

4

Social Inclusion



4.1 Talent Attraction and Retention

- Global Talent Recruitment
- Inclusion and Diversity
- Talent Retention

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- Global Talent Development Policy
- Key Strategic Talent Development

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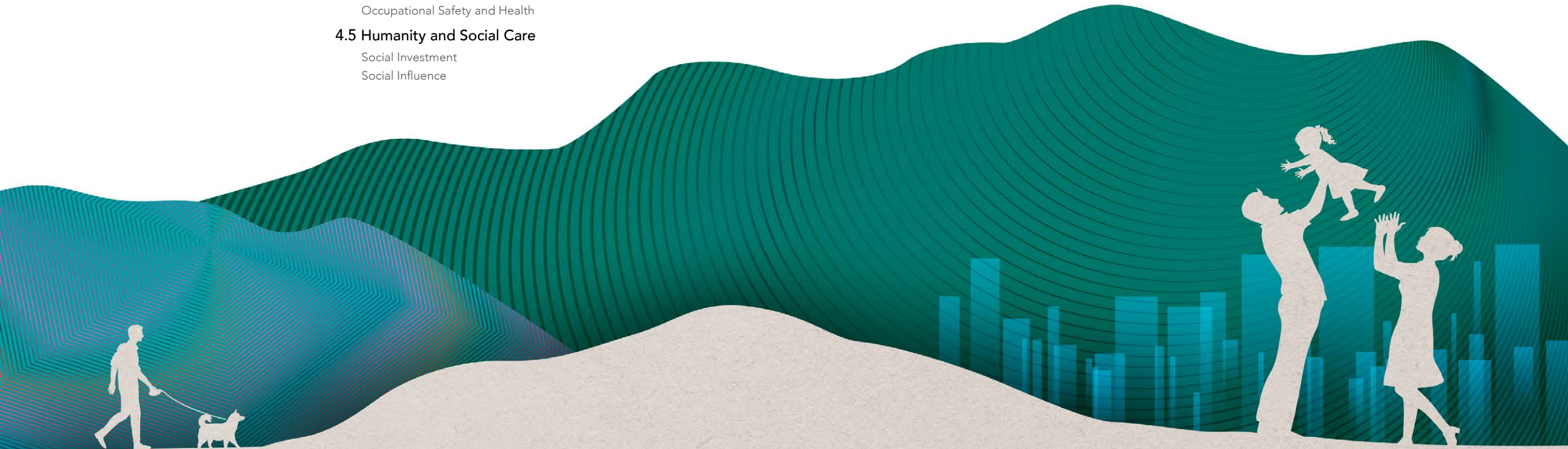
- Human Rights Due Diligence
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- Open Communication Channels

4.4 Workplace Health and Safety

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Management Approach

Topics	Strategies	2022 Targets	2022 Results	Progress Signal	2023 Targets	2025 Targets	2030 Targets
Human Rights	Implement the company's human rights policy	0 case	0 case	●	0 case	0 case	0 case
	Satisfy legal compliance						
Occupational Safety and Health	Value employees' health and safety and commit to providing a safe work environment	Incident rate per thousand persons <1.8	Incident rate per thousand persons 1.53	●	Incident rate per thousand persons < 1.15 Note: 1. Excluding off-site traffic accidents 2. Expansion of the scope	Incident rate per thousand persons < 1.03 Note: 1. Excluding off-site traffic accidents 2. Expansion of the scope	Incident rate per thousand persons < 0.8 Note: 1. Excluding off-site traffic accidents 2. Expansion of the scope
Talent Attraction and Retention	Create a quality work environment and increase employee retention	Global IDL employee turnover rate <15.5%	Global IDL employee turnover rate 14.18%	●	Global IDL employee turnover rate <15.5%	Global IDL employee turnover rate <15%	Global IDL employee turnover rate < 12%
Human Capital Development	Promote corporate digital transformation and create organizational competitive advantages	Cumulative cultivation of key digital talents > 908 people	Cumulative cultivation of key digital talents 982 people (108% achievement rate)	●	Cumulative cultivation of key digital talents > 1,300 people	Cumulative cultivation of key digital talents > 1,800 people	Cumulative cultivation of key digital talents > 3,000 people
		Average training hours for Taiwan headquarter management positions > 18 hrs	Average training hours for Taiwan headquarter management positions 22.2 hrs	●	Average training hours for Taiwan headquarter management positions > 18 hrs	Average training hours for Taiwan headquarter management positions > 18 hrs	Average training hours for Taiwan headquarter management positions > 20 hrs
Social Engagement and Care	Environment and humanity / social care	A total of NT\$200 million in social engagement investments (including NT\$34 million from foundation)	A total of NT\$240 million in social engagement investments (including NT\$45 million from foundation)	●	A total of NT\$220 million in social engagement investments (including NT\$45 million from foundation)	A total of NT\$240 million in social engagement investments (including NT\$45 million from foundation)	A total of NT\$250 million in social engagement investments
	Enhance diverse collaboration on technology	Industry government institute collaboration projects: 20 cases	Industry government institute collaboration projects: 21 cases	●	Industry government institute collaboration projects: 22 cases	Industry government institute collaboration projects: 25 cases	Industry government institute collaboration projects: 30 cases

Note: The progress light of ● green light is 95% and above; ● yellow light is 90%~95%; ● red light is 90% and less.

4.1 Talent Attraction and Retention

In 2022, Wistron's Kunshan plant and Malaysia plant won the "Best Companies to Work for in Asia 2022" issued by "HR Asia", giving us a landmark affirmation. Wistron takes "Happy Work and Happy Life" and "WiCare Enjoy the work" as the core of the focus axis to continuously improve diversity, equity and inclusion in the workplace.

4.1.1 Global Talent Recruitment

Attract Global Talent

Wistron has formulated a diverse recruitment plan to attract outstanding professionals from all areas. We recruit potential talents and enhance industrial competitiveness through different platforms including job search platforms, social media, campus talent recruitment activities, industry-university cooperation and internships, and talent hunting consultants. In 2022, there were a total of 84,044 new employees, mainly male and non-managerial employees under age 30. In 2022, the Company was affected by the impact of the pandemic so as the global manpower layout was adjusted accordingly. Wistron adheres to the sustainable operation and the enhancement of competitiveness as the operation direction to integrate regional resources and optimize the management system. As a result, the total number of new recruits in 2022 is lower than that of the previous year, especially in the Asian region. Wistron introduced the "NLP Behavioral Competence" evaluation system to continue the Company's vision of "sustainability through innovation". By using speech analysis technology to analyze the six major behavioral competencies, we aim to enhance the efficiency of recruitment interviews and actively develop the innovative technology to discover the value of talents. It includes holding a reserve talent plan for 2 consecutive years, and the number of participants has doubled. Moreover, 600 overseas Chinese students were assisted to promote their cultivation and development in Taiwan by organizing athletic activities. In addition to offline 39 industry-university lectures, the Campus Ambassador Program was held for the first time. It guides students to connect with the workplace, and it uses concrete actions and innovative recruitment solutions to cultivate talents and enhance their international soft and hard capabilities.



Purpose	By leveraging Natural Language Processing (NLP) technology for speech analysis, we predict the "behavioral competence" of applicants and provide the analysis results to supervisors as a reference for making hiring decisions, effectively saving time and reducing recruitment costs.
Method	By utilizing NLP sentiment analysis and voice recognition technology, we quantify over 100 voice features (such as pitch, volume, speech ratio, etc.) of both applicants and supervisors during actual interviews. We then build an AI model by integrating these voice features with the behavioral competence ratings provided by the supervisors.
Results	Currently, Wistron has applied this technology to the recruitment of reserve leaders. We can effectively predict the four major behavioral function indicators of each candidate (effective communication, proactiveness, resilience, and promotion of team success) through the NLP analysis of the voice interactions between the candidates in group interviews. In addition, 9 speech features were quantified (such as ice-breaking ratio, speaking frequency, vocabulary count, pitch fluctuations, etc.) for the supervisors to use as a reference for talent recruitment.



Since 2021, we have started applying it to the recruitment of reserve talents, completing approximately 203 evaluations. By Q3 of 2023, we will integrate it into daily interviews, with an estimated usage of over 5,000 sessions per year.



New Employees

Wistron is focused on recruitment and hiring procedures and orientation training to help new employees 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 knowledge through the interview and training process.

Item	2019	2020	2021	2022
Total number of new employees	179,784	198,087	155,226	84,044
Recruitment rate (%)	256%	285%	247%	164%
Percentage of open positions filled by internal candidates (internal hires) (%)	67.95%	66.49%	52.95%	69.68%
Average hiring costs per new hires	NT\$ 5,046	NT\$ 3,832	NT\$ 7,143	NT\$ 10,532

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) = the ratio of indirect employees' vacancies filled by internal colleagues, including the transfer and replacement of employees. In 2022, strategies and operations of the Company were integrated and readjusted, resulting in an increase in higher rate of internal talent.

Note3: Average hiring cost per new hires = recruitment cost/total number of new hires. The increase in recruitment costs is due to the fact that the unit price of recruiting in the local area increased and some projects are planned on a long-term basis with fixed annual recruiting fees.

Distribution of New Employees		2019	2020	2021	2022
Gender	Male	134,757	149,216	116,203	59,860
	Female	45,027	48,871	39,023	24,184
Age	Under 30 years old	149,806	149,335	117,318	63,700
	30-50 years old	29,871	48,608	37,756	20,023
	50 years old and above	107	144	152	321
Region	Asia	177,695	194,920	152,864	77,321
	Europe	153	397	201	297
	Americas	1,936	2,770	2,161	6,426

Spotlight

Initiation of the recruitment reserve plan - the recruitment of potential key talents

Wistron insists on continuously developing multiple recruitment channels to attract talents in order to enrich the growth momentum of the organization. For example, the Hsinchu plant has cooperated with a total of 7 universities in the "Wistron Hsinchu Dream" project. This program can help senior students connect to the workplace early and secure employment to lay the foundation for their professional careers. Moreover, it also provides a mechanism for Wistron to pre-cultivate many key talents through the mechanism of binding internship opportunities to employment. After the preliminary screening by the school and the interview selection by the Company, the selected senior students can get a one-year internship at Wistron. After they graduate, they can directly join the Company for one year of employment. In addition, the program has gradually become an important talent pool for Wistron to reserve high-potential employees with an employment bonus program. In the 2021~2022 annual plan, a total of 51 interns have actually registered and a total of 47 people have signed employment contracts after graduation, which is as high as about 92% of the employment ratio.

Local Recruitment

Wistron upholds the concept of hiring talents based on meritocracy 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. In response to local manpower needs, each plant launches different recruitment strategies 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 2022, local hires in managerial roles accounted for 93%. Local hires accounted for 90% of the managerial staff ranked department manager and above.

Proportion of Management Hired from the Local Community

Item	Region	2019	2020	2021	2022
Percentage of Managerial Roles	Asia	89.9%	92.2%	92.6%	93.0%
	Europe	81.8%	89.7%	90.6%	87.5%
	Americas	61.9%	93.0%	67.3%	84.5%
Percentage of Senior Management Ranked Department Manager and Above	Asia	82.7%	86.4%	88.4%	90.0%
	Europe	63.6%	83.3%	83.3%	84.2%
	Americas	58.2%	74.2%	69.4%	71.3%

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

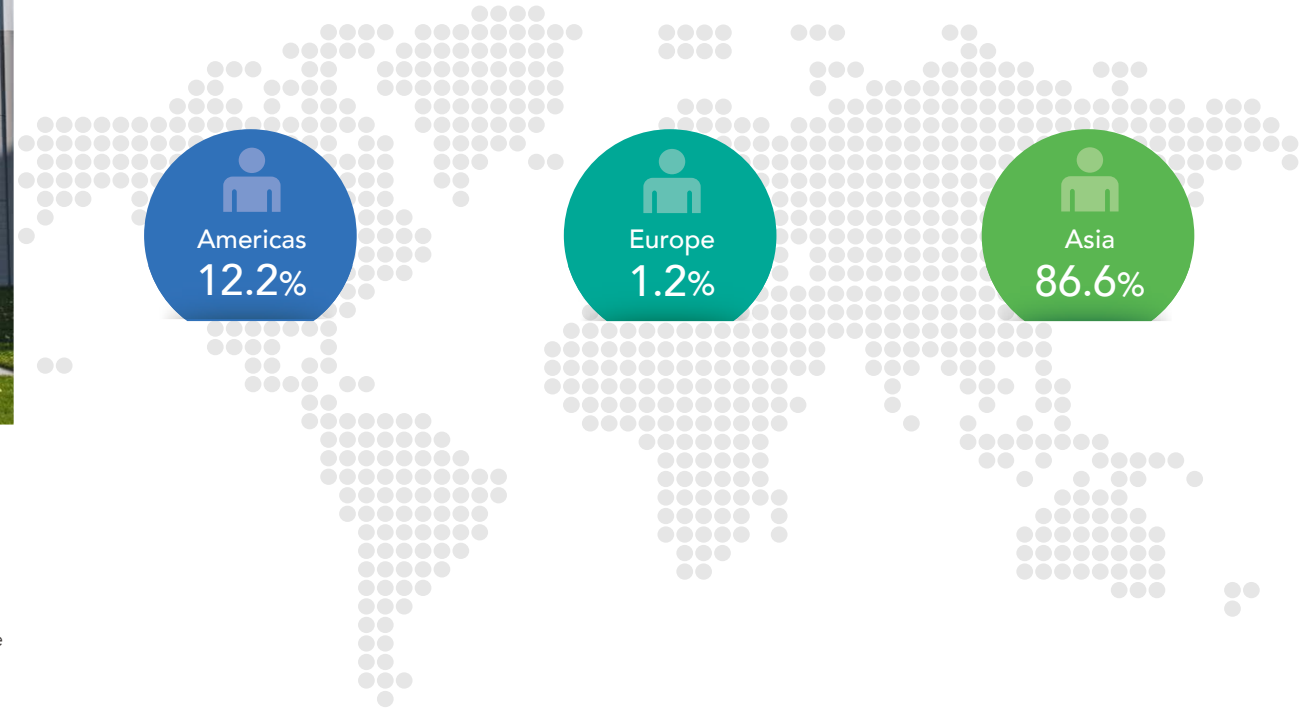
Smooth DL promotion pipeline

In 2022, Wistron has launched a comprehensive plan for direct employee career paths in order to assist potential employees to gradually grow and accumulate professional skills and management knowledge during their work at Wistron. The plan smooths various types of development channels to ensure that every employee has the same opportunity to move towards self-realization. The related measures include reviewing and enhancing the promotion system of different job types, introducing corresponding training programs such as skill certification or training courses, and establishing multiple management indicators to track progress regularly.



Spotlight Enhancing internal career paths within the Company - assisting employees in developing professional competencies

Since 2022, multiple operating locations have begun implementing employee career development plans, reviewing, consolidating, and optimizing various management and professional development paths, and planning training programs for various positions in accordance with local talent needs, ensuring that every employee has an equal opportunity for self-realization. For example, Zhongshan plant has launched nationally recognized vocational skills certification courses, certifying a total of 191 people in 2022. Kunshan plant has planned a dual-track development system for employees, offering training programs ranging from operational philosophies for senior management to professional technical skills for junior level employees. In addition, several professional programs have been launched to provide more direct assistance to employees planning to pursue further academic degrees.



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. By the end of 2022, the global manpower has decreased compared with the previous year in response to the global business strategy and in accordance with the operational and capacity requirements. The employment categories of different regions are shown in the table below. The Asian region includes plants in Malaysia, China, and Taiwan region. 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	Malaysia Plant
Contract Type	Non-fixed-term contract	11,207	645	288	259	3,782	1,460	1,285	6,233	321	1,665
	Fixed-term contract	211	1,926	1,743	503	10,785	4,101	4,320	0	294	89
	Total	11,418	2,571	2,031	762	14,567	5,561	5,605	6,233	615	1,754
Full-Time/ Part-Time	Full-time	11,207	2,571	2,031	729	14,567	5,290	5,605	6,233	551	1,754
	Part-time	211	0	0	33	0	271	0	0	64	0
	Total	11,418	2,571	2,031	762	14,567	5,561	5,605	6,233	615	1,754

Note: Fixed-term and Non-fixed-term contract: The indefinite term defines that there is no fixed termination time in the labor contract signed with the employee. Due to local laws and regulations, most of them are fixed-term contracts in mainland China.

Employee Distribution

Employee Distribution		Male		Female	
		Number of People	Ratio	Number of People	Ratio
Age	Under 30 years old	16,199	31.69%	9,136	17.87%
	30-50 years old	14,961	29.27%	9,082	17.77%
	50 years old and above	1,212	2.37%	527	1.03%
Job type	Management staff	2,541	4.97%	838	1.64%
	Professional staff	10,350	20.25%	5,867	11.48%
	Technical/assistant level staff	19,481	38.11%	12,040	23.55%
Employment type	Direct employee	19,481	38.11%	12,040	23.55%
	Indirect employee	12,891	25.22%	6,705	13.12%
Region	Asia	28,460	55.68%	15,809	30.93%
	Europe	268	0.52%	347	0.68%
	Americas	3,644	7.13%	2,589	5.06%

Region (Nationality) Distribution

Region (Nationality) Distribution	2022	
	Proportion of Total Employees	Proportion of Management Positions
China	60.20%	45.37%
Taiwan	20.20%	47.12%
Mexico	11.75%	3.90%
Philippines	3.20%	0.68%
Malaysia	2.19%	1.77%
Czechia	0.91%	1.04%
Nepal	0.76%	0.00%
Myanmar	0.26%	0.00%
Others	0.53%	0.12%

Note: Others include the employees from India, Indonesia, United States and other 25 countries.

Diversity and Inclusion

Wistron uphold the core value of a people-oriented philosophy and its commitment to the society with the aim of creating a workplace of equity and inclusion. The number of Wistron employees in different regions as of the end of 2022 is shown in the table below. The ratio of male to female is 63: 37. Our plants around the world create a friendly and diverse workplace environment. For example, in the Czech Republic, Ukrainian employees are specially recruited and internal workshops are held, so that each employee has the opportunity to share personal life experiences and interests. In addition, Malaysia plant maintains a healthy gender ratio to pay attention to the diversity of the workplace.

Employee Statistics by Region and Gender

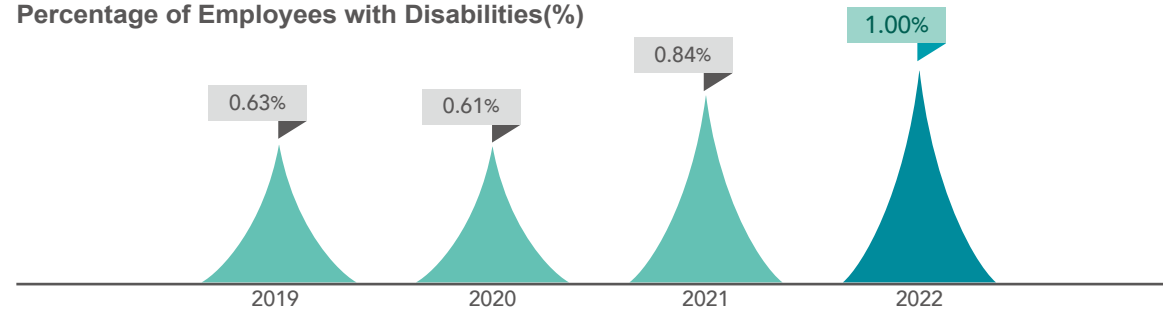
Region	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant	Malaysia Plant	Total
Male	6,972	1,519	1,254	417	10,039	3,770	3,601	3,644	268	888	32,372
Female	4,446	1,052	777	345	4,528	1,791	2,004	2,589	347	866	18,745
Total	11,418	2,571	2,031	762	14,567	5,561	5,605	6,233	615	1,754	51,117

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, employees with disabilities account for 1% of all employees around the world in 2022 with the increasing proportion year by year.

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 cultivate diversity awareness within Wistron, the Taiwan office invites employees and their family to participate in the "Taipei National Highway Marathon" as part of our commitment to facial equality. Through daily activities, we aim to promote the principles of equality.

Percentage of Employees with Disabilities(%)





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 and Above		Section-level Manager		Non-Managerial Staff		Total
	Male	Female	Male	Female	Male	Female	
Under 30 years old	0.06%	0.02%	0.17%	0.10%	19.51%	11.98%	31.84%
30-50 years old	6.18%	1.72%	4.10%	1.95%	31.28%	17.30%	62.54%
50 years old and above	2.25%	0.43%	0.20%	0.06%	2.02%	0.65%	5.62%
Total	8.49%	2.16%	4.48%	2.11%	52.82%	29.94%	100.00%

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

Important Achievements in Promoting Workplace Equality

Projects	Key Specific Measures	Results
Examination of rules and regulations	The contents of various personnel policies have been re-examined to provide proposals for the recruiting, training and retention welfare measures and other aspects.	The contents of nearly 90 relevant policies were reviewed to ensure that the scope covered diverse issues. Therefore, the inclusion of the policy has been increased and will be revised in 2023.
Gender equality survey (once every two years)	Wistron listens to employees' the ideas and suggestions related to the three aspects of workplace atmosphere, remuneration, and development.	The employee feedback score was 80.3%, showing that the majority of employees approve of the Company's gender equality planning and implementation.
Lectures and activities of diversity and equality	Several lectures related to women's themes were held in Taiwan, such as a discussion of the literary story of the Chinese female writer, Sanmao, and a sharing of the unique experience and observation perspective of the female painter, Chen Rouan (Joan), traveling around the world alone.	We hope that the gender equality awareness can exist and flow naturally in our employees' daily work activities through different information transmission modes.
	Wistron's Zhongshan plant designed an on-line quiz on gender equality knowledge to provide our employees with a deeper understanding of gender equality issues.	
Measures of local welfare	In September 2022, Wistron's first kindergarten was opened in the Czechia plant. All preschool children aged 1 to 6 can enjoy the exclusive childcare services provided to our employees. Moreover, the professional education and the security personnel are hired to ensure the quality of education.	54 children have enrolled in the school, and our employees can pick up and drop off them flexibly according to the working hours.

Women in Technology

In 2021, the Wistron Board of Directors added a female director. The number of female supervisors is 24.80% in 2022. In terms of benefits, Wistron creates a gender-friendly "heart" workplace, and set up a worry-free working environment with all-round resources to take care of our employees. We provide flexible work hours to all employees in Taiwan. Our employees can adjust their work hours according to family care and personal needs. Our 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 vacation plans, which allows our employees to flexibly arrange time for work and family. In addition, 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". Kunshan plant sets up the "Carnation Care Station" for the female employees to pay special attention to both the physical and the psychological health of women. Physical and psychological safety lectures are regularly scheduled to increase the health awareness.

In order to strengthen the cultivation of women in technology, we are committed to helping female employees strengthen their digital skills through the "Digital Talents Cultivation Program," which further creates more diverse creative ideas. In 2022, the proportion of female employees trained in the program was 32.8%. Since 2021, Wistron first launched the 2-year MPT (Management Professional Talent) talents reserve plan, which is designed to provide express training for career advancement and quick accumulation of experience points for newcomers. They will become supervisors or project leaders after 2 years under complete and intensive trainings. In addition, women are encouraged to pursue their career goals boldly in order to break the image of the male-dominated tech industry. Therefore, Wistron expects to empower women's technological capabilities from the freshman stage to become potential leaders in the future. In 2022, a total of 58 students participated in the training, with 28 of them being female students, accounting for 48.2% of the total. To encourage young women to join the technology industry, Wistron has established the Digital Academy of the Gap of Learning and Field (GOLF) Alliance, to provide the female students with more opportunities to attend technology-related courses and practical trainings. In 2022, Wistron provided 27 on-line professional courses for GOLF students. A total of 107 students participated in the courses, which included the cultivation of 40 female interns.

Female Employee Distribution

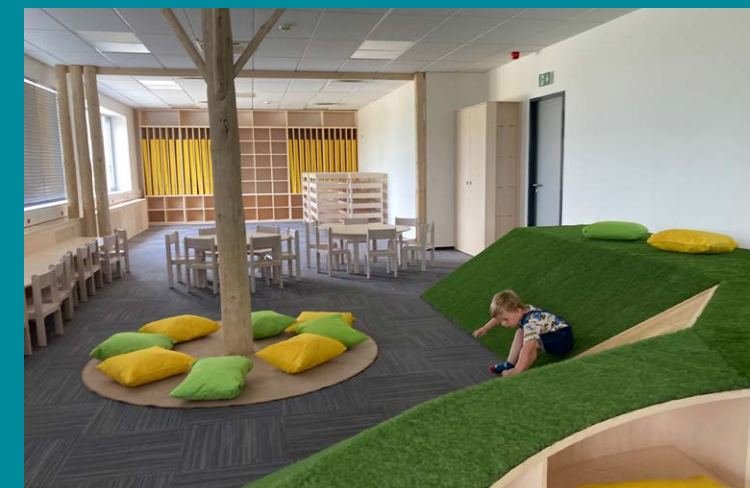
Item	2019	2020	2021	2022
Percentage of female employees	32.12%	32.45%	31.78%	36.67%
Percentage of female in management positions	23.65%	24.92%	24.94%	24.80%
Percentage of female in junior management positions	28.97%	30.99%	30.98%	32.04%
Percentage of female in top management positions	8.97%	11.42%	13.72%	13.71%
Percentage of females in revenue generating functions	54.30%	53.01%	56.32%	55.66%
Percentage of female managers in revenue generating functions	34.48%	33.76%	39.13%	37.38%
Percentage of females in STEM positions	23.85%	23.95%	25.45%	24.47%

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



Establishing the first overseas kindergarten – to promote diversity, equity and inclusion in workplaces

Wistron is committed to create a diverse, equal and inclusive workplace environment. We not only care about the family care needs of each employee, but also try our best to assist employees with childcare needs for them to return to the workplace smoothly. In September 2022, our first kindergarten was opened in the Wistron's Czechia plant. It provides employee-specific childcare services for preschool children aged 1 to 6. Our employees can pick up and drop off flexibly according to the working time. Currently, 54 children have enrolled in the school. The kindergarten has outdoor activity spaces, and it employs professional education and security personnel to ensure the quality of teaching. In the future, a variety of children's courses are planned to be launched, such as cultural training courses, teaching hygiene habits, etc. to help our employees balance the work and the family life more easily.



4.1.3 Talent Retention

Compensation Policy

All Wistron offices and plants across the globe provide salaries and benefits that meet local laws and regulations. The salary is never lower than the legal minimum wage. All full-time employees are entitled to insurance and pension plans that follow the legal requirements. Wistron has adopted a policy of equal pay for equal work and does not permit discrepancies 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, which includes salary, benefits, bonuses and compensations.

Wistron conducts a survey of industry salaries each year and adjusts the salary based on changes from the external environment, the Company's business operations, and individual performance to ensure that the salary meets market level 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 number of full-time non-management employees in Taiwan and their average and median salary over the years are available on the [Market Observation Post System](#).

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. Insurance and pension plans prescribed by law are also available.

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.

We have also linked our CEO, portion of executives and business unit managers compensation to sustainability goals/ metrics with short-term and long-term incentive program in which including carbon emissions (achieving the 1.5° C reduction target in accordance with the scientific-based goal initiative) and strategic objectives.

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

Region	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant	Malaysia Plant
Ratio	1.07	1.71	1.54	1.47	1.54	1.64	1.62	1.15	1.47	1.20

Note1: Reference Data for Local Minimum Wage by Region as of 2023/01/01.

Note2: Wistron adopts the compensation policy of equal pay for equal work, and the compensation does not vary by gender.

Ratio of Female/Male Salary to Remuneration

Item	Level	2022
Fixed Salary	Executive Level	0.94 : 1
	Management Level	0.91 : 1
	Non-Management Level	1.00 : 1
Annual Salary	Executive Level	0.99 : 1
	Management Level	0.93 : 1
	Non-Management Level	1.01 : 1

Long-Term Incentives

Measures	Subjects and Execution in 2022
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.	Full-time indirect employees who have been employed for one year can voluntarily participate.



Employee Evaluation

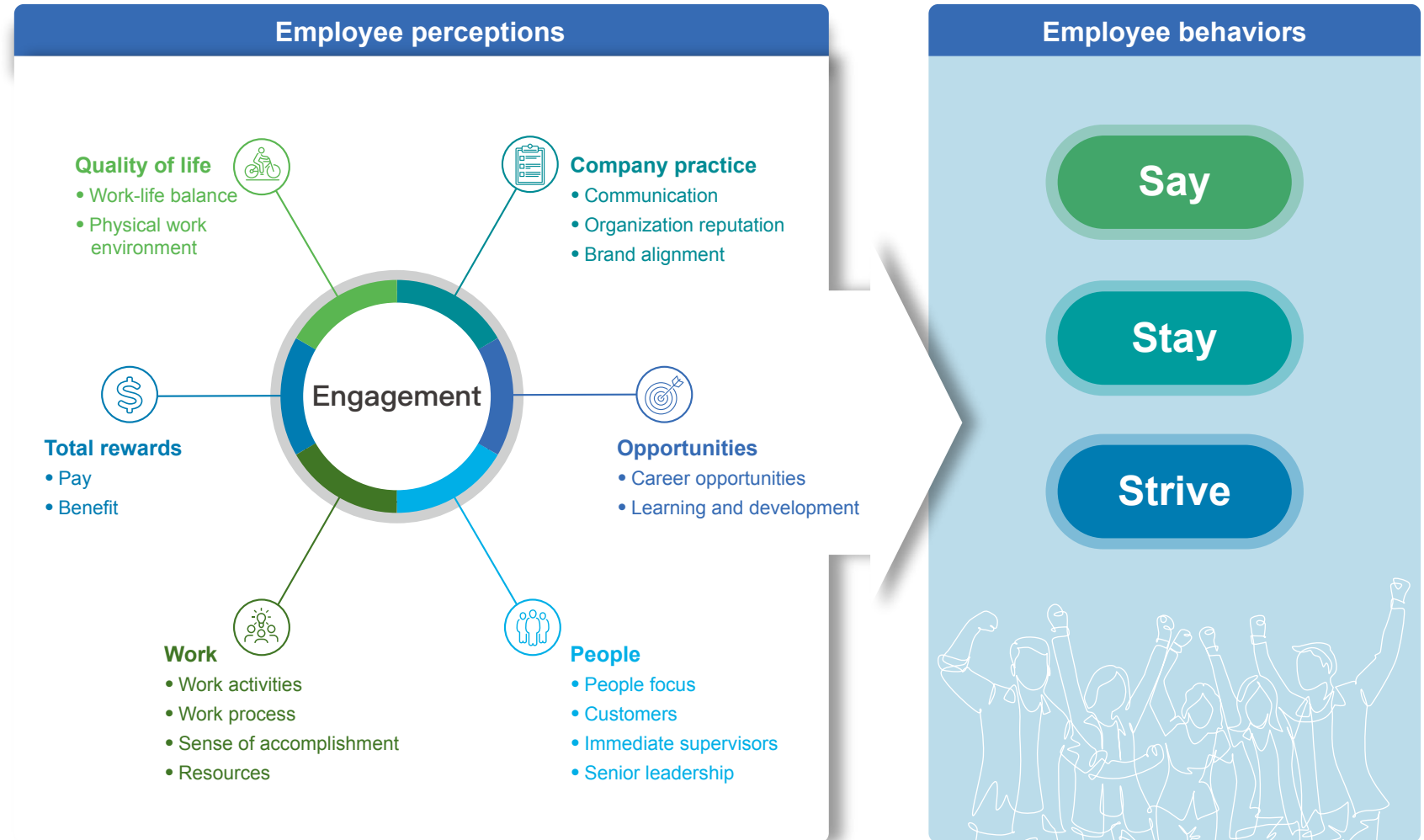
All Wistron employees are required to accept the performance evaluation twice a year, and the evaluation results are used as the basis for rewards, assignments, promotions, and various personnel management. To achieve fairness, justice, and equity in performance management, each plant has been gradually implementing multi-dimensions assessment and introducing a new performance management system. The "Nominate Participants" feature has been activated, and in the first half of 2022, it was extended to include approximately 1,411 supervisors in Malaysia and India, in addition to indirect employee of Taiwan and China. During the performance assessment, employees can invite others to provide feedback on their work and competencies, offering a multi-faceted performance evaluation reference for their superiors. From 2023 onwards, the diversified assessment mechanism will be progressively implemented for indirect employees across all global plants to ensure consistency and fairness in the performance management system.

Measures	Party Involved	Frequency	Method
Management by objectives (MBO)	All employees	Twice a year	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, two-way performance communication and feedback shall be maintained irregularly and periodically (mid-term/year-end). Performance evaluations are conducted based on goal attainment and job performance during the mid-term and year-end formal appraisal.
Multi-dimensions assessment (180 to 360 is acceptable)	1.Managers of Taiwan (including expatriates) 2.Specific professional staff (for example: key talents, STM, digital talents)	At least yearly	The following personnel are evaluated through multi-dimensions method as a reference for performance evaluation in addition to the annual goal and competency performance indicators: 1.Managers of Taiwan (including expatriates): A "360-degree feedback" shall be conducted by subordinates, peers, and cross-department managers according to the performance evaluation process. 2.Specific professional staff: "180 to 360 Degree Feedback" is carried out by project managers and peers for key talents of the organization.
Ranking	All employees	Twice a year	Indirect employees: Managerial and non-managerial positions are evaluated separately according to goal attainment, job performance of competencies, and multi dimensions evaluation. The ranking scales are Outstanding, Very Satisfactory, Satisfactory, and Unsatisfactory. Furthermore, in order to understand the potential of the Company's talent tiers, evaluations and rankings of potential are conducted according to the employees' job grades. The scores are Top 5, Top 15, Top 30, and Average. Direct employees: 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. The indicators mentioned above are combined and ranked for the annual performance evaluation conducted by the supervisor.
Team-based performance appraisal	All employees	Twice a year	1.During the performance appraisal every year, the president of the Company approves the different performance rating scales ratios of each business unit based on the achievement rate. Groups with a high operational achievement rate have a higher ratio of Outstanding and Very Satisfactory to facilitate the achievement of team performance. 2.Supervisors evaluate the performance of their staffs based on the performance results of their teams, the performance as a team member in the project team, and the individual results of each employee.
Agile conversation assessment	Members of the agile development team	ongoing	In an agile development team, "OKRs" (Objective Key Results) are set for the goals to be achieved. Depending on the needs of the project, the team will conduct daily progress reports and frequent weekly project progress check-ups during the project period. Supervisors also maintain a continuous understanding of employees' work status through regular and irregular communication and meetings. They engage in ongoing discussions with their staffs, enabling them to stay updated on their work performance. Additionally, supervisors conduct regular communication sessions with their team members during the annual goal-setting period and two performance appraisal periods. These interactions allow supervisors to stay informed about their staffs' work performance and achieve agile management.

Global Employee Engagement Survey

Wistron upholds a business philosophy of caring for employees and valuing employees' feedback and opinions. Wistron has started to survey all employees around the world to collect their opinions and feedback with 100% coverage and a frequency of every 2 years since 2021. The goals and results of the survey 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 (Please refer to the description of the supplementary table). 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 survey was 67.5%.

The effective response rate target is set to above 80% for each survey in order to ensure the level of confidence and the reference value of the statistical analysis results. With the relevant 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 enhancement solutions, such as the organization of transparent communication activities, the surveys of employees' thoughts on gender equity issues, the research on issues of sense of achievement, etc, the Company organizes 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. The Company also plans to conduct a follow-up survey on employee engagement in 2023 for global operations. In this way, the implementation effects of various improvement projects are tested, so the changes and development trends of our employees' recognition of the Company can be more accurately monitored.



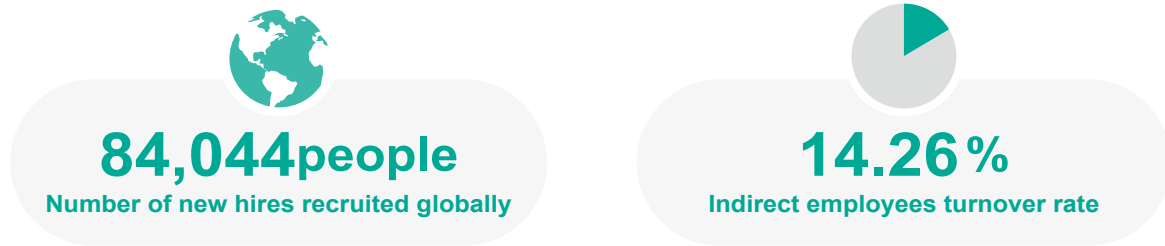
Wistron Employee Engagement Survey

Type of Question	Main Construct	Sub-construct	Example of Question
Job experience	People	People focus	My work partners and I care, trust and respect each other.
	Work	Work process	The current workflow allows me to get job done efficiently.
Purpose	People	Immediate supervisor	My direct supervisor and I set clear performance objectives together.
	People	Immediate supervisor	My direct supervisor clarifies my job roles and responsibilities.
Happiness	Work	Work activities	My current job suits me well.
	People	People focus	A lively atmosphere is created in my work environment.
Stress	Quality of life	Work-life balance	I am able to achieve work-life balance.
	Work	Work activities	I can accept current work intensity and overtime requirement of my job.
Trust	People	Senior leadership	Senior executives communicate the direction and strategy of the organization clearly.
	Company practice	Brand alignment	The value of "Integrity" applies to Wistron.

Degree of employee engagement	2019	2020	2021 ~ 2022
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 answered "agree" and "strongly agree" were counted as "agree" with the description of the item. If 70 out of 100 people answer "agree" or "strongly agree", it means that 70% of the people agree with the description of the item.		
Party involved (Indirect active employees whose trial period has expired when implementing the survey)	Zhongshan Plant, China	Enterprise Business Group, Hsinchu Plant in Taiwan, and Taizhou Plant in China	Taiwan, mainland 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%
	Female	N / A	31.7%
Age	Under 30 years old	N / A	29.7%
	30-50 years old	N / A	64.1%
	50 years old and above	N / A	6.2%
Region	Taiwan	N / A	91.8%
	China	N / A	8.2%
	Czechia	N / A	N / A
	Mexico	N / A	N / A

Employee Resignation

The turnover rate of indirect labor was 14.26% in 2022, which was equal to an average monthly turnover rate of 1.19%. The rate was relatively stable and healthy compared to other companies in the same industry. In terms of direct employees, the seasonal orders due to industry characteristics and drastic changes to production capacity have affected the Company's overall labor allocation plan, causing irregular mass recruitment and resignation of direct employees. In addition, because direct employees are the majority in Wistron's labor structure (accounting for 62% of all employees at the end of 2022), the overall resignation rate of Wistron will be significantly affected by factors related to direct employees. For the statistics related to resignations in 2022, please refer to the appendix.



Improvement of Employee Turnover Rate

Despite the difficulties in controlling factors in the industry, Wistron has dedicated to improving the turnover of direct labor and shifted the focus to their adaptability. According to the results of surveys for actual causes of turnover, direct labor's 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 on 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

In-depth understanding of the reasons for resignation

- Maladaptation to work
- Misperceptions about working conditions and environments

Improvement

Formulation of policies and programs


- 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

In addition to analyzing problems and implementing solutions from the perspective of employees, Wistron also plans and implements various improvement measures for issues including the management ability and quality improvement of front-line management leadership. These examples include the establishment of leader selection standards and evaluation procedures (such as adding interview procedures), the introduction of external professional training resources, the training of internal lecturers in the field of on-site management, and the exchange of on-site management practices after the training of trainees, etc. Front-line management leaders are given in-depth professional empowerment through three dimensions: management role recognition, employee communication management, and goal setting and management. Starting from 2022, our operations in many places have started to launch employee career development plans to help employees gradually grow and develop during their work at Wistron to accumulate professional skills and management knowledge. It examines, compiles and optimizes various management and professional development paths. It also plans training programs for various positions to meet local talent needs, resulting in ensuring that every employee has the same opportunity to move towards self-realization. For example, Wistron's Zhongshan plant independently launched a nationally recognized vocational skill level certification course, resulting in a total of 191 people being certified to pass the certification in 2022. Kunshan plant plans a dual-track development system to provide more direct and substantive assistance to our employees who plan to study for a degree. In addition to the training programs ranging from the operating philosophy of top management to the professional skills of grassroots employees, it also offers several professional training programs.

Spotlight

Optimization of management coaching mechanism – to reduce the risk of brain drain

Wistron's comprehensive coaching mechanism allows our employees to obtain necessary assistance in the workplace and life, resulting in an increase in their retention rate and stability. For example, Wistron's Chengdu plant established a selection and training system for on-site leaders. It formulates a standard screening process for the potential leaders, and it introduces external courses to improve the management capabilities of the front-line leaders. In 2022, a total of 350 high-quality management leaders have been cultivated to assist our employees in all aspects. Kunshan Opt plant compiles the "Little Sun" manual. It regularly summarizes various information items, such as daily work content, counseling and coaching skills, service windows, etc. for use by coaches in their daily work and study. In addition, the coaches' skill assessments are conducted regularly every six months to ensure their professionalism. Through the promotion of retention measures for talents, take the ratio of direct employees who have worked for more than half a year as an example, the Chengdu plant can maintain above 90% in Q4 from about 50% in Q1 of 2022 ; Kunshan Opt plant can maintain about 95% in Q4 from about 75% in Q1 of 2022.



Prediction of Employee Resignation Risks

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

Featured Project	Risk Prediction of Employee Resignation
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; therefore, active retaining actions can be taken in advance.
Project benefits	The Company predicts the inclination to resign of key talents; therefore, 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	<p>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 voluntary turnover rate in Taiwan headquarter has been decreasing year over year (17.4% in 2018 → 16.1% in 2019 → 13.0% in 2020 → 10.9% in 2021 → 14.88% in 2022 [note]).</p> <p>Note: The pandemic situation in Taiwan in 2022 was relatively severe. Therefore, a number of uncertain factors (not designed in the original model) were added to affect the prediction accuracy. In addition, the introduction of the remote working system prevented department heads from face-to-face meeting and communicating with high-risk employees frequently, resulting in a slight increase in the turnover rate compared to the previous year.</p>

Resignation Statistics and Distribution

Resignation Statistics and Distribution		2019	2020	2021	2022
Total resignation rate (%)		43.44%	28.90%	27.92%	50.57%
Voluntary resignation rate (%)		25.31%	15.72%	19.09%	38.87%
Total resignation rate(%)	Male	39.84%	28.47%	26.46%	54.35%
	Female	45.15%	29.10%	31.05%	43.98%
Voluntary resignation rate (%)	Male	22.24%	15.07%	19.24%	41.51%
	Female	26.76%	16.04%	18.77%	34.26%
Total resignation rate (%)	Under 30 years old	51.97%	36.35%	31.96%	69.02%
	30-50 years old	28.55%	18.60%	22.70%	34.14%
	50 years old and above	8.83%	7.82%	12.41%	9.11%
Voluntary resignation rate (%)	Under 30 years old	29.83%	19.04%	21.68%	53.11%
	30-50 years old	17.61%	11.28%	15.94%	26.24%
	50 years old and above	1.77%	2.89%	4.91%	5.98%
Total resignation rate(%)	Taiwan	16.22%	15.76%	18.40%	15.49%
	China	48.73%	32.79%	29.32%	63.84%
	Czechia	16.61%	6.82%	48.32%	23.90%
	Mexico	0.59%	0.46%	29.80%	57.49%
	Malaysia	-	-	-	42.99%
Voluntary resignation rate (%)	Taiwan	10.63%	10.22%	14.49%	14.08%
	China	28.29%	17.62%	19.57%	48.77%
	Czechia	0.00%	0.00%	32.65%	3.41%
	Mexico	0.45%	0.31%	23.61%	48.52%
	Malaysia	-	-	-	23.09%
Total resignation rate(%)	Direct employees	53.21%	34.24%	31.55%	71.77%
	Indirect employees	17.62%	15.38%	19.33%	19.42%
Voluntary resignation rate (%)	Direct employees	29.54%	17.66%	19.76%	55.61%
	Indirect employees	14.13%	10.83%	17.50%	14.26%

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

4.2 Human Capital Development

Wistron has been continuously seeking innovation and change for the past 20 years, guided by an altruistic business philosophy. To respond to the challenges of the next 20 years, the 2022 vision blueprint has been reshaped as "Sustainability through Innovation," redefining the core values. "Sustainability" has been included as one of the core values, alongside "Customer Focus," "Integrity," and "Innovation." This emphasizes the commitment to fulfilling corporate social responsibility and advancing towards sustainability.

4.2.1 Global Talent Development Policy

To lead our global employees and organizations towards the next milestone, Wistron has implemented a strategic approach of global expansion and digital transformation. In 2022, we have consistently conducted training programs for key talents in "Digital Capabilities" and "Management Capabilities". Additionally, we have accelerated the promotion of "Global Capabilities" and "Sustainable Capabilities" to overcome barriers. Through a unified global talent development direction, we are committed to enabling our employees worldwide to grow with the organization and create sustainable career competitiveness.

Wistron established its digital transformation strategy blueprint in 2019. In the same year, we cooperated with external management consulting firms to initiate a digital key talent training program. To date, 305 internal trainers have been cultivated. In 2022, all training sessions were conducted by internal trainers, with a total of 7,341 hours of teaching contributed.

To closely align talent development strategies with the organizational sustainability vision, Wistron engaged renowned international management consulting firms in the fourth quarter of 2021. Through intensive consulting meetings and workshops, these firms shared International trends, laws and regulations and successful sustainability strategies, goals, and actions of well-known companies. Moreover, the consensus from top to bottom is condensed through internal interviews, Master class, Hackathon and other activities. This process allowed for the formulation of the company's vision, the shaping of sustainable development directions, differentiation of development focal points, and the establishment of short, medium, and long-term goals. In 2022, the core teams of each project have been able to have clear objectives to implement action plans and provide talent development programs for sustainable capabilities under each sustainable development focus.

Under a globally consistent talent development strategy, the implementation of the global learning platform, Cornerstone, was initiated in 2021. As of 2022, 17 global facilities have completed the implementation and are actively using the platform, achieving a coverage rate of 81%. This accomplishment enables the sharing and synchronization of learning resources, while providing a flexible learning environment for global employees, unconstrained by location, time and space.

In 2022, Wistron invested a total of NT\$135.44 million in training worldwide. This represents a reduction of NT\$38.58 million compared to the training expenditure in 2021. The decrease in cost is attributed to the shift to internal trainers delivering training to key digital talents and the utilization of internal senior executives and experts to teach the sustainability vision and strategy.

The total training hours for employees worldwide amounted to 3,104,305 hours, with an average of 65.5 hours per employee. Among them, female employees received a total of 1,013,820 trainings hours with an average of 58.6 hours, and the male employees received a total of 2,090,485 training hours with an average of 69.4 hours. Manufacturing technology related employees received 2,708,359 training hours in total with 96 average training hours. Non-manufacturing technology related employees received 395,946 training hours in total with 20.6 average training hours. Managerial employees received 75,265 training hours in total with 22.7 average training hours. Non-managerial employees received 3,029,040 training hours in total with 68.7 average training hours.

Training Expenses from 2019 to 2022

Item	2019	2020	2021	2022	
Total employee training expenses	NT\$236 million	NT\$345 million	NT\$174 million	NT\$135 million	
Average employee training cost	NT\$3,582	NT\$4,931	NT\$2,769	NT\$2,857	
Total employee training hours	Direct	3.62 million hours	3.28 million hours	4.07 million hours	2.70 million hours
	Indirect	0.71 million hours	0.50 million hours	0.43 million hours	0.40 million hours
	Total	4.33 million hours	3.78 million hours	4.5 million hours	3.1 million hours
Average employee training hours	Direct	79 hours	70 hours	92 hours	96 hours
	Indirect	29 hours	21 hours	23 hours	21 hours
	Average	66 hours	54 hours	72 hours	66 hours

Note 1: Data calculation period was 2022 / 1 / 1-2022 / 12 / 31.

Note 2: Average training hours per employee = total number of training hours provided to employees/total number of employees.

Note 3: Total training hours and average training hours excluding WYMX.

Note 4: The training expenses are in NTD.



Total Training Hours Worldwide

Employee Type	Female Employees		Male Employees		
	Nationality	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		66,843	15.0	118,559	17.0
China		883,485	84.2	1,902,194	92.3
Mexico		49,491	43.7	51,127	36.6
Czechia		5,767	16.6	5,474	20.4
Malaysia		8,234	9.5	13,131	14.8
Global data		1,013,820	58.6	2,090,485	69.4

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

Employee Type	Manufacturing Technology Related		Non-manufacturing Technology Related		
	Nationality	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		27,262	11.7	158,140	17.4
China		2,571,252	116.0	214,427	24.0
Mexico		89,353	43.1	11,266	24.7
Czechia		7,211	16.7	4,030	22.1
Malaysia		13,281	11.0	8,084	14.8
Global data		2,708,359	96.0	395,946	20.6

Employee Type Training Hours (Management Position/Non-managerial Position)

Employee Type	Management Position		Non-managerial Position		
	Nationality	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		29,848	21.8	155,553	15.5
China		38,902	22.8	2,746,777	93.5
Mexico		3,201	28.3	97,418	40.3
Czechia		587	14.7	10,655	18.5
Malaysia		2,727	30.3	18,638	11.2
Global data		75,265	22.7	3,029,040	68.7



4.2.2 Key Strategic Talent Development

Wistron has formulated four core strategies for the talent development, namely "Digital Capabilities", "Management Capabilities", "Global Capabilities" and "Sustainable Capabilities" in order to move towards the corporate vision of "Sustainability through Innovation". The mid and long term talent development plans are launched from various core topics, and the career stage is expected to be provided to the talents of the organization through continuous talent cultivation while the corporate vision got realized.



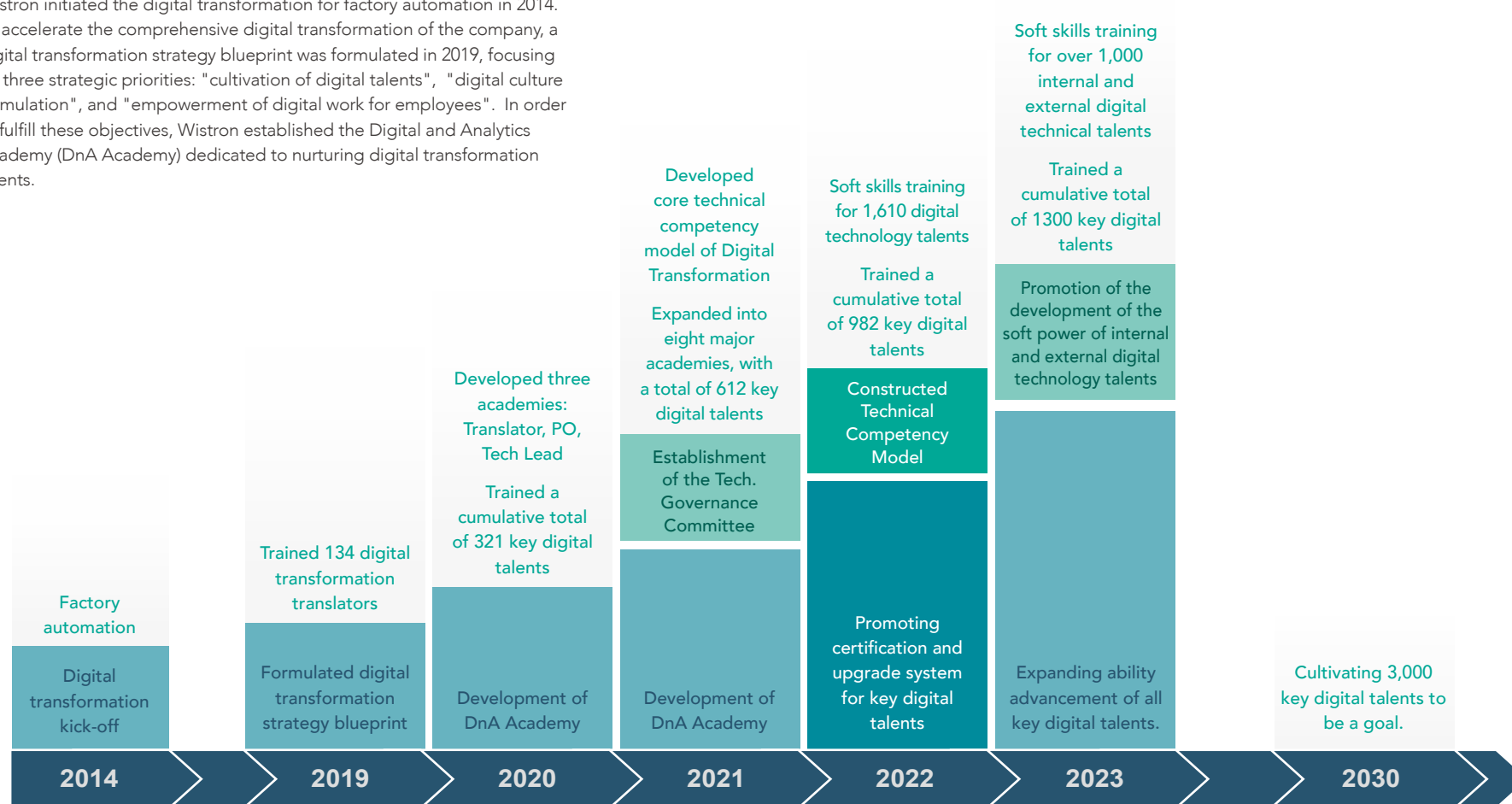


Digital Talent Cultivation to Accelerate Digital Transformations

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 (Digital and Analytics Academy, named the DnA Academy) was established to develop the talent needed for digital transformations.

Milestones of Driving Wistron's Digital Transformation

Wistron initiated the digital transformation for factory automation in 2014. To accelerate the comprehensive digital transformation of the company, a digital transformation strategy blueprint was formulated in 2019, focusing on three strategic priorities: "cultivation of digital talents", "digital culture formulation", and "empowerment of digital work for employees". In order to fulfill these objectives, Wistron established the Digital and Analytics Academy (DnA Academy) dedicated to nurturing digital transformation talents.



1 Upgrading the Technological Capabilities of Key Digital Talents

Leveraging Digital Key Talents: Collaborative Value Creation in Diverse Projects

The implementation of digital transformation requires key roles to collaborate in execution. Wistron has defined various types of key talents since 2019, and the DnA Academy systematically trains the digital project development team. As of 2022, Wistron's digital talent pool has trained a total of 982 digital key talents, including: 491 translators, 123 Product Owners, 109 Tech Leaders, 128 Data Engineers, 33 Enterprise Architects, and 98 Cloud Architects. After training, the talents combined the digital theories with their expertise in various business domains to contribute project development related to R&D, manufacturing, sales, and the supply chain, resulting in a cumulative total 355 projects.

In addition, in 2022, the two key talent promotion certification systems for translation talents (Translator) and product owners (PO) were actively promoted at the same time in order to help managers clarify the capabilities and contributions of digital talents. Therefore, appropriate incentives for the talents are provided, and the ability of the organization's digital transformation talents is improved and upgraded.

Promotion criteria include use case contribution value.

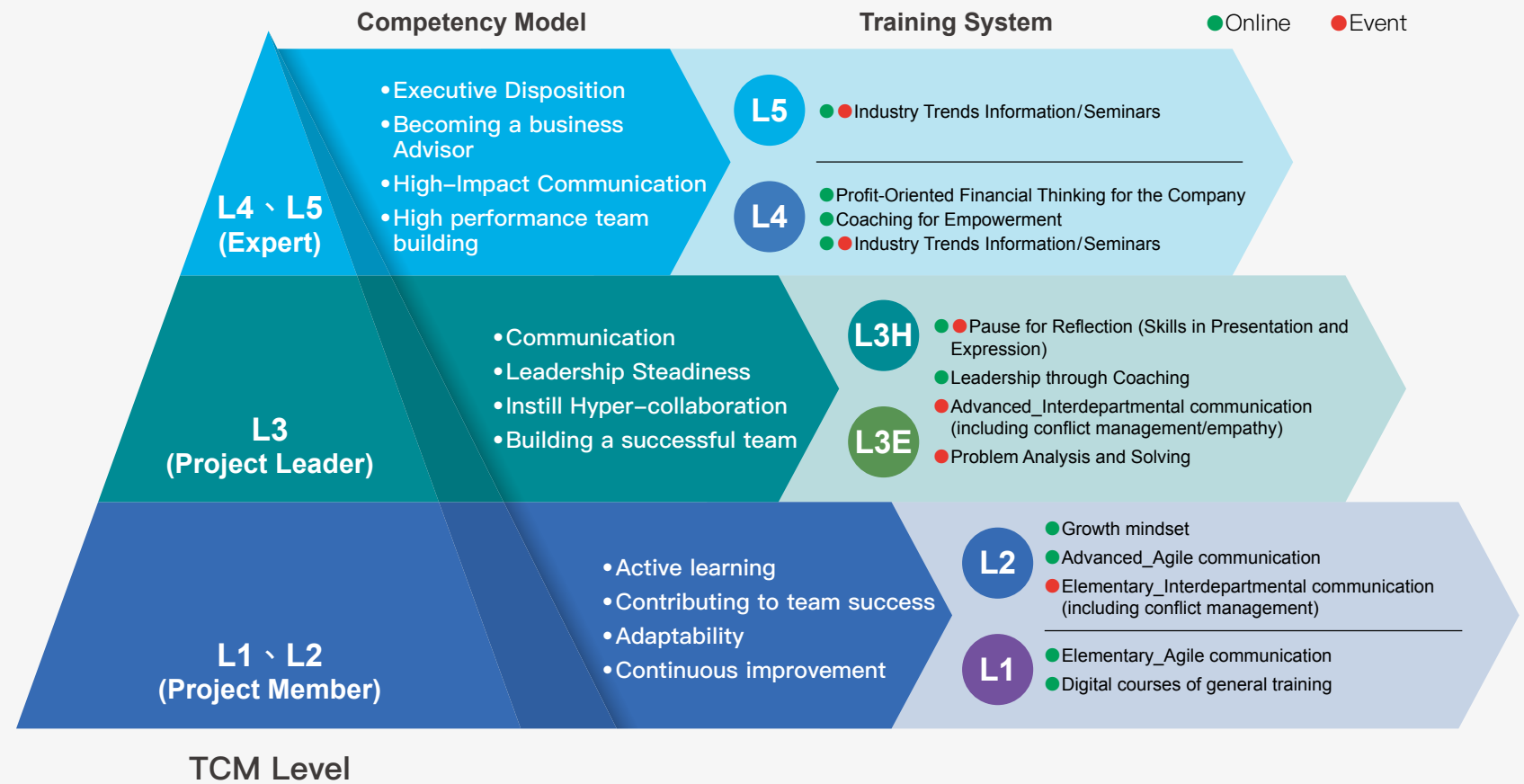
 <p>Level 1 Engineer</p> <hr/> <ul style="list-style-type: none"> •Has the required skill or knowledge at beginner level constantly being coached. 	 <p>Level 2 Sr. Engineer</p> <hr/> <ul style="list-style-type: none"> •Has the skill and can handle the task at a basic level needs coaching. 	 <p>Level 3 Specialist</p> <hr/> <ul style="list-style-type: none"> •Can independently handle the task with little guidance and structure work for team. 	 <p>Level 4 Expert</p> <hr/> <ul style="list-style-type: none"> •Go-to person in the domain for the org. and can be the mentor to coach others.
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2 Soft Skill Development of Digital Technology Talents

Constructed Technical Competency Model and Learning Roadmap

To enhance the soft skills (mindset + communication) of technical talents and achieve the goals of Wistron's digital transformation, a Technical Competency Model of digital technology talents and a learning roadmap have been constructed. Wistron has launched 12 skill improvement programs for key role in digital transformation technology. Recognizing the importance of soft skills such as mindset transformation and communication abilities, in addition to professional training and certification, a comprehensive training curriculum is planned, covering online and offline digital knowledge, agile communication skills, coaching leadership, financial thinking, cross-departmental communication skills, and industry trend lectures. The Technical Competency Model and learning roadmap for digital technology talents have been developed based on the definitions of digital technology talents at levels L1 to L5 (assessment levels). Accordingly, the soft skills training for digital technology talents at each level is progressively implemented. In the year 2022, a total of 1682 training sessions were conducted, achieving a learning satisfaction rating of 4.7 out of 5. Through systematic learning, digital technology talents are encouraged to enhance their individual soft skills.

Talent acquisition is critical to the success of digital transformation. Wistron and its subsidiaries work together to introduce outsourced technical manpower to face the shortage of technical talents. In 2023, Wistron will expand the scope of talent development to the partners; that is, outsourced personnel will be simultaneously included in the overall training plans. The hard skill and soft skill of internal and external talents are simultaneously improved to face the goal of technological transformation.

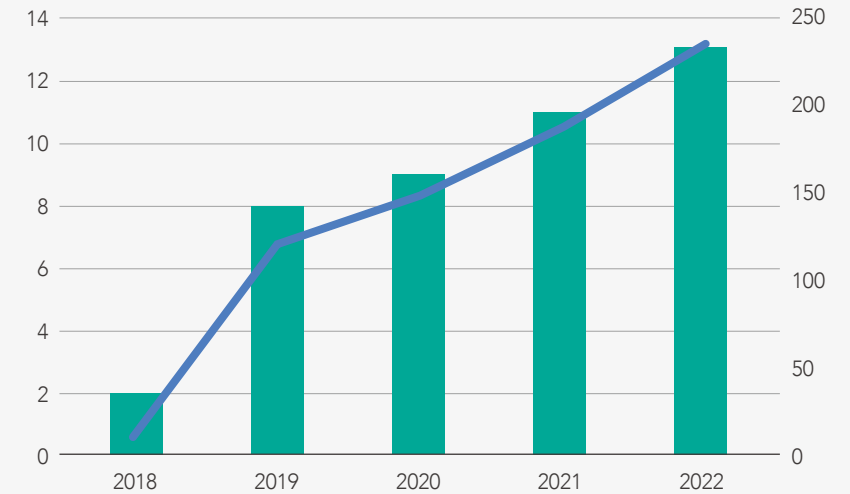


3 Expanding for Development and Application of RPA Talent

Global Transaction Process Automation is Driven by RPA Talents.

RPA (Robotic Process Automation, RPA) talent development plan aims to cultivate talents with digital elements to use the low-code visual development software. It does not need to wait for a professional IT development team, nor does it need to change the existing IT system architecture. The method of sorting out and optimizing the work content can be learned and mastered. The automation of office work processes can be realized independently, so that each department has the automation experts who are familiar with the works of the department. This can broaden the working skills of our employees and enhance the competitiveness of our employees and the enterprises for continuous innovation.

RPA is an action learning development project that combines continuous and strategic tasks. Since 2018, Wistron has been promoting and expanding the training for automated process development to 13 global locations, with a total of 233 new RPA trainees added annually (704 in total). Each trainee has completed an average of 53 training courses (with 7 new courses added), achieving a 100% completion rate. Furthermore, to ensure the participation of non-Chinese-speaking employees in this strategic development project, 42 English courses were also added to English-speaking learner in locations such as the Malaysian plant and Indian plant in 2022 to help them quickly learn and master the RPA skills, so that employees in non-Chinese-speaking regions can have the opportunity to participate in this strategic development project. In addition, the promotion team holds RPA technology forums within the scope of promotion bases on a monthly basis to learn the development skills for members of each location as further benchmarking. A total of 1,969 participants shared skills trainings, and 65 outstanding members were promoted to pass the certification of key digital talent assessment to receive corresponding rich rewards after their ability development. To drive the development of digital and diversified work skills among our colleagues, we will continue to promote RPA projects in each location. Our ultimate goal is to achieve "RPA, Everywhere," where every Wistron employee and every plant utilizes RPA to enhance work efficiency and liberate time for more valuable tasks.




Number of cultivation bases	2	8	9	11	13
Number of departments to promote practice	11	121	148	187	235

1,800
RPA+AI applied within Wistron

NT\$468,000
Annual labor cost savings achieved through the deployed application

90%
Application developed by non-IT employees

4 Results in Digital Capabilities Development of Talents in 2022

Development Project	L1 Feeling → Knowing	L2 Passing the Knowledge Test → L3 Practice/Performance Improvement	L4 Enterprise Achievement
DnA Academy for Key Digital Talents	369 people trained Averaged satisfaction score of 4.6	Pass rate 100% There are 355 projects invested.	<p>External validation</p> <ul style="list-style-type: none"> Awarded the Business Transformation & Operational Excellence Awards, and First Prize in the Large Enterprise Category of the 2nd Digital Transformation Ding Ge Award held by Harvard Business Review in 2022 Selected together with UiPath as an excellent case of IDC "Practice and Exploration of RPA Construction in Manufacturing Industry"  <p>Internal benefit</p> <ul style="list-style-type: none"> A total of 470 RPA cases were filed and 390 were launched in the year. A total of 1,800 projects of RPA and AI program applications 90% of the on-line programs developed by users themselves Corresponding to a total of 468,000 work hours that can save manual work
AI Program for Intelligent Manufacturing Talents	76 people trained Averaged satisfaction score of 4.3	Pass rate 100% A total of 76 use cases passed after training	
Soft Skill training for technical talents	1,678 people trained Averaged satisfaction score of 4.7	Training completion rate 98% The participation rate of TCM Talent Level promotion was 38%. The promotion rate of TCM evaluation was 40%.	
Training for RPA Talents	233 people trained Averaged satisfaction score of 4.6	The pass rate was 78% The rate of investment in projects after training was 82%.	
RPA Technology Forum	A total of 1,969 people participated.	65 people passed the digital key talent assessment and certification.	

Reference source:

- Winners list of the 2nd [Digital Transformation Excellence \(Ding Ge\) Award](#) held by Harvard Business Review in 2022
- Customer Success Stories from [UiPath Official Website](#)
- Practice and exploration of RPA construction in manufacturing industry on [CHINA Netease news](#)



Management Capabilities Building Leadership of Next Generation

Wistron is based on the vision of "Sustainability through Innovation". In addition to inheriting the past successful management experiences and continuously cultivating high-potential successors and leadership talents, it also responds to the next-generation leadership required for transformation and upgrading based on strategic needs and external challenges, such as digital transformation, global expansion, and sustainable development. Therefore, the management team reorganized and defined the Wistron leadership competency model in early 2022 aligned with key strategies. The planning of leadership competency training roadmap is also initiated. In the future, the leadership competency will be strongly linked with the human resource system, and a competency-based human resource management system will be established. We hope to lead the innovation and change management of the team to accelerate the pace of transformation. In 2022, Wistron invested an average of 18 training hours per person in the management training for the Taiwan headquarters, representing an annual growth of 18% compared to the previous year.



1 Executive level - Sustainability Strategy Projects

Wistron cooperates with the professors from ITRI and NCCU in projects for sustainable strategies to implement Wistron's sustainable business philosophy and strategy promotion from top to bottom based on the sustainable development as the focus axis.

Lectures and Workshops on Trends in Net Zero Sustainable Business Opportunities

To enhance the Group's executive level Managers understanding of the international net-zero trend, the Group Headquarters has instructed the establishment of a project team in the Sustainability Office. This project team collaborates with CISC/ITRI and involves the participation of executive level managers from group companies such as Wistron, WNC, Wiwynn, and Wistron ITS. The team plans expert-led thematic lectures to provide insights into the international net-zero trend, industry potential, and energy. Through group discussions among the executives, the team aims to develop a blueprint and action plan for low-carbon innovation and transformation, fostering the sharing of ideas and the creation of net-zero sustainable competitiveness within the group.

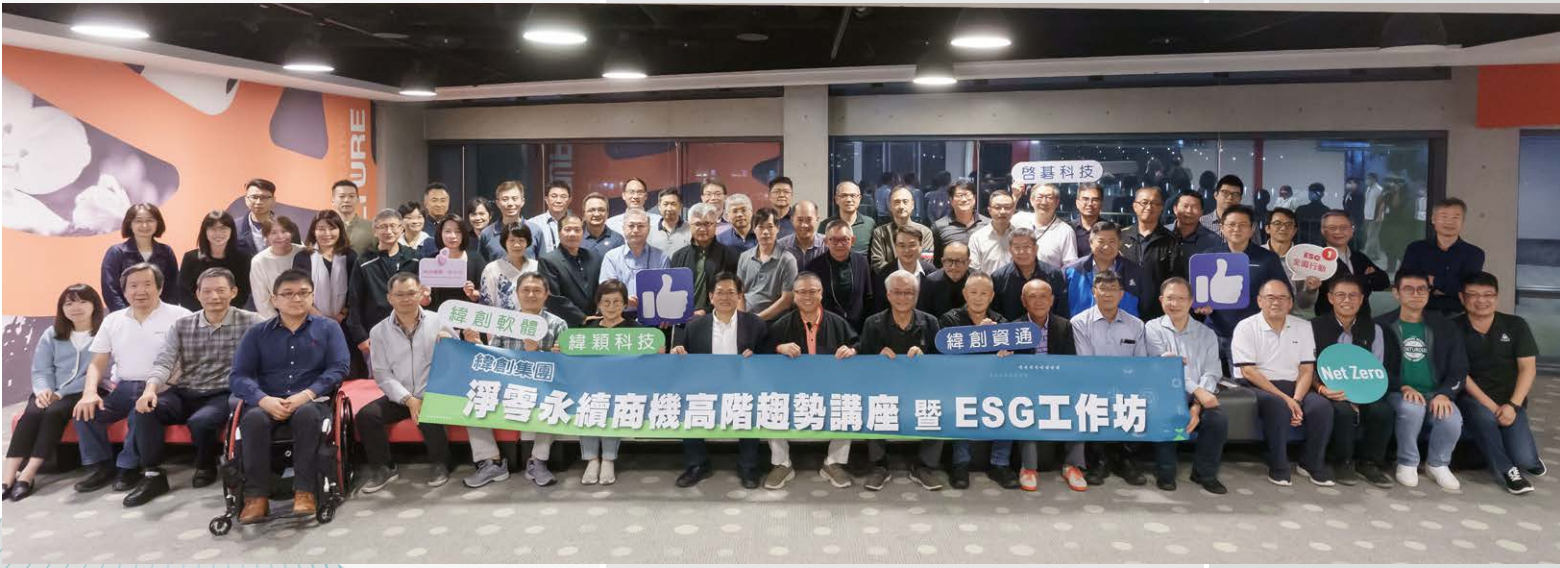
The overall activity process includes conducting ESG research and trend lectures as well as a one-month offline conference exchange to sort out strategies and action plans for corporate net-zero sustainable business opportunities in 2023. The participants in the event included 92 senior managers from various companies in the group (183 people in total) with an overall satisfaction score of 4.7 points (out of 5 points) to produce 11 sustainable strategy programs.

Case study: Win-Win Strategies for Sustainability and Profit

The pursuit of sustainability is a transformative process. To assist senior executives in grasping the key aspects of sustainable business, Wistron has organized case-study-based training activities. These activities guide supervisors in discussing how to achieve sustainability goals while creating value and enhancing the company's competitiveness. This approach embeds forward-thinking into the sustainable strategy action plan for 2023. The training program had a total of 63 participants, and the overall satisfaction rating was 4.6 out of 5.

Executive -Level Strategy Conference and ESG Workshop on Net Zero Sustainable Business Opportunities

ESG Research and Analysis	Pre-discussion Meeting	Meetings of Executive Strategy	ESG Workshops
<p>The Wistron Group's Net Zero Sustainable Business Project starts in September 2022.</p> <p>It focuses on three major topics: carbon credits, energy management, and business development. It aims to align the ESG visions, set low-carbon transformation goals, and plan and execute strategies for each group company.</p>	<p>59 pre-ESG meetings were held by nine groups in total from four companies with more than 88.5 hours of joint discussions.</p>	<p>A total of 102 people participated</p> <p>40 people participated on-line</p> <p>62 people participated in the physical event</p>	<p>A total of 81 people participated</p> <p>8 people participated on-line</p> <p>73 people participated in the physical event</p>



2 Leader level - T-UP Development Project

The Company remains actively committed to allocating resources in the Leader-level management echelon to foster talent capable of addressing the strategic demands of digital transformation, global expansion, and sustainable development. Guided by competencies, we employ diverse talent development methods. Our approach involves allocating 70% of efforts to challenging-task learning, 20% to team learning and coaching, and 10% to training course, enabling the implementation of a range of talent development initiatives.

 Individual development program (IDP)	 Group development program (GDP)	 Management course and training
<p>Multi-dimensions assessments (such as Potential Plus Assessment, 360-degree competency assessment, etc.) are used to find out the strengths of the coachee and the competency to be developed. The coachee and his manager (Coach) discuss together and select one as the annual goal of competency development. Moreover, the current annual work priorities and KPI are used as the carrier of development to carry out the manager's individual development plan. The coach conducts one-on-one meetings with the coachee every month, and HR also conducts initial/mid-term/final competency coaching tracking and feedback as well as ad hoc communication and care for the talents. In addition, multiple and flexible learning resources are also provided to assist talent development, including community learning, classroom training/on-line synchronous courses, LinkedIn Learning themed course recommendations, etc.</p>	<p>Action Learning model is used to solve real and urgent issues within the organization, and the leadership practice of trainees can also be developed at the same time. The trainees in each group analyze issues and propose solutions using the "problem solving and decision making" course method. The external coaches conduct consultation once a month, and the trainees independently hold team meetings to discuss the plan and to contribute outputs during the four-month project period. In 2022, "Instill Hyper-Collaboration", "Driving Strategic Execution", and "Driving Innovation and Change" were selected as the competency development goals of each group in action learning program. The leadership is improved and the team chemistry and collaboration are cultivated through coaching, trainees' mutual feedback, and team self-reflection.</p>	<p>In 2022, more than 50 classroom training/on-line synchronous courses for all levels of managers were handled in addition to IDP/GDP project-type development plans. The management knowledge and skills of the managers at all levels are required to be more comprehensively improved, and multiple self-directed learning resources are provided. These topics cover: empowerment, coaching, communication, conflict management, financial acumen, etc. The total number of training hours for global managers has reached 75,265 hours, and the annual average training hours is 22.7 per manager.</p>
<p>320 high-potential managers participated, achieving a 99% completion rate. The program received a satisfaction rating of 4.5 out of 5. 117 managers participated in a post-evaluation, with 69% of them improved their leadership competency.</p>	<p>23 high-potential managers participated and 22 of them completed the training with course satisfaction rating of 4.5 (out of 5). 77% of them improved their leadership competency</p>	<p>The average annual training for each manager is 22.7 hours. Satisfaction rating was 4.5 (out of 5) Completion rate was 97%</p>

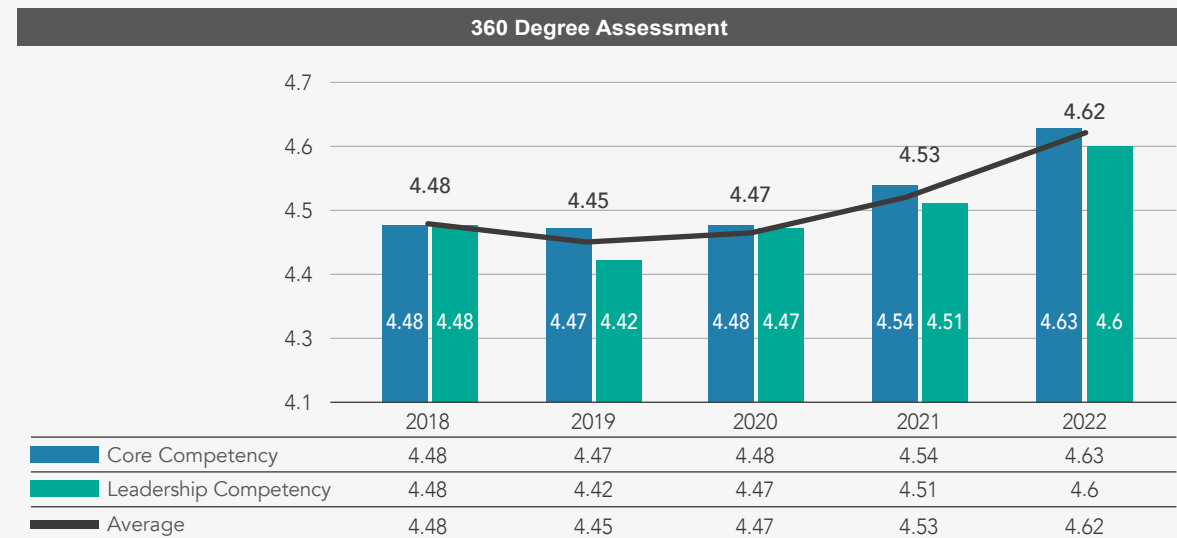
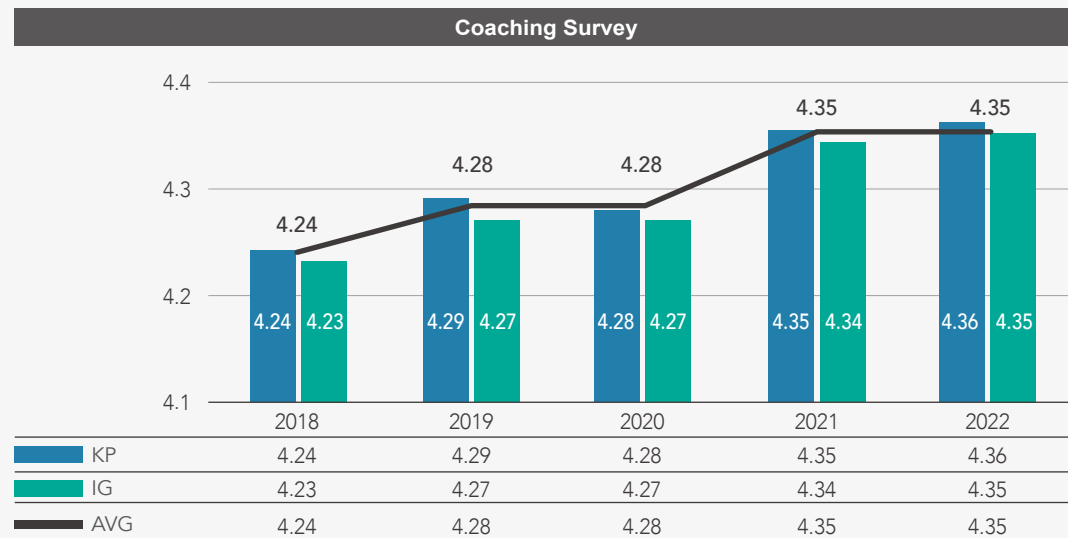


3 Managers level - Performance Management in Three Phases

In order to 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 the managers value mutual and timely communications with their subordinates during the daily management, they also implement the virtuous cycle of continued development for our employees under fair, just, and reasonable performance management.

Each topic is based on the daily management cycle. "Goal Setting" training is implemented for the early phase of performance management. "Performance Review" is implemented for the mid-term phase of performance appraisal. "Managing Performance Problem" is implemented for the year-end phase of performance development. The trainings are implemented to meet immediate needs of managers and applied to management practices through learning by doing. In 2022, a total of 612 people participated in the performance courses, with an overall satisfaction score of 4.6 (out of 5). In order to assess training effectiveness, the pre- and post-tests of the courses have been added to ensure that managers can more accurately grasp and improve performance management skills. Meanwhile, "Goal Setting" and "Performance Review" on-line courses have been introduced for managers who have completed training to improve their management abilities. The online course helps managers to review and refresh of knowledge and content to strengthen performance communication skills. The number of people who took pre- and post-tests for the performance series courses was 297, and the improvement rate of pre- and post-tests was 52% in 2022.

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 manager's behaviors in goal setting, mid-term performance appraisal, and year-end performance appraisal. The surveys showed that the management and leadership abilities of the managers had significantly improved. The 2022 manager performance and management survey showed that the performance review completion rate was 96%. The daily coaching satisfaction score was 4.3 (out of 5). The leadership competency 360 degree evaluation score was 4.6 (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.



4 Results in Management Capabilities Development of Talents in 2022

Development Project	L1 Feeling → Knowing	L2 Knowledge → L3 Practice	L4 Enterprise Achievement
<p>Executive level</p> <ul style="list-style-type: none"> Projects for Sustainability Strategies 	<p>183 people trained Averaged satisfaction score of 4.7</p>	<p>11 sustainable strategy programs were produced, as part of a long-term plan towards the goals of carbon neutrality and 100% renewable energy usage by 2030.</p>	<p>Successful Case of IDP for High-Potential Talents</p> <ul style="list-style-type: none"> The practical case of IDP (individual development plan) - AMR robot achieved \$25 million support from the Industrial Development Bureau, MOEA. <p>Outstanding Achievement in Leader Development</p> <ul style="list-style-type: none"> The BG President of Client Products B.G., Robert CL Lin, won the 2022 National Outstanding Manager Award. The Director of Global Quality Mgmt. Nathan Chou, and Vice President of the subsidiary, WiAdvance, Kay Li, were selected as one of the top 100 MVP managers in Taiwan.
<p>Leader level</p> <ul style="list-style-type: none"> Individual development program (IDP) Group development program (GDP) Management training courses 	<p>320 high-potential managers were developed. Averaged satisfaction score of 4.5</p> <p>23 high potential managers Averaged satisfaction score of 4.5 (out of 5)</p> <p>The average training hour is 22.7 hours per person. Satisfaction score of learning was 4.5 (out of 5) Completion rate was 97%</p>	<p>Managers participated in competency post-evaluation with 69% of leadership competency improvement.</p> <p>77% of leadership competency improvement</p> <p>The manager's performance review completion rate at the end of the period reached 97.7% with an increase of 3.3% from the beginning of the period. Satisfaction score of 4.4 (out of 5)</p>	
<p>Manager level</p> <ul style="list-style-type: none"> Performance Management in Three Phases 	<p>612 people trained Averaged satisfaction score of 4.6</p>	<p>The improvement rate of pre- and post-test is 52%.</p>	

Reference Source:

[List of Winners for 2022 National Outstanding Manager Award](#)
[2022 Top 100 MVP managers in Taiwan](#)



Initiating Systematic Talent Development for Sustainable Capabilities

"Sustainability" has become a topic that global enterprises have to face in response to changes in the internal and external environment. Wistron has reshaped the vision blueprint of "Sustainability through Innovation" in 2022 to meet this huge challenge. We promise to fulfill our corporate social responsibility to the sustainability with the mission of "Trusted Innovation Partner for Technology, Sustainability & Better Lives" and in line with the core values of "Customer Focus", "Integrity", "Innovation", and "Sustainability" Wistron launched a systematic sustainable talent training plan to support the Company's sustainable policy.

The sustainability vision starting from the headquarters enables the global employees to understand the promotion determination of the senior management team based on the globally consistent visual, auditory, and sensory experience. Meanwhile, internal and external partners are guided through the learning levels of knowing → knowledge → practice → leadership. While the organization promotes the sustainable vision, it also enhances employees' individual sustainable competitive capability through the planning of the learning blueprint.

1 Consensus · Promoting the Vision of Sustainability through Innovation Globally

The Taiwan headquarter issues the vision and the mission consistent globally, and it also announced the core values to meet the needs of the external VUCA environment and the internal digital transformations, the global layout, and the sustainable operation. In addition, multilingual videos of the chairman's speech and visual design pictures are used to convey the messages, so that our colleagues around the world know and recognize them and then Wistron's core values can be displayed in daily work. In order to achieve the goal of smooth implementation of the project to the world, the corporate headquarter in Taiwan established an inter-organizational project team. The CEO and Chief of Staff are the top decision-makers of the project, and the PMO (Program manager Office) is responsible for the planning, execution and control of the project. The working group adopts advocacy, training, and division of works by institutional group to achieve the core value so that our colleagues around the world can know, agree and demonstrate it in their daily work.

Global Announcement



Consistent visual design and delivery globally



Simon's Talk video learning



Wi Talk Handling of global seminars at Executive Level Managers



Links between policies recruitment interviews, on-boarding training, and commendation for outstanding performance



2 Knowledge · Constructing Learning Roadmap of ESG Sphere

While following the organization's vision, our employees need to understand the meaning of sustainability and the value of their work. Therefore, the Sustainability Office of the Taiwan Headquarter forms the core project team. The learning structure of ESG knowledge diffusion is planned to provide our employees with sustainable thinking in the field. On the one hand, the perpetual perspectives that are recognized, understood, and recognized can be learned and applied in daily work, and, on the other hand, the application in the field of expertise can be further studied and insighted. The Company achieves the sustainability goals in product design, manufacturing, operation, global collaboration and other fields of business. Meanwhile, the personal professional ability can be improved.

3 Co-Learning · Establishment Online Platform of Suppliers' Sustainability Learning

On the road to the sustainability vision, establishing a complete sustainable ecosystem is an important topic. Wistron established Suppliers Elementary Schools to help the suppliers improve their sustainable knowledge. We collaborate with the global partners to jointly explore and implement the Company's growth opportunities in sustainable operation. In addition to constructing the knowledge system, the requirements and standards set by Wistron are transparently communicated. The connection and interaction between Wistron and the suppliers has been strengthened to meet the training needs between Wistron and the suppliers. In addition, the problem of insufficient training due to frequent personnel turnover has been resolved, and the overall service quality and skills have been further enhanced to continuously improve and create a win-win situation. By the end of 2022, the supplier school has launched 30 classes and 1,071 on-line registered suppliers with a 100% completion rate of designated learning and a user satisfaction rate of 96.8%.

4 Results in Sustainable Capabilities Development of Talents in 2022

Development Project	L1 Feeling → Knowing	L2 Knowledge → L3 Practice	L4 Enterprise Achievement
Promoting the vision of Innovation through Sustainability globally	23,959 trainees (global IDL) Averaged satisfaction score of 4.5 (out of 5)	Completion rate was 100% 100% coverage of global IDL The recognition score for understanding the vision is 4.5 points (out of 5 points)	<ul style="list-style-type: none"> • 2022 Excellent in Corporate Social Responsibility Awards "Large Enterprise Category", fourth place • Awarded three great awards, including "Taiwan Top 100 Sustainable Model Enterprise Award", "Sustainability Report Award:Platinum Award for Electronic Manufacturing (Category 1)", "Innovation Growth Leader Award" at the 5th GCSF Global Corporate Sustainability Forum and the Ceremony of GCSA Global Corporate Sustainability Award and TCSA Taiwan Corporate Sustainability Award in 2022 • Selected in the 2022 DJSI Emerging Markets Index
Promoting the General Training of ESG Sphere	8,806 trainees Averaged satisfaction score of 4.3 (out of 5)	99% of complete training rate 96% of Taiwan IDL coverage rate	
Establishment online platform of Suppliers' Sustainability learning	1,071 companies of registered suppliers 96.8% of usage satisfaction	30 classes lauched online 100% of complete training rate	



Strategy 4

Strategic in Response to Organizational Talents for Development of Globalized Capabilities

Globalization is not only Wistron's business layout, but also a long-term strategy for talent development, under the circumstances of unpredictable changes. To achieve global learning alignment, Wistron launched the construction of global learning platforms for each location and the development of learning resources in multiple languages in 2021. We have continued to promote language learning and cross-cultural communication courses in 2022. In addition, foreign employees in Taiwan are also provided with localized language trainings. Diverse integration is expected, and we promote the collaboration of global employees under the consensus of sustainable development.

1 Advancing Language Skills of Global Talent

In 2022, we continued to promote various training programs such as "Online Crash Course to Getting a High TOEIC Score", "E-mail writing model course", "1 minute short English speaking skills", "Manufacturing English course". These programs were complemented by live broadcasts on daily English themes, offering diverse learning opportunities. Through interactive live sessions with instructors, our colleagues were able to flexibly schedule their learning time, practice exam questions, and assess their learning progress.

In 2022, a total of 321 employees participated in language courses, and the cumulative number of viewers of livestream lectures reached 2,604. As a result, the averaged satisfaction score of the students was 8.5 points (out of 10 points), and the averaged score of the on-line mock test was improved by 120 points. Wistron continues to conduct the annual English test at the end of the year. In order to provide our employees with a regular review of their language skills, a total of 560 employees signed up for the test and the actual examination was 516 people. 228 people thereof improved their grades, and the overall improvement rate was 44%.

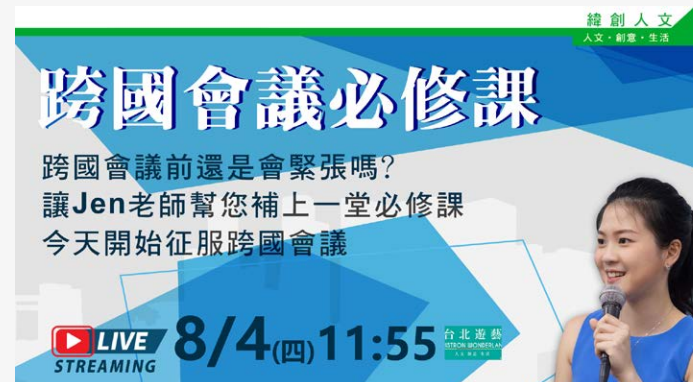
In addition, Wistron also handled English UP! In 2022 in response to the individual needs of BG. Under the strategy of global layout, Wistron gives priority to providing learning resources to meet the needs of business, R&D, and other job positions. Wistron and the professional English consultant, World Citizen Core-Corner, together plan a monthly theme for English business-related ability improvement, including small talk, presentations, email writings, and conference calls. A total of 8 interactive training courses for 86 people were held this year. After the class, the students used a physical method to publish and be examined the results, and the students' satisfaction score with the overall course reached 4.6 points. In addition to the course study, English e-newsletters and one-minute short videos are actively promoted every week. Our employees are expected to easily improve their personal language skills through fragmented learning in their spare time!

Viewers of Livestream Lectures Reached

2,604

Averaged Satisfaction Score

8.5 Points



2 Advancing Cross-Culture Communication Skills

Wistron international lecture series were held in a total of seven sessions with the theme of India and Malaysia projects. These lectures combine the content of objective knowledge and their own practice through topic-focused interviews with external experts. Moreover, due to change from the above-mentioned experiences, it has changed to let the internally dispatched managers collect the management and leadership mentality, challenges, and experiences faced by the local area, and then share what they have seen and heard with the internal colleagues in order to achieve the effect of experience inheritance. In 2022, A total of 1,267 people participated in the lectures with an averaged satisfaction score of 4.4 (out of 5).



3 Training Program of Foreign Manufacturing Engineering and Technical Talents

Internal high-potential foreign employees who meet the conditions of the training plan are selected, and a systematic learning plan is planned to cultivate the high-potential foreign talents. The 3-month intensive training is conducted with both dimensions of professional theoretical knowledge courses and practical skills. After the training, the proficiency of the professional ability of the trainees is evaluated through the skills test, and the suitability after changing positions is also ensured. After the trainees complete the training and pass the assessment, they will be transferred to the professional technician positions and continuously trained towards the engineer positions. A total of 92 foreign employees have completed the training, and 28 have passed the assessment (57 are in training) with the pass rate of the first assessment reaching 30% in 2022.



4 Results in Global Capabilities Development of Talents in 2022

Development Project	L1 Feeling → Knowing	L2 Knowledge → L3 Practice
Training Program of Advancing Language Skills	407 people trained Averaged satisfaction score of 4.4 (out of 5)	120-point increase in average scores from online practice exam 44% score improvement in annual English proficiency exam.
International Lecture Series	1,267 people trained Averaged satisfaction score of 4.4	-
Training Program of Foreign Manufacturing Engineering and Technical Talents	92 people trained	59 participants, 44 passed the skills assessment. 75% pass rate in skills assessment.

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 and human rights norms and authoritative global standards, for example, the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises, Responsible Business Alliance Code of Conduct, etc. The policies clearly state and explain the content of human rights commitments and related management principles in addition to the clear description that its applicable objects cover all stakeholders of the Company, such as the Company itself, supply chain, partners, joint ventures, etc. The policy also clearly expresses and explains the commitments to human rights and related management principles.

Wistron has started the 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 due diligence management report](#)). No major violation of human rights has occurred in Wistron's global operations with the continuous efforts of all colleagues in 2022.



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 the human rights policies in the day-to-day work of all executives and employees, and procedures were completed in 2021. Based on the results of the human rights risk assessment in 2021, Wistron implemented target management for several major human rights issues in 2022, requiring each plant to stipulate risk mitigation measures and periodically track the attainment of related indicators. For example, by conducting monthly tracking of the improvements results of indicators to "at least 1 day off every 7 days", "less than 60 total working hours every week", "the accuracy rate of salary approval and calculation", and "young workers attendance" in all plants through the development of digital systems. Comparing the proportion of items rated as medium and high risk in the RBA audit results, all indicators in 2022 are significantly improved compared to 2021 (as shown in the table below).

The Proportion of Major Human Rights Issues Rated as Medium and High Risk Projects

Year	Type of Work Time			Type of Labor
	1 day off in 7 days	weekly hours <60	detailed working hours records	underage workers
2021	0.43%	0.84%	0.61%	0.32%
2022	0.12%	0.43%	0.42%	0.15%

With regard to the business scope of the Company (e.g., employees, direct business activities, and products and services), Wistron executes 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 Material 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, and it gradually promotes the Responsible Business Alliance (RBA) audit certification in different operations across the world.

In 2022, we have also begun the RBA Validated Assessment Program (VAP). Five plants, including the Chengdu Plant, Hsinchu Plant, Zhongshan Plant, Czechia Plant, and Kunshan Plant, have passed the VAP certification. Ten plants, including the Zhongshan Plant, Kunshan Plant, Chengdu Plant, Chongqing Plant, Hsinchu Plant, Czechia Plant, Mexico Plant, Taizhou Plant, Kunshan Opt Plant, and Malaysia Plant, have adopted the SAQ procedures. They communicate regularly on strategies and work results to ensure that Wistron maintains consistent work framework and compliance standards for global human rights issues.

Human Rights Risk Assessment

Wistron will review policies and internal regulations to respond to material 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 on routine operations and request units responsible for discrepancies to implement improvement plans to ensure the effective management and reduction of related human rights risks.

Wistron continues to implement the human rights risk assessment in 2022. Analysis is conducted according to the RBA audit reports completed between 2020 and 2022. Among all the deficient items, mid to high risk accounted for 2.26%, with labor related issues accounting for the vast majority, at 86.81%. The labor related issues were ranked according to importance, and the top 3 issues were "working hours", "wages and benefits", and "young workers". A summary of mitigation and remedial measures for related risks is shown in the table below. Please refer to the [Wistron Human Rights Due Diligence Management Report](#) for details. The mitigation and remedial measures listed in the table are uniformly promoted and implemented in all plants after consensus and resolution are formed through the global ESG action information platform for data collection, exchange and communication. Also, information on implementation results is reported regularly to ensure that relevant management principles and standards are faithfully implemented.

Mitigation and Remedial Measures of Risks

Working Hours

Wistron has adopted the following advanced actions to effectively manage our employees' working hours in order to ensure the physical and mental health of our employees at the daily management level.

- ① **System alerts:** Automatic email reminders will be sent every day for the list of employees who have been on duty for 6 consecutive days or have worked more than 60 hours a week.
- ② **System control:** The overtime management system carries out control on the pre-application forms that exceed the working hours control indicators to not be accepted for submission.
- ③ **Involvement of HR department:** The human resources departments take the initiative to intervene and understand when abnormal working hours cases are found.
- ④ **Managers' meeting:** The continuous attendance list is reported in the weekly plant managers meeting, and the departments are required to arrange all employees to rotate day-off in time.
- ⑤ **Electronic Signage:** The number of people who have been on duty for more than 6 consecutive days or have worked more than 60 hours per week is announced.
- ⑥ **Restricted access:** The system controls the access so that those who have been on duty for 22 days in the month cannot enter the plants.

Wages and Benefits

Wistron adopts the following refinements for the issues of the accuracy rate of salary approval and calculation, and the employees' salary and welfare rights are fully protected at the daily management level.

- ① **Checklists:** The monthly payroll operation includes one-by-one checking whether all work items are completed truthfully according to the checklists.
- ② **Cross-check:** The first version of the payroll is calculated first following by cross-checking, and then it is submitted to the managers for review.
- ③ **Employees feedback:** The salary issues reported by the employees are responded and resolved immediately after the completion of the payroll operation.
- ④ **Lists of problems:** After the monthly payroll operation, the salary difference problems reflected by the employees, the manpower agencies, the government, and the banks are collected, and they are immediately discussed and resolved to avoid recurrence.
- ⑤ **Keeping of records:** The records left by the aforementioned statistics and processing results are reported to the responsible managers of the human resources department every month.

Child Labor and Young Worker

Wistron's Human Rights Policy explicitly prohibits child labor. In response to related issues, Wistron implements human rights policies and guidelines at the daily management level to fully protect the rights and interests of underage workers, and the following advanced measures are adopted.

- ① **Identity verification:** we cooperate with local government authorities. The identity information check of new employees is carried out through the official database platform, resulting in inadvertent employment of child labor or incorrect employee age information is avoided.
- ② **Manpower agency management:** We require manpower agencies to implement the confirmation of applicants' identity and qualifications. Relevant statements and supporting documents need to be issued and presented. In addition, the management quality of this topic is included in the necessary items of service evaluation as a key indicator for whether contract termination and renewal or not.
- ③ **Protection of underage workers:** Wistron's certain operations hire employees who are over the minimum age for work in accordance with local laws but are under the age of 18 to fulfill production capacity requirements (Please refer to the table below for relevant statistics). 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 service, and department management.
- ④ **Occupational health and safety management system (ISO 45001):** Wistron has established an occupational health and safety management system to effectively prevent occupational injuries from affecting the health and safety of employees in order to ensure a safe and sound working environment.
- ⑤ **Channels for expressing opinions:** Our employees can report and solve related labor rights issues through the employee relationship promotion committee, the employee complaint hotline, the employee opinion mailbox, and other channels. Our employees can fully express suggestions, or ask questions related to the Company in a confidential manner without fearing any retaliation.

The Number of Young Workers Hired by Wistron in 2022

Employment Type	Taiwan	Kunshan Plant	Kunshan Opt Plant	Taizhou Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant	Malaysia Plant
Young workers	81	1,089	946	1,388	0	5,883	0	0	0	0

Unit: Number of People

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. No forced labor has occurred in any of Wistron's operating locations in 2022 through the implementation of various human rights management measures.

Freedom of Association

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

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 the principles of competence and contribution to ensure equal rights and opportunities for all employees.

Wistron is dedicated to eliminating and preventing any form of discrimination, and extends these efforts to external stakeholders, including customers, suppliers, and the general public. To ensure that all internal executives and employees comply with the "Wistron Social Accountability Policy", the Company requires new employees to complete the "Corporate Sustainability and Social Responsibility Policy (Including Human Rights Policy)" and "Corporate Sustainability Course (Basic)" trainings. The training programs include the issues, such as the fairness principle for interviews, sexual harassment, infringements of human rights, and discrimination. In 2022, the total training hours of the operations around the world was 43,072 hours and the trained employees accounted for 100% of all trainees. 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 locations around the world in 2022.

Anti-harassment

Wistron respects the freedom and rights of all employees. Therefore, open platforms for expressing opinions and whistleblowing and reporting channels for problems were generally established in all operations around the world. In this way, the needs and expectations of our employees on the issues, such as working conditions and working environment, can be fully grasped. Our employees can fully express their suggestions for the Company or ask questions in a confidential manner without fear of retaliation. For the sexual harassment issues, the Company not only formulates and promulgates the independent management measures and the incident handling procedures, but also sets up specific channels for reporting problems, such as exclusive whistleblowing and reporting hotlines and mailboxes, etc. Moreover, clear accountability norms are utilized to ensure the privacy and personal safety of whistleblowers.

In addition, the Company arranges ad hoc lectures to invite experts to give speeches in order to achieve the goal of advocating and answering questions related to self-protection and rights protection of our colleagues. Medical rooms are also set up or doctors are regularly stationed to provide our employees with psychological counseling services. A harassment-free workplace is created through a variety of proactive and passive management practices with our continuous efforts.

Year	2019	2020	2021	2022
Number of anti-harassment cases reported	0	0	0	7(Note)
Number of anti-harassment cases filed	0	0	0	3

Note: One case was reported by an employee in one of the Americas plants for being harassed. After investigation by the anti-harassment handling team of the plant, there was no real evidence. The other case was a sexual harassment case reported by an employee of Malaysia Plant, which was confirmed to be filed after investigation. A total of 5 anti-harassment cases in Taiwan were reported. 3 cases thereof were found no relevant evidence, and 2 cases thereof were confirmed to be filed after investigation. Regarding the cases reported and filed, relevant actions are described as follows:

- *Carry out relevant discipline measures against the wrongdoers and complete the closing procedure after the whistleblower approves.
- *We proactively provide relevant consultation and counseling resources for the whistleblower to ensure that our colleagues receive sufficient care and assistance.
- *The Company re-examined the current training/publicity measures and content. Afterwards, a new version of the training course is planned to be launched in 2023, and all employees are required to complete relevant learning activities within the time limit.

Living Wage

The remuneration provided by Wistron is in line with 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.



▲ Accessible facilities in Wistron's work environment

Work Environment for Persons with Disabilities

At the business locations around the world, Wistron complies with the local laws and regulations related to disabled persons protection to ensure that the work environments satisfy the special requirements for disabled persons with the ability to work. For example, the design of the barrier-free space in the office environment, the provision of dedicated parking spaces and welfare cars, and other considerate facilities are to facilitate persons with disabilities when they perform work tasks and participate in various activities.

4.3.3 Open Communication Channels

Wistron respects the freedom and rights of employees to express their opinions. The needs and expectations of our employees on all aspects of the working environment are fully grasped by actively building open communication platforms in various plants around the world. Employees can provide suggestions, make requests, or ask questions relating to the Company in a confidential manner without fear of retaliation.

Wistron Values Internal Communication Channels and Heeds the Opinions of Employees

All offices and plants across the world have established the Employee Relationship Promotion Committee. The labor-management communication meetings are held regularly. The members come from the top executives of each office and plant area and the representatives of employees of various departments to conduct two-way communication on the issues, such as the Company's operating conditions and employee opinions, etc. The Employee Relations Promotion Committee has also set up a dedicated website to publish the topics and minutes of each meeting within seven days which are available on the internal portal for our employees to check at any time. In addition, the relevant responsible units announce other types of changes in operating specifications and measures to let everyone know.

In 2022, Wistron hold a total of 20 on-site activities targeting the managers to directly communicate with the top management, such as the CEO. A total of 1,620 managers attended the meeting with an overall participation rate of 83.6%. The satisfaction of the participants with the event was as high as 94.3%. Most of the colleagues said that they can understand the Company's business strategy and direction more clearly from this kind of direct communication with the top management, and they look forward to holding it regularly.

Wistron encourages all internal colleagues and outsiders to report problems to the Company through the reporting channels, and it also accepts anonymous reports in order to implement the business philosophy of transparent communication. A total of 11 cases was accepted in 2022, and 4 cases thereof were related to ethical conduct and 7 were related to harassment. It was finally confirmed that there were 0 case related to ethical behavior and 3 cases related to harassment after investigation by the internal management unit. In addition, the violators of the cases filed have been disciplined.

Wistron firmly believes in the concept of respecting our employees, valuing their opinions, and encouraging our employees to put forward constructive opinions. In this way, we continue to inject positive growth forces into the enterprise in order to achieve common growth and sharing of business results. The operating efficiency of various communication channels will be continuously strengthened by Wistron to ensure the activation and the effectiveness of various communication mechanisms.



Implementation of the Spirit of RBA – Awarded RBA FOC for Three Consecutive Years

Zhongshan Plant has been certified by RBA Factory of Choice One Star for three consecutive years from 2020 to 2022. At the business locations around the world, five plants of Wistron in the VAP audits have reached the silver level. The award-winning record affirms our excellent performance in RBA compliance. Since 2010, Wistron has joined the Responsible Business Alliance (RBA) to continuously improve the management with sustainable development as the core spirit. We ensure the compliance with various operating standards through the review of RBA standards and the local regulations, the communication with customers, the internal assessment and auditing on risks, etc. Meanwhile, we participate in the external audit of RBA VAP, identify the focus of the problem, and actively invest in improvement in order to make continuous efforts to create a safe and equal working environment. In 2022, the plants that have implemented the RBA VAP have no priority issues of "human rights" items in the closure audit.



Communication Channels for Offices and Plants Across the World

Communication Channels	Neihu Headquarters Xizhi Office	Hsinchu Plant	Kunshan Plant	Kunshan Opt Plant	Zhongshan Plant	Taizhou Plant	Chongqing Plant	Chengdu Plant	Mexico Plant	Czechia Plant	Malaysia Plant
Employee relationship promotion committee	V	V	V	V	V	V	V	V	V	V	V
President's mailbox	V		V	V	V	V	V	V	V	V	V
Employee opinion mailbox	V	V	V	V	V	V	V	V	V	V	V
Employee complaint hotline	V	V	V	V	V	V	V	V			V
Employee seminars	V	V	V	V	V	V	V	V		V	V
Coach on-site interview			V	V	V	V	V	V		V	
WeChat platform - Wistron WeChat services			V	V	V	V	V	V			V
Company publications			V		V				V	V	V
Strategy and operations communication meeting – Manager level	V	V	V	V		V			V	V	V

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



4.4 Workplace Health and Safety

4.4.1 Employee Care and Benefits

Creating a hopeful and dynamic work environment is a matter of great importance on which Wistron focuses because our employees are the Company's greatest assets. We also hope to see that our employees can have a harmonious life in body and mind apart from work. Therefore, it is the Company's job to enable our employees to work happily and live a healthy life through employee care, health care, and rich and diverse company activities.

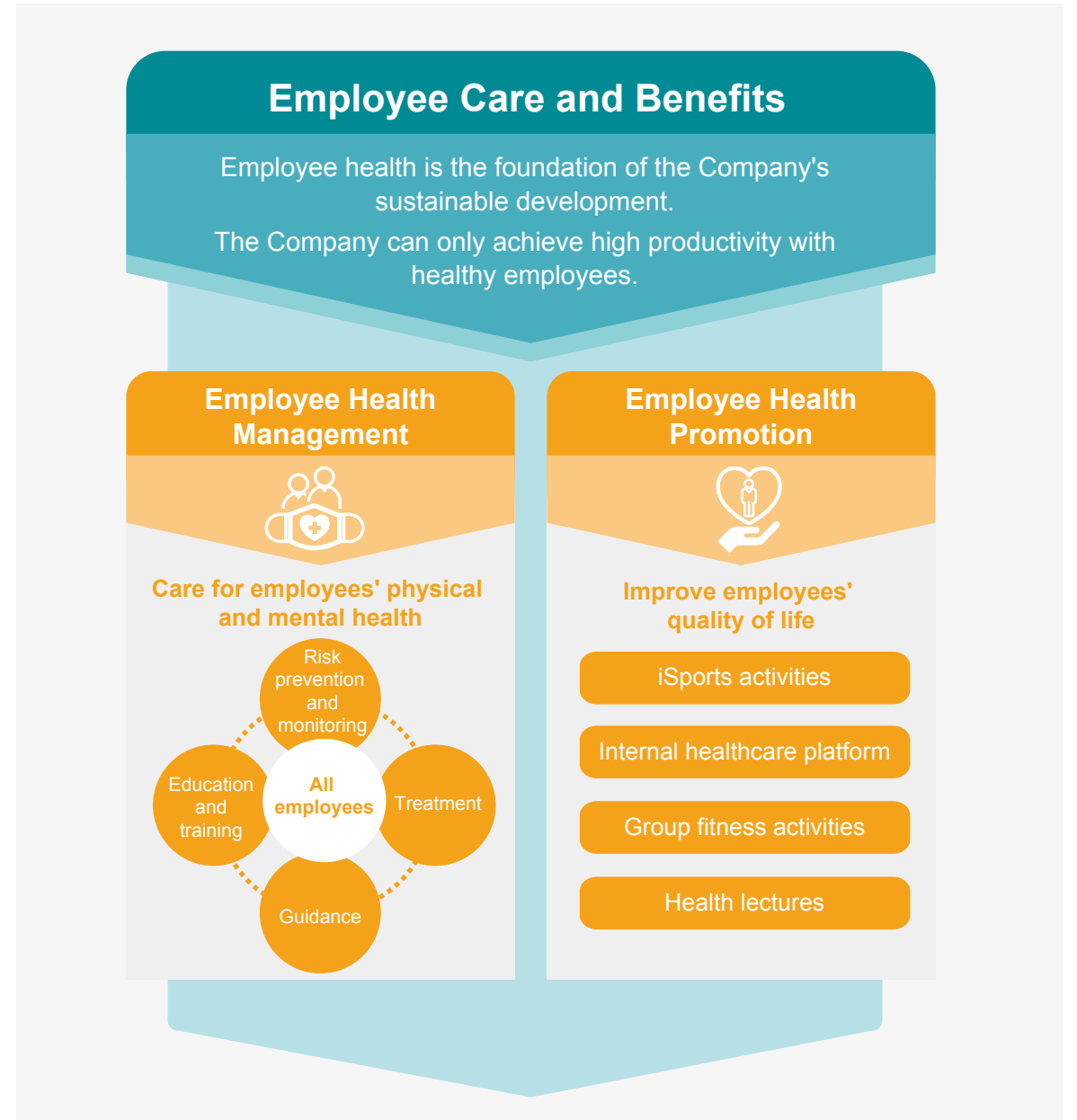
Wistron fully understands the dangerous factors and risks in the work environment by following the ISO 45001 occupational health and safety management system (OHSMS). All personnel are ensured to have proper awareness through the assessments of the impact on all relevant persons within the Company, including employees, temporary personnel, contractors, visitors, and others. Our employees are ensured to work in a healthy and safe work environment.

Happy Work and Happy Life

The health of our employees is the basis for the sustainable development of the Company, so we hope that every employee can pay attention to their physical condition through diversified "exercise promotion" and "health management" activities. Wistron encourages them to seek a balance between work and life because we are highly focused on the physical and mental development of our employees. Changes in healthy lifestyles and behaviors should be promoted with effort. Various ad hoc activities are held in each office and plant area, such as monthly birthday parties, sports competitions, tourism activities, welfare activities, and welcome activities, etc. in addition to personal care and assistance systems provided for the employees and their families. Moreover, our employees can have the opportunity to enrich life knowledge through various lectures and online courses after work.

Protecting Employees Health and Safety

In 2022, COVID-19 has gone through several waves of the pandemic in the country. Meanwhile, Wistron provides protective clothing, masks, and rapid test kits to colleagues in need through a dedicated pandemic prevention team with sufficient anti-pandemic materials deployed in advance. In addition, we use the Company's internal pandemic prevention hotline to provide our colleagues with real-time pandemic prevention guidelines, and a healthcare mechanism was established for our colleagues who are diagnosed. When the pandemic is severe, the pandemic prevention hotlines of various external agencies are difficult to dial. The Wistron hotline ensures that the notification process can be followed correctly to ease the anxiety of our colleagues.





Employee Health Management

Wistron holds ad hoc health promotion activities. The Taipei office area has a health center with a medical office and a dedicated health management team stationed there to provide our employees with daily health consultations and services in addition to handling emergency medical care. In 2022, the medical care assistance in the office serviced 33 cases and 411 people for one-on-one health consultations.

Health Examination

Complete physical examinations can detect potential illnesses early. The Company organizes specific health examinations for employees working at special posts (e.g., high-noise, dust, and 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. In 2022, we and our related parties jointly handled the health checkup for all employees. Because of the internal publicity and the special reminders, the inspection rate increased from 91.63% to 95.47%.

After the health examination, medical staff at each office and plant will provide medical assistance and reminders for regular examinations for those with major irregularities found in their employee health examinations reports, to implement care services. Wistron also provides diverse professional consultations for those with health irregularities. Physician consultations are hosted in the offices periodically to provide employees with a professional consultation channel. The Company actively manages and establishes plans for education/training, guidance, prevention/risk monitoring, and medical assistance for personal health irregularities. The personal health service records and information of all 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.

Employee Health Care Statistics in Taiwan

	2019	2020	2021	2022
Number of employees who received health examination	7,212	8,085	8,863	9,859
Percentage of participation the examination	89.40%	93.16%	89.85%	95.47%
Medical care assistance in office	33	25	23	33

Internal healthcare platform

Through the Company's internal healthcare platform, the offices in Taiwan provide services for personal health and medical requirements to improve targets and track items. Health management specialists regularly arrange in the form of telephone interviews, reminders of taking medical services to employees, and one-on-one medication consultations. For the 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 follow-up medical supports.

9,859 people

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

95.47%

Examination rate in Taiwan

Employee Health Promotion



▲ Wistron encourages employees to participate in marathons to develop running habits and challenge themselves.



▲ Our employees actively participate in team games.

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 2022, the Taiwan office and plant area held group events, such as softball, volleyball, basketball, billiards, badminton, and bowling, etc. The group bowling events were added this year to increase the level of participation and they attracted nearly 800 people to participate. A total of 2,277 people participated in the ball games throughout the year. We also encourage employees to form fitness clubs such as the cycling club, basketball club, badminton club, hiking club, jogging club, table tennis club, and softball club. We seek to use the power of small groups of sports lovers to create a trend for exercise and fitness in the Company.

iSports Activities

In 2022, our life gradually returned to normal after the pandemic peaked in the country. The "Pro-Life Movement in response to COVID-19" seems to have become the consensus of life in the post-pandemic era. Various physical activities in the Company are gradually resumed with pandemic prevention as a priority. Safe exercise fields are established to maintain the habit of continuous exercise among our colleagues.

The road races organized by Wistron and the external units all set up exclusive rest areas for our colleagues to provide complete supplies. In addition, the health of the three highs groups is monitored before and after the races to ensure the physical condition of our colleagues by the comprehensive health care. In 2022, about 900 people participated in the long-distance running of more than 10 kilometers with a substantial growth compared to 421 people in 2021.



▲ The participation in the bowling event by groups attracted nearly 800 colleagues to participate.

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 hiring professional speakers to give the lectures, the course content is also recorded on the internal streaming platform, so that employees who were unable to participate can also watch the entire lecture and enhance their knowledge. In 2022, the Taiwan office area held a three-month culture festival activity. Our colleagues and their family members were also invited to participate. There were as many as 37 diverse activities in the form of art performances, documentary appreciation, roaming tours, ecological tours, and office concerts, etc. Our colleagues can learn more about the public welfare projects that Wistron cooperates and sponsors. The rest of life outside the company can also be conducted through entertainment and education while enhancing one's humanistic qualities.



▲ Activities of the culture festival

Childbirth Benefits and Childcare Resources

The Company organizes health seminars exclusively for women, and special examination items for female employees are also organized in the annual health examinations, offering mammography and pap smears, to provide better care. In addition, we also provide special care and consultation for pregnant employees. Also, the offices and the plants in Taiwan have set up the "Support for Mother" website to compile personal healthcare information during pregnancies and provide appropriate care. Each office and plant across the world is equipped with breastfeeding rooms to encourage female employees to continue to breastfeed their newborns after childbirth. Also, there are 60 minutes of breastfeeding time during the daily work period.

Regarding the aspect of parenting resources, Wistron's first kindergarten was completed and opened in the Czech plant. All preschool children aged 1 to 6 can enjoy the exclusive childcare services provided to our employees. Moreover, professional education and security personnel are hired to ensure the quality of teaching.

Childbirth Incentives

To support our employees to attain work and family life balance in different stages of their lives, we have placed special emphasis on assisting the employees with newborns. The 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 2022, 261 employees in Taiwan applied for the bonus for 266 newborns. The "mother-to-be support station" dedicated website set up by the Company provides information on subsidy fees of various domestic units and childcare institutions, and practical childcare gifts are also provided to all the mother-to-be.

Ad hoc parent-child lectures are held, and the professional lecturers and doctors provide our colleagues with relevant knowledge on parenting education and health care. All are highly praised by the colleagues.



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

	2019	2020	2021	2022
Number of applicants	272	268	265	261
Number of births	288	272	272	266



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

Parental Leave Application and Reinstatement Statistics

Wistron provides parental leave following local regulations and actively inquires the employees' willingness for reinstatement 45 days before the expiry of their leave. With their high awareness of gender equality, a total of 58 employees applied for parental leave in Taiwan in 2022, with 16 applications filed by male employees, and 29 applications at the Czechia Plant.

Parental Leave Application Statistics in 2022

Employees on Parental Leave	Taiwan		Czechia	
	Male	Female	Male	Female
Number of employees qualified for parental leave applications in 2022	604	246	0	29
Number of parental leave application in 2022	16	42	0	29
Expected number of employees reinstated in 2022 (a)	10	34	0	2
Actual number of employees reinstated in 2022 (b)	5	18	0	2
Reinstatement rate in 2022: (b) / (a)	50%	53%	-	100%
Actual number of employees reinstated from parental leave in 2021 (c)	2	17	0	2
Actual number of employees reinstated from parental leave in 2021 and have worked continuously for at least one year (d)	1	15	0	2
Retention rate in 2022: (d) / (c)	50%	88%	-	100%

4.4.2 Occupational Safety and Health

Occupational Safety and Health Policy and Targets

Based on the prevention of injury and health effects on personnel, Wistron is committed to abiding by all occupational safety and health regulations and other requirements. The occupational safety and health awareness of our employees within the scope of the Company's control has been announced and strengthened through policies. Meanwhile, the dedicated unit supervises the occupational safety management of each plant area and it is also responsible for implementing occupational safety management activities to reduce the risks of accidents. Each plant sets its own applicable performance goals in accordance with the Company's occupational safety policy, and the Company's overall goal is zero major work safety incidents (accidents involving deaths are defined as major work safety incidents).

Occupational Safety and Health Management System

Wistron has approximately 50,000 employees in all plants. All plants have introduced ISO 45001 occupational health and safety management system (OHSMS) to effectively manage safety and health of the environment and maintain the operation of a good working environment for our employees.

Labor Safety Committee

All Wistron plants have established the Labor Safety Committee to process the tasks of the occupational safety and health of their plants, facilitate communication, provide consultation, and respond to complaints. The members of the Committee include managers responsible for decision-making as well as Labor representatives. Meanwhile, the communication channel for employee participation and consultation in occupational safety and health management system are provided. Employees can submit questions or opinions on occupational safety and health to the representatives of the Department who shall propose them in annual meetings. It allows our employees to directly communicate with senior managers through the Committee.



Specific Measures for Occupational Safety and Health

Hazard identification	<ul style="list-style-type: none"> Regularly organizing environmental hazards risk assessments to assess whether the operating procedures comply with regulations The Company requires corrections for non-compliant procedures in accordance with legal requirements and tracks improvement through internal regulations
Communication and engagement	<ul style="list-style-type: none"> Labor Safety Committee Internal communication, providing consultation, and reporting procedures
Health protection	<ul style="list-style-type: none"> The Company arranges specific health examinations for employees working at special positions (e.g., high-noise, dust, and X-ray, etc.) 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"> Safety and health education and training for new employees We organize trainings for special hazards or first aid for special operation needs. The Occupational Safety and Health Management System officer training program is launched regularly every year. We organize health seminars and invite experts to give speeches and answer employees' questions on health
Emergency Response	<ul style="list-style-type: none"> Multi-scenario escape and evacuation simulation drills (daytime/nighttime and earthquakes) Response drills for fire safety, confined spaces, and chemical leaks Emergency first aid and responders training
Protection measures	<ul style="list-style-type: none"> The Company has established rigorous application and control regulations for special positions (e.g., operations of soldering, usage of chemicals, and work in noisy environments) and corresponding control plans or measures are formulated based on the results of risk assessment. Continuous improvement of the occupational safety and health management system is implemented. 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 and health management certification Include occupational safety management into regular evaluation of supplier audit items
Internal audit	<ul style="list-style-type: none"> Internal audits are implemented at least once a year to take timely improvement measures for non-conformities, and the audit reports are provided to relevant management units.

Occupational Safety and Health Education and Training

To help our employees understand Wistron's occupational safety and health regulations and the operational guidelines of our occupational safety and health management system, and learn how to respond to hazards and accidents, all new employees must take the occupational safety and health general education courses, such as the education and training of Responsible Business Alliance (RBA), when they report for duties. As the operating procedures of our employees with specific responsibilities may involve irregular hazards, they are provided with supporting professional training at advance level: emergency rescues at the Mexico plant, chemical emergency drills at the Chongqing plant, respiratory protection education and training at the Hukou plant to improve the safety awareness of employees and ensure the safety of the work environment. In 2022, 304,908 people completed the general education trainings, and 25,860 people completed the advanced professional trainings.



▲ Chemical spill prevention exercise



▲ First aid trainings



▲ Respiratory protection trainings



▲ Fire drill



▲ Limited space exercises



▲ Advocacy for road traffic safety

Hazardous Substance Management

The trained and qualified professional staff are responsible for the management of hazardous chemicals used in the manufacturing process. The procurement regulations, collection, storage and use of hazardous chemicals are fully regulated. The annual safety and health training plans are implemented regularly to provide personnel trainings, emergency responses and knowledge trainings. Moreover, the provisions of the SDS (Safety Data Sheet) are placed in obvious places for on-site operators to read in order to effectively implement emergency response when any emergency occurs.

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 the occupational safety and health management system for regular tracking to continue to eliminate potential occupational hazards in the workplace. In the event of any emergency with immediate dangers 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.

Spotlight Establishment of smart safety prevention and control model – the effective reduction of occupational injury risk rate

One of Wistron's important sustainable actions is to provide employees with a healthy and safe working environment. Combined with the digital technology, it will greatly improve the efficiency of occupational safety management by predicting risks in advance through an intelligent safety management system to reduce occupational injuries. For example, Wistron's Zhongshan plant uses IOT devices to collect on-site machine and material parameters which are uploaded to the cloud platform for storage. The AI algorithm is also used to establish a prevention and control model, combined with the equipment abnormality judgment and disposal database, to carry out the evaluation of abnormal risk prediction. Our management unit establishes control requirements and warning measures for high-risk equipment and high-risk areas based on the analysis results, resulting in a further reduction in the risk rate of occupational injuries. For example, these include the addition of abnormal situation monitors and notification points, safe operation specifications for high-risk jobs, and division of dangerous areas. The occupational injury rate per 1,000 workers at the Zhongshan plant dropped by 70% in 2022 compared to the previous year in 2021.

Voluntary Reporting of Near Miss Incidents

Wistron has established standard operating procedures for handling near miss incidents, such as fire, power outage or earthquake, 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, tracking on events, and publicity on safety and health. The incident is then specified in the near miss incident record table and submitted to superior officers and to be recorded for reference. The Company analyzes the causes of incidents and formulates corrective and preventive measures. It then evaluates the effectiveness of these measures and continues to track improvements.

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

The total number of near miss incidents in 2022 was 298 with a decrease from last year. All near miss incidents are mainly the cases of near miss incidents caused by personnel not concentrating during the work process, for example, cuts, pinches and trips caused as operating machines. The physical conditions of the colleagues were all confirmed at the moment. Online safety trainings were reinforced after the fact. Warning signs are posted on site. In this way, the occurrence of the event is avoided.

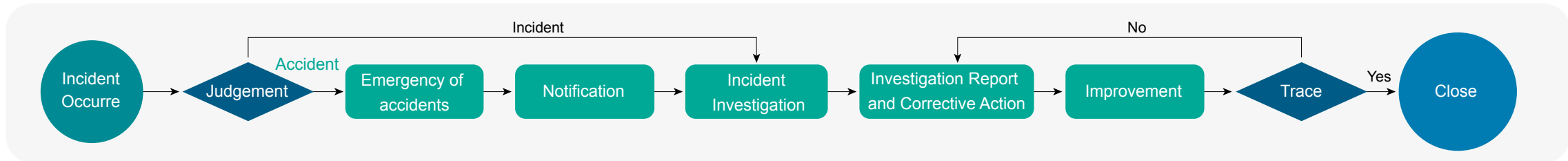
Near Miss Incidents	2020	2021	2022
Taiwan	8	1	6
Asia (excluding Taiwan)	72	144	109
Europe and Americas	82	300	183
Total	162	445	298

Note 1 : The scope of statistics is the employees.

Note 2 : The data of 2020-2021 Asia includes mainland China. The data of 2022 Asia includes mainland China and Malaysia.

Accident Investigation

When an employee or a contractor experiences a work safety incident, Wistron will investigate the accident and track the progress in accordance with the Accident Response and Investigation Management Procedures and determine damage conditions and occupational injuries based on the accident. After the accident investigations are completed, the Company is required to submit the results and the implement response measures for the dedicated unit to supervise and track to reduce losses and prevent the recurrence of similar situations according to the procedure.



Occupational Accidents Statistics

By analyzing occupational injury statistics, Wistron identifies occupational safety and health issues with potential risks. Based on this analysis, Wistron formulates specific action plans to improve workplace safety and reduce the occupational injury rate. The occupational accidents statistics that occurred to Wistron employees and none-Wistron workers in 2022 are shown in the table below. Each plant area reports the details of occupational accident statistics every month to keep abreast of the status of occupational accidents through special monitoring and tracking. The occupational accidents statistics are executed and implemented in accordance with regulations. The recorded data on injuries are used as the main records. The Company cooperates with the requirements of government institutions for defining the ratio of severe occupational injuries. We have received no relevant information on occupational disease. With regard to the management of workers other than the employees, all Wistron plants implement the management models for onsite personnel and outsourcers. In addition, through supplier procurement selection and outsourcing management, the evaluation of suppliers' standardized management system for operations has been conducted to achieve the expected results of the occupational health and safety management system. In 2022, there was no major violations in the management of outsourcers in the plants (fines > NTD 1 million).

In 2022, the number of work-related injuries among our employees in Taiwan was higher than last year. The main incidents were fall injuries and mechanical injuries in addition to traffic accidents on the way to and from get off work. The causes of falls are mainly due to personal events, such as stepping on the ground, falling in the stairwell, tripping over objects, etc. Our administrative unit has strengthened publicity on the bulletin board to communicate traffic safety and personal safety in the office area. The number of lost days in Asia (excluding Taiwan) increased compared to last year. Thereamong, the number of lost days caused by commuting traffic accidents was the highest, followed by mechanical injuries. Focusing on the reason, various standard work procedures were re-examined to ensure that all employees wear protective equipment to prevent injuries. According to the statistics of work-related injuries other than employees, it mainly refers to injuries caused by accidental falls during operation of work equipment in Europe and the United States in 2022. Our colleagues in relevant units were therefore focused on publicizing education and training cases to reduce incident injuries.

Occupational Injury Statistics of Employees

Statistics of Disabling Injuries	Taiwan			Asia (excluding Taiwan)			Europe and Americas		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Total work hours	17,184,756	17,929,115	22,693,604	145,400,960	112,417,169	102,076,209	7,250,580	9,826,451	17,697,391
Main category of occupational injury	Traffic accident	Traffic accident	Traffic accident	Traffic accident					
	Laceration, cut	Crush injury due to mishandling of objects	fall over	Machine-related injury	Traffic accident	Traffic accident	Machine-related injury	Machine-related injury	Machine-related injury
Number of work-related injury cases	68	60	75	74	47	43	13	35	30
Occupational injury rate	0.79	0.67	0.66	0.1	0.08	0.08	0.36	0.71	0.34
Occupational disease rate	0	0	0	0	0	0	0	0	0
Lost day rate	4.15	3.49	4.73	4.81	0.95	3.53	12.58	12.35	0.69
Total number of work-related fatalities	0	0	0	0	0	0	0	0	0

Note1 : Occupational injury rate (IR): (Number of occupational injury incidents/total work hours) * 200,000 (Calculation for light injuries: Only Zhongshan/Chengdu/Mexico/Malaysia Plants include light injuries in their IR, all other plants exclude light injuries.)

Note2 : Occupational disease rate (ODR): (Total occupational disease 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 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 data of 2020-2021 Asia includes mainland China. The data of 2022 Asia includes mainland China and Malaysia. Meanwhile, the Hsinchu Plant and the Mexico Plant include work-related injury statistics of subsidiaries, Wistron Medical and Wiwynn Technologies, respectively.

Note6 : The table shows data of full-time employees

Note7 : According to corporate ESG information disclosure regulations and the definition of relevant occupational accident data of Taiwan Stock Exchange Corporation (the "TWSE"), the percentage of occupational accidents is 0.21

Employee Absence Rate

	2019	2020	2021	2022
Absence Rate A(%) absence days including occupational injury leave, sick leave and personal leave	2.99	2.58	2.57	3.07
Absence Rate B(%) absence days including occupational injury leave and sick leave	0.49	0.56	0.60	1.05
Coverage Rate(%)	100	100	100	100

Note : Absence Rate: Number of absence days/Number of days to work*100

The number of days to work: refers to the number of working days. The number of working days is the sum of the total annual working days of each plant around the world.



Occupational Injury Statistics of Workers Other Than Employees

Statistics of Disabling Injuries	Taiwan			Asia (excluding Taiwan)			Europe and Americas		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Number of people	110	101	190	1,375	1,716	2,165	1,208	1,544	648
Total work hours	227,854	220,562	394,284	2,742,815	3,934,312	6,750,594	661,822	247,239	205,123
Main category of occupational injury	none	none	none	cut	none	crash	machine-related injury, cut	none	fall over
Number of work-related injury cases	0	0	0	1	6	5	4	3	1
Occupational injury rate	0	0	0	0.07	0.31	0.15	1.21	2.43	0.98
Occupational disease rate	0	0	0	0	0	0	0	0	0
Lost day rate	0	0	0	0	0	0.83	8.46	11.33	68.75
Total number of work-related fatalities	0	0	0	0	0	0	0	0	0

Note1 : Scope of the number of people in the survey as of December 31: Work personnel of the plant: security guards, cleaners, group meal preparation personnel, and others (long-term onsite operators and specialists)

Note2 : The data of 2020-2021 Asia includes mainland China. The data of 2022 Asia includes mainland China and Malaysia.

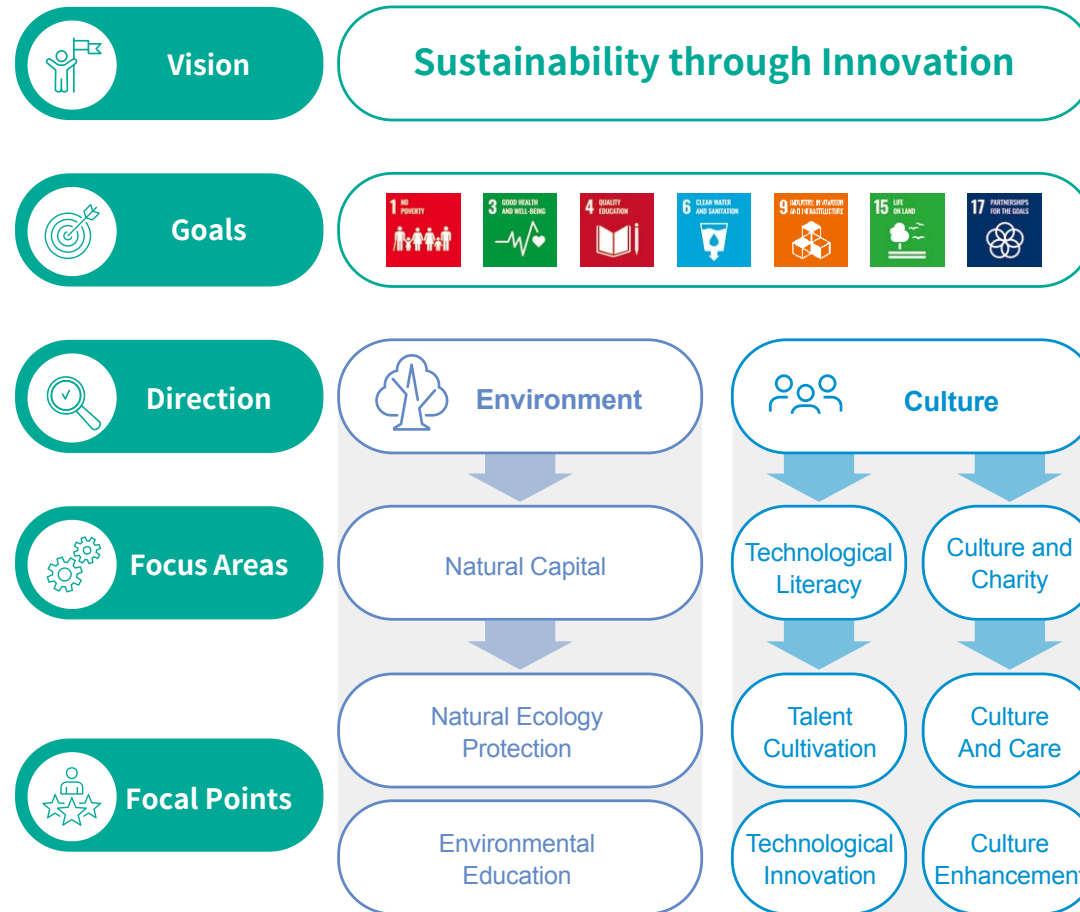
4.5 Social and Culture Care

Wistron has upheld sustainability for corporate development since its establishment in 2001. While focusing on profitability, we are more convinced that sustainable management is the long-term way of business operation. In 2022, Wistron officially established a dedicated Sustainability Office, which coordinates the six sustainable development goals in order to ingeniously link the development of society and our employees, and to realize the social influence of enterprises. One senior manager is responsible for one goal to report quarterly to the ESG Committee under the board of directors. This year, the Company has used "Sustainability through Innovation" as the enterprise's core value. The idea has been deeply embedded in 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 in order 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. In our social welfare strategy, we have prioritized our focus on 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 the establishment in 2010, the two focus areas of the Wistron Foundation's development and public welfare strategies have been "environment" and "humanities". In this way, the concept of "altruism" has been practiced, and the balance and harmony between human and nature have also been committed to facilitate. The foundation cooperates with non-profit partners with the same philosophy to carry out diversified and long-term project partnership. We strategically focus on culture & care and the environment in order to strengthen the protection of the environment and ecology and to enhance the humanistic values. The 6 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 2022, a total of 25 projects were implemented.

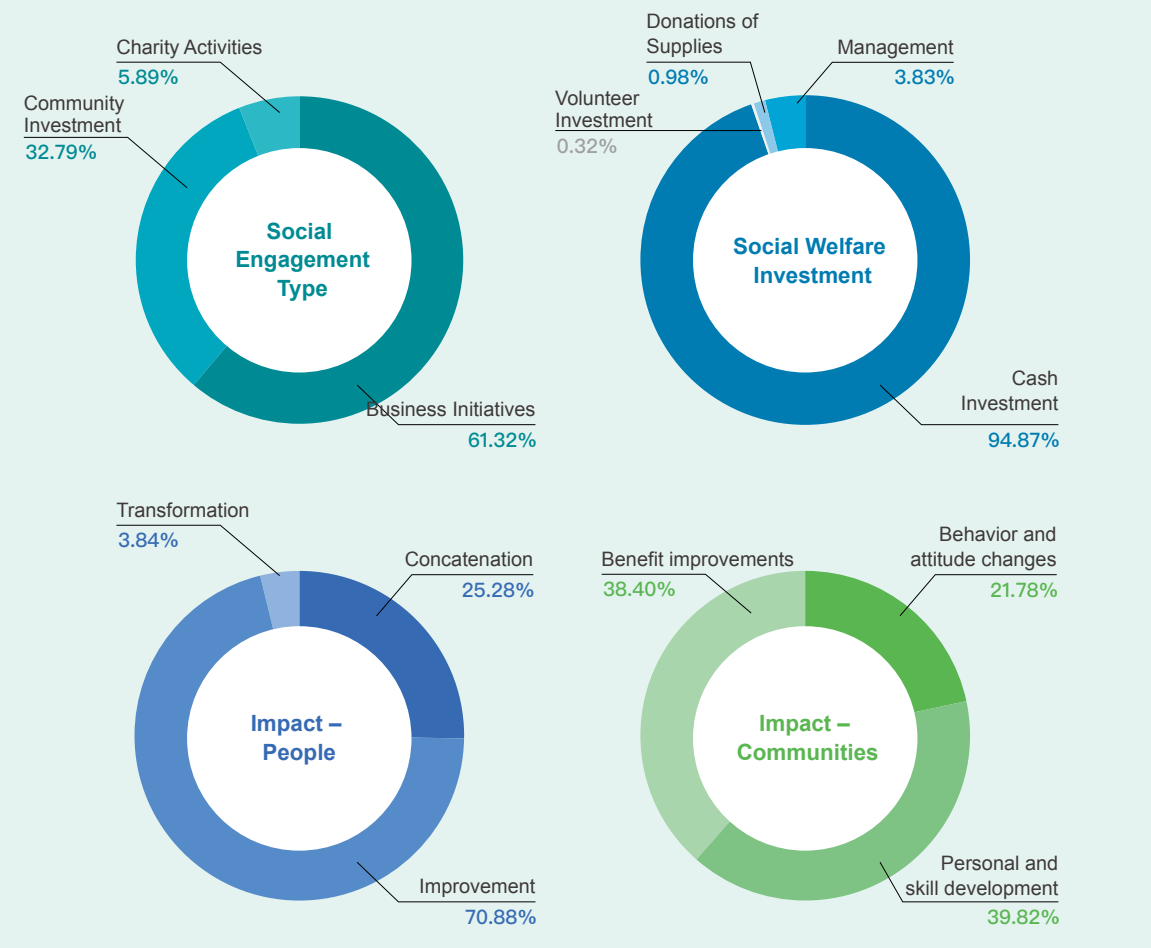
25 events
Conduct the implementation plan

Measurement of Social Influence

The Company's social investments in 2022 totaled NT\$248,471,983, 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 Wistron Welfare Committee, and public welfare activities promoted by the Company with voluntary employee participation. Wistron not only continues to focus on the fields of environment and humanities but has also adopted more active forward-looking investments in recent years to introduce strategic technology partners to invest and start a new team together. 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.

\$248,471,983
Total Amount of Social Investment

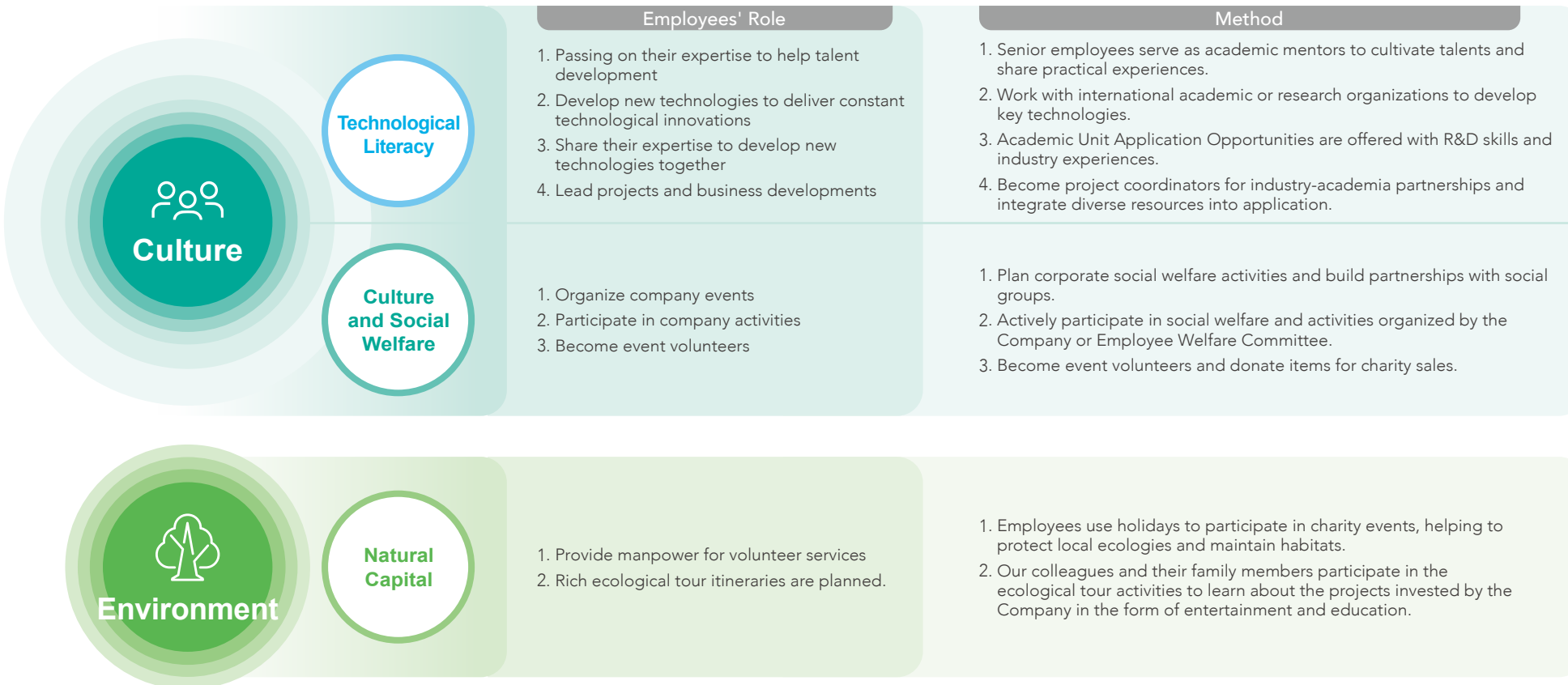
Category	Item	Budget	Ratio
Social Engagement Type	Charity Activities	14,616,768	5.89 %
	Community Investment	81,480,731	32.79 %
	Business Initiatives	152,373,884	61.32 %
Social Welfare Investment	Cash Investment	235,726,478	94.87 %
	Volunteer Investment	804,167	0.32%
	Donations of Supplies	2,429,854	0.98 %
	Management	9,510,884	3.83 %
Impact – People	Concatenation	62,809,260	25.28 %
	Improvement	176,111,131	70.88 %
	Transformation	9,550,992	3.84 %
Impact: Communities	Behavior and attitude changes	54,122,082	21.78 %
	Personal and skill development	98,943,244	39.82 %
	Benefit improvements	95,406,057	38.40 %



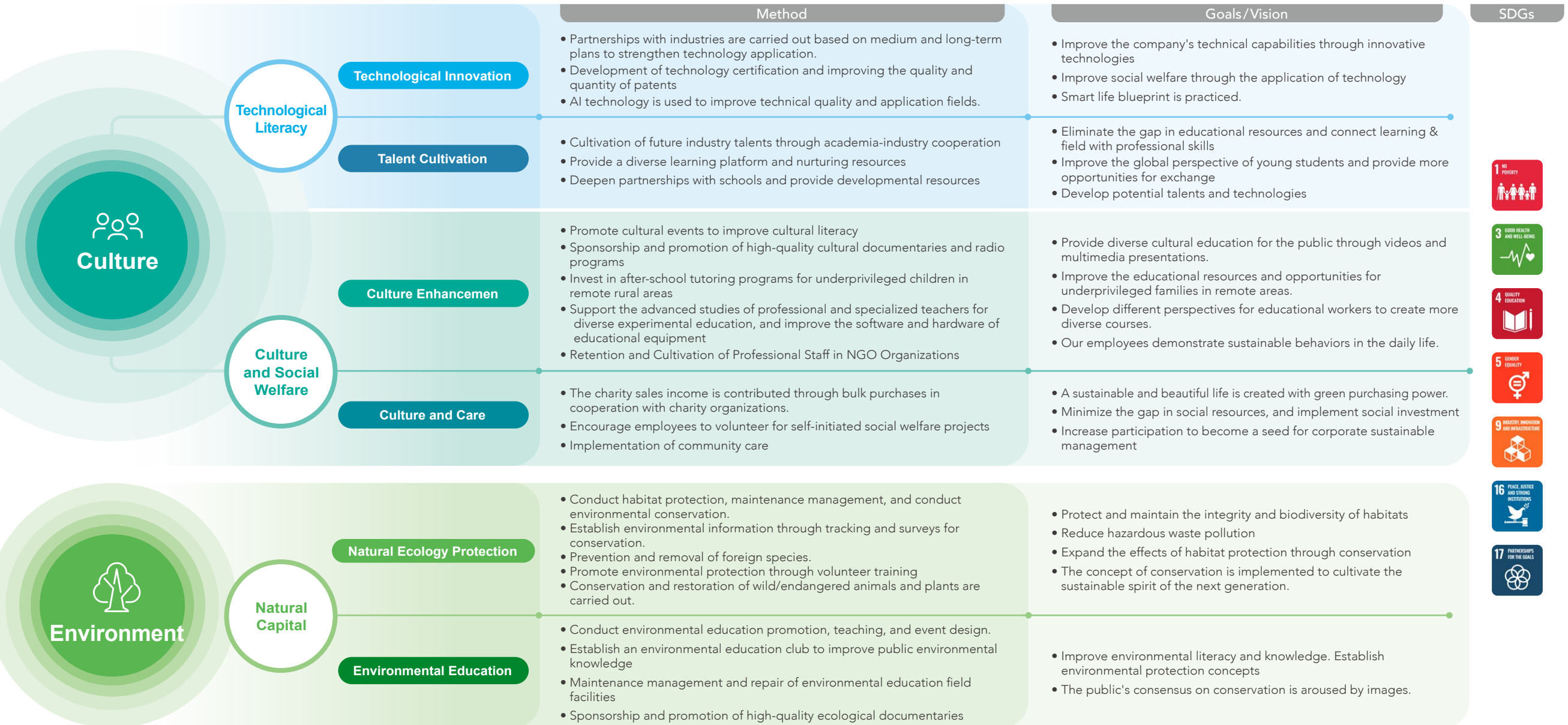
Employees' Impact

We create a corporate mission of "Trusted Innovation Partner for Technology, Sustainability & Better Lives" to respond to the sustainable challenges that the society is concerned about under the corporate vision of "Sustainability through Innovation" through the key strategies such as "people with purpose" and "labor welfare". Besides using our existing charity impact, Wistron also encourages our employees to participate in social welfare activities. The voluntary donation activities and charity sales activities have received great feedback from the employees. In terms of technological innovation, we take the medium and long term as the development goal to enable the Company's technology research and development capabilities to grow together with the society. The application field of smart life is realized to improve social welfare. For a long period of time, Wistron and its professional public welfare partners have focused on environmental ecology and protection in addition to the application of technological advantages and social investment projects linked to industries. We see the value of sustainability when the issue of continuity is deeply cultivated. The development goals of long-term practice are jointly established, and our employees can also personally participate in it. In addition, Wistron's corporate volunteers took a one-day working holiday to help restore the natural landscape of the habitat. We worked together to build a refuge area, optimize the slope of the North embankment, remove alien species, and restore endangered aquatic plants in Shuanglianpi, Yuanshan Township, Yilan County. We carried out mountain cleaning, removal of exotic species and plant restoration of bare land in Fuyang Eco Park in Taipei City. In 2022, our corporate volunteers organized a total of 9 sessions, and 180 people participated in working holiday activities.

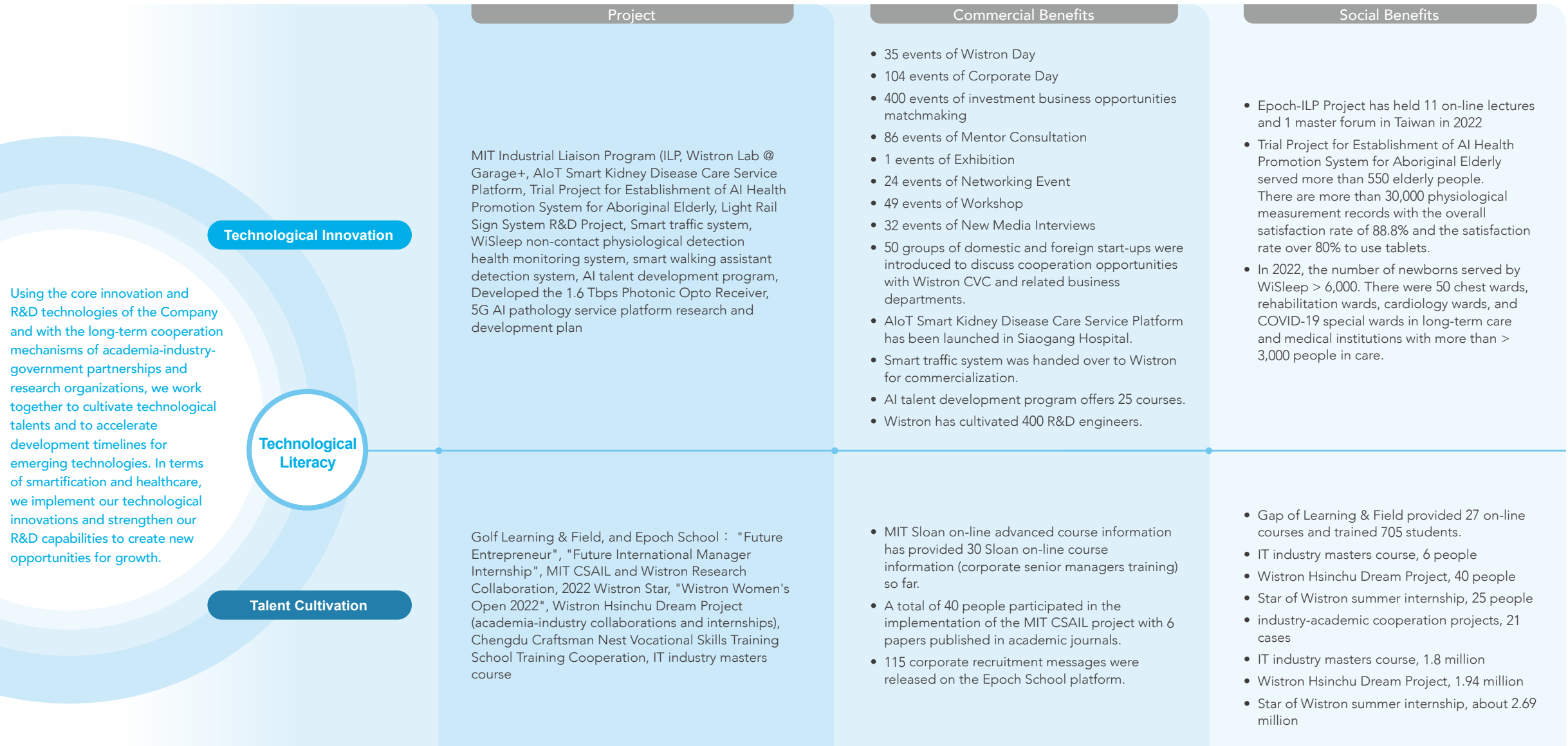
Key Roles Played by the Employees in the 3 Major Charity Projects



Targets of the 6 Major Charity Focuses



Commercial and Social Benefits of the 6 Major Charity Focuses



Wistron takes "Sustainability through Innovation" as its future vision. Community and public welfare partners are important stakeholders in our operations. Together, we actively participate in community public affairs to implement community care and culture & care. We have established a long-term cooperation mechanism with public welfare groups.

Culture and Social Welfare

Culture and Care

Project	Commercial Benefits	Social Benefits
<p>Production and promotion of quality video content, training of diverse and specialized teachers, study companionship for underprivileged children in rural areas, and retention and cultivation of professionals in NGO organizations</p> <p>Charity cooperation/donation projects, charity sales, annual holiday donation project, and community care implementation</p>	<ul style="list-style-type: none"> Self-initiated donation project of the Company: 61 items 	<ul style="list-style-type: none"> Culture and care events, 21 items Approximately 3.92 million of voluntary donations

The balance and harmony between human and the nature is facilitated by continuously investing in the protection of the environment and ecology with partners to achieve the symbiosis and mutual benefit between human and the environment.

Natural Ecology Protection

Natural Capital

Environmental Education

Project	Commercial Benefits	Social Benefits
<p>Habitat protection and conservation works, ecological investigation and environmental monitoring, conservation and restoration of endangered animals and plants, rescue of wild animals and tracking of pangolins released into the wild</p> <p>Promotion and lesson designs for environmental education, seed lecturer and volunteer training, and maintenance and repair of environmental education field facilities</p>	<ul style="list-style-type: none"> Employee volunteers (including family members): 91 employees/ 48 friends and family members 	<ul style="list-style-type: none"> Environmental education activities, 264 events Number of participants in environmental education, 11,500 people Number of employees to participate in volunteer activities related to the environment, 150 people

Investments in the 6 Major Charity Focuses

	Actions	Invested Amount	Ratio
 <p>Technological Innovation</p>	<ul style="list-style-type: none"> NICE Alliance Wistron Lab @ Garage+ Developed the 1.6 Tbps Photonic Opto Receiver WiSleep non-contact physiological detection health monitoring system A Hardware/Software Co-Design Framework for Deep Learning over Homomorphic Encryption Light Rail Sign System R&D Project 	77,841,661	31.33%
<p>Talent Cultivation</p>	<ul style="list-style-type: none"> 2022 Wistron Ladies Open Gap of Learning & Field (GOLF) Epoch School : "Future Entrepreneur", "Future International Manager Internship" Epoch Foundation annual fee MIT CSAIL and Wistron Research Collaboration 	98,990,630	39.84%
<p>Culture Enhancemen</p>	<ul style="list-style-type: none"> Quality ecological radio program - Island Symbiosis - Listening to Taiwan 2022 Taiwan Photo Contest Satoyama action plan for intergenerational education Talent Development Program for Aboriginal Music Little Beaver Scholarship Program 	16,085,848	6.47%
<p>Culture and Care</p>	<ul style="list-style-type: none"> 61 items of SITE voluntary donation activities across the world Encourage voluntary donations from employees Organize charity sales Donation of holiday-related gifts 	28,021,743	11.28%
 <p>Natural Ecology Protection</p>	<ul style="list-style-type: none"> Ecological parks - Fuyang Eco Park Tainan parks, trees and urban planning Guandu Nature Park - Moon Pond Project 	9,967,055	4.01%
<p>Environmental Education</p>	<ul style="list-style-type: none"> Children's story picture book of Shuanglianpi Quality ecological and cultural documentary Grass Mountain Raptor Center WildOne Wildlife Hospital Chi Po-Lin Foundation Waldorf wilderness conservation action Environmental education program for children 	17,564,446	7.07%

4.5.2 Social Influence



Our Actions

- Partnerships with industries and strengthening technology use
- Collaborations with academia improves the momentum for new developments.
- Development of technology certification and improving the quality and quantity of patents

Problems to be Solved by Us

In terms of operational considerations, it is difficult for units with practical applications to invest resources in development at an early stage due to the threshold for AI technology investment is high. Wistron allows new technologies to be introduced into the actual application field through existing R&D technology and professional staff. Therefore, the usage unit cost expenditure is reduced and the R&D unit learning curve is optimized.

Our Role

Wistron strengthened cooperation in the industry through strategic alliances and industry-academia-government cooperation. We have introduced new technologies into the application settings and optimized the development of products with user feedback, in order to achieve maximum benefits. We use technological innovation to solve the pain points of users.

【Advanced Technologies】 Smart Medical Application Fields Expanded with AI Technology

We work with the MIT CSAIL to develop advanced AI and machine learning technologies and tools, which we implement in the development of smart healthcare products and services, and the Wistron's digital transformations. A total of four plans was implemented in 2022. The projects used new methods of AI multi-model learning to apply the learning joint features (images, text, etc.) of various pairs of heterogeneous data. Also, the model is optimized or transfer learning is experimented with the AI training model. Different changes can be predicted for the same picture, and the bias caused by only testing a single picture is reduced. A total of 40 people participated in the implementation of this year's plan and 6 papers published in academic journals continuously improve the field where smart medical care can be applied in the future.

【Medical Technology】 Building a Healthy Tribe with AI

A trial Project for the Establishment of an AI Health Promotion System for the Aboriginal Elderly built an automated health database through the system. In this way, the workload of the service staff is reduced, and the accuracy of the data is improved. Artificial intelligence (AI) is used for preventive healthcare to create healthy tribes. Aboriginal elders are cared for remotely through cloud technology. The corresponding measures for the elderly in terms of disease & health education and accident prevention are fully satisfied. System platforms and personal devices accompany the elderly. Health promotion services make the interaction between the elderly, family members, and caregivers approachable and convenient.

Smart Medical Application Field Enhanced with Ai Technology for The Goal of Benefiting the People by Technology Implemented

Program Partner: MIT, Council of Indigenous Peoples



Commercial Benefits

Health care services are extended to 10 indigenous tribes to achieve the promotion use and validation of the values and benefits of the system.

Caring for Benefits of Populations

The login function that combines voice commands and face recognition in the system takes the usage scenarios of the elderly as the starting point to improve the ease of use of the system. In this way, the difficulties of the elderly in learning about information equipment can be greatly improved.

Contribute to the Country and Society

AI Health Promotion System for Aboriginal Elderly has served more than 550 elders and archived more than 30,000 physiological measurement records. The overall satisfaction rate reached 88.8%, and the tablet user satisfaction rate was over 80%.



【Medical Technology】
Smart Medical Devices and Technologies Integrated to Improve the Technology of Domestic Upstream and Downstream Industries

5G AI pathology service platform research and development plan researches and develops the 5G AI pathology service platform and cross-hospital federation training service aiming at the development gap of digital pathology and smart medical care. It has landed in three medical centers, including Kaohsiung Veterans General Hospital, Kaohsiung Medical University, and E-Da Hospital in the Kaohsiung area. The clinical cooperation between international marketing and New Southbound is planned, and platform services are brought to medical institutions, such as overseas and New Southbound, becoming the leader of our country's smart pathology industry chain.



New types of access and service opportunities in the development of medical information and communication technology have been applied, allowing hospitals to experience the convenience brought by technological innovation and application. We create an ecosystem of medical products and services, and we cooperate with internal and external professional partners to optimize the user experience through innovative technologies. Therefore, the industrial value chain is driven to serve more people so that social influence can be fully utilized. Then, Taiwan has the opportunity to become a pioneer in high-tech and smart lifestyles. Not only has the waste of resources in the production and the implementation of paper books been effectively reduced, but the efficiency of the medical environment has also been significantly improved. Meanwhile, it not only makes the medical life of the local people more convenient but also optimizes the efficiency of enterprises and the government agencies, thereby enhancing the overall competitiveness of the country.

【Medical Technology】
Technology Protecting the Quality of Life and Health for Public

We 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. In 2022, the Taipei Dialysis Clinic has implemented a cloud-based kidney disease care system. Kaohsiung Municipal Siaogang Hospital also launched the development and verification of the intelligent prediction model in dialysis. Chronic kidney disease patients are therefore cared for in all aspects from the home end to the medical field end.

Create a Smart Medical Platform to Protect the Public's Healthy Life with AI

Program Partner: Kaohsiung Municipal Siaogang Hospital, Taipei Dialysis Clinic, Kaohsiung Veterans General Hospital, Kaohsiung Medical University, E-Da Hospital



Economic and Industrial Benefits

We connected dialysis material and medical device manufacturers in Taiwan and abroad to create the "AIoT Smart Kidney Disease Care Service Alliance" in order to enter the chronic kidney disease care market.

Caring for Benefits of Populations

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 to late-stage kidney disease (dialysis).

Contribute to the Country and Society

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.

Smart Traffic System Constructed with High-Speed Transmission and Intelligent Transportation System

Program Partner: National Yang Ming Chiao Tung University, National Sun Yat-sen University



【Optoelectronics Technology】 The Trend of High-Speed Transmission Ahead of Deployment

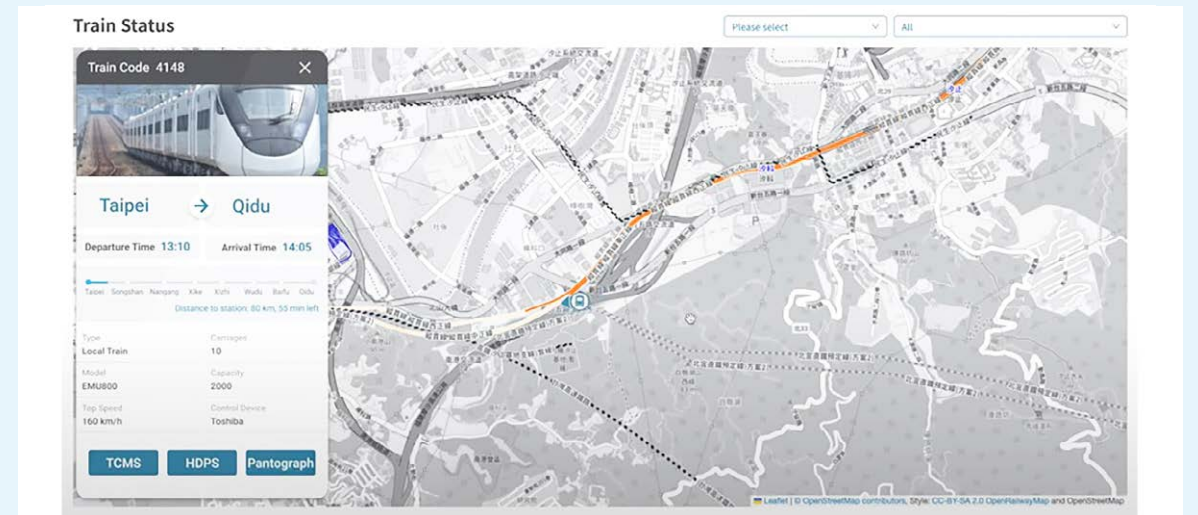
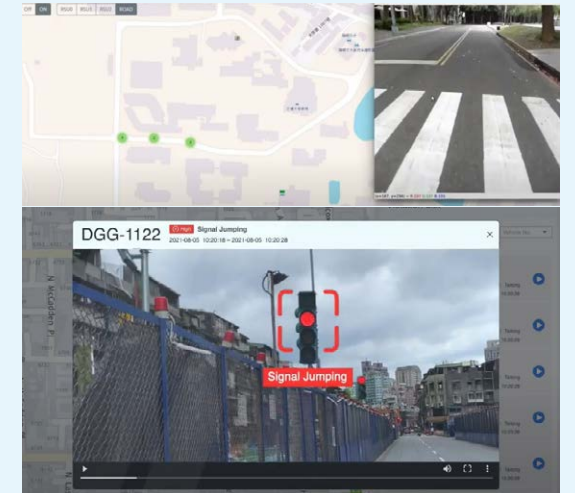
In response to the high speed transmission and energy usage reduction requirements for data centers, the development of new generation optical communication components and related manufacturing processes must be accelerated. Therefore, we worked with academia to develop photonic opto receivers. Wistron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

National Sun Yat-sen University and successfully developed 112Gbps processor and PCB design, high-power laser packaging production, silicon photonics electrical and optical characteristics verification, silicon photonics chip integration to meet the trend of the times and advance deployment in 2022. We greatly increase current communication speeds and bandwidth which will help the development of corporation, community, school, transportation, and communication.

【Smart Transportation System】 Using Smart Technologies to Ensure Road Safety

By combining the deep understanding of fundamental sciences shared by the famous universities in Taiwan and through the establishment of the industry-academia cooperation platform, we are able to implement and quickly satisfy new product

developments or introduce new technologies with Wistron's market planning. Key technologies are developed for the second year or six major themed projects, including "Roadside Region Cooperative Control and Blind Spot Awareness System", "Automatic Patrol System", "Smart Scooter", "Accelerator Software Platform and Hardware", "Artificial Intelligence Continuous Learning Algorithm and Edge Computing", and "Artificial Intelligence Training Laboratory". The Light Rail Sign System R&D Project is an industry-university collaboration with domestic universities. The gap between learning and use is reduced through the establishment of digital learning platforms and industrial practical business opportunities. There are 4 expert meetings and more than 50 sessions of related discussions per month, focusing on the preliminary design of safety logic and communication and sharing experiences in assisting in the provision of track system survey.



Focal Point 2
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 by Us

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

Our Role

Wistron invests in many talent development projects. We provide opportunities for development to young students through our integrated industry resources and internships. Meanwhile, diverse talents have more opportunities to learn and broaden their knowledge with our abundant industrial resources.

【Academia-Industry Cooperation】
Cultivating Future Industry Talents

We participate in the AIGO Learning-Application Integration Alliance formed by the domestic school-enterprise alliance to enhance the core capabilities of colleagues, expand their horizons, and use academic resources and research energy. 25 courses were offered in the AI talent development program, covering subtopics including Graph Neural Network GNN (Graph Neural Network), Causal Inference (Cause Inference), Smart Manufacturing, Industry 4.1, Perceptual Networking, Autonomous Mobile Robot AMR (Autonomous Mobile Robot, acoustic recognition, micro-display, immersion cooling, heterogeneous packaging, low-orbit LEO (Low-Earth Orbit) satellites, etc. Wistron has cultivated 400 R&D engineers through on-line meetings.

【Resources of Incubation】
Establishment of Bridges Between New Industries and the Industry

In order 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. In 2022, we held below in Wistron Lab : 35 events of Wistron Day, 104 events of Corporate Day, 400 events of investment business matchmaking, 86 events of Mentor Consultation, 1 event of Exhibition, 24 events of Networking Event, 49 events of Workshop, and 32 events of new media interviews. Meanwhile, 50 groups of domestic and foreign start-ups were introduced to discuss cooperation opportunities with Wistron CVC and related business departments in order to hope that the cooperation between Wistron and the innovation community will be closer.

Nurturing New Innovations | Talents Cultivation for Future Industry

Program Partner: Epoch Foundation, Gap of Learning & Field (GOLF)

【Internship Opportunities】
Deepening Partnerships with Schools and Providing Complete Resources

Wistron is dedicated to talent cultivation. We continued to visit different campuses in 2022 through the "Star of Wistron summer internship and scholarship program", "Wistron Hsinchu Dream Project (academia-industry collaborations and internships)", "IT industry masters course", and "Gap of Learning & Field (GOLF)". 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\$39.2 million was contributed in the year, allowing the participants to fully concentrate on developing professional skills and practical experiences.





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 by Us

We must rethink the purpose of education and should not limit or regulate learning. For those in rural areas, who are underprivileged and raised by the older generation, if diverse and suitable educational resources cannot be provided stably, it is hard to realize education equality. We must rethink the purpose of education and should not limit or regulate learning. The purpose of all kinds of education needs to be rethought profoundly, and learning should not be limited and rigid.

Our Role

Wistron Foundation has long been focused on specialized education and cultural literacy improvements. We donated NT\$160,815,081 in 2022. 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". BOYO adheres to the core value of "children from families with insufficient resources become able to stand on their own and get rid of poverty". Community teachers are cultivated and learning materials are developed through the two major service methods of social work and education. In 2022, 17 after-school education centers were organized for 2,360 students, and the local tutors provide educational support to improve the lives and studies of the children.



A Total of 142 Professional Teachers Cultivated | 2,360 Students for Basic Education

Program Partner: Boyo Social Welfare Foundation | Taipei Glory Church | Anthroposophy Education Foundation

The BOYO Social Welfare Foundation tracks employed graduates over the age of 25. Their monthly salary is higher than the average monthly salary of the families with supplementary education which shows that the goal of poverty alleviation through education has been achieved.

The Wistron Foundation also provides long-term support to Taipei Glory Church in Xizhi for the "after-school tutoring programs for underprivileged children". Underprivileged children in Xizhi area are provided with after-school tutoring environment, after-school accompanying reading, life education and academic tutoring, and they are given guidance in a timely manner in the form of long-term companionship. A total of 46 children were benefited.

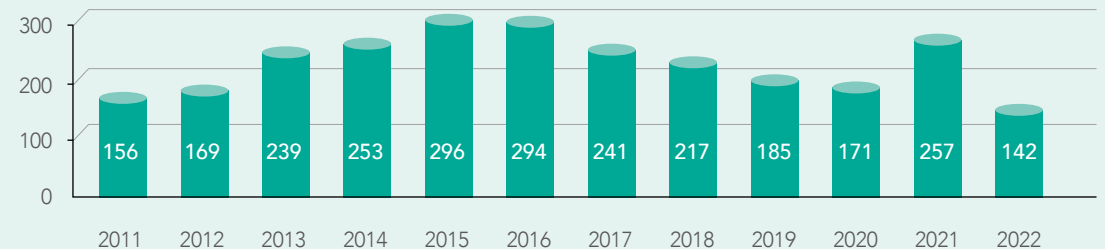
According to the statistics, most of the junior high school graduates in the tutoring classes gained more opportunities for selecting schools based on their interest.

【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. In addition, Waldorf teachers in the Chinese-speaking area are trained and teacher studies and workshops are held to help deepen the professionalism of on-site teachers. The education team conducts nine-year consistent Waldorf education in Yilan County in the form of a public school managed by the private sector commissioned by the government. The education work on the development of children's life essence in Taiwan has been continuously explored with the support of teacher training workers in international Waldorf education organizations. 142 people participated in the teachers' preparation program, and 536 people participated in the workshops and reading clubs in 2022.

2011-2022 Waldorf Teachers' Preparation Program in Taiwan Unit : person





【Education Development】
Huatung (Hualien/Taitung) Project to Promote Comprehensive Education and Diverse Experimental

Since 2011, when we started working with the Alliance Cultural Foundation on the "Huatung (Hualien/Taitung) Project", we has promoted the reform of rural education and form a cross-school alliance for rooting in education; Hualien - Taitung Sustainability builds a cross-ethnic exchange platform for aboriginal people in order to create a sustainable future for the land; Promotion of art and culture brings life towards humanistic literacy; Talent cultivation creates diverse learning opportunities through theme camps. We have established a resource integration platform through the integration to develop future professionals in the Hualien-Taitung area.



▲ Grandma Chun-Shu, the founder of Cixin Waldorf, especially demonstrated life education for the children.

【Intergenerational Education】
Satoyama Action Plan

Education can be different! There is a kind of education that takes life knowledge and life wisdom as cultural inheritance, so that we can wander in the world and see the value of family education and family culture. The Wistron Foundation supports the Cixin Children Education Foundation to promote the concept of "intergenerational education". "Elders and children learn together" and "generations learn together (integration)" are implemented. The environmental co-construction of the intergenerational educational life field is created, including fire cooking kitchens, sensory gardens, and educational farms through arrangement of the natural base and preparation of the environment. Co-cooking and co-eating from the farmland to the dining table has been realized. Interaction and integration incur between different generations. Moreover, living and life are infused with nutrition and health through the workshops of cross-generational learning theme in the living field. Ecologically sustainable environmental education and food culture are also integrated into life education. "Culinary Kitchen" was completed in September 2021. The kitchen is shared by the Waldorf students and community residents. In 2022, 141 lessons and workshops were held with 3,221 participants.



▲ The Fire Kitchen uses the big stove as a platform to convey the cultivation of youth empowerment, generation-skipping emotion, and healthy diet.

A Total of 141 Intergenerational Education Activities Held | 3,221 People Participated

Program Partner: The Alliance Cultural Foundation, and Cixin Children Education Foundation

<Huatung (Hualien/Taitung) Project> Work Results in 2022

Work Content	Results of Actions
Basic Education	Experimental multi-characteristic education courses are carried out through the promotion of "Junyi Experimental High School", "Junyi International Campus", "Rural Education Seed Cultivation Program", and "Innovative Study Abroad Program". Students are trained to broaden their international horizons. The economically underprivileged children in the rural areas of Hualien - Taitung are supported in their learning and development to cultivate more international talents in Hualien - Taitung.
Sustainability in Hualien - Taitung	"Plan for new stores to visit each other like friends" and " platform of binbin ecotourism alliance" jointly integrate resources to connect local operators for creating a slow travel tourism industry to share life. The projects, such as "Hawaii Cultural Sustainability Study Program", "Sustainability in Hualien - Taitung's Study Group Program", and "Stanley Yen's Reception Room", cultivate talents in Hualien - Taitung. Also, Sustainability in Hualien - Taitung uses these to find a concrete vision.
Theme Camps	Self-talent is discovered through the diverse courses of camp activities. In addition, students' self-confidence, teamwork and volunteer service spirit are cultivated. The content of the plans includes "2022 Hualien - Taitung Youth Choral Music Camp", "Gosh Art Creation Camp"
Arts Support Programs	"2022 Paul Chiang Solo Exhibition" promotes artistic creation through the integration of artistic experience and marketing plan. Also, the "Paul Chiang Park" being built into the vision of a new world-class art settlement in Hualien - Taitung. "Taiwan Connection" performed a small chamber music performance to share the colorful timbre of orchestral music and to bring music to campuses and enterprises. The "Campus Photography Deep Cultivation Course" is developed in line with the school's characteristic teaching plans to cultivate aesthetic education for a long time.



Our Actions

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

Problems to be Solved by Us

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 with the purchasing power of bulk purchases. We use the promotion of our corporate culture and themes to encourage our employees to voluntarily donate money and resources. Meanwhile, 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 employee participation in charity activities, Wistron actively donates funds as a corporation and mobilizes our employees through our internal promotion platform.

Recognizing the uneven distribution of resources among domestic charity groups and the need to provide more support to smaller organizations, Wistron engages in dialogues with various groups to understand their stories and promote specific themes such as "solitary elders," "rare diseases," "rural healthcare," "underprivileged families," and "study companionship programs." By simplifying our internal donation platform, we aim to increase the number of participants. In 2022, we successfully carried out voluntary donation projects, raising a total of NT\$3.92 million.

**【Charity Procurement】
Helps on Public Welfare Organizations with Practical Actions**

Wistron is famous for its diverse and rich employee activities. The "social welfare lucky bag" and "charity festive couplet" projects are well received by our colleagues. During the lunar new year holiday, we cooperate with charity organizations to buy charitable goods as the contents of the lucky bag for giving the most practical help. In addition, the Company sponsors lottery prizes to increase the richness of activities. Every year, thousands of colleagues respond to social welfare lucky bags. Since its launch in 2019, the cumulative sales

Employees Donated NT\$3.92 million | 6,000 Charity Gift Bags were Sold

have reached 6,000 bags. Wistron gives priority to the selection of goods sold by public welfare groups as gifts for major festivals, and the purchasing power and benefits of bulk purchases are brought into play. Meanwhile, we introduced the concept of public welfare organizations through the internal publicity system so that our colleagues can also deeply understand the meaning behind it when they receive the gift box. In 2022, we won the first prize in the "Buying Power" procurement award, creating a win-win situation with practical actions.





Our Actions

- We plan internal events with nonprofit partners
- Our colleagues and family members are invited to personally participate in the Company's long-term investment in public welfare projects.
- "Entertain as well as teach" are implemented to bring the concept of sustainability into life.

Problems to be Solved by Us

Our colleagues demonstrate and actively respond to the spirit of sustainability, and give it back to their daily lives.

Our Role

Wistron and its long-term cooperative public welfare partners jointly plan a variety of cultural activities. Our colleagues experience art education, environmental protection, ecological integration and other topics from life. They are also encouraged to invite their family to respond together.

**【Participation in Culture】
Cultural Event Connects Colleagues and Family Members**

Wistron has a long-standing commitment to investing in humanities and environmental education. In 2022, the company organized a three-month-long Culture Festival, bringing together support from enterprises and public welfare partners to create a vibrant atmosphere of culture and care. The festival featured a diverse range of 37 special events, including "A Date with Cloud Gate," "Roaming Tour," "Humanities Lecture," "Wistron Cinema," and "Office Concert," among others. The highlight of the festival was the "A Date with Cloud Gate" series, which focused on art performances. Combining local cultural resources with a deep understanding of dance development and the troupe's history, this series provided a unique experience. Collaborating with the "Chi Po-Lin Foundation" and "Guandu Nature Park," Wistron organized cultural and ecological guided tours, allowing participants to not only appreciate art and cultural activities but also gain insights into various investment projects undertaken by Wistron and its public welfare partners. The "Roaming Tour" was another exciting event that blended ecological guides with historical tours. Participants, including Wistron employees and their families, were taken to fascinating locations such as Fuyang Eco Park, Long Chi Badlands, Baishalun,



37 Activities Related to the Culture Festival | Nearly 3,000 People Participated

Program Partner: The Alliance Cultural Foundation (ACF), etc.

and Guandu Moon Pond. Through the guidance and exclusive itinerary planning of program partners, the historical background of conservation work in these areas was explained, providing a rich cultural experience and creating lasting memories for all participants. Overall, Wistron's Culture Festival successfully combined the realms of arts, culture, and environmental conservation. Through their investment in humanities and environmental education, Wistron demonstrated a deep commitment to fostering a well-rounded and sustainable society.

**【Experience in person】
Art Enters the Offices**

During the culture festival activities, the social organization's public welfare platform arranged for the internationally renowned violinist, Mr. Nai-Yuan Hu, and Taiwan Connection (TC Chamber Orchestra) musicians to hold office concerts at the Taipei Neihsu Headquarters and the Kaohsiung R&D Center. The melodious music brings a precious music feast to Wistron colleagues. Our colleagues can also absorb rich humanistic connotations in their spare time, and

Wistron's humanistic spirit is deeply rooted in the hearts of colleagues. Nearly 3,000 colleagues participated in the series of activities. Therefore, the spirit of humanities and environmental education in which the Company has invested for a long time can be reflected in the most practical way for our employees and implemented in their daily work and life.



▲ TC co-founders, Nai-Yuan Hu and President Stanley Yen, brought TC musicians to Wistron to convey the quality of humanity through music.



Focal Point 5
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 by Us

- 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 Wistron Foundation. We work with various professional charity organizations on different environmental protection projects through long-term support models. In 2022, we invested NT\$10,627,465. 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 dangers on ecology 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. Environmental pollution incidents in 2022 were continuously investigated and tracked in 27 locations including Taoyuan, Changhua, Tainan, Kaohsiung, and Pingtung, etc. In addition, we hold relevant discussion meetings with the public agencies and NGOs. We improve from the source to reduce potential water

and land pollution through the promotion of law amendments. The long-term survey data of waste on Tainan Beach has been accumulated and recorded, and the complete data can present the current situation of Tainan's marine waste. Ecological surveys are continued in Tainan Long Qi Niupu Bad Land Nature Reserve and Geopark, and Tainan Beimen intertidal zone. Also, the accumulated environmental information is recorded and transformed into educational materials, which are used to promote environmental education to the public. In the end, we hope to have the opportunity to promote the amendment of the relevant bills, and the polluted land can be restored to its original appearance.



▲ 「野地龍崎士 - 穿山甲課程」孫敬閔博士指導社大及在地學員操作野生動物追蹤發報器

<p>Hazardous waste investigation and tracking</p>	<ul style="list-style-type: none"> • The investigation and records of new and old pollution sites, with the focus on 27 cases • Public agencies have cleared the slag from the Qishan farmland, and a total of 395,000 tons have been excavated since 2013.
<p>Beach waste long-term monitoring activities</p>	<ul style="list-style-type: none"> • The sources and causes of major wastes are analyzed through investigation and monitoring. Improvement actions to reduce marine waste pollution are promoted. There were 39 events of monitoring and investigations of beach waste, and 610 volunteers were involved.
<p>Protecting the longqi landscape in tainan</p>	<ul style="list-style-type: none"> • A total of 14 ecological surveys have accumulated ecological information which can be used as reference materials and media for geopark planning and environmental education. • A total of 200 persons participated in the local commentary team which were cultivated to participate in the ecological survey through the establishment of " Wildland dragon Knight at Longqi" and "Longqi Bad Land Geopark - Ecological Survey Volunteer Training" with Longqi as the ecological education base. The establishment of ecological patrol teams and tour guide volunteers is the goal in the future.
<p>Beimen ecological education base</p>	<ul style="list-style-type: none"> • In cooperation with Tainan Sancu Elementary School, we enter the campus and community to promote environmental education with the theme of "Horseshoe crab". • The "Small Trip to Beimen Fishing Village" was held to train local fishermen to act as guides and promote the importance of food independence.
<p>Environmental education promotion</p>	<ul style="list-style-type: none"> • The surveys, photographs, and records of the area were transformed into environmental education materials and were combined with on-line courses for promotion • In 2022, a total of 60 sessions were held through workshops, courses, etc., reaching 1,797 people, and 3 environmental education exhibitions were held, reaching 500 people. • 13 sessions of volunteer training courses were conducted with a total of 185 participants.

Focal Point 5
Natural Ecology Protection

**【Habitat Restoration】
Long-Term Promotion Plan for Shuanglianpi Wetland Habitat Restoration**

Shuanglianpi is a rare low-altitude inland wetland in Taiwan. There is a rare natural floating island ecological landscape, and it is also one of the wild animal protection areas announced by the Council of Agriculture. There are also a variety of aquatic plants and conservation animals, and it is also one of the sources of Yilan's tap water. However, Shuanglianpi has lost its former glory due to human interference.

Wistron Foundation and the Society of Wilderness have continued to accumulate habitat restoration energy and technologies since 2010 through habitat restoration, species conservation, and research and investigation, etc. The surrounding farmland in Shuanglianpi is promoted to cultivate friendly land and farmland leases to reduce environmental pollution. We have also implemented environmental education to show the people the uniqueness of Shuanglianpi and the importance of protecting wetlands. Our ultimate goal is to restore the original beauty of Shuanglianpi.

<p>Habitat conservation</p>	<ul style="list-style-type: none"> Habitat maintenance, the maintenance of aquatic plant refuges, the improvement experiments of the restoration of the north embankment gradient, the conservation of habitat and species, ecological surveys, and the removal of foreign species are conducted to effectively protect the native species and preserve biodiversity. A total of 15 sessions of working holiday were held for habitat protection, with 218 people participating. We protected 19 plant species in Shuanglianpi 137 people were mobilized to remove a strong invasive species - <i>Salvinia molesta</i>, and a total of 455 sacks were removed.
<p>Annual ecological survey</p>	<ul style="list-style-type: none"> A total of 28 ecological surveys were conducted, and periodic ecological monitoring is conducted for frogs, aquatic insects, birds, fish, plants, floating island plants, and key aquatic plants.
<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. 83 environmental education activities were organized, with 1,043 participants in total.
<p>Promote eco-friendly farming</p>	<ul style="list-style-type: none"> Promoted eco-friendly farming to reduce the effects of pesticides and fertilizers on soil and water quality, in order to protect the ecology of Shuanglianpi. The Eco-Friendly farmland is 0.11 acre, and the farming experience and food farming education are held with a total of 6 sessions with 122 participants. The foundation's agricultural crops from contract farming are all donated to local vulnerable care institutions. A total of 7 units including "Tzih Huai Welfare Foundation", "Slow Flying Angel Family Care Association", and "Lan-chui Social Welfare Foundation" were benefited.
<p>Shuanglianpi picture book of e-book "The Pond of Childhood"</p>	<ul style="list-style-type: none"> Wistron Foundation cooperated with the future parenting learning platform to edit the picture book "The Pond of Childhood" for the story of Shuanglianpi, which was officially published in January 2022. The picture book reproduces the childhood memories of Shuanglianpi residents. The children seem to be in the natural scenery of Shuanglianpi through the guidance of the story. While learning about the ecology of wetlands, the children also experience the value of conservation and restoration through vivid and realistic illustrations of aquatic animals and plants. The picture book has also been specially made into e-books, resulting in more widely conveying the environmental education concept of protecting wetlands made by the picture book.



Focal Point 5
Natural Ecology Protection

【Habitat Protection】
Guandu Natural Park - Moon Pond Project

Guandu Nature Park in Taipei City has major landscapes such as freshwater and brackish freshwater ponds, mudflats, grass marshes, rice fields and forests. This is an important wetland in the Tamsui River Basin and an important bird habitat listed by BirdLife International. The natural park preserves the wetland environment of Guandu, and various diversified environmental courses are conducted here. Wistron Foundation and Guandu Nature Park jointly launched the "Adoption Project of Moon Pond" this year to protect the freshwater pond biological habitat and carry out various tasks including wetland environmental protection and education. Therefore, the public can realize and understand the importance of wetlands, and can jointly protect the ecology of freshwater ponds and maintain the natural landscape of habitats.

Professional research	<ul style="list-style-type: none"> The aquatic life in Moon Pond was investigated. Explanatory illustrated books on aquatic animals and plants were created to turn basic survey data into environmental education materials.
Habitat conservation	<ul style="list-style-type: none"> Moon Pond has 0.36 hectares. Routine maintenance management carried out includes water levels, vegetation, removal of invasive alien species, landscaping, etc. Works carried out include freshwater fish species conservation, etc.
Eco-friendly field	<ul style="list-style-type: none"> Self-guided illustrations and ventilation improvement works were completed on the wall of <No. 2 Bird Watching Cabin> for the public to enjoy bird watching.
Environmental education	<ul style="list-style-type: none"> The learning in the classroom is extended to the real wetland field through activities, such as the school wetland study tour held in Feishanfei City with a total of 9 sessions with 274 participants.



Focal Point 5
Natural Ecology Protection

【Ecology Maintenance】
Fuyang Eco Park Habitat Plan

In order to save rare natural habitats in Taipei urban areas, Wistron Foundation has begun sponsoring the Fuyang Eco Park in Taipei City with the Society of Wilderness since 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 the monthly ecological tours and other environmental education activities. Wistron invited the public to learn about the environment and rare urban greenery in Fuyang to protect the area together.

<p>The Fuyang experience influences policy</p>	<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" selected Fuyang as a demonstration park in 2022. • In 2022, the ecological experience of Fuyang Park was extended to Shulintou Park in Hsinchu in addition to Tainan Barclay Memorial Park and Chiayi Beixianghu Park.
<p>Ecological survey and monitoring</p>	<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, 11 frog surveys, 12 bird surveys, 4 aquatic invertebrate surveys, 2 herbaceous and woody plants surveys with a total of 41 ecological surveys was completed in 2022.
<p>Habitat improvement and protection</p>	<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 8 sessions of working holiday were held for habitat protection, with 141 people participating
<p>Environmental education and promotion</p>	<ul style="list-style-type: none"> • We train volunteers and organize ecological guided tours to help people learn more about Fuyang Eco Park • 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 on-line. • Completed 11 guided tours of Fuyang Eco Park for 397 participants.



Focal Point 6
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 by Us

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\$15,147,875 in 2022. Apart from investing economic resources, we have also invested 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]
Scientific and Natural Humanities Series

Wistron launched Scientific and Natural Humanities Series in 2011. We cooperate with outstanding public welfare partners sponsored by the foundation to lead our colleagues to participate the topics that the foundation cares about through activity design and actions. The ecological environment has attracted attention and humanistic quality has been improved by organizing activities, such as working holidays, day studies and humanistic lectures, etc. Also, these become the volunteer forces to protect the environment.

Walks and lectures cultural activities	A total of 4 activities was held in 2022. Director Ke Chin Yuan was invited to introduce <The Power of Video>, which conveys environmental care through videos. In cooperation with Chi Po-Lin Museum, "Reflection of Rivers" is organized with immersive experience and interactive courses. In cooperation with Grass Mountain Raptor Center, our colleagues were led to know birds of prey <OpenWings in Autumn> in Yangmingshan. A total of 119 people participated.
Shuanglianpi working holiday volunteer events	In 2017, The Foundation cooperated with the Society of Wilderness and began calling on the employees of Wistron and their family and their 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 restoration of aquatic plants, etc. We supply uninterrupted manpower to increase the guardianship energy, and also let the participants learn more about the importance of Shuanglianpi and habitat conservation. A total of 5 sessions of working holiday were held in 2022, with 105 people participating.
Fuyang working holiday volunteer events	In 2022, Wistron called on the employees, their relatives and their friends to protect the Fuyang Eco Park. Working holidays were provided to meet Fuyang's actual maintenance needs. The works included the removal of exotic plants for horticultural planting, the removal of alien species including polypedates megacephalus/ procambarus clarkii, etc., and the implementation of native planting plans. Ecology professional lecturers were invited to conduct training courses/ecological tour courses in order to deepen Wistron and Fuyang volunteers' understanding of ecology. Volunteers began to actually participate in working holidays after completing their trainings. Some working holidays are held on weekdays, and volunteers used their personal vacations to go to Fuyang to participate in habitat protection, making the protection action more meaningful. In 2022, 4 training sessions and working holidays were held, with a total of 75 participants.



Focal Point 6
Environmental Education

**【Nature Camp】
Program of Nature Camp for Children**

Since 2004, the Wistron Foundation and the Society of Wilderness have jointly organized the "Nature Camp for Underprivileged Children". Children from underprivileged families in children's welfare organizations and schools are fully sponsored to participate. In 2022, the themes of "Understanding Water Resources", "Live a Life Following Solar Terms", "Environmental Activists", and "Citizen Scientists" were



planned to guide children to experience and discover environmental problems. They used their creativity to implement environmental actions in their lives and thought about how to solve problems by asking questions.

<p>Taipei flying squirrel club</p>	<p>We cooperated with the elementary sector of Wulai Elementary and Junior High School to explore the Tamsui River basin as the theme. The close relationship and mutual influence between life and the environment were found to be connected through tribal roots and urban activities. A total of 70 children and 43 volunteers participated.</p>
<p>Chiayi flying butterfly club</p>	<p>Love the Earth Diary records the theme of examining green life and developing the ability to independently plan simple trips with environmental activists to implement environmental protection actions. We worked with Giao Ping Elementary School and the activities were attended by 150 children and 54 volunteers.</p>
<p>Hsinchu rolling club</p>	<p>We visited farms to learn about different seasonal crops in different solar terms. Also, we observed and recorded for the theme of food and agriculture education. We worked with Dazhuang Elementary School and Dongyuan Elementary School in Hsinchu City and the activities were attended by 30 children and 28 volunteers.</p>
<p>Culture seed cultivation camp</p>	<p>Children who are highly interested in the natural environment are recommended by each group to participate in the Nature Camp for Children. They can become young seeds in the future, helping to promote the concepts of habitat protection and natural ecological protection through advanced camp activities and trainings. A total of 13 children and 5 volunteers participated.</p>

**【Conservation and Rescue】
WildOne Wildlife Rescue Center**

In August 2020, the first wildlife hospital in eastern Taiwan was established. The "WildOne" is responsible for wildlife rescue, rehabilitation, and conservation education in the Hualien-Taitung region. To date, the hospital has rescued about 300 injured animals. By the end of 2022, the total number of rescued and injured reached 989. In 2022, there was a case of the Taitung County Stadium Improvement Project affecting the habitat of house swifts (*Apus nipalensis*). 218 house swifts thereof were rescued, which also became one of the reasons for the increase in the total number of rescues this year. Wistron Foundation began supporting Taiwan WildOne Wildlife Conservation Association in 2021. We worked together to provide medical resources and a chance to heal injured animals. We help the animals return to the forests. In 2022, the Pangolin Tracking Project was added as the first project in Taiwan to track pangolins released into the wild after being rescued and recovered from injuries. It is hoped that the survival rate after release and the cause of death in case of accidental death will be known through the rescued and released pangolins. A total of 3 pangolins were tracked in this project, one of which was

named the cute and blessed "Wistron baby sister" by Wistron. Currently, the pregnant Wistron baby sister is about to give birth to a new life. WildOne has rescue operations and promotes environmental education at the same time. The 2nd Anniversary Photography Educational Exhibition was held at the East Coast Dulik Visitor Center. Photos and stories of animal rescue were displayed to let more people know about the field of wildlife conservation. The organization held 57 education promotion lectures and events in 2022. The participants of the events included students and faculty from schools, tribal residents, and the general public. Over 3,305 people participated in the events.



<p>Medical aid and rehabilitation for wildlife</p>	<ul style="list-style-type: none"> • 80 mammals, 556 birds, and 20 reptiles, totaling 658 animals, were rescued in 2022. • Since the establishment of WildOne, the organization has rescued 989 animals
<p>Wildlife release</p>	<ul style="list-style-type: none"> • 157 animals were released into the wild in 2022 • Since the establishment of WildOne, the organization has released 267 animals
<p>Environmental education and promotion</p>	<ul style="list-style-type: none"> • The Wildlife Rescue Education Corridor officially opened to the public in June. • A total of 57 education lectures and guided tours were organized, with 3,305 participants.

Focal Point 6
Environmental Education

**【Conservation and Rescue】
Grass Mountain Raptor Center**

Wistron Foundation has cooperated with Raptor Research Group of Taiwan from 2022 to launch the operation plan of "Grass Mountain Raptor Center". The foundation's sponsorship is used to create an educational display area and multi-functional classrooms. The center was officially opened on March 17, 2022. It is an exhibition hall that uses raptors as the protagonists to integrate raptor research, rescue and conservation, and education and promotion. It is also an important conservation base and educational site for northern raptors.

Education and promotion specialist

- One education and promotion specialist and one part-time temporary staff were hired to be responsible for handling the work of Grass Mountain Raptor Center, including education promotion activities, teaching plan design, exhibition activities, etc.

Environmental education promotion

- Guided tours by appointments for groups: It is open every Tuesday to Saturday with free guided tours by appointment for groups and a total of 749 visitors.
- A total of 10 courses were conducted, including understanding birds of prey, environmental poisons, wild animals, etc. in both on-site physical and on-line modes with a total of 1,767 people signing up to participate.
- Teachers and students learned about raptor biology, survival crisis and improvement strategies in a multi-course manner, and a total of 205 students from 6 remote mountainous areas participated.
- A total of 2 special exhibitions were held. The first exhibition "Retrospective Exhibition of Raptor Group's Research-Looking for the Shadow in the Sky" was held with the exhibition period of 3/17-7/31. The public could see the mysterious world of birds of prey through delicate paintings. The second exhibition "Raptor is poisoned - the food safety problem of raptors", was held with the exhibition period of 8/16-12/4. More people paid more attention to the issue of food safety through the exhibition, and a total of 1,050 people visited during the special exhibition period.



Focal Point 6
Environmental Education

[Excellent Media]
Utilizing Video and Sound Recordings of Taiwan's Ecology and Culture

Since its establishment, the Wistron Foundation has continued to contribute in the production of quality documentaries, and there were still four eco-cultures documentaries being filmed in 2022, such as "Smangus", "A Town Called Success", "Ebb and Flow", "Beyond Beauty: Taiwan from Above", "Terraced Fields", "FLY, KITE FLY", "Secrets of the Pangolin", and "Night Hunters: Taiwan Grass Owls". It is hoped to attract public attention to environmental issues and the importance of habitat protection through real audio-visual recording and dissemination. In addition, the Quality radio program - The Voice and Harmony of Taiwan has been supported by the foundation from 2020. The host, Chang-Jie Yuan, traveled around Taiwan to record the first-hand environmental sounds. The program is designed to match the seasons and topics from its inception to the present to speak for this land through the air.

[High Quality Aerial Footages]
Chi Po-Lin project

"Chi Po-Lin Foundation" continues to systematically sort out and revitalize the director Chi Po Lin's video works throughout his life under the core project of digital archives. Moreover, aerial images are combined with professional teachers to develop multiple teaching materials and lesson plans in order to deepen environmental education in Taiwan. Meanwhile, it is looking for the next Chi Po Lin, inheriting the cause of video recording environment for Taiwan. "Chi Po-Lin Museum" was established in Tamsui and was built as a base for holistic environmental education. The themes related to the special exhibition are combined to plan and design various teaching materials to promote and continue to cultivate the concept of land and environmental education in Taiwan. The special exhibition of <Reflection of Rivers> successively won domestic and foreign design awards, such as <Germany Red Dot Design Award>, <Japan Good Design Award> and <Taiwan Golden Pin Design Award>. The exhibition was extended to December, leading the public to continue to explore issues related to the "river" and human beings. The new exhibition <The City, The Flâneur> on 2022.12.27 was to allow the public to change the viewing angle and height. In each photo, we seemed to be in the story of the city and saw the life of the city that belongs to us.



[High-Quality Radio Show]
IC broadcasting
"The voice and harmony of Taiwan"

Starting in 2020, we has cooperated with IC Broadcasting to launch the radio program "The Voice and Harmony of Taiwan". The goal is to pay attention to environmental sustainability, listen to the voice of the local people, let the local people make their own voices, and achieve the connection and influence of citizens. The vision of symbiosis, co-creation, and co-prosperity between nature and humanities has thus been achieved as well. The host, Chang-Jie Yuan, made the show more immersive with visits in person, and on-the-spot interviews from the mountain to the sea. With this year's topic "The Breeding Road is Long, How to Solve the Land Crab Crisis in Gaomei Wetland?", it won the Excellence Award in the 6th Global Standard Chinese Sustainability Reporting Awards, Professional Group/Audio Group. The judges highly affirmed that "from the on-site interview to the provision of data analysis evidence, the report has both breadth and depth", which also confirmed the value of the program. The Voice and Harmony of Taiwan is on IC Broadcasting FM97.5 and new episode premieres every Wednesday from 07: 30-08: 00. 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(<https://www.ic975.com/formosa-voice/>)



[2022 Taiwan Photo Contest]
The public is led to pay attention to environmental issues through videos

"Taiwan Photo Contest" especially limited the submissions in 2022 to take Taiwan as the shooting location in order to encourage photography lovers to view the beauty of Taiwan from every possible angle. The solicitation category added the theme of "Ecological Sustainability" exclusively sponsored by the Wistron Foundation in addition to the existing "People", "Places" and "Nature". The wave of citizen photo reporting will hopefully be aroused to convey concern for ecological sustainability through the lens. A total of 3,892 photos joined the competition. In particular, the theme of "Ecological Sustainability" is more difficult to present because the contestants need to tell stories about "animal and plant conservation", "water, land and wetland ecology", "marine conservation" or "climate change". In the end, there were as many as 1,650 photos joined the competition. The importance of nature and ecology is felt, and the beauty of coexistence and co-prosperity between human beings and all things is also seen through each image and the story. Wistron held a special photography exhibition to expand the power of the theme image, "Ecological Sustainability". In addition to sharing the special exhibition with nearly 500 VIPs at the Wistron Global Partner Conference, it was also held at the Wistron Foundation's long-term public welfare organizations, including Yilan Ci-Xin Waldorf, Tainan Community University Research & Development Association, etc. More teachers, students and the general public can pay attention to Taiwan's ecological environment through the videos.

