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Building a Healthy and Happy Workplace



4.1 Talent Development Management

4.2 Occupational health and safety

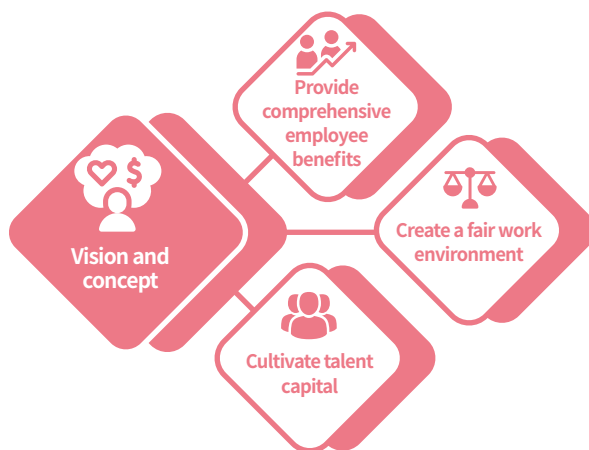
Building a Healthy and Happy Workplace

Talent is fundamental to a company's sustainable management. With a pragmatic and long-term management perspective, Uni-President systematically draws on our talent cultivation. We construct a comprehensive talent cultivation system based on our company vision, missions and task goals to the development of strategies, in the hope to attract, develop and retain more gifted people, while striving for the sustainable growth of both individual career development and company development.

4.1 Talent Development Management

Management Strategy

We are a strong believer in “talent is the foundation that enables a company to grow.” At Uni-President, we are committed to shaping a reasonable and fair workplace and we share business achievements with our employees, while providing diverse benefits. Furthermore, we abide by “professional cultivation, career development, and lifelong learning” principles, and deepen our talent capital by recruiting elites with different areas of expertise, further strengthening the Company's competitive advantage. Meanwhile, to shape a good business style and corporate culture, we maintain open channels for labor-management communication. We also comply with the labor regulations to prohibit any violation against the dignity, human rights and any form of discrimination against employees to continue to enhance the competitive advantages of the employee and the Company.

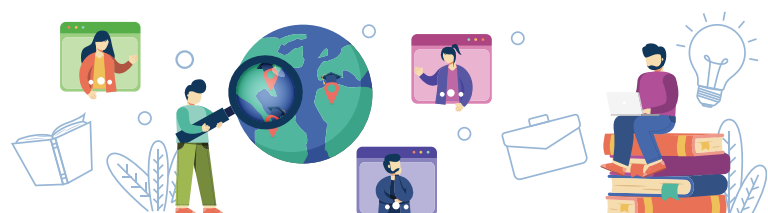


Management Goal	Achievement Rate	2020 Key Achievement
Create a reasonable and fair workplace	✓ (Achieved)	Optimized internal management regulations and procedures
Diversified talent in Uni-President	✓ (Achieved)	Recruited business partners or foreign employees

4.1.1 Human Resource Files

We have established multiple recruitment channels, and compiled this year's recruitment results – this year, we have recruited 309 employees, accounting for 5.69% of the total number of employees. Among these 309 employees, 71 were hired through a business partner's recruitment program. The program aimed to hire potential job seekers to become Uni-President's business partners, with an acceptance rate of 8.39%.

Our employees are highly loyal – this year, employees who left the company accounted for 4.66% of the total number of employees. Among these, 50% were employees who retired due to their age. We do not set age limits when it comes to human resource applications as we value competence and performance. Additionally, we expanded our recruitment of business partners and overseas talent in line with the business development in order to strengthen the width and depth of our human resources, hoping to create more value for Uni-President.



Employee Age Distribution

Total number and ratio of full-time employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Ratio of new employees	Female	Ratio of new employees	Male	Ratio of new employees	Female	Ratio of new employees
<30 years old	424	7.80%	269	4.95%	49	0.90%	6	0.11%
31–50 years old	1526	28.09%	1196	22.01%	10	0.18%	0	0.00%
>51 years old	1349	24.83%	604	11.12%	0	0.00%	0	0.00%
Total	3299	-	2069	-	59	-	6	-

New/departed employees

Total numbers and ratio of new employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Ratio of new employees	Female	Ratio of new employees	Male	Ratio of new employees	Female	Ratio of new employees
<30 years old	148	2.72%	92	1.69%	1	0.02%	0	0.00%
31–50 years old	48	0.88%	16	0.29%	0	0.00%	0	0.00%
>51 years old	4	0.07%	0	0.00%	0	0.00%	0	0.00%
Total	200	-	108	-	1	-	0	-

Explanation : Ratio of new employees (%) = number of new employees in the category of the year/total number of employees at the end of the year.

Total numbers and ratio of departed employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Departure ratio	Female	Departure ratio	Male	Departure ratio	Female	Departure ratio
<30 years old	41	0.75%	21	0.35%	0	0.00%	0	0.00%
31–50 years old	40	0.74%	21	0.30%	0	0.00%	0	0.00%
>51 years old	108	1.99%	21	0.22%	0	0.00%	0	0.00%
Total	189	-	63	-	0	-	0	-

Explanation 1 : In 2020, a total of 143 employees were at their retirement age.

Explanation 2 : Ratio of terminated employees (%) = number of departed employees in the category of the year/total number of employees at the end of the year.

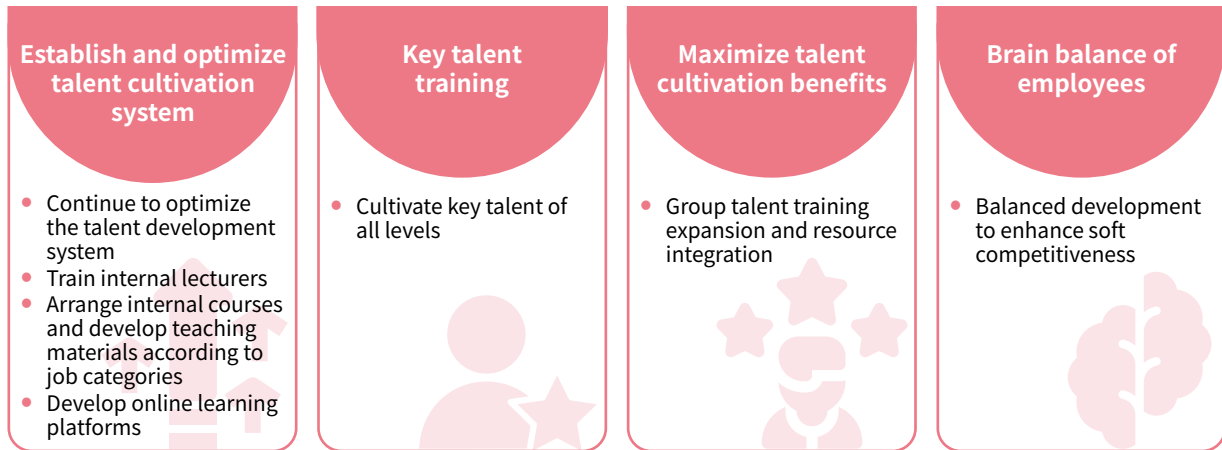
Uni-President aims to create a fair work environment and has dedicated its efforts to ensure equal rights and interests when it comes to recruitment. In 2020, there were a total of 88 employees with physical and mental disabilities, accounting for 157% of the statutory number^{note1} of 157^{note 2}.

Note 1 : According to Article 38, Paragraph 2 of the People with Disabilities Rights Protection Act, the private schools, groups and private institutions whose total number of employees is more than 67 shall employ disabled people with disabilities with capability to work and the number of employees with disabilities shall be no less than 1 percent of the total number of the employees and no less than 1 employee.

Note 2 : Number of hired persons with physical and mental disabilities/% of statutory employment.

4.1.2 Diverse Talent Training

At Uni-President, we take talent development and training very seriously. In 1982, we set up a dedicated education and training unit, which was reviewed and approved by the government in 1996, becoming Uni-President's official Education and Training Center. We make an effort to promote talent cultivation by planning learning maps for different levels of employees. Essentially, we vertically train the competency of talent of each level, while horizontally expanding the Group's sharing platforms to attract, develop and retain more talented people. As a means to enhance talent cultivation, we have formulated training standards – the minimum annual training hours for senior management is 36 hours, 30 hours for middle management, while 24 hours for basic management.



Employee Learning Map

Uni-President has formed an employee learning map. In addition to the basic OJT (including production technology training, business marketing training, human resources training, research and development, and financial accounting training), we also proactively implement OFF-JT that aligns the market with contents including regulatory compliance, food safety/occupational safety environmental safety, brand marketing, management strategy and management. Aside from functional training, we also provide diverse self-initiative courses, covering contents including aesthetic taste, physical and mental growth, hoping employees increase their quality and inspire new ideas.

Employee Learning Map		
OJT (on-the-job training)	OFF-JT (off-the-job training)	Mind, body and spirit inspiration

2020 Training Plans and Effectiveness

In 2020, we invested NT\$10.8 million in employee learning resources, with an average investment of NT\$2,000/employee. This investment was lower than 2019 as the training model was adjusted due to COVID-19 prevention measures. To replace the physical courses of the collective learning, most courses were conducted online. Not only did this approach encourage employees to read but it also broke the time and space limitations in order to keep learning uninterrupted. Although training funds and hours were lower than the previous years, the minimum training hours required for management personnel at all levels still maintained at the high completion rate as prior to the pandemic, meeting training needs. In the future, we will continue to elevate the quality of courses and introduce new learning tools, while also introducing diverse virtual/real integrated learning models to meet the new global trend of digital learning.

2020 Key Courses

In consideration of the trend towards corporate governance, we have planned six categories of courses to help employees strengthen and improve related professional knowledge. In addition to our own training, we also provide external courses. This enables our employees to be able to expand their horizons and broaden their perspectives, further maximizing the benefits of education and training. In 2020, we provided a total of 144,027 training hours received by 59,712 employees.

Training Courses



◀ 4.1.3 Salary and Welfare System ▶

Uni-President has maintained a reasonable and fair work environment via mechanisms such as the promotion system, salary raise, performance appraisal, rewards and disciplines, and regularly reviews management regulations over a certain period. We also improve our management systems, such as responding to current prices and consumption standards, and amendment of business travel rules. By doing this, we hope to motivate employees through improved employee welfare and care to enable employees to see the value of their work and grow and move toward together with us.

Remuneration System

As Uni-President provides a reasonable and fair workplace, its remuneration system is designed to attract, motivate, retain and cultivate talent. According to the job content, performance and contribution of each employee, we conduct differentiated salary evaluation, salary adjustment and bonus payment. We also perform regular salary market surveys and review our existing salary and bonus systems to ensure the Company's salary standards. Not only does this meet labor market's salary standards, but it also helps us have more competitiveness in the labor market. We also adopt the principle of equal pay for equal work, such as equal starting pay for men and women as well as foreign and domestic workers.

To look after our employees, we continue to raise our salary expense. In 2020, Uni-President's salary expense was NT\$6,989 million, an increase of NT\$410 million or 6% from 2019. The average salary per each employee was NT\$1,296,000, while the number of employees only increased by 0.4%. The average salary of full-time employees in management positions and the median salary of full-time employees in non-management positions both increased in 2020 from 2019.

Year	Full-time employees in non-management positions	Average salary of full-time employees in non-management positions (NT\$ thousand)	Median salary of full-time employees in non-management positions (NT\$ thousand)
2020	5,270	1,235	1,051
2019	5,271	1,200	1,021
2018	5,291	1,160	NA
Difference	-1	35	30

Explanation : Full time employees in management positions are not managerial officers as defined in Letter Tai-Cai-Zheng (3) No. 920001301 and whose working hours meet the specific normal hours required by the Company.

Welfare system

At Uni-President, we share our business results with employees through enhanced software and hardware facilities. We also continually improve the quality of employee food, clothing, housing, transportation, education, and entertainment. We also have a comprehensive welfare system in place to fully look after our employees, creating a happy workplace. In addition to employee benefits (labor and health insurance, breastfeeding room) as required by the regulations, we also provide the following :



Welfare facilities

Not only have we set up a library, recreation room, social lounge, table tennis room, billiards room, and basketball court, but there are also employee dormitories, cafeterias, car parks, and breastfeeding rooms.



Benefits and allowances

All employees are entitled to group insurance, employee travel subsidy, marriage subsidy, childbirth subsidy, child education subsidy, funeral subsidy, birthday allowance, retiree allowance, three major festival allowances, as well as fixed refurbished products and employee health examinations.



Other benefits

In addition to refurbished products and staff discounts on Uni-President products, employees also enjoy statutory maternity leave, paternity leave, and parental leave. For instance, if a female field operator is pregnant for over 32 weeks, she may apply for paid maternity leave.

4.1.4 Communication and employee rights

At Uni-President, we attach great importance to employee relations and have been proactively setting up diverse two-way communication outlets – union representative meetings, sexual harassment prevention and control hotline, performance and grievance team, reward and discipline grievance procedures, labor-management meetings, e-mails, events, and internal and external publications. In addition, we support and abide by internationally recognized human rights standards and principles, including the Universal Declaration of Human Rights, United National Global Compact, and International Labour Organization, and Declaration of Fundamental Principles and Rights at Work. We have also formulated a human rights policy, while following local laws and regulations to end all human rights violations. In 2020, there was no employment of child labor, forced labor, restriction on the freedom of assembly and association or violation against employees' personal rights or interests in Uni-President.

Human Rights Issues Highly Emphasized by Uni-Presidents

To proactively protect the freedom of assembly and speech of our employees, we formed the Uni-President Trade Union over 40 years ago. As of the end of 2020, members of the Trade Union totaled 5,341, accounting for 98.31% of the total number of employees. The Trade Union’s highest mission is to protect and fight for the rights and interests of its members and its results of negotiations are presented in a cultural form of “Group Agreement,” which was resolved and passed by the 10th board meeting of the 17th board held in November 2017, with a validity period running from January 1, 2018 to December 31, 2020. The employees and employers share high consensus and hold a labor-management meeting every three months to maintain two-way communication, continuing to construct a win-win situation with regards to labor environment and conditions.



4.2. Occupational health and safety

As Uni-President values the safety and health of employees, we have formulated inclusive measures and implementations in terms of traffic safety for employees going to and leaving work, pre-employment physical examination as well as annual health examination. We also promote safety education, the maintenance and repair of machinery and equipment, the use of protective equipment, as well as establishing the work safety code for field operators. This helps prevent the occurrence of occupational accidents, improving the overall safety quality and creating a safe and comfortable work environment.

4.2.1 Management strategies

Our work safety management principle is based on building a safe, comfortable, healthy and hygienic work environment in order to protect the lives of all employees. Through systematic safety and health management and health care management, we continue to promote a variety of occupational safety education and training as well as case studies so as to enhance and implement the awareness of occupational safety of all employees. Furthermore, we regard contractors and outsourced workers working in the plant as our employees and given this, they must also follow these same safety and health regulations. Meanwhile, we hold annual safety promotion seminars for contractors for mutual communication and exchange. Construction safety inspection is carried out by the Work Safety Office, Engineering Department and Work Safety Section of the General Plant/Industrial Park. Through counseling and inspection, we prevent the occurrence of occupational accidents. Meanwhile, we also improve safety quality by implementing “self-protection, mutual protection and monitoring” to continue to make improvement, hoping to achieve the ultimate goal of a “accident-free workplace.”



2020 Work Safety Goals, Implementation Status and Work Safety Budget

Management Goal	Work Safety Goal	Work Safety Implementation Result	Work Safety Annual Budget
Build a accident-free workplace	(1) 0 occupational accidents (2) 0 general injuries (3) 0 accidental injuries (4) 0 work safety violations	(1) 0 occupational accidents (2) 5 general injuries (3) 1 accidental injury (4) 0 work safety violations	<ul style="list-style-type: none"> • Yongkang General Plant : NT\$5.97 million • Xinshi General Plant : NT\$25.84 million • Taichung General Plant : NT\$0.30 million • Yangmei General Plant : NT\$19.44 million • Zhongli General Plant : NT\$8.42 million • Kukou General Plant : NT\$5.23 million • Total NT\$65.20 million

4.2.2 Occupational Health and Safety Management System

The occupational safety and health management system identifies hazards, assess risks and control hazards using safety observation techniques. It reduces the risk of occupational accidents to continue to improve operations while reducing the risk of occupational hazards to employees. Uni-President's Yongkang General Plant, Xinshi General Plant, Yangmei General Plant, Zhongli General Plant, Taichung General Plant, and Hukou General Plant have all passed ISO 45001 international occupational safety and health management system and CNS 45001 Taiwan Occupational Safety and Health Management System. The scope of management includes all employees and workers, while the scope for workers includes outsourced vendors, raw material vendors, drivers, and temporary workers. Moreover, a production management system diagnostic meeting is held twice a year to carry out each department's work safety management report and exchange in order to proactively implement employee safety and health management care, increasing the corporate safety and health culture.

ISO 45001 Occupational Safety and Health Management System Promotion



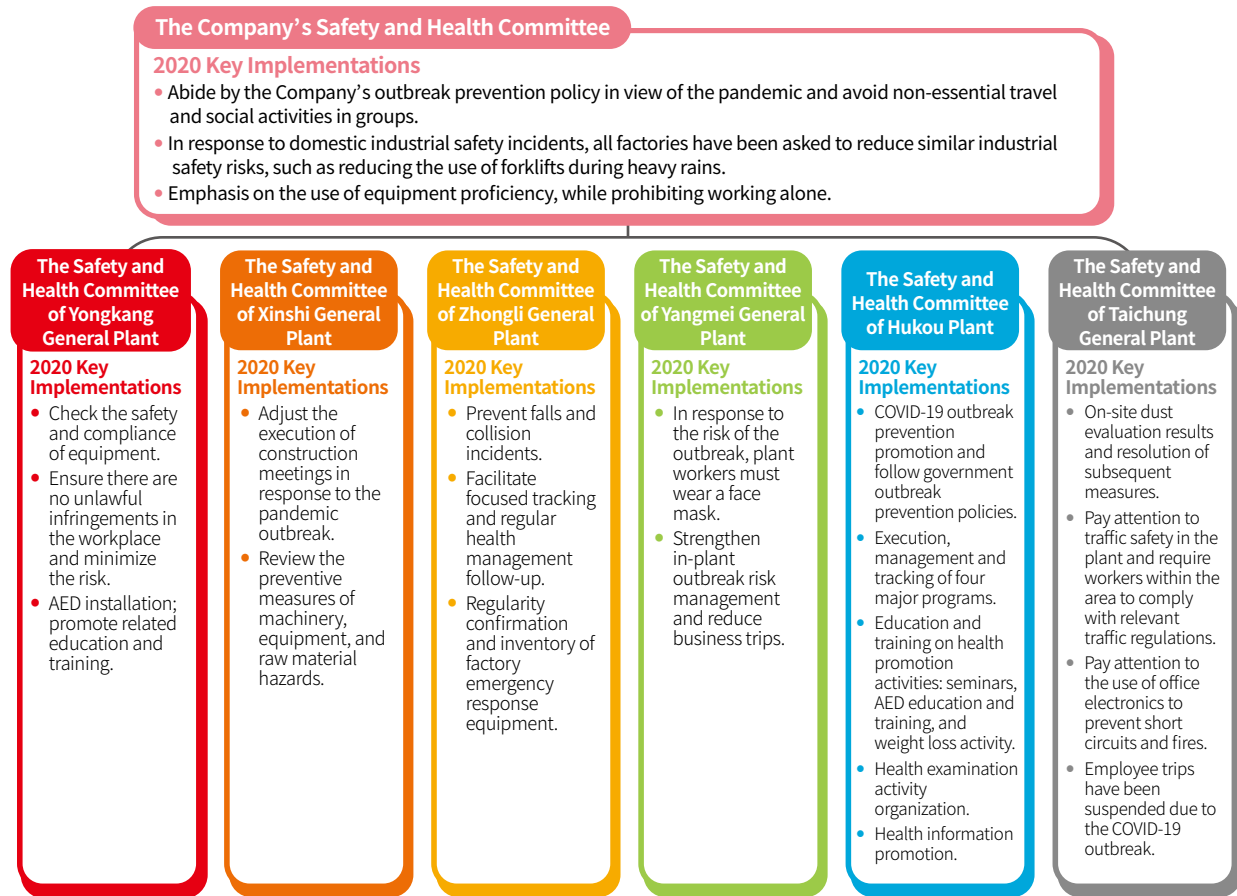
Occupational Safety and Health Committee

The Company has established an Occupational Safety and Health Committees for the entire company and general plants/industrial parks, with labor representatives accounting for one-third of all members, as required by the law. A Committee meeting is held every three months to review occupational safety and health-related matters. With the COVID-19 pandemic affecting the entire world this year, these Committees will continue to promote and adjust operations to minimize the impact of the outbreak. At the same time, through equipment inspection, operational environment survey, and employee health examination follow-up, these Committees aim to reduce the occupational safety and health risks of workers.

Occupational Safety and Health Committee	
Total members in the Committee	72
Number of labor representatives	24

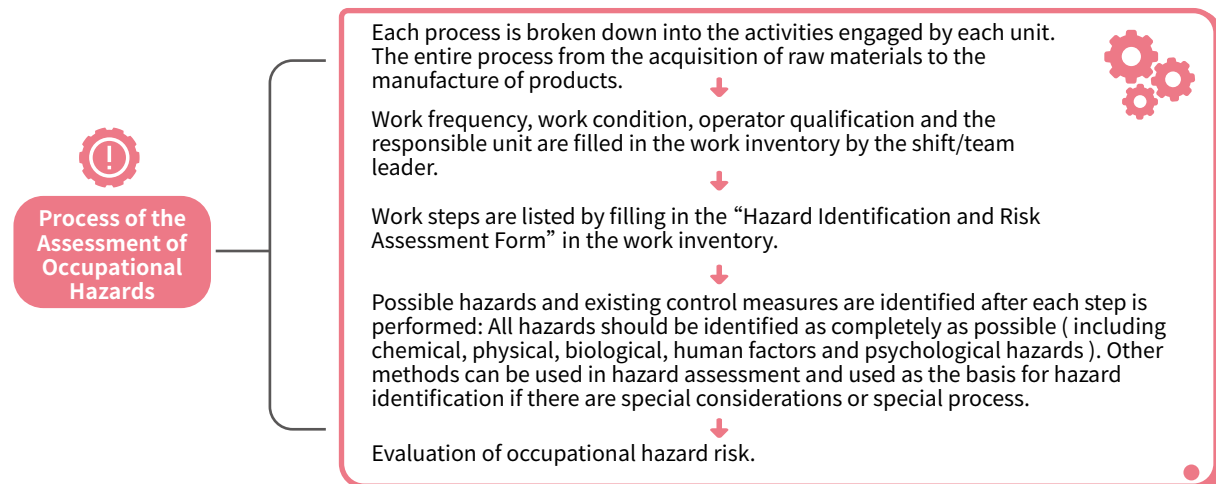


2020 Important Resolutions of Uni-President's Occupational Safety and Health Committees

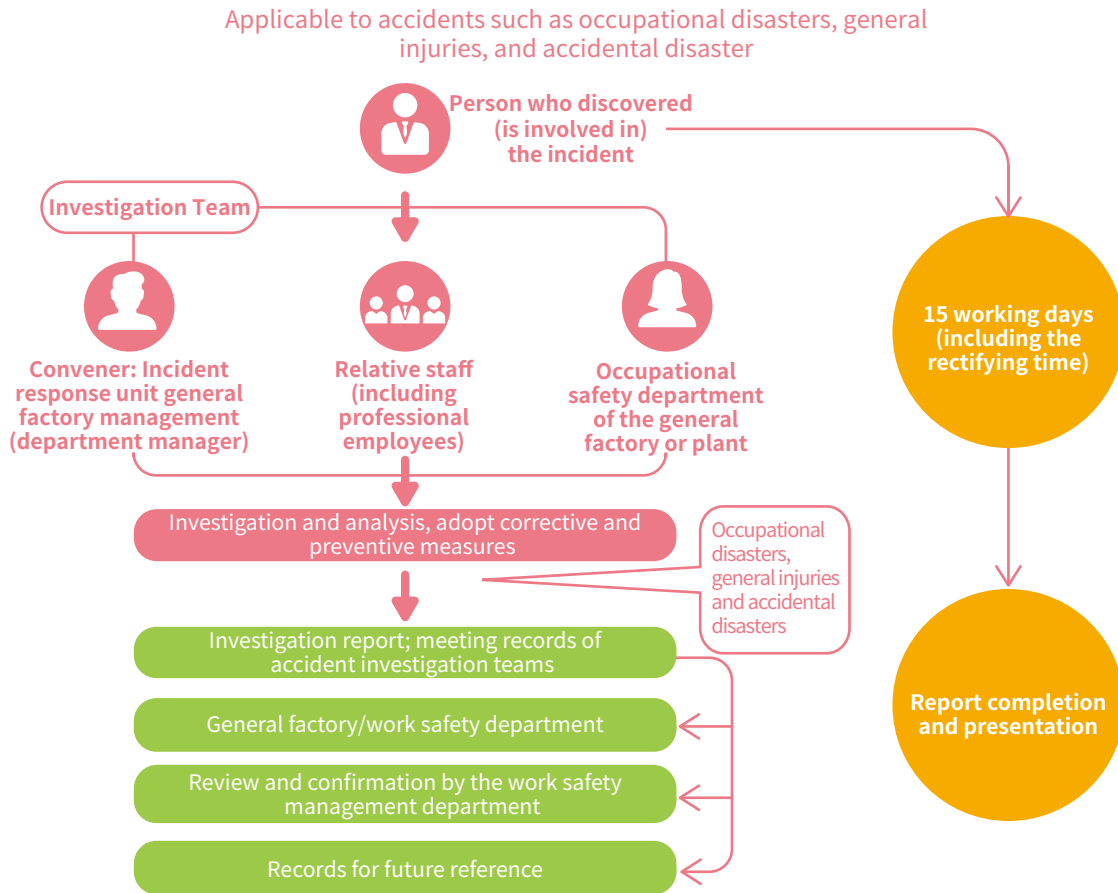


Occupational Safety Performance

At Uni-President, we insist on promoting the ISO 45001 occupational safety and health management system and implement employee safety and health management care. We use a technological safety and health management system, combining education and training, case study promotion, cross-check audits and independent proposals, and work safety experience perception activities to increase the safety awareness of all employees, while implementing graded guidance and audits. We will continue to implement safety and health management systems and standards to improve and increase management performance to ensure a risk-free workplace. This year's occupational injury rate (0.43) was six times lower than the Disabling Frequency Rate announced by the Ministry of Labor for food and feed manufacturing industry. This highlights our dedication regarding occupational safety and health performance.



Accident Investigation and Handling Procedures



Year	2018	2019	2020
Major Types of Occupational Injuries	No. of Injuries (persons)		
Other (physically unwell, being hit)	0	1	1
Caught by/rolled into machinery	1	3	1
Cut/slashed	1	0	0
Falls	0	4	3
Contact with high/low temperatures	0	1	0

Explanation : No deaths have occurred between 2018 and 2020.

4.2.3 Raise occupational health and safety awareness

Internal educational training

A company's safety culture is the basis for promotion of occupational safety and health. As a means to build and strengthen the company's awareness regarding occupational safety, we have specially designed 15 SOP teaching proposals targeting work safety issues, including fire safety equipment management, hot work management, emergency response management, employee health monitoring management, operating environment monitoring management, hazard assessment and risk evaluation as risk control management, hazard management, change management, confined space management, constructed work safety and health management, electrical safety management, outsourcing constructor safety and health management, safety observation management, forklift safety management and free radiation safety management. In 2020, a total of 72,594.5 hours of occupational safety and environmental safety related courses were provided to 30,563 employees.

Sharing and exchange

In addition to internal occupational safety and health educational training, Uni-President works closely with the Labor Affairs Bureau of Tainan City Government to organize the “Safety and Health Family Education and Training” adhering to the principles of “guide and support.” Targets of the training focuses on contractors, managers of Uni-President’s plant, and safety and health management personnel. The training allows them to share experience, exchange with one another, and receive on-site guidance, so as to assist members in developing complete safety and health management mechanisms, improving work safety facilities, preventing occupational accidents, strengthening abilities on operational hazard identification and prevention, and integrating the occupational safety and health concept into our daily operations. In 2020, Uni-President received various work safety awards from government bodies, showcasing the Company’s recognition for its efforts and achievements in occupational safety and health.

<p>Safety and Health Family</p> <p>Safety and Health Family of Xinshi General Plant</p>	<p>Award</p> <p>Won the Special Award in 2017. Won the Special Award in 2018. Won the Special Award in 2019. Won the Occupational Safety Excellence Award in 2020.</p> 	<p>Photos of Awards Won This Year</p> 
<p>Safety and Health Family</p> <p>Safety and Health Family of Xinshi General Plant</p>	<p>Award</p> <p>Won the Merit Award in 2016. Won the Merit Award in 2017. Won the Special Award in 2018. Won the Occupational Safety Excellence Award in 2019. Won the Merit Award in 2020.</p> 	<p>Photos of Awards Won This Year</p> 

4.2.4 Building a Healthy Workplace

Health Examination, High Risk Occupational Disease and Management Response

We value highly the safety and health of our employees and perform employee health examinations on a regular basis. In 2020, we invested approximately NT\$6.4 million in employee health examinations, which were received by 5,208 employees. Based on their 2020 health examination reports, we analyze and follow-up any abnormal items. Related response and improvement measures are currently being carried out for employees with hearing abnormality, high risk of cardiovascular disease and high BMIs.

Health Examination Abnormality	Improvement and Response Measures
Hearing abnormality	<ol style="list-style-type: none"> 1. Wearing ear plugs or earmuffs 2. Perform special health examinations on workers in a noisy operating environment 3. Establish a noise hazard prevention plan 4. Organize hearing protection education and training
BMI exceeding 35kg/m ²	<ol style="list-style-type: none"> 1. List it as a single health management indicator item 2. Nurses at the plant perform on-site safety observation on high-risk personnel 3. Encourage weight loss for health 4. Conduct an individual appointment or arrange an appointment with a physician based on the observation result
Personnel with high risk of cerebral cardiovascular disease	<ol style="list-style-type: none"> 1. Personnel with high-risk are given priority for interviews with plant the physician 2. Nurses at the plant perform on-site safety observation on high-risk personnel 3. Conduct an individual health interview or arrange a consultation session with a physician based on the observation result 4. Work is adjusted according to the advice of the plant physician 5. Medical consultation at the hospital is recommended for personal health factors of high-risk personnel 6. Health promotion on brain and cardiovascular health

2020 Employee Health Activity

In order to improve the health of our employees, we organize activities and have acquired various health and safety equipment this year, jointly enhancing occupational safety and the health of employees.

National Workplace Safety and Health Week

We hold health promotion activities, such as weight loss and exercise (aerobic exercise) classes, creating a “safe and healthy” workplace for employees.



Health Promotion Badge

In recognition of its initiative in promoting health, Uni-President has been awarded the Health Promotion Badge. This year, we have organized health promotion courses (common high-risk health prevention and introduction of work resumption assessments, prevention of chronic diseases, cardiovascular diseases and how to boost immunity, prevention of common noise and high temperature incidents at work, understanding high blood pressure, work pressure and work overload, abnormal load – are you tired? Introduction of fatigue management, maternity protection-mothers’ class); we installed AED equipment and held AED education and training, and to protect the maternal health of female employees, we have established a breastfeeding room, as well as inviting medical personnel to perform health care. Additionally, in response to COVID-19, we held pandemic prevention promotion.

