









4 Building a Healthy and Happy Workplace

- Strengthening human capital
- Occupational health and safety

Chapter 4. Building a Healthy and Happy Workplace

Talents are the foundation for the sustainable development of the enterprise. Uni-President systematically draws up our talent development map in terms of pragmatism and long-term operations. We also build well planned talent development systems based on the corporate visions, missions, and strategy implementation, in the aim to attract, develop and retain more talents and strive for the mutual and sustainable growth of the personal career and corporate developments. Uni-President was selected as a constituent of the Taiwan High Compensation 100 Index (HC 100) and Taiwan Labor Rights Index in 2019. The index takes the public information such as the corporate social responsibility report, corporate working conditions and occupational health and safety performance into consideration to select companies with excellent performance in the labor rights as the subjects. Thus, we were recognized for the emphasis of talent and outstanding results once again.

4.1 Strengthening human capital

Material topic	Talent development and management, Compliance
 Policy and commitment	Upholding the concept of "Professional cultivation, career development and lifelong learning," we cultivate the human capital and employ domestic and overseas talents to strengthen our competitive advantage in talents.
 Target	We establish a learning organization trend and shape good business style as well as corporate culture to continue enhancing the competitive advantages of the employee and the Company and jointly create outstanding performance and the win-win situation for both parties.
 Responsibility and resource	Human Resources Department, Education and Training Center
 Action plan	<ul style="list-style-type: none"> • Recruitment of Management Associates and foreign employees • Continuous improvement of the education and training and the salary and welfare system
 Evaluation of the management approach	Performance evaluation, regular review and improvement of the management system
 Grievance mechanisms	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp

Management strategies

Uni-President considers that "talents are the foundation of corporate development" and maintains a reasonable and fair working environment to share our business results with employees by providing various benefits; upholding the concept of "Professional cultivation, career development and lifelong learning," we cultivate the human capital and employ domestic and overseas talents to strengthen our competitive advantage in talents. Meanwhile, to shape a good business style and corporate culture, we maintain open channels for labor-management communication and comply with the labor regulations to prohibit any violation against dignity, human rights and any form of discrimination against employees to continue enhancing competitive advantages of the employee and the Company.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

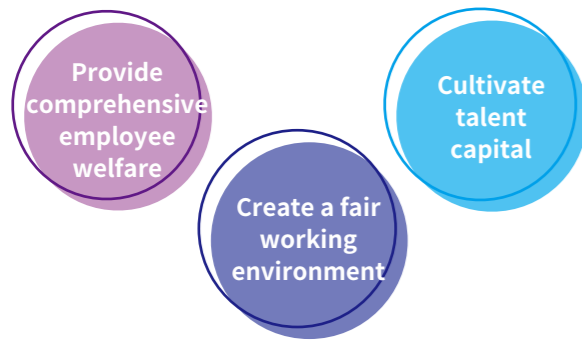
Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Vision and concept



Management Targets	Achievement rate	2019 Key achievements
Create a reasonable and fair working environment	☉ (Already achieved)	Optimize internal management regulations and procedures
Diversified talents in Uni-President	☉ (Already achieved)	Recruitment of Management Associates and foreign employees

In 2019, Uni-President won the Top 1 company in commodities manufacturing industries from the "Top 20 Most Popular Companies Among the New Generation in 2019" by Cheers Magazine and was selected as a happy enterprise in the "2019 Happy Enterprise Awards - Manufacturing and Building Sales Agency Category" of the 1111 Job Bank by office workers. These honors indicated our excellent business performance and comprehensive training system were well recognized by the public.

4.1.1 Human resources profile

Uni-President's employees are very loyal to the Company. Despite the low turnover rate, we also face the trends and risks of aging and declining population in society. There were 100 people who retired in 2019. Thus, in accordance with internal regulation, employees of more than 60 years old are appointed as a project aide or a senior commissioner to assist other employees in order to respond to the passing down of generations and enhance the breadth and depth of human resources, and the recruitment of MAs and foreign talents are expanded to keep up with the business development, in the hope to create more value for the Company.

New/terminated 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
Aged below 30	77	1.43%	53	0.98%	42	0.78%	4	0.07%
Aged 31-50	41	0.76%	13	0.24%	2	0.04%	0	0.00%
Aged above 51	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	118	-	66	-	44	-	4	-

Description: 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 terminated employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Terminated ratio	Female	Terminated ratio	Male	Terminated ratio	Female	Terminated ratio
Aged below 30	36	0.67%	19	0.35%	1	0.02%	0	0.00%
Aged 31-50	31	0.58%	16	0.30%	0	0.00%	0	0.00%
Aged above 51	85	1.58%	12	0.22%	0	0.00%	0	0.00%
Total	152	-	47	-	1	-	0	-

Description 1: In 2019, there was a total of 100 people at retirement age.

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

Workforce distributions

	Total number of employees by gender		
	Male	Female	Total
Employees	3345	2040	5385

	Domestic employees (Taiwan)		Foreign employees	
	Male	Female	Male	Female
Full time	3287	2034	58	6
Temporary	73	94	0	0
Total	3360	2128	58	6

	Domestic employees (Taiwan)		Foreign employees	
	Male	Female	Male	Female
Full time	3287	2034	58	6
Part-time	73	94	0	0
Total	3360	2128	58	6

Uni-President aims to create a fair working environment and has dedicated efforts to ensure equal rights and interests to the employment. In 2019, the number of employees with disabilities totaled 85, accounting for 152%^{Note 2} of the total statutory number of employees^{Note 1}.

Note 1: According to Article 38, Paragraph 2 of the People with Disabilities Rights Protection Act, 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: The percentage (%) of the total number of disabled employees/statutory number of employees.

4.1.2 Diversification of talent recruitment and training

Regarding the emphasis of the talent development and training, Uni-President established a dedicated unit for education and training in 1982, which was approved by the government in 1996 and formally became an education and training center for Uni-President. The Company actively develops talents, plans learning maps for all levels of employees, and deeply cultivates the functional training of all levels of talents, while developing a group platform for resource sharing to attract, develop and retain more talents.

2019 Education and training courses

To deepen the talent cultivation, Uni-President plans the learning blueprint based on the functions of employees and establish a comprehensive talent development system according to four main subjects of OJT, OFF-JT, digital learning and self-inspiration. In 2019, we won the golden award of the Talent Quality-management System (TTQS). According to the training system of professional talents, Uni-President systematically designs the training plan for employees. Besides providing basic OJT, including production management, marketing training, human resource training and financial/accounting training, each department also actively implements OFF-JT to integrate with the market, including legal compliance, negotiations, marketing, management and business operation. In addition to the functional training, we also provide multiple self-inspiration courses covering visual and aesthetic taste and growth in body, spirit and mind to improve employee literacy and inspire their innovative ideas. In addition, in response to the trend of international and domestic corporate governance, Uni-President planned six types of courses to assist employees in enhancing and improving relevant professional knowledge. Besides related training held by the Company, we also have external training courses to expand the ground and broaden the horizons of employees to maximize the education and training efficiency.

Classification of Corporate Governance Courses

- 1 Regulation Compliance of Ethical Management**
 Including corporate governance, business concept and culture, operational/brand management, internal training of instructors, new employee/MA training.
- 2 Food safety and health management and inspections**
 Including food safety, laboratories, R&D, QC, inspection and testing, and on-site mechanical operations related to food safety
- 3 Accounting and internal control systems**
 Including financial/accounting groups, business integration, and finance and accounting courses
- 4 Courses related to the Board's secretariat and audit office**
 Including the Board's secretariat, audit office, and audit related courses
- 5 Occupational and environmental safety**
 Including occupational safety, environmental safety, health promotion, healthy living, art and human culture, engineering/machine maintenance/contracting
- 6 Personal information and information security**
 Including the IT department, individual information/information safety

In 2019 we invested a sum of NT\$17.56 million in employee learning resources, i.e. NT\$3,261 per employee on average. The average training length for each employee was 33.44 hours. In addition, we also developed relevant training regulations for different levels of employees. The minimum training hours per year for senior level managers, mid-level managers and base level employees are 36 hours, 30 hours, and 24 hours, respectively.

Total Training Hours of Employees in 2019

2019	Male			Female			Total Hours of Training	Total Number of Employees	Average Hours of Training
	Hours	Persons	Average Hours of Training	Hours	Persons	Average Hours of Training			
Senior	9,110.5	184	49.51	1,746.5	32	54.58	10,857.0	216	50.26
Intermediate	29,482.0	528	55.84	10,728.5	207	51.83	40,210.5	735	54.71
Junior	37,736.5	663	56.92	16,622.5	145	114.64	54,359.0	808	67.28
General	47,445.5	1,970	24.08	27,207.5	1,656	16.43	74,653.0	3,626	20.59
Total	123,774.5	3,345	37.00	56,305.0	2,040	27.60	180,079.5	5,385	33.44

4.1.3 Salary and welfare system

Uni-President has maintained a reasonable and fair working environment via mechanisms such as the promotion system, salary raise, performance appraisal, rewards and punishments, and regularly reviews management regulations over a certain period. We also improve the management systems, such as responding to current prices and consumption standards, and amendment of business travel rules, in the hope of motivating employees through improved employee welfare and care to enable the employees to notice the value of their work and grow together with Uni-President and march toward the future.

Welfare system

We share our business results with our employees by continuing to commit to improving the software and hardware facilities and quality of employee food, clothing, housing, transportation, education, and entertainment. We also have a comprehensive welfare system and provide care for employees with the aim to create a happy working environment.

Welfare item

- Welfare facilities**
 In addition to venues for recreation and exercise, including the library, recreation room, staff lounge, table-tennis room, billiards room, and basketball court, we provide employees with dormitories, cafeterias, car parks and breastfeeding rooms.
- Benefits and allowances**
 All employees enjoy Labor Insurance, National Health Insurance, group insurance, travel allowance, marriage allowance, birth allowance, children's education allowance, funeral allowance, birthday cash gift, retirement reward, gifts on three major folk festivals and special offer items, and health examination.
- Other benefits**
 In addition to special offer items and staff discounts for purchasing Uni-President products, employees enjoy statutory maternity leave, paternity leave, and parental leave. Female workers pregnant for over 32 weeks may apply for paid prenatal maternity leave.

Salary information of full-time employees in non-management positions

Uni-President provides a reasonable and fair working environment with fair pay rule such as equal pay between men and women, as well as between foreign workers and local workers. In accordance with Article 4 of the Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TPEX Listed Companies, we disclose the average and median salaries of the full-time employees in non-management positions as shown on the right.

Year	Full-time employees in non-management positions	Average salary of full-time employees in non-management positions (in thousand dollars)	Median salary of full-time employees in non-management positions (in thousand dollars)
2019	5,271	1,200	1,021
2018	5,291	1,160	NA
Variance	-20	40	NA

Description: The employees in non-management positions are employees apart from managers defined in Letter No. Tai-Cai-Zheng-san-zi No. 920001301, whose working hours meet the specified normal working hours of Uni-President.

4.1.4 Communication and employee rights

At Uni-President, we attach great importance to the relationships between employees and establish sound labor-management interaction to protect employee rights and interests through comprehensive two-way communication channels, such as the trade union general assembly, the sexual harassment prevention hotline, the performance appeal mechanism, the labor-management meeting, the punishment/reward appeal procedures, the suggestion email, various activities, and internal publications. In addition, we pay attention to the issues of human rights by supporting and complying with the regulations and principles of human rights recognized internationally, including the "Universal Declaration of Human Rights," "The UN Global Compact" and the "Declaration on Fundamental Principles and Rights at Work" of the International Labour Organization. We also established related human rights policies and comply with the local labor regulations to avoid violations against human rights. In 2019, there was no employment of child labor, forced labor, restriction on the freedom of assembly and association or violation against the body or benefits of the employees in Uni-President.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Human rights issues emphasized by Uni-President



The Uni-President trade union has been established for more than 40 years and actively conducted employee meetings and maintained their freedom of speech. As of the end of December 2019, there were a total of 5,285 members, accounting for 98.14% of total employees. In the trade union, the highest priority has been given to safeguarding and fighting for members' rights and interests, and the negotiation results are presented in the form of Group Agreements. The Group Agreements were approved by the 17th term of the 10th Board of Directors in November 2017, and is valid from January 1, 2018 to December 31, 2020. The employers and employees have high consensus on maintaining the traditional harmonious interaction by holding a labor-management meeting once every 3 months to continue to develop a win-win situation for the working environment.

4.2. Occupational health and safety

Uni-President pays great attention to the safety and health of employees and has established sound regulations for matters such as road safety, pre-employment physical examinations and annual health check-ups, safety education and advocacy, mechanical equipment maintenance and repairs, the use of protective gear, and safety and health work practices for on-site employees, to prevent occupational disasters, improve safety quality and create a safe and comfortable working environment.

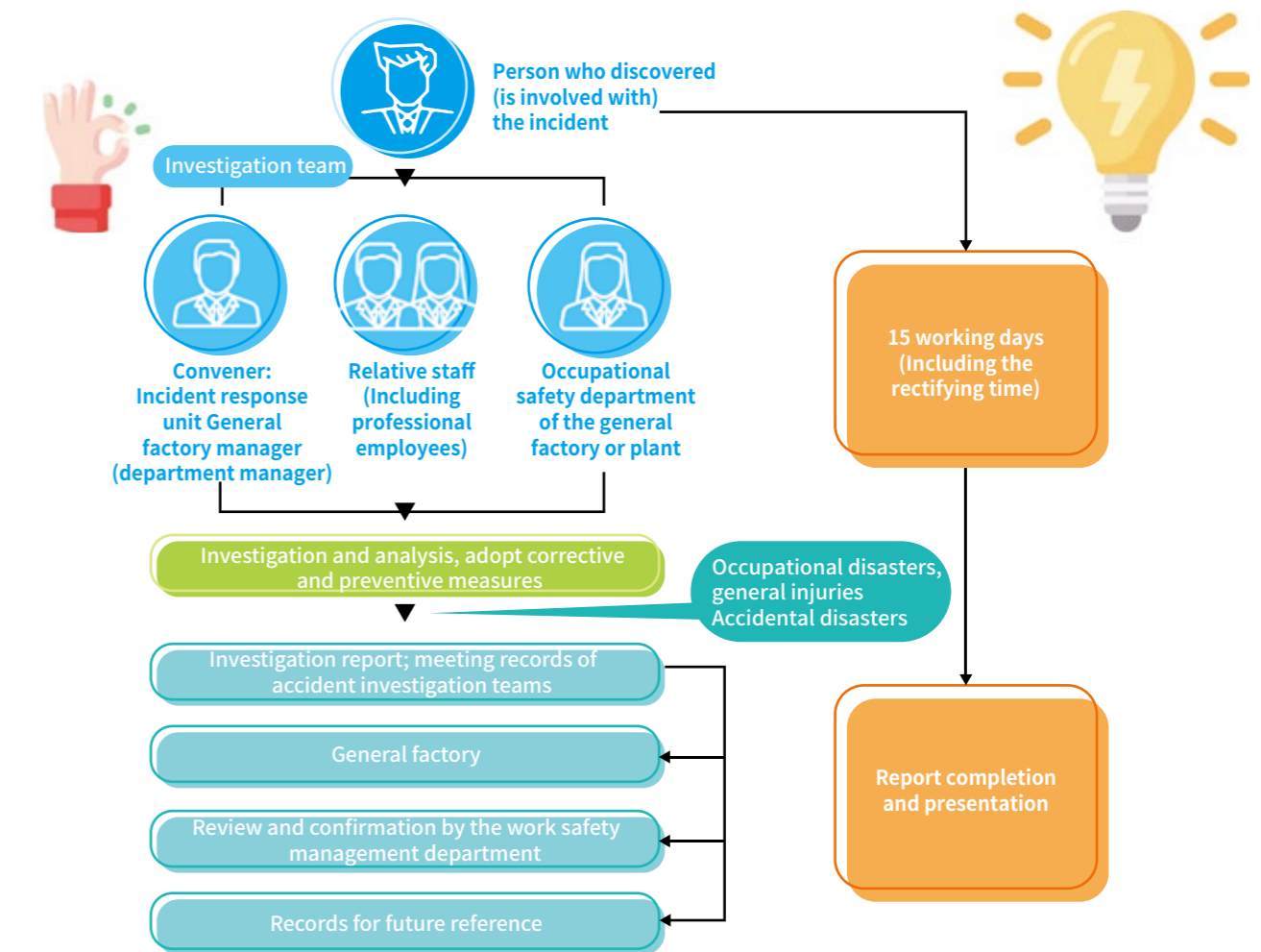
Material topic	Occupational health and safety, Compliance	
 Policy and commitment	1. Compliance with the laws and regulations 2. Popularization of the safety awareness 3. Improvement of communication and consultation	4. Implementation of risk management 5. Prevention of injury and disease 6. Continual improvement performance
 Target	Adopting the "zero occupational disasters" as the ultimate goal.	
 Responsibility and resource	Work safety related unit	
 Action plan	1. Continuous promotion of the ISO 45001 Occupational Health and Safety Management System. 2. Implementing the safety and health management and care for the employees, utilizing the electronic safety and health management system and integrating measures such as the education and training with promotions of cases. 3. Implementing the guidance and inspection of the graded audit.	
 Evaluation of the management approach	The occupational safety and health personnel implements the safety and health checks and audits irregularly while the occupational safety room and the occupational safety department of Uni-President's general factories/plants supervise and assist in the promotion of occupational safety and health practice in each plant and department.	
 Grievance mechanisms	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp	

4.2.1 Management strategies

Uni-President adheres to occupational safety principles to build a safe, comfortable and healthy workplace to ensure the safety of all employees. It has conducted various types of occupational safety education and training and advocates relevant cases via systematic safety and health management and health care management in order to enhance and implement our employees' awareness on occupational safety. In terms of contractors, all contractors and outsourced workers of Uni-President's plants are considered employees and are required to comply with the Company's safety and health regulations. Furthermore, contractor safety seminars are organized on an annual basis in order to exchange ideas and improve communication between both parties. Construction safety inspections were conducted by the occupational safety room, engineering division, and the occupational safety department of Uni-President's general factories to jointly prevent occupational disasters through guidance and reviews, which thereby improve the safety quality, and implement "self-protection, mutual care and supervision" with the hope to achieve the ultimate goal of "zero disaster" under continual improvement.

Accident investigation and handling procedures

Applicable to accidents such as occupational disasters, general injuries, and accidental disasters.



Vision and concepts



Message from the Chairman and President
 An Enterprise Built on Transparency and Integrity
 Create a Safe and Healthy Food Culture
 Commit to Sustainable Environment
 Building a Healthy and Happy Workplace
 Creating a Healthy and Happy Tomorrow
 About This Report Appendix

Management Targets

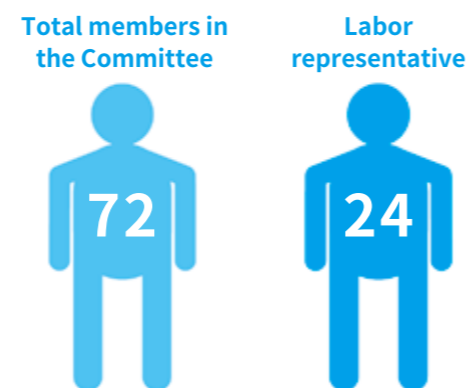
Management Targets	Achievement rate	2019 Key achievements	2020 Goals	Long-term targets
Create a reasonable and fair working environment	◎ (Already achieved)	<ul style="list-style-type: none"> Xinshi General Factory and Zhongli General Factory won the Five Star Award of the Excellent Enterprise in Promotion of Occupational Health and Safety Xinshi General Factory received the "high-distinction award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" Yongkang General Factory received the "excellence award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" 	<ul style="list-style-type: none"> Hukou plant received the excellent award of the 2019 Excellence at Occupational Safety and Health Promotion Continue to gain the ISO 45001 certification 	<ul style="list-style-type: none"> Implementation of the ISO 45001 Management System <ol style="list-style-type: none"> Conduct internal and external audits annually to continue to improve the work environment General factory/ plant managing representatives regularly convene management review meetings every year Continue to gain the ISO 45001 certification
Occupational safety level 3 auditing	◎ (Already achieved)	Deficiencies tracking and improvement	Continued auditing of occupational safety, deficiencies tracking and improvement	Improve the implementation of occupational audits to enhance occupational safety and quality.
Organize health promotion courses	◎ (Already achieved)	Recognize occupational stress and overworking	Continue to organize and improve health promotion courses, helping the employees create awareness of workplace health	Create a healthy and safe workplace through health promotion courses
Conduct general and special health check-ups	◎ (Already achieved)	Hierarchical management and tracking	Continue to conduct employee health check-ups and implement hierarchical management and tracking.	Safeguard health and safety of the employees through the long-term implementation of employee health check-ups

4.2.2 Occupational health and safety management system

An occupational health and safety management system is implemented through the identification, risk assessment and control and safety observation technology to improve the operation and reduce the occupational hazard risk to employees through the systematic management. Uni-President's Yongkang General Factory, Xinshi General Factory, Yangmei General Factory, Zhongli General Factory, Taichung General Factory and Hukou Plant are all certified by the occupational safety and health management system ISO 45001 (International Occupational Health and Safety Management System) and CNS 15506 (Taiwan Occupational Safety and Health Management System, originally named TOSHMS). The scope of management covers all employees and workers. Workers include contractors, materials suppliers, drivers, and dispatched labor. In addition, each unit conducts occupational safety management reports and exchange through the production management system review meeting which is held twice a year to actively manage and care for the safety and health of employees and improve our corporate safety and health culture.

Occupational Health and Safety Committee

The Company has established a safety and health committee for the whole company and general factories/plants, and held 1 meeting every three months to review matters related to occupational safety and health; for example, review of occupational disaster investigation reports, review of safety and health education and training programs, review of health management and health promotion matters, review of safety and health performance, and review of monitoring reports for the operating environment. Number of labor representatives accounts for one third of the total members of the Committee which is in accordance with the regulation.



Occupational safety performance

Uni-President constantly promotes the occupational safety and health management systems ISO 45001/CNS 15506 to manage and care for the safety and health of employees. Through the electronic safety and health management system and activities that we organized, such as educational training, promotions of cases, mutual occupational safety audits and proposal improvement and occupational safety experience, we actively implement the hierarchical audit guidance and perform audits. We will continue to execute the safety and health management system and regulations in order to improve the management performance and ensure the zero occupational safety risk.

Occupational hazard assessment process

- 1 Resolve every production including the ingredients/material intake and all workstations during production.
- 2 Fill in an operation inventory with the frequency, operation condition, condition for qualified personnel and responsible unit.
- 3 Fill in a "hazard identification and risk assessment form" with information from the operation inventory and list steps of the operation.
- 4 Find hazards that may harm the product form and current control measures: Cover all of the hazards as much as possible (including physical, chemical, biological, ergonomic and mental factors) while identifying hazards.
- 5 Conduct hazard identification, and risk assessment and control.

Year	2017	2018	2019 ^{Note 8}
The number of hours worked (Unit: hours)	10,742,055	10,937,236	10,681,879
Persons affected by general work-related injuries ^{Note 1}	2	3	9
The number of high-consequence work-related injuries (excluding fatalities) ^{Note 2}	0	1	0
The number of fatalities as a result of work-related injury	0	0	0
The number of recordable work-related injuries (persons)	2	4	9
Rate of fatalities as a result of work-related injury ^{Note 3}	-	-	-
Rate of high-consequence work-related injuries (excluding fatalities) ^{Note 4}	-	0.09	-
Rate of recordable work-related injuries (Disabling injury frequency rate) ^{Note 5}	0.18	0.36	0.84
Food manufacturing industry Disabling injury frequency rate	2.25	2.32	2.28
Disabling injury severity rate ^{Note 6}	27	34	24
Food and feed manufacturing industry Disabling injury severity rate	174	120	107
Frequency - Severity Indicator ^{Note 7}	0.07	0.11	0.14
Food manufacturing industry Frequency-severity indicator	0.63	0.53	0.49

Note 1: Persons with less than 180 lost days

Note 2: Persons (excluding fatalities) with more than 180 lost days

Note 3: Rate of fatalities as a result of work-related injury = Number of fatalities as a result of work-related injury * 1,000,000 / Number of hours worked

Note 4: Rate of high-consequence work-related injuries (excluding fatalities) = Number of high-consequence work-related injuries (excluding fatalities) * 1,000,000 / Number of hours worked

Note 5: Rate of recordable work-related injuries = Number of recordable work-related injuries (persons) * 1,000,000 / Number of hours worked

Note 6: Disabling injury severity rate = Lost days * 1,000,000 / Number of hours worked

Note 7: Frequency-severity indicator = $\sqrt{\text{Disabling injury frequency rate} * \text{Disabling injury severity rate} / 1,000}$

Note 8: Due to the insignificant proportion in number, the information on occupational safety performance of non-staff workers was not disclosed.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Year	2017	2018	2019
The main types of work-related injury	Injured cases (persons)		
Others (feeling physically unwell)	0	0	1
Rolling-up	1	1	3
Cutting	1	1	0
Slips-and-falls	0	2	4
Contact with high/low temperature	0	0	1

Remark: 1. No fatality incident was reported during 2017-2019.

2. Cut during bread knife replacement was the severe occupational injury reported in 2018. OH&S education and training has been enhanced and foolproof devices have been installed. The incident has been included in the zero-accident prevention drill under the topic "Equipment Cleaning Hazards Preventive Management".

4.2.3 Raise occupational health and safety awareness

Internal educational training

Considering that corporate safety culture is the foundation of promoting occupational safety and health, Uni-President specially designed 15 SOP teaching plans for the work safety issues to develop and strengthen the employees' awareness on occupational safety. The plans include fire safety equipment management, hot work management, emergency response management, employee health monitoring management, operating environment monitoring management, hazard identification, risk assessment and control management, hazardous materials management, change management, confined space management, contract engineering safety and health management, electrical safety management, outsourcing contractor safety and health management, safety observations management, stacker safety management, and free radiation safety management. In 2019 the number of occupational and environmental safety related courses totaled 82,965.5 hours and 30,748 employees.

Sharing and exchange

In addition to the internal occupational safety and health educational training, Uni-President cooperates with the Labor Affairs Bureau of Tainan City Government to organize the "Safety and Health Educational Training" with the principle of "guide and support." Targets of the training focus on members of contractors, managers of Uni-President's factories, 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 occupational safety facilities, preventing occupational disasters, strengthening abilities on operational hazard identification and prevention, and integrating the occupational safety and health concept into our daily operation. In 2019, Uni-President received various occupational safety awards from government agencies, showing that the Company is recognized in its effort and achievement in occupational safety and health.

4.2.4 Building a healthy workplace

Health checks and description of high-risk occupational diseases

Since Uni-President values our employees' safety and health, employees regularly receive health checks. In 2019, we invested about NT\$ 6.74 million in the employee health check, and the total number of persons who received health checks was 5,191. We have also assay abnormal items and follow up the condition based on the 2019 employee health check report. Meanwhile, in order to ensure the occupational safety and health of employees and prevent personnel from impairing their hearing due to noisy high-risk working environments in parts of areas, we formulate relevant responses and prevention measures including the source of environmental noise improvement, earplugs or earmuffs, special health checks for the personnel working in noisy areas, the noise hazard prevention plan, and hearing protection educational training.

4.2.5 Legal Compliance

Employee workplace health and safety is our prime concern. In 2019, two offences of Article 6 paragraph 1 of the Occupational Safety and Health Act with fines totaled NTD270,000 was reported. Hence, we have taken various corrective actions, such as reviewing the workplace safety condition, adjusting the internal operating procedures, and enhancing the safety awareness education of employees and contractors to prevent the recurrence of similar incidents.

