

# 4 Social Inclusion



## Management Approach

### 4.1 Talent Attraction and Retention

- 4.1.1 Global Talent Recruitment
- 4.1.2 Diversity and Inclusion
- 4.1.3 Talent Retention
- 4.1.4 HR Technologies

### 4.2 Human Capital Development

- 4.2.1 Global Talent Development Policy
- 4.2.2 Key Strategic Talent Development

### 4.3 Human Rights Management

- 4.3.1 Human Rights Due Diligence
- 4.3.2 Human Rights and Material Issues
- 4.3.3 Open Communication Channels

### 4.4 Workplace Health & Safety

- 4.4.1 Employee Care and Benefits
- 4.4.2 Occupational Health and Safety

### 4.5 Social and Culture Care

- 4.5.1 Social Investment
- 4.5.2 Social Influence



# Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Business and Human Rights	Implement the company's human rights policy	No fines over NT\$ 1 million at any global sites.	0 cases	●	0 cases	0 cases
	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 < 1.15	0.88	●	Incident rate per thousand persons ≤ 1.14 1.Excluding off-site traffic accidents 2.Including 90% of sites	Incident rate per thousand persons ≤ 1.14 1.Excluding off-site traffic accidents 2.Including 90% of sites
Talent Attraction and Retention	Create a quality work environment and increase employee retention	Global IDL employee turnover rates < 15.5 %	9.91%	●	<15%	<12%
		IDL Engagement Survey > 68 %	77.3%	●	68%	70%
		DL employee satisfaction > 3.7/5	3.6/5	●	3.7/5	4.0/5
Human Capital Development	Promote corporate digital transformation and create organizational competitive advantages	Cumulative cultivation of key digital talents > 1,300 person	1,316 person	●	-	-
		Average training hours for Taiwan headquarter management positions > 18 hours	25.2 hours	●	Greater than 18 hours	Greater than 20 hours
Social Engagement and Care	Environment and humanity /social care	Social engagement investments >= 2.2 hundred million	A total of NT\$310 million in social engagement investments (including 49.08 million from foundation)	●	A total of NT\$230 million in social engagement investments (including 50 million from foundation)	A total of NT\$250 million in social engagement investments
	Foster diversified collaboration in the technology field	Industry government institute collaboration projects >= 22 cases	25 cases	●	22 cases	30 cases

● over 95%   ● 90%-95%   ● under 90%

Note 1: In response to the expansion of the scope, the target for the occupational safety and health incident rate per thousand persons for 2030 has been adjusted.  
 Note 2: Human capital development indicator "Cumulative cultivation of key digital talents" has achieved the goal and will be excluded from the annual management indicators starting next year, as it is an ongoing operational project for each department.

## 4.1 Talent Attraction and Retention

To support Wistron’s expansion into different regions and businesses, we continue to recruit and cultivate multinational mobile talents, providing employees with broader opportunities and a suitable environment, allowing them to unleash their potential, find meaning in the workplace, and experience fulfillment.

Wistron continues its mission to create a better life and become a trusted sustainable technology partner, fully implementing actions for talent sustainability development. In 2023, Wistron Malaysia factory once again was awarded the "HR Asia Best Companies To Work For" and also received the "Digital Transformation Award" for the first time. Through digital transformation, we accelerate business development, establish a competency-based training system, value employee experience, and demonstrate employee value, promoting local sharing and prosperity.

We uphold humanistic values as we seek to create a humane working environment, following international labor rights standards and local legal regulations and avoiding judgments based on factors such as gender, age, nationality, race, religion, gender identity, politics, or marriage to provide diverse, dignified, and equal employment opportunities.

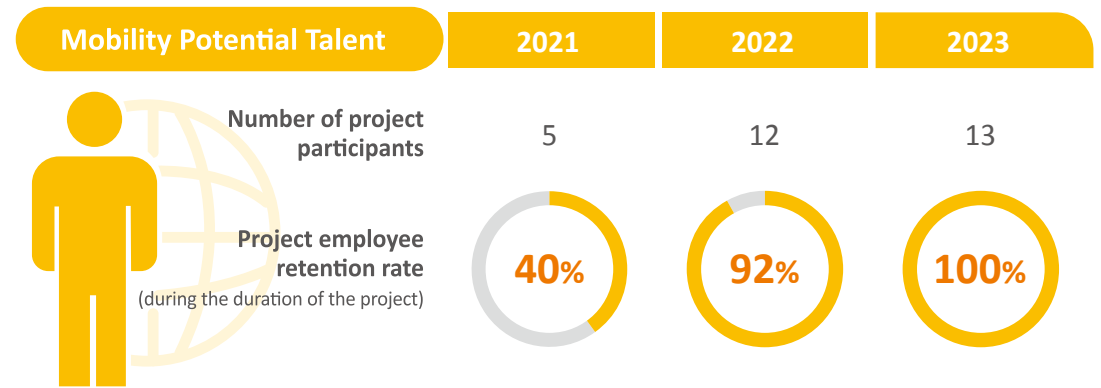
### 4.1.1 Global Talent Recruitment

#### Attract Global Talent

Wistron is dedicated to attracting 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. Wistron also encourages our employees to refer great talents to the company. In 2023, there was a total of 36,095 new employees. Due to the industry's nature, non-managerial employees under 30 are mostly male.

Wistron started a new talent recruitment plan in 2021 and has been holding the MPT(Mobility Potential Talent) global talent reserve plan for 3 consecutive years. In 2023, to further promote Wistron's global presence and features of our overseas operations (such as our smart factories), Wistron has organized forums with hundreds of participants from the perspective of an employer's brand. During these forums, participants could interact with company supervisors in person, discussing Wistron's expectations for global talents and providing them with career advice. Young participants, regardless of their nationality or current location, will have an opportunity to be transferred to another location worldwide.

MPT global talent reserve plan aims to cultivate all-around talents with global vision and interdisciplinary skills through the cross-site rotation and training mechanism, fast tracking career development, and regular one-on-one coaching. These will help those MPT talents accumulate real-world experience quickly. Since its implementation, the plan has been cultivating more and more interdisciplinary talents year after year. In 2023, it has cultivated a total of 13 mobility talents, making it a total of 30 since the plan began. After training, these talents have become key to Wistron Global operation and have been placed in our offices in Kunshan, China, Malaysia, and India to support our operations. In 2024, the MPT program expanded to include Vietnam, Mexico, and the US. Wistron aims to develop further interdisciplinary talents and enhance collaborations between headquarters and overseas offices, ensuring projects receive support from local supervisors. Consequently, such training and talent development program have significantly improved their retention rates of MPT talent.



Note: Project retention rate = Number of retained employees/New employees

#### New Employee Retention

Wistron has its long history of coaching culture to align with its vision of Sustainability through Innovation and the commitment to Talent Sustainability. It helps new employees quickly adapt to the company and understand their role and responsibilities, enabling them to efficiently complete tasks. Coaches are responsible for guiding new employees in completing tasks and to meet expectations as new employees as well as providing resources and support accordingly. Wistron provides them with a new employee onboarding welcome pack and a welcome letter on their day 1 working at Wistron. The new employee care program begins on the day new employees start working, with questionnaires for 1 week, 1 month and 3 months after day 1 to understand how well they are with their jobs and how they are adapting to the company. This serves as both a friendly communication channel and a measure too. In 2023, new employees report an average of 4.5 points of satisfaction towards the company (out of 5).

4.1 TALENT ATTRACTION AND RETENTION

4.2 HUMAN CAPITAL DEVELOPMENT

4.3 HUMAN RIGHTS MANAGEMENT

4.4 WORKPLACE HEALTH AND SAFETY

4.5 SOCIAL AND CULTURE CARE

Item	2020	2021	2022	2023
Total number of new employees	198,087	155,226	84,044	36,095
Recruitment rate (%)	285%	247%	164%	85.75%
Average hiring costs per new hires	3,822	7,143	10,532	4,983

Note 1: Recruitment Rate = New employees in the current year/total number of employees in the current year.  
 Note 2: Average hiring costs per new hires =recruitment cost/total number of new hires. In light of production capacity adjustments across the globe, Wistron has seen a drop in the number of new employees worldwide, mainly due to the decrease of seasonal hiring. As the result, the average recruitment cost for 2023 has decreased.

Distribution of New Employees		2020	2021	2022	2023
Gender	Male	149,216	116,203	59,860	26,972
	Female	48,871	39,023	24,184	9,123
Age	<30	149,335	117,318	63,700	26,537
	30-50	48,608	37,756	20,023	9,415
	>50	144	152	321	143
Region	Taiwan	3,255	2,280	3,248	1,157
	China	191,665	150,584	72,974	27,353
	Asia	-	-	1,099	6,895
	Europe	397	201	297	178
	Americas	2,770	2,161	6,426	512

Note: in the table, "Asia" refers to Wistron plants in Malaysia and Vietnam in 2023, and Malaysia only in 2022.

To support the continuous growth of new employees, Wistron has developed a range of new employee training courses, both virtual and physical. These courses are designed to familiarize new employees with Wistron's core values, beliefs, and basic industry knowledge. Additionally, Wistron organizes Core Values Workshop both domestically and internationally, which allow employees from different departments across the globe to learn about and apply the company's core values in their respective roles. Furthermore, new employees have the opportunity to participate in the Wi-talk CEO seminar, where they can directly engage with the CEO. During these seminars, the CEO shares Wistron's vision and missions, fostering a stronger connection and communication between the CEO and the workforce. This continuous engagement ensures that Wistron's core values become an integral part of the company's DNA for all employees.

• Internal Hire Rates (%)

		2020	2021	2022	2023
Internal hire rates (%)		66.49	52.95	69.68	84.95
Gender	Male	46.09	34.86	41.40	55.75
	Female	20.40	18.09	28.28	29.21
Age	<30	29.10	20.98	29.51	37.82
	30-50	35.70	29.81	32.29	45.68
	>50	1.69	2.16	7.88	1.46
Managerial roles	Managerial roles	9.24	14.41	23.56	11.42
	Non-managerial roles	57.24	38.54	46.13	73.54

Note: Internal hire rates refer to the percentage of open positions filled by internal candidates, including the transfer and replacement of employees. In accordance with operational capacity changes, direct employee recruitment is conducted externally, and there is no internal job filling involved.

### Campus Partnering and Talent Acquisition

To actively cultivate technology talent and facilitate early industry connections for students, Wistron is committed to diversifying its engagement with campus talent through various avenues. This includes campus recruiting activities, professional and career lectures sharing, internship programs, scholarships, and industry-academia collaborations.

Wistron prioritizes direct engagement with students on campus, hosting a total of 19 campus lectures in 2023 at universities across Taiwan. These lectures cover industry prospects and offer valuable career advice, providing students with the opportunity to interact face-to-face with company leaders. Over 1,400 students have participated in these sessions. Additionally, Wistron offers diverse internship programs like "Future Star" and "Dream with Wistron," creating over 100 internship opportunities annually. By participating in these internships, students gain practical insights into their career options and a deeper understanding of the technology industry. Nearly 300 students have taken advantage of these internship programs in the past three years, and outstanding interns are given priority consideration for future positions.

Furthermore, Wistron actively collaborates with leading domestic and international universities through industry-academia collaboration projects. In 2023, Wistron established industrial master programs with institutions such as National Sun Yat-sen University, National Yang Ming Chiao Tung University, and Southern Taiwan University of Science and Technology. Additionally, Wistron signed a forward-looking technology research program with Purdue University in the United States and launched industrial master programs in Vietnam in partnership with National Kaohsiung Normal University and Minghsin University of Science and Technology. These programs provide scholarships, internships, and job opportunities, aiming to cultivate talent with global mobility.

In line with its commitment to sustainability, Wistron unveiled the Joint Industrial Innovation Center for AI and Green Energy (JCAG) in collaboration with National Yang Ming Chiao Tung University. The center serves as a platform to incorporate AI and IoT technologies into the manufacturing process while promoting sustainability with smart and green manufacturing practices. It also plays a pivotal role in nurturing sustainable talent for the industry.

Through these comprehensive initiatives, Wistron actively fosters technology talent and provides valuable opportunities for students to connect with the industry at an early stage.



### Local Recruitment

Wistron upholds the concept of hiring talents based on meritocracy and actively hires and trains elite talents from different countries. Wistron continues to set "hiring local talents in leadership role" as a key goal in the annual performance evaluation of its sites each year. In response to local manpower needs, each site launches different recruitment strategies to meet such local leadership hiring goal.

In addition to the continuous increase in local job opportunities, Wistron offers competitive salaries to employees and passes on operation and management knowledge through training. This aims to develop the managerial capabilities of local talents and goes beyond basic job skills. The proportion of local talents holding managerial positions in China has been increasing year by year. However, in Vietnam site, where factory establishment and operation are being carried out, a higher proportion of management positions are currently filled by expatriates. Nevertheless, Wistron plans to gradually increase the recruitment of local management talents in the future.

#### Percentage of Local Management Hire (%)

Item	Region	2020	2021	2022	2023
Percentage of managerial roles	Taiwan	100	99.8	99.6	99.6
	China	88.5	87.8	89.4	91.4
	Asia	-	-	57.8	24.4
	Europe	89.7	90.6	87.5	88.4
	Americas	93.0	67.3	84.5	77.3
Percentage of senior management ranked department manager	Taiwan	100	99.8	99.8	99.7
	China	67.3	66.9	71.4	76.5
	Asia	-	-	37.9	12.5
	Europe	83.3	83.3	84.2	85.0
	Americas	74.2	69.4	71.3	60.5

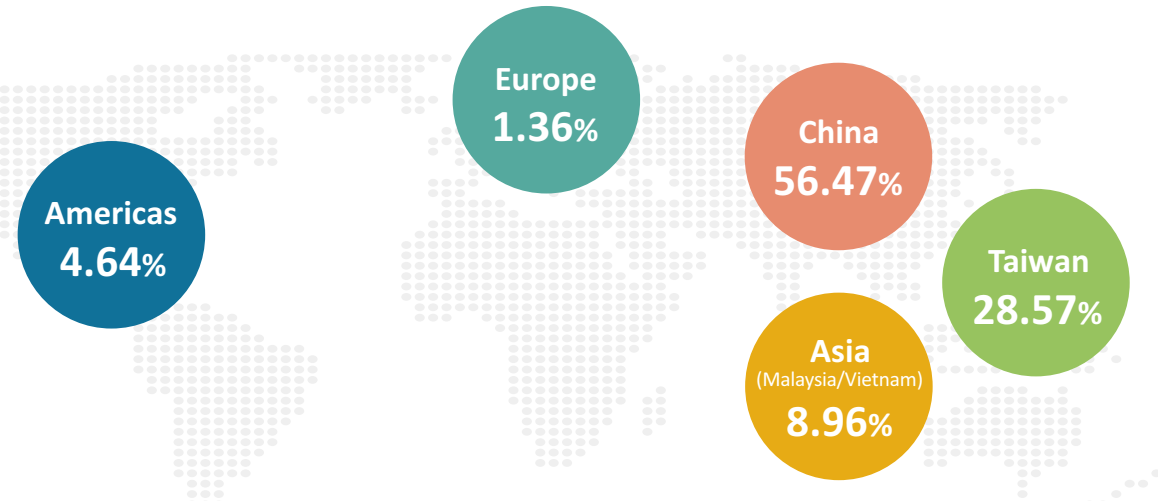
Note: in the table, "Asia" refers to Wistron plants in Malaysia and Vietnam in 2023, and Malaysia only in 2022.

### 4.1.2 Diversity and Inclusion

Talent is a crucial factor in sustainable development, and as a highly multinational corporation, we recognize the importance of human rights issues. We are committed to fully complying with laws and regulations while implementing various initiatives. Starting from 2023, we have launched a Diversity, Equity, and Inclusion (DEI) strategy plan to actively create a supportive workplace environment. Our aim is to foster a culture of diversity and collaboration, enabling our talented workforce to fully utilize their skills and expertise, thereby promoting talent retention.

#### Employee Demographic

Wistron continues to recruit diverse talents from around the world. The following chart shows our employee demographic as of the end of 2023. In recent years, we have been gradually adjusting our global production capacity layout and enhancing our workforce structure to adapt to changes in the global market, overall economic and trade conditions, and customer demands. These measures are aimed at promoting sustainable development at Wistron.



Note: The proportions represent the regional workforce as a percentage of the global workforce. The Asian region includes the Malaysia and Vietnam sites, the European region includes the Czech Republic site, and the Americas region refers to the Mexico site.



#### Employee Contracts by Region

Employment	Contract	Taiwan	China	Asia	Europe	Americas	Total
Contract Type	Non-fixed-term contract	11,739	7,953	1,440	352	1,951	23,435
	Fixed-term contract	272	15,789	2,375	220	0	18,656
Full-Time/Part-Time	Full-time	12,003	23,742	3,788	519	1,951	42,003
	Part-Time	8	0	27	53	0	88
Total		12,011	23,742	3,815	572	1,951	42,091

Note 1: Non-fixed-term and fixed-term contracts: Non-fixed-term contracts refer to employment contracts that do not specify a termination date. In mainland China and Vietnam, fixed-term contracts are more common due to local regulatory requirements.

Note 2: Full-time and part-time employees: Full-time employees refer to those who work hours as defined by local or statutory regulations, while part-time employees work fewer hours compared to full-time employees.

Note 3: In 2023, the Asia region includes the Malaysia and Vietnam sites. In 2022, the Asia region includes the Malaysia site.

• Employee Demographic

Characteristic	Male		Female		
	No. of people	Percentage	No. of people	Percentage	
Age	<30	11,234	26.69%	6,208	14.75%
	30-50	14,341	34.07%	8,817	20.95%
	>50	991	2.35%	500	1.19%
Job type	Management	2,511	5.97%	824	1.96%
	Professional	9,278	22.04%	5,374	12.77%
	Technical/assistant	14,777	35.11%	9,327	22.16%
Region	Taiwan	7,143	16.97%	4,868	11.57%
	China	15,887	37.74%	7,855	18.66%
	Asia	2,200	5.23%	1,615	3.84%
	Europe	263	0.62%	309	0.73%
	Americas	1,081	2.57%	870	2.07%
<b>Total</b>	<b>26,574</b>	<b>63.13%</b>	<b>15,517</b>	<b>36.87%</b>	

Note 1: Management refer to individuals who hold managerial positions, including entry-level, middle-level, and senior-level managers. Professionals are non-managerial indirect employees, while technical personnel are non-managerial direct employees.

Note 2: In 2023, the Asia region included the Malaysia and Vietnam sites. In 2022, the Asia region included the Malaysia site.

• Employee Demographic by Region (Nationality)

Region (Nationality)	% of Total Employees	% of Management Positions
China	56.47	44.62
Taiwan	25.54	50.40
Vietnam	6.09	0.12
Mexico	4.25	1.74
Philippines	3.77	0.60
Malaysia	1.59	1.26
Czech Republic	1.08	1.14
Others	1.22	0.12

Note: Others include employees from Nepal, Myanmar and 23 other countries



## Diversity and Inclusion Strategy and Action Plan

To create the best place to work, Wistron kicked off a DEI (Diversity, Equity, and Inclusion) journey in 2023. Through internal and external trend analysis and data analytics, we have set forth the Wistron DEI roadmap, encompassing awareness and perception at the individual level, organizational structure at the global level, and the strategy to become an industry leader.

As a first step, we have established a global "**Diversity, Equity, and Inclusion Policy**" (DEI policy). This policy outlines our clear vision and goals to create a welcoming workplace environment where all employees across the globe have equal opportunities and feel respected and supported. We encourage self-expression and foster a sense of mission among our employees, allowing them to unleash their potential and grow collectively.

## Achievements in Diversity and Inclusion

Wistron implemented specific measures in talent recruitment, training, and retention to create an inclusive culture where employees feel valued and engaged. These measures focus on promoting interaction and communication among employees and driving innovative growth for Wistron.

## Training & Advocacy

- Unconscious Bias Training
- Support Women in Tech

## Policy

- Establish DEI Policy
- Review Recruitment, Training, Talent Retention Programs



## Supporting Measures

- Promote Workplace Equality & Localized Welfare Measures
- Establish Employee Resource Groups (ERGs)

Project	Measures
Implementation of Policy and Rules	<ul style="list-style-type: none"> <li>• Implement Human Rights Policy, Compensation Policy, Anti-Discrimination and Anti-Harassment Policy</li> </ul>
Training and Advocacy	<ul style="list-style-type: none"> <li>• <b>Senior Executive Training:</b> Invited expert consultants to share insights and expertise on the topic of "Promoting Diversity and Inclusion to Drive Organizational Competitiveness" to offer senior executives with up-to-date DEI trends, perspectives, and knowledge. Feedback from previous participants indicates that the session has proven highly valuable in transforming their understanding of DEI and recognizing its significance in driving positive change within the organization.</li> <li>• <b>DEI Training Workshop:</b> HQ hosted "Understanding and Embracing DEI" training workshop, aimed at guiding employees to learn and become aware of diversity, equity, and inclusion. The goal was for participants to apply these principles in their daily work. We are proud to share that 90% attendees reported positive feedback, indicating an increased understanding of DEI issues from the training.</li> <li>• <b>Company-wide Lecture and Advocacy:</b> In Taiwan, we have actively implemented sexual harassment training and organized a seminar titled "Empowering Women in Technology." We invited influential female speakers to engage with Wistron executives, sharing their personal workplace experiences and empowering women in the organization. Additionally, in China, Vietnam, and the Czech Republic sites, we organized campaigns on Women's Day, offering a series of lectures on women's health to ensure the physical and mental well-being of women at Wistron.</li> </ul>
Supportive Measures	<ul style="list-style-type: none"> <li>• <b>Multicultural Festival Activities:</b> At our Malaysia site, where our employees come from diverse ethnic and cultural backgrounds, we organize activities to celebrate different cultural events such as celebrations for Chinese Lunar New Year, Hari Raya Aidilfitri, and Deepavalli.</li> <li>• <b>Localized Flexibility Measures:</b> To address the diverse nature of work and specific needs at each site, we offer flexible working hours and leaves around the world. For example, at our Czech site, we provide opportunities for partial flexible working hours to support employees in balancing their work and caregiving responsibilities.</li> <li>• <b>Childcare Resources:</b> We offer maternity benefits and childcare facilities such as on-site daycare centers in our Czech site; a maternity benefits program in Taiwan; and parent support groups in our Chengdu Plant to help mitigate the burden of childcare.</li> </ul>





In terms of gender diversity, female representation on the board has reached 11.1%. Moreover, there has been a steady growth in the proportion of female employees and women in managerial positions within the organization.

To further accelerate the advancement of women in the technology industry and enhance our innovative growth potential, Wistron has conducted internal and external research analysis. Based on this analysis, we have set ambitious targets for 2030, aiming to achieve a 27% representation of women in managerial positions, 24% representation of women in STEM roles, and 40% representation of female employees.

Female Employees (%)

Item	2020	2021	2022	2023
Percentage of female employees	32.45	31.78	36.67	36.87
Percentage of female in management positions	24.92	24.94	24.80	24.71
Percentage of female in junior management positions	30.99	30.98	32.04	30.76
Percentage of female in top management positions	11.42	13.72	13.71	15.18
Percentage of female managers in revenue generating functions	33.76	39.13	37.38	43.96
Percentage of females in STEM positions	23.95	25.45	24.47	21.82

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

In terms of social inclusion, Wistron advocates for inclusive practices starting from within the organization. We ensure compliance with local laws and regulations regarding the protection of individuals with disabilities across all our global sites. We actively promote the employment of individuals with disabilities who possess the necessary abilities for the job and strive to create a work environment that accommodates their specific needs.

For instance, we design our office spaces to be accessible and provide dedicated parking spaces and facilities such as accessible transportation services to empower employees with disabilities in their work and participation in various activities for employees with disabilities. Additionally, Zhongshan site organize "Sunflower Tea Parties" and charity haircut events to enhance communication, interaction, and care for the needs of our colleagues. As of 2023, employees with disabilities accounted for approximately 0.98% of our global workforce.

	2020	2021	2022	2023
Percentage of Employees with Disabilities	0.61%	0.84%	1.00%	0.98%



Accessible facilities in Wistron's work environment

Employee Diversity and Inclusion Survey

To gain deeper insights into the effectiveness of our diversity and inclusion initiatives and to better understand employee expectations and needs in the workplace, we expanded the scope of our employee engagement survey in 2023 to include diversity and inclusion topics alongside job satisfaction. We focused on aspects such as workplace experiences, compensation, benefits, and career development to listen to the thoughts and suggestions of our global workforce. Overall employee engagement score increased from 80.3% in the previous survey to 86.3%. This indicates that approximately 86% of our employees recognize and endorse the company's efforts in planning and implementing diversity and inclusion policies.

Topic	Employee Suggestions	Wistron Response
Anti-harassment and anti-discrimination	Clear channels for complaints and transparent handling principles	<ul style="list-style-type: none"> <li>Updated "Regulations for Establishing Measures of Complaint and Punishment of Sexual Harassment in the Workplace" policy.</li> <li>Established dedicated hotline and email for reporting harassment.</li> </ul>

4.1.3 Talent Retention

Compensation Policy



**Selected as a constituent of the Taiwan High Compensation 100 Index**

In order to pursue and carry out Wistron's six ESG sustainability strategies, which include creating a “Labor Welfare” and achieving the [Commitment to Living Wage](#) (2023), Wistron provides compensation and benefits in accordance with local regulatory requirements and ensure we always exceed minimum wage. Wistron also actively participates in salary surveys on a regular basis, reviews and adjusts salary accordingly, ensuring that employee salaries not only comply with legal requirements but are also competitive in the industry.

Wistron is committed to pay equity across geographical location, race, ethnicity, socioeconomic background, social class, lineage, religion, physical disability, gender, sexual orientation, pregnancy, marital status, union membership, political affiliation, and age. Rewards and bonuses are comprehensively considered in the total package for employees, which includes salary, benefits, bonuses, and remunerations.

Wistron aims to enhance operational efficiency and increase employee income levels. For regions employing temporary or part-time staff, we have made it mandatory to provide insurance and benefits required by local laws from the first day of their employment. The salary conditions at major Wistron regions are detailed in the following table. The number, average salary, and median salary for non-executive full-time employees in Taiwan can be found on the [Market Observation Post System](#).

In terms of general employee compensation, the fixed components (salary, annual bonuses, and benefits, etc.) are set in line with the competitive salary levels in regions with a major Wistron presence. The variable components (bonuses, remuneration, etc.) are determined based on a comprehensive assessment of both company and individual performance. The higher the company's operational achievements and individual performance evaluation results, the higher the proportion of variable compensation in the overall salary structure. The performance evaluation criteria are based on the attainment of comprehensive goals such as annual financial performance (revenue, profit, etc.), market/customer targets, and organizational and personnel growth/development. These criteria are reviewed and determined at the beginning of each year in consideration of both internal business conditions and external market landscapes.

• Entry-Level Wage to Local Minimum Wage

Region	Taiwan	Kunshan Plant	Vietnam Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plan	Mexico Plant	Czechia Plant	Malaysia Plant
Ratio	1.15	1.52	1.62	1.66	1.70	1.64	1.05	1.43	1.23

Note 1: Local Minimum Wage taken from local minimum wage regulations on January 1, 2024  
 Note 2: Wistron adopts an equal pay policy, where salaries are not differentiated based on gender  
 Note 3: Salary of entry-level staff refers to the monthly fixed salary of employees at the lowest level in each region

• Compensation by Gender

Item	Level	2023 (Female : Male)
Fixed Salary	Executive Level	0.96 : 1
	Management Level	0.94 : 1
	Non-management Level	1.03 : 1
Annual Salary	Executive Level	0.95 : 1
	Management Level	0.94 : 1
	Non-management Level	1.04 : 1

• Long-Term Incentives

Measures	Eligibility
Wistron offers an " Employee Stock Ownership Trust" (ESOT) program. Under the provisions of the Shareholders' Meeting Charter, employees may join the program and contribute a fixed amount each month based on their job level. The Company will match the employee's contribution every month, and the contributions will be used to purchase Wistron stocks that will be held and managed by a financial institution in the stock ownership trust account.	All full-time indirect employees in Taiwan who have completed one year of employment at Wistron are eligible to join the program.

### Employee Evaluation

Each year, all Wistron employees undergo two performance evaluations, and the results are used as the basis for rewards, assignments, promotions, and various aspects of personnel management. In order to achieve fair, just, and reasonable performance management, Wistron implements a phased approach globally to promote diversified assessments. We also introduced a new performance management system. During performance evaluations, other individuals may be invited to provide feedback on the employee's work and competencies, offering the supervisor multi-dimensional reference for their assessment.

The new performance management system was launched in Taiwan, Malaysia, and India in 2022 and expanded to sites in China, Japan, the Philippines, Vietnam, Singapore, Turkey, the United States, Mexico, and Brazil in 2023, covering a total of 18,858 indirect employees worldwide. Starting from 2024, the sites in Czech Republic will also be included, and at that time, Wistron's global locations will be using a unified performance management system platform, ensuring a fairer and more consistent management system.

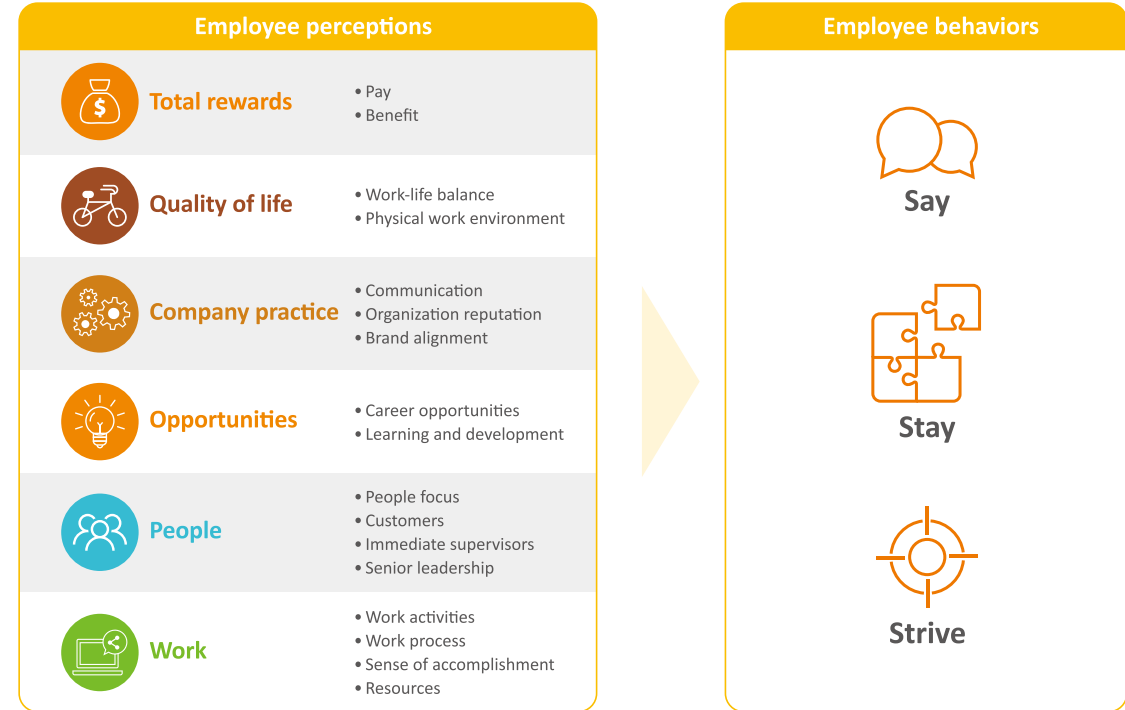
Measures	Frequency	Method
Management by objectives (MBO)	Twice a year	At the end of every year, Wistron organizes an annual kick off meeting to explain the operational goals of the company for the next year to all managers. Direct managers then communicate the goals to the employees to reach a consensus. The goal is therefore developed top-down to all units and individuals. While working toward goals, two-way performance communication and feedback are maintained regularly (mid-term/year-end) and when necessary. Performance evaluations are based on goal attainment and job performance during the mid-term and year-end formal appraisal.
Multi-dimensions	At least yearly	The following personnel are evaluated through multi-dimensional methods during performance evaluation in addition to the annual goal and competency performance indicators: 1. Global Section Managers & Above: "360-degree feedback" from subordinates, peers, and cross-department managers according to the 360-degree evaluation process. 2. Specific professionals: "180-to-360 Degree Feedback" on Wistron's key talents from project managers and peers.
Team-based performance appraisal	Twice a year	1. During the annual performance appraisal, the Company president will approve performance rating quotas for each business group based on its achievement rate. Groups with a high operational achievement rate will be awarded a higher ratio of Outstanding and Exceeds Expectations to incentivize team performance. 2. Supervisors evaluate the performance of their staffs based on their team's performance, the performance as a team member in the project team, and the individual results of each employee.
Agility assessment	ongoing	In the agile development team, "OKRs" (Objective Key Result) are set toward goals. Depending on project needs, 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 sporadic 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

Adhering to the business philosophy of actively caring for employees, Wistron values the voices and opinions of employees. Starting from 2021, we've surveyed the opinions of all employees from all plants/departments around the world (with a coverage of 100%) through a census conducted every one or two years. The goals, results, and analyses are then publicly disclosed the goals. In order to make the survey and analysis results comparable both horizontally (between factories/departments) and vertically (between years), the framework, questions and analysis methods of the survey were based on globally consistent principles and a rigorous theoretical model (please refer to the chart). The differences between groups were analyzed and compared to further enhance the effectiveness of the survey. 17,590 employees were invited to participate in the 2023 employee engagement survey and 16,350 responded, delivering a response rate of 93.0% and engagement level of 77.3%. (For satisfaction survey results of direct employees, please see the table)

In order to ensure the reliability and referability of the statistical analysis results, the effective questionnaire response rate target for each survey is set at more than 80%. Through relevant survey plans, we can explore current employee engagement and gap from target value (the short- and medium-term target value is set at 70%). After the survey is completed, rigorous statistical analysis tools and methods are used to mark the groups and departments with significantly low engagement levels. The responsible departments are then required to continue collecting qualitative data (such as through focus groups, workshops, etc.) to learn more about their engagement gaps and pain points. After confirming the focus of the issue, the responsible departments will need to formulate improvement plans and performance indicators, regularly report on the implementation progress of relevant projects, and evaluate the overall effectiveness of these plans through the results of the next engagement survey.

Based on the 2023 engagement survey results, Wistron has established several improvement directions for the Company as a whole, including the expansion of transparent communication activities, the shaping of a diverse and inclusive culture, and the formulation of employer brand strategies, etc. Regular reviews and follow-ups are conducted in the form of cross-department/site project meetings to demonstrate the Company's emphasis on employees' opinions and our determination to create a high-quality working environment.



Employee type	Number of people participating in the survey	Responses	Response rate	Survey results	Remark
Indirect employee	17,590	16,350	93.0%	77.3%	Engagement
Direct employee	20,515	19,322	94.2%	52.4%	Satisfaction
Total of 2023	38,105	35,672	93.6%	63.8%	

Year	Number of people participating in the survey	Responses	Response rate	Survey results
2023	38,105	35,672	93.6%	63.8%
2022	45,048	41,053	91.1%	62.4%
2021	44,232	38,929	88.0%	63.1%

• Examples from the Wistron Employee Engagement Survey (on Employee Well-Being)

Factor	Wistron employee engagement survey questions			
	Main Dimension	Secondary Dimension	Example Questions	2023 Survey Results
Job satisfaction	Employee behaviors	Say	I will tell others that Wistron has a good working environment and working conditions.	74.6%
	Work	Work activities	I think the current job content is suitable for me.	80.3%
Purpose	Company practice	Brand alignment	I agree with and am willing to demonstrate behaviors in line with Wistron's core values (customer focus, integrity, innovation, and sustainability).	91.4%
	People	Senior leadership	Senior executives fully demonstrate their emphasis on Wistron's core values (customer focus, integrity, innovation, and sustainability).	87.2%
Happiness	People	Immediate supervisors	My direct supervisor gives me affirmation and appreciation in due course.	81.8%
	Work	Sense of accomplishment	I can feel a sense of achievement in my current job.	76.3%
Stress	Quality of life	Work-life balance	I can maintain a moderate balance between my current work and personal life.	77.8%
	Work	Work activities	I can accept the current work intensity and overtime requirements.	80.3%

**Employee Turnover**

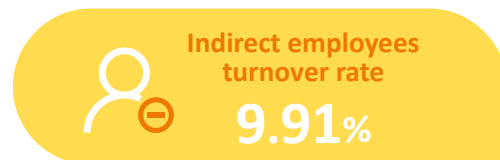
In 2023, the turnover rate for Wistron's indirect employees was 9.91%, which translates to an average monthly turnover rate of 0.83%. Compared to our industry peers, this turnover rate indicates stability and a healthy work environment.

For direct employees, the nature of the industry, characterized by seasonal orders and fluctuating production capacity, has significant implications on workforce planning such as periodic large-scale recruitment and turnover of direct employees. Additionally, direct employees account for a significant portion of Wistron's workforce structure, comprising approximately 57% of the total employee count at the end of 2023. Consequently, the overall turnover rate for Wistron is significantly influenced by the turnover of direct employees. For more detailed statistics on employee turnover in 2023 and 2022, please refer to the attached appendix.

**Improvement of Employee Turnover Rate**

In the current competitive talent landscape, retaining excellent employees and improving employee retention rates are crucial for the sustainable development of a company. To ensure talent retention, Wistron remains committed to increasing employee satisfaction, engagement, and fostering a sense of belonging. The company has designed a series of retention programs based on these principles.

For indirect employees, Wistron introduced the "Astronaut Program," aiming to create a culture of self-learning that enhances employee engagement and fulfillment. This program not only establishes effective channels for technical sharing and exchange but also encourages employees to propose optimizations, solutions, and new functions. Through this process, employees not only improve their teamwork skills but also enhance their professional abilities through knowledge sharing, helping them find fulfillment in their work.



Additionally, Wistron organizes "Employee Support Skills" courses, teaching supervisors how to communicate with employees. It also assists in monitoring communication between supervisors and colleagues. Through regular care and effective communication, Wistron aims to listen to employees' voices, understand their needs and challenges, help them develop personal development plans, and provide support and guidance. This proactive approach – transparent career development process and showing that employees' voices are valued – enhance their development goals and improve their job satisfaction.

For direct employees, Wistron focused on optimizing the employee onboarding experience in Chengdu and Chongqing. Activities such as factory visits, shared lunches, introduction of learning programs, comprehensive digital employee guides, and anniversary greetings are organized to ensure our new employees feel secure, facilitate their integration into the company's culture and work environment, and show appreciation and care for existing employees on their work anniversaries. These small activities aim to increase new employees' engagement, strengthen team cohesion, and foster a sense of belonging.

Wistron utilizes various activities and initiatives to enhance employee engagement and satisfaction. The company believes that these measures will help reduce employee turnover, maintain team stability, and lay a solid foundation for the company's long-term development. Moving forward, Wistron will continue to optimize these programs to ensure that employees have more opportunities for growth and development within the company.

Spotlight

**Integrated career development paths for direct employees to enhance talent retention**

In 2022, Wistron launched a project to integrate career paths for direct employees, ensuring smooth progression in operational, technical, and administrative positions. The goal is to provide equal opportunities for self-fulfillment and growth for all employees. As part of this initiative, the proportion of certified operational skill personnel increased by 3% compared to the previous year, and the number of employees certified with national vocational skill levels increased by 370.

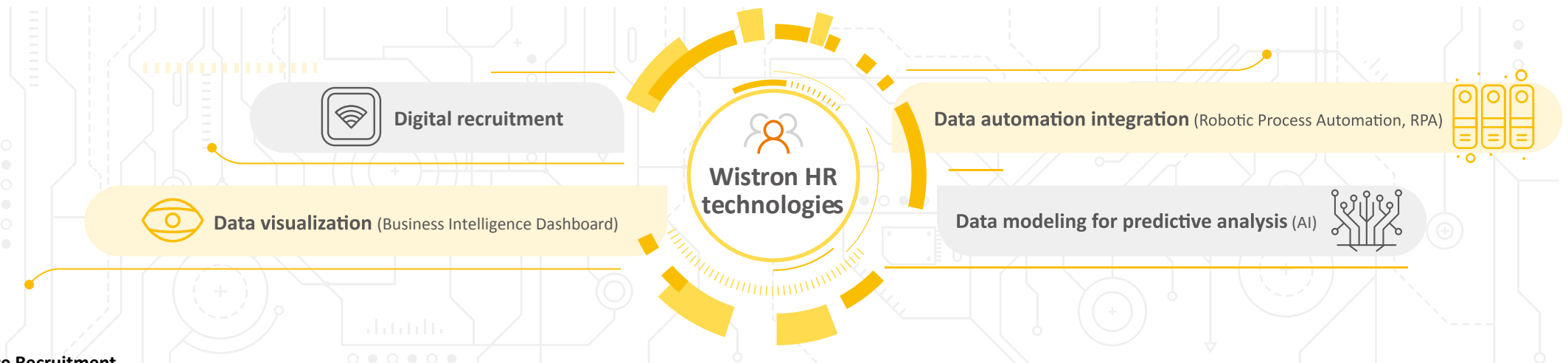
In terms of systems, Wistron conducted surveys and assessments of promotion, compensation, and skill development systems for direct employees in China, Southeast Asia, Europe, and American sites. We completed an evaluation and consolidation of these systems across all sites and implemented the new system as a pilot program primarily in Chongqing. The plan is to eventually unify the systems globally in the future.

Employee Turnover		2020	2021	2022	2023
Total Turnover (%)		28.90	27.92	50.57	35.25
Voluntary Turnover (%)		15.72	19.09	38.87	27.27
Total Turnover (%)	Male	28.47	26.46	54.35	35.79
	Female	29.10	31.05	43.98	34.32
Voluntary Turnover (%)	Male	15.07	19.24	41.51	28.19
	Female	16.04	18.77	34.26	25.70
Total Turnover (%)	<30	36.35	31.96	69.02	51.38
	30-50	18.60	22.70	34.14	24.35
	>50	7.82	12.41	9.11	15.89
Voluntary Turnover (%)	<30	19.04	21.68	53.11	41.56
	30-50	11.28	15.94	26.24	17.94
	>50	2.89	4.91	5.98	5.17
Total Turnover (%)	Taiwan	15.76	18.40	15.49	14.98
	China	32.79	29.32	63.84	44.12
	Asia	-	-	-	41.00
	Europe	6.82	48.32	23.90	13.29
	Americas	0.46	29.80	57.49	47.21
	Taiwan	10.22	14.49	14.08	9.39
Voluntary Turnover (%)	China	17.62	19.57	48.77	36.11
	Asia	-	-	-	23.72
	Europe	0.00	32.65	3.41	3.15
	Americas	0.31	23.61	48.52	43.77
Total Turnover (%)	Direct employees	34.24	31.55	71.77	49.46
	Indirect employees	15.38	19.33	19.42	16.20
Voluntary Turnover (%)	Direct employees	17.66	19.76	55.61	40.23
	Indirect employees	10.83	17.50	14.26	9.91

Note 1: Excludes employees employed at Wistron for less than three months  
 Note 2: In 2023, Asia included Malaysia sites and Vietnam sites. There are no relevant data for 2020-2022

### 4.1.4 HR Technologies

Wistron began its digital transformation in 2014 and has been cultivating digital talents systematically and applying digital technologies in various business fields. HR technologies refer to the utilization of digital tools to better automate talent selection, hiring, cultivation, and retention. Data analysis and AI technology can help the HR department better understand the company's human capital, predict and analyze data, which can help the HR department better manage decision insights and trends and thus identify the company's risks and opportunities more effectively. In the future, Wistron will devote more resources to building a comprehensive talent development and skill management system. By tracking employee skills, planning employee individual development, integrating and recommending courses, the company can better identify employees with great potential, develop excellent leaders, and continue to drive employee growth with the help of data analysis and machine learning.



#### Digitalize Recruitment

In this competitive talent market, it is crucial to hire the right talent and do so fast. Wistron has utilized technologies to simplify and integrate the complicated recruitment process that spanned across multiple systems, and build a one-stop recruitment system. This recruitment system officially began operation at the end of 2022 in Taiwan. The platform not only includes internal/external talent pools, but it also helps HR supervisors stay on top of the entire recruitment process, reducing the talent selection time by approximately 41%. In the future, Wistron will continue to optimize the system based on the company's needs and gradually adopt it at our overseas locations to complete our digitalized recruitment plan worldwide.

Recruitment System2.0 (HR EcoSystem)

<p>To solve problems with the original recruitment system, such as unorganized data, unintegrated information, and complex processes, Wistron has streamlined the process/field and designed functional fields. These improvements were based on feedback from supervisors and the HR department. The new one-stop, end-to-end recruitment information system allows supervisors to easily track application approval and talent recruitment progress. Wistron has launched a dedicated job opening website, guiding jobseekers through brand-aligned activities to the company's recruitment portal for resume registration and upload. This initiative enables Wistron to maintain a database of prospective candidates, thereby expanding its external talent pool and accelerating future recruitment planning.</p>	<ul style="list-style-type: none"> <li>• Since its release in November 2022, the recruitment system has had a total of 90,000 users and 11,790 registered applicants, and collected 8,711 complete resumes.</li> <li>• It has 8.14 (out of 10) of satisfaction among company supervisors and 9.74 (out of 10) among users.</li> </ul>
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The recruitment system integrates 3 major AI models and generative AI applications to help supervisors find the best talent

	WiCruiting resume matching	NLP behavioral competence assessment	HRDA digital competence assessment	Smart JD content generator
<b>Targets</b>	Expedite supervisor's resume processing speed and reduce the time and workload of manual resume filtering.	NLP (Natural Language Processing) language analysis technology can analyze an applicant's behavioral competence, providing supervisors with a reference that can aid in making hiring decisions, which helps them save time and reduce recruitment costs.	AI facial recognition and micro expression analysis, combined with machine learning, can analyze an applicant's six major digitalized development potential indicators for supervisor's reference before the interview.	By combining generative AI (Gen AI) with new hire applications, supervisors can speed up writing job descriptions (JD) with greater accuracy.
<b>Method</b>	Conduct a correlation analysis between the resumes of newly hired employees and the company's job openings and build an AI resume-matching model (WiCruiting). To allow supervisors to view all resumes on the same interface, Wistron has incorporated the resume recommendations from external job websites into our recruitment system this year and connected the system to WiCruiting to generate resume-matching scores. Resumes with high matching scores will be recommended to the supervisors of corresponding departments or the HR staff, enabling them to quickly identify the most suitable candidates.	NLP emotion analysis, coupled with voice recognition technology, can quantify more than 100 voice features (such as tone, volume, long/short sentence ratio) during actual interviews between applicants and supervisors. These voice features, along with the assessment results of behavioral competence, are then be used to develop an AI model.	The digital interview (HRDA) system had captured the facial expressions of Wistron workers as they responded to questions, employing AI facial recognition, micro-expression analysis, and machine learning to develop a dedicated digital competence evaluation model for Wistron. We've also integrated video interviews into our recruitment process, allowing us to capture micro-expressions from 86 points on job applicants' faces. These micro-expressions will be analyzed alongside competencies to predict candidates' suitability, providing supervisors with objective references for making hiring decisions	By leveraging agile development practices, we rapidly integrated generative AI (Gen AI) into our recruitment system. Utilizing ChatGPT, we gathered job description data from both internal and external sources within Wistron. This approach allowed us to generate clear and comprehensive job descriptions and requirements for positions proposed by supervisors.
<b>Results</b>	Compared to the resume matching function developed jointly by Wistron and external job banks, WiCruiting demonstrates a 4-fold increase in efficiency in identifying a suitable resume.	Wistron has utilized this technology in our selection of reserve associates as well as our recruitment interviews. Via NLP, we analyze the speech interaction between applicants and supervisors to effectively predict the 6 major behavioral competence indicators of each applicant and quantify 9 speech features that serve as references for supervisors during the hiring decision-making process. It has been implemented to each year's reserve associate selection starting in 2021 with a total of 305 applicants assessed so far.	Since its introduction in 2021, Wistron has utilized the HRDA system to analyze the digital competencies of about 8,900 applicants. With continuous iteration of the system and the incorporation of speech analysis, the model now has approximately 69% in its predictive ability with about 96% of our supervisors considering digital competence assessment valuable when making hiring decisions.	Improved supervisor's writing efficiency by 50% and reduced the back-and-forth between the HR and supervisors regarding a position's duties and requirements by 75%.

**Connected and Automated Data (RPA)**

Integrating the talent information both inside and outside the company and connecting with other platforms' data to ensure data completeness and consistency. Digital tools and systems make HR process automation a reality.

Targets	Method	Results
Enhancing HR's internal operations by automating and digitalizing repetitive HR tasks. This approach not only improves work efficiency but also ensures data accuracy across various HR processes.	Incorporate Robotic Process Automation (RPA) technologies and conduct a thorough review of the current HR processes to formulate and then implement a more comprehensive, simple and standardized operational process. We had developed multiple RPA tools specifically designed to automate regular and repetitive manual operations, significantly reducing time spent on such activities.	By standardizing the execution of similar HR processes, Wistron can reduce work hours on repetitive work and increase HR's production value.



### Data Visualization

Wistron is committed to utilizing modern visualization tools, such as Power BI, to build an intuitive and user-friendly HR Dashboard. By using standardized data usage patterns and automatic connection, Wistron has developed a visualized dashboard that presents 6 major HR management indicators, including manpower, resignation, recruitment, attendance, organization, and other HR KPIs. This initiative significantly reduces the time spent on administrative work for our HR units. Moreover, it provides instant data insights and decision support for our supervisors and HR teams.



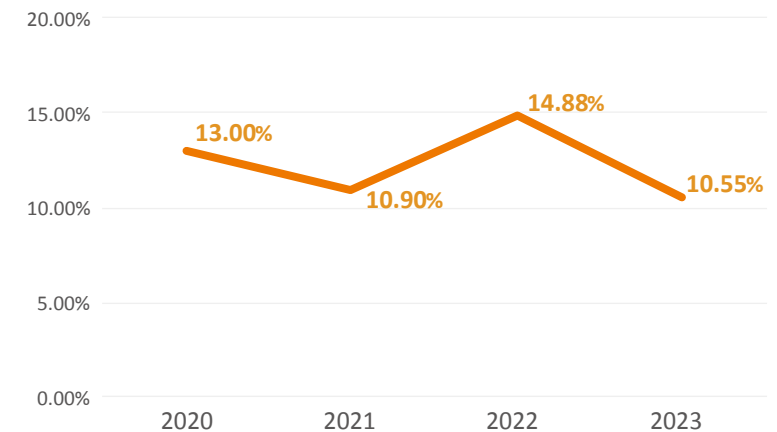
### Data Modeling, Prediction & Analysis (AI)

In addition to the 3 major AI models- WiCruting resume matching (our 2.0 recruitment system), NLP behavioral competence assessment and HRDA digital competence assessment, Wistron has developed a resignation risk prediction model to address employee retention issues. This model aims to identify early signs of an employee's inclination to resign, thereby enhancing the company's ability to retain talent and mitigate the risk of talent loss.

### Prediction of Employee Resignation Risks

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

Featured Project	Risk Prediction of Employee Resignation
<b>Purpose of the project</b>	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.
<b>Project benefits</b>	The company predicts the likelihood of key talents resigning, enabling proactive measures to be taken for their retention. What were once passive responses are now transformed into active strategies, aimed at enhancing overall talent retention within the company.
<b>Data collection</b>	70 personnel-related data entries from within the company.
<b>Project results</b>	Since the introduction of the project in Taiwan in 2018 Q4, around 1,300 high-risk personnel have been reported, with an overall prediction rate of above 70%. As a result, the indirect employees' voluntary turnover rate in the Taiwan headquarters has been decreasing year over year, dropping from 13% in 2020 to 10.55% in 2023.



Note: The pandemic situation in Taiwan in 2022 was relatively severe. Therefore, some 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 meetings and communicating with high-risk employees frequently, resulting in a slight increase in the turnover rate compared to the previous year.

## 4.2 Human Capital Development

Wistron upholds an altruistic business philosophy, continuously pursuing innovation and transformation to overcome challenges of the future. Under the vision of "Sustainability through Innovation," we empower our global employees to understand and practice our four core values: "Customer Focus," "Integrity," "Innovation" and "Sustainability." In addition to emphasizing corporate social responsibility and the pursuit of sustainable business, we also use this framework to develop our talents.

### 4.2.1 Global Talent Development Policy

Based on the strategic focuses of global expansion, digital transformation, and sustainability, Wistron continued efforts in cultivating global talents in the following competencies: "Management Capability", "Digital Capability", and "Globally Adaptable Capability" along with an accelerated focus on cultivating "Sustainability Capability". Through a unified global talent development direction, we provided a variety of learning approaches to overcome language barriers and foster inclusivity of diverse cultures, thereby enabling global employees to grow with the company and cultivate sustainable competitiveness with their individual careers.

Under our unified global talent development strategy, we began implementing the global learning platform, Cornerstone, in 2021. By 2023, the platform has been successfully launched across 22 sites worldwide, achieving a coverage rate of 96% with over 25,000 users engaging in more than 5,200 training batches. Over the past three years, we have trained 510 learning platform administrators who plan and manage professional training courses in various businesses and domains of expertise (such as R&D, engineering, digital transformation, and so on). Through the implementation of a global learning platform, Wistron effectively embodies the "One Platform" approach, manifesting a strong commitment to the spirit of "One Team". This is evident as our employees actively engage in a continuous learning cycle of Plan-Do-Check-Act (PDCA). This fosters self-directed learning and resource sharing, rapidly establishing a common global language and facilitating knowledge transfer.

#### • Training Expenses and Hours from 2021 to 2023

ITEM	2021	2022	2023	
Total employee training expenses	NT\$174M	NT\$135M	NT\$98M	
Average employee training expense	NT\$2,769	NT\$2,857	NT\$2,348	
Total employee training hours	Direct	4.07M	2.70M	1.31M
	Indirect	0.43M	0.40M	0.41M
	Total	4.50M	3.10M	1.72M
Average employee training hours	Direct	92	96	54
	Indirect	23	21	23
	Average	72	66	41

Note: Training expenses are in New Taiwan Dollar (NTD).

In 2022, Wistron invested a total of NT\$98.83M in talent development worldwide, with an average training cost of NT\$2,348 per employee; the total training hours for employees worldwide reached 1,717,602 with an average of 40.8 hours per employee. Among them, female employees received a total of 532,546 training hours with an average of 34.3 hours, and the male employees received a total of 1,185,056 training hours with an average of 44.6 hours; production employees received a total of 1,305,455 training hours with an average of 54.2 hours and other employees received a total of 412,147 training hours with an average of 22.9 hours; managerial employees received a total of 97,775 training hours with an average of 29.3 hours and non-managerial employees received a total of 1,619,827 training hours with an average of 41.8 hours.

To support our global talent development strategy, trends toward bite-size learning, and adjustments to global production capacity, we promoted wide-ranging online learning and resources sharing across Wistron locations in 2023. Compared to 2022, the average training hours for direct employees decreased by 42 hours, while the average training hours for indirect employees increased by 2 hours. The total training expenditure decreased by 27%, and the average training expense per employee was decreased by NT\$509.





Total employee training expenses

NT\$98M

Average employee training expenses

NT\$2,348



Total employee training hours

1.72M

Average employee training hours

41



Average learning satisfaction score

4.4

• Training Hours by Gender

Gender	Female Employees		Male Employees		
	Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		61,107.7	11.9	102,296.2	14.3
China		389,449.2	49.6	945,808.9	59.5
Mexico		34,403.6	39.5	41,637.3	38.5
Czech Republic		6,036.8	19.5	4,671.8	17.8
Malaysia		6,765.1	12.7	13,277.7	24.9
Vietnam		34,784.0	32.4	77,364.0	47.4
Global data		532,546.3	34.3	1,185,055.9	44.6

• Training Hours by Job Type

Type	Production		Non-Production		
	Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		27,158.8	8.6	136,245.1	15.4
China		1,125,600.0	68.7	209,658.1	28.5
Mexico		56,258.5	37.1	19,782.8	45.5
Czech Republic		7,958.5	20.9	2,750.1	14.4
Malaysia		3,709.8	5.0	16,333.0	50.9
Vietnam		84,770.0	45.1	27,378.0	33.7
Global data		1,305,455.2	54.2	412,147.0	22.9

Note 1: Average training hours per employee = total number of training hours provided to employees/total number of employees  
 Note 2: Covers the period of 2023/1/1 to 2023/12/31

• Training Hours by Employee Type

Employee Type	Managerial Position		Non-Managerial Position		
	Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan		37,551.4	25.2	125,852.5	12.0
China		42,781.2	28.1	1,292,476.9	58.2
Mexico		9,260.8	95.5	66,780.1	36.0
Czech Republic		357.0	8.3	10,351.6	19.6
Malaysia		6,871.5	104.1	13,171.3	13.2
Vietnam		953.0	8.0	111,195.0	43.2
Global data		97,774.9	29.3	1,619,827.3	41.8

### 4.2.2 Key Strategic Talent Development

To progress toward the corporate vision of "Sustainability through Innovation," Wistron formulated four core strategies for talent development: "Digital Capability" "Management Capability" "Globally Adaptable Capability" and "Sustainability Capability" We also leveraged mid- and long-term talent development initiatives to provide career platform for talents through continuous talent cultivation while realizing our corporate vision.



2023 Talent Development Strategic Projects	Project & Details	Progress in 2023	Training Effectiveness & Value to Wistron	2023 Participants (ppl.) and percentage
<b>Digital Capability: Digital Talent Cultivation to Accelerate Digital Transformation</b>	<b>Upgrading the Technological Capabilities of Key Digital Talents</b> Systematically cultivated digital project development teams through training on methodology, use case demonstration, scenario simulation, and daily practices to help digital talents truly apply digital transformation methods and skills to reengineer business processes and create value.	<b>Upgrading the Technological Capabilities of Key Digital Talents</b> 352 digital talents trained in 2023 with a cumulative total of 633 translators, 163 product owners, 125 tech leads, 189 data engineers, 49 enterprise architects, and 158 cloud architects.	8,138 employees trained; 14.6% of global employees	<b>Level 4 Result</b> <ul style="list-style-type: none"> <li>Annualized rate of return: NT\$599M</li> <li>Cost savings by reduced manual work with digital transformation: NT\$53.82M</li> </ul>
	<b>Cultivating and Certification of Digital Talents' Capabilities</b> The digital talent development committee is responsible for defining the Technical Competency Model (TCM), assessing competency, and planning skills and career development programs, collaborating with the DnA Academy and internal/external learning resources to offer technical and soft skills training.	<b>Cultivating and Certification of Digital Talents' Capabilities</b> The number of talent participated in the TCM certification program increased drastically to 1,237 in 2023. Continuously implemented skill development plan for 12 key roles. 1,640 attendees completed hard skills and soft skills training, and proportion of L3H or higher talents increased to 28%.		<b>Level 3 Behavior</b> <ul style="list-style-type: none"> <li>774 digital technology and transformation projects.</li> </ul>
	<b>Promoting Data-Driven Culture</b> Expanded data governance technologies to cover process automation, business intelligence, statistical analysis, and Auto ML with systematic online/offline trainings, workshops and case sharing sessions for global Wistron sites to promote the 5 major toolboxes of Power BI, Minitab, Rapidminer, Mobagel, and RPA.	<b>Promoting Data-Driven Culture</b> 18 training batches in 2023, with 2,748 attendees and a cumulative total of 6,223 attendees passing the evaluation. Overseas training offered as well, with 106 attendees passing and 42 digital projects going live.		<b>Level 2 Learning</b> <ul style="list-style-type: none"> <li>Certification rate: 81%</li> <li>Training completion rate: 100%</li> </ul>
<b>Management Capability: Promotion of Managerial Competencies to Worldwide Sites to Shape Innovative Leadership</b>	<b>Promotion of Managerial Competencies to Worldwide Sites</b> In 2023, continued to promote managerial competencies through the integration with the four major management aspects of recruitment, training, staffing and retention in order to help supervisors understand the connotation of managerial competencies and apply them to improve leadership at work.	<b>Promoting Managerial Competencies to Worldwide Sites</b> In 2023, 4 communication sessions were held, and 10 online courses on managerial competencies were developed and delivered to global managers from the headquarter to 28 worldwide sites with a cumulative total of 6,488 attendees.	2,075 employees trained; 4.9% of global employees	<b>Level 4 Result</b> <ul style="list-style-type: none"> <li>Employee satisfaction score for daily support from management: 4.2~4.4 (out of 5)</li> <li>Average proficiency score of 360-degree evaluation for managerial competencies: 4.5~4.58 (out of 5)</li> </ul>
	<b>Developing Global Leadership at the Leader level</b> In order to develop high-potential talents to prepare them to next level of positions, competency-based development program used various learning methods such as project assignment, self-directed learning resources, and group coaching to develop key behavior and skills, and gain practical experience.	<b>Developing Global Leadership at the Leader level</b> 79 high-potential talents were selected in 2023. 4 competency workshops and corresponding training resources were provided to help talents transfer learning and apply in work. A total of 76 talents completed final presentations and passed (pass rate of 96%).		<b>Level 3 Behavior</b> <ul style="list-style-type: none"> <li>Managerial competency evaluation score of 4.58 (out of 5)</li> <li>Percentage of managers who increased their average managerial competency scores: 72%</li> <li>Annual performance communication rate: 93.9%~97.1%</li> </ul>
	<b>Enhancing Coaching Skills at the Manager level</b> To build management culture at all leader levels to enhance organizational performance and foster mutual communication, delivered performance management training series to worldwide sites to assist rollout of a unified performance management policy.	<b>Enhancing Coaching Skills at the Manager level</b> 945 attendees completed "Coaching" online training to enhance managerial competency "Aligning Performance to Success." Performance management training series were first delivered to Mexico and Vietnam sites with a total of 350 attendees.		<b>Level 2 Learning</b> <ul style="list-style-type: none"> <li>Training completion rate: 100%</li> <li>Competency awareness: 99.4%</li> </ul>
				<b>Level 1 Reaction</b> <ul style="list-style-type: none"> <li>average learning satisfaction score of 4.5 to 4.7 (out of 5)</li> </ul>

2023 Talent Development Strategic Projects	Project & Details	Progress in 2023	Training Effectiveness & Value to Wistron	2023 Participants (ppl.) and percentage
<p>Sustainability Capability : Deepening of Knowledge to Align Talent Development with Organization and towards Sustainability</p>	<p><b>Promoting Basic Sustainability Awareness Worldwide</b> Launched basic knowledge trainings and introduced online learning resources from CommonWealth Leader Campus and Net Zero School of Industrial Technology Research Institute to enhance employees' understanding of sustainability and industry trends. In addition to external resources, cooperate with internal experts to develop various ESG online learnings related to ESG to worldwide sites.</p>	<p><b>Promoting Basic Knowledge of Sustainability</b> The multilingual "ESG Basic Training," "Wistron Six Pillars of Sustainability Strategies" and "Highlight of Wistron's Sustainability Report" were developed by internal experts to help employees understand Wistron's sustainability actions under common learning structure to build consensus to an accumulative total of 29,945 attendees annually.</p>	<p>39,362 employees trained; 93.5% of global employees</p>	<p><b>Level 4 Result</b></p> <ul style="list-style-type: none"> <li>Percentage of recycling material used in product design increased from 30.2% in 2022 to 35.4% in 2023.</li> <li>Electricity saving of plants of 17.869 M kWh annually; water saving of 50,994 m<sup>3</sup>; waste reduction of 617.4t.</li> <li>Number of strategic suppliers who enhanced carbon reduction efforts: 27.</li> </ul>
	<p><b>Developing Professional Sustainability Talents</b> Wistron's ESG Sphere professional development follows six pillars of sustainability strategies. In addition to the professional training series of Net Zero School of Industrial Technology Research Institute, in 2023, internal experts also served as facilitators through face-to-face or virtual sessions to spread sustainability knowledge and skills.</p>	<p><b>Developing Professional Sustainability Talents</b> Through global learning platform, 38 ESG-related online training were developed with a cumulative total of 1,880 attendees. Global manufacturing plants also implemented energy conservation, waste reduction and water resources management trainings with a total of 67,116 training hours and 61,943 attendees.</p>		<p><b>Level 3 Behavior</b></p> <ul style="list-style-type: none"> <li>Carbon footprint management system launched and workday for carbon footprint verification reduced from 30 days to 13 days.</li> <li>Completion rate of suppliers' carbon footprint verification: 100%</li> </ul>
	<p><b>Providing Online Platform and Resources for Suppliers' Sustainability Learning</b> Established the Supplier Online Platform to help suppliers improve their sustainable knowledge, collaborate with the global partners to jointly explore and realize Wistron's growth opportunities in sustainable operation, and establish a complete sustainable ecosystem on our journey to sustainability.</p>	<p><b>Providing Online Platform and Resources for Suppliers' Sustainability Learning</b> More than 60 online training provided, with a total of 7,790 attendees. In line with Wistron's low-carbon manufacturing transformation strategy, we prioritized 27 strategic suppliers with low carbon reduction maturity (those who have not conducted internal carbon footprint verification) and provided practical training and coaching program to help suppliers conduct their own greenhouse gas verification.</p>		<p><b>Level 2 Learning</b></p> <ul style="list-style-type: none"> <li>Training completion rate of employees: 98~98.7%</li> <li>Training completion rate of strategic and key suppliers: 100%</li> </ul>
<p>Globally Adaptable Capability: Establishment of Global Consensus and Commitment for Strategy Execution</p>	<p><b>Building Commitment: CEO Town Hall</b> Organized CEO Town Halls to share Wistron's strategy, operational status, and future prospects every year to ensure that Wistron employees have a clear understanding and commitment to the company's development direction.</p>	<p><b>Building Commitment: CEO Town Hall</b> A total of 7 sessions of CEO Town Hall were held in 2023 with 505 participants and a total of 52 questions received on business strategy, talent strategy, organizational culture, management issues and other aspects. CEO was forthright in sharing his viewpoint and experience, answering questions, and providing clear directions.</p>	<p><b>Level 4 Result</b></p> <ul style="list-style-type: none"> <li>Core values awareness of global employees: 89.6%</li> <li>Retention rate after Training Program of Foreign Manufacturing Engineering and Technical Talents: 93%</li> </ul>	
	<p><b>Building Culture: Advocate for Core Values</b> Core values advocacy campaigns are separated in three stages - knowing, realizing, and doing. Local facilitators are certified to deliver core values in onboarding training. These activities help employees understand and uphold our core values in their daily work, consequently to the "doing" stage.</p>	<p><b>Building Culture: Advocate for Core Values</b> 1,767 participated in HQ's core values promotion activities and a total of 20 overseas sites held core values promotion activities with 12,245 attendees. Core values-related training include "Simon's Talk," "Core Values Workshop," and "CEO Wi Talk."</p>	<p><b>Level 3 Behavior</b></p> <ul style="list-style-type: none"> <li>Internal facilitators certified for Core Values Workshop: 14 facilitators.</li> <li>Pass rate of engineering and technical talent training program: 66%</li> </ul>	
	<p><b>Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents</b> Selected high-potential Wistron employees who meet the training plan's criteria and provided systematic training, including professional theoretical knowledge courses and practical skills, to retain talents.</p>	<p><b>Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents</b> A total of 154 talents were trained in 2023 with Mandarin learning courses, machine operation training, and automation process projects. After the talents complete the training and pass the assessment, they will be transferred to related professional technician positions.</p>	<p><b>Level 2 Learning</b></p> <p>Core value awareness of attendees to promotion activities: 4.6 (out of 6)</p> <p><b>Level 1 Reaction</b></p> <p>average learning satisfaction score of 4.6 to 5.9 (out of 6)</p>	

Strategy 1



## Digital Talent Cultivation to Accelerate Digital Transformation

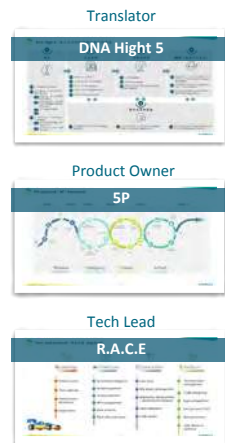
Wistron established the digital transformation blueprint in 2019 with three key strategies, namely "cultivation of digital talents", "digital culture formulation", and "empowerment of digital work for employees". In order to effectively implement these strategies, the company established the Digital and Analytics Academy (DnA Academy) dedicated to nurturing digital talents. The focus of digital transformation training is divided into three categories: "digital key talent cultivation", "digital talent certification", and "data-driven culture building". It uses systematic training methods (online & offline) to conduct digital transformation knowledge and tool training while shaping the organization's digital culture.

### Milestones in Wistron's Digital Transformation

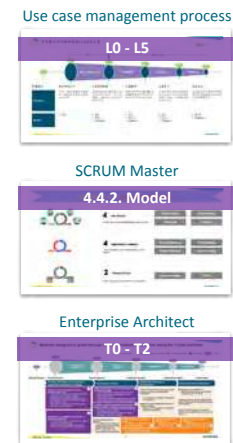
To accelerate Wistron's digital transformation, we formed the "Technical Governance Committee" in 2021 and its subordinate committee- digital talent development committee – to define the Technical Competency Model (TCM), assess competency levels, plan for skills and career development, and collaborate with DnA Academy and internal/external learning resources. Both technical and soft skills training were conducted in tandem with incentive programs for key digital talents. After training, the talents actively involved in the company's digital transformation, took 104 initiatives and digital projects in various business areas such as R&D, manufacturing, sales, supply chain, finance, and human resources. Through methodology training, use case demonstration, scenario simulation, and daily practices, the talent development process can help digital talents truly apply digital transformation methods and skills to reengineer business processes and create value.

**Innovation** Enhance employee capabilities for digital transformation through over 150 hours of training courses

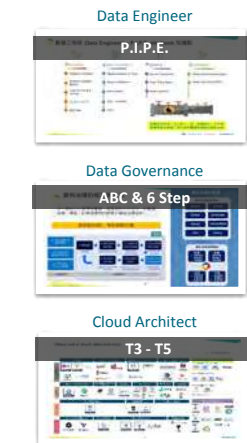
Empowerment of Digital Roles



Project Management Process



Data and Cloud Architect Training



## 1. Upgrading the Technological Capabilities of Key Digital Talents

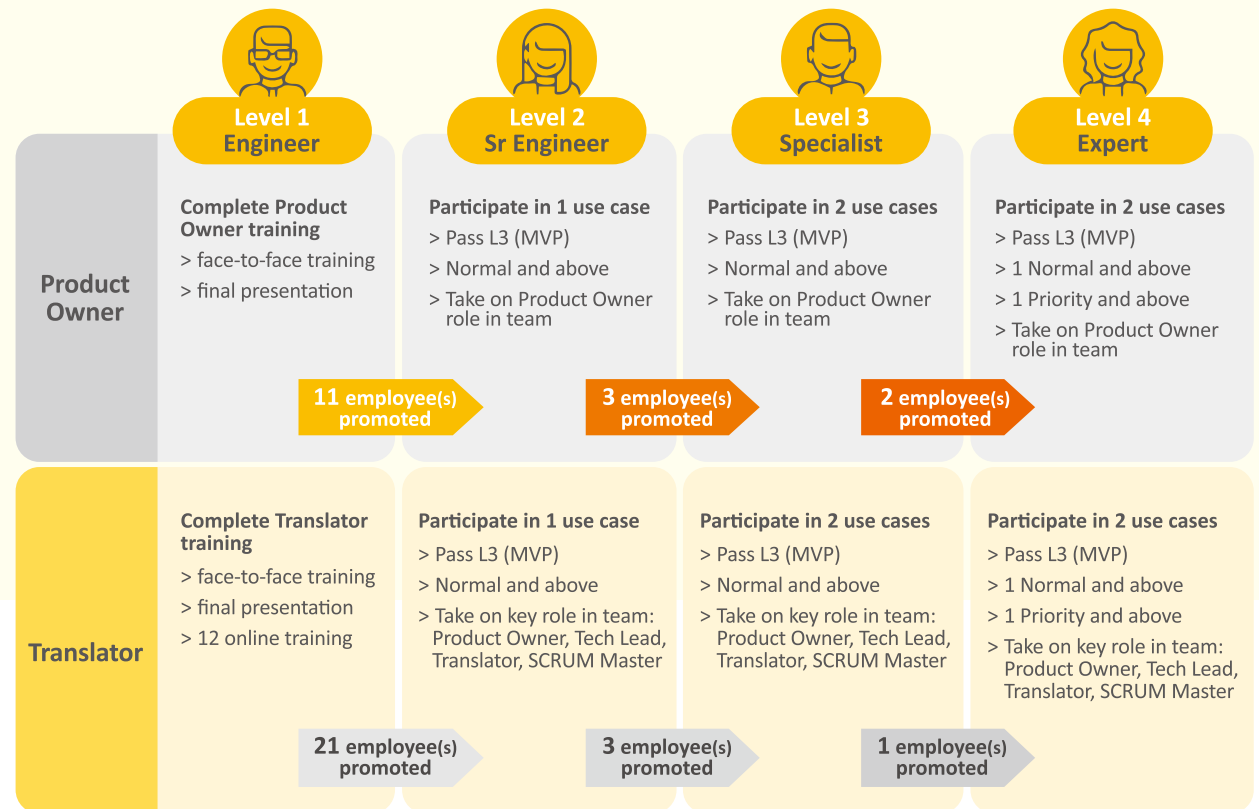
### Leveraging Key Digital Talents: Collaborative Value Creation in Diverse Projects

Wistron established the DnA Academy to systematically cultivate key digital talents. After training, the talents combined the digital theories with their expertise in various business domains to contribute to the development of over 400 projects.



List of 3rd Digital Transformation Excellence (Ding Ge) Award Winners held by Harvard Business Review in 2023 | First Prize of the Operational Excellence Award in the Large Enterprise sector

In addition, in order to help managers clearly identify the competencies and contributions of digital talents, motivate talents, and enhance the capabilities of digital talents, we developed a digital talent platform in 2023 to maintain talent records and provide a complete digital talent information system with accurate talent statistics, resumes, and databases. At the same time, the certification system for two key talents, "Translator" and "Product Owner," was also optimized in 2023. A total of 41 people has been promoted this year with appropriate incentives to support our talent retention goals.



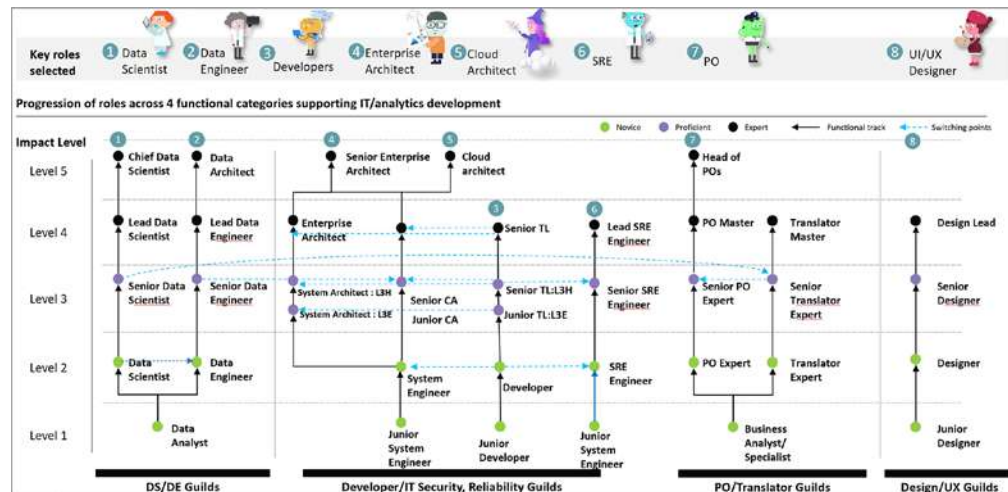


## 2. Cultivating and Certification of Digital Talents' Capabilities

In 2023, the key digital talent technical competency model (TCM) was expanded from 9 to 12 roles. The roles and responsibilities (R&R) were defined, and the certification methods were designed based on our TCM. TCM was refined to cover the diverse skills required for digital transformation.

In terms of recruiting professional talents, our talent pool increased significantly from 569 in 2021 to 1,237 in 2023. We continue to maintain a skills inventory of the 12 key roles for digital transformation.

By continuously optimizing the Career Map and improving the clarity of the Career Paths for the 12 key roles, digital talents can more clearly understand their career development directions. The proportion of talents of L3H (Level 3 High-Performing) and above increased to 28%. It shows that our cultivation mechanism can effectively develop high-level skills and leadership capabilities.



### • 2023 Optimization of TCM Certification System

1	Expand Competency Model	The Technical Competency Models (TCM) had 9 roles in 2021, which grew to 12 roles in 2023 to now include the key roles of Enterprise Architect, Cloud Architect, UI/UX Designer, Product Owner, Data Engineer, Data Scientist, Site Reliability Engineer, Developer, Security Governance Specialist, Security Engineer, Security Analyst, and ITPM.	<b>Expand Competency Model</b> > 12 technical competency models > 126 core skills > 380 assessment items
2	Recruit Professional Talents	The number of talents who were recruited and then participated in the TCM certification program increased significantly from 569 in 2021 to 1,237 in 2023. We continue to maintain a skills inventory of the 12 key roles for digital transformation and implement skills development plans to support the digital transformation.	<b>Recruit Professional Talents</b> > 1,237 certified employees
3	Promote Skill Advancement	Better defined Career Paths by optimizing our Career Map. This also helped increase employees' understanding of their future career developments.  Through the hard skills and soft skills training programs, the proportion of talent of L3H and above has rapidly increased from 17% in 2022 to 28% in 2023, showing that our cultivation mechanism can effectively develop high-level skills and leadership capabilities.	<b>Promote Skill Advancement</b> > 37 talents underwent cross-domain transfers > Trained 1,640 attendees > Talents of L3H and higher increased to 28%

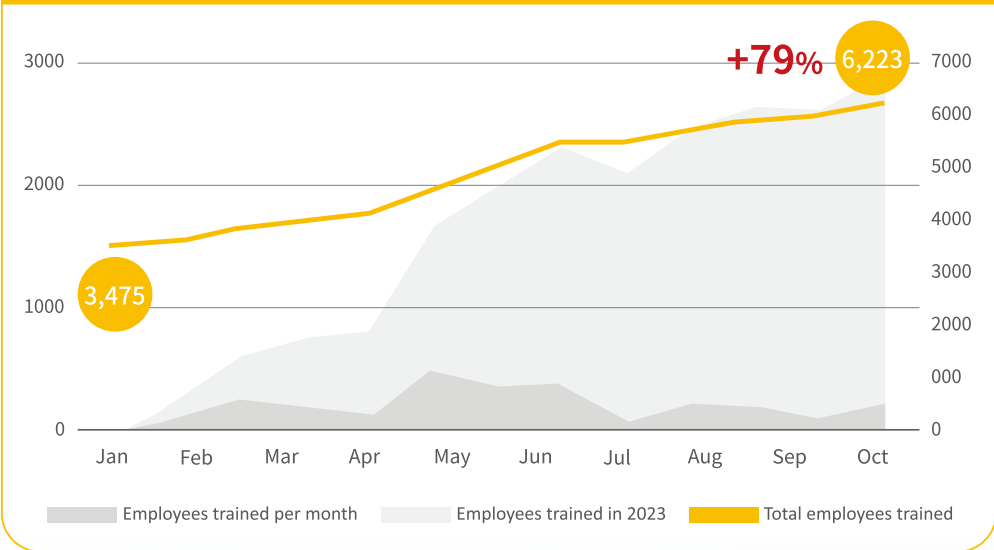
### 3. Promoting Data-Driven Culture

#### Cultivating Data Scientists and Comprehensive Data + AI Talents

Low-code tools can be leveraged to realize and generate benefits from ideas, with data being used to support decision-making and more persuasive communication. Integrating the five major toolboxes of data governance, process automation, business intelligence, statistical analysis, and Auto ML, we promote a data-driven culture through systematic online and offline trainings, workshops and case sharing sessions for digital tools such as Power BI, Minitab, Rapidminer, Mobagel, and RPA.

In order to encourage employees to develop diverse digital skills for work, Wistron will continue to provide data tools trainings in the future to achieve our goal of training 6,000 employees within three years. Wistron plans to promote knowledge sharing and exchange through hackathon competitions, technology forums, sharing sessions, etc., and establish a project management platform to translate training effectiveness into concrete results, and also build up a talent pool competent in digital tools to support related applications.

2023 Progress toward a Data-driven Culture



Strategy 2



## Promotion of Managerial Competencies to Worldwide Sites to Shape Innovative Leadership

In 2023, we continued to promote managerial competencies through the integration with the four major management aspects of recruitment, training, staffing and retention in order to help supervisors understand the connotation of managerial competencies and apply them to improve leadership at work. The Talent Development Team designed and produced 10 online courses in the training series, which includes three courses addressing basic knowledge on managerial competencies, four courses on examples of Manager Competency and three courses on examples of Leader Competency to apply their learnings into practice. We held four communication sessions and offered 10 courses in three different language versions: Simplified Chinese, Traditional Chinese, and English. The competency training was launched in June 2023 for supervisors across Wistron locations spanning HQ and 28 sites around the world.

The training design aspects cover:

**Practicality**

Collected excellent cases through interviewing internal benchmark person to apply key behaviors of managerial competency into daily work.

**Diversity**

Combined multiple learning media including video, audio, text and images to satisfy diverse learning styles.

**Assessment**

Used interactive tests to check learner's understanding.

Global Learning Outcomes

Course Title	Target audience (ppl)	Number of employees who completed training (ppl)	Training completion rate	Satisfaction score (L1)	Awareness (L2)
Managerial competencies – Basic Knowledge	3,525	3,521	99.9%	4.5	99.9%
Managerial competencies – Manager Competency	3,000	2,967	98.9%	4.4	98.9%



## 1. Strengthening Strategic Leadership at the Executive Level

In response to the ever-changing environment and to drive the company's future growth, executive leaders are dedicated to improving Wistron's competitive advantage and operational excellence. Against a dynamic business landscape, Wistron aims to equip senior executives with diverse knowledge to support them as they confront fierce competition and lead our organization to long-term success.

In 2023, we provided the executive leadership program to 18 BU heads and above, tallying a total of 1,459 training hours. The external training program focuses on three main subjects: Global and Multinational Operations, Strategic Thinking and Innovation, Business Management and Leadership Development. The program is designed based on real practices to help executives expand their horizons, strengthen strategic mindset, and improve corporate leadership. Wistron continues to enhance the capabilities of executive leaders to overcome challenges in our global and competitive landscape and lead Wistron to long-term success. We hope to ensure that they are capable of responding to changes more flexibly and innovatively while being fully prepared for the company's future.

In 2023, Wistron was selected as one of the Top 100 Global Innovative Institutions by Clarivate, which shows that Wistron's efforts in continuously investing in cutting-edge technology research and development over the years is being recognized by the community at large. Executive leaders bring innovation into corporate culture, put innovation into practice and pursue the vision of "Sustainability through Innovation". This achievement not only recognizes the company's patent portfolio, but also reflects Wistron's outstanding performance in the field of innovation.



## 2. Developing Global Leadership at the Leader Level

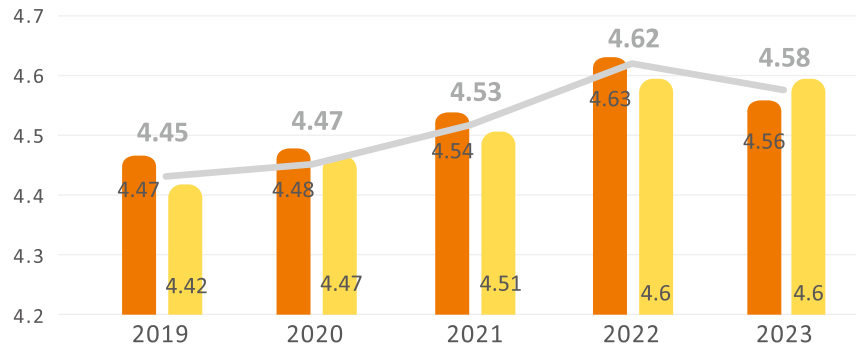
In 2022, Wistron defined 8 leader competencies. To gradually promote key managerial competencies to senior leadership (BU/Corp. Func.) and middle management (plant/division), three key leader competencies were identified as development goals for 2023-2026 in accordance to our key strategic focus. These competencies – Driving Execution, Data-Driven Decision Making, and Motivating the Team- were also included in the annual performance appraisal. After basic training on managerial competencies, division managers are offered skills trainings to further strengthen their leadership.

To develop high-potential talents to prepare them for their next levels and positions and build our talent pipeline, we launched our Global Leadership Development Program to spotlight competency development. It uses various learning methods such as project assignment, self-directed learning resources, and group coaching to develop and track the behavioral changes across the three key leader competencies of Driving Execution, Data-Driven Decision-Making, and Motivating the Team. The 360-degree competency assessment was introduced during the nascent stages of the program, while the assessment report is used to set up individual development goals. Each talent is assigned an internal coach, who is two levels higher to the talent and from a different field/unit. Monthly one-on-one coaching sessions offer these talents broad perspectives, leadership mindset, and resources.

### 3. Enhancing Coaching Skills at the Manager Level

To build management culture at all leadership levels, improve organizational performance and promote two-way communication between management and their team members, the manager competency- Aligning Performance for Success was selected to enhance our manager’s coaching behaviors. Coaching training was provided to help managers properly coach subordinates and provide motivation and support to enhance overall team performance. Sound and seamless communication between management and their team members help engage employees to unleash their potential.

In 2023, coaching training was delivered via hybrid models, combining online learning and face-to-face session. The online course is designed for managers to master knowledge and practice coaching skills through four phases: pre-testing, learning, scenario simulation, and post-testing. During face-to-face sessions, managers conduct role play and receive observations and feedback from senior leaders. Facilitators ensure they apply knowledge into practice by using very realistic scenarios and also creating opportunities for senior leaders to share their experience.



<span style="color: orange;">■</span> Core Values	4.47	4.48	4.54	4.63	4.56
<span style="color: yellow;">■</span> Leadership Competency	4.42	4.47	4.51	4.6	4.6
<span style="color: grey;">—</span> Average	4.45	4.47	4.53	4.62	4.58

**Goal Setting and Communication**  
149 people trained  
Completion rate **100%**  
Satisfaction **4.7**

**Performance Feedback and Appraisal**  
96 people trained  
Completion rate **100%**  
Satisfaction **4.7**

**Overseas promotion**

**Performance Improvement Plan**  
86 people trained  
Completion rate **100%**  
Satisfaction **4.9**

**Potential Ranking**  
19 people trained  
Completion rate **100%**  
Satisfaction **5.0**

After the “Coaching” online training and face-to-face “Coaching for Empowerment” training, Wistron regularly conducts surveys to track management performances and gauge behavioral changes in trained managers. We believe stronger managerial competencies will drive organizational performance and inspire a positive cycle.

In 2023, we unified our performance management policy across Wistron locations worldwide and simultaneously delivered performance management training. The first wave of performance management training was held in Mexico and Vietnam sites and composed of three sessions: Goal Setting and Communication, Performance Feedback & Appraisal, and Performance Improvement Plan. The training sessions align with the performance management cycle, allowing managers to immediately apply the knowledge and tools in practice and daily management. The training was considered effective with an annual performance communication rate of 91.9% in Mexico and 95.9% in Vietnam; an employee satisfaction score for daily coaching of 4.1 in Mexico and 4.3 in Vietnam (out of 5); and an average proficiency score from the 360-degree managerial competency evaluation of 4.2 in Mexico and 4.7 in Vietnam (out of 5).



Strategy 3



## Deepening of Knowledge to Align Talent Development with Organization and towards Sustainability

In response to changes in the internal and external environment, "sustainable development" has become an issue confronting global corporations. Wistron seeks to accelerate towards our vision of corporate sustainable development through building a learning culture oriented in ESG-related knowledge. Wistron's Corporate Sustainability Office, Talent Development Team, and the Core Teams of Wistron's six sustainability strategies developed the "ESG Sphere" training roadmap, offering global training resources to foster deeper understanding and commitment to sustainability among all employees. This initiative aims to introduce the significance of Wistron's sustainability initiatives and achievements, and to strengthen organizational partnerships in achieving sustainable goals. Furthermore, the knowledge and skills training in different professional fields are provided to align talent development with the organization and towards sustainability.

Training System	Learning Level	Training Subject	Career Level	Target Audience
Specialized Field	Leader	<ul style="list-style-type: none"> <li>Sustainable Strategy Leadership Seminar</li> <li>Sustainable Trends Forum</li> </ul>	Master	CXO Sponsor Pillar Owner Expert Leader
	Advanced	<ul style="list-style-type: none"> <li>Green products</li> <li>Decarbonization</li> <li>People with Purpose</li> <li>Recycling</li> <li>Sustainable Supply Base</li> <li>Labor Welfare</li> </ul>	Expert	Cross-Pillar Expert
			Advanced	Pillar Practitioner
	Career			
Basic	<ul style="list-style-type: none"> <li>Sustainable Development Issues</li> <li>Corporate Information Disclosure Standards</li> </ul>	Developing	Core Team	
General	Beginner	<ul style="list-style-type: none"> <li>Highlights of Wistron ESG Report</li> <li>Trends in Sustainability</li> </ul>	—	All Employees (Optional)
		<ul style="list-style-type: none"> <li>Wistron Six Pillars - The Way to Sustainability</li> </ul>		All Employees (Mandatory)
		<ul style="list-style-type: none"> <li>Understanding ESG (Environmental, Social, and Governance)</li> </ul>		

## 1. Consensus – Promoting Basic Knowledge of Sustainability Worldwide



"Sustainability" is one of Wistron's core values. To ensure global employees understand the significance of sustainability and the company's six strategic pillars of ESG, we launched basic knowledge training at the end of 2022 for HQ as a starting point. In addition to introducing online learning resources about ESG and industry trends from Commonwealth Leader Campus, we also developed the multilingual "Wistron Six Pillars of Sustainability Strategies" and "Highlight of Wistron's Sustainability Report" internally. We promoted this basic knowledge of sustainability to various sites starting in July 2023; a total of 29,945 attendees in 2023 and reported an average learning satisfaction of 4.4 (out of 5). The compulsory training completion rate of indirect employees is 98.7% worldwide. Wistron employees expressed a high degree of understanding and commitment of the vision of "Sustainability through Innovation".

In addition, in order to have employees and external stakeholders learn more about Wistron's efforts and achievements in sustainability, we cooperated with the National Taiwan University of Science and Technology to develop an ESG board game, and held a trial run of the board game with our sustainability strategy committees to ensure that the content can fully convey the focus of Wistron's ESG and sustainability actions. Our ultimate goal for the future is to expand the influence of sustainable actions from the inside out through gamified learning.

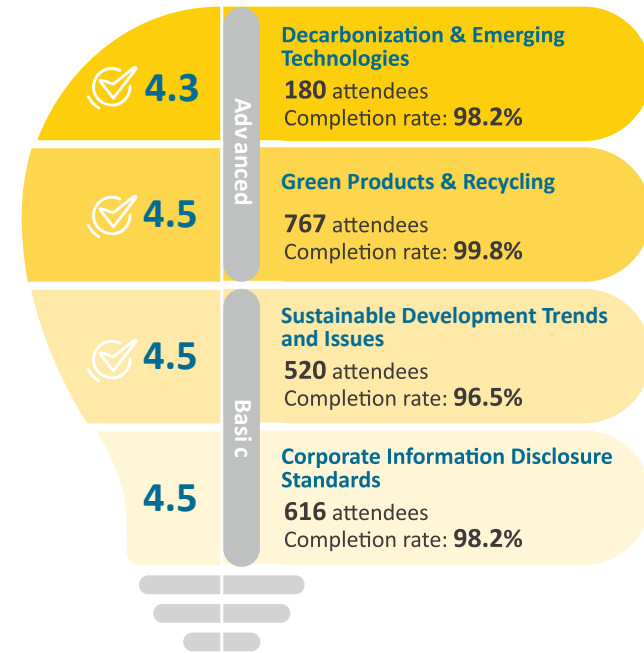


## 2. Knowledge – Developing Professional Sustainability Talents

Wistron's ESG Sphere training follow six pillars of sustainability strategies: Sustainable Supply Base, Green Products, Recycling, Decarbonization, People with Purpose, and Labor Welfare. In the end of 2022, we kicked off professional development for ESG core teams and introduced the professional training series from the Net Zero School of ITRI (Industrial Technology Research Institute). In 2023, internal experts also served as facilitators in face-to-face or virtual sessions to share sustainability knowledge to various functions. By the end of 2023, 38 ESG-related online training programs were developed, with topics covering international standards of corporate information disclosure, global sustainability trends, human rights and DEI, low-carbon manufacturing and new energy technology development, green products and recycling, etc., with a total of 2,083 attendees, a training completion rate of 97.9%, and an average learning satisfaction of 4.4 (out of 5).

Wistron's manufacturing plants around the world also showed their support to the company's sustainability strategies and goals, organizing training on energy conservation (energy management), waste reduction (waste management), water resources management, etc., reaching a total of 67,116 training hours throughout the year, with 61,943 attendees completing the training.

In addition to cultivating professional talents, various professional training are also provided for employees to learn independently and share sustainability knowledge and organizational actions. Ultimately, we seek to increase employees' commitment to Wistron's sustainability actions.



## 3. Co-learning – Providing Online Platform and Resources for Suppliers' Sustainability Learning

Building a comprehensive sustainability ecosystem is integral for the journey toward sustainability. To help suppliers learn more about sustainability, collaborate with our global partners, and jointly explore and realize Wistron's growth opportunities within sustainable operations, Wistron launched a Supplier Online Platform in 2022. As of 2023, 7,790 attendees have taken the 60+ lessons available on the platform. Up to 1,319 suppliers have registered for the platform, and 100% of strategy and key suppliers completed the mandatory lessons and reported an average satisfaction of 4.7 (out of 5).

Furthermore, in line with Wistron's low-carbon manufacturing transformation strategy to strengthen suppliers' ability in carbon footprint verification, this year we established a supplier classification mechanism for carbon emissions and carbon reduction maturity, and prioritized 27 strategic suppliers with low carbon reduction maturity (those who have not conducted internal carbon footprint verification). We launched practical training and coaching programs to help suppliers conduct their own greenhouse gas verification, with an achievement rate of 100%, and effectively improved the Wistron supplier greenhouse gas baseline database, propelling us one step further towards low-carbon manufacturing transformation.



### Strategy 4



## Establishment of Global Consensus and Commitment for Strategy Execution

In the face of unpredictable changes, globalization is our ambition but also a long-term strategy for talent development. To this end, Wistron launched global learning platform and offered multilingual learning resources. In 2023, we continued to invest in language learning, cross-cultural talent cultivation, and global consensus and commitment building, with the goal to foster collaboration and inclusivity among global employees.

### 1. Building Commitment: CEO Town Hall

To ensure the strategies and operations of Wistron's global entities are transparent, Wistron's CEO shares the company's strategies, current operations, and future prospects each year to strengthen organizational cohesion, enhance internal communication, and achieve honest communication. By collecting questions before the meeting and hosting Q&A sessions, Wistron's employees are able to communicate face-to-face with our CEO.

To demonstrate our commitment to transparency, we have expanded the CEO Town Hall to three locations in Taiwan and two regions overseas. A total of seven CEO Town Hall sessions were held in 2023, with 555 people invited and 505 attendees, which is an attendance rate of 91%.

One of the important indicators of transparent communication is an openness to questions from participants. In these seven sessions, we received a total of 52 questions, 36 of which were collected in advance. The questions focused on business strategy, talent strategy, organizational culture, management issues and other aspects. The CEO was forthright in sharing his viewpoint and experience, answering questions, and providing clear directions.

Transparent communication is not only reflected in his open-minded response to questions, but also in the participants' feedback to the responses. The overall response rate of satisfaction survey for the seven CEO Town Hall sessions was 93%, with 468 participants providing valuable feedback and reporting an average satisfaction score of 5.9 (out of 6).



## 2. Building Culture: Advocate for Core Values

In continuation of the 2022 core values campaign- based on the three stages of knowing, realizing, and doing- our 2023 core values campaign focused on “realizing.” The goal of our campaigns is to extend our core values from headquarter to overseas sites. We also certified local facilitators to share core values concepts in onboarding training. These activities help employees understand our core values and encourage them to apply them in their daily work, i.e., the “doing” stage. We also incorporated core values into the annual performance appraisal.

In the employee engagement survey, the core value awareness in the 2021 was 76.4%. Through consistent campaigns and training at HQ and overseas site between 2022 and 2023, the percentage has increased to 89.6% in 2023, with an overall increase of 13.2%.



## 3. Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents

In order to develop foreign talents, starting from 2021, we selected high-potential foreign employees who meet our training plan criteria to offer them systematic training, which includes professional theoretical knowledge courses and practical skills. The program aims to retain foreign talents. In addition to Mandarin learning courses, machine operation training and automation process projects are also provided in the training program. After the talents complete the training and pass the assessment, they will be transferred to professional technician positions and receive further training. A total of 154 talents were trained in 2023 with a completion rate of 66% and retention rate of 93% (there are currently 10 automation process project trainees as of the date of data collection).

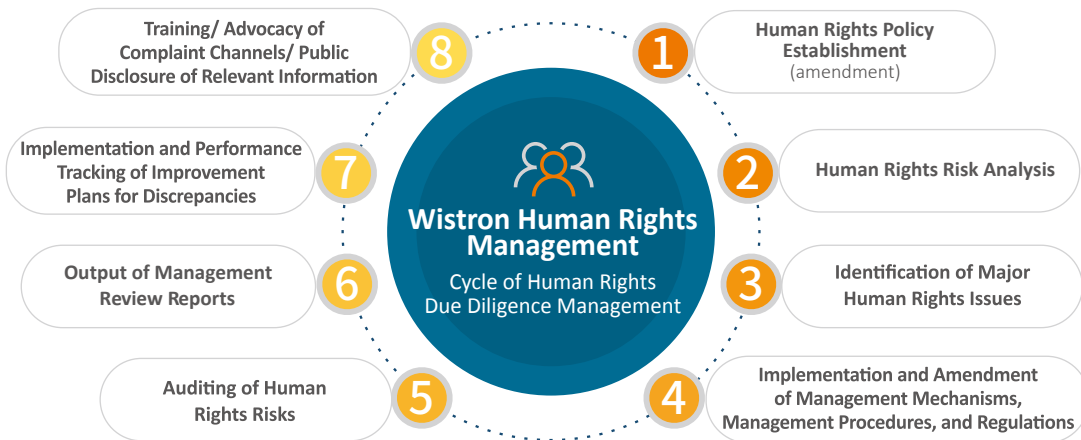


## 4.3 Human Rights Management

### Wistron's Global Human Rights Policy

Wistron's human rights policy underscores its support and compliance with international labor and human rights standards, such as the United Nations Universal Declaration of Human Rights, United Nations Global Compact, United Nations Guiding Principles on Business and Human Rights, International Labor Organization Declaration on Fundamental Principles and Rights at Work, Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises, Responsible Business Alliance Code of Conduct, etc. The policy applies to all Wistron stakeholders, including the Company and our supply chain, partners, joint ventures, etc. and also clearly describes the content of human rights commitments and related management principles.

Wistron is gradually rolling out Responsible Business Alliance (RBA) audit certification in various operating locations around the world to ensure that the Company has a consistent work structure and adheres to global human rights standards (please refer to "[Wistron Human Rights Due Diligence Management Report](#)"). With consistent and sustained efforts from our colleagues, no major human rights violations occurred in any Wistron locations around the world in 2023.



### 4.3.1 Human Rights Due Diligence

#### Establish Human Rights Due Diligence Management Procedure

To ensure effective implementation of human rights policies in all Wistron locations around the world, we established a human rights due diligence management procedure in 2020. Starting from 2021, we have conducted annual due diligence for the Company's own operating scope (such as employees, direct activities, products and services). A complete management cycle is implemented in order to establish a consistent culture and behavioral standards for the entire group that effectively manage and reduce human rights risks and truly respond to company policies and the expectations of all stakeholders.

Based on the 2022 human rights risk assessment, Wistron targeted several major human rights issues in 2023 and required each site to formulate risk mitigation measures and regularly track progress toward relevant indicators. Focusing on human rights issues such as "at least 1 day off in 7 days," "<60 total working hours per week," "payroll accuracy," "protection of young workers" and other human rights issues, we proposed 85 optimization measures across 9 sites. Comparing the proportion of items rated as medium or high risk as a result of RBA audits, all indicators in 2023 were maintained under effective control, and there were no obvious abnormalities (82 audits in 2022 and 76 audits in 2023; major issues identified can be summarized in the table below).

#### • Medium or High-Risk Major Human Rights Issues

Year	Working hours - 1 day off in 7 days	Working hours - weekly working hours < 60	Wages & benefits - payroll accuracy	Labor – young workers
2022	0.12%	0.43%	0.22%	0.15%
2023	0.16%	0.40%	0.18%	0.17%

### 4.3.2 Human Rights Risks and Material Issues

As a member of the global electronics industry supply chain, Wistron has complied with various domestic laws and international standards since our inception. In various operating locations around the world, we have implemented varying degrees of management actions on human rights issues, including the identification and assessment of human rights risks, and are gradually rolling out Responsible Business Alliance (RBA) audit certification.

Eight plants completed VAP verification in 2023, including Hsinchu Plant, Kunshan Plant, Chongqing Plant, Zhongshan Plant, Vietnam Plant, Malaysia Plant, Czech Republic Plant, and Mexico Plant. All eight plants obtained silver level or above ratings. 13 plants or subsidiaries adopted SAQ evaluation, including Hsinchu Plant, Kaohsiung Opto-Electronics, Kunshan Plant, Kunshan Opt Plant, Weilong Automotive Electronics, Wistron Advanced Materials, Chengdu Plant, Chongqing Plant, Zhongshan Plant, Vietnam Plant, Malaysia Plant, Czechia Plant, and Mexico Plant. By regularly communicating our strategies and outcomes with our plants, we ensure that Wistron has a consistent work structure and adheres to human rights standards around the world.

#### Human Rights Risk Assessment

To address major human rights issues of stakeholder concern, Wistron initiates a thorough review of policies and internal regulations to ensure the comprehensiveness of management measures. Additionally, we set annual performance goals and regularly track progress of relevant work plans. Continuous adherence to the RBA framework guides daily operational audits, with responsible departments tasked to launch improvement plans for identified deficiencies to ensure that relevant human rights risks are effectively controlled and mitigated.

In 2023, Wistron continued its human rights risk assessments, analyzing RBA audit reports from 2021 to 2023. Among all identified deficiencies, approximately 2.02% were classified as medium or high risk, with labor-related issues comprising the majority at 80.96%. Key labor concerns, in order of importance, included "working hours," "protection of young workers," and "wages and benefits." A summary of related risk mitigation and remedial measures is shown in the table below. For details, please refer to [Wistron Human Rights Due Diligence Management Report](#).

The mitigation and remedial measures listed in the table were collected and communicated through the global ESG action information platform. After reaching consensus and resolution, they were shared and rolled out across all Wistron sites. Progress is regularly reported to ensure relevant management principles and standards are implemented faithfully.

Material issues	Working hours	Wages and benefits	Young workers			
Risk mitigation measures	<p>To effectively manage employee work hours, Wistron has implemented proactive measures to ensure the physical and mental well-being of employees in daily operations. Examples include:</p> <ul style="list-style-type: none"> <li>• <b>Zhongshan Plant:</b> Used personnel system to set up a management and control mechanism of "at least 1 day off in 7 days" and "max. 60 hours per week" and develop a work hour verification platform based on RBA standards. Attendance data from the previous month is uploaded before the 10th of each month to confirm actual compliance. The actual compliance rate in 2023 was over 99%.</li> <li>• <b>Malaysia Plant:</b> Used a facial recognition access control system to regulate entry for employees who have worked continuously for more than the specified number of days; used robotic process automation to regularly report and track cases of abnormal working hours. The actual compliance rate in 2023 was over 98%.</li> <li>• <b>Chengdu Plant:</b> The production management department proactively schedules attendance plans based on orders to ensure compliance with "1 day off in 7 days" and "max. 60 hours per week" standards. The plan is combined with robotic process automation to regularly report and track abnormal working hours. The actual compliance rate in 2023 exceeded 99%.</li> <li>• <b>Kaohsiung Opto-Electronics:</b> The personnel system automatically issues warnings for abnormal cases such as consecutive workdays, overtime on rest days, etc., and automatically notifies employees of their remaining leave hours at the beginning of each month to encourage them to arrange timely breaks for their physical and mental well-being. The actual compliance rate in 2023 was 100%.</li> <li>• <b>Kunshan Opt Plant:</b> Uploads weekly reports on compliance with "1 day off in 7 days" and "max. 60 hours per week" standards to the system platform jointly managed and controlled by customers. This facilitates confirmation of actual compliance, which exceeded 99% in 2023.</li> </ul>	<p>For payroll accuracy, Wistron has taken proactive measures to ensure the accuracy of employees' compensation and benefits in daily management. Examples include:</p> <ul style="list-style-type: none"> <li>• <b>Zhongshan Plant:</b> Ensure accuracy through multi-level inspections, such as work checklists, cross comparisons between system and manual calculations, and cross-comparisons with the previous month's data. Also, HQ will then use self-developed remote audit systems to check the accuracy of the previous month's data before the tenth of each month. The actual accuracy rate in 2023 was more than 99%.</li> <li>• <b>Malaysia Plant:</b> Uses automatic robots to report attendance records and requires all corrections to be completed within 3 days. They also increased the proportion of direct labor using their HR Applications to over 90%, enabling workers to immediately check the accuracy of their attendance data. The actual accuracy rate in 2023 was more than 99%.</li> </ul>	<p>Wistron's human rights policy expressly prohibits the use of child labor, and Wistron has taken proactive actions to uphold human rights policies and guidelines in daily management and ensure the protection of the rights and interests of young workers. Examples include:</p> <ul style="list-style-type: none"> <li>• <b>Chengdu Plant:</b> During the recruitment process, applicants' ages are verified using an identity verification system connected to government authorities to identify and reject candidates under 18. The actual compliance rate in 2023 was 100%.</li> <li>• <b>Czechia Plant:</b> Regularly informs all department heads that the minimum recruitment age for plants is 18 years old and emphasizes legal provisions prohibiting underage workers from working overtime and night shift. The actual compliance rate in 2023 was 100%.</li> <li>• <b>Zhongshan Plant:</b> Through the labor agency management system platform, labor agencies are required to confirm the identity and qualifications of applicants and provide relevant reports and supporting documents. Compliance and management over the ban is listed as a critical indicator for contract termination or renewal in service evaluations. The actual compliance rate in 2023 was 100%.</li> </ul>			
	<p>• <b>Young Workers at Wistron in 2023</b></p>					
	Employment type	Taiwan	China	Other regions in Asia	Europe	America
	Young workers	56	1,069	0	0	0

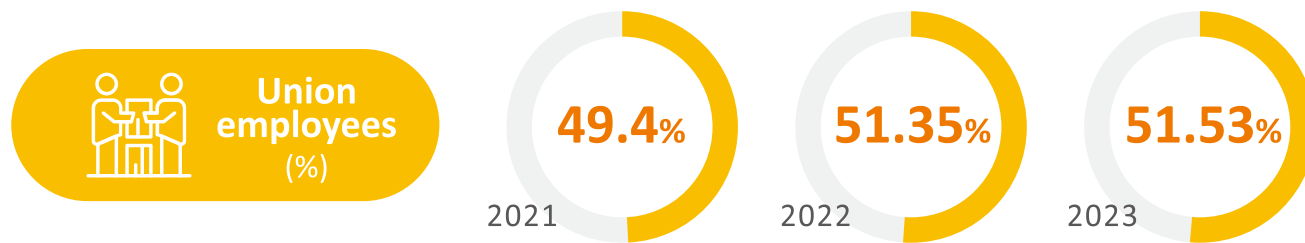
Unit: ppl

### Forced Labor

Wistron's human rights policy strictly prohibits any form of forced labor, including human trafficking, coercion, slavery and other forms of involuntary labor. Employee work contracts are formulated and signed in compliance with local laws and regulations. Employees have the right to terminate their labor contracts, and there are no restrictions beyond the terms of their contract that limit the relationship between employees and Wistron, such as withholding deposits or identity documents. Through the implementation of various human rights management measures, no instances forced labor occurred in any of Wistron locations in 2023.

### Freedom of Association

Wistron's human rights policy respects employees' right to freedom of association and is committed to providing a channel and environment for free expression of opinions. In global operating locations, employees can leverage organizations such as labor unions and employee relationship promotion committees. Department representatives help colleagues express their opinions in meetings. For example, the union at Vietnam site signed a collective agreement in 2022, effective from January 1, 2023, covering 5.8% of our global workforce, to safeguard employee welfare and workplace safety. In 2023, Wistron did not receive any new proposals for collective agreements. For employees not covered by collective agreements, we negotiate working conditions and employment terms through labor-management meetings in accordance with local regulations. Furthermore, we maintain comprehensive and diverse communication channels to ensure that all employees are heard and action is taken. The proportion of union employees at all Wistron sites around the world is as follows:



### Non-Discrimination

Wistron's human rights policy ensures equal opportunities in employment, salary, training, promotion, retirement, and resource allocation for all personnel and prohibits any form of discrimination based on region, race, ethnicity or background, social class, ancestry, religion, physical disability, gender, sexual orientation, gender identity and expression, pregnancy, marital status, union membership, political affiliation, appearance, age and other factors. Wistron is committed to evaluating employees based on competency and contributions to ensure equal rights and opportunities.

Wistron is committed to eliminating and avoiding any form of discrimination and extending these principles to external stakeholders, including customers, suppliers and the general public. To ensure Wistron's supervisors and employees are conscious of corporate sustainability issues, the Company requires new employees to complete training courses such as "Corporate sustainability and social responsibility policy (including human rights policy)" and "Corporate sustainability course (basic)" that cover issues such as equitable recruitment, sexual harassment, human rights violations, discrimination, etc. The total training hours at all Wistron locations in 2023 reached 18,304 hours, with 100% of new employees trained. Relevant systems and regulations are announced on the Company's internal website for employee access. Through consistent advocacy and efforts, no discrimination in violation of company policies occurred in any of Wistron locations in 2023.

### Anti-Harassment

Wistron respects the freedom and rights of all employees and has established an open platform for expressing opinions and problem reporting channels at all locations around the world to fully understand employees' needs and expectations on issues such as working conditions and workplace environments. Employees can express their suggestions or ask questions in confidence and without fear of retaliation. To address sexual harassment concerns, the Company has formulated independent management measures and incident handling procedures, set up dedicated reporting hotlines, mailboxes and other reporting channels, and ensured the privacy and personal safety of reporters through clear accountability regulations.

In addition, the Company organizes lectures from time to time to invite experts to share, promote, and answer related issues such as self-protection and rights protection. We also set up medical centers or invite doctors to regularly offer counseling services to our employees. Through a variety of active and passive actions, we continue to work hard to create a workplace free from harassment.

Year	Number of discrimination / harassment cases reported	Number of discrimination / harassment cases filed
2020	0	0
2021	0	0
2022	7	3
2023	5(Note)	1

Note:

- Complainant was a candidate reporting perceived discrimination against during the recruitment process at our India site. Investigation revealed that the complainant failed the technical test and violated the recruitment procedure, which was inconsistent with the complaint.
- An employee of our Malaysia site reported that he/she was scolded by other employees in a meeting. Investigations verified the complaint. The site's senior manager intervened, communicating with both parties and resolved the issue with support from the complainant.
- Complainant pretended to be an employee of the Taiwan office, but when confirming with the involved party, it was revealed that the involved party had not intended to file a report and did not entrust complainant to file a report.
- The complainant reported harassment from employees at the Mexico site. Investigations revealed that the person being reported was not an employee at the Mexico site.
- Complaint of bullying at the Hsinchu site that was not verified due to lack of evidence. Wistron's response:
  - Carry out relevant discipline measures against wrongdoers and complete the case closing process with support from the complainant.
  - Proactively provide whistleblowers with counseling resources to ensure colleagues receive adequate care and assistance.
  - To enhance employee awareness to our code of conduct and avoid similar violations, the Company has re-examined current training/advocacy measures and content and launched a new version of the training course in 2023. In the form of animation and short videos with examples, the code of conduct is introduced in a simple and easy-to-understand manner. All employees are required to complete relevant learning activities within a certain time limit.

### Living Wage

In 2023, the Company issued "[Wistron's Commitment to Living Wage](#)", affirming that the compensation and benefits provided not only comply with local laws and regulations but also exceed the legal minimum wage. The Company conducts regular salary surveys activities (completed: 14 Wistron business operations, 390 critical tier-1 suppliers, and 14 contractors). The Company uses the Anker living wage methodology to establish Wistron's living wage calculation formula and data, mainly referring to [Cost of Living](#) and [MIT-Living Wage Calculator](#) and other methodologies. The calculation items include expenses such as food, clothing, housing, transportation and education, and the data are regularly re-confirmed and updated. All the actions aim to actively encourage the Company, suppliers, and contractors to meet living wage standards of various regions.

### 4.3.3 Open Communication Channels

Wistron respects employees' freedom of expression and rights, and proactively establishes open communication platforms at various sites around the world to fully understand our employees' needs and expectations in all aspects of the work environment. Employees can voice suggestions and requests or raise questions about the Company in confidence and without fear of retaliation.

#### Wistron Values Internal Communication Channels and Listens to Employees

Wistron has set up employee relationship promotion committees in all offices and sites around the world and holds regular labor-management communication meetings with members of the top managers of each office and site and employee representatives of each department. The committee conducts two-way communication on the Company's operating conditions, employee opinions and other issues, and has also set up an exclusive website. The topics and records of each meeting are then published within 7 days. The corresponding operating specifications and measures will be separately announced by the respective responsible departments.

In 2023, Wistron organized on-site activities for supervisory colleagues to communicate directly with the CEO and other senior managers. A total of seven sessions were held, with a total of 505 supervisors attending the meetings. The overall participation rate was 91%, and the participants were highly satisfied, reporting a satisfaction of 99%. Most colleagues expressed that such direct communication with senior management offers them a clearer understanding of the Company's operating strategies and directions and that they look forward to similar activities becoming a regular occurrence.

To ensure transparent communication, Wistron encourages all employees and external parties to file reports through complaint channels and accepts anonymous complaints. A total of 10 cases were reported in 2023, of which four were related to ethical management and six were related to human rights protection. After investigation by the responsible departments, we verified one ethical management case and two human rights cases. Disciplinary actions have been taken against the perpetrators.

Wistron firmly believes in respecting employees and valuing their opinions as it can encourage employees to put forward constructive opinions and continuously inject drivers for positive growth into the Company, helping us achieve common growth and share business results. Wistron will continue to strengthen the operational efficiency of various communication channels to ensure they are active, open, and effective.

#### Spotlight

#### Upholding the Spirit of RBA - 3 Plants Recognized with RBA FOC Certification

In 2023, Wistron InfoComm (Zhongshan) Corporation, Wistron InfoComm (ZhongShan) Corporation Linhai Branch, and Wistron Infocomm (ChongQing) Co.,Ltd all obtained RBA Factory of Choice (FOC) One Star certification. All eight plants that underwent RBA VAP audits received silver or above ratings, a testimony to Wistron's commitment to human rights and labor rights.

Wistron joined the Responsible Business Alliance (RBA) in 2010 and has since continued to improve operations and management around sustainable development. Through RBA standards and local regulations review, communication with customers, internal risk assessment and audit, etc., we ensure that all operations are in compliance with related specifications. At the same time, we engage in external audits such as RBA VAP / Non-VAP, identify core problems, actively invest in improvements, and continue to work hard to create a safe and equitable workplace environment.



Communication Channels for Offices and Sites Around the World

Communication channel	Neihu Headquarters/ Xizhi Office	Hsinchu Plant	Kaohsiung Opto-Electronics	Kunshan Plant	Kunshan Opt Plant	Weilong Auto-motive Electronics	Wistron Advanced Materials	Chengdu Plant	Chongqing Plant	Zhongshan Plant	Vietnam Plant	Malaysia Plant	Czechia Plant	Mexico Plant
Employee relationship promotion committee	●	●		●	●	●	●	●	●	●	●	●	●	●
President's mailbox	●			●	●	●	●	●	●	●	●	●	●	●
Employee opinion mailbox	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Employee complaint hotline	●	●	●	●	●	●	●	●	●	●	●	●		
Employee seminars	●	●	●	●	●	●	●	●	●	●	●	●	●	
Counselor on-site interview			●	●	●			●	●	●	●		●	
Social media platform			●	●	●	●	●	●	●	●	●	●		
Company publications			●	●						●		●	●	●
Strategy and operation communication meeting	●	●	●	●	●	●	●				●	●	●	●

Note: "●" indicates that communication channels are established



## 4.4 Workplace Health & Safety

### 4.4.1 Employee Care and Benefits

Employees are the greatest asset of any company, and therefore, Wistron cares about creating a work environment filled with hope and life. In addition to work, we also aim for employees to have a balanced life, ensuring their physical and mental well-being. As such, the company promotes employee well-being, healthcare, and a variety of diverse company activities to empower employees to enjoy a happy work life and a healthy life outside of work.

Wistron adheres to the ISO 45001 Occupational Health and Safety Management System to gain full understanding of workplace hazards and risks. Through assessing the impact on all relevant personnel within the company (including employees, temporary staff, contractors, visitors, and others), we ensure that is made aware of related risks. This ensures that employees work in a healthy and safe environment.

#### Happy Work and Happy Life

Ensuring workplace health not only supports our employees' physical and mental well-being but also reduces many potential risks. Wistron has advocated for "Exercise Campaigns" and "Health Management" for many years. Starting from the onboarding process, routine health check-ups and care are provided to ensure the health of each colleague.

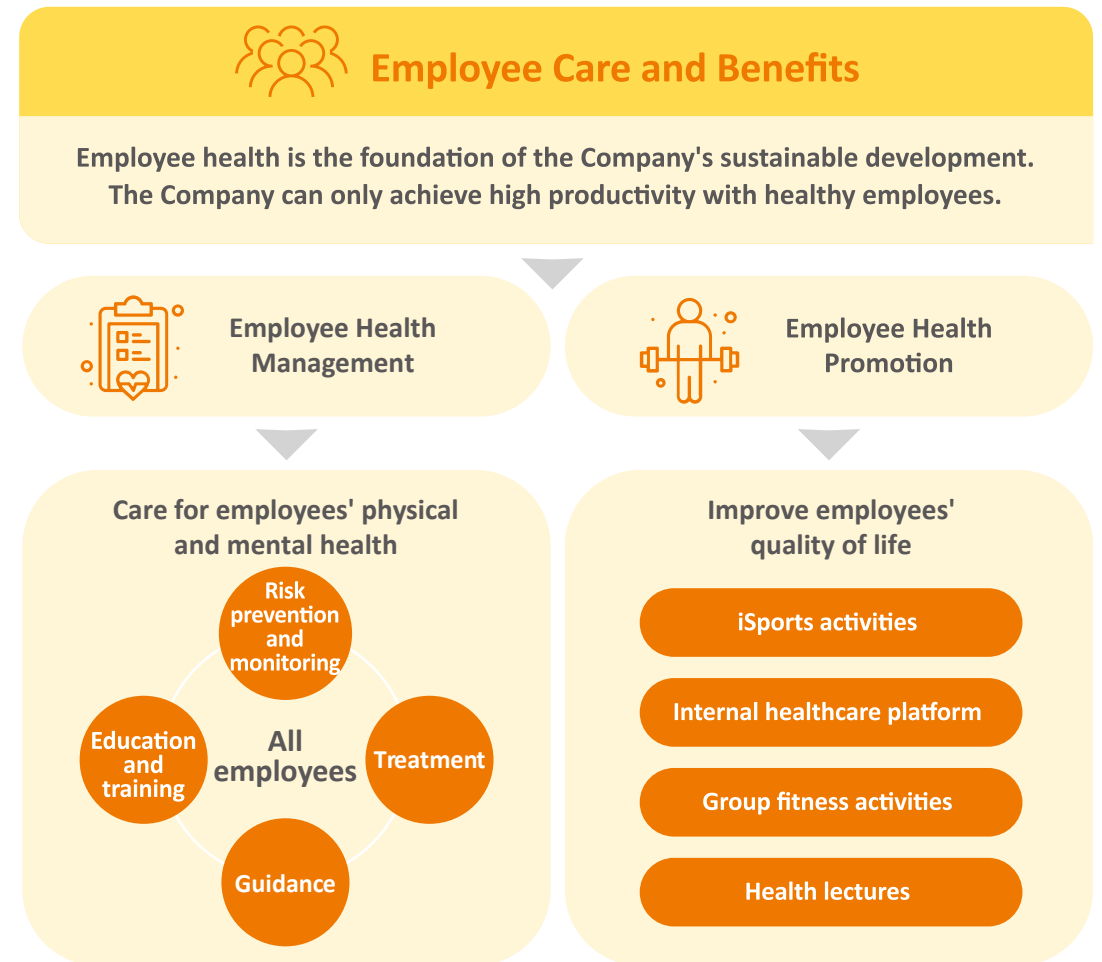
To help employees achieve a work-life balance, we organize various activities and benefits programs in our offices and plants, such as travel subsidies, sports competitions, cultural events, family days, lecture courses, and more. These programs enable colleagues and their families to participate in a wide range of diverse activities, allowing them to relax and develop hobbies outside of work.

#### Flexible Working

Wistron has established flexible working hour policies across regions and roles to allow employees to balance work and life. For indirect employees, flexible working hours are available in Taiwan, certain Chinese facilities, the Czech Republic, and Mexico. For example, in Taiwan, employees are given half an hour to one hour of flexible work hours at the start and end of the workday. For direct employees, different shifts are provided for different roles. For instance, shift A is from 7 AM to 4 PM, and shift B is from 8 AM to 5 PM. Employees have the flexibility to adjust their working hours based on the requirements of their tasks. In Czech Republic, Wistron provides part-time job opportunities for candidates or employees caring for young children or just returning from parental leave. This allows them to choose part-time positions and balance their responsibilities in their work and homes.

### Employee Health and Safety

In 2023, pandemic restrictions were lifted. In response, Wistron established a health management team to monitor risks and implemented a healthcare mechanism for high-risk employees. An emergency hotline was set up in the office to mitigate fears and ensure that employees could report emergencies.





## Employee Health Management

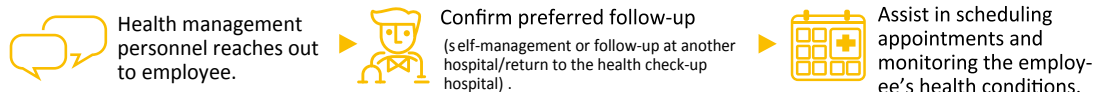
Wistron regularly organizes health campaigns and established a health center and medical room in the office area, serviced by the health management team. They provide emergency medical treatment and health consultation services. In 2023, they assisted with medical services 18 times and provided health consultations to 861 individuals. Additionally, we introduced specialized medical consultations, offering opportunities to consult with ophthalmologists, gynecologists, urologists, nutritionists, etc.

### Health Examination

Wistron's health management team divides "Employee Health Management" into four management processes: risk prevention and monitoring, treatment, counseling, and education and training. Their goal is to establish a positive health management cycle. Every year, we offer comprehensive health check-ups to help our employees monitor their health. We invite medical professionals from medical centers to visit various offices and plants to deliver convenient health checks for employees. In 2023, a company-wide health check-up program was conducted jointly with affiliated enterprises and spanned nearly two months. Through internal promotion and personalized reminders, the participation rate in Taiwan remained consistently high at over 97.39%, while overseas participation reached 89.9%.

After the annual health checkups, counseling services are arranged in each office area, where professional physicians provide consultations based on results from the health check. As part of our care services, employee with significant abnormalities will receive assistance in seeking medical treatment and medical advice.

### Process Flowchart for Reporting Major Abnormalities



Category	Assessment Criteria	Recommendations	Notification Timeframe
Ultrasound			Same day of examination
Physical Exam	Based on the assessment of specialist physicians.	Follow-up at the hospital outpatient clinic within one week.	Same day of examination
Chest X-ray			Within 7 days
Laboratory	According to the five-level standards of the Health Management Department		Within 2 days

In addition to providing employee health check-up benefits that exceed regulatory requirements, Wistron also offers follow-up management and improvement programs. As the number of annual health check-ups increases, the main challenge lies in finding more efficient ways to help employees detect potential illnesses early on. Therefore, Wistron launched a cloud-based E-healthcare platform to regularly import health check-up data and establish a comprehensive database of over hundreds health risk indicators. With automated analysis and matching processes, it can efficiently manage the health of our massive workforce of over 10,000.



### Employee Health Check & Conditions in Taiwan

	2020	2021	2022	2023
Health Check Participants	8,085	8,863	9,859	10,691
Participation Rate	93.16%	89.85%	95.47%	97.39%
Number of Employees with High Blood Pressure, Blood Sugar & Cholesterol	1,859	2,270	2,142	3,099
Number of Employees with Obesity	1,969	2,181	2,449	2,689
Medical Assistance Recipients	25	23	33	18

Note: 2023 statistics included data from Kaohsiung Opto-Electronics Inc

### Internal Healthcare Platform

Through the healthcare platform, individuals are categorized into four preventive levels. When they reach level 3 or higher, the system alerts employees of elevated risk factors. Health managers support through regular telephone interviews, reminder letters, doctor consultations, and other means. Employees suffering major illnesses are reminded of regular follow-up visits every three and six months and offered assistance with medical arrangements.

## Employee Health Campaigns

### iSports

In 2023, Wistron organized several "iSports" events, including baseball, volleyball, table tennis, basketball, badminton, and Kin-Ball competitions. These events not only aim to promote employee health but also strengthen teamwork. The first-ever Kin-Ball tournament emphasized teamwork, adding excitement and attracting many participants. In total, 3,450 participated in ball sports events in 2023.

Wistron was part of seven marathon events this year, where we provided exclusive rest areas and supplies for employees. In addition, we organized pre- and post-race health monitoring for people with three highs (hypertension, hyperglycemia, and hyperlipidemia) to ensure comprehensive health care for colleagues. In 2023, nearly 940 participated in long-distance running events of 10 km or more.



The Kin-Ball event attracted nearly 230 participants



We encourage our colleagues to challenge themselves in marathons

### • Running Event & Ball Game Participants

Year / Project	2020	2021	2022	2023
Running Event Participants (≥ 10K)	500	420	900	940
Ball Game Participants	1,500	1,140	2,277	3,450

## Team Fitness

Wistron encourages colleagues to participate in team sports events, not only to improve their health but also to enhance departmental camaraderie. In addition to providing an annual subsidy of NT\$6,000 for club activities, we also offer an annual NT\$25,000 subsidy for non-routine expenses incurred by participating in external events, encouraging employees to join sports clubs. In recent years, members of cycling clubs, basketball clubs, badminton clubs, hiking clubs, jogging clubs, table tennis clubs, and baseball clubs have formed strong bonds, represented Wistron, and inspired a culture of physical fitness within Wistron.



Employees enjoying ball games

## Team Challenge

Trust among team members is one of the most indispensable elements of a successful team. When team members believe in each other's abilities, intentions, and commitments, they can build strong trust relationships, thereby enhancing the team's efficiency and cohesion. Our "Power Team Challenge" encourages supervisors to lead their team members in teamwork-oriented activities. In 2023, we held three Power Team Challenges, including team passing, team benchmarking, and team walking. The Challenges drew in 224 departments and around 3,000 participants.

Additionally, during the Wistron family day, team competitions were organized to encourage senior executives to participate alongside colleagues, showcasing the synergy among different business units. This provided opportunities for cross-departmental collaboration during practice sessions, significantly boosting team cohesion as they competed for honor.



Department managers lead employees through team challenges



Senior executives leading teams on and off the field

### Corporate Events for Family Fun

In 2023, Wistron’s Family Day made a grand return, featuring numerous activities for all employees and their families. The event also spotlighted environmental protection initiatives by encouraging attendees to bring their own water bottles and utensils to minimize the use of bottled drinks. We also selected eco-friendly picnic mats made from recycled plastic to further contribute to a circular economy. In addition to the annual Family Day, other events such as “Children’s Park @ Night” and the “Wistron Cultural Month” were organized to provide enjoyable learning experiences for Wistron colleagues and their families of all ages, strengthening their cultural literacy.



Thousands enjoyed our Family Day

### Childbirth Benefits and Childcare Resources

Wistron provides a gender-friendly workplace, focusing on offering maternity care and childcare resources. To care for our female employees, we hold regular health seminars exclusively for women and add tests for female employees in our Taiwan office and plant during annual health check-ups. Furthermore, female employees who are pregnant enjoy special care and counseling support. For example, our Taiwan office and plants have launched the "Support for Mother" website, which consolidates personal health care information for pregnancy, providing timely care and support. Breastfeeding rooms are available in all global office and plants to enable female employees to breastfeed.



Mobile screening service offered at our Taiwan office

### Maternity Incentive

Wistron encourages employees to marry and have children by offering industry-leading childbirth incentives. Since 2015, we have rewarded a total of 2,375 employees and welcomed 2,442 babies, with a cumulative payout of NT\$146M in childbirth bonuses. In 2024, we increased the childbirth bonus for the second child, aiming to further incentivize our employees to expand their families.

#### • Historical Childbirth Bonus Applications in Taiwan

	2020	2021	2022	2023
Applicants	268	265	261	268
Number of Births	272	272	266	273

Childbirth Bonuses in Taiwan



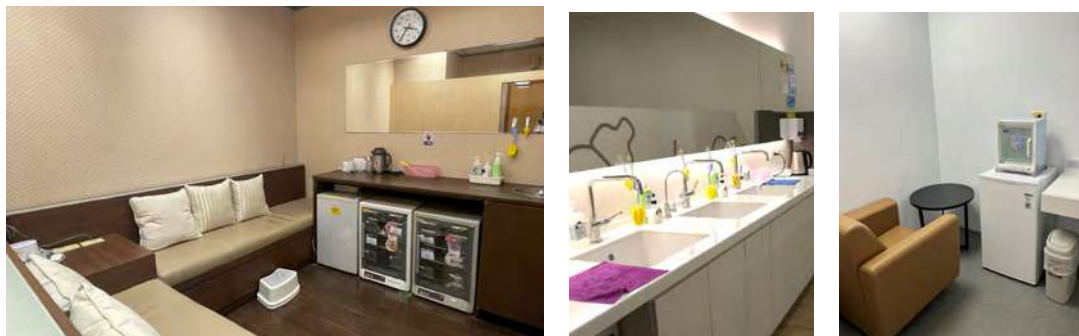
First Birth  
NT\$60,000



Second Birth  
NT\$80,000

## Parental Leave Applications and Reinstatements

Wistron adheres to local regulations and designs corresponding paid maternity leave and paid parental leave policies. Eligible employees may apply for these leaves accordingly. In Taiwan, we provide eight weeks of paid maternity leave before or after childbirth. After childbirth, employees can apply for paid parental leave in compliance with the law. Employees on paid parental leave are eligible for six months (approximately 24 weeks) of allowances and subsidies, which can be claimed by either or both parents. Wistron will reach out to employees about their intention to return 45 days prior to the completion of the parental leave. In China, regulations may vary by region. From 2022, we have begun implementing parental leave, allowing parents to apply for 10 days of paid parental leave each year until their child reaches the age of three. In the Czech Republic, we provide a total of 28 weeks of maternity and parental leave in accordance with local regulations, along with an additional two weeks of father (paternity) leave. In Mexico, we offer approximately 12 weeks of maternity leave and five days of paternity leave.



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

## Family Care Resource

Wistron provides various flexible caregiving leave options in accordance with local customs and regulations. When employees have family members or relatives who are sick or experiencing significant incidents, they can request leaves based on their needs to reduce the caregiving burdens on their families.

In Taiwan, full-time employees enjoy seven days of paid leave annually, which exceeds legal requirements. Employees can take leave to care for their families without having to provide supporting documents, offering them the convenience of being able to handle emergencies accordingly. In China, if an employee is the only child and their parents are hospitalized due to illness at the age of 60, they are eligible to apply for five days of paid nursing leave. In the Czech Republic, employees are entitled to nine days of family caregiving leave, while single parents are given 16 days. We also offer a long-term family caregiving leave of 90 days.

## Parental Leave Applications in 2023

Employees on Parental Leave	Taiwan		Czech Republic	
	Male	Female	Male	Female
Number of employees eligible for parental leave applications in 2023	586	297	0	33
Number of parental leave applications in 2023	18	69	0	33
Expected number of employees reinstated in 2023(a)	16	54	0	4
Actual number of employees reinstated in 2023(b)	14	52	0	2
Reinstatement rate in 2023: (b) / (a)	88%	96%	-	50%
Actual number of employees reinstated from parental leave in 2022 (c)	10	47	0	2
Actual number of employees reinstated from parental leave in 2022 and have stayed on for at least one full year (d)	7	37	0	2
Retention rate in 2023: (d) / (c)	70%	79%	-	100%



## 4.4.2 Occupational Health and Safety

### Occupational Safety and Health Policy and Targets

As a world leading technology service provider in the ICT industry, Wistron strives to become world-class enterprise by ensuring a healthy, injury-free environment, reducing the impact and risk on stakeholders via the following commitments and actions. In addition to policy advocacy, we appoint dedicated units to supervise the occupational safety and health management of each site and carry out occupational safety and health management activities.

In accordance with the company's occupational safety and health policy, each plant sets its own performance targets. The overall goal of the company is to achieve zero significant occupational incidents (where a significant occupational incident is defined as a fatal accident). Wistron places great importance on maintaining a safe and healthy workplace environment for employees and continuously strives to identify and mitigate potential occupational safety and health risks.



### Occupational Safety and Health Management System

Wistron's plants leverage ISO 45001 Occupational Safety and Health Management System to maintain effective operations. Through education, training, promotion, and drills, the company ensures that all stakeholders have a clear understanding of their safety and health obligations and rights. This proactive approach aims to reduce and eliminate risks and impacts related to occupational safety and health.

Site	Original Issue Date	Expiration Date
Neihu Headquarters / Hsichih Office Complex / Hsinchu Plant	2024/4/30	2027/5/11
Chongqing Plant	2021/8/30	2024/9/10
Chengdu Plant	2022/7/27	2025/8/10
Zhongshan Plant	2021/9/11	2024/10/8
Kunshan Plant	2023/8/4	2026/8/19
Kunshan Optical Plant	2023/9/26	2025/7/26
Mexico Plant	2022/8/29	2025/7/15
Czech Plant	2023/3/10	2026/3/13
KOE plant	2022/10/20	2025/10/19
Vietnam plant	2022/2/5	2025/2/4
Malaysia plant	2021/4/25	2024/4/24

### Labor Safety Committee

All Wistron plants have established a Labor Safety Committee to facilitate communication, provide consultation, and respond to complaints. The members of the Committee include managers responsible for decision-making as well as labor representatives. They serve to provide communication channels for employee participation and consultation in occupational safety management systems. Employees can offer their thoughts or suggestions on occupational safety and health to department representatives who will share employee feedback during annual meetings, allowing our employees to communicate with senior executives through the Committee.

## Occupational Safety and Health Measures

<b>Hazard identification</b>	<ul style="list-style-type: none"> <li>Regular environmental hazards risk assessments to assess whether the operating procedures comply with regulations</li> <li>The company requires corrections for non-compliant procedures in accordance with legal requirements and tracks improvement through internal regulations</li> </ul>
<b>Communication and engagement</b>	<ul style="list-style-type: none"> <li>Labor Safety Committee</li> <li>Internal communication, consultation, and complaint procedures</li> </ul>
<b>Health protection</b>	<ul style="list-style-type: none"> <li>Employee health check plan, including employees working at special positions (e.g., high-noise, dust, and X-ray, etc.)</li> <li>Regular inspections of operational environments</li> <li>On-site medical rooms, doctor visits, and counseling services</li> </ul>
<b>Training and education</b>	<ul style="list-style-type: none"> <li>Safety and health education and training for new employees</li> <li>Special hazard or first aid trainings for specific operators</li> <li>Annual Occupational Safety and Health Management System officer training program</li> <li>Health seminars and speeches from experts to answer employees' health questions</li> </ul>
<b>Emergency response</b>	<ul style="list-style-type: none"> <li>In 2023, a total of 6 courses have been arranged for multi-scenario escape and evacuation simulation drills (daytime/nighttime and earthquakes)</li> <li>In 2023, a total of 61 courses have been arranged for response drills for fire safety, confined spaces, and chemical leaks</li> <li>In 2023, a total of 18 courses have been arranged for emergency first aid and responders training</li> </ul>
<b>Protection measures</b>	<ul style="list-style-type: none"> <li>Rigorous application and control regulations for specific operators (e.g., soldering, usage of chemicals, and loud environments) and formulation of corresponding control plans or measures according to risk assessment</li> <li>Continuous improvement of occupational safety and health management systems -require the use of personal protection equipment</li> </ul>
<b>Supplier management</b>	<ul style="list-style-type: none"> <li>When new suppliers are introduced, the Company verifies that they meet the basic requirements for occupational safety and health management system certification</li> <li>Regular supplier audits include items on occupational safety and health management</li> </ul>
<b>Internal audit</b>	<ul style="list-style-type: none"> <li>Regular internal audits at least once a year for timely improvement measures against non-conformities; audit reports provided to relevant management units</li> </ul>

## Education and Training on Occupational Safety and Health

To ensure employees fully understand Wistron's occupational safety and health regulations and management system, and are equipped to respond to hazards and accidents, we conduct annual audits involving on-site inspections and verification activities. Additionally, all new employees are required to undergo general introductory education courses, such as Responsible Business Alliance (RBA) training.

For employees in specific job positions where unique hazards may occur, tailored specialized training is provided. This includes hazard notification training at the Malaysia plant and emergency response drills at the Czech plant, which focus on strengthening employee safety awareness and validating the safety of the working environment.

In 2023, a total of 200,106 individuals completed training, accumulating 168,406 training hours. Each plant conducts regular emergency response training and establishes relevant reporting processes tailored to its specific characteristics. This ensures the effectiveness of organizational disaster recovery mechanisms and reduces false alarms. In 2023, there were 51 reported cases. For historical data, please refer to the section on internal near miss incidents.



Emergency first aid drill



Hazard awareness training



Confined space drill



Inspection of local exhaust ventilation system



Emergency evacuation drill



ISO 45001 audit

## Hazardous Substance Management

Trained and qualified professionals are tasked with overseeing the management of hazardous chemicals used in manufacturing processes. Comprehensive controls are in place for the procurement, handling, storage and use of hazardous chemicals. In 2024, the Taiwan plant will carry out environmental protection actions to replace the main petrochemical detergents with environmentally friendly detergents, and continue to mitigate the environmental impact. Additionally, an annual safety and health training plan is regularly held to provide personnel with operational trainings, emergency response protocols and educational training. SDS (Safety Data Sheet) are also displayed in accessible areas for on-site operators to consult when needed for effective response in the event of emergencies.

### Workplace Hazard Identification and Risk Assessment

Trained and qualified personnel with identifying hazards and using quantified risk factors as the basis for risk assessment. Following review by the occupational safety and health management unit, risk levels are established, and operational controls and improvement objectives for hazard risks are defined. These are tracked regularly within the occupational safety and health management system to ensure potential occupational hazards are being consistently eliminated from the workplace.

In the event of an immediate and dangerous emergency during any operation, employees are authorized to assess the situation based on the severity of the danger present and then determine whether to cease operations or take necessary protective measures before evacuating without adverse consequences. In 2023, we identified and monitored two occupational safety risk indicators-  $\leq 1.15\%$  incident rate per thousand employees within the plant and  $< 4$  significant violations. Risks are mitigated through regular training and monitoring mechanisms. Monthly controls and tracking of facility indicators are carried out to minimize the likelihood of risk occurrence. No related risks were identified in 2023.

Most medium-to-high-risk items pertain to mechanical injuries caused by improper handling of equipment. To mitigate this, employees are subject to additional training to ensure proper use of personal protective equipment and workflow inspections to reduce the likelihood of incidents.

### Voluntary Reporting of Near Miss Incidents

Wistron has SOPs in place for near-miss incidents, such as fire, power outages or earthquakes. They are reported to the responsible units in accordance with the Incident Response and Investigation Management Procedures to verify whether an incident has occurred, conduct investigations, track events, and promote safety and health. Each incident is then documented in a near-miss incident record, submitted to superior officers and then retained for reference. The Company analyzes the causes, formulates corrective and preventive measures, evaluates the effectiveness of these measures, and continues to monitor improvement efforts.

Wistron has designed online platforms such as the Wistron WeChat services provided by the WeChat official account to facilitate prompt communication. It includes an intelligent customer service module to address inquiries from employees. Additionally, internal communication procedures are in place to facilitate quick reporting of any emergencies or near miss incidents.

In 2023, there were a total of 51 near miss incidents. The majority of these incidents were caused by equipment malfunctions, such as false fire alarms. Prompt action and subsequent measures were taken to verify the functionality of related equipment and enhance inspection procedures, respectively. Specific maintenance precautions are also included to prevent similar incidents in the future.

### Spotlight

#### Electronic Equipment Assistance for Level 2 Introduction – Effective Prevention of Work Injury Risks

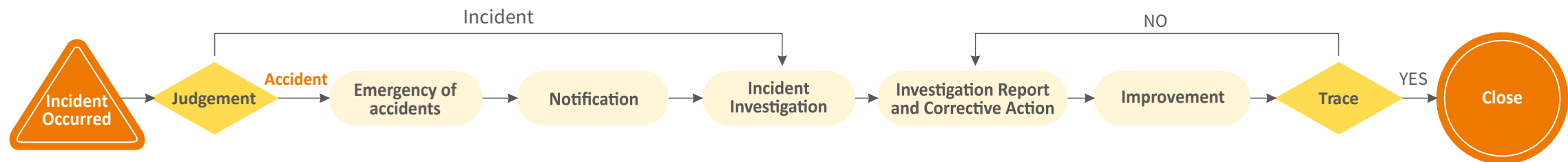
The KOE Plant has introduced electronic equipment, such as computer cameras, to assist machine maintenance personnel in their daily machine inspections and monitoring efforts. This effectively prohibits maintenance personnel from entering the operational area of the equipment, further preventing the risk of work-related injuries within the factory.

Moreover, this practice has been horizontally and vertically expanded to other engineering categories. Employees are educated on the importance of following SOPs and are strictly prohibited from making unauthorized changes to safety interlock devices without consent from their supervisors. Machines are checked every day, and equipment conditions are monitored continuously. Any abnormalities are promptly reported to the supervisors to ensure a safer work environment. This helps foster a more supportive workplace and offers employees security.



Near-miss incidents	2020	2021	2022	2023
Taiwan	8	1	6	20
Asia (excl. Taiwan)	72	144	109	22
Europe & Americas	82	300	183	9
<b>Total</b>	<b>162</b>	<b>445</b>	<b>298</b>	<b>51</b>

Note 1: Scope: employees  
 Note 2: From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam



### Accident Investigation

When an employee or a contractor experiences a work safety incident, Wistron will investigate the incident and track progress in accordance with the Accident Response and Investigation Management Procedures. Then, we will 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 carry out response measures for the designated supervisory unit to oversee and track to reduce losses and prevent similar situations in the future.

### Data on Occupational Hazards & Injuries

Wistron identifies occupational safety and health issues with potential risks by analyzing data on occupational hazards and injuries, which guide the formulation of specific action plans improve workplace safety and reduce work-related injuries. Work-related injury statistics for Wistron employees and non-employee workers in 2023 are shown in the table below. Each plant reports detailed information on work injuries by month as well as monitoring and tracking by designated personnel to ensure they stay informed about work injury management. The tables below are compiled

based on legal reporting requirements, with a focus on recording injuries. The definition of severe occupational injuries follows government regulations. We have not received any reports on occupational diseases. In terms of managing non-employee workers, all Wistron plants comply local regulations in managing on-site personnel and subcontractors. Through vendor selection and contractor management, Wistron assesses and standardized operational standards for suppliers to achieve our expected results from occupational safety and health management systems. In 2023, no significant violations (defined as violations with ≥NT\$1M fines) occurred in the management of subcontractors.

In 2023, work-related injuries in Taiwan decreased from last year, with most accidents occurring during commutes, such as traffic accidents. The administrative department has enhanced communication on traffic safety and personal safety in the workplace through bulletin board announcements.

However, in the European and American regions, there has been an increase in the number of lost workdays compared to the previous year. This is mainly due to injuries caused by improper handling of machinery. To address this issue, we have strengthened employee education and training, and reviewed various standardized work processes to ensure that employees wear protective equipment to prevent injuries.

#### • Occupational Injuries - Employees

Statistics of Disabling Injuries	Taiwan				Asia (excl. Taiwan)				Europe & Americas				
	Year	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Total Work Hours		17,184,756	17,929,115	22,693,604	23,387,274	145,400,960	112,417,169	102,076,209	65,965,432	7,250,580	9,826,451	17,697,391	5,195,678
Main Category of Occupational Injury	Traffic accident	Traffic accident	Traffic accident			Traffic accident							
	Laceration, cut	Crush injury due to mishandling of objects	fall over	Traffic accident		Machine-related injury	Traffic accident	Traffic accident	Machine-related injury	Machine-related injury	Machine-related injury	Machine-related injury	Machine-related injury
Number of work-related injury cases	68	60	75	73	74	47	43	21	13	35	30	18	
Occupational Injury Rate	0.79	0.67	0.66	0.62	0.1	0.08	0.08	0.06	0.36	0.71	0.34	0.69	
Occupational Disease Rate	0	0	0	0	0	0	0	0	0	0	0	0	
Lost Day Rate	4.15	3.49	4.73	6.85	4.81	0.95	3.53	4.97	12.58	12.35	0.69	12.59	
Total Number of Work-Related Fatalities	0	0	0	0	0	0	0	0	0	0	0	0	

Note 1: Occupational injury rate (IR): (Number of occupational injury incidents/total work hours) \* 200,000 (Calculation for light injuries: Only Mexico/Malaysia Plants include light injuries in their IR, all other plants exclude light injuries).  
 Note 2: Occupational disease rate (ODR): (Total occupational disease cases/total work hours) \* 200,000.  
 Note 3: Lost day rate (LDR): (Number of lost days due to work injuries/total work hours) \* 200,000 (calculation of days: Only Kunshan/Kunshan Opt/Zhongshan/Mexico Plants calculate days based on calendar days; all other plants calculate days based on scheduled workdays)  
 Note 4: In the Czech Republic, employees may visit doctors during work hours (unlimited visits covering journey time as well), and they may also stay at home to rest for a longer period of time when sick.  
 Note 5: From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam. Europe and Americas include the Czech Republic and Mexico.  
 Note 6: Scope: full-time employees.  
 Note 7: 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 0.088.



• Employee Absence Rate

	2020	2021	2022	2023
Absence Rate A (%) Absent days incl. occupational injury leave, sick leave & personal leave	2.40	2.55	2.82	2.14
Absence Rate B (%) Absent days incl. occupational injury leave & sick leave	0.38	0.58	0.81	0.72
Coverage Rate (%)	100	100	100	100

Note 1: Absence Rate: Number of absent 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.  
Note 2: Sick leave excludes leave taken due to the pandemic.

• Occupational Injuries – Non-employee Workers

Statistics of Disabling Injuries	Taiwan				Asia (excl. Taiwan)				Europe & Americas			
	Year	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022
Number of People	110	101	190	221	1,375	1716	2165	1718	1,208	1,544	648	234
Total Work Hours	227,854	220,562	394,284	421,882	2,742,815	3,934,312	6,750,594	3,709,626	661,822	247,239	205,123	606,000
Main Category of Occupational Injury	None	None	None	None	Cut	None	crash	Pinch	Machine-related injury, cut	None	fall over	Cut
Number of work-related injury cases	0	0	0	0	1	6	5	1	4	3	1	1
Occupational Injury Rate	0	0	0	0	0.07	0.31	0.15	0.05	1.21	2.43	0.98	0.33
Occupational Disease Rate	0	0	0	0	0	0	0	0	0	0	0	0
Lost Day Rate	0	0	0	0	0	0	0.83	0.02	8.46	11.33	68.75	0.17
Total Number of Work-Related Fatalities	0	0	0	0	0	0	0	0	0	0	0	0

Note 1: Scope of the number of people in the survey as of December 31: Work personnel of plants: security guards, cleaners, kitchen/cafeteria personnel, and others (long-term onsite operators and specialists).  
Note 2: From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam. Europe and Americas include the Czech Republic and Mexico.

## 4.5 Social and Culture Care

Corporate sustainability has remained a business objective since our establishment in 2001. In addition to revenue and profits, we firmly believe that sustainable operations are the long-term path for business management. We seek to ensure all employees around the world understand the importance of sustainable development, integrate ESG into our daily work, create more added value, and become a trusted partner in sustainable technological innovation.

As an influential company, Wistron continues to strive on the path of "Sustainability through Innovation," pursuing ecological conservation (Environment), social good (Social), and sound governance practices (Governance), cooperating with partners from all walks of life to create a better future. Wistron officially established a dedicated Corporate Sustainability Development Office, under Board oversight, in 2022 to coordinate six major sustainable development goals. Each goal is overseen by a senior executive who reports to the Sustainability Development Committee every quarter. In recent years, we've established "Sustainability through Innovation" as our core corporate value and rooted this spirit into the daily work of every employee. In addition to leveraging our existing philanthropic impact, Wistron capitalizes on our immense technological research and development capabilities in various practical development projects to achieve sustainable development through technological innovation.

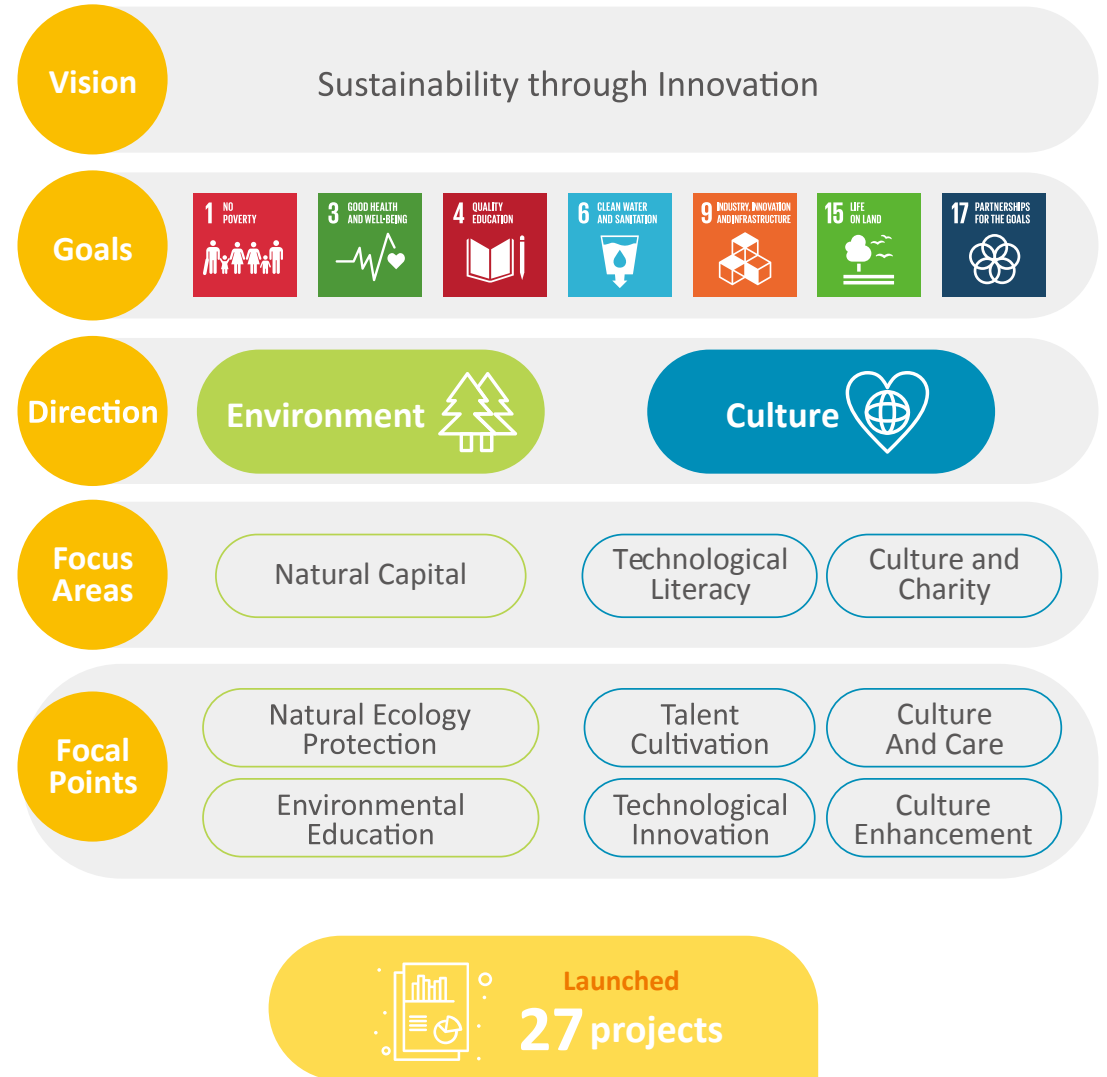
### 4.5.1 Social Investment

#### Aligning with the Sustainable Development Goals (SDGs)

Wistron, based on the "Business Reporting on the SDGs" report published by the United Nations and GRI, identifies seven sustainable development goals as relevant to Wistron's sustainability vision and philanthropic strategy through the SDGs' five-step process. In terms of philanthropic strategy, we prioritize focusing on several SDGs, including SDG 1: No Poverty, SDG 3: Good Health and Well-being, SDG 4: Quality Education, SDG 6: Clean Water and Sanitation, SDG 9: Industry, Innovation, and Infrastructure, SDG 15: Life on Land, and SDG 17: Partnerships for the Goals.

#### Wistron Foundation

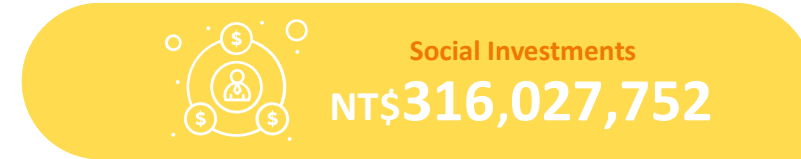
Since its establishment in 2010, the Wistron Foundation has set "Environment" and "Humanity" as the two main pillars of its development and philanthropic strategies, practicing the concept of "altruism" and striving to promote balance and harmony between humanity and nature. To enhance environmental protection and promote human values, the foundation collaborates with like-minded philanthropic partners strategically, collaborating in diverse and long-term project collaborations to care for people and our environments across six main themes: environmental protection, habitat adoption, environmental education, cultural enhancement, educational focus, and services. The foundation submits its work plans to the Board of Directors annually, reporting on project progress and outcomes to ensure that philanthropic projects align with the foundation's mission and goals. In 2023, the foundation launched a total of 27 projects.



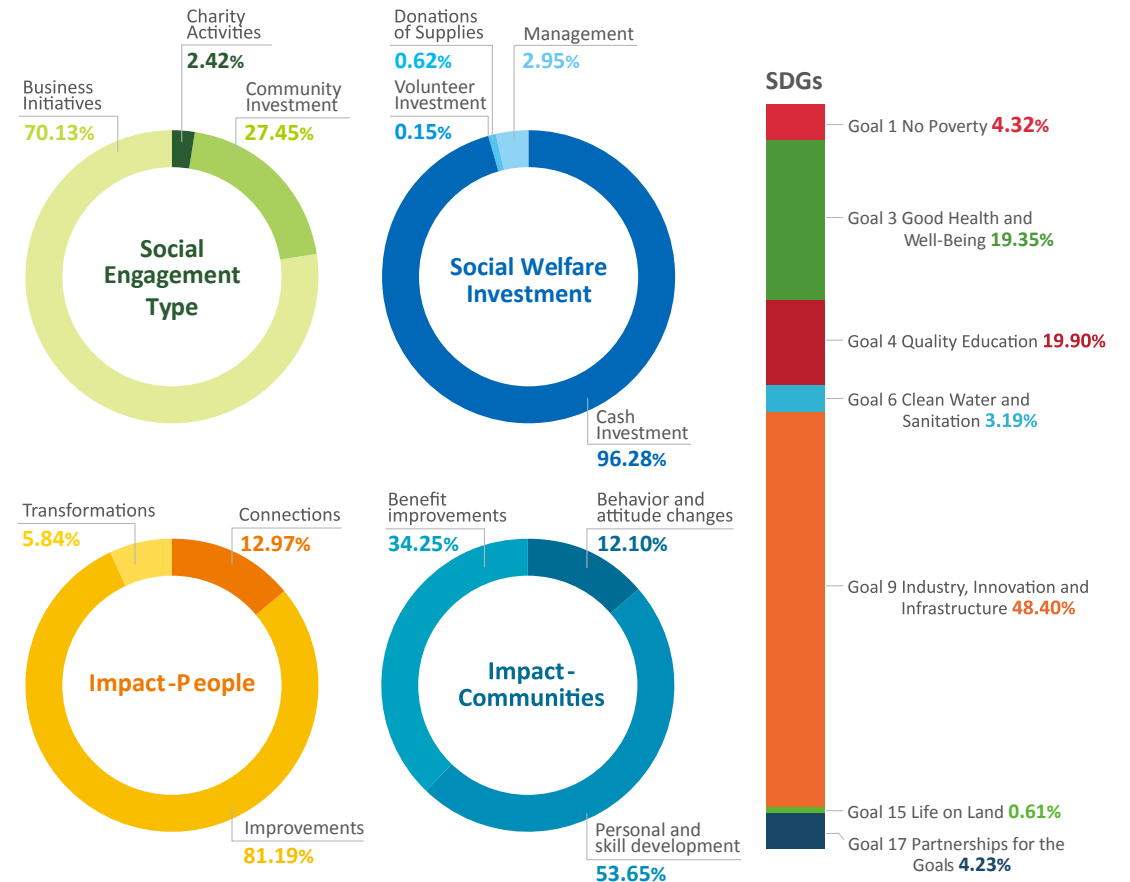
**Social Influence**

In 2023, Wistron invested a total of NT\$316,027,752 in social initiatives, including projects in collaboration with the government, academia, and research institutions. We were able to leverage charitable donations, support for the Wistron Foundation, charitable activities from the welfare committee, and employee-initiated events.

Wistron hopes that, through long-term investment, our charitable partners and collaborators can also set mid-to-long term sustainable development goals, realizing the possibility of sustainable development. We also encourage employees to participate in charitable projects, ensuring effective use of donated resources in assisting groups in need with company-wide support and participation.



Category / Budget Ratio	Category	Amount	Ratio
Social Engagement Type	Charity Activities	7,646,699	2.42 %
	Community Investment	86,765,442	27.45 %
	Business Initiatives	221,615,611	70.13 %
Social Welfare Investment	Cash Investment	304,280,810	96.28%
	Volunteer Investment	476,239	0.15%
	Donations of Supplies	1,964,661	0.62 %
Impact – People	Management	9,306,042	2.95 %
	Connections	40,996,478	12.97%
	Improvements	256,593,604	81.19%
Impact: Communities	Transformations	18,437,670	5.84%
	Behavior and attitude changes	38,226,804	12.10%
	Personal and skill development	169,563,988	53.65%
SDGs	Benefit improvements	108,236,960	34.25%
	Goal 1 No Poverty	13,634,371	4.32%
	Goal 3 Good Health and Well-Being	61,149,836	19.35%
	Goal 4 Quality Education	62,890,743	19.90%
	Goal 6 Clean Water and Sanitation	10,083,348	3.19%
	Goal 9 Industry, Innovation and Infrastructure	152,954,763	48.40%
	Goal 15 Life on Land	1,936,689	0.61%
Goal 17 Partnerships for the Goals	13,378,002	4.23%	



### Employees' Impacts

Wistron's vision of "Sustainability through Innovation" symbolizes a step towards a new era. Concurrently, the company has shaped its mission as a "Trusted Innovation Partner in Technology, Sustainability & Better Lives," committed to upholding our four core values: customer focus, integrity, innovation, and sustainability, in response to the pressing sustainable challenges confronting society. In addition to existing philanthropic efforts, Wistron encourages employees to engage in social welfare activities. This has been met with enthusiastic responses in voluntary donation campaigns and charity sales. In terms of technological innovation, the company has set long-term development goals, collaborating with industry, academia, and research institutions to leverage technology for creating development opportunities and realizing the vision for smart living. Wistron has long partnered with philanthropic organizations, consistently contributing to environmental conservation, education, and protection as well as jointly establishing sustainable development goals and provide employees with opportunities to participate.

To aid in the restoration of natural landscapes, Wistron's corporate volunteers took one-day working holidays. In Yuanshan Township, Yilan County, they worked together to carve out conservation areas, optimize the slope of the northern dike, clear invasive species, and restore endangered aquatic plants in Shuanglianpi. In Taipei's Fuyang Eco Park, they cleaned mountains, removed invasive species, and restored plants and flora on barren land. In Taipei's Guandu Nature Park, they engaged in freshwater fish restoration and bird-friendly farming. In 2023, 231 employees volunteered across 12 working holiday activities.


• Key Roles of Employees in the Three Major Focus Areas for Philanthropy

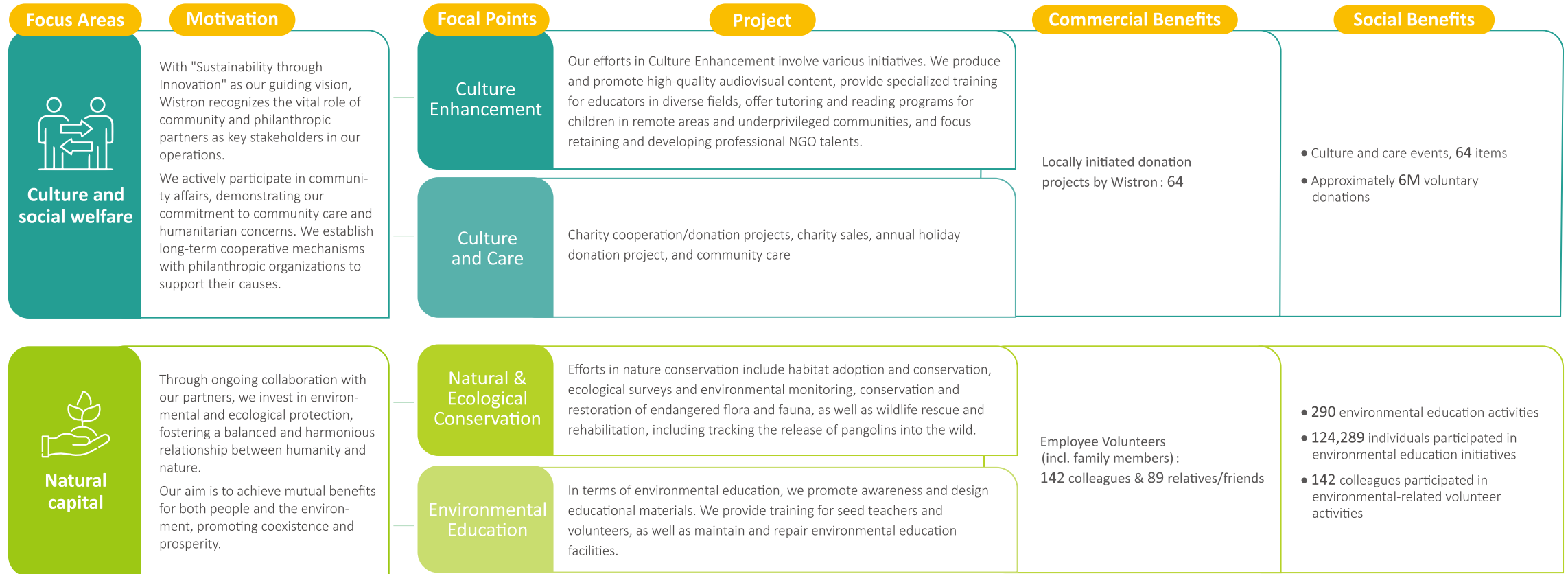


• Targets of the Six Major Charity Spotlights




• Commercial & Social Benefits of the Six Major Charity Spotlights

Focus Areas	Motivation	Spotlights	Project	Commercial Benefits	Goals/Vision
 <p><b>Digital Literacy</b></p>	<p>Utilizing the company's core innovative and R&amp;D technologies, in conjunction with the longstanding collaboration mechanisms established with academia, industry, government, and research organizations, we collectively nurture technological talents and expedite the development timelines for emerging technologies. By focusing on issues related to smartification and healthcare, we effectively apply our technological innovations and bolster our R&amp;D capabilities, thereby creating new opportunities for business growth</p>	<p><b>Technological Innovation</b></p> <ul style="list-style-type: none"> <li>• NYCU Industry-Academia Collaboration Project</li> <li>• Tamkang University Industry-Academia Collaboration Project</li> <li>• Purdue University Industry-Academia Collaboration Project</li> <li>• NTU HE (Homomorphic Encryption)</li> <li>• MIT Industrial Liaison Program</li> <li>• Co-packaged Optics Research Project</li> <li>• 1.6 Tbps Photonic Opto Receiver development</li> <li>• Geothermal Development Site Cooperative Evaluation</li> <li>• 5G AI pathology service platform R&amp;D plan</li> <li>• WiSleep non-contact physiological detection health monitoring system</li> <li>• MIT CSAI &amp; Wistron Research Collaboration</li> <li>• Wistron Lab @ Garage+</li> <li>• Airborne Wind Energy Project</li> </ul>	<p><b>Project</b></p> <ul style="list-style-type: none"> <li>• Collaborative patents: 24</li> <li>• Technological developments: 23</li> <li>• Published articles/papers: 16</li> </ul> <ul style="list-style-type: none"> <li>• Assisted Wistron in mastering key technologies &amp; optimizing processes.</li> <li>• Organized multiple seminars, matchmaking meetings &amp; workshops.</li> </ul>	<p><b>Commercial Benefits</b></p> <ul style="list-style-type: none"> <li>• 11 AI talent development program courses</li> </ul> <p><b>Goals/Vision</b></p> <ul style="list-style-type: none"> <li>• <b>WiSleep Health Care System</b> <ul style="list-style-type: none"> <li>• &gt; 8,000 newborns served by WiSleep</li> <li>• &gt; 60 long-term care services</li> <li>• Medical institutions with more than &gt; 10,000 ppl under care</li> </ul> </li> <li>• <b>5G AI pathology service platform R&amp;D plan</b> <ul style="list-style-type: none"> <li>• Assisted 3 medical centers' pathology departments in completing digital transformation</li> </ul> </li> </ul>	
		<p><b>Talent Cultivation</b></p> <ul style="list-style-type: none"> <li>• Golf Learning &amp; Field</li> <li>• Epoch School: "Future Entrepreneur," "Future International Manager Internship,"</li> <li>• Wistron Ladies Open 2023</li> <li>• Wistron Hsinchu Dream Project (academia-industry collaborations and internships)</li> <li>• IT industry masters course</li> <li>• Soar and Grow Program</li> <li>• Industry Collaboration 2.0 Program</li> <li>• Vietnam Industry Master Program</li> <li>• Future Stars Summer Internship Program</li> <li>• Digital Innovation Youth Development Program</li> <li>• Industry Senior Talent Development Program</li> <li>• IAI Talent Development Program</li> </ul>	<p><b>Project</b></p> <ul style="list-style-type: none"> <li>• Retained interns : 21</li> <li>• Utilized AI multi-model learning to enhance R&amp;D competitiveness</li> <li>• Key recruitment information provided by Epoch School</li> <li>• Online courses &amp; in-depth tour schedules provided by Epoch</li> </ul>	<p><b>Commercial Benefits</b></p> <ul style="list-style-type: none"> <li>• provided 29 on-line courses &amp; trained 791 students</li> </ul> <p><b>Goals/Vision</b></p> <ul style="list-style-type: none"> <li>• <b>Wistron Hsinchu Dream Project</b> <ul style="list-style-type: none"> <li>• 25 interns (15 being retained)</li> </ul> </li> <li>• <b>Cultivation Program</b> <ul style="list-style-type: none"> <li>• subsidizes 40 disadvantaged students</li> </ul> </li> <li>• <b>Star of Wistron summer internship:</b> <ul style="list-style-type: none"> <li>• 32 people</li> </ul> </li> </ul>	



• Investments in the Six Major Charity Spotlights

Focus Areas	Strategies	Actions	Investments	Ratio	
 Culture	Technological Innovation	<ul style="list-style-type: none"> <li>NICE Alliance</li> <li>Wistron Lab @ Garage+</li> <li>Developed 1.6 Tbps Photonic Opto Receiver</li> <li>WiSleep non-contact physiological detection health monitoring system</li> <li>NYCU Industry-Academia Collaboration Project &amp; Tamkang University Industry-Academia Collaboration Project</li> <li>NTU HE (Homomorphic Encryption)</li> </ul>	<ul style="list-style-type: none"> <li>High-Speed Silicon Photonics Engine R&amp;D for Co-Packaged Optical Components</li> <li>Geothermal Development Site Cooperative Evaluation</li> <li>Use of mmWave radar with multiple regression models and artificial neural network in HR/RR tests &amp; HRV early warning</li> <li>MIT Industrial Liaison Program (ILP)</li> <li>Airborne Wind Energy Project</li> <li>5G AI pathology service platform R&amp;D plan</li> </ul>	191,647,437	60.64%
	Talent Cultivation	<ul style="list-style-type: none"> <li>Wistron Ladies Open 2023</li> <li>Gap of Learning &amp; Field (GOLF)</li> <li>Epoch School: "Future Entrepreneur" &amp; "Future International Manager Internship"</li> <li>Epoch Foundation annual fee</li> <li>MIT CSAIL and Wistron Research Collaboration</li> <li>2023 Star of Wistron summer internship &amp; scholarship program</li> </ul>	<ul style="list-style-type: none"> <li>Wistron Hsinchu Dream Project (academia-industry collaborations &amp; internships)</li> <li>IT industry masters course, Industry Collaboration 2.0 Program, Vietnam Industry Master Program</li> <li>Soar and Grow Program</li> <li>AI Talent Development Program &amp; Industry Senior Talent Development Program</li> </ul>	59,968,608	18.97%
	Culture Enhancement	<ul style="list-style-type: none"> <li>Quality ecological radio program-The Voice and Harmony of Taiwan</li> <li>2023 National Geographic Taiwan Photo Contest</li> <li>Satoyama action plan for intergenerational education</li> <li>Talent Development Program for Aboriginal Music</li> <li>Little Beaver Scholarship Program</li> </ul>	<ul style="list-style-type: none"> <li>Support for underprivileged children's tutoring services</li> <li>Waldorf Teacher Training System</li> <li>Diverse Specialized/Experimental Education x Hualien-Taitung Sustainable Co-Learning</li> <li>Nature &amp; Humanities Series Events for Technologists</li> </ul>	26,669,690	8.44%
	Culture and Care	<ul style="list-style-type: none"> <li>Locally initiated donation projects by Wistron: 64</li> <li>Encourage employees' voluntary donations &amp; contributions</li> </ul>	<ul style="list-style-type: none"> <li>Organize charity sales events</li> <li>Donate festival-related gifts</li> </ul>	15,548,875	4.92%
 Environment	Natural & Ecological Conservation	<ul style="list-style-type: none"> <li>Ecological parks- Fuyang Eco Park</li> <li>Tainan parks, trees &amp; urban project</li> <li>Guandu Nature Park- Moon Pond and Waterbird Breeding Habitat Conservation Project</li> </ul>	<ul style="list-style-type: none"> <li>Soil and water resource survey and supervision and the homeland protection plan</li> <li>Long-term promotion plan for Shuanglianpi habitat restoration</li> <li>Raptor Environmental Education &amp; Conservation Rescue Project</li> <li>Wildlife Rescue &amp; Conservation Hospital Program, including Environmental Stray Dog Survey</li> </ul>	15,282,530	4.84%
	Environmental Education	<ul style="list-style-type: none"> <li>Quality ecological &amp; cultural documentary</li> <li>Support for Chi Po-lin Foundation &amp; the "Beyond Beauty-TAIWAN FROM ABOVE" 10th Anniversary Project</li> </ul>	<ul style="list-style-type: none"> <li>Children's Environmental Education Program</li> </ul>	6,910,612	2.19%



4.5.2 Social Influence



Developing advanced AI technology and machine learning to accelerate innovation in smart healthcare services

Program Partner: MIT CSAIL

Our Actions

- Strengthening technology utilization through industry collaboration.
- Enhancing development momentum through academic cooperation.
- Enhancing patent quality through technology verification and development.

The Problems We Aim to Solve

In 2023, AI technology garnered considerable attention across various sectors. However, the high entry barriers made it challenging for organizations leveraging AI to allocate resources for early-stage development due to operational considerations. Drawing on our extensive background in smart healthcare, we aim to expedite the application of intelligent healthcare across diverse fields by integrating machine learning technology.

Our Role

Wistron strengthens industry collaboration through strategic alliances and industry-academia cooperation projects. In addition to integrating new technologies into various application fields, Wistron also iteratively refines product development based on user feedback to achieve optimal outcomes. Through technological innovation, we effectively address user pain points.

**Advanced Technology: Develop advanced AI and machine learning technologies and tools for the development of intelligent healthcare products and services.**

Collaborating with several professors from MIT CSAIL on project initiatives, we integrate their expertise to bolster Wistron's leadership in AI medical imaging and digital technology. Our focus includes the development of advanced AI FHE (Fully Homomorphic Encryption) technology for AI computation and data encryption, thereby enhancing the capabilities of AI building blocks.

Additionally, we leverage human-machine dynamic interactive AI physiological sensing technology across diverse fields such as healthcare, positioning ourselves at the forefront of human-technology interaction design. This approach not only solidifies our relationships with industry and medical academia but also enhances our reputation. In 2023, we organized physical exchange meetings, inviting CSAIL professors, company executives, and colleagues for discussions, with 35 attendees.

**Medical Technology: The WiSleep non-contact physiological detection healthcare system utilizes advanced technology to address healthcare needs and create opportunities for holistic care.**

Developed using remote wireless and artificial intelligence technology, the system offers non-contact, non-wearable continuous, and real-time monitoring of respiration, heart rate, and body temperature. This enables care recipients to receive uninterrupted automatic care without constraints or the need for attached equipment. In the event of abnormalities, caregivers receive immediate notifications for prompt intervention. Moreover, the integration of physiological big data with intelligent AI analysis facilitates trend recording and analysis of sleep and

activity quality, providing caregivers and family members with valuable supplementary information.

As of 2023, the service has benefitted over 8,000 newborns and more than 10,000 care recipients across 60 facilities, including long-term care institutions, chest wards, rehabilitation wards, cardiac wards, and isolation wards in medical institutions.

**Medical Technology: Integrating smart medical devices and technologies to enhance the domestic healthcare industry.**

Wistron has participated in the development of the 5GAI pathology service platform, aiming to address the gap in digital pathology and smart healthcare development. In 2023, plans were made to develop a pathology service platform, which includes modules for digital panoramic image browsing, standard report generation, remote consensus meetings and collaborative annotation, and digital pathology DICOM image quality management. Additionally, research and development efforts were focused on deploying pathology recognition applications, conducting field verification, and promoting services. Collaborating with both internal and external professional partners, we aim to enhance the industry value chain to serve a broader population. As part of this initiative, assistance was provided to three medical center pathology departments to complete digital transformation. The service platform has been implemented for validation at Kaohsiung Veterans General Hospital, Kaohsiung Medical University, and E-Da Hospital. Trial services have demonstrated significant improvements in work efficiency and healthcare quality.

**Spotlight 2**  
Talent Cultivation

**Expanding international perspectives | Cultivating future industry talents**

Program Partner: GOLF Gap of Learning & Field Alliance & Women's Golf Association

**Our Actions**

- Collaborating with industry to cultivate future industry talents.
- Providing diverse learning platforms and educational resources.
- Deepening cooperation with campuses to offer development resources.

**The Problems We Aim to Solve**

- Closing the education-job gap.
- Equipping talents with an international perspective and platform.

**Our Role**

Wistron is deeply committed to talent development, investing significantly in programs that integrate industry resources and offer internship opportunities to young students. Leveraging our abundant industry resources, we provide diverse talents with ample learning opportunities to broaden their horizons.

**Industry-Academia Collaboration: Creating a Direct Pathway between Campus and Workplace**

In the post-pandemic era, Taiwan is facing an increasingly severe shortage of technology talents, leading companies to compete for new talents. Recognizing this challenge, Wistron, alongside other industry leaders, established the GOLF School-to-Work Alliance (Gap of Learning & Field). This alliance, in collaboration with 55 colleges and universities, offers students access to over a hundred online courses and thousands of internship opportunities. Through this initiative, we aim to seamlessly bridge the gap between campus and workplace, facilitating industry-academia collaboration. By providing advanced opportunities, we enable companies to identify and nurture potential talents early on. To date, Wistron has provided 29 online courses, benefiting nearly 800 students. This initiative fosters a mutually beneficial relationship among schools, students, and businesses, effectively translating learning into practical application.

**International Integration: Creating a World-Class Stage for Professional Players**

Since 2006, Wistron has sponsored TLPGA tournaments, and in recent years, through hosting the Wistron Ladies Golf Open, we've provided a world-class stage for Taiwanese players. In 2023, the prize money reached US\$ 800,000, making it the flagship event with the highest prize pool in the Taiwan LPGA Tour. To encourage Taiwanese players, an additional incentive of US\$ 160,000 is offered if the champion cup is taken by a Taiwanese player. Through event planning, player intensity, and broadcast arrangements, we aim to enhance the level of sports competition domestically, to create a more influential and inspiring tournament.

**Future Talent: Deepening Campus Cooperation to Discover Potential Talents**

Wistron prioritizes talent development and collaborates with higher education institutions through projects such as the "Wistron Star Summer Internship Program," "Zhu Dream Wistron Program (Industry-Academia Internship)," "IT Industry Master's Program," and "GOLF Gap of Learning & Field Alliance." These initiatives provide young students with opportunities to integrate with the industry. In recent years, we've also launched the "Vietnam Industry Master's Program" to attract more international talents. Additionally, scholarships are provided to ease students' financial burden. With a total investment of approximately NT\$ 27M annually, participants can focus on learning professional skills and gaining practical experience without financial concerns.



**Spotlight 3**  
Culture Enhancement

**179 Professional Teachers Cultivated | 2,413 Students for Basic Education**

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

**Our Actions**

- Collaborating with charity organizations and educational institutions to conduct diverse specialized teacher training programs, experimental education, and curriculum-related projects.
- Providing tutoring and support for children in remote areas and underprivileged communities.
- Supporting and promoting quality humanistic audiovisual projects.

**The Problems We Aim to Solve**

Without stable, diverse, and adaptive educational resources, it is difficult to achieve equal access to education, particularly in rural and economically disadvantaged areas, or in situations of intergenerational caregiving. It is therefore essential to reconsider the goals of education to ensure learning is not confined or rigid.

**Our Role**

The Wistron Foundation has long been dedicated to promoting specialized education and humanistic literacy, contributing NT\$20,965,084 in 2023. Collaborating with professional charitable organizations, we provide educational equipment and specialized teacher training in diverse experimental education fields to broaden educators' perspectives. We actively engage in educational initiatives for children in remote and underprivileged communities, offering tutoring, care, and support to provide them with more learning opportunities. Additionally, we strive to create a more diverse range of humanistic educational materials to offer alternative educational possibilities.

**Education Rooted: Supporting Underprivileged Children with Tutoring to Achieve Poverty Alleviation Goals**

To address the inherent inequality in learning and provide sufficient learning resources and opportunities for children in rural areas and underprivileged backgrounds, the Wistron Foundation has been a steadfast supporter of the Boyo Social Welfare Foundation's "After-school Tutoring Program for Children in Remote Areas" since 2012. Boyo Social Welfare Foundation is committed to the core value of enabling children from resource-limited families to achieve self-reliance and break the cycle of poverty. Through a combination of social work and educational services, they nurture community educators, develop learning materials, and operate a network of 17 tutoring centers across 38 townships, serving 212 primary and secondary schools and providing tutoring services to 2,413 students in 2023. The program aims to enhance the children's daily lives and academic abilities. Encouragingly, a survey on employment wages reveals that the average monthly salary for Boyo children above the age of 25 has reached NT\$34,154.

The Wistron Foundation, based in Xizhi District, New Taipei City, demonstrates its commitment to community care through long-standing support for the Taipei Glory Church's "After-school Companion Reading Program" for underprivileged children in the Xizhi area. This initiative provides tutoring, life education, and academic guidance to underprivileged children, offering long-term companionship and guidance. In 2023, a total of 44 children benefited from this program.

**Education Quality: Waldorf Education Teacher Training System and Professional Teacher Development Project**

Since 2010, the Wistron Foundation has supported the Ci-Xin Waldorf School, operated by the Anthroposophy Education Foundation. This support includes funding for the expansion of classrooms in the new building and the cultivation of Mandarin-speaking Waldorf teachers. Additionally, the foundation organizes teacher workshops and study groups to aid in the professional development of on-site teachers. In Yilan County, the education team implements the Waldorf education system through a model of government-contracted private schools. With the support of international Waldorf education organizations, they continue to explore educational approaches that nurture the life essence development of children in Taiwan. In 2023, 179 individuals participated in teacher training courses, and a total of 309 individuals took part in workshops and reading groups.

The Boyo Social Welfare Foundation tracks program graduates above the age of 25 and identified that their monthly salary exceeds the average monthly income of families participating in the tutoring program, indicating that they have broken free of poverty through education.

Statistics show that the majority of junior high school graduates who participate in the companion reading program have the opportunity to choose schools based on their interests.



**Spotlight 3**  
Culture Enhancement

**42 Intergenerational Education Activities | 1,066 Participants**

Program Partner: The Alliance Cultural Foundation & Ci-Xin Children Education Foundation

**Education Development: Huatung (Hualien/Taitung) Project to Promote Comprehensive Education and Diverse Experimental**

"We believe that Huatung represents Taiwan's values of a beautiful lifestyle, and the region's natural landscapes and rich indigenous cultures are important assets of Taiwan." Since 2011, the Wistron Foundation has supported the Alliance Cultural Foundation in executing long-term projects such as "Sustainable Huatung," "Education Rooted," and "Promotion of Arts and Culture." These initiatives aim to reform rural education, establish cross-school alliances, create platforms for inter-ethnic exchanges among indigenous communities through the "Sustainable Huatung" project, and promote a lifestyle rooted in humanistic literacy through the "Promotion of Arts and Culture." Furthermore, talent development is fostered through theme camps, providing diverse learning opportunities.

Through integration efforts, a resource consolidation platform is established to cultivate future talents in Huatung. Looking ahead, the Alliance Cultural Foundation will continue to advance towards the vision of "creating an internationally oriented and sustainable Huatung civilization" through two main axes: promoting an experimental education model rooted in Huatung's cultural heritage and constructing the Huatung International Art Platform centered around the Paul Chiang Art Center.

**Intergenerational Education: Satoyama Action Plan**

Since 2022, the promotion of intergenerational education has focused on cultural inheritance through practical knowledge and wisdom, highlighting the value of both family education and family culture. This year, the Wistron Foundation supported the Ci-Xin Children Education Foundation in advancing the concept of "intergenerational education," emphasizing "learning across generations" and "generational integration." By creating environments conducive to intergenerational learning through the preparation of natural spaces, the initiative aims to underscore the significance of early childhood education and child development. Recognizing that the benefits of early childhood education extend beyond individual children to impact family life and subsequent generations, the foundation prioritizes support for preschool education to rekindle family education and culture, ultimately fostering holistic school development.

Throughout the year, the foundation organized two "Tulip Delivery Workshops in the Garden," engaging 82 participants. Additionally, diverse themed courses covering woodworking, art, firewood cooking, eco-enzyme production, and ecological environments attracted a total of 984 participants. Furthermore, interactive reading sessions focusing on parenting books facilitated discussions among 100 participants.



**Huatung (Hualien/Taitung) Projects: Outcomes in 2023**

Items	Outcomes
Basic Education	Through projects rooted in education, we are driving reforms in rural education and fostering cross-school alliances. Initiatives such as the "Junyi International Education Experimental School," "Junyi International Campus," "Rural Education Seed Cultivation Program," and "Innovative Study Abroad Program" offer experimental and diverse educational curricula to broaden students' international perspectives. By supporting economically disadvantaged children in the Hualien-Taitung region, we aim to cultivate more international talents in Huatung. Over a span of seven years, a total of 29 students studied abroad.
Sustainability in Hualien - Taitung	We are also building a platform for inter-ethnic exchanges among indigenous communities, aiming to create a sustainable future for the land. In 2023, projects like the "New Friends Store Visitation Program" and the "BINBIN Ecotourism Alliance" connected local businesses, fostering a slow tourism industry that shares the joy of life. Initiatives such as the "Hawaiian Cultural Sustainability Study Program" and the "Huatung Sustainable Learning Group Program" aim to cultivate talents in the region and derive concrete visions for Huatung's sustainable development
Theme Camps	Moreover, through theme camps, we provide diverse learning opportunities to unearth children's talents and nurture their self-confidence, teamwork, and spirit of volunteerism. Programs like the "2023 Huatung Youth Choral Music Camp" and the "Fruit Art Creation Camp" engaged a total of 306 participants.
Arts Support Programs	Our promotion of arts and culture aims to support a lifestyle rooted in humanistic literacy. With the highly-anticipated "Paul Chiang Art Center," slated to be completed in 2024, we launched the "Paul Chiang Series of activities" in December 2023, including the "Re: Paul Chiang, Meditating Algorithm: Immersive in the life and the works of Paul Chiang" at the Taipei Ambi Space One (from December 22, 2023 to March 4, 2024) and the "2023 Paul Chiang Solo Exhibition" at the Kaohsiung Museum of Fine Arts (from December 2, 2023, to March 10, 2024). to establish it as a renowned international art hub. Additionally, the "Taiwan Connection (TC)" brings classical music to campuses and enterprises through chamber music performances, sharing the vibrant sounds of orchestral music. Throughout the year, a total of 37 TC concerts were held.

**Spotlight 4**  
Culture and Care

**NT\$6M in voluntary employee donations**

**Our Actions**

- Strengthening collaboration with non-profit organizations and groups.
- Encouraging employees to participate in voluntary charity projects.
- Organizing events related to charity and philanthropy.
- Implementing community outreach initiatives.

**The Problems We Aim to Solve**

Many domestic non-profit organizations and charitable groups struggle with uneven resource allocation. In response to these disparities, many organizations require additional resources and support.

**Our Role**

We leverage our corporate influence to sustain ongoing collaborations with charitable organizations and offer support. By harnessing the power of bulk purchasing, the company encourages voluntary donations and contributions from employees through corporate culture promotion and themed campaigns. Furthermore, through the organization of charitable projects, Wistron creates opportunities for resources to be shared with more deserving recipients.

**Engagement of All: Promotion of Diverse Theme-Based Charity Projects**

Acknowledging the limited exposure of many philanthropic organizations, which indirectly contributes to fundraising challenges and resource scarcity, Wistron takes steps beyond corporate donations. We delve into understanding the project details of philanthropic organizations through themed publicity efforts. Monthly, we share donation messages with company employees focusing on themes such as "Elderly Living Alone," "People with Disabilities," "Rare Diseases," "Rural Healthcare," "Underprivileged Families," and "Accompanying Reading Programs." By streamlining the donation process through internal platforms, we significantly boost donation willingness. In 2023, employees voluntarily donated approximately NT\$6M.



Charity Donations

**Philanthropic Collaboration: Bringing Philanthropy into Daily Life through Diverse Activities**

We offer diverse activities to enhance employee well-being and foster engagement in philanthropy in their daily lives. Annual events like the "Philanthropy Lucky Bags" and "Charity Lunar New Year Couplets" attract thousands of colleagues, providing tangible benefits to partnering organizations. In the realm of rural arts education, collaboration with the Scholar Culture and Creativity Foundation on the "Zodiac Painting" project allows colleagues to support aesthetic education in rural areas by subscribing to painted gift boxes. Colleagues also showcase their creativity, producing numerous impressive works. Over the past seven years, nearly a thousand colleague artworks have been accumulated and showcased annually in various office areas, allowing more people to understand the significance behind them.



Thousands have participated in our Charity Zodiac Painting event over the past seven years



Charity Sale Event

Wistron prioritizes charity products from philanthropic organizations for giveaways at major events, leveraging the purchasing power and benefits of bulk procurement. During the pre-Lunar New Year event alone, we spent NT\$4.9M on philanthropic purchases. During the Mid-Autumn Festival and Dragon Boat Festival, colleagues are also encouraged to participate in charity donations by sharing gift boxes with disadvantaged groups, spreading the festive atmosphere together.

**Spotlight 4**  
Culture and Care

**Implementing Sustainability in Activities | Nearly 20,000 Participants**

Program Partner: Guandu Nature Park

**Our Actions**

- Planning internal activities with charity partners.
- Inviting employees and their families to personally participate in Wistron's long-term charity projects.
- Incorporating education into leisure activities to integrate sustainability concepts into daily life.

**The Problems We Aim to Solve**

Encourage employees to embody sustainability in their daily lives, actively responding, and integrating it into their everyday routines.

**Our Role**

Wistron collaborates with longstanding philanthropic partners to co-design a range of diverse cultural activities. These activities aim to involve employees in experiences related to art education, environmental conservation, ecological harmony, and other relevant topics, encouraging both employees and their families to actively participate.

**Promoting Sustainability: Fostering a sustainable mindset in employees**

In 2023, as the pandemic eased, Wistron resumed the Family Day event, attracting nearly 13,000 participants. To reduce environmental impact, eco-friendly initiatives were implemented at the event venue, encouraging employees to bring their own tableware and eco-friendly bags, significantly reducing the distribution of bottled drinks. Additionally, recycled fabric-made eco-friendly picnic mats were specially gifted to promote sustainability awareness among employees.

During the Children's Park @ Night campaign, we incorporated online quizzes and interactive challenges to share insights about Wistron's collaborations with our philanthropic partners and sustainability initiatives. These activities garnered nearly 6,000 participants, aiming to enhance our colleagues' understanding of these longstanding environmental conservation efforts and the narratives of our charity partners.

Building on the success of last year's well-received Humanistic Campaign, this year, we partnered with Guandu Nature Park to host a park celebration event centered around the Art Campaign theme. In addition to providing our colleagues with the opportunity to admire works by internationally renowned artists, the event integrated on-site wetland tours, conservation fundraising, a local farmer's market, and other activities. These initiatives aimed to promote the ethos of harmonious coexistence with the environment and advocate for a sustainable lifestyle. Furthermore, they served to educate a broader audience about the significance of wetland conservation.

**Nature and Art: Experience the Friendly Integration of Environment and Art**

This year, Wistron organized a woodworking workshop, inviting 40 colleagues to participate in driftwood creation. Engaging in ecological tours, they gained insights into waterfowl imagery in the natural environment, leading to the creation of 43 splendid pieces. These artworks were displayed at Bird-watching Cabin No. 2 in Guandu Nature Park, sponsored by the Wistron Humanity Foundation, becoming a highlight of the Art Season. It is hoped that through more diversified modes of philanthropic collaboration, partnering organizations can explore possibilities for sustained collaboration and expand their influence.



The woodworking creations participated in by Wistron personnel.



## Spotlight 5 Natural & Ecological Conservation

### Our Actions

- Working with philanthropic organizations, we are committed to ecological conservation, habitat protection, adoption, and ecological restoration through continuous research, tracking, and monitoring.

### The Problems We Aim to Solve

- Habitat degradation and the invasion of alien species are posing a threat to biodiversity.
- Improper disposal of hazardous waste has resulted in food security crises and significant environmental pollution.

### Our Role

Habitat preservation has consistently been a key focus for the Wistron Foundation. Through sustained partnerships with various professional philanthropic organizations, we support a range of environmental conservation projects. In 2023, we allocated NT\$15,023,348 for this purpose. Beyond financial contributions, we invest in training skilled personnel to conduct ongoing environmental monitoring and research. Additionally, we undertake habitat adoption initiatives to facilitate ecological restoration and conservation efforts. Our goal is to mitigate the impacts of environmental hazards on ecosystems and collectively enhance our commitment to environmental stewardship.

### Environmental Protection: Soil and water resource survey and supervision and the homeland protection plan

Since 2010, the Wistron Foundation has partnered with the Tainan Community University Research and Development Association to establish an investigation team and collaborate with NGOs and public agencies. In 2023, investigations were conducted in 31 locations, including Taoyuan, Changhua, Tainan, Kaohsiung, and Pingtung. We also tracked environmental pollution incidents. Through close cooperation with relevant entities, we are committed to advocating for legislative improvements to address the sources and reduce water and soil pollution. Long-term data on waste found on Tainan beaches has been actively collected to provide a comprehensive understanding of the marine environment. Additionally, ongoing ecological surveys are conducted in the Longci Niu Pu Nature Reserve, geological parks, and the Beimen intertidal zone. Research findings are transformed into educational materials, and we invite public participation in environmental education promotion. The ultimate goal is to facilitate legislative amendments that restore contaminated land to its original state.

#### Investigation and Tracking of Hazardous Industrial Waste

- Surveying and documenting new and old pollution sites; 31 sites monitored.
- Since 2013, we have tracked the cleanup of hazardous industrial waste in Qishan farmlands, with a total removal of 554,694.79 tons.

#### Long-term Monitoring of Coastal Waste

- Through investigation and monitoring, we analyzed the sources and causes of major waste and actively promoted actions to improve marine waste pollution. A total of 13 coastal waste monitoring and research activities were conducted, with the participation of 871 volunteers.

#### Protection of the Longci Landscape in Tainan

- Conducted a total of 43 ecological surveys, gathering extensive ecological information to serve as valuable resources for future geological park planning and environmental education.
- Utilizing Longci as an ecological education hub, we organized activities like "Wilderness Longci Knight" and "Longci Geological Park - Ecological Investigation Volunteer Training," fostering local guides' participation in ecological surveys. The long-term objective is to establish an ecological patrol team and volunteer tour guide team, with a total of 75 participants involved.

#### Beimen Eco-Education Base

- With the "Horseshoe Crab" as the central theme, we partnered with Sancu Elementary School in Tainan to actively engage in environmental education within campuses and communities.
- We organized the "Beimen Fishing Village Tour," training local fishermen to become tour guides and actively advocating for the importance of food autonomy.

#### Promotion of Environmental Education

- We conducted on-site environmental investigations, photography, and documentation, transforming the data into environmental education materials and promoting them through online teaching.
- In 2023, we organized 55 events, including workshops and courses, reaching 1,384 people. Additionally, we hosted 8 environmental education exhibitions, with a total attendance of 1,040 individuals.
- Two volunteer training programs were conducted, with a total of 20 participants.



Longci boasts a rich ecosystem, including protected animals such as the crab-eating mongoose.



Using instruments to detect and present land pollution issues.



Foamed plastic pollution is a common source of pollution along the coast.



**Spotlight 5**  
Natural & Ecological Conservation

**Habitat Restoration: Long-term promotion plan for Shuanglianpi habitat restoration**

Shuanglianpi is a rare low-altitude inland wetland in Taiwan, boasting a unique natural floating island ecosystem. Designated as a wildlife Refuge by the Ministry of Agriculture, it has faced years of human interference, leading to a decline in its former splendor. Since 2010, the Wistron Foundation, in collaboration with the Society of Wilderness, has been committed to restoring Shuanglianpi to its original state through habitat restoration, species conservation, and environmental education efforts. Additionally, they promote environmentally friendly land cultivation practices in surrounding agricultural fields to mitigate environmental pollution. The ultimate goal of this collaboration is to transform Shuanglianpi into a thriving, sustainable natural habitat, while also raising public awareness about the importance of wetland conservation.

**Habitat Preservation**

- To preserve native species and maintain biodiversity in Shuanglianpi, various tasks are carried out, including habitat maintenance, protection of aquatic plants, rehabilitation of the northern embankment gradient, species restoration, ecological surveys, and removal of invasive species.
- 34 habitat working holiday were organized with the participation of 561 individuals.
- Protection of 21 rare and endangered plant species found in Shuanglianpi
- Significant results were achieved in removing the invasive plant, Kariba Weed (*Salvinia molesta*), with the participation of 142 volunteers

**Annual Ecological Surveys**

- Periodic surveys were conducted on amphibians, aquatic insects, fish, birds, aquatic plants, hydrology, and more, amounting to a total of 42 surveys. These surveys were conducted in collaboration with professional institutions such as Academia Sinica, National Ilan University, National Taiwan University, and the Forestry Bureau's Experimental Forest Research Institute

**Environmental Education Activities and Advocacy**

- Environmental education efforts have been extended to Shuanglianpi and its surrounding areas to maximize their functionality and benefits, deepening understanding and awareness of environmental issues.
- A total of 36 environmental education activities were organized, encompassing field trips, camps, and volunteer training, with the participation of 690 individuals.

**Eco-Friendly Farming Advocacy**

- Actively advocating for eco-friendly farming practices to reduce the impact of pesticides and fertilizers on soil and water quality, thus contributing to the protection of Shuanglianpi's ecological environment.
- Assisted in establishing 12 eco-friendly farmland plots and organized agricultural experience and food education activities, totaling 20 events with the participation of 350 individuals.
- The foundation donates all crops grown through its partnerships to local vulnerable care institutions, including the "Shuanghu Community Development Association - Changqing Kitchen," "DER AN Family Care Association," and "AGAPE Food Bank," among others, demonstrating tangible support for the community through practical actions.



The seed restoration of aquatic plants is also one of the key focuses in protecting Shuanglianpi.



The volunteers of Wistron are the long-term guardians of the Shuanglianpi habitat.





**Spotlight 5**  
Natural & Ecological Conservation

**Habitat Conservation: Guandu Nature Park - Moon Pond and Waterbird Breeding Habitat Conservation Project**

Located in Beitou District, Taipei City, Guandu Nature Park features a diverse landscape comprising freshwater and brackish ponds, mudflats, marshes, rice fields, and forests. It holds national significance as a vital wetland and has garnered international recognition as a crucial habitat for birds, accredited by the BirdLife International. It is also the only wetland site in Taiwan that has won the Star Wetland Center Award from Wetland Link International (WLI). Guandu Nature Park is committed to conserving this wetland ecosystem while offering a range of environmental education programs. Since 2022, the Wistron Foundation and Guandu Nature Park have collaborated on the "Moon Pond Adoption Project." This initiative aims to safeguard the habitats within freshwater ponds, undertake wetland conservation efforts, and engage in educational activities. Through this partnership, the project seeks to raise public awareness about the importance of wetlands and encourage collective participation in preserving the ecological integrity of freshwater ponds, thereby safeguarding the original landscape of this wetland.



Guandu Moon Pond is an important habitat for the restoration of freshwater fish in northern Taiwan.



Assisting in the creation of breeding habitats for the black-winged stilt.



Non-remote schools in need of educational resources are invited to Guandu Nature Park to participate in environmental education experiences.

**Professional Research**

- Conducting detailed surveys of aquatic species in Moon Pond.
- Creating field guides for aquatic flora and fauna to convert basic survey data into engaging environmental education resources.

**Habitat Conservation**

- Ongoing removal of invasive fauna and flora species in the 0.36-hectare Moon Pond, along with regular landscape maintenance management, as well as dedication to the conservation of freshwater fish species to protect the rich ecology of Moon Pond.

**Enhanced Facilities**

- Enhancement of the self-guided bird-watching facility, "Birdwatching Cabin No. 2," through explanatory design and improved ventilation, ensuring an optimal bird-watching experience for visitors.
- Maintenance of the underwater habitat tank to showcase a natural stream environment.

**Environmental Education**

- Hosting environmental education events focused on wetland exploration, bridging classroom learning with real-world wetland experiences. Inviting students in non-remote schools in need of educational resources to participate, a total of 13 wetland field trips were organized, engaging 505 participants.



Spotlight 5  
Natural & Ecological Conservation

**Ecological Conservation: Ecological parks - Fuyang Eco Park**

Fuyang Eco Park situated in Daan District, Taipei City, spans approximately 3.8ha. Formerly a military ammunition depot restricted by military control, it preserved a rare complete shallow mountain forest ecosystem within an urban setting. Since 2006, the Wistron Foundation and The Society of Wilderness have collaborated to adopt and safeguard the park. Initially, the conservation efforts focused on improving the habitat for the Taipei tree frog. In recent years, activities such as ecological surveys, invasive species removal, and guided ecological tours have been conducted to preserve natural ecology of Fuyang Eco Park. Through diverse methods including environmental education, ecological surveys, and expert meetings, Fuyang Eco Park has evolved into a nationally recognized demonstration site for ecological parks. The success of Fuyang Eco Park has influenced the policies of the Taipei City Parks and Street Lights Office, leading to the establishment of 12 subsequent ecological parks. These parks employ a zoning management approach focused on ecological needs, expanding their ecological impact not only to other cities and counties such as Tainan, Chiayi, and Hsinchu but also catalyzing the proliferation of ecological parks throughout urban areas.



**Influence on Policies**

- We share our habitat conservation experience at Fuyang Eco Park with relevant governmental agencies, providing them with pertinent achievements and data, as part of efforts towards the ecologicalization of parks.
- A draft of the "Fuyang Park Maintenance and Management Manual" has been compiled for reference by governmental departments.
- The ecological transformation experience of Fuyang Nature Ecological Park has been extended to other parks, including Tainan Barclay Memorial Park, Chiayi Beixianghu Park, and Hsinchu ShulintouPark.

**Ecological Surveys and Monitoring**

- Fuyang Eco Park's environmental improvement plans have been continuously adjusted based on survey data and environmental changes.
- A variety of ecological surveys have been conducted, comprising 16 insect surveys, 12 amphibian surveys, 12 bird surveys, 4 aquatic invertebrate surveys, and 2 surveys on herbaceous and woody plants. In total, 46 ecological surveys were completed in 2023.

**Habitat Restoration**

- Regular park patrols, habitat improvements, soil protection, removal of invasive species, and mountain cleaning tasks are conducted.
- In 2023, a total of 11 work vacations were organized for habitat restoration, with 204 individuals participating.

**Environmental Education and Promotion**

- Engaging with the local community, training volunteers, and organizing ecological guided tour activities to enable the public to connect with the natural ecological environment of Fuyang Eco Park.
- From December 25 to 31, the "Become the Light of Ecology - Fuyang Ecological Week: Welcome the Crab-eating Mongoose" event was launched in Fuyang Eco Park, aiming to raise awareness among local residents and the public about the unique features of Fuyang and the importance of ecological conservation.
- In 2023, a total of 14 ecological guided tour activities were conducted in Fuyang Eco Park, with 500 individuals participating.

**Spotlight 5**  
Natural & Ecological Conservation

**Wildlife Rescue and Rehabilitation: Wildlife Rescue and Conservation Hospital Program & Environmental Stray Dog Surveys**

Established in August 2020, the WildOne Wildlife Conservation Association opened the first wildlife hospital in Eastern Taiwan, named "WildOne." The hospital has been responsible for wildlife rescue, rehabilitation, release training, and educational outreach in the Hualien-Taitung region. By the end of 2023, it had rescued a total of 1,501 animals.

Since 2021, the Wistron Foundation has been supporting WildOne's rescue efforts, working together to provide injured wildlife with medical resources and treatment opportunities to restore their health and return them to the wild. In 2022, a pangolin tracking project was initiated, marking Taiwan's first tracking project focusing on released pangolins. The aim is to gather data on the survival rates and causes of unexpected deaths among released pangolins, contributing valuable insights to pangolin conservation and academic research. One notable pangolin, named "Wi Bao Mei," was rescued with a missing left hind limb. After her release in 2022, she was found to be pregnant, and in 2023, researchers discovered her to be pregnant for the second time. The establishment of the WildOne Wildlife Hospital not only saves individual animals but also contributes to the potential reproduction of future generations.

Besides its rescue operations, WildOne also actively promotes environmental education. For instance, they organized a two-week photography education exhibition at the Torik Visitor Center, showcasing photos and stories of injured animals to raise awareness about wildlife conservation among visitors. In 2023 alone, they conducted 84 educational lectures and activities, engaging over 19,653 participants, including students, tribal residents, and the general public.

**Wildlife Rescue and Rehabilitation**

- In 2023, WildOne rescued a total of 512 animals, including 15 individuals of Level I conservation concern, 105 individuals of Level II conservation concern, 13 individuals of Level III conservation concern, 372 individuals of general species, and 7 individuals of invasive species. Since its establishment, WildOne has rescued a total of 1,501 wildlife animals.

**Wildlife Release**

- In 2023, a total of 163 animals were released.
- Since its establishment, WildOne has released a total of 430 animals.

**Environmental Education and Outreach**

- Produced an eight-episode podcast series distributed across one month, with a total of over 12,000 downloads.
- Additionally, organized 84 educational lectures and guided tour activities, with a total of 19,653 participants.



Conservation personnel in camouflage attire feed the formosan serow (photo provided by Modern Planet Productions).



Wildlife Rescue: A total of 512 injured wild animals were rescued throughout the year.



**Spotlight 5**  
Natural & Ecological Conservation

**Conservation and Rehabilitation: Raptor Environmental Education and Conservation Rescue Project**

Since 2022, the Wistron Foundation has partnered with the Raptor Research Group of Taiwan to support the Grass Mountain Raptor Center in their conservation efforts for raptors. The center integrates raptor research, rehabilitation, and educational outreach, with the goal of establishing a raptor conservation hub in Taipei City and introducing the public to these majestic birds of prey that grace the skies and can be observed in suburban forests. In 2023, initiatives were undertaken to conduct raptor toxin testing and enhance rehabilitation facilities. While previous incidents of raptor poisoning primarily focused on agricultural activities, such as rodent control or bird poisoning, it is now recognized that pesticides, rodenticides, and pollutants used in urban environments, including communities and campuses, also pose threats to raptor survival. Through the examination of toxins in injured or deceased raptors and educational efforts on raptor poisoning, the project aims to deepen public understanding of the interconnectedness between humans, raptors, and the environment, advocating for a holistic approach to health.



The Grass Mountain Raptor Center holds special exhibitions twice a year to promote environmental education.



The Grass Mountain Raptor Center houses a raptor rescue station that provides immediate medical care to injured raptors.

**Toxin Testing**

- In 2023, a total of 41 deceased raptor individuals were submitted for testing. This included 20 pathology autopsies and 21 blood tests. Among them, 33.3% of crested serpent eagles and 50% of black kites exhibited blood lead concentrations exceeding human standards. Additionally, 90% of the studied raptors showed blood mercury concentrations higher than human standards.

**Environmental Education Advocacy**

- Guided Tours by Appointment: The center offers free guided tours for groups from Tuesday to Saturday, with a total of 659 visitors participating in these tours.
- Combining physical and online modes, the project organized courses on raptor awareness, environmental toxins, and wildlife conservation. A total of eight sessions were held, with 762 participants registered.
- Through diverse educational programs, the project aimed to inspire students and teachers to develop an understanding of raptor biology, conservation challenges, and improvement strategies. Four remote mountain schools participated, involving a total of 84 students.
- Two special exhibitions were held. The first exhibition, "Bird Window Strikes Special Exhibition- Invisible Traps," took place from March 9 to July 31. By raising awareness through the exhibition, the public gained an understanding of the significant risk to birds caused by large areas of glass in buildings. The second exhibition, "Embracing Nature: Love Owls," took place from August 10th to December 25th. Through the exhibition, visitors learned about the current situation and urgent need for owl conservation in Taiwan, as well as the importance of biodiversity for the sustainable development of the ecosystem. A total of 1,388 visitors attended these exhibitions.



## Spotlight 6 Environmental Education

### Our Actions

- Collaborating with charitable organizations to invest in long-term environmental education and curriculum-related projects for people of all ages.
- Supporting and promoting quality ecological audiovisual projects.

### The Problems We Aim to Solve

To enhance the environmental literacy and knowledge of the public, and to establish a sense of environmental stewardship and awareness of environmental sustainability.

### Our Role

The Wistron Foundation has a longstanding commitment to environmental education, partnering with charitable organizations to promote environmental education initiatives for individuals of all ages. In 2023, it allocated NT\$6,270,000 towards this cause. In addition to financial support, the foundation invested in training professional managers responsible for environmental advocacy, curriculum development, and activity design. These efforts are geared towards enhancing environmental consciousness and fostering environmentally responsible citizens. Moreover, the foundation aims to diversify its range of ecological educational materials to further advance environmental education initiatives.

### Event Series: Natural Humanities Event Series for Technologist

Since 2011, the Wistron Foundation has been organizing the "Natural Humanities Event Series for Technologists," which integrates philanthropic projects supported by the foundation. Through a variety of formats such as lectures, workshops, the promotion of ecological documentaries, and volunteer working holiday, the series aims to involve Wistron employees and their families in the foundation's philanthropic projects and related topics. In addition to raising awareness about ecological environments and enhancing humanistic literacy, the series also encourages employees to take concrete actions in supporting philanthropic partners, thereby amplifying the collective effort to safeguard the environment.

#### Field Trips, Lectures, and Humanities Activities

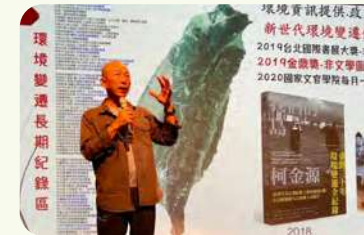
In conjunction with the National Geographic Taiwan Photo Contest 2023, environmental documentary directors Chin-Yuan Ke and Chao-Liang Shen were invited to share their social concerns and the power of environmental images with Wistron employees and the public at various venues in Taipei and Tainan. This initiative also incorporated the 10th anniversary of the film "Beyond Beauty - TAIWAN FROM ABOVE" and the nationwide tour of the Taiwan Photography Exhibition. Internal lectures were held at the company to further the original intentions of director Po-lin Chi in advocating for the impact of images. In 2023, a total of eight lectures were conducted, with approximately 299 participants in attendance.

#### Promotion of Ecological Documentaries

Special screenings were arranged for this year's ecological documentaries "Caring for Black-faced Spoonbill" and "Good Morni MIT," inviting all philanthropic partners and Wistron employees. A total of six screenings were held to 1,222 viewers. Furthermore, ecological documentary films were distributed at this year's Wistron Partners Conference, expanding the reach of ecological documentaries to the masses and advocating for the protection of endangered species by disseminating ecological knowledge.



A total of 14 Nature and Humanities Series Events for Technologists were held throughout the year, with over 1,700 participants.



Director Chin-Yuan Ke was invited to Tainan to share his insights on capturing the pulse of the environment through video, demonstrating the power of visual media.



Ting-Huan Chi, a board member of the Chi Po-Lin Foundation, shared aerial views of our beloved homeland with Wistron employees.



Wistron special screening of the ecological documentary "Caring for the Black-faced Spoonbill".



Wistron special screening of the ecological documentary "Good Morni MIT".



Spotlight 6  
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Shuanglianpi Working Holiday Volunteering Activities

Since 2017, Wistron has partnered with the Society of Wilderness to mobilize employees and their families to participate in the restoration of Shuanglianpi. Each year, work vacations are organized to establish aquatic plant sanctuaries and promote restoration efforts, thereby enhancing conservation efforts. In 2023, three working holidays were conducted, with a total of 62 participants actively engaging in this initiative. These endeavors go beyond volunteerism, fostering deep involvement in the ecological conservation of Shuanglianpi. They enable participants to experience firsthand the importance of ecological preservation, thereby fostering environmental awareness.



Working Holiday in Fuyang

Fuyang Working Holiday Volunteering Activities

To address the maintenance needs of Fuyang Eco Park, Wistron organized working holiday vacations, inviting employees and their families to participate in park conservation efforts. Tasks involved removing invasive plant species, controlling spot-legged tree frog and red swamp crayfish, and implementing native plant initiatives. To deepen volunteers' affection for the forest, post-workshop sessions focused on habitat-inspired crafts, such as repurposing coffee burlap bags and creating artwork from invasive plant species. These initiatives aimed to promote concepts of natural resource utilization and waste reduction, making the habitat conservation work more meaningful. In 2023, four working holidays were held, with a total of 79 participants from Wistron taking part.



Working Holiday in Shuanglianpi

Guandu Working Holiday Volunteering Activities

Since 2022, the Wistron Foundation has been revitalizing Guandu Nature Park through a partnership with the Wild Bird Society of Taipei. Together, we initiated the Moon Pond and Waterbird Breeding Habitat Conservation Project, aiming to safeguard the wetland ecosystem of Guandu. Additionally, Wistron employees volunteered to remove invasive fish species, maintain waterbird habitats, and participate in Heart Field eco-friendly farming initiatives. These efforts aimed to deepen volunteers' understanding of the sustainability and importance of protecting Moon Pond and the waterbird habitat. Following the volunteer activities, nature-related courses were offered, including guided tours of Guandu Wetland, water resource experiential courses, lotus leaf dyeing workshops, and courses on endemic bird species of Taiwan. Throughout the year, five events were organized, with a total of 90 Wistron volunteers participating.



Working Holiday in Guandu

**Spotlight 6**  
Environmental Education

**Nature Camp: Nature Experience Camp for Children**

Since 2004, the Wistron Foundation has partnered with the Society of Wilderness to host the "Nature Experience Camp for Underprivileged Children," fully sponsoring underprivileged families from children's welfare organizations and schools. In 2023, the camp is themed around "Understanding Water Resources," "Living with the Seasons," "Environmental Activism," and "Citizen Science." The aim is to guide children in experiencing environmental issues and encourage them to think critically and creatively solve problems, integrating environmental actions into their daily lives.

**Taipei Flying Squirrels Group**

With the Tamsui River Basin as its central theme, the camp partners with Wulai Elementary School to delve into the inseparable relationship between life and the environment, connecting indigenous cultural roots with urban activities. A total of 94 children and 45 volunteers participated in the program.

**Taipei Children's Camp**

The Taipei Children's Education Group of Society of Wilderness hosts an outdoor camp with an energy theme specifically for children from social welfare organizations. Through immersive experiences and learning in nature, underprivileged children have the opportunity to learn firsthand. Collaborating partners include Taipei Glory Church, International Cultural Educational Foundation, Xian Ming Elementary School, and San Xing Elementary School, with a total of 30 students and 39 volunteers participating, all enjoying enriching experiences in the natural environment.

**Chiayi Butterfly Group**

Centered around the theme of environmental activism, the camp encourages children to record their eco-friendly habits through an Earth Diary, fostering their ability to plan independent trips and engage in real environmental conservation efforts. Collaborating with Gao Ping Elementary School, a total of 119 children and 48 volunteers participated in the program.

**Chiayi Science Camp**

Utilizing a self-directed learning approach guided by scientific methods and critical thinking, the camp encourages children to contemplate and explore the mysteries of nature, as well as to delve into the significance of life. Collaborating with Minsheng Junior High School, Chiayi Junior High School, and Daye Experimental Junior High School, the program involved the participation of 44 children and 40 volunteers.



**Spotlight 6**  
Environmental Education

**Quality Audiovisual Content: Documenting Taiwan's Ecology and Culture through Images and Sounds**

Since its establishment, the Wistron Foundation has been dedicated to supporting the production and dissemination of quality documentaries. In 2023, the foundation sponsored the theatrical release of ecological documentaries "Good Morning MIT" and "Caring for Black-faced Spoonbill" across Taiwan in the first quarter. Additionally, three other ecological and cultural documentaries are currently in production. Among the documentaries supported and produced are "A Year in the Clouds," "A Town called Success," "Ebb and Flow," "Beyond Beauty - TAIWAN FROM ABOVE," "Terraced Fields," "Fly, Kite Fly," "Secrets of The Pangolin: The Crisis," and "Night Hunters - Taiwan Grass Owls." Through these real and impactful audiovisual records, the foundation aims to raise public awareness about environmental issues and the importance of habitat conservation. Additionally, since 2020, the foundation has been a proud supporter of the quality radio program "The Voice and Harmony of Taiwan," hosted by Chang-Jie Yuan. The program features recordings of environmental sounds captured during visits to various locations across Taiwan. From its inception, the program has been thoughtfully designed to align with seasonal themes and relevant topics, leveraging the power of radio broadcasting to raise awareness and give voice to the land.

**Quality Aerial Footage: 10th Anniversary of "Beyond Beauty - TAIWAN FROM ABOVE" Project**

2023 marks the 10th anniversary of the release of "Beyond Beauty - TAIWAN FROM ABOVE." The Chi Po-lin Foundation, through the aerial photography records spanning over 20 years by renowned aerial photographer Po-Lin Chi, presents the "Power of Change - See Taiwan 10th Anniversary Photography Exhibition" in the northern, central, and southern regions. The exhibitions share Po-Lin Chi's profound love for Taiwan and his continued efforts to raise environmental awareness across different generations. Furthermore, influential figures from various fields will be invited to participate in the "See Taiwan. Change 10x10 Environment Sustainability Forum" to examine the evolution of environmental issues over the past decade from diverse perspectives. The project includes three special exhibitions across different counties and cities, along with ten photography lectures. In total, the exhibitions have attracted an audience of 80,571.

In Tamsui, the "Chi Po-lin Space" has been established as a hub for holistic environmental education. It serves as a platform to integrate various educational materials and thematic exhibitions, continuing to advocate for environmental education in Taiwan. In 2023, the exhibition "The City, The Flâneur" invited visitors to change their perspectives and delve into the stories of cities captured in each photograph, providing a glimpse into the urban life that defines us. In 2023, the exhibition attracted a total of 17,780 visitors.



**Quality Radio Program: IC Broadcasting "The Voice and Harmony of Taiwan"**

Since 2020, the Wistron Foundation has collaborated with IC Broadcasting to produce the radio program – "The Voice and Harmony of Taiwan." The program spotlights environmental sustainability, advocate for local voices, connect and foster citizen influence, ultimately striving for symbiotic relationships between nature and humanity. Hosted by Chang-Jie Yuan, the program features on-site interviews and visits to mountains, rivers, and coastal areas, providing a rich immersive experience. This year, the program received the Excellence Award in the Professional Category/Audio Category at the 7th Global Chinese Language Sustainable Journalism Awards for its special feature titled "The Promised Land of northern lapwings." The award comment praised the program for focusing on the bird "northern lapwing," which visits Taiwan annually from Siberia for the winter, exploring ways to attract more of these birds each year. It also examines the environmental concerns associated with peanut fields in Yunlin, a habitat for many northern lapwings, and discusses issues related to organic agriculture. With its compelling storytelling, clear context, and excellent audio production, "The Voice and Harmony of Taiwan" provides listeners with immersive experiences and fosters a deeper connection to Taiwan's environmental landscape. The program "The Voice and Harmony of Taiwan" airs on IC Broadcasting FM97.5 every Wednesday from 07:30 to 08:00. Since its launch in 2020, a total of 180 episodes have been produced. The episodes are available for free on-demand playback the day after the broadcast.



**"National Geographic Taiwan Photo Contest 2023" Leading the Public to Focus on Environmental Issues Through Photography**

Since 2022, the Wistron Foundation has teamed up with National Geographic magazine to revive the National Geographic Taiwan Photo Contest, even introducing a new category titled "Ecological Sustainability" to highlight concerns for the environment and encourage citizen photojournalism. The results have been impressive. In 2023, the foundation continued its support and became the exclusive sponsor of the "Ecological Sustainability" category. This category, which debuted the previous year, saw significant participation. In addition to the existing categories of "People," "Places," and "Nature," the contest introduced a Youth category, allowing young photographers to participate across all categories. A total of 1,640 participants submitted 5,242 entries. The "Ecological Sustainability" category, which requires photographers to tell ecological stories through 5-10 photos, saw 1,085 entries. The championship was awarded to 14-year-old Ting-Chung Kuo for his macro photography series showcasing the various aspects of spiders. To maximize impacts from "Ecological Sustainability," the Wistron Foundation organized a photography exhibition at Taikang Cultural Center in Tainan. The exhibition aimed to engage students and the public from Tainan Community University to contemplate Taiwan's ecological environment through the power of imagery.

