

4. Building a Healthy and Happy Workplace



4.1 Talent Development Management

4.2 Occupational Health and Safety

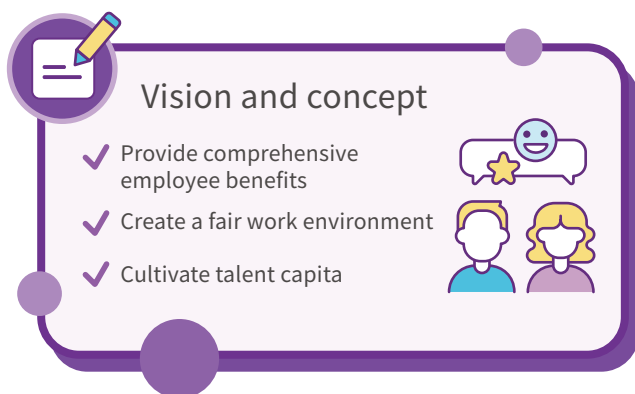
Building a Healthy and Happy Workplace

Employees are the most important assets of a company. At Uni-President, we regard employees as partners for our sustainability and systematically outline a blueprint for talent cultivation with a pragmatic and long-term management perspective. Our policy direction of human resources is to find the right talent for the right job, keep up with the times, and labor-management harmony and develop human resources programs based on this policy. We have a dedicated group in place to proactively recruit outstanding talent of all nationalities, with a central aim of integrity and competence upon recruitment. We strive to enable employees to play to their strengths in the right position so that they can grow along with the Company, creating a win-win situation.

4.1 Talent Development Management

(GRI 2-7、GRI 2-8、GRI 2-30、GRI 401-1~401-2、GRI 404-1~404-2、GRI 405-1)

We are a strong believer in "talent is the foundation that enables a company to grow." Based on the concept of "empowerment," 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, achieving the objective of "right talent, right job," further strengthening the Company's competitive advantage. Meanwhile, we maintain open channels for labor-management communication. We also comply with the labor regulations to build a safe and diverse workplace, while prohibiting any violation against the dignity, human rights and any form of discrimination against employees to continue. By doing so, we hope to shape a robust business style and corporate culture, enhancing the competitive advantages of the employee and the Company.



Management Target	Achievement Rate	2022 Key Achievement
Create a reasonable and fair workplace	✓ Achieved	Optimized internal management regulations and procedures
Diversified talent in Uni-President	✓ Achieved	Recruited business partners and foreign employees regardless of their education, major through multiple recruitment outlets.

4.1.1 Diversified Recruitment for Right Talent, Right Job

In order to satisfy the Company's requirement for personnel, Uni-President is still recruiting via a range of recruitment channels and approaches (both on-line and off-line). Specifically, the Group's business partners put effort into seeking out and hiring people with potential, without any regard to their academic background and specializations. We support and encourage local talent employment. In 2022, the percentage of Taiwanese employees was 36.29% in northern Taiwan, 1.90% in central Taiwan, 61.81% in southern Taiwan, and 0% in eastern Taiwan and outlying islands. The overall proportion was 97%. We recruited a total of 467 newcomers in 2022, accounting for 8.37% of the total number of employees; among them, 82 newcomers were recruited via the Uni-President Group Business Partner Recruitment Program. Our Group offers an extensive career platform for the talent, providing ample development opportunities in the consumer industry to further individual career progression and secure a brighter future.

Thanks to our robust management experience and competitive compensation and benefits, we continue to demonstrate our determination with respect to future investment and sustainable management. In doing so, employees are confident in the Company's current status and future, further increasing their loyalty to stay with us. In 2022, employees who left the Company accounted for 5.97% of the total number of employees. Among these, 18% were employees who retired due to their age. The employee turnover rate was 0.44% greater than in 2021, primarily caused by increased turnover precipitated by the intense competition in the labor market. 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 integration of human resources and business, striving for the joint continuous growth of both individual career development and corporate development.

Composition of Employee

● Workforce Type Distribution by Gender

(GRI 2-7)

	Male	Ratio	Female	Ratio
Permanent employees	3,390	60.77%	2,138	38.33%
Temporary employees	25	0.45%	25	0.45%
Non-guaranteed hours employees	0	0.00%	0	0.00%
Total	3,415	61.22%	2,163	38.78%

Note: The number of the employees is calculated based on the number of workers still in service on December 31, 2022.

● Workforce Type Distribution by Region

(GRI 2-7)

	Northern Taiwan	Ratio	Central Taiwan	Ratio	Southern Taiwan	Ratio	Eastern Taiwan & Outlying Islands	Ratio
Permanent employees	2,040	36.57%	102	1.83%	3,386	60.70%	0	0.00%
Temporary employees	14	0.25%	1	0.02%	35	0.63%	0	0.00%
Non-guaranteed hours employees	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	2,054	36.82%	103	1.85%	3,421	61.33%	0	0.00%

Note : The number of the employees is calculated based on the number of workers still in service on December 31, 2022.

● Employee Age Distribution

(GRI 2-7)

Number of Full-Time Employees – by Gender and Age				
Age	Male	Ratio	Female	Ratio
<30 years old	545	9.77%	324	5.81%
31–50 years old	1,567	28.09%	1,160	20.80%
>51 years old	1,303	23.36%	679	12.17%
Total	3,415	61.22%	2,163	38.78%

Note 1 : The number of the employees is calculated based on the number of workers still in service on December 31, 2022.

Note 2: The Company had no part-time employees in 2022.

● Non-employee Workers

(GRI 2-8)

Non-employee Workers – by Gender			
Male	Ratio	Female	Ratio
18	42.86%	24	57.14%

Note: Non-employee workers are mainly dispatched manpower who engage in product promotion.

Non-employee Workers – by Age		
Age	Number of People	Ratio
<30 years old	10	23.81%
31-50 years old	26	61.90%
>51 years old	6	14.29%
Total	42	100.00%

Non-employee Workers – by Region		
Region	Number of People	Ratio
Northern Taiwan	16	38.10%
Central Taiwan	6	14.28%
Southern Taiwan	20	47.62%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	42	100.00%

● New Employees

(GRI 401-1)

Number of New Employees – by Gender and Age				
Age	Male	Ratio	Female	Ratio
<30 years old	217	3.93%	128	2.32%
31-50 years old	81	1.46%	36	0.65%
>51 years old	5	0.09%	0	0.00%
Total	303	5.48%	164	2.97%

Number of New Employees – by Region		
Region	Number of People	Ratio
Northern Taiwan	138	2.50%
Central Taiwan	4	0.07%
Southern Taiwan	325	5.88%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	467	8.45%

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

Terminated Employees

(GRI 401-1)

Number of Terminated Employees – by Gender and Age				
Age	Male	Departure ratio	Female	Departure ratio
<30 years old	65	1.18%	37	0.67%
31-50 years old	54	0.98%	31	0.56%
>51 years old	111	2.01%	32	0.57%
Total	230	4.17%	100	1.80%

Number of Terminated Employees – by Region		
Region	Number of People	Ratio
Northern Taiwan	127	2.30%
Central Taiwan	7	0.12%
Southern Taiwan	196	3.55%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	330	5.97%

Year	Turnover Rate
2020	4.66%
2021	5.53%
2022	5.97%



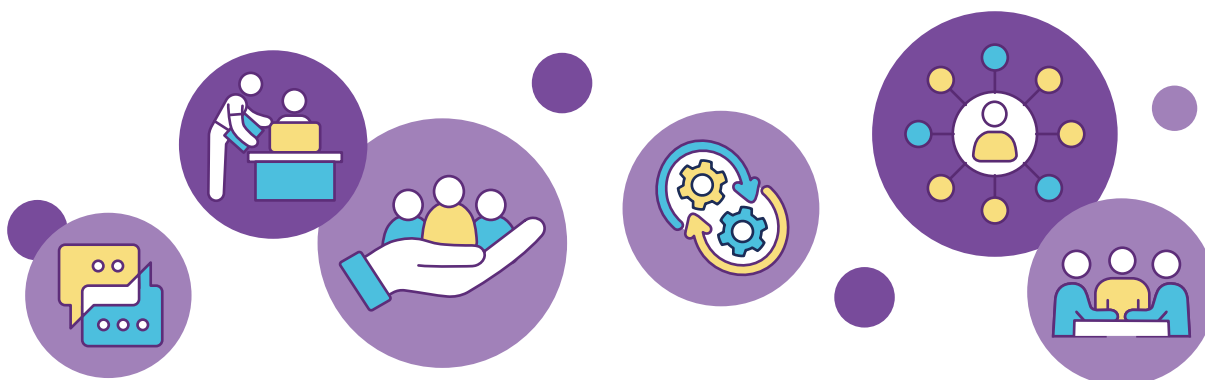
Note 1: In 2022, a total of 60 employees were at their retirement age.

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

In an effort to create a fair working environment, we make an effort to ensure equal rights and interests of workers. In 2022, there were a total of 76 disabled employees, accounting for 138%^{Note 2} of the statutory number^{Note 1} and 1.36% of the total number of employees.

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

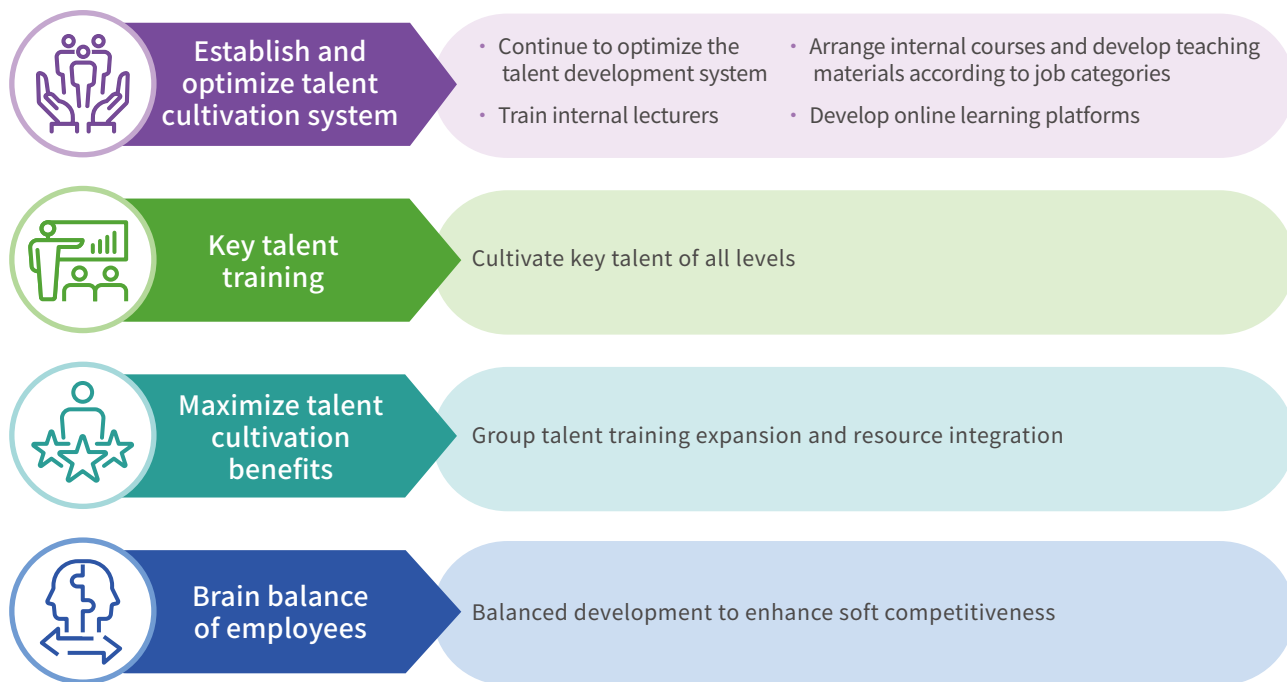


4.1.2 Building an Employee Career Development Platform

To keep up with Uni-President's growth, an organized training program for new recruits is conducted annually and improved accordingly to meet the Company's requirements. This training program encompasses frontline sales units (hands-on), hands-on experience in production units, internships at affiliates, and various educational topics. By engaging in an iterative cycle of learning and doing, they can build an understanding of customer wants, hone their sales talents, understand the production process, and refine their workplace aptitudes; by way of implementation, rotation, courses and propositions, they can effectively manage their diverse fundamental abilities. Review mechanisms and opinion exchange activities are used to complement the learning process, encouraging individuals to learn from each other and from themselves, thus allowing for the creation of more comprehensive and individualized programs of personal growth. In the meantime, the training model has been made even more flexible. By factoring in the Group's business partners' training objectives and job requirements, we extend learning from classroom to practical tasks, thus strengthening the correlation of training and work.

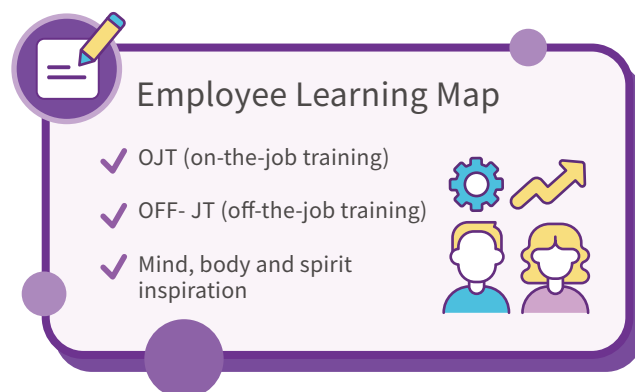
As a means of reinforcing talent cultivation, we continue to improve our systemic learning mechanism, while introducing new forms of learning tools and diversified virtual/real integrated learning types. Our employees are encouraged to improve their autonomous learning so that they are able to strengthen work capabilities and momentum at all times in order to increase competitiveness. The Company initiated home/remote offices. With this, we enhanced IT hardware and software as well as implementing electronic operating procedures. These approaches have enabled employees to simulate remote operations and team backup to ensure uninterrupted operations.

In addition, we have also developed relevant training regulations for employees at all levels. 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. In 2022, the training compliance rates were 96.3% for senior level managers, 96.7% for mid-level managers, and 97.1% for base level employees.



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 enhance their literacy and inspire new ideas.



2022 Key Courses & Training Plan Effectiveness

In response to the trend of governance, we have planned six types of courses associated with the regulatory compliance of ethical management, food safety, accounting, environmental safety and information. By doing so, we help employees strengthen and improve relevant professional knowledge. In addition to in house training program, 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 2022, we provided a total of 131,513.3 training hours received by 54,152 employees. The total amount of investment in employee learning resources was NT\$11 million, with an average investment of NT\$2 thousand per employee. We expect that colleagues can keep pace with the times and grow together with global trends.



2022 Important courses	Total number of hours	Total number of persons
I. Courses related to corporate ethical management and regulatory compliance, including corporate governance, management, corporate spirit and corporate culture	34,074.0	9,580
II. Courses related to food safety management and inspection	27,949.8	14,387
III. Courses related to accounting and internal control systems	2,458.0	1,110
IV. Related courses organized by the Board's secretariat and audit office	1,185.0	266
V. Courses related to environmental safety and health	62,613.0	27,509
VI. Courses related to personal data security and information security	3,233.5	1,300



2022

- ✓ Total hours of training reached **131,513.3** hours.
- ✓ A total of **54,152** employees received training.





Uni-President has always been dedicated to the physical and mental health of its employees, as well as the stimulation of both hemispheres of the brain. Therefore, in addition to launching six major courses to embark on the corporate governance trends, by adhering to the three-product policy of Uni-President Group, of "brand, character, and sense of taste", we have established the "Aesthetic Taste Course" to increase soft power in the workplace and allow for a variety of life experiences, as well as the "Physical and Spiritual Development Course" that encompasses arts, humanities, and health and happiness. In addition, in terms of course types, we keep abreast of the latest learning trends by further adopting online digital tools; we promote digital learning and hybrid learning to enhance the flexibility and efficiency of self-directed learning for colleagues. Here is a selection of noteworthy course from the yearly courses that are both abundant and thrilling.

~~ Aesthetic Taste Course-Creating Meaningful Narratives from the Subtle Details of Space in Everyday Life ~~

Being the soft power for marketplace competition, aesthetic taste is also an important element and common requirement of Uni-President Group's three-product policy. Through the course, students will gain insight into the concepts of landscape design, city road plans, and architectural design, discover fresh interpretations of the ordinary space, and recognize the beauty concealed in diverse facets of living space.

[Modern Utopia in the City/ Shu Yuan Wu, Director of Motif Planning & Design Consultants]

Through the landscape design, the incorporation of flora, and the water reflection crafted in person, it perfectly highlights the consideration for the environment and the manifestation of beauty, to an extent that beauty is not only in the eye of the beholder, but also the feeling of joy it brings to the heart. Step out of the house to take in more admirable sights, build up your vitality, and then create your own utopia in the city.

[Crafting a Mini Dwelling Away from the uproar / Yuan-Yuan Lin, Founder of Yuan-Yuan Lin Architects]

With the aid of several systematic tools, we teach our colleagues how to devise a sensible aesthetic design, to transform abstraction into reality, to increase their horizontal thinking for the making of proposals, and to analyze the vertical development of specific topics. By using a systematic brainstorming approach, we aid employees in establishing an aesthetic framework.

[Endowing Space with Poetic and Brand Allure / Wu Tou, Founder of II Design]

The lecturer demonstrates how to infuse space with poetic meaning and emphasize the importance of spatial aesthetics by drawing on success and failure experience and highlighting the brand identity and cultural codes. He thinks that a well-designed space must demonstrate its historical background, communicate its central idea, and embody its spirit.

[Added Value from Brand Design / Feng Yu, Creative Director and Founder of IFOFFICE]

"Brand" and "aesthetics" are integral components of brand value. The creativity of aesthetic design evokes understanding and resonance among customers, thus forging brand image and bringing forth added value.





Yuan-Yuan Lin, the originator of Yuan-Yuan Lin Architects, demonstrated to everybody on how to conceive a minute living space distant from the uproar.



Wu Tou, the founder of II Design, articulated to the public how to imbue space with poeticism and brand allure.



Key Job Rotation and Experience Sharing

We build a key talent pool, perform routine job rotations, and encourage talent cultivation and skills succession in order to cultivate broad-minded thinking and management abilities. Our corporate ladder of advancement has two strands, executives and subordinates. Employees' qualifications and aptitudes are taken into consideration when determining the development of talents. Talents in management roles are transferred to a staff role to pass on experience while those in staff roles are promoted to management positions to embrace challenges. We persist in educating instructor teams internally, creating instructional resources and materials in-house, and passing on corporate wisdom and expertise. To mitigate the effects of senior employees retiring, we combat any arising experience gaps and ensure a smooth transition of knowledge.

4.1.3 Comprehensive Remuneration Benefits

We have established a competitive market remuneration system to provide employees with a better life and a better work environment. Since 2017, we have been included as a constituent of the TWSE RAFI® Taiwan High Compensation 100 Index. Meanwhile, we regularly carry out checks of differentiated wages and review market conditions to ensure that employees are provided with the protection they deserve. By doing this, we hope to enhance employee benefits and look after their basic family life, enabling them to see the value of their work so that they can grow and move forward 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. In addition to the basic salary in compliance with laws and regulations, it is also based on company operations, and 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 the 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.


The information on the average salary of full-time employees in non-management positions and the median salary of full-time employees in non-management positions in 2021 and 2022 is as follows. Bonuses for employees are allocated by the Company based on the surplus and profit of the current year; we intend to reinforce operations, raise employee salaries and perks, and distribute operating results to employees.

Year	Full-time employees in non-management positions	Average salary of fulltime employees in non-management positions (NT\$ thousand)	Median salary of fulltime employees in non-management positions (NT\$ thousand)
2022	5,304	1,183	1,012
2021	5,297	1,217	1,043
Difference	7	-34	-31


Note: Full time employees in non-management positions are not managerial officers as defined in Letter Tai-Cai-Zheng (3) No. 0920001301 and whose working hours meet the specific normal hours required by the Company.

Welfare System


We have introduced comprehensive welfare policies for employees, covering hardware and software facilities and activities covering food, clothing, accommodation, transportation, education, and entertainment, in order to take care of employees and build a happy workplace. Our welfare measures include the following:



Welfare facilities
Staff dormitory, parking lot, canteen, lactation room, library, recreation room, social hall, billiard room, pool room, basketball court.



Benefits and allowances
Labor and health insurance, group insurance, employee travel subsidy, marriage subsidy, childbirth subsidy, child education subsidy, funeral subsidy, retiree allowance, birthday allowance, three major festival allowances, as well as fixed refurbished products and employee health examinations.



Other
Paid maternity leave (operators who are 32 weeks or over), statutory maternity leave, paternity leave, parental leave, refurbished products and staff discounts on Uni-President products.

Paid maternity leave
(operators who are 32 weeks or over)

Better than provided by regulation

Maternity leave

In line with regulatory requirements

Paternity leave

In line with regulatory requirements

Parental leave

In line with regulatory requirements

The Retirement Program

In compliance with labor standards act and labor pension act, the company designed employee retirement system to provide relevant issues about retirement, including the qualification of applicants involving employees who have worked over 15 years and reached age 55, over 10 years and reached age 60, and over 25 years, and contribution at minimum 6% of employees' monthly salary into the pension account based on employees' insurance level, as well as organization of pension supervisory committee to oversee the contribution and disbursement of the pension (in 2022, six meetings were held, 142 employees were retired under the old system with disbursement of NT\$457 million). To meet the pension for employees under the old system of labor standards act, the company contributes employees' monthly salaries to the pension account under the account of labor retirement supervision committee at Bank of Taiwan, while for pension applicable to employees under the new system of labor pension act, the company contributes 6% of the stated amount with respect to the labor pension level into employee's individual pension account at Bureau of Labor Insurance.

4.1.4 Smooth Labor–Management Communication and Employee Rights Care

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, emails, 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 Nations Global Compact, and International Labour Organization, and Declaration of Fundamental Principles and Rights at Work. We also follow local laws and regulations to end all human rights violations. Our self-formulated human rights policy applies to all units within the organization. We treat employees and customers with dignity while continuously improving and enhancing the management of human rights-related issues.



Emphasis on Human Rights Issues

Furthermore, we pay extra attention to issues relating to human rights, including the ban on child labor and forced/ compulsory labor, the right to freedom of association, non-discrimination, bullying or harassment, and provision of a safe, hygienic, and healthy work environment. We have established rules and regulations on human rights-related topics (anti-discrimination, bullying and harassment), and ensure they are included in the education and training of new staff. In 2022, topics such as sexual harassment prevention, occupational safety regulations, gender equality and maternal health protection were covered in training sessions, with a total of 2,013 trainees and 3,273.5 training hours. No operating procedure of Uni-President violates human rights issues mentioned above. In addition to internal examination, we also specify human rights-related standards in the contract signed with suppliers (vendors), including prohibition of child labor, prohibition of forced labor and employee's freedom of assembly and association. Furthermore, we also conduct on-site audits on a regular basis in accordance with the assessment measures to ensure proper implementation of human rights protection. No violations of human rights occurred in 2022.

Labor–Management Communication and Performance Evaluation

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 2022, members of the Trade Union totaled 5,345, accounting for 96.7% 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 form of "Group Agreement," which was resolved and passed by the 12th board meeting of the 18th board held on 2020/11/11, with a validity period running from 2021/1/1–2023/12/21. By the end of 2022, all employees have signed "Group Agreement," with a signing rate of 100%. The employees and employers share high consensus and hold a labor-management meeting every 3 months. The labor side and the management side maintain two-way communication, continuing to construct a win-win situation with regards to labor environment and conditions.

In an attempt to promote labor-management interaction and communication, we perform a review and evaluation on employee career development once a year to help and understand the goals and plans for employee career development. In 2022, all employees of Uni-President, regardless of position and gender, received a regular performance appraisal.

4.2 Occupational Health and Safety

(GRI 2-24~2-25、GRI 3-3、GRI 403-1~403-9)

At Uni-President, we vow to construct a safe, comfortable, healthy and hygienic working environment and ensuring the safety of all employees is our work safety management principle. At the same time, we uphold the industrial environmental protection policy of "respect for life, work safety discipline, risk management, audit and counseling, performance management, safety culture, communication mechanism, and continuous improvement" in order to achieve the objective of "zero work accidents." 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. By taking this approach, we fully improve the overall safety quality and build a safe and comfortable work environment.



Material Topic

Friendly workplace environment; employees' physical and mental health



Policy and
Commitment

- All supervisors and staff must be accountable for keeping the equipment and personnel safe and clean under their charge, and striving for the objective of "zero accident and zero incident".
- Occupational safety is our responsibility. All employees, including stakeholders like contractors and outsourcees, should abide by government laws and regulations and by the Company's regulations on occupational safety. Supervisors of all ranks should demonstrate the proper conduct and complete their supervisory tasks.



Goal

0 major occupational accident



Action Plan

- Establish self-supervision of safety and health, put in place health management and health promotion, forestall any injuries or health-impeding events, recognize any gaps in the organizational structure and system, develop implementation abilities, and decrease workplace risks.
- Make safety and health training more widely available to enhance the safety awareness of all personnel; implement occupational safety systems and norms, systematically manage, and create a high-quality, safe, and healthy workplace.
- Advocate for projects aimed at enhancing risk management and reducing the risk of injury.
- Bolster the acuity and skill of personnel in the detection of safety risks.



Evaluation
Mechanism

- Implement three-level occupational safety audit system
- Present the Occupational Safety and Health Committee with updates on the performance of safety and health management on a quarterly basis, while tracking different management indicators.
- Present the outcomes of safety and health management implementation at the annual production and operation management meeting.



Grievance
Mechanism

The Company provides an internal whistle-blowing hotline (6912 or 6916) for its personnel.

4.2.1 Management Strategies

In an effort to enhance and implement occupational safety concepts amongst employees, we continue to promote various types of occupational education and training and case studies through systematic safety and health management and healthcare management. With respect to vendors, all contracted and outsourced operators working in Uni-President's plants are regarded as Uni-President employees. All employees are required to comply with the same safety and health regulations. We organize seminars to promote work safety to vendors, enabling both parties to communicate and exchange views. 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 workplace disasters. 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 "disaster-free workplace."



Work Safety Goals, Implementation Status and Work Safety Budgets

Management Target	Work Safety Goal	Work Safety Implementation Result	Work Safety Annual Budget
Build a disaster-free workplace	(1) 0 occupational disasters (2) 0 work safety violations	(1) 1 occupational disaster (2) 2 work safety violations	1.Yongkang General Plant: NT\$12.58 million 2.Xinshi General Plant: NT\$32.61 million 3.Taichung General Plant: NT\$1.00 million 4.Yangmei General Plant: NT\$15.52 million 5.Zhongli General Plant: NT\$9.63 million 6.Hukou General Plant: NT\$2.36 million Total NT\$73.70 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 disasters to continue to improve operations while reducing the risk of occupational hazards to employees. Uni-President's Yongkang General Plant, Xinshi General Plant, Taichung General Plant, Yangmei General Plant, Zhongli General Plant, and Hukou General Plant have all passed ISO 45001 and CNS 45001. 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.

Occupational safety and health committees or meetings provide a platform for workers or labor representatives to consult on and take part in matters related to the occupational safety and health system, and information can be provided in a timely manner; managers of all ranks should eliminate and diminish any barriers to consultation and participation.

Worker consultations include



Determine the needs and expectations of stakeholders.



Establish an occupational safety and health policy.



Assign appropriate organizational roles, responsibilities, duties.



Decide how to fulfill statutory and other requirements.



Set goals, prepare the way to achieve them, and follow the plan of audit.



Decide on regulations for procurement, contracting, and outsourcing.



Determine what should be monitored, measured, and assessed.



Ensure continuous improvement.

Workers are allowed to participate in the followings:



Determine the mechanism for their engagement and obtainment of consultation.



Identify hazards and assess risks and opportunities.



Determine measures to eliminate hazards and reduce occupational safety and health risks.



Determine competency requirements, training needs, and training, and assess training.



Work out what should be communicated and how it should be done.



Establish regulatory protocols and ensure their successful implementation and application.



Investigate incidents and non-conformities and determine corrective actions.

ISO 45001 & CNS 45001 Occupational Safety and Health Management System Promotion



Policy Objectives

- ✓ Respect for life
- ✓ Work safety discipline
- ✓ Risk management
- ✓ Audit and counseling
- ✓ Performance management
- ✓ Safety culture
- ✓ Communication mechanism
- ✓ Continuous improvement

Occupational Safety and Health Committee

The Company has established an Occupational Safety and Health Committee for the entire company and general plants/industrial parks, with labor representatives accounting for thirty percent 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, the Committee 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, the Committee aims to reduce the occupational safety and health risks of workers.




Total members in the Committee



Number of workers in the committee



2022 Important Resolutions of Uni-President's Occupational Safety and Health Committee



The Company's Safety and Health Committee

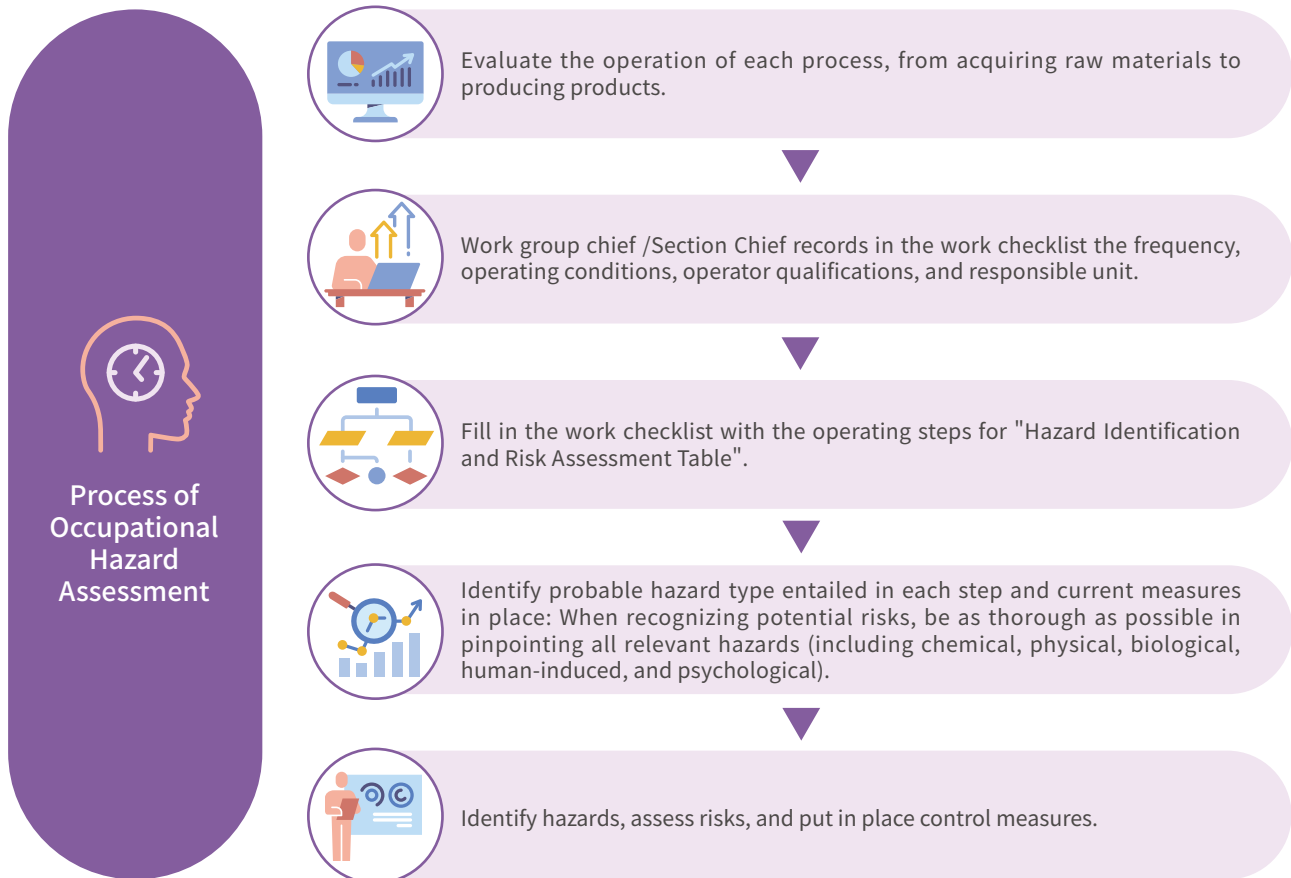
1. Progressively boost the safety of the environment and equipment, and reduce personnel's hazardous actions.
2. Look to outside specialists for technical counsel on hazardous areas, and finish improvements on time.
3. Keep promoting traffic safety and defensive driving instruction and reinforce workers' understanding of traffic safety and defensive driving to avoid traffic accidents.

Occupational Safety Performance

At Uni-President, we insist on promoting the ISO 45001 & CNS 45001 occupational safety and health management system. 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 the safety and health management system and regulations in order to enhance and improve management performance. Moreover, by implementing employee safety and health management care, we ensure zero work disasters.

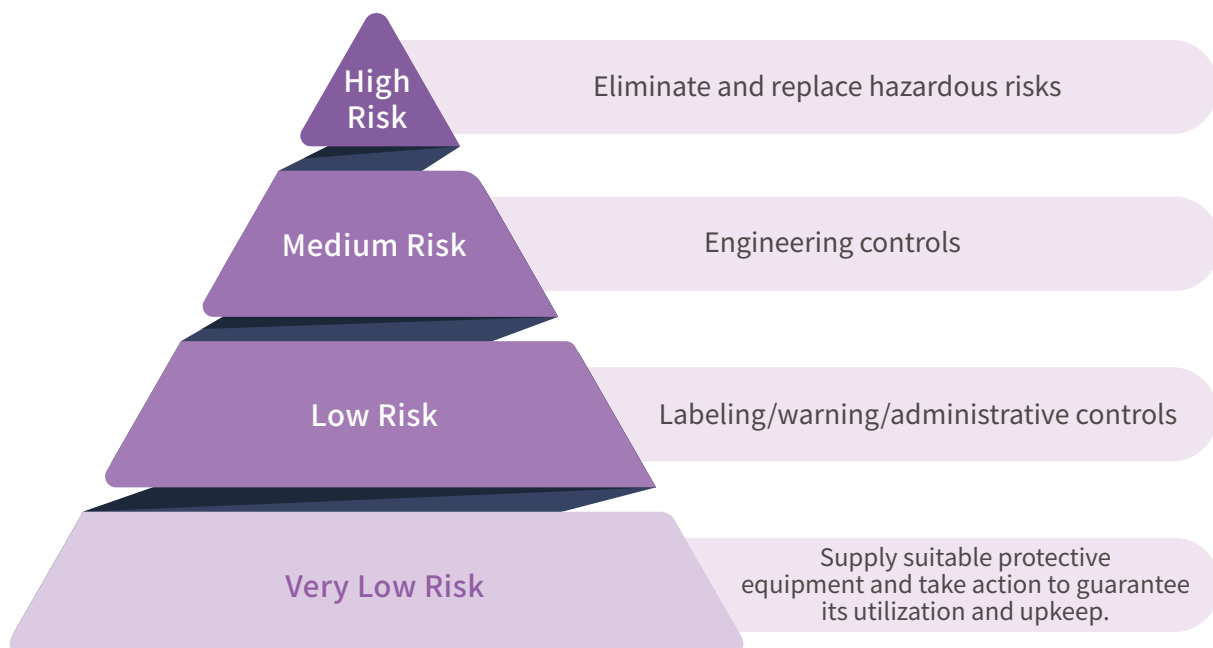
In 2022, the disabling injury frequency rate for employees was 0.08 and the disabling injury severity rate was 25; the disabling injury frequency rate for workers was 0.07 and the disabling injury severity rate was 23, considerably lower than the disabling injury frequency rate and disabling injury severity rate^{note} for the food and feed manufacturing industry announced by the Ministry of Labor in 2022. These figures show that the Company's occupational health and safety performance for this year was good. For more information, please refer to – ESG information – Safety and Health Analysis for Uni-President Employees/Workers.

Note: The disabling injury frequency rate for the food and feed manufacturing industry is 2.64 and the disabling injury severity rate is 125 in 2022. Reference source: [The Frequency-Severity Indicator \(FSI\) by Industry from 2020 to 2022](#) announced by the Occupational Safety and Health Administration of the Ministry of Labor.



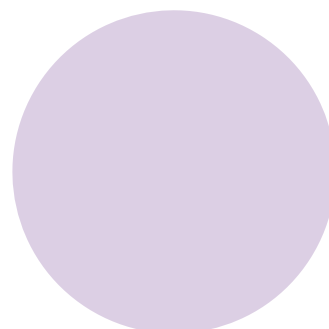
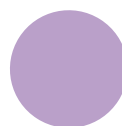
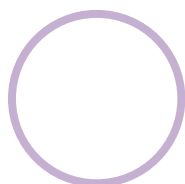
Uni-President evaluates potential hazards and risks annually, and offers a 6-hour course for risk assessment and internal audit personnel every two years. Doing so ensures personnel's capability to identify relevant hazards and consequences entailed in different operations; to verify existing protective measures, assess the severity of risk occurrence, and grade risks; to judge whether the risk can be mitigated by control measures; and to ensure continuous monitoring and measurement of residual risks left after improvement measures are implemented.

Risk Grading and Countermeasures

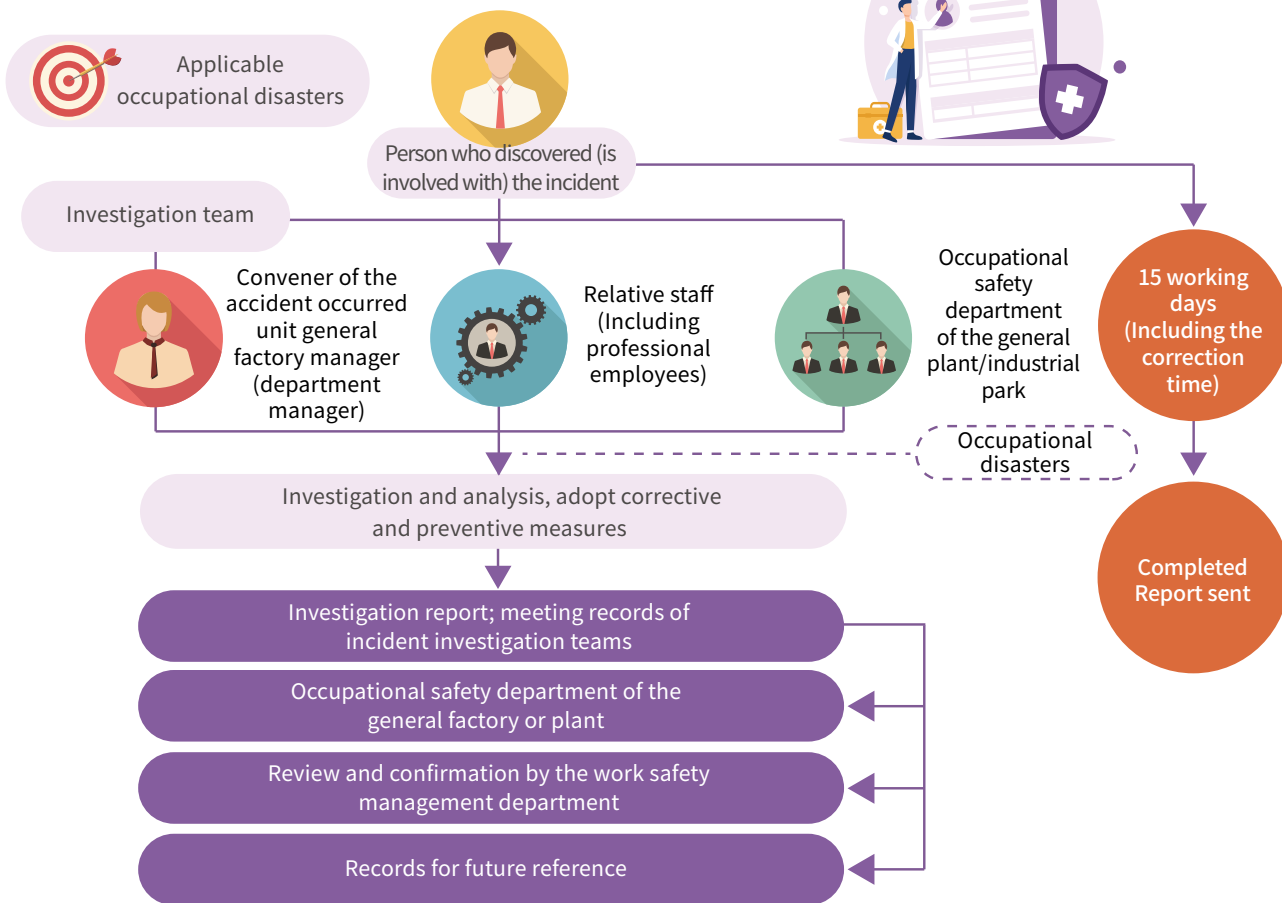


Risk Identification Results

Risk Issue	Impacted Party	Impact Degree	Prevention/Mitigation Measures	Implementation Results in 2022
Fire and explosion risk	Plant staff	High risk	<ol style="list-style-type: none"> 1. Work with blast protection specialists to reduce risk and designate a hazardous zone. 2. Inspect deficiencies regarding explosion-proof electrical devices and make improvements according to the improvement plan. 3. Take part in training and educational courses regarding the utilization and installation of explosion-proof electrical equipment. 	<ol style="list-style-type: none"> 1. Between March and July 2022, six on-site visits and construction project acceptances were carried out, culminating in the report on "Uni-President Risk Improvement and Hazardous Area Planning" being finalized. 2. By July 15, 2022, 61 deficiencies identified in areas prone to explosions had been improved. 3. Two educational and training courses were conducted, with 100 and 87 participants respectively.
Road safety for commuters and business travelers	Plant staff	Medium risk	<ol style="list-style-type: none"> 1. Hold Uni-President Traffic Safety Day every three months to raise awareness and conduct inspections. <ol style="list-style-type: none"> (1) Display the "Stop, Watch, and Listen" traffic safety advocacy video on the LED marquees and video walls in plants and set up flags at the entrance and exit of the security office. (2) The Occupational Safety Section utilizes the Line group to disseminate traffic safety reminders to colleagues. (3) Production line team leaders remind the production line operators to drive carefully upon leaving work. (4) Encourage arriving to work early to prevent running late. 2. Provide training courses on traffic safety and defensive driving. 	<ol style="list-style-type: none"> 1. Inspections and publicity were conducted quarterly in the months of January, April, July, and October. 2. Held 2 sessions of courses on traffic safety and defensive driving: A total of 97 people took part in the Yongkang General Plant and Hukou General Plant.
Safety and health education and training for new hires	New hires and temporary workers	Low risk	<ol style="list-style-type: none"> 1. Safety and health education and training 2. General safety and health education and training 	<p>The number of new hires received education and training in 2022:</p> <ul style="list-style-type: none"> • 467 native employees • 166 foreign employees • 50 fixed-term contract workers • A total of 683 persons



Accident Investigation and Handling Process



Major Types of Occupational Injuries	Number of Injuries (persons)		
	2020	2021	2022
Other (physically unwell, being hit)	1	0	0
Caught by/rolled into machinery	1	4	0
Cut/slashed	0	0	1
Falls	3	1	0
Contact with high/low temperatures	0	0	0

Explanation: There were no fatalities between 2020 and 2022.

At Uni-President, the occupational safety of employees is our top priority. We take a proactive approach to reduce the risk of occupational safety and health incidents through a number of action plans. Despite our efforts, one occupational injury occurred in 2022, a decrease of 4 incidents compared with 2021. We did our utmost to review this occupational injury to understand the cause of the incident and improve equipment and operating procedures, while strengthening education and training to prevent repetition. The main cause of occupational injuries this year was being cut and slashed. After review, we made improvements based on two aspects:

1. Equipment improvement : the iron plate that is under the conveyor belt extends to the rollers to narrow the gap.
2. Education and training : as part of their safety and health education and training, all personnel will be informed of any injury incidents to prevent similar events from taking place again.

4.2.3 Raise Occupational Health and Safety Awareness

Internal Education and Training

As a means to build and strengthen the Company's awareness regarding occupational safety, we have specially designed 15 SOP teaching proposals to lay an occupational safety foundation targeting work safety issues. These include 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.






2022 Courses related to occupational and environmental safety

- ✓ A total of **62,613** course hours
- ✓ A total of **27,509** employees participated in the courses

Sharing and Exchange

Uni-President has been in long-term collaborative relationships with Labor Affairs Bureaus of various counties and cities. By upholding the spirit of "large factories leading small factories," we provide "Safety and Health Family education and training" to contractors of the Safety and Health Family and plant managers as well as safety and health management personnel of Uni-President. Through experience inheritance, two-way communication and onsite counseling (counseling for family members suspended due to COVID-19), we help family members to establish a comprehensive safety and health management mechanism and improve occupational work safety facilities in order to prevent occupational disasters. By doing this, we can strengthen the capabilities of the Company to identify the characteristics of operational hazards and enhance prevention ability so that occupational safety and health concepts can be incorporated in their lives. In 2022, Uni-President received various work safety awards from government bodies, showcasing the Company's recognition for its efforts and achievements in occupational health and safety.

2022 Awards

Yongkang General Plant – Safety and Health Family	→		2022 Safety and Health Family Performance Excellence Award
Xinshi General Plant – Safety and Health Family	→		2022 Safety and Health Family Performance High Distinction Award
Healthy Workplace Certification by Ministry of Health and Welfare	→		Health Promotion Mark in 2022



4.2.4 Building a Healthy Occupational Environment

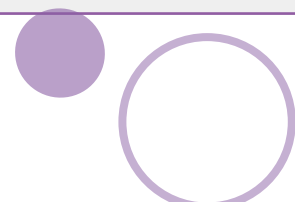
Health Examination, High Risk Occupational Disease and Management Response

We value highly the safety and health of our employees and perform employee health examinations on a regular basis. In 2022, we invested approximately NT\$8.37 million in employee health examinations. The health checkup institutions are entrusted by qualified hospitals recognized by the competent authority. The total number of health checkups in 2022 was 5,319 people. By looking at the 2022 annual employee health examination report, the medical staff assessed the high-risk employees, gave them health consultation and health education, or arranged for in-factory physicians to conduct health counseling, so as to track employees health problems. In 2022, the abnormal health checkup items can be attributed to engagement in two activities: high-risk operations and unhealthy lifestyles. For employees' abnormal health checkup results such as: high BMI, hearing loss, or metabolic syndrome, Uni-President responded by putting in place improvement measures. For details of anomalies and improvement measures, see the following table:

The Main Cause of Health Checkup Anomaly	2022 Health Checkup Anomalies	Reason	Improvement Measures and Countermeasures
High-risk operation	Hearing impairment	This could be initially attributed to the soundscape in certain operating areas. To ascertain if there is a direct correlation between loudness and hearing loss, we will perform a health and safety assessment of the operating environment.	<ol style="list-style-type: none"> 1. Summarize the findings in a hearing test of colleagues exposed to noise environment over the years, so as to provide information for occupational physicians to determine hearing changes. 2. Arrange for employees to have a medical counseling with an occupational physician, who then gives health advice. If the physician recommends to wear hearing protection gears all the time and implement a hearing protection plan, employees may remain at their current post; however, the hearing test report must be re-examined half a year later. If the re-examination reveals hearing loss, they must be given another job away from the noisy area. 3. Wear hearing protection gears such as earplugs or earmuffs at all times while working 4. Management of time exposing to noisy working environment: Recording the time spent in the noise area is necessary when a person enters and exits, with no more than 4 hours of consecutive work allowed.



The Main Cause of Health Checkup Anomaly	2022 Health Checkup Anomalies	Reason	Improvement Measures and Countermeasures
Unfavorable lifestyle	BMI \geq 35kg/m ²	Poor dietary habits and lack of exercise	<ol style="list-style-type: none"> 1. List it as a single health management indicator item 2. Occupational nurses regularly track the health of on-site personnel 3. Implement health education and consultation 4. Schedule a doctor's visit
	Cerebrovascular disease	The main risk factors include hypertension, high blood glucose, and high blood cholesterol due to age, being a male, obesity, family history, smoking, high blood pressure, diabetes, and high blood lipid, lack of regular exercise, and unhealthy diet.	<ol style="list-style-type: none"> 1. Consult with resident physicians to conduct high-risk personnel rankings 2. Occupational nurses perform weekly on-site safety observation on high-risk personnel 3. Conduct an individual appointment or arrange an appointment with a physician based on the observation result to give health guidance and suggestions for work assignments 4. Stress the value of regular exercise 5. Teach personnel to use nitroglycerin tablets, known for their health benefits to the heart, upon outbreak of any cardiovascular disease
	High glycated hemoglobin	Abnormal absorption and conversion of dietary sugar	<ol style="list-style-type: none"> 1. Health instructions and consultation by occupational physicians and occupational nurses 2. Occupational physicians and occupational nurses both recommend that an in-depth examination and medication control be done at the hospital.
	High total cholesterol	Unhealthy diet habit (excessive saturated fat consumption) and genetics	<ol style="list-style-type: none"> 1. Give health education and health consultation to colleagues with high total cholesterol 2. Arrange for occupational physicians to give medical counseling or instructions, so as to give colleagues correct health concepts and provide them with medication treatment to reduce the risk of myocardial infarction or stroke
	Metabolic syndrome	Poor diet, alcohol abuse, and genetics	<ol style="list-style-type: none"> 1. Encourage colleagues to develop a healthy diet habit and intensify exercise 2. Organize courses on cardiovascular disease prevention to teach colleagues how to prevent development of metabolic syndrome 3. Arrange for occupational physicians to give medical counseling and health instructions, to give colleagues accurate health knowledge



Health Promotion Services

In 2022, we held a number of health-promoting courses open to all employees and pertinent to issues such as noise, heatstroke, AED, and CPR, chronic diabetes prevention, breast cancer prevention, brain tumor prevention, myocardial infarction prevention, and so on. We also keep a close eye on the wellbeing of our staff at the factory from time to time, and issue monthly health magazines to raise employees' awareness of health and safety.

National Workplace Safety and Health Week

In 2022, Uni-President conducted education and training on CPR+AED first-aid practices, as well as health promotion courses. The courses included: the prevention of overwork and cardiovascular disease, occupational health promotion and management of new occupational diseases under the Occupational Safety and Health Act. By taking these approaches, we build a safe and healthy workplace for employees.



Furthermore, we also proactively organized health promotion activities mainly through lectures or field exercises. In addition, we went to various departments to deliver health education and disseminate epidemic information; lectures and courses in the area include, for example, "Prevention of Human-factor Hazards", "Understanding and Prevention of Diabetes", and "Prevention of Unlawful Infringement in the Workplace". Field exercises include "AED education and training" and "emergency response exercises," with a central aim of building a "healthy, secure and safety" working environment.

COVID-19 care

Uni-President has formed a COVID-19 Crisis Task Force to formulate prevention measures and conduct reviews and amendments on a rolling basis according to the COVID-19 prevention policy of the Central Epidemic Command Center. The planning and practices of the protection of employees are extremely stringent and comprehensive. Please refer to the "Guidelines to Prevent the Spread of COVID-19" announced internally from time to time. Moreover, Uni-President has also implemented a work division mechanism to reduce the chance of getting infection from crowding at certain times.

The Company has been working with psychologists of professional organizations for a long time to provide consultation services to help employees deal with physical and mental problems as well as their general stresses in daily life. At the same time, we also provide seminars for topics such as illness prevention, exercise, and stress relief, which we encourage all employees to take a part in, helping them manage and relieve stress.