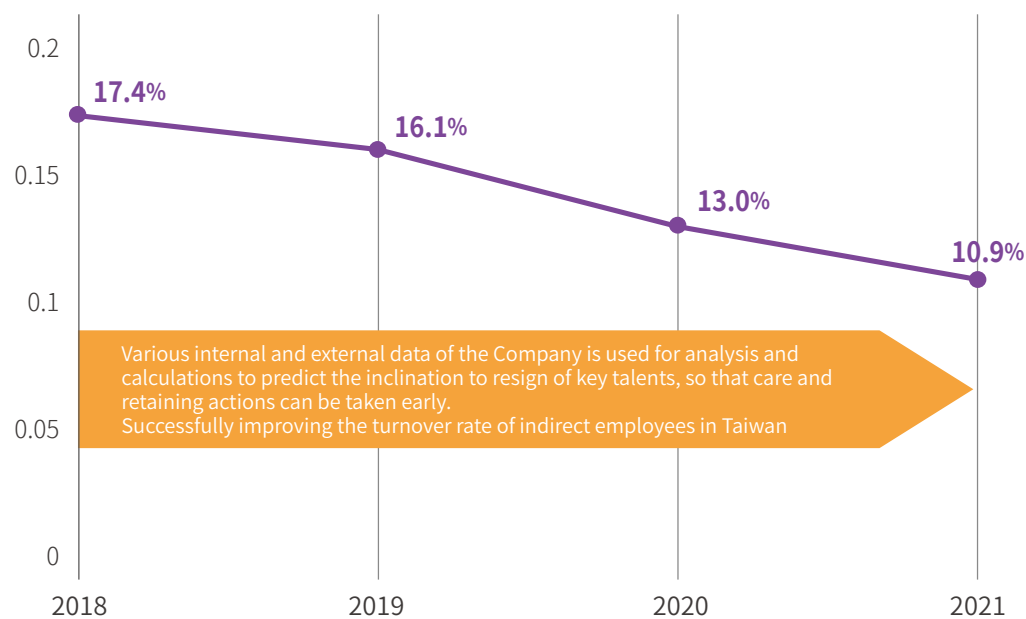
Formulate Policies and Plans

- Recruitment and hiring procedures & orientation training
- Amendment to new recruit interview procedures
- Amendment to new recruit productivity improvement plan
- Improvement of work/life conditions
- Psychological consultation

For indirect employees, Wistron has started to use data technology to improve the turnover rate. The relevant projects and results are summarised in the table and chart below.

Prediction of Employee Resignation Risks

Featured project	Prediction of employee resignation risks
Purpose of the project	The employee's inclination to resign is predicted through the integration and analysis of the Company's internal and external information, so that active retaining actions can be taken in advance.
Project benefits	Various internal and external data of the Company is used for analysis and calculations to predict the inclination to resign of key talents, so that care and retaining actions can be taken early. Passive inactions are transformed into active actions to improve the overall turnover of talents in the Company.
Data collection	70 personnel related data entries from within the company and 10 industry and overall economic environment data entries from external sources.
Project results	Since the introduction of the project in Taiwan in Q4 of 2018, around 1,200 high risk personnel have been reported, with an overall prediction rate of above 70%. As a result, the indirect employees turnover rate in Taiwan has been decreasing year over year (17.4% in 2018 → 16.1% in 2019 → 13.0% in 2020 → 10.9% in 2021).



Resignation Statistics and Distribution

Resignation statistics and distribution		2018	2019	2020	2021
Total resignation rate (%)		39.70%	43.44%	28.90%	27.92%
Voluntary resignation rate (%)		25.34%	25.31%	15.72%	19.09%
Total resignation rate (%)	Male	36.47%	39.84%	28.47%	26.46%
	Female	41.19%	45.15%	29.10%	31.05%
Voluntary resignation rate (%)	Male	22.80%	22.24%	15.07%	19.24%
	Female	26.52%	26.76%	16.04%	18.77%
Total resignation rate (%)	Under 30	45.71%	51.97%	36.35%	31.96%
	Age 30-50	25.95%	28.55%	18.60%	22.70%
	Older than 50	8.97%	8.83%	7.82%	12.41%
Voluntary resignation rate (%)	Under 30	28.52%	29.83%	19.04%	21.68%
	Age 30-50	18.30%	17.61%	11.28%	15.94%
	Older than 50	2.49%	1.77%	2.89%	4.91%
Total resignation rate (%)	Taiwan	15.63%	16.22%	15.76%	18.40%
	China	43.23%	48.73%	32.79%	29.32%
	Czechia	14.28%	16.61%	6.82%	48.32%
	Mexico	0.80%	0.59%	0.46%	29.80%
Voluntary resignation rate (%)	Taiwan	10.91%	10.63%	10.22%	14.49%
	China	27.54%	28.29%	17.62%	19.57%
	Czechia	0.00%	0.00%	0.00%	32.65%
	Mexico	0.68%	0.45%	0.31%	23.61%
Total resignation rate (%)	Direct employees	44.76%	53.21%	34.24%	31.55%
	Indirect employees	23.85%	17.62%	15.38%	19.33%
Voluntary resignation rate (%)	Direct employees	27.09%	29.54%	17.66%	19.76%
	Indirect employees	19.86%	14.13%	10.83%	17.50%

Note : The above data does not include employees who have been employed for less than 3 months.

4.2 Human Capital Development

2021 was filled with challenges and unknown. With our global deployment and digital transformation strategies and while pursuing steady corporate profits, Wistron also continues to provide diverse and comprehensive learning resources, allowing employees to excel in their positions and grow with the organization.

4.2.1 Diverse Career Development Environment

In response to the diverse operations and international developments of the organization, and to ensure that talent cultivation continues to support corporate strategic deployments, Wistron has established 4 major training programs with more than 12 themed

courses. Apart from deepening the professional training and development of various employees, the courses also provide learning resources for cross-field information, expand the scope of personal development for employees, and drive the flow of organization talent.

In compliance with the 2021 organization strategic deployments, Wistron has invested a total of NT\$173.98 million training in worldwide sites. The total training hours for employees around the world was 4,498,460 hours, and the average training hours for each employee was 72 hours. Among which, female employees underwent a total of 1,381,751 hours of training, with the average training hours being 69 hours. Male employees underwent a total of 3,116,709 hours of training, with the average training hours being 73 hours. Manufacturing technology related employees received 4,069,892 hours of training in total, with the average training hours being 92 hours.

Non-manufacturing technology related employees received 428,568 hours of training in total, with the average training hours being 23 hours.

As the pandemic ravaged the world, when different corporations had to adopt the work from home model, Wistron also introduced learning from home for talent cultivation. Internal experts in different fields produced the online courses and over 50 external online courses were purchased. Various digital learning tools were combined, as well as implement online and offline hybrid learning to create self-learning motivation for employees. Furthermore, in order to adopt globalization strategies in the same year, the global learning platform, Cornerstone, was implemented. The platform shares the learning resources with the world to create a learning environment unrestricted by location, time, and space. In 2021, the average learning satisfaction score of global employees was 4.7 (out of 5).

Total Training Hours Worldwide

Employee type	Female employees		Male employees	
	Total training hours	Average training hours	Total training hours	Average training hours
Nationality				
Taiwan	45,401	15	87,830	15
China	1,251,232	80	2,945,946	83
Mexico	81,037	85	78,419	64
Czechia	4,081	14	4,514	18
Global data	1,381,751	69	3,116,709	73



Employee Type (Managers/Non-managers) Training Hours

Employee type	Management		Non-managerial positions	
	Total training hours	Average training hours	Total training hours	Average training hours
Nationality				
Taiwan	23,933	20	109,298	14
China	47,423	27	4,149,755	84
Mexico	4,222	39	155,234	75
Czechia	301	9	8,294	16
Global data	75,879	24	4,422,581	74

Job Type (Manufacturing Technology Related/Non-manufacturing Technology Related) Training Hours

Employee type	Manufacturing technology related		Non-manufacturing technology related	
	Total training hours	Average training hours	Total training hours	Average training hours
Nationality				
Taiwan	16,703	15	116,528	15
China	3,904,104	95	293,074	29
Mexico	143,251	80	16,205	41
Czechia	5,835	16	2,761	17
Global data	4,069,892	92	428,568	23

Note 1 : Average training hours per employee = total number of training hours provided to employees/total number of employees

Note 2 : Data calculation period: January 1 to December 31, 2021

Training Expenses from 2019 to 2021

Items		2019	2020	2021
Total employee training expenses		NT\$236 million	NT\$345 million	NT\$174 million
Average employee training cost		NT\$3,582	NT\$4,931	NT\$2,769
Total employee training hours	Direct	3.62 million hours	3.28 million hours	4.07 million hours
	Indirect	710 thousand hours	500 thousand hours	430 thousand hours
	Total	4.33 million hours	3.78 million hours	4.5 million hours
Average employee training hours	Direct	79 hours	70 hours	92 hours
	Indirect	29 hours	21 hours	23 hours
	Average	66 hours	54 hours	72 hours

Note : Training Expenses currency (NTD).



4.2.2 Key Strategic Talent Development

With the aim of achieving corporate sustainable management and development, we continue our talent cultivation strategies of "digital capabilities," "management capabilities," "globalized capabilities" and launched "sustainability" talent cultivation program. Wistron firmly believes that talent cultivation and development is the foundation of sustainable competitiveness for corporations, and a steadying force in an uncertain era.

Digital capabilities

Digital Talent Development

- Established the Technology Governance Committee
- DnA generic training/key talent cultivation
- RPA digital talent cultivation and certification

Management capabilities

Managerial Talent Development

- Executive strategy navigator
- Middle to senior management succession plan
- Preliminary management performance performance development

Global capabilities

Global talent development

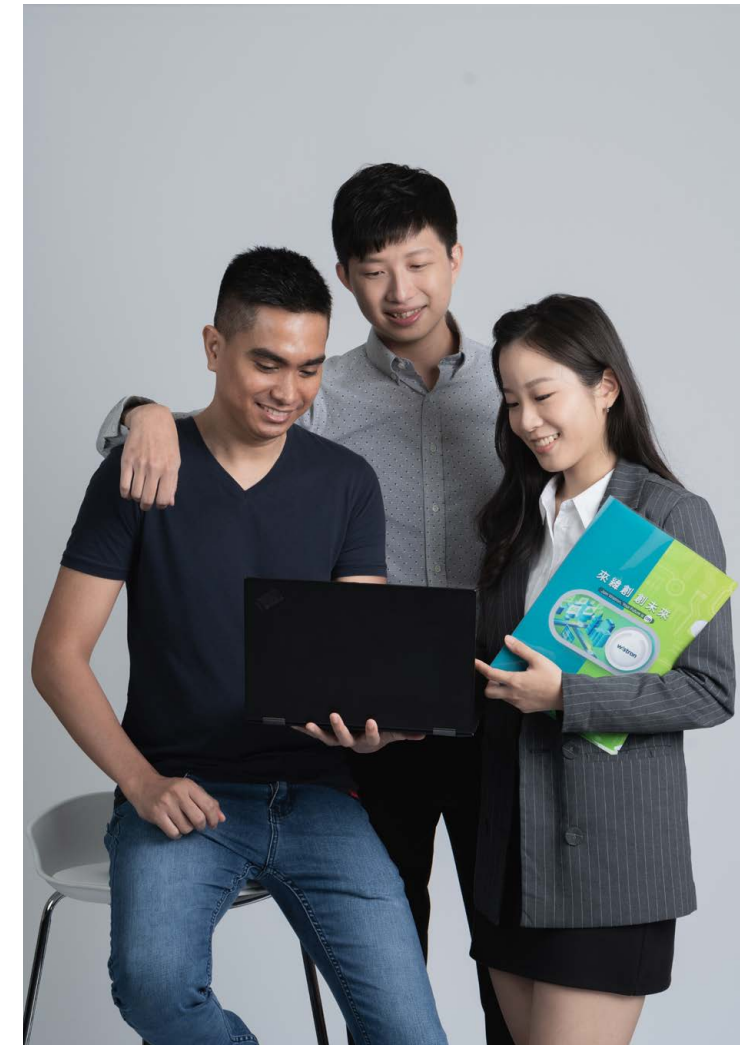
- Launched Global Learning Management System
- Foreign language training and assessment
- Commercial cross-cultural communication



Sustainable capabilities

Innovative and Sustainable Talent development

- Established Sustainable Development Office
- Deployed Sustainability Team and talent cultivation



Strategy 1

Digital talent cultivation to accelerate digital transformations

Wistron activated the digital transformation for factory automation in 2014. To accelerate the Company's full digital transformation, Wistron established the digital transformation strategy blue print in 2019 with three main strategies, namely "cultivation of digital talents," "digital culture formulation," and "empowerment of digital work for employees." A digital transformation academy, named the DnA Academy (Digital and Analytics Academy), was also established to develop the talent needed for digital transformations. The structural and digital transformation courses of the DnA Academy include "general digital training and education," "cultivation of key digital talents," and "digital RPA talent cultivation." The courses utilized online and offline systematic structures to conduct digital transformation knowledge and tool training, while forming a digital culture for the organization. In 2021, 8 major academies were established according to the subject for talent cultivation, which include the Enterprise Architect Academy, Data Engineer Academy, Data Scientist Academy, Cloud Architect Academy, Data Governance Academy, PO Academy, Translator Academy, Tech Lead Academy.



Blue Print

1 Create Digital Culture Concepts

2 Train Professional Digital Talents

3 Empower Digital Work



Digital and Analytics Academy

General digital training and education
Agility experts

Cultivation of key digital talents

Digital RPA talent cultivation

- | | |
|---------------------------------|----------------------------|
| 1. Enterprise Architect Academy | 5. Data Governance Academy |
| 2. Data Engineer Academy | 6. PO Academy |
| 3. Data Scientist Academy | 7. Translator Academy |
| 4. Cloud Architect Academy | 8. Tech Lead Academy |

34,685

General training talents in total

460

Agility experts in total

613

DnA key talents in total

624

Digital RPA talents in total

Furthermore, in order to accelerate digital transformation, Wistron established the Tech Governance Committee in 2021. The Technical Talent Promotion Committee was established under the Committee and its responsibilities include defining the Technical Competency Model (TCM), evaluating the competency level of technical professionals, establishing capability improvement and career development plans, and with the DnA Academy and internal and external learning resources, deploying professional skill and social skill training. The Committee is also responsible for designing incentive measures for key technical talent. After training, the talent is actively invested in the system upgrades for the Company. 104 measures were developed and invested in digital project development related to R&D, manufacturing, sales, the supply chain, finance, and human resources.

The Implementation Results are as Follows

1	Setting Standards	9 TCMs were developed, including for Enterprise Architect, Cloud Architect, Data Scientist, Data Engineer, InfoSec. Engineer, Product Owner, Onsite Reliability Engineer, UI/UX, Development Engineer, and their roles and responsibilities were also defined. Moreover, TCM evaluation methods have been designed for critical roles.	9 technical capability models 80 core skills 150 evaluation items
2	Talent Inventory	The TCM evaluations for key digital transformation talent were conducted for 569 people. Requirement inventories for the 9 major digital transformation key talents were conducted and competency improvement and recruitment plans were formulated in order to support digital transformations.	569 people were evaluated
3	Promoting Developments	9 digital transformation key role competency improvement plans were implemented. The training content includes professional training and certification and important attitude transformations and communication skills needed due to changes to work and procedures under digital transformations. Therefore, online and offline courses related to inter-department communication, coaching and leadership, and team impact improvements were conducted.	96 employees completed the professional training certification 921 people completed the soft skill courses
4	Providing Incentives	Through the TCM evaluation results, the differences between key talent competency and the company's position structure were analyzed. The digital talent retention plan was formulated, including measures such as project promotion, systematic salary adjustments, guaranteed annual salaries, and retention bonuses.	course satisfaction reaching 4.7 (out of 5)





DnA General Training Talent Development

[General Digital Learning]
Using Micro-Learning to Quickly Create a Digital Culture



In order to continuously deepen Wistron's digital culture and thinking, the DnA Academy produced and promoted 15 "digital transformation micro-learning courses" and 10 "digital competency micro-learning courses" in 2020. The courses were divided into 3 major categories, including digital thinking, working methods, and digital skills. The online cloud academy provided an easy and simple way for employees to quickly understand the basic concepts of digital transformations and form a digital culture for the organization. In 2021, 18,203 people were trained in Taiwan and abroad. A total of 16,263 people were trained in the greater Chinese region. A total of 1,940 people were trained in non-Chinese speaking regions, including India, Mexico, and Czech Republic. The overall completion rate was 96% and the average test score was 92, with a satisfaction score of 4.5 (out of 5).

In order to strengthen the working methods of the employees, the application of talent after training was accelerated. Additionally, agile express training courses were developed and combined with agile project management tools. The topics include agile development spirit, agile framework, and industry digital case sharing. As of 2021, a total of 139 employees completed the agile courses.

Furthermore, in order to further drive digital transformations with data and connect the digital

projects to data-related applications, Wistron worked with a consultation company in 2021 to conduct basic knowledge workshops through the data governance "basic infrastructure ABC and 6 steps for scenario loops" method. Information definitions were done for areas such as human resources, manufacturing,

supply chain, R&D, and finance. The information dictionary and information standards were established so that information from a single source of truth can be "searchable, viewable, and obtainable". In 2021, the data governance academy held 2 train-the-trainer sessions, 1 train-the-coach session,

cultivating 5 coaches and 27 trainers to plan and execute 12 scenario loops and identify 884 data items. 5 application projects and 3 result presentation were organized, which drove the trend for follow up data application related events, such as Low code/ No Code citizen data scientist promotion, hackathons, etc.

Wistron Digital Transformation Micro-learning Courses

Digital Concepts	Work Methods	Digital Skills
<ul style="list-style-type: none"> • What is digital transformation? • Wistron dual flywheels • Digital transformation project team • DnA High 5 • L0 to L5 Stage Gate 	<ul style="list-style-type: none"> • About agile development • Learn Scrum in 5 minutes • About Product Owner • Use Case, Epic, Backlog • What is an MVP? 	<ul style="list-style-type: none"> • Worker intelligence vs. artificial intelligence • Learn statistics with ease • Learn Power BI with ease • What is an RPA? • Two or three things about machine learning

Results of Digital Transformations





DnA Key Talent Cultivation

[Professional Digital Competencies]
Training Key Digital Talents for Different Projects

In our implementation of digital transformations, Wistron requires the cooperation of key talents. 9 key talents have been defined through our partnership with the consultation company. The DnA Academy uses systematic methods to train digital project development teams. Currently, the professionals that have been trained and certified include Translator, Product Owner(PO), Tech Lead, Data Engineer, and Enterprise Architect.

Before training, the various talents are nominated internally for their potential from the different fields to participate in the audition and the selection is based on merit. The best are selected for the training program that lasts 2 to 9 months according to their expertise, including lectures, class evaluations, after-class assignments, on-stage presentations, and end-of-term presentations. Some courses included hackathons, design thinking seminars, online/offline dedicated courses, experience sharing for digital cases, case scenario practice, and 1 on 1 coaching. The courses aim to strengthen the digital skills of the students, business related solutions, and business model optimizations in order to help promote the implementation of transformation examples. After completing the training, the talents will be able to introduce new technologies and techniques into their original sales, R&D, and manufacturing applications,



providing technical solutions and structural vision planning. They will lead technical teams in driving output and continue to create business value.

As of 2021, 613 digital key talents have been trained, including: 373 translators, 84 product owners, 79 tech leads, 61 data engineers, and 16 enterprise architects. After training, the talents combined the digital theories with their existing business expertise to invest in project development related to R&D, manufacturing, sales, and the supply chain, totaling 338 projects.



RPA Talent Cultivation

[Introduction of Process Automation]
Improving Development Capabilities, Work Efficiency, and Accuracy



Robotic Process Automation (Robotic Process Automation) talent cultivation is aimed at training the digital novice to use visualized development software with minimum amounts of code, actively realizing the automation of office processes and procedures. In order to improve the digitization capabilities of employees, Wistron has introduced the development of automation. During training, trainees must attend 43 training courses and complete theoretical tests and real operations before they become RPA team members. To improve members' development skills, we launched monthly team RPA technology forums, with 933 participants. In order to promote developer

exchanges, Wistron has organized 110 centralized development events by using Scrum. A total of 357 RPA talents were trained in 2020, with a completion rate of 85% and investment utilization rate of 40%. As of 2021, 267 RPA students were added, with each person completing an average of 53 training courses and a completion rate of 100%. The average satisfaction score was 4.4 (out of 5). A total of 63 RPA key digital talents were certified. 393 annual projects were introduced for RPA (robot) assisted office processes automation.



Digital Talent Training Results in 2021

Training Results in 2021^{Note}

Training Project	L1	L2~L3	L4
DnA General Training Talent Development Digital Talent Training Agile Development Data Governance Coach/ Lecturers	<ul style="list-style-type: none"> • 18,203 people trained • Average satisfaction score: 4.5 	<ul style="list-style-type: none"> • Training completion rate: 96% • Average test score: 92 points 	<p>Product design: In the process of RD design and Debug, the development of DDE system greatly reduces time to query and compare design parameters, and improves the quality and efficiency of research and development.</p> <p>Warehouse and logistics: The establishment of brand-new smart logistics platform helped the logistics automation rate within the factory reach 50 %; it saves 75% of asset inventory man-hours with the use of RFID mobile inventory technology; combined with AGV(CTU) automatic picking and preparation technology to achieve unmanned automatic feeding mode in MPA section. Logistics processing efficiency has improved by 63%, and warehouse management labor cost has been reduced by over 60%.</p> <p>Manufacturing: In the field of automation, with the aid of IoT equipment and AI modeling, flexible manpower and unmanned operation have continued to advance, and the rate of factory logistics automation has reached 50%.</p> <p>Green park and sustainable development: The introduction of intelligent energy saving systems, including intelligent energy inspection system, process exhaust valve automatic control system, air handling unit automatic control, etc. have saved 1,970,000KWH annually. In the aspect of renewable energy use, we have invested in the construction of a 1.8MW photovoltaic power plant, with an annual energy output of 1,800,000KWH and an annual carbon emissions reduction of 1.426 tons.</p>
	<ul style="list-style-type: none"> • 139 people trained • Average satisfaction score: 4.7 	<ul style="list-style-type: none"> • SMAC international agility certified experts: 39 people 	
	<ul style="list-style-type: none"> • 5 coaches • 27 lecturers 	<ul style="list-style-type: none"> • 5 data governance lecturers passed the examination and were named coaches. • Talent investment utilization rate was 100%. • 12 scenario loops were executed and 884 data points were collected. • 5 application projects were implemented. 	
Key Digital Talent	<ul style="list-style-type: none"> • 292 people trained • Average satisfaction score: 4.5 	<ul style="list-style-type: none"> • Average pass rate of 97.4%. • 29 translators passed and became L2 translators. 	
Digital RPA Talent	<ul style="list-style-type: none"> • 267 people trained • Average satisfaction score: 4.4 	<ul style="list-style-type: none"> • Completion rate was 100%. • 63 people RPA certified. • 393 office affairs automation items were introduced. 	

Note: The Kirkpatrick Model was used for review. L1 was response assessment, L2 was learning assessment, L3 was behavior assessment, and L4 was result assessment.

Strategy 2

Management Talent Leadership Development

Supervisors are the core talents for business operations. By training and developing the leadership abilities of supervisors at every level to improve the management skills of managerial teams and enhance the level of succession preparation, professionalism and cohesion of teams, to lead innovative transformations for the team and increase diversified overall organizational competitive advantages. When supervisors are trained, they learn about the talent cultivation strategy of the organization which will help them learn about the Company's "people-oriented" core values and put them into practice. In 2021, Wistron invested an average of 17.4 training hours per person in the management training for the Taiwan headquarters, representing an annual growth of 16% compared to the previous year.

- 1 Strategy Managers - Light House Project
- 2 T-UP Development Project for Mid-Level and Senior Managers
- 3 Front line manager - Performance Management



Strategy Managers - light House Project

The Light House project is the result of a partnership between Wistron and a consulting company. The consulting company provided intelligent, marketing, and consulting services and deployed talent cultivation plans based on the three major aspects.

1 "Strategy consultation" plan

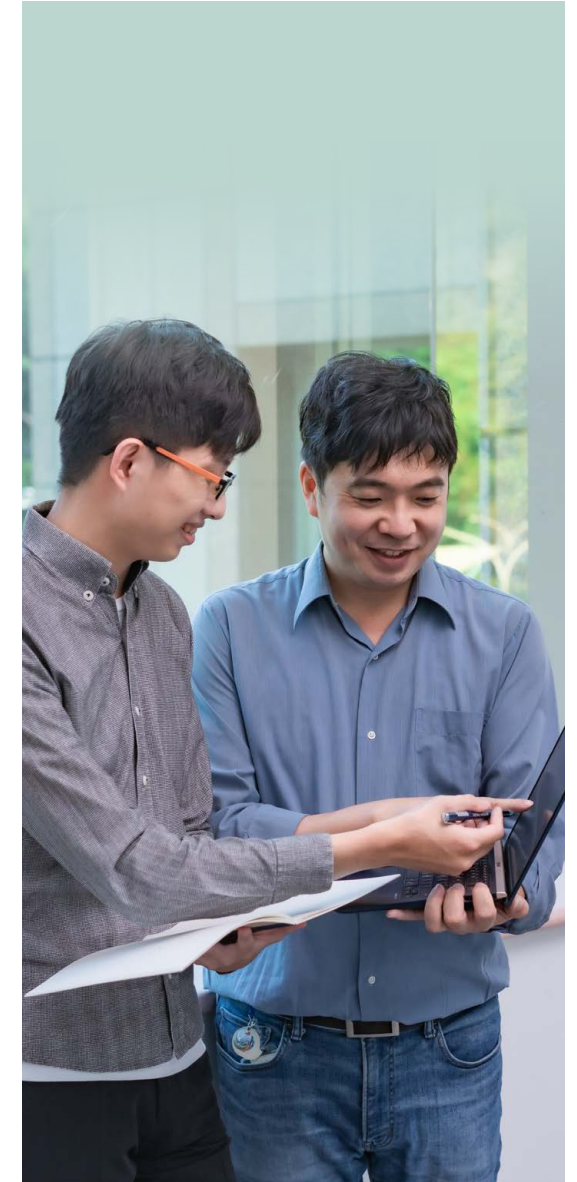
Based on "development strategies for emerging 5G technologies," two "5G strategic workshops" were organized. The research capabilities of the consultation company were integrated through the outside-in method, providing an overall view of market trends and industry chain deployment. The workshops led the group's management team through in-depth discussions on development strategies in the 5G era and developed the strategic planning capabilities of senior managers. In total, 76 senior managers of the group participated, with a satisfaction score of 4.3 (out of 5).

2 "Industry trends" plan

In order to improve the global view of senior managers and understand future industry trends, 10 "industry trend related lectures" were organized. The topics spanned the supply chain for the electronics industry, AI cloud developments, electric vehicle industry, and smart healthcare. In total, 807 employees participated, with an average satisfaction score of 4.5 (out of 5).

3 "Information services" plan

A total of 500 "daily tech news podcasts" and "new information on tech and culture" video lectures were provided. The content was based on changes in the consumer electronics supply chain. Apart from computers and communications, the lectures and podcasts talked about semiconductors and display industries and explored new opportunities in industrial computers and vehicles of the future.





T-UP Development Project for Mid-Level and Senior Managers

In response to the external VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment and the requirements for internal digital transformations and global deployment, besides investing resources in the cultivation of key technical talent, consolidating the core organizational management team is a key strategy for talent development within the Company. The talent cultivation for the succession of mid-level and senior managers in 2021 introduced the external, internationally recognized Potential Plus Test. The managers in the greater China were used as the benchmark to understand the attainment of target positions by the evaluated employees. The level of preparation and training program for the professionals were determined, and individual development program (IDP), group development program (GDP), and "managerial level training courses" were implemented.

1 Individual development program (IDP)

The development goals are focused on leadership competency and digital competency. A 360-degree, multi-dimension evaluation is used to review the strengths and competencies to be developed for the individuals in the development program. The individuals choose one competency and discusses t key tasks of the current year with their direct supervisors, and 1 on 1 meetings are conducted each month. Additionally, HR competency counselors implement competency counseling feedback and tracking. Furthermore, the HR teams of various business units have developed diverse learning resources based on supervisor needs, including online synchronous virtual classes and Harvard Business Review videos, articles, and online study groups. The diverse and flexible learning model allows each participating manger to choose suitable learning resources, in order to use more efficient methods to establish shared languages and skills for managerial positions.

In 2021, 357 senior managers participated in the development program, with a project satisfaction score of 4.7 (out of 5) and program completion rate of 88%. 52% of the managers showed improvements in their 360-degree competency.

2 Group development program (GDP)

The development program is based on "Action Learning". Compared to normal training programs, Action Learning emphasizes the solving of practical problems and adopts the learning model of "learning through doing". Through the interdepartmental learning groups, we are able to solve existing organizational problems and innovative transformation topics. These topics include the Technology Powerhouse accelerator implementation project, seeking and cultivating potential technologies and advantages, seeking business opportunities and expanding business fields, establishing BI/Advance Analytics structures and expanding the applications, seeking and implementing valuable cloud usage examples. While solving the existing organizational problems, the groups are also able to develop the competency of managers. The leadership abilities of the managers are reviewed and improved through coaching, student feedback, and self-reflection.

A total of 23 senior managers participated in the 3-month training program, which was focused on digital transformation issues and business strategy deployment. The overall project satisfaction score was 4.6 (out of 5) and 86% of managers showed improvements in their 360-degree competency.

3 Management training

Apart from the IDP/GDP project development programs, and in order to comprehensively improve senior manager management knowledge and skills, Wistron organized 50 in class training and online courses for managers of every level in 2021, which focused on "establishing a successful team and utilizing influence" for leadership and "business acumen" for business capabilities. The topics covered authorization, coaching and leadership, communication, conflict management, and financial thinking.

As of 2021, 2051 people participated in the training, with a satisfaction score of 4.5 (out of 5) and a completion rate of 97%.



Front Line Manager - Performance Management

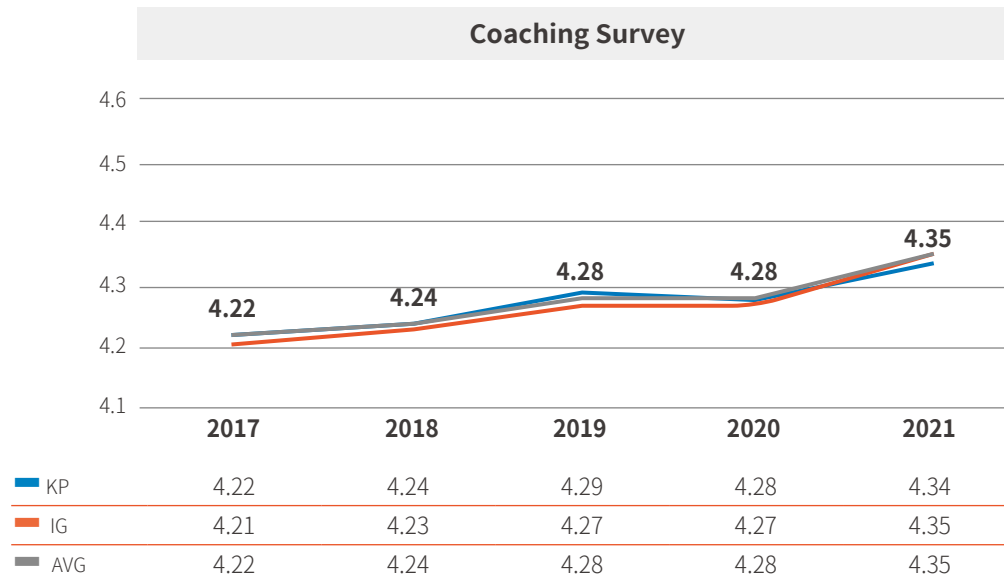
In order to effectively promote an open, fair, and transparent performance management system and improve the performance management abilities of managers, Wistron hosts performance management related courses every year based on the performance management PDCA cycle. The topics include goal setting, performance communication, performance improvement and skill development. When managers value two-way and instant communications with their subordinates during daily management, they also implement the virtuous cycle of continued development for employees under fair, just, and reasonable performance management.

Each topic is based on the daily management cycle. "Goal Setting" is implemented for the early stage of performance management. "Performance Review" is implemented for the interim stage of goal execution evaluations. "Managing Performance Problem" is implemented for the final stage of performance development. The topics allow the courses to meet the requirements of managers and strengthen the opportunities for practical applications, in order to achieve effective training. In 2021, apart from the continued implementation of the three-part performance training program, "Goal Setting" and "Performance Review" online courses have been introduced for managers who have completed

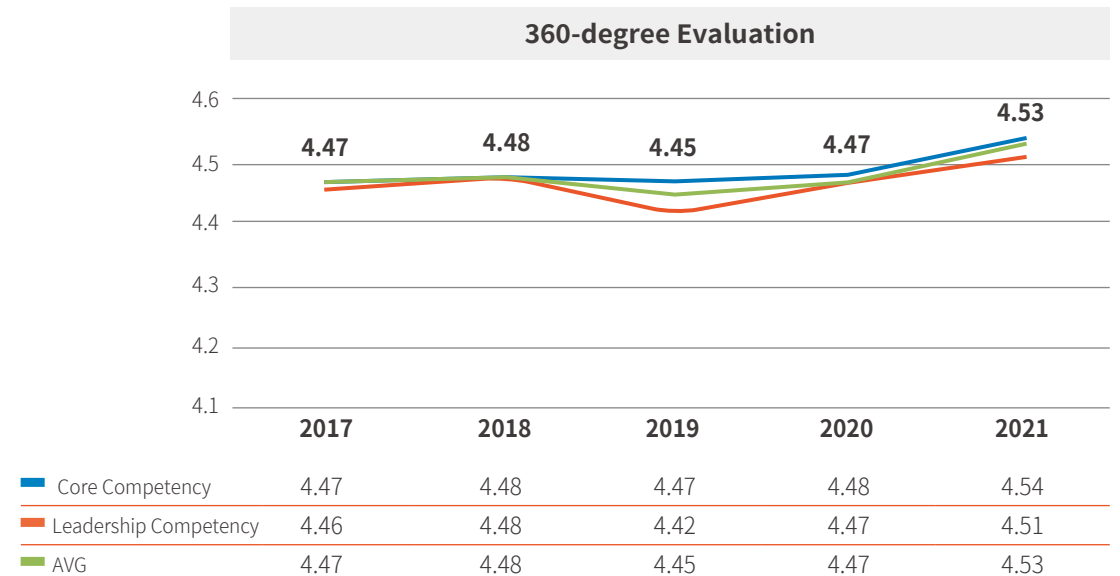
training to improve their management skills. The courses use the revision of knowledge and content to strengthen performance communication skills. In 2021, a total of 1,233 people participated in the performance training, with an overall satisfaction score of 4.7 (out of 5).

In order to ensure the actual implementation of daily performance management behaviors of managers, besides providing the knowledge and skill training described above, Wistron conducts periodic surveys related to the conditions of manager goal setting, interim performance evaluations, and final performance evaluations. The surveys showed that the management and leadership abilities of the managers had significantly improved. The 2021 manager performance and management survey showed that the performance review was 96%. The daily coaching satisfaction score was 4.4 (out of 5). The leadership competency 360-degree evaluation score was 4.5 (out of 5). These achievements prove that managers can implement managerial actions related to performance review with employees, forming a virtuous cycle in the corporate culture.

Coaching Survey



360-degree Evaluation





Management Training Results in 2021

Training Results in 2021

Training Project	L1	L2~L3	L4
Executive Strategy Navigator—Light House	<ul style="list-style-type: none"> • 883 people trained • Average course satisfaction: 4.4 	<ul style="list-style-type: none"> • A total of 2,348 people were activated on the information transmission platform. • A total of 500 "daily tech news podcasts" and "new information on tech and culture" video lectures were provided. 	<p>Finance digitization platform The Wistron Pulse platform was established to accurately provide financial information. It uses the PBI (Power BI) platform to integrate financial data and display it through dashboards. The system replaces the manual methods of scouring different ERP platforms for information of the past, saving the time used to analyze the reports manually. The Margin Alert function of the system can effectively manage the shipping status for projects and prove early loss warning. In the 3 months between July to October, 2017, Margin Alert was used by 1,790 people, with 92.9%(Net Performer Score) of users recommending the service.</p>
Management Succession Plan - Mid-level to Senior Manager T-UP Development Project	<ul style="list-style-type: none"> • 357 high potential supervisors • Average course satisfaction: 4.7 	<ul style="list-style-type: none"> • Project completion rate was 88%. • 52% of managers showed improvements of 360-degree competency (52% of managers showed improvement in competency from 360-degree feedback). 	<p>Project Management Dashboard Model The development of the project management dashboard model aims to provide project risk indicators, in order to control project risks before they occur and to understand the investment of manpower and review allocation within and without the project budget. At the same time, the best project team is created according to the personnel skills and domain knowledge criteria. Personnel deficiencies are identified for further cultivation to increase project improvements and customer satisfaction. The project results are the creation of the "Manpower Model" and "Benefit Measurement Model."</p>
	<ul style="list-style-type: none"> • 23 high potential supervisors • Average course satisfaction: 4.6 	<ul style="list-style-type: none"> • 86% of managers showed improvements in their 360-degree competency (86% of managers showed improvement in competency from 360-degree feedback). 	<p>Innovative business model for AI cloud services In the past, single project AI cloud services could not expand the scale of revenue and the development goal was to productize the project team's AI cloud service development capabilities. The innovative business model is used to strengthen the requirements and scale of customers (enterprise/government/users). We aim to improve customer and product oriented concepts to increase the AI cloud service professionalism of the team and release AI SaaS cloud service models. The service currently offers dengue fever and fish species analyses and has successfully created a new business model. It has been launched on the WiAdvance VAS platform and partnerships are being negotiated with several companies.</p>
Individual Development Program (IDP) Group Development Program (GDP) Management Course and Training	<ul style="list-style-type: none"> • 2,051 people trained • Average course satisfaction: 4.5 	<ul style="list-style-type: none"> • Training completion rate was 97%. 	<p>Construct the BI/Advance Analytics structure and expand the application scenarios The IT supervisor guides their team in the use of digitization tools to facilitate cooperation and improve work efficiency. Information publication and sharing is added and expanded within the Group. Lastly, we aim to improve the quality of our employees. Technology promotion and usage experience sharing are used to improve employees' capabilities and awareness related to BI and Advance Analytics.</p>
	<ul style="list-style-type: none"> • 1,233 people trained • Average course satisfaction: 4.7 	<ul style="list-style-type: none"> • The results of the manager performance survey showed overall growth compared to 2020. -The employee satisfaction score of managers daily coaching was 4.4. -Leadership competency 360-degree evaluation score was 4.5. 	<p>Valuable cloud use cases Researching successful internal and external cloud use cases to figure out their benefits (speed, quality, stability, and security) are identified and conveyed to decision makers. Value and benefits are created through the use of the aforementioned cloud technologies connected with current customer projects and examples. After the project ended, 15 systems were successfully migrated to the cloud, 8 new systems were integrated in Power BI, and built a AI model sharing platform used in 93 models of 29 projects. In the future, in addition to the continued use of Azure services, AWS and GDP services will be introduced, creating a hybrid public cloud (SBG CallLog).</p>

Note: The Kirkpatrick Model was used for review. L1 was response assessment, L2 was learning assessment, L3 was behavior assessment, and L4 was result assessment.

Strategy 3

Improving the Global Views and Sustainable Ideas of Professionals

With the development strategies for international views and sustainability of talents, Wistron continues to cultivate international talent. We also realize that in this unpredictable environment, a sustainable understanding among all employees is an indispensable part of achieving sustainable development for the organization.

Improve the Language Skills of International Talent

In order to improve the basic skills of our global deployment, Wistron uses its subsidiary, TibaMe learning platform, to work with the Live ABC group to organize online English courses, which included 3 TOEIC accelerated courses and 1 business English course for employees. 4 times English livestreams were also organized to provide diverse learning. By working with lecturers online, employees can flexibly plan their courses and practice their skills according to their progress.

In 2021, 768 employees participated in the courses and 1,131 employees attended the livestream lectures. Compared to the previous year, 209 employees attended the TOEIC in-person lessons, and self-learning grew by 3.7 times. The average satisfaction score of the students was 8.6 (out of 10). The net promoter score (NPS) was 64%. The online mock test scores improved by 120 on average. In order to periodically review the language skills of our employees, Wistron organized annual English exams at the end of the period. A total of 687 employees participated, with 49% of the employees showing improvements in their test scores.

Sustainable Talent Reserves

To strengthen sustainable development vision, fulfill corporate social responsibilities, promote economic, environmental, and social advancement, and attain sustainable development goals, Wistron established the ESG Committee in 2019, which used "sustainable development" as a key strategy for the next 20 years. With this strategy, Wistron has set various tier-development targets. These targets include carbon reductions, supply chain management, employee support creation, labor rights protection, and circular economy. In order to reach these major targets, a team with "sustainable development" knowledge must be established within the organization for implementing the organizational goals and adopting international sustainable development trends.

In order to accelerate sustainable developments in the organization, Wistron invited external consultants and talents to organize 31 talent cultivations and coaching events related to ESG in 2021. The topics included ESG vision and goals, business risks, carbon disclosure, human rights risk management, social welfare/charity performance evaluation, greenhouse gases, product life cycle assessments, etc. Furthermore, sustainability indicator refinement coaching was organized to improve the awareness of sustainability and the meaning of external institution ratings among employees. We encourage team members to actively respond to major ESG issues and achieve the tier targets. A total of 1,077 employees participated in the abovementioned training and coaching events, completing the deployment and training of a sustainable development seed team for the organization.

With regards to the various ESG evaluation results in 2021, Wistron's DJSI score increased from 63 to 81 and we climbed to 7 places in the Excellent in Corporate Social Responsibility Awards, from 25th to 18th. We also received the Taiwan Sustainability Report Silver Award (Bronze Award in 2020). Apart from representing Wistron's dedication to improving the various dimensions of ESG, the awards show that Wistron's employees are gradually learning to necessary knowledge and skills to promote internal management reforms and adopt international indicators. We continue to raise awareness of the importance of ESG among Wistron employees and understand the relationship between life and work.

Improved Cross-culture Communication Skills

As we improve the language skills of our employees and become an international organization, Wistron has organized cross-culture communication courses. The cross-culture lectures were conducted in a period of 4 months, with 2-hour lectures being held every month. The topics included "sensitivity and communication of international business cultures," "cross-culture scenarios and management strategies," "cultural, rights and interests, and conflict management," and "organizational reforms and changes." During the pandemic, the overall learning will continue to the first quarter of 2022 through livestreams hosted by the lecturers. As of the end of 2021, 116 supervisors have participated in the courses, giving an average learning satisfaction score of 4.6 (out of 5).

Global Talent and Sustainable Talent Training Results in 2021

Category		Participant/Satisfaction	2021 Results
Globalized capabilities	Improve the language skills	<ul style="list-style-type: none"> 768 people participated in the courses 1,131 people attended the livestreams lectures 8.6 satisfaction score (10 point) 687 people attended the English examination 	<ul style="list-style-type: none"> The self-learning growth rate was 3.7 times for TOEIC course Net promoter score (NPS) of the course is 64% Mock test scores improved by 120 on average The annual increase in English test scores is 49%
	Improved cross-culture communication skills	<ul style="list-style-type: none"> 116 people participated in the courses Average satisfaction score was 4.6 	<ul style="list-style-type: none"> The cross-culture lectures were held per month in a period of 4 months. The topics included "sensitivity and communication of international business cultures," "cross-culture scenarios and management strategies," "cultural, rights and interests, and conflict management," and "organizational reforms and changes."
Sustainable capabilities		<ul style="list-style-type: none"> 1,077 people trained and counselled 	<ul style="list-style-type: none"> DJSI score of 81 (Increased by 18) 18th place in the Excellent in Corporate Social Responsibility Awards (Progressing by 7 places) Silver Medal for Taiwan Sustainability Report (Bronze Medal last year)

4.3 Human Rights Management

Wistron's Global Human Rights Policy

Wistron has established the Human Rights Policy to demonstrate our support and compliance with international labor standards and key global standards such as the UN Guiding Principles on Business and Human Rights (UNGPs), ILO Tripartite Declaration of Principles, ILO Declaration on Fundamental Principles

and Rights at Work, OECD Guidelines for Multinational Enterprises, the UN Universal Declaration of Human Rights, the UN Global Compact, and the RBA Code of Conduct. The policy expressly specifies all stakeholders of the Company as the applicable targets, including the Company, the supply chain, partners, and joint ventures. The policy also clearly expresses and explains the commitments to human rights and related management principles.

Wistron has started audit and certification process in accordance with the standards of the Responsible Business Alliance (RBA) in all global operations to ensure that the Company maintains consistent framework and compliance standards in the management of global human rights issues (Please see the Wistron Human Rights Management Framework). No Wistron operations had serious human rights violations in 2021.

4.3.1 Human Rights Due Diligence

Establish Human Rights Due Diligence Management Procedures

Wistron established human rights management procedures in 2020 to ensure that all global operations follow human rights management policies in the day-to-day work of all executives and employees. Items 1 to 4 were completed in 2020. The remaining items 5 to 8 were gradually completed in 2021.

Based on the results of the human rights risk assessment in 2020, Wistron implemented target management for three major human rights issues in 2021, requiring each plant to stipulate risk reducing measures and periodically track the attainment of related indicators. For example, the Company conducts monthly tracking of the improvements to "1 day off every 7 days," "less than 60 total working hours every week," and "remuneration accuracy" in all plants through the system developments. Wistron also implements safety training, education and promotion and improves the frequency of equipment/environment inspections, in order to reduce the occurrence of work related injuries and occupational illness.

With regard to the business scope of the Company (e.g., employees, direct business activities, and products and services), Wistron plans to execute a comprehensive human rights due diligence management cycle for global operations each year starting from 2022. This measure is aimed to create a consistent culture and code of conduct for the Group to effectively manage and reduce human rights risks and respond to the Company's policies and the expectations of stakeholders.



4.3.2 Human Rights Risks and Major Issues

As a member of the global electronics supply chain, Wistron has always adhered to all local regulations and international standards. The Company has implemented varying degrees of response measures for human rights issues, including human rights risk identification and assessments, in different operations across the world.

We have also begun the RBA Validated Assessment Program (VAP). Six plants, including the Chengdu Plant, Chongqing Plant, Hsinchu Plant, Zhongshan Plant, Czechia Plant, and Mexico Plant, have passed the VAP certification. Nine plants, including the Zhongshan Plant, Kunshan Plant, Chengdu Plant, Chongqing Plant, Hsinchu Plant, Czechia Plant, Mexico Plant, Taizhou Plant, and Kunshan Optronics Plant, have adopted the Self-Assessment Questionnaire (SAQ) procedures. They communicate regularly on strategy and audit results to ensure that Wistron maintains consistent framework and compliance standards for global human rights issues.

Human Rights Risk Assessment

Wistron continues to implement the human rights risk assessment in 2021. According to the RBA audit reports completed between 2019 and 2021, among all the deficient items, mid to high risk accounted for 2.5%, with labor related issues accounting for the vast majority at 93.2%. The labor related issues were ranked according to importance and the top 3 issues were "working hours," "wages and benefits," and "young workers."

Wistron will review policies and internal regulations to respond to major human rights issues of stakeholders' concerns. We will ensure the adequacy of management regulations and establish annual performance targets to regularly track the implementation achievements of related projects. We also abide by the RBA management framework for audits and request departments responsible for discrepancies to implement improvement plans to ensure the effective management and reduction of related human rights risks.

Child Labor and Young Worker

Wistron's Human Rights Policy expressly prohibits the use of child labor. Business operations review the actual age of employees in the recruitment process to ensure that no child labor is hired. Certain operations hire employees who meet the minimum age for work in accordance with local laws but are under the age of 18 to fulfill production capacity requirements. To protect their physical safety and mental health, the Company arranges low-risk work suitable for their skill level and development, pays close attention to their work training, living arrangement, and day-to-day management.

Forced Labor

Wistron's Human Rights Policy prohibits any form of forced labor, including human trafficking, coercion, slavery, and other forms of non-voluntary labor. Employees' contracts are established and signed in accordance with local regulations. Employees have the right to terminate the labor contracts and are not bound by any other arrangements that restrict the employment relationship between employees and Wistron such as withholding of deposits or identification certificates. There were no cases of forced labor in any of Wistron's business operations in 2021.

The Number of Young Workers Hired by Wistron in 2021

Unit : Number of People

Employment Type	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant
Young workers	20	5,765	148	360	0	4,043	0	0	0





Freedom of Association

Wistron's Human Rights Policy respects employees' freedom of association and we are committed to providing channels and environments suitable for free expression of opinions. Employees can ask the union or the Employee Relationship Promotion Committee in global operations to help express opinions in meetings and ensure that the opinions of general employees can be heard and responded by the Company.

Living Wage

The remuneration provided by Wistron is superior to the requirements of local laws and regulations. Wistron does not provide wages less than the statutory minimum wage. We periodically conduct remuneration surveys and make adjustments when necessary. Wistron is not only focused on legal compliance and whether the employees' compensation equals the basic living wage of the region, we also ensure that the employee remuneration we provide is competitive within the industry.

Non-Discrimination

Wistron's Human Rights Policy ensures that all personnel have equal work opportunities and prevents any form of discrimination or unequal treatment in the aspects of employment, salary, training, promotions, dismissals, and allocation of resources based on geography, race, ethnicity, background, social class, ancestry, religion, physical disability, gender, sexual orientation, gender identity and expression, pregnancy, marital status, union membership, political views, appearance, age, or relationship with union. Wistron measures performance based on competence and contribution to ensure equal rights and opportunities for all employees.

Wistron is dedicated to eliminate and prevent any form of discrimination, and extends these efforts to external stakeholders, including customers, suppliers, and the general public. To ensure that all Wistron executives and employees comply with the "Wistron Social Accountability Policy," the Company requires new employees to complete the "Corporate Sustainability and Social Responsibility (including Human Rights Policy)" training. The training program includes issues such as the fairness principle for interviews, sexual harassment, infringements of human rights, and discrimination. In 2021, the total training hours of operations around the world was 80,119 hours and the trained employees accounted for 56.8% of all employees. Related systems and regulations have been announced on the Company's internal website subject to employees' review at any time. With continuous awareness campaigns, there were no cases of discrimination in violation of the Company's policies and regulations at any of the business operations in 2021.

Work Environment for Persons with Disabilities

Wistron complies with the local laws and regulations of person with disabilities protection and hires the disabled persons with the ability to work, to ensure that the work environments satisfy the special requirements for disabled persons. For example, the offices in Taiwan, China, Europe and Americas are designed to be accessible environments, which provide various caring facilities, such as dedicated parking spaces and shuttle buses, to help disabled persons work and participate in various activities.



Accessible facilities in Wistron's work environment

4.3.3 Open Communication Channels

Wistron respects the freedom and rights of individuals and has established an open platform for employees in all offices and plants across the world to express opinions. We seek to fully understand employees' requirements and expectations for workplace safety and health. Employees can provide suggestions, make requests, or ask questions relating to the Company in a confidential manner without fearing retribution.

Wistron Values Internal Communication Channels and Heeds the Opinions of Employees

All offices and plants across the world have established an Employee Relationship Promotion Committee and organize labor-management communication meetings which are attended by the supervisors and employees representatives of the office or plant. They engage in bilateral discussions on the Company's operations and employees' opinions. The Employee Relationship Promotion Committee sets up a dedicated webpage and publishes the topics and records of each meeting on the Company's portal website within seven days. Changes in the Company's operations are published by relevant departments.

Wistron firmly believes that the respect for employees and their opinions encourages employees to provide constructive opinions and continuously inject positive growth into the Company and achieve common growth and profit sharing. Wistron will continue to increase the efficiency of all communication channels and ensure effective communication with 100% response rate.

Communication Channels for Offices and Plants Across the World

Communication channel	Neihu Headquarters Xizhi Office	Hsinchu Plant	Kunshan Plant	Kunshan Opt Plant	Zhongshan Plant	Taizhou Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant
Employee Relationship Promotion Committee	V	V	V	V	V	V	V	V	V	V
President's mailbox	V		V	V	V	V	V	V	V	V
Employee opinion mailbox	V	V	V	V	V	V	V	V	V	V
Employee complaint hotline	V	V	V	V	V	V	V	V		
Employee seminars	V	V	V	V	V	V	V	V		V
Counselor on-site interview			V	V	V	V	V	V		V
WeChat platform - Wistron WeChat services			V	V	V	V	V	V		
Company publications			V		V				V	V

Note : The mark "V" in the table indicates that the communication channel has been established.

4.4 Workplace Safety and Health

4.4.1 Employee Care and Benefits

Employees are the Company's most important assets and employee health is the foundation for the sustainable development of the Company. Only when employees are healthy can they work productively and efficiently. We watch over the health of all employees through a diverse selection of health promotion and health management activities. Wistron is committed to promoting the physical and mental health of employees by encouraging employees to maintain a healthy work-life balance and by committing to improve employees' personal health in terms of lifestyles and actions.

Wistron complies with the ISO 45001 occupational Safety and Health management system to fully understand the dangers and risks within the workplace, evaluate the impact created by all relevant personnel within the Company (including employees, temporary personnel, contractors, interviewees, and other personnel), and provide the correct information to all personnel. We aim to provide a healthy and danger-free work environment to our employees.

Happy Work and Happy Life

Employees are the most important assets of the Company, therefore we aim to create a work environment of hope and vitality, hoping employees could not only live a balanced work-life but also a balanced personal life. For this purpose, the Company initiates care programs, aid systems, and company activities designed for employees to work and live

happily. In addition to the care and assistance programs provided for employees and their families, all of our global sites also organize other activities as well; including monthly birthday parties, company trips, employee welfare activities, and orientation programs. We also provide various lectures and courses so that employees can engage in various life experiences outside of work.

Protecting Employee Health and Safety

The Company's offices and plants around the world continue to be affected by the Covid-19 pandemic in 2021, Taiwan even faced a level 3 lockdown at one point; but through early diversion drills and simulations, Wistron was able to implement our work from home policy in May to effectively reduce social gathering risks. During this time not only were we able to maintain our work productivity through years of our digital transformation policy implementation, but employees were also able to care for their families while working.



Employee Health Management

Wistron occasionally organizes health promotion activities and has set up medical service rooms to provide employees with health consultation and assistance. In our Chongqing Plant and Chengdu Plant, we were able to set up the Emergency Green Channels to provide employees with general health consultation services. In 2021, the plants were able to provide emergency medical assistance to 56 employees.

Health Examination

A complete physical examination can detect potential illnesses early. The Company organizes specific health examinations for employees working at special posts (e.g., high-noise, dust, X-ray, etc.). All offices and plants in Taiwan offer health examinations for all employees each year while plants overseas actively provide health examination plans to encourage employees to learn about their health conditions through complete examination, protect themselves, and seek medical care whenever necessary.

After the health examination, medical staff at each office and plant will provide medical assistance and

follow-up reminders for examinations for those with major irregularities found in their reports. Wistron also provides diverse professional consultations for those with health irregularities. Physician consultations are hosted in offices periodically to provide employees with a professional consultation channel. The Company actively manages and establishes plans for the education/training, guidance, prevention/risk monitoring, and medical assistance for personal health irregularities. All personal health service records and information of employees are only used as the basis for evaluating whether employees are provided with a safe workplace environment and not for any other purposes. The information is securely stored by the dedicated unit responsible for health management and is not disclosed to external parties.

Internal Healthcare Platform

Through the Company's internal healthcare platform, the offices in Taiwan provide services for personal health, medical requirements, or personal improvement targets. Health management specialists regularly track progress, conduct telephone interviews, remind employees to seek medical services, and

provide medication consultations; for employees with more severe illnesses, they also provide reminders for three-month or six-month follow-ups and provide arrangements for medical assistance and other medical supports.

Employee Health Promotion

iSports Activities

As all offices and plants across the world were affected by the COVID-19 pandemic in 2021, most physical activities were either canceled or postponed. To ensure that employees maintain healthy exercise habits, the Company continued to organize different activities that encourage employees to create safe exercise routines that also ensure personal protection from the ongoing pandemic.

In 2021, the offices and plants in Taiwan held another

"Healthy Walk" event after the success of 2020. We encouraged employees to walk 5000 steps every day and over the course of the year, a total of 6,718 people participated. Apart from helping employees focus on and develop personal exercise habits, the event also helped improve the health of our team members. Wistron used step counter apps and team competitions to encourage employees to develop the habit of exercising every day. Both Xizhi Office and Neihu Headquarters organized the iSports activities with large-scale contests organized by private sectors, providing bonuses for completing races and encouraging employees to continue to take part in various running events. Due to the impact of the pandemic, during the level 3 lockdown, Wistron employees were only able to take part in road running events in the second half of the year, but there were still more than 421 employees that participated in long-distance running events of more than 10km.

8,875 people

Number of employees who received health examination in Taiwan (Including the Xizhi, Neihu, Longtan, Hsinchu, and Kaohsiung Offices)

89.9%

Examination rate in Taiwan

Employees participated in the 5,000 step Healthy Walk challenge

Wistron encourages employees to challenge themselves by entering marathons to develop habits for running

Group Fitness Activities

Wistron encourages employees to participate in team sports, which can improve the health of employees and the bond between team members. In compliance with the policies of the Central Epidemic Command Center, only after the level 3 lockdown was lifted, and indoor sports were allowed once more did Wistron begin organizing sporting events such as badminton, volleyball, softball, and table tennis, giving employees a chance to socialize through sports. We also encouraged employees to participate in sports clubs such as the cycling club, basketball club, badminton club, hiking club, jogging club, golf club, and softball club. We seek to use the power of small groups of sports lovers to create a trend of exercising and fitness within the Company.



Sporting events were organized according to epidemic prevention measures.



Wistron's lectures and courses provide diverse knowledge to our employees



Online events were held during the pandemic

Diverse Themed Events and Lectures

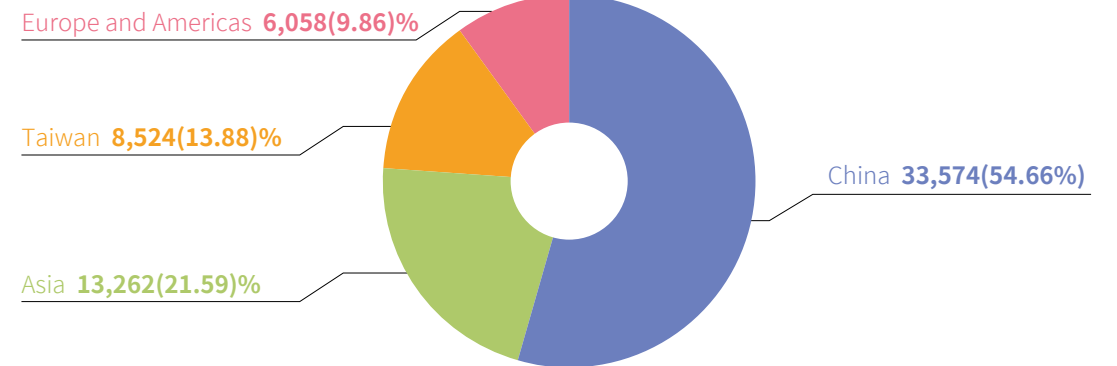
Every quarter, Wistron arranges several lectures and events that cover a diverse range of topics and information, including health, diet, care, and social communication. Apart from inviting professional speakers to give lectures, courses are also recorded on the internal streaming platform, so that employees who were unable to participate can watch the entire lecture at their convenience. During the pandemic, Wistron also used social media and online events to allow employees working from home to participate.

COVID-19 Pandemic Prevention Awareness Campaigns and Policies

During the pandemic prevention period in 2021, Wistron used the internal reporting mechanism to track the health status of employees and established a hotline to provide consultation for employees. During the level 3 lockdown in Taiwan, employees

were divided into rotating work from home groups to ensure employees can work in a safe environment and care for the needs of their families. To encourage vaccination, apart from providing vaccination leave, Wistron also monitors the health status of employees who received the vaccine in real-time through the health reporting mechanism.

Number of Vaccinated People (Received at Least One Vaccination) in the Offices and Plants Around the World by Area



80,367

Total number of employees in the plant (including temporary personnel and expatriates)

61,418

Number of people who have received at least one vaccine

76.42%

Percentage of people who have received at least one vaccine

59,157

Number of people who have received two vaccines (including single dose Janssen and CanSino vaccines)

73.61%

Percentage of people who have received at least two vaccine

14,748

Number of people who have received three vaccines

18.35%

Percentage of people who have received at least three vaccine

We track employee health in real-time through the reporting system and Power BI.

Childbirth Benefits and Childcare Resources

The Company organizes health seminars exclusively for women, and offices and plants in Taiwan also organize special examinations for female employees in the annual health examinations to provide better care. In addition, we also provide special care and consultation for pregnant employees. Offices and plants in Taiwan have set up the "Mother Support" website to compile personal healthcare information during pregnancies and provide the most appropriate care. All offices and plants across the world are equipped with breastfeeding rooms to encourage female employees to continue to breastfeed their newborns after childbirth.

Childbirth Incentives

Wistron is committed to supporting employees during every stage of their lives and helping employees in attaining a healthy work and family life balance, and we have placed special emphasis on assisting employees with newborns. Employees in Taiwan enjoy a special bonus of NT\$60,000 for each newborn and the Employee Welfare Committee also provides an additional NT\$2,000 per newborn as childbirth subsidies. In 2021, 226 employees in Taiwan applied for the bonus for 233 children. The total amount of

NT\$60,000
Incentive Bonus provided for each child birth in Taiwan offices & plants

the bonuses given was NT\$12,900,000. The Company has set up a dedicated "Expectant Mother Support" website and compiled information on government subsidies for childcare expenses, childcare institutions, and childcare service providers. We also prepare diverse gifts for expectant mothers and organize family-themed lectures from time to time, providing nursing and education-related information, which have received great feedback from employees.

Parental Leave Application and Reinstatement Statistics

Wistron provides parental leave following local regulations and actively inquires about the employees' willingness for reinstatement 45 days before the expiry of their leave. With their high awareness of gender equality, a total of 40 employees applied for parental leave in Taiwan in 2021, with 11 applications filed by male employees, and 26 applications at the Czechia Plant.

Parental Leave Application Statistics in 2021

Employees on parental leave in 2021	Taiwan		Czechia	
	Male	Female	Male	Female
Number of employees qualified for parental leave applications in 2021	515	208	0	26
Number of parental leave application in 2021	11	29	0	26
Expected number of employees reinstated in 2021(a)	11	47	0	2
Actual number of employees reinstated in 2021(b)	4	33	0	2
Reinstatement rate in 2021:(b)/(a)	36%	70%	-	100%
Actual number of employees reinstated from parental leave in 2020 (c)	4	19	0	6
Actual number of employees reinstated from parental leave in 2020 and have worked continuously for at least one year (d)	2	18	0	4
Retention rate in 2020:(d)/(c)	50%	95%	-	67%



All offices and plants across the world are equipped with breastfeeding rooms for Wistron mothers to continue to breastfeed their newborns after childbirth.

4.4.2 Occupational Safety and Health

Occupational Safety and Health Policy and Targets

Wistron is committed to abiding by all occupational safety and health regulations and other related requirements. We strengthen employees' occupational safety and health awareness to reduce the risks of accidents.

All occupational safety and health management tasks are supervised by dedicated departments who are responsible for occupational safety and health management activities. The plants set their own performance targets in accordance with the Company's occupational safety and health policy. The Company's overall targets: Zero major work safety incidents (accidents involving deaths are defined as major work safety incidents).

Occupational Health and Safety Management System

Wistron has approximately 60,000 employees in all plants across the world. All plants have introduced ISO 45001 Occupational Safety and Health Management System to effectively manage safety and health of the environment and provide employees with a good work environment.

Worker Safety Committee

All Wistron plants have established a Worker Safety Committee to take charge of the occupational safety and health of their plants, facilitate communication, and respond to complaints. The Committee includes supervisors being responsible for decision-making as well as worker representatives. It is the main communication channel for employee participation in occupational safety and health management. Employees can submit questions or opinions on occupational safety and health to representatives of the Department who propose them in annual meetings. It allows employees to directly communicate with senior executives through the Committee.

Specific Measures for Occupational Safety and Health

Hazard identification	<ul style="list-style-type: none"> Regularly organize hazardous factor risk assessments to assess whether operating procedures comply with regulations The Company requires corrections for non-compliant procedures in accordance with legal requirements
Communication and engagement	<ul style="list-style-type: none"> Worker Safety Committee Internal communication and reporting procedures
Health protection	<ul style="list-style-type: none"> Employee health examination plan Regular operation environment inspections The Company sets up medical rooms or assigns doctors to work onsite and provides psychological consultation services
Training and education	<ul style="list-style-type: none"> Occupational safety and health education and training for new employees We organize training for special hazards or first aid for operation personnel We organize annual refresher EHS training for EHS officers We organize health seminars and invite experts to give speeches and answer employees' questions on health
Response work	<ul style="list-style-type: none"> All types of occupational safety evacuation drills (daytime/nighttime and earthquakes) Response drills for fire safety, confined spaces, and chemical leaks
Protection measures	<ul style="list-style-type: none"> The Company has established rigorous application and control regulations for special positions (e.g., soldering, operations of chemicals, and noises) and established management measures and solutions for different risk ratings Continuous improvement of protection equipment Require the use of personal protection equipment
Supplier management	<ul style="list-style-type: none"> When new suppliers are introduced, the Company verifies that they meet the basic requirements for occupational safety management certification Include occupational safety management into regular supplier audit items



Confined Space Emergency Response Exercise



Chemical Spill Prevention Drills

Occupational Safety and Health Education and Training

To help employees understand Wistron's regulations of occupational safety and health and learn how to respond to hazards and accidents, all new employees must take occupational safety and health education courses when they report for duties. For employees with specific responsibilities, as the operating procedures may involve irregular hazards while working, they are provided with additional training: Emergency drills for first aid, fire safety, confined spaces, and chemical spill to improve the safety awareness of employees and ensure the safety and health of the work environment.

Workplace Hazard Identification and Risk Assessment

Trained personnel are responsible for hazard identification and using quantified risk factors as the basis for risk evaluations. The safety and health management unit reviews the risk factors and establishes risk ratings to set the control and

implementation targets for operating in hazardous environments. They also include the risk factors into management records for regular tracking to continue to eliminate potential occupational hazards in the workplace. In the event of any emergency during any operation, employees must determine whether to suspend operations or take necessary preventive measures based on the onsite hazardous conditions. Employees will not be subject to any unfavorable treatment for leaving their post to escape hazards.

Voluntary Reporting of Near Miss Incidents

Wistron has established standard operating procedures for near miss incidents and reports them to the responsible units in accordance with the Incident Response and Investigation Management Procedures to verify whether an incident has occurred and conduct investigations. The incident is then specified in the near miss incident record table and submitted to superior officers. The Company analyzes the causes of incidents and formulates corrective and preventive measures. We then evaluate the

effectiveness of these measures and continue to track improvements.

Wistron has designed online platforms such as the Wistron WeChat services provided by the WeChat official account to expedite communication. It includes an intelligent customer service module that answers employees' questions. In the event of any emergency incident or near miss incident, we have established internal communication procedures to facilitate quick reports.

Near miss incidents	
Taiwan	1 incident
China	144 incidents
Europe and Americas	300 incidents

Incident Investigation

When an employee or a contractor experiences a work safety incident, Wistron will investigate the incident

and track the progress in accordance with the Accident Response and Investigation Management Procedures and determine damage conditions and occupational injuries based on the incident. After the incident investigations are completed, the Company is required to submit results and implement response measures for the dedicated unit to continue to supervise and track to reduce losses and prevent the recurrence of similar situations.

Occupational Injury Statistics

The occupational injury statistics of Wistron employees and workers other than employees in 2021 are specified in the table below. Our occupational injury statistics are reported and implemented in accordance with regulations. The recorded data on injuries are used as the main records. The Company will cooperate with the requirements of government institutions for defining the ratio of severe occupational injuries. We have received no relevant information on occupational illness. With regard to the management of workers other than employees, all Wistron Plants implement management models for onsite personnel and contractors in accordance with local regulations.



Confined Space Emergency Response Exercise



Hsinchu Plant - Dormitory earthquake response exercise



Chengdu Plant - First aid personnel training



Kunshan Plant - Fire drill

Occupational Injury Statistics of Employees

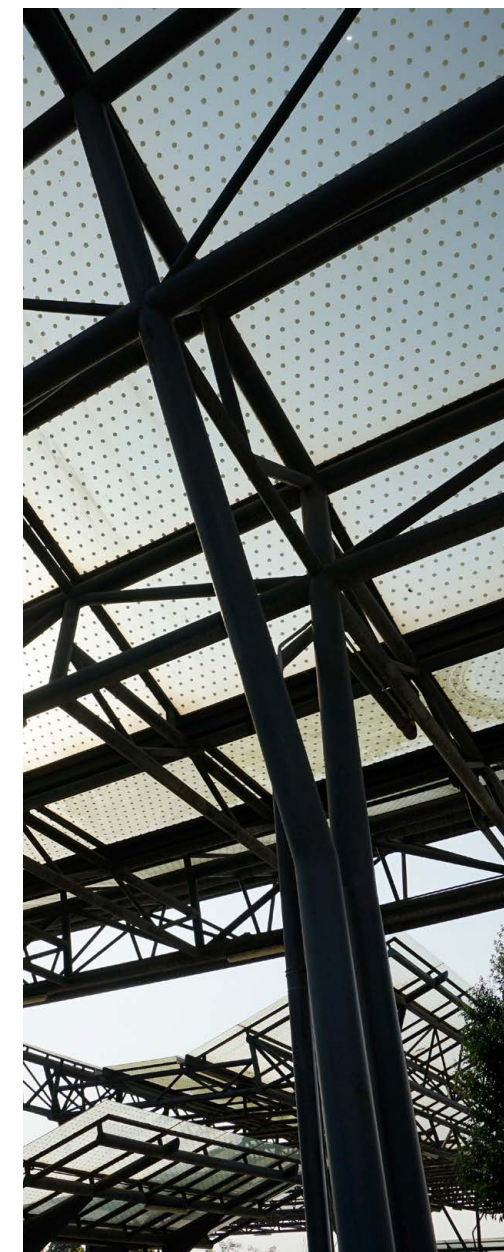
Statistics of disabling injuries	Taiwan		China		Europe and Americas	
	2020	2021	2020	2021	2020	2021
Year	2020	2021	2020	2021	2020	2021
Employees	8,907	9149	56,867	51,050	3,963	5,425
Total work hours	17,184,756	17,929,115	145,400,960	112,417,169	7,250,580	9,826,451
Main category of occupational injury	Traffic accident	Traffic accident	Traffic accident	Traffic accident	Crushing	Crushing
	Laceration, cut	Crush injury due to mishandling of objects	Machine-related injury		Sprain Cuts	Sprain Cuts
Occupational injury rate	0.79	0.67	0.10	0.08	0.36	0.71
Occupational illness rate	0	0	0	0	0	0
Lost day rate	4.15	3.49	4.87	0.95	12.58	12.35
Total number of work-related fatalities	0	0	0	0	0	0

Note1 : Occupational injury rate (IR): (Number of occupational injury incidents/total work hours) * 200,000
 Light injuries: Only Zhongshan/Czechia/Mexico Plants include light injuries in their IR, all other plants exclude light injuries.
 Note2 : Occupational illness rate (ODR): (Total occupational illness cases/total work hours) * 200,000
 Note3 : Lost day rate (LDR): (Number of lost days due to work injuries/total work hours) * 200,000
 Calculation of the number of days: Only the Kunshan/Kunshan Opt/Zhongshan/Mexico Plants calculate the number of days based on calendar days; all other plants calculate based on the number of scheduled work days
 Note4 : In Czechia, employees are entitled to go to visit their doctor during work hours (the frequency of visits is not limited and the length of time spent also includes the journey time), and they may also stay at home to rest for a longer period of time when sick.
 Note5 : The table shows data of full-time employees

Occupational Injury Statistics of Workers Other Than Employees

Statistics of disabling injuries	Taiwan		China		Europe and Americas	
	2020	2021	2020	2021	2020	2021
Year	2020	2021	2020	2021	2020	2021
Number of people	110	101	1,375	1716	1,208	1,544
Total work hours	227,854	220,562	2,742,815	3,934,312	661,822	247,239
Main category of occupational injury	None	None	Cut	None	Crushing, Cut	None
Occupational injury rate	0	0	0.07	0.31	1.21	2.43
Occupational illness rate	0	0	0	0	0	0
Lost day rate	0	0	0	0	8.46	11.33
Total number of work-related fatalities	0	0	0	0	0	0

Note : Scope of the number of people in the survey: Work personnel of the plant as of December 31: security guards, cleaners, group meal preparation personnel, and others (long-term onsite operators and specialists)



4.5 Humanity and Social Care

Wistron has upheld sustainability for corporate development since its establishment in 2001. While focusing on profitability, the Company firmly believes that the foundations of sustainability are forged upon the strong ties between us and society, with social engagement being the optimal way to fulfill such a goal. Wistron actively fulfills its commitments to a friendly environment and social responsibility and has established the "Wistron Charitable Event Management Guidelines" which identified the environment and culture as the two main targets for charitable activities. This year, we have used "Sustainability through Innovation" as a thematic highlight to emphasize the importance of both sustainable practices and innovative thinking and it has been deeply embedded into the daily work of each employee. Apart from using our existing social welfare influence, Wistron has utilized our strong technical development capabilities in many practical development projects to implement sustainable developments through technical innovations.

4.5.1 Social Investment

Responding to Sustainable Development Goals (SDGs)

Following the five steps found in the "Business Reporting on the SDGs," published by the United Nations and the GRI, we were able to identify 7 goals that correlate with Wistron's sustainability vision and charity strategy and they are as follows: SDG 1 No Poverty, SDG 3 Good Health and Well-Being, SDG 4 Quality Education, SDG 6 Clean Water and Sanitation,

SDG 9 Industry, Innovation and Infrastructure, SDG 15 Life on Land, and SDG 17 Partnerships for the Goals.

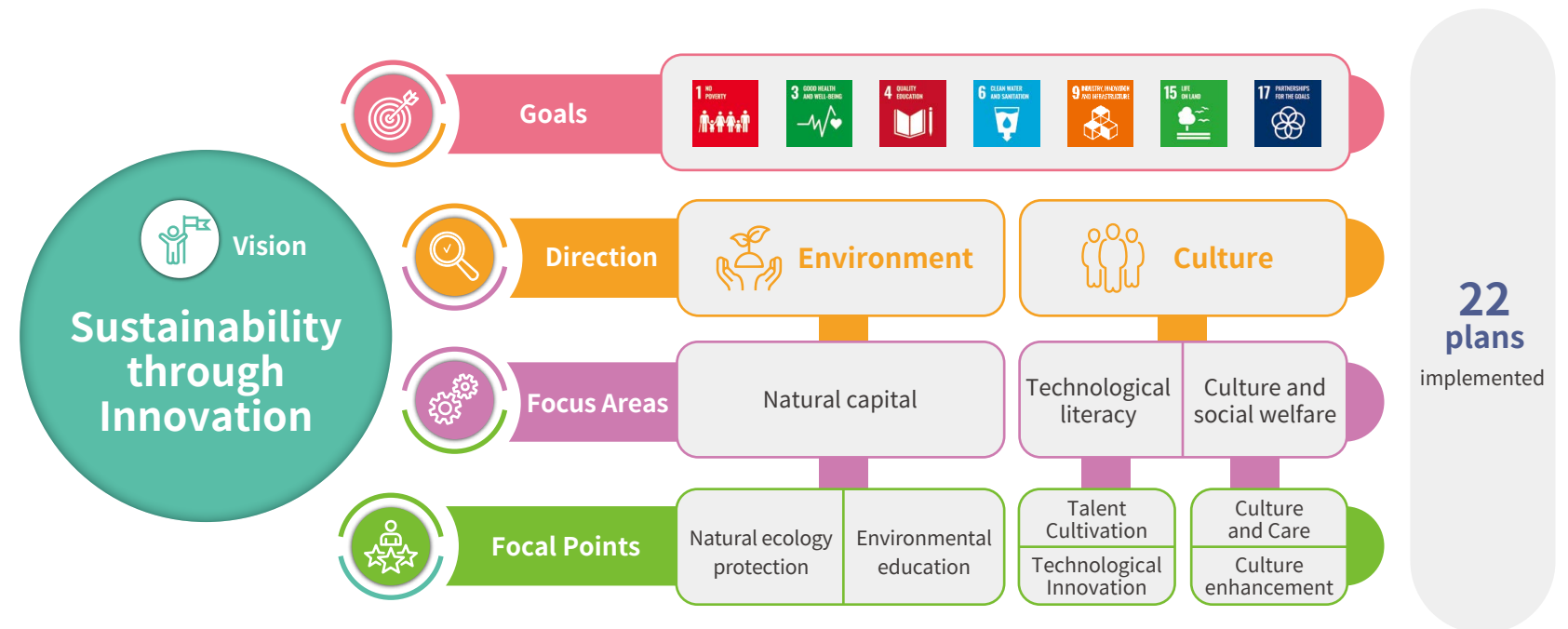
Wistron Foundation

Since its establishment in 2010, the Wistron Foundation has been dedicated to promoting balance and harmony between humans and nature. The Foundation works hard to protect the environment and ecologies, while promoting our cultural values. In response to Wistron's pursuit of sustainable values, we defined two major themes of the Foundation's development and charity policies: environment and

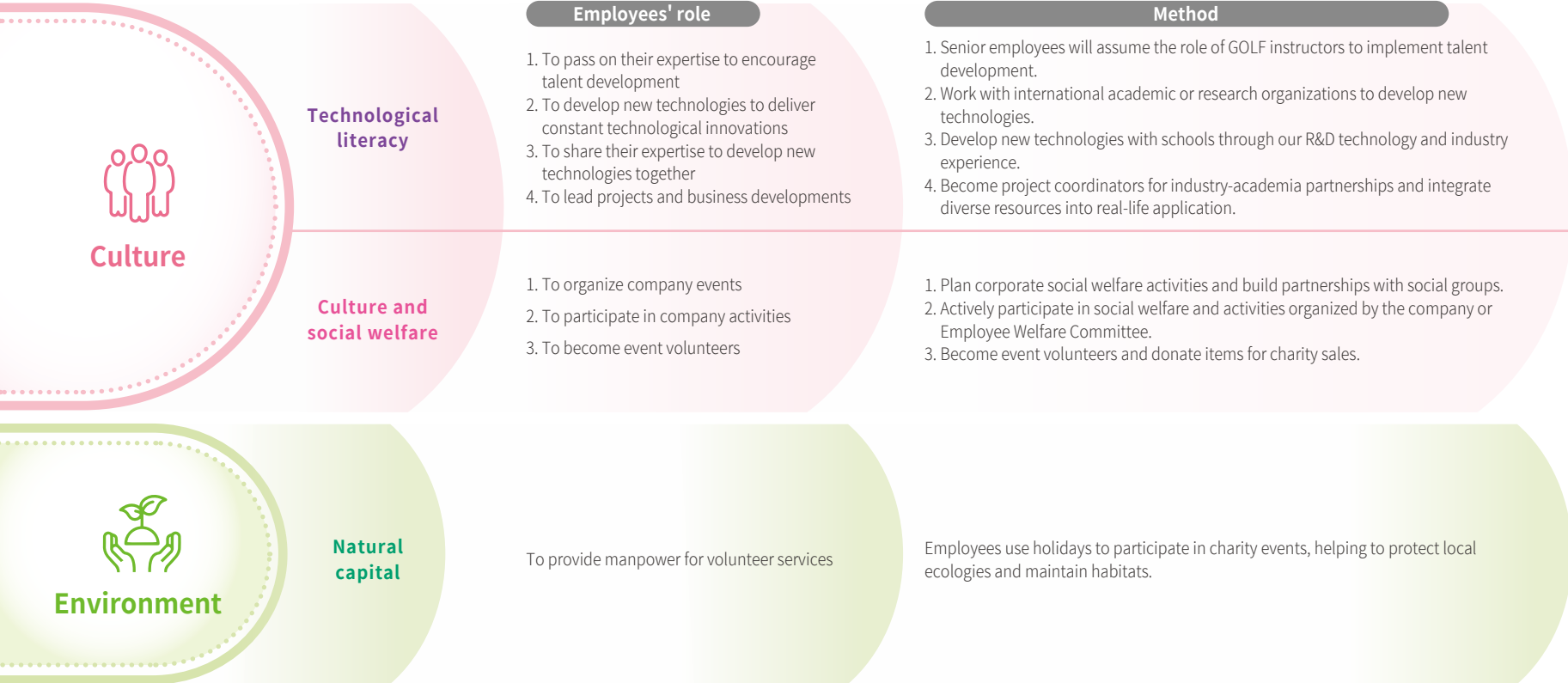
culture. We implemented the ideals of altruism to realize and deepen our sustainable development goals. We strategically partnered with charity organizations that share the same ideals in terms of culture and the environment in order to implement diversified projects. The six major aspects of project investments include: environmental protection, habitat adoption, environmental education, cultural enhancement, education and care, and service implementation. Work proposals of the Foundation are regularly submitted to the Board of Directors each year to report on the implementation status and

results and ensure that the charity projects meet the aims and targets of the Foundation. In 2021, a total of 22 projects were implemented.

The Foundation deeply believes that social welfare should include kindness while proactively exerting influence on society. In 2021, we invited our charity partners to learn the London Benchmarking Group (LBG) evaluation model. We combine our ideas and share our values with our partners to solve social issues through charity actions together in order to contribute more to society.



Key Roles Played by the Employees in The 3 Major Charity Projects

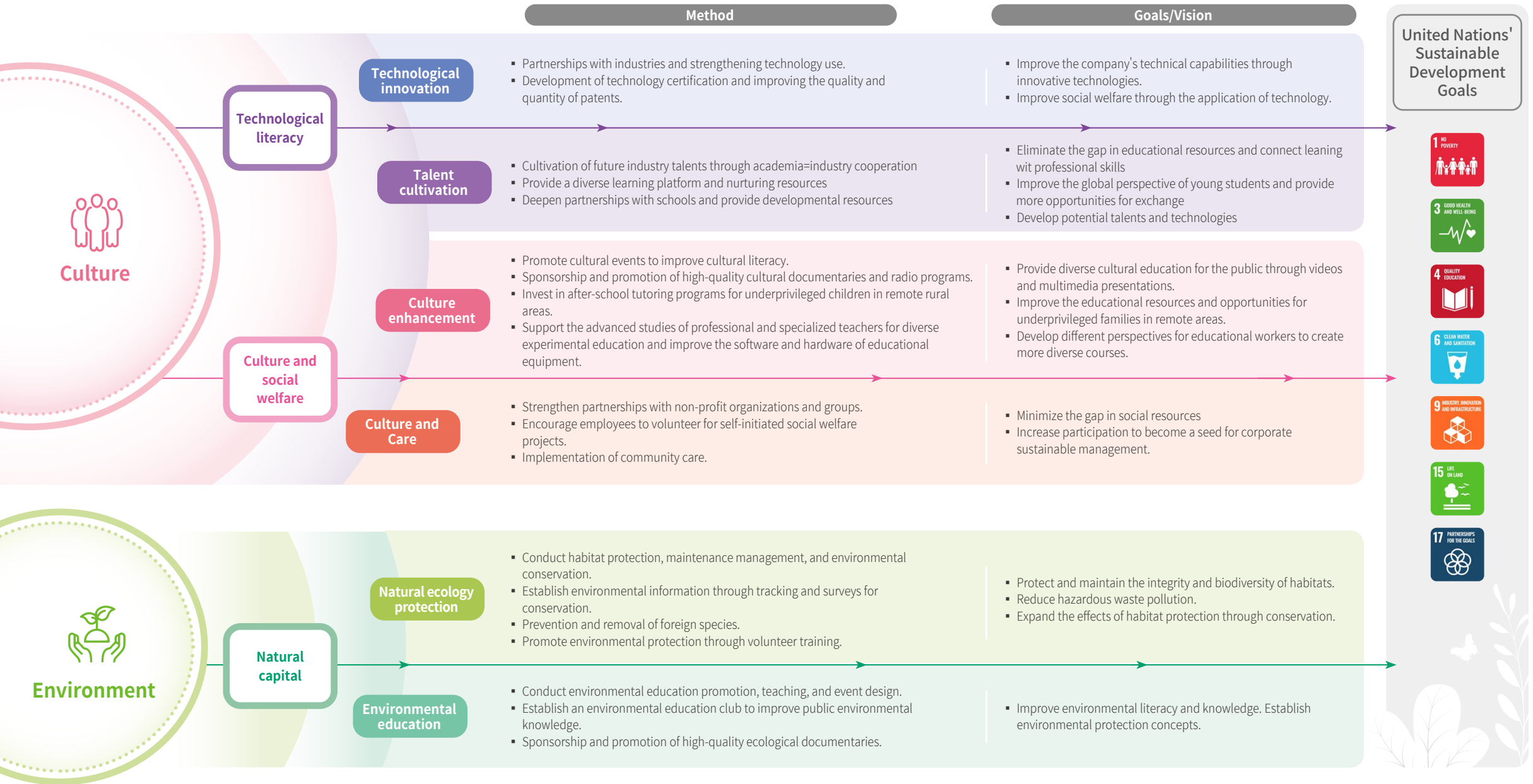


Employees' Impact

Besides using our existing charity impact, Wistron also encourages employees to participate in social welfare activities. The Company regularly organizes charity donation and charity sale events, which have received great feedback from the employees. In terms of technological innovation, we used our development capabilities and innovative projects to realize many applications to improve social welfare. In order to help restore the beauty of Shuanglianpi and protect the valuable wetlands, we began working with the Society of Wilderness in 2010 and sponsored the Shuanglianpi Ecological Classroom in order to implement long-term habitat conservation and environmental education. Starting in 2017, Wistron volunteers began one-day working holidays. We worked together to construct protection areas, restored the slope of the northern shore, and removed foreign species. As of 2021, 25 corporate volunteer activities have been organized, with 410 people participating in the working holidays. Through the crowd sourced habitat protection, we established a refuge for the ecology in Shuanglianpi and improved the healing abilities of the habitat.



Targets of the Six Major Charity Focuses

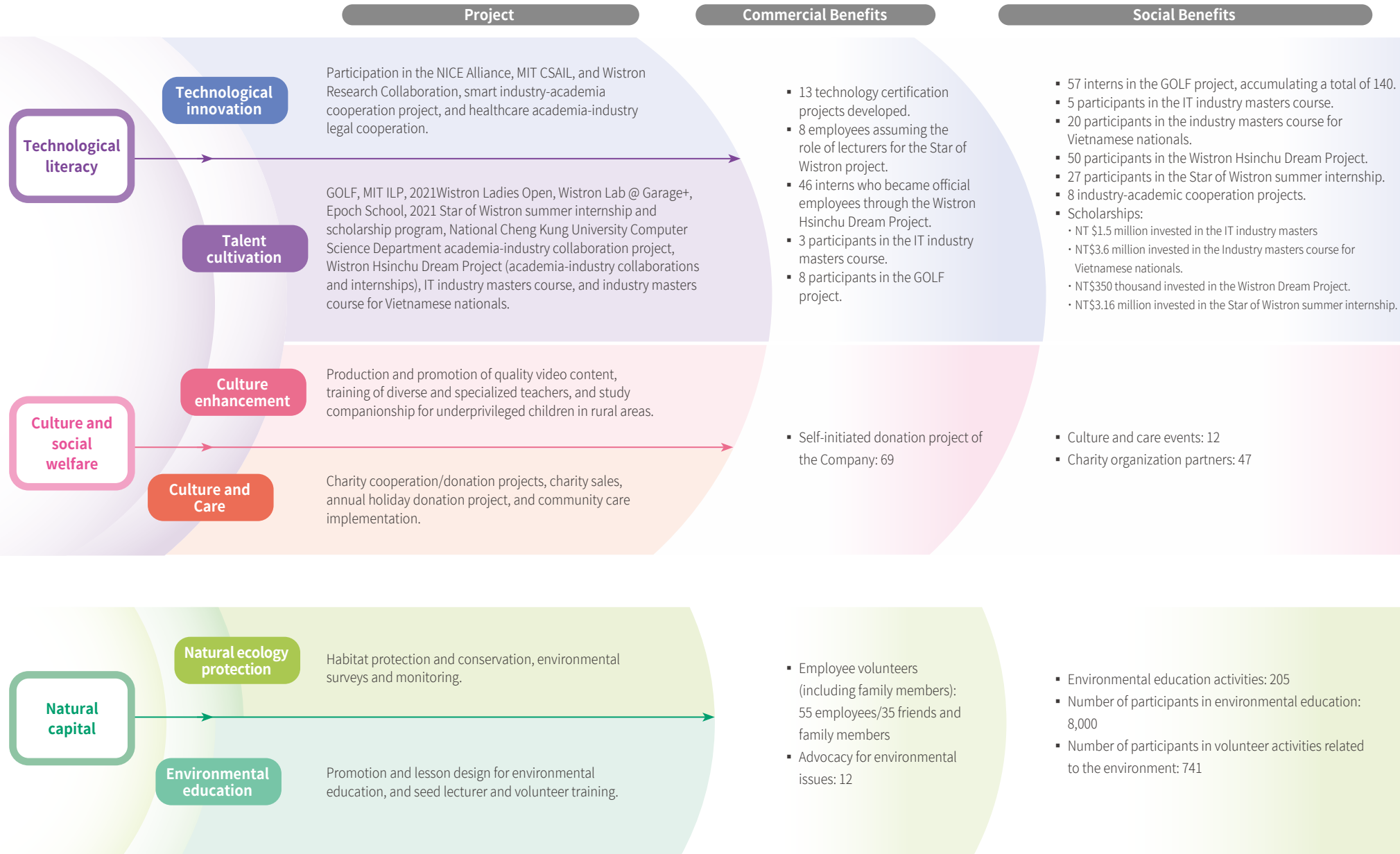


Commercial and Social Benefits of the Six Major Charity Focuses

Using the core innovation and R&D capabilities of the Company and with the cooperation mechanisms of academia-industry-government partnerships and international innovative R&D organizations, we work together to cultivate technological talents. In terms of smartification and healthcare, we implement our technological innovations and strengthen our R&D capabilities to create new growth opportunities.

During our global deployment, the local communities are important stakeholders for the Company's operations. Wistron actively participates in the public affairs of the communities and is obligated to provide community care. We aim to establish cooperation mechanisms for communication and participation with the community, in order to establish a social license to operate for the Company.

Wistron actively invests in the development of green resources, providing cradle to cradle closed recycling green services. At the same time, we are promoting environmental awareness and developing innovative eco-friendly technologies through internal employee participation and support for environmental protection initiatives by non-profit organizations.



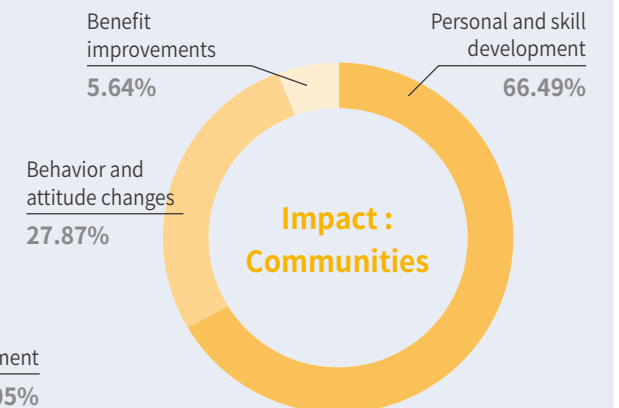
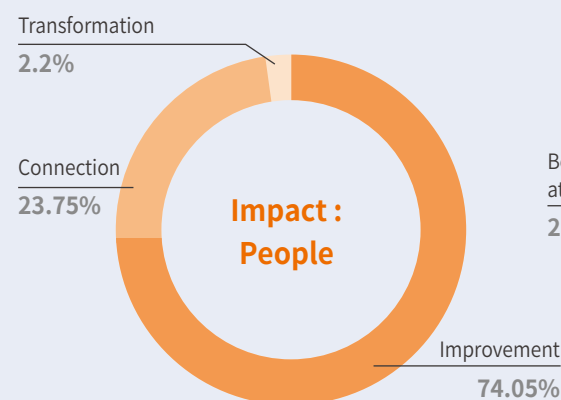
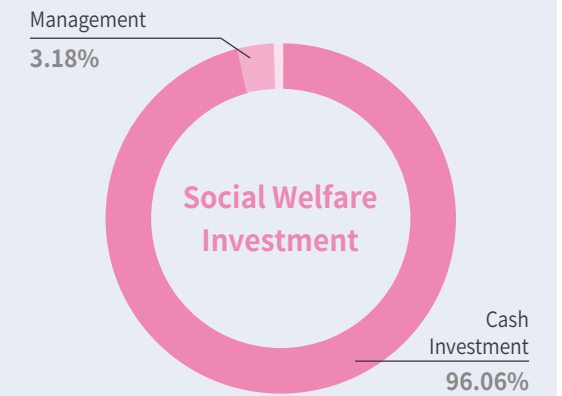
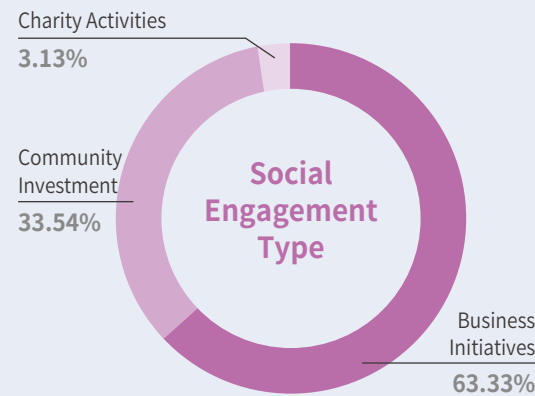
Measuring Social Influence

The Company's social investments in 2021 totaled NT\$199,964,104, including Wistron's partnership programs with industries, governments, academia, and research institutions in Taiwan and abroad, the Company's participation in external charity activities and donations, Wistron Foundation, charity activities of the Employee Welfare Committee, and public welfare activities promoted by the Company with voluntary employee participation. In 2021, the world continued to be affected by Covid-19. Many civilian organizations and groups were greatly impacted. Apart from continuing our focus on the environment and culture, Wistron also encouraged employees to participate in social welfare projects. We aimed to deliver resources more effectively to the groups in need by calling all our employees and companies to action.

\$199,964,104
Total Social Investment



Type	Item	Budget (NTD)	Ratio
Social engagement type	Charity activities	6,251,166	3.13%
	Community investment	67,072,548	33.54%
	Business initiatives	126,640,390	63.33%
Social welfare investment	Cash investment	192,085,102	96.06%
	Volunteer investment	192,806	0.10%
	Donations of supplies	1,324,812	0.66%
	Management	6,361,384	3.18%
Impact : People	Connection	47,491,042	23.75%
	Improvement	148,083,287	74.05%
	Transformation	4,389,775	2.20%
Impact : Communities	Behavior and attitude changes	55,721,377	27.87%
	Personal and skill development	132,953,395	66.49%
	Benefit improvements	11,289,332	5.64%



Investments in the 6 Major Charity Focuses

NT\$



	Actions	Invested amount	Ratio	
Culture	Technological innovation <ul style="list-style-type: none"> NICE Alliance Smart transportation system - Smart scooter Use of mmWave radar with multiple regression models and artificial neural network in HR/RR tests and HRV early warning WiSleep non-contact physiological detection health monitoring system Development of the 1.6 Tbps Photonic Opto Receiver 	<ul style="list-style-type: none"> Nationalization of smart railways Reflow equipment optimization plan Automatic generation of predictions and parameters in real-time and system optimizations for reflow Preventative maintenance program for equipment Identification of micro-objects AIoT Smart Kidney Disease Care Service Platform 	NT\$83,798,835	41.91%
	Talent cultivation <ul style="list-style-type: none"> Wistron Ladies Open 2021 MIT Industrial Liaison Program (ILP) Epoch Foundation annual fee Wistron Lab @ Garage+ MIT CSAIL and Wistron Research Collaboration 	<ul style="list-style-type: none"> 2021 Star of Wistron summer internship and scholarship program Wistron Hsinchu Dream Project (academia-industry collaborations and internships) IT industry masters course Industry masters course for Vietnamese nationals AI talent development program 	NT\$74,719,437	37.37%
	Culture enhancement <ul style="list-style-type: none"> Quality ecological radio program: <i>Island Symbiosis — Listening to Taiwan</i> Life education on campus — Water Dance Ensemble 2022 National Geographic Taiwan Photography Contest Satoyama action plan for intergenerational education 	<ul style="list-style-type: none"> After-school tutoring program for underprivileged schoolchildren in remote rural areas After-school care for disadvantaged children Full optimization project for websites, videos, and projects Diversity features/Experimental Education & Hualien and Taitung Sustainability Studies Science, Technology, and Nature for Technology Talents Events Series 	NT\$13,425,386	6.71%
	Culture and Care <ul style="list-style-type: none"> 85 SITE charity activities across the world 	<ul style="list-style-type: none"> Encourage self-initiated donations from employees Organize charity sales Donation of holiday-related gifts 	NT\$9,589,330	4.80%
	Natural ecology protection <ul style="list-style-type: none"> Ecological parks — Fuyang Eco Park Tainan parks, trees and urban planning 	<ul style="list-style-type: none"> Soil/water investigational monitoring and land protection plans Yilan Shuanglianpi educational base 	NT\$9,514,310	4.76%
	Environmental education <ul style="list-style-type: none"> Storybook — Shuanglianpi environmental education book for children Quality ecological and cultural documentary — <i>Here Comes the Taiwan Salamander</i> Quality ecological and cultural documentary — <i>Black-Faced Spoonbills, the Last Piece of the Puzzle</i> Grass Mountain Raptor Center WildOne Wildlife Hospital 	<ul style="list-style-type: none"> Chi Po-Lin Foundation Waldorf wilderness conservation action Environmental education program for children Events of science, technology and nature for technology talents — volunteers 	NT\$8,916,806	4.46%

4.5.2 Social Influence



Focus 1

Technological Innovation

Our actions

- Elevating technology applications by partnering with different industries.
- Improving development innovations by collaborating with academia.
- Advancing patent quality by developing technology certifications.

Problems to be solved

Emerging techniques are often limited by the application setting and development costs. They are difficult to effectively promote in the early stages and often lack practical testing environments. Potential users must also consider the related construction costs and maintenance expenses.

Our role

By making strategic alliances with different industries, academia, and government entities, Wistron was able to strengthen the cooperation between these separate groups and aid in introducing new techniques and products into the field; and through user feedback, developers were able to optimize their new products and solve their previous user complaints with technical innovations.

[Advanced Technologies] Successfully develop new AI technologies for smart healthcare

We worked with the MIT Computer Science & Artificial Intelligence Laboratory (MIT CSAIL) to develop advanced AI and machine learning technologies and tools, which we implemented in the development of smart healthcare products and services and the Wistron's digital transformations. AI medical imaging recognition technology was also used in our co-development of liver tumor 3D CT studies with hospitals and colorectal lymphoma and pap smear digital image recognition systems, allowing us to successfully establish a good relationship with medical institutions in Taiwan. In terms of digital transformations, Wistron assists factories with quality assurance to improve quality standards, operators' operation recognition tracking to reduce training costs and solve high mobility problems, and the development of online evaluation and training survey systems to improve employee efficiency.

In 2021, we developed a medical imaging machine learning and natural language processing and assessment system. The system greatly increased the accuracy of chest x-ray and medical case summaries

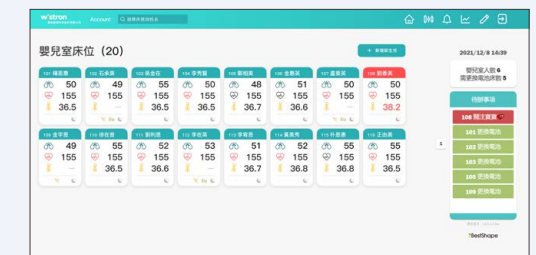
Introduced 20 post-natal care and long-term care institutions Caring for over 2,000 newborns

and we plan to develop pre-trained models for future collaborations with other medical institutes. We also developed advanced AI non-supervisory machine learning technologies for use in pathological testing and analysis of medical images, image-based testing systems for factories, and dengue fever prevention by the government.

[Innovative Technologies] Understanding the behaviors of newborns and the elderly

Through the collaboration of academia and our industry, we can now use millimeter-wave sensors to monitor the subject's vitals such as breathing, heart rate, and other physiological signals; combined with a dashboard monitoring system, the technology can be used for infant, elderly, and patient care. Between 2018 and 2020, this system has been gradually introduced to long-term care centers and postpartum care centers; so far more than 7 long-term care centers and over 2,000 infants have been monitored by medical personnel through this system to confirm each confirm

information such as infant sleep status, patient vital, and out-of-bed notifications for the elderly, thereby allowing staff to provide care and attention when necessary. In 2021, we successfully extended the service to over 20 postpartum care and long-term care institutions. Newborn services now include analysis of stable and unstable sleep and day and night sleep data, allowing new parents and nursing personnel to understand the quality of the baby's rest. LINE notifications have also been added to help provide timely notifications for long-term bedridden, poor muscle strength, and hospice care patients for alerts such as rollover alert, out-of-bed alert, and end-of-life care. The system can provide information in real-time and reduce the burden on care providers.



Project partnership		Partnered institution
Shuangho Hospital Sleep Center	Conducted IRB clinical study, initiated research related to rapid testing for sleep apnea.	National Taiwan University of Science and Technology, National Taiwan Ocean University, National Yang-Ming Chiao Tung University, Taiwan Design Research Institute, Harmony Home Association, postpartum care, hospitals, and long-term care institutions.
Kaohsiung Veterans General Hospital Originals & Enterprises.	Conducted the implementation of millimeter-wave technology in AI physiological analysis and warning systems, and introduced the service in the Kaohsiung Veterans' Home and Gangshan Veterans' Home.	



Focus 1
Technological Innovation

[Opto-electronics] Improving quality of life online

In response to the high-speed transmission and energy usage reduction requirements for data centers, the development of new generation optical communication components and related manufacturing processes must be accelerated. Therefore, we worked with academia to develop photonic optic receivers to stay on top of and ahead of the current trends. Wistron partnered with National Yang-Ming Chiao Tung University and National Sun



Yat-sen University and successfully developed 800G high-speed communication technology in 2021, greatly increasing the current communication speeds and bandwidth, which will help corporate companies, local communities, schools, transportation sectors, and overall communication developments. It can also improve the communication and connection speeds between communities, improving the quality of the internet and leisure activities.

[Railway Safety] Using smart technologies to ensure railway safety

By working with well-established universities in Taiwan that have extended expertise in specific science subjects such as the National Kaohsiung University of Science and Technology (NKUST) and National Cheng Kung University (NCKU) through an industry-academia cooperation platform, we can now implement and quickly execute new product developments or introduce new technologies with Wistron's marketing strategies.

2020	The NCKU positioning algorithm was developed primarily for railways.
2021	Successfully completed railway positioning accuracy validation and testing algorithm.
2025 Targets	<ol style="list-style-type: none"> 1. Vehicle track and direction accuracy = 100% 2. Continuous positioning frequency of 1Hz to 20Hz. 3. Includes high accuracy positioning for long tunnels/urban areas/forest tracks. 4. Simulates the interior (depot) for navigation. 5. Stable positioning at high speeds (10 to 140km/hr).

Successfully developed 800G high-speed communication technology



[Medical Technology] Protecting the quality of life for kidney disease patients

By using technology to improve dialysis care, we continue to expand medical care services and the mutual dependency between families and healthcare. Wistron aims to integrate chronic kidney disease and dialysis care systems and terminal value-added services, filling the gap in seamless service between home care, clinics, and hospitals for early-stage chronic kidney disease, peritoneal dialysis, and blood dialysis patients. Through cloud AIs, basic hospitals do not need to purchase large servers to enjoy the applications and benefits made possible by AI.

Economic and industrial benefits	Group benefits for chronic kidney disease	Contribute to the country and society
We connected dialysis material and medical device manufacturers in Taiwan and abroad to create the world's first "AIoT Smart Kidney Disease Care Service Alliance", leading Taiwan's dialysis and peripheral medical device companies to mutual prosperity, and entering the chronic kidney disease care market worth hundreds of billions of dollars. Wistron Taiwan worked with France to create "Wistron Taiwan & France Diabnext". The platform was introduced for clinical studies in France, accelerating our entry into the European market.	The platform is focused on "prevention over treatment". Through our home care app, we care for early-stage chronic kidney diseases, late-stage patients, and patients with diabetes and high blood pressure. We help patients effectively implement self-care and management, slowing the process of late-stage kidney disease (dialysis).	It is expected that more than 30% of early-stage chronic kidney disease patients who use the AIoT Smart Kidney Disease Care Service Platform will not enter the dialysis stage early, which will effectively reduce health care insurance expenditures.



Focus2

Talent Cultivation

Our actions

- Cultivation of future industry talents through academia-industry cooperation.
- Provide a diverse learning platform and nurturing resources.
- Deepen partnerships with schools and provide developmental resources.

Problems to be solved

The current education system needs practical channels for connecting with the industry. More comprehensive development opportunities and nurturing resources are also required to develop the global perspective of people in Taiwan.

Our role

Wistron invests in many talent development projects. We provide opportunities to young students through our integrated industry resources and internships. At the same time, we use industry resources to provide excellent lectures and activities, creating more opportunities for the diverse pool of talents to learn.

[Academia-Industry Cooperation] Cultivating future industry talents

Wistron participates in the Gap of Learning & Field (GOLF) alliance, which was created by several schools in Taiwan. The alliance uses the establishment of digital learning platforms and the provision of industry internships to reduce the educational resource gap. Since its establishment 3 years ago, the alliance has been promoting shared learning and assisting students to explore industry trends early. The alliance helped improve the soft skills of students to prepare them for the workplace. As of today, the alliance has trained over 350 students and provided 15 online courses. In 2021, GOLF provided courses related to "EE", "AI", "server certification", "100 questions about AI", and "digital transformations", allowing students to explore technological trends. A total of NT\$13.9 million was invested for the year, fulfilling our social responsibilities.



Invested NT\$22.51 million | Trained 350 future industry professionals
Partner: Epoch Foundation



[Nurturing Resources] Helping innovation grow

To promote startups in Taiwan and introduce international resources for innovation, Wistron partnered with Epoch Foundation to create the Wistron Lab @ Garage+ startup space, which covers areas such as AI, big data, IoT, education technology, and digital healthcare. The project aims to develop talent and create a foundation for innovation. Wistron is increasing our partnerships with the startup community through talent management, international connections, and exclusive events to assist and match more excellent startup teams. Through these broad exchanges and enriched technologies, Wistron expects to provide more diverse energy for innovation in Taiwan for the next 5 to 10 years.

[Internship Opportunities] Deepening partnerships with schools and providing complete resources

Wistron is dedicated to talent cultivation. We continued to visit different campuses in 2021 through the "Star of Wistron summer internship and scholarship program", "Wistron Hsinchu Dream Project (academia-industry collaborations and internships)", "IT industry masters course", and "Industry masters course for Vietnamese nationals". Apart from providing great internship opportunities to current students, Wistron also awards scholarships to alleviate the financial burdens of the students. A total of NT\$8.61 million was invested in the year, allowing the participants to fully concentrate on developing professional skills and practical experiences.



Focus3

Culture Enhancement

Our actions

- Work with charity groups and educational institutions to conduct diverse specialized teacher training/experimental education and course related programs.
- After-school tutoring programs and companionship for underprivileged children in remote rural areas.
- Support and promote quality cultural video related projects.

Problems to be solved

We must rethink the purpose of education and should not limit or regulate learning. If diverse and suitable educational resources cannot be provided stably in rural areas for the underprivileged and those raised by the older generation, then it is difficult to realize education equality. We must rethink the purpose of education and should not limit or regulate learning.

Our role

The Foundation has long been focused on specialized education and cultural literacy improvements. We donated NT\$13,425,386 in 2021. We worked with professional charity organizations to provide teaching equipment and diverse, experimental education teacher training, in order to expand the perspectives of education workers. We provided education to underprivileged children in rural areas through after-school tutoring. We showed our care and support and provided more opportunities for learning to the students. We aim to create more diversified cultural education materials to provide other possibilities for education.

[Basic Education] Support underprivileged children and end poverty

In order to provide underprivileged children with free tutoring, Wistron Foundation began sponsoring the Boyo Social Welfare Foundation since 2012. It has become a long-term supporter of the after-school tutoring program for underprivileged schoolchildren in remote rural areas. As of 2021, 17 after-school education centers were organized for 2490 students, and the local tutors provide educational support to improve the lives and studies of the children. Boyo uses social resources and cross-field cooperation to provide after-school tutoring and companionship to underprivileged children. Because of the pandemic, the financial gap between the cities and the rural areas has become more apparent, where 70% of after-school tutoring programs do not have digital equipment. Boyo prepared epidemic prevention learning kits for

Boyo Social Welfare Foundation followed up on working graduates above the age of 25. Their monthly salary was higher than the average monthly salary of the families in the afterschool tutoring program, achieving the goal of rising above poverty through education.



Trained 257 teachers with diverse specialties | Providing education to 2,490 students

the children to help them learn at home.

The Wistron Foundation also provides long-term support to Taipei Glory Church in Xizhi for the After-school Care for Disadvantaged Children program. In 2021, in response to the pandemic, we worked with Social Affairs Bureau and the schools to provide digital equipment and continual care through phone calls, and a total of 39 children benefited from the after-school tutoring, general education, and academic counseling.

According to Taipei Glory Church's statistics, most of the junior high school graduates in the tutoring classes gained more opportunities for selecting schools based on their interest.

[Education Quality] Implemented the Waldorf teacher training system and professional teacher training programs

Wistron Foundation began to sponsor the new classroom building of the Anthroposophy Education Foundation's Ci-Xin Waldorf School in 2010 and completed the teacher training system and professional teacher cultivation plan. We support the co-development and promotion of diverse and experimental education teacher qualification training and education projects in schools. Wistron aims to implement educational reforms and provide another possibility for basic education. In 2021, 257 people participated in the teacher qualification course.





Focus3

Culture Enhancement

[Education Development] Promote comprehensive education and diverse experimental courses in Hualien and Taitung

Since 2011, when we started working with the Alliance Cultural Foundation on the Huatung Project, we established a resource integration platform for education, tourism, arts and culture, and talent cultivation, in order to develop future professionals in the Hualien-Taitung area. We are now supporting an education reform platform and have invested our resources to create a foundation for education. We have expanded our assistance to include afterschool tutoring and education sites in rural areas. In 2021, we



focused on the design of online courses and education experience sharing because of the pandemic.

[Intergenerational Education] Satoyama action plan

In 2021, Wistron Foundation supported the Cixin Childhood Education Foundation project — Satoyama action plan for intergenerational education — to build a life education site. The project allows different generations to work and learn together. They can give back to the land and learn about farm to table concepts. The program aims to find the connection between humans and nature and create shared memories between generations by breaking down the personal value barrier caused by age gaps. We aim to use the power of community to restore the living culture of Taiwan, realizing the multiple educational goals of hands-on experience, dialogue and gratitude, problem solving, and constructive explorations. The Culinary Kitchen was completed in September 2021. The kitchen is shared by the Waldorf students and community residents. In 2021, 30 lessons and workshops were held with 653 participants.

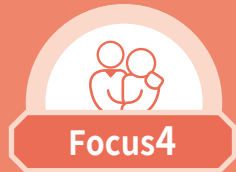


33 videos released | 30 courses and workshops held



2021 Results of the Huatung Project

Work content	Results of actions
Basic education	We promoted the Junyi School of Innovation (six year experimental course for middle school). We also provided an internship program for college students to explore their expertise and prepare for their careers.
Evolution educational program	Changes in the Taiwanese education system will affect the future direction of education. We implemented the new teacher vocation counseling study program (now online), where we asked psychology experts and education workers to record the listener program videos. In 2021, 33 videos were released. The program was integrated into the Wistron global training platform, enlightening employees about basic knowledge on listening.
Talent cultivation in native tribes	The Hualien and Taitung Learn Together Program (now online) teaches about and shares observations, actions, and reflections during a pandemic. We hope to learn from the experience of others.
Theme camps	We organize summer camps each year with fun courses, creative activities, and teamwork to inspire participants to learn and broaden their new horizons. The program includes the Hualien-Taitung Choir Camp (now online).
Arts support programs	Events included "JUST IN XX x Paul Chiang Cooperation", "Webinar — Stanley Yen & Friends", and "Taiwan Connection". We organized arts and culture activities and use marketing campaigns to promote arts to a diverse range of people.



Focus4

Culture and Care

Our actions

- Strengthen partnerships with non-profit organizations and groups.
- Encourage employees to volunteer for self-initiated social welfare projects.
- Organize charity related activities.
- Implement community care.

Problems to be solved

Uneven distributions of resources are common among non-profit organizations and social welfare groups in Taiwan. Because of the discrepancy in resources, many groups require more resources and care.

Our role

Through its corporate influence, Wistron continues to work with and provide resources to charity organizations. We use the promotion of our corporate culture and thematic advertisement to encourage our employees to donate money and resources. At the same time, the company organizes charity projects to allocate resources to the organizations in need.

[Employee Participation] Employees are called upon to join charity activities

To encourage employees to participate in charity activities, not only does Wistron donate funds as a corporation but also calls our employees to action through the internal promotion platform. To balance in uneven distribution of resources among domestic charity groups, Wistron often communicates with different charities to understand their story and use such information to create thematic promotions, such as "solitary elders," "rare diseases," "rural healthcare" "underprivileged families," and "study companionship programs". Through the simple internal donation platform, we can increase the number of people that are willing to participate. In 2021, there were a total of 50 self-initiated donation projects, which raised NT\$3.37 million.



Employees donated NT\$3.37 million | 1,934 charity giftbags were sold

[Charity Giftbags] Combining creativity with charity

Wistron is well-known for its diverse and rich employee activities. In recent years, we have combined our internal activities with charity elements such as the "charity lucky bag" and "charity spring couplet" projects and during the lunar new year holiday, we will purchase items from charities to fill the lucky bags and sponsor charity raffles in the end, in turn providing support to the charities. Each year, the lucky bag event will attract several thousand employees to participate, and in 2021, 1,934 bags were sold, adding more meaning to our national holiday.



[Community Donations] WeCare CSR Program at Kolar

Wistron's India Plant implemented the WeCare program in Kolar in May 2021 making 4 major donations to the local community, including emergency equipment, health kits, safety kits, and food rations, to help the tens of millions of people fighting the global pandemic. As part of our commitment to the community, Wistron provided a wide range of support and aid to government institutions, frontline workers, patients, 400 impoverished individuals in the community, and marginalized groups in 2021. The Company donated 1,000 face shields, 10,000 face masks, and 10 oxygen machines in 2021. We are dedicated to improving medical infrastructure and the availability of resources to the community and will expand our efforts according to community needs.



Removed 190,000 tons of hazardous slag | Environmental education with 2,790 participants



Focus5

Natural Ecology Protection

Our actions

- We work with charity organizations to invest in habitat protection, sponsorship, and ecological conservation and protection through long-term surveys and tracking.

Problems to be solved

- The deterioration of habitats and introduction of foreign species has caused the loss of biodiversity.
- The improper disposal of hazardous waste has caused food safety problems and environmental pollution.

Our role

Habitat protection has always been a focus of the Foundation. We work with various professional charity organizations on different environmental protection projects through long-term support models. In 2021, we invested NT\$9,514,310. Besides the investment of funds, we also trained professional management personnel, implemented environmental monitoring and surveys, and sponsored ecology conservation and protection for habitats. We aimed to reduce the impact and influence of various environmental ecological dangers in order to protect the environment.

[Environmental Protection] Soil/Water Investigational monitoring and land protection plans

Wistron Foundation began working with Tainan Community University Research & Development Association in 2010. We have established a survey team to work with NGOs and public departments. We continued to survey and document areas in Tainan, Kaohsiung, Changhua, and Taoyuan in 2021, in order to reduce possible water and land pollution. Through the surveys, we found that the natural landscape in Niupu in Longci, Tainan is filled with a diverse ecology. Therefore, we advocated for the Longci Geological Park. We created positive results with the efforts of several parties. Through the survey of oyster farms and beach waste, we transformed the collected data into educational materials for environmental education promotion to the public. In order to reduce pollution caused by various waste, we proposed suggestions for waste management policies after meetings and discussions with public departments and press conferences, together with environmental protection groups. Our goal was to amend related laws and regulations and restore the original beauty of the land.



Hazardous waste investigation and tracking	<ul style="list-style-type: none"> ▪ The investigation and records of new and old pollution sites, with the focus on 22 locations. ▪ The public department cleared 43 thousand tons of slag from the stainless steel furnaces in the Xuejia farmlands. ▪ The public department cleared 148.4 thousand metric tons of slag from the Anqing Road Yuwen Incinerator Plant, and continues to make improvements.
Beach waste long-term monitoring activities	<ul style="list-style-type: none"> ▪ Through surveys and monitoring, Wistron promotes improvements for ocean pollution. ▪ We conducted 43 beach waste monitoring and investigation events with 327 volunteers participating.
Protecting the Longci landscape in Tainan	<ul style="list-style-type: none"> ▪ Environmental records and investigations were conducted to continue to advocate for landscape protection. ▪ A total of 17 ecological surveys were conducted. ▪ The Tainan City Government approved the designation of natural scenery in Longci Industrial Park. ▪ The Tainan City Government and Forestry Bureau officially announced the Longci Niupu Badlands Geological Park and Longci Niupu Badlands Natural Preserve in July.
Environmental education promotion	<ul style="list-style-type: none"> ▪ The surveys, photographs, and records of the area were transformed into environmental education materials and were combined with online courses for promotion. ▪ In 2021, 21 workshops, promotion events, and courses were held, reaching 2,790 members of the public.





Focus5
Natural Ecology Protection

[Habitat Restoration] Shuanglianpi Educational Base Project

Shuanglianpi is a rare low-altitude inland wetland in Taiwan and a wildlife protection area declared by the Council of Agriculture. There are several aquatic plants and endangered animals in the area. The ecosystem contains more than one third of the species of Taiwan's native aquatic plants. In terms of unit area and percentage of species, Shuanglianpi's biodiversity ranks among the top of wetlands across the world. However, Shuanglianpi has lost its former glory due to human interference and destruction. The Foundation began working with The Society of Wilderness in 2010. We conduct habitat conservation, species protection, and periodic ecological surveys and research. After collecting related opinions in the expert meetings, we performed micro-habitat management and restoration to find the most effective management strategies. The farming methods used in the farmlands surrounding Shuanglianpi affect ecology and water quality. So, we promoted eco-friendly farming methods to reduce environmental damage. We also implemented environmental education to show the public the uniqueness of Shuanglianpi and the importance of protecting wetlands. Our ultimate goal is to restore the original beauty of Shuanglianpi.

Leased and contracted farms produced 2,627 kg of produce
Environmental education activities with 2,488 participants



<p>Habitat conservation</p>	<ul style="list-style-type: none"> Habitat maintenance, aquatic plant conservation, ecological surveys, and the removal of foreign species are conducted to effectively protect the native species and preserve biodiversity. A total of 12 sessions of working holiday were held for habitat protection, with 264 people participating. Protecting 20 important plants in Shuanglianpi.
<p>Annual ecological survey</p>	<ul style="list-style-type: none"> Periodic ecological monitoring is conducted for frogs, aquatic insects, birds, fish, plants, floating island plants, and key aquatic plants. In total, 44 ecological surveys were conducted, with 139 participants. Worked with Academia Sinica on the conservation of Japanese rice fish. Worked with Yilan University on the foreign fish species survey. Worked with Feng Chia University to perform lake bed bacteria analysis and water quality improvement testing. Worked with the Hydrotech Research Institute of National Taiwan University on hydrology research. Worked with the Taiwan Forestry Research Institute on floating island research. Assisted the Endemic Species Research Institute in sample collection for conservation research.
<p>Environmental education activities and promotion</p>	<ul style="list-style-type: none"> We organized environmental education in Shuanglianpi and nearby areas to make full use of the functions and benefits of the environmental education site. Organized school field trips, camping groups, and volunteer training. In total, 133 environmental education activities were organized, with 2,488 participants.
<p>Promote environmentally friendly farming</p>	<ul style="list-style-type: none"> Promoted environmentally friendly farming to reduce the effects of pesticides and fertilizers on soil and water quality, in order to protect the ecology of Shuanglianpi. A total of 13 fen (equivalent to 3,814.2 ping) of farmland were leased and contracted from local farmers, and 2,627 kilograms of various crops were harvested by the end of November. Organized farming experiences and food farming activities. In total, 26 events were held with 508 participants. All of the produce from contracted farmlands of the Foundation is donated to local social welfare institutions. The program has benefited 11 organizations, including the Yilan Family Support Center, Sing Fu Children's Home, and Yilan Reformatory.

Conducted 33 ecological surveys | Habitat protection working holiday with 60 participants



Natural Ecology Protection

[Ecological Maintenance] Fuyang Eco Park Project

In order to save rare natural habitats in urban areas, Wistron began sponsoring the Taipei City Fuyang Eco Park with the Society of Wilderness in 2006. In order to protect the ecology in the park, we implemented "eco-actions for the park" and conducted habitat improvement and foreign species removal. We carried out continuous ecological surveys and convened expert meetings to understand the improvements and effects for the habitat. We continued to promote monthly ecological tours and other environmental education activities. Wistron invited the public to learn about the environment and rare urban greenery in Fuyang Eco Park to protect the area together.



The Fuyang experience influences policy	<ul style="list-style-type: none"> The results and data related to the Fuyang Eco Park conservation experience were provided to the public departments, in order to move towards the goal of an eco park. The Taipei Eco Park Zoning Management Plan was implemented in 2021. In 2021, the Society of Wilderness applied its experience of creating an eco park in Tainan Barclay Memorial Park and Chiayi Beixianghu Park.
Ecological survey and monitoring	<ul style="list-style-type: none"> Formulate improvement actions for Fuyang Park based on the survey data and information on changes in the environment. Various ecological surveys were conducted, including 12 insect surveys, 10 frog surveys, 4 bird surveys, 4 aquatic invertebrate surveys, 2 plant surveys, and 1 water quality survey. A total of 33 ecological surveys were completed in 2021.
Habitat improvement and protection	<ul style="list-style-type: none"> We regularly conduct park inspections, habitat improvements, fencing off of exposed land for protection, and removal of introduced species. A total of 6 sessions of working holiday were held for habitat protection, with 60 people participating.
Environmental education and promotion	<ul style="list-style-type: none"> We train volunteers and organize ecological guided tours to help people learn more about Fuyang Eco Park. Oral history: The documentary of the Society of Wilderness' efforts in protecting Fuyang Eco Park for the past 15 years was released. Mr. Hsiao Yeh was asked to be an advisor and spokesperson. In response to the International Day for Biological Diversity, Fuyang Eco Park introduced the Fuyang Eco Week, in order to show the public the beauty of Fuyang and the importance of ecology protection online. We held 3 professional volunteer improvement seminars and completed 4 guided tours of Fuyang Eco Park for 135 participants.



Focus6

Environmental Education

Our actions

- We worked with charity organizations to make long-term investments in environmental education and courses for all ages.
- We supported and promoted quality ecology video related projects.

Problems to be solved

We improved environmental literacy and knowledge among the public and established environmental protection concepts and environmental sustainability awareness.

Our role

The Foundation has long been focused on environmental education and has introduced environmental education projects suitable for all ages with charity organizations. We invested NT\$8,916,806 in 2021. Apart from investing economic resources, we have also invested in professional management personnel training and organized environmental advocacy, education, and event planning, in order to improve environmental awareness and develop environmentally conscious citizens. We aim to create more diversified ecological education materials to provide other possibilities for education.

[Series Events] Science, technology and nature for technology talents events

Wistron launched the "Events of Science, Technology, Nature for Technology Talents" activity in 2011 to promote outstanding charity partners sponsored by the Foundation through activities participation. The Foundation works with local cultural, history, and ecology professionals and experts to help participants visit unique areas in Taiwan's environment and learn about the culture. The activities help participants use real actions to connect with issues of concern to the Foundation, which organizes one-day scientist activities, working holiday, and volunteering for helping children study and other such activities.

Cultural and Environmental education with 370 participants



Walks and lectures cultural activities	In 2021, we organized the Chi Po-Lin Museum's "Winds in Taiwan, <i>Walk Home</i> - Hsiao Yeh Talk", and "Visiting Fuyang - Hsiao Yeh Tour" events. The activities follow the footsteps of the photographer Kengo Kobayashi as he documents the care for Taiwan shown by Director Chi Po-Lin and displays the beauty of Taiwan through his own work and words. The founder of Thousand Miles Trail is the famous author Hsiao Yeh. He has long been dedicated to the promotion of connection with nature. He helped complete the first handmade trail in Taiwan in Fuyang Eco Park. With his new book <i>Walk Home</i> and personal tours around the park he taught Wistron volunteers how to truly see the land around them for its rich environment and abundant history. A total of 3 cultural events were held in 2021, with 80 participants.
Screenings of quality ecological documentaries	The Wistron Foundation supported the production of <i>Enigma: The Chinese Crested Tern</i> by Director Liang Chieh-Te and organized a special screening in Taipei Vieshow Cinema. We invited charity organizations and the volunteers to watch the film and learn about the serious problems faced by the environment and endangered species. One ecological documentary screening was held in 2021, with 200 participants.
Roads of Nature cultural activity	In order to allow internal employees to learn about the charity projects of the Foundation and care about the issues, the Roads of Nature event app was introduced in 2021. The app contains the locations cared for by the Foundation in Taiwan throughout the years. Employees are invited to visit the locations and share their photographs. Change comes from action and action comes from understanding. Roads of Nature has been fully implemented, and will create diverse connections with charity projects in 2022, encouraging employees to visit the locations. The project is expected to drive thousands of visits. Since it came online on October 7, 2021, up to 500 visits have been recorded.
Shuanglianpi working holiday volunteer events	The Foundation began calling on employees of Wistron and their family and friends to volunteer for the restoration of Shuanglianpi in 2017. They routinely contribute their time in the form of working holidays to create and maintain the native aquatic plant sanctuary and the slope restoration on the lake area. They have helped provide Shuanglianpi with a fixed and continuous stream of manpower, increased habitat conservation capacity, and helped employees learn more about the importance of Shuanglianpi and habitat conservation. A total of 5 sessions of working holiday were held in 2021, with 90 people participating.



Focus 6
Environmental Education

[Nature Camp] Children's nature camp program

Wistron Foundation began hosting nature camp programs for children from disadvantaged families in collaboration with the Society of Wilderness in 2004 and provided full sponsorship for children welfare institutions and school children from disadvantaged families. We introduced environmental ethics, environmental literacy, and other concepts in the events and led the participants through environmental actions in daily life. Because of the pandemic, some camp activities were reduced and cancelled according to epidemic prevention measures.

<p>Taipei Flying Squirrel Club</p>	<p>Annual theme: Danshui River culture and nature. Outdoor activities were organized to help children become more observant in the outdoors. We worked with the elementary section of the New Taipei Municipal Wulai Elementary and Junior High School. A total of 52 volunteers and 75 children participated.</p>
<p>Butterfly Camp in Chiayi</p>	<p>Annual theme: Actions in life. Based on climate change and an understanding of carbon footprints, the club teaches children carbon reduction actions they can implement. We worked with Gao Ping Elementary School. A total of 48 volunteers and 139 children participated.</p>

[Conservation and Rescue] WildOne Wildlife Rescue Center

The region between Hualien and Taitung is expansive but the terrain is narrow and long. However, on the road that spans more than 200 kilometers, contains no wildlife hospitals. On average, 300 to 350 accidents involving animals occur each year in the Hualien-Taitung area. The main reason for these accidents is the overlap of human activity with animal habitats. In August 2020, the first wildlife hospital in eastern



214 people participated in the Children's Nature Camp Program
Rescued 263 animals through wildlife rescue Program

Taiwan was established in Chishang, Taitung. The WildOne Wildlife Hospital is responsible for wildlife rescue, rehabilitation, and conservation education in the Hualien-Taitung region. To date, the hospital has rescued over 300 injured animals. Besides treating injured animals, WildOne also promotes environmental education. The organization held 33 education promotion lectures and events in 2021. The participants of the events included students and faculty from schools, native tribe residents, and the

general public. Over 2,000 people participated in the events. In 2022, combined with a hospital exhibition area, the hospital will be open to the public. Wistron Foundation began supporting WildOne in 2021. We worked together to provide medical resources and a chance to heal injured animals. We help the animals return to the forests because every life is sacred and deserving of our respect.

<p>Medical aid and rehabilitation for wildlife</p>	<p>Rescue endangered and non-endangered wild animals.</p> <ul style="list-style-type: none"> 79 mammals, 157 birds, and 27 reptiles, totaling 263 animals, were rescued in 2021. Since the establishment of WildOne, the organization has rescued 323 animals.
<p>Wildlife release</p>	<p>Rehabilitate endangered and non-endangered wild animals to return them to the forests once they recover.</p> <ul style="list-style-type: none"> In 2021, 89 animals were released into the wild. Since the establishment of WildOne, the organization has released 110 animals.
<p>Environmental education and promotion</p>	<p>A total of 33 education lectures and guided tours were organized, with 2,095 participants.</p>





Focus6
Environmental Education

[Excellent Media] Utilizing video and sound recordings of Taiwan's ecology and culture

For 10 years, Wistron Foundation has invested in the production of quality documentaries, including *Smangus, A Town Called Success, Ebb and Flow, Beyond Beauty: Taiwan from Above, Terraced Fields: Gongliao, Fly, Kite Fly, Secrets of the Pangolin, and Night Hunters: Taiwan Grass Owls*. There were 3 ecological and cultural documentaries still in production in 2021. We hope to use the real images and moving narrative structures to teach the public about endangered species and urgency of habitat disappearance. Furthermore, the Foundation began supporting the quality radio program, *Island Symbiosis - Listening to Taiwan*, in 2020. The host, Yuan Chang-Jie, takes us on a journey around Taiwan. We follow the footsteps of the guests to learn about the various ecologies and environments while listening to recorded sounds of the environment. Since its beginning, the show has covered subjects related to the beauty of nature, dangers faced by the environment, problems faced by wildlife, wildlife rescue and conservation, and protective actions for the land related to the seasons and world environmental holidays. We use the airwaves to speak for this land.

Collected 25 years of aerial video | Produced 74 radio programs

[Quality Aerial Footages] Chi Po-Lin Foundation Project	[Quality Ecological Documentary] <i>Enigma: The Chinese Crested Tern</i> special Wistron screening	[High-Quality Radio Show] IC Broadcasting <i>Island Symbiosis - Listening to Taiwan</i>
<p>The Chi Po-Lin Foundation set up the Chi Po-Lin Museum in Tamsui to continue the digital archive process of the vast aerial footages taken by the late director Chi Po-Lin over 25 years. The project will retain records of the changes of landscape and valuable cultural assets in Taiwan. The aerial footages taken by the director Chi Po-Lin is incorporated into different education materials based on different themes. They will be used to continue to promote the ideals for the land, environment, and education in Taiwan.</p> <p>The special exhibition, REFLECTION OF RIVERS, in 2021 displays the rarely seen vertical composition works of Director Chi Po-Lin. The images recreate the rushing mountain rivers of Taiwan and explore the issues related to rivers and humans.</p>	<p>Following the support for the ecological documentary <i>Fly, Kite Fly</i>, produced by Liang Chieh-Te, in 2021, the film <i>Enigma: The Chinese Crested Tern</i> was released. The film was based on the <i>Thalasseus bernsteini</i> (also known as Chinese crested tern) and shot over 20 years in 6 countries. Besides inviting international experts to talk about the topic, the film leads the audience through the ecosystem of the Chinese crested tern.</p> <p><i>Enigma: The Chinese Crested Tern</i> tells the story of the endangered bird. The film introduces the ecosystem of migratory birds and reflects on pollution in the oceans, the scarcity of fishing resources, and human interference.</p>	<p>Starting in 2020, we began working with IC Broadcasting to produce the radio program, <i>Island Symbiosis - Listening to Taiwan</i>. We introduced issues related to the oceans, wildlife, nature, and environmental protection related to the seasons and the international environmental holidays. The host uses recordings of the environments and talks with key guests to make the audience feel as though they were there in the ecosystems. The audience can listen to the beauty of the four seasons in Taiwan and nature, exploring the relationship between humans and the land.</p> <p><i>Island Symbiosis - Listening to Taiwan</i> is broadcasted on IC Broadcasting FM97.5 and a new episode premieres every Wednesday from 07: 30-08:00.</p> <p>https://www.ic975.com/formosa-voice/</p> <p>A total of 74 episodes have been produced since the show aired in 2020. The episodes can be played on demand starting from the day after they first air.</p> <p>https://www.ic975.com/formosa-voice/</p>
		