





4

Building a Healthy and Happy Workplace

Uni-President used 21,069 metric tons of plastic in its products in 2023, of which PET accounted for 63.42% of sole plastic packaging materials. To reduce plastic usage in packaging materials, we are actively employing four strategies: developing and testing R-PET bottles, optimizing packaging size, making containers lighter, and altering sales models. As a result, the projects implemented yielded an outcome of a total reduction of 5.99 tons of plastic.

Moreover, Uni-President cooperates with the Group's subsidiaries to promote PET recycling project, where Uni-President cooperates with its affiliated company President Packaging to connect upstream and downstream manufacturers. President Packaging developed recycling machines and installed them in the shops of President Chain Store to recycle used PET bottles. At the same time, we have also completed the R-PET plastic introduction test. In 2023, we evaluated the practical application of R-PET bottle products, and this will be applied to products manufactured by Uni-President in the future. Currently, among the imported products, Healthy Resetta Diet Oil uses plastic bottles containing R-PET ingredients.

Going forward, Uni-President will persist in its efforts to reduce the use of plastic in packaging materials. Our aim is to create product packaging that uses a single type of material and is easy to recycle. We also evaluate the feasibility of introducing plant-sourced plastic materials or packaging new products using paper instead, so as to reduce product carbon footprint while decreasing the use of plastics in packaging materials.

Aspects	2023 Achievements	Picture
Plastic reduction 	<ul style="list-style-type: none"> UNI FIT Sparkling SUNports Drink : The heat-resistant bottle (HPR) was replaced with a regular bottle (CSD), and the weight of each bottle was reduced by 7.3g. It was introduced in July 2023, a total of 541,560 bottles have been used to reduce plastic by 3.95 tons. It is estimated that the annual reduction of plastic consumption is 7.62 tons. 	
Decrease the thickness of carton coating 	<ul style="list-style-type: none"> Decrease the thickness of carton coating to achieve the effect of plastic reduction. Reisui Fresh Milk Starbucks carton: Reduced plastic consumption by 1.1-1.5 g/carton. It was introduced in December 2023, a total of 1,041,980 cartons have been used to reduce plastic by 1.15 tons. It is estimated that the plastic consumption will be reduced by 5.01 tons per year after introduction. Reisui Fresh Milk "Ru Mu (Like Wood)" carton: Reduced plastic consumption by 1.6g/carton. It was introduced for short-term use in June 2023. A total of 556,240 cartons have been used to reduce plastic by 0.89 tons. 	



- 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	2023 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 2023, the percentage of Taiwanese employees was 33.57% in northern Taiwan, 1.82% in central Taiwan, 58.08% in southern Taiwan, and 0% in eastern Taiwan and outlying islands. The overall proportion was 93.47%. We recruited a total of 513 newcomers in 2023, accounting for 8.99% of the total number of employees; among them, 43 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 2023, employees who left the Company accounted for 5.73% of the total number of employees. Among these, 17.13% were employees who retired due to their age. The employee turnover rate was 0.24% less than in 2022. 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

	Male	Ratio	Female	Ratio
Permanent employees	3,547	61.77%	2,166	37.72%
Temporary employees	10	0.18%	19	0.33%
Non-guaranteed hours employees	0	0.00%	0	0.00%
Total	3,557	61.95%	2,185	38.05%

Note: The number of the employees is calculated based on the number of workers still in service on December 31, 2023.

● Workforce Type Distribution by Region

	Northern Taiwan	Ratio	Central Taiwan	Ratio	Southern Taiwan	Ratio	Eastern Taiwan & Outlying Islands	Ratio
Permanent employees	2,104	36.64%	104	1.81%	3,505	61.04%	0	0.00%
Temporary employees	2	0.04%	1	0.02%	26	0.45%	0	0.00%
Non-guaranteed hours employees	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	2,106	36.68%	105	1.83%	3,531	61.49%	0	0.00%

Note : The number of the employees is calculated based on the number of workers still in service on December 31, 2023.

● Employee Age Distribution

Number of Full-Time Employees – by Gender and Age				
Age	Male	Ratio	Female	Ratio
<30 years old	654	11.39%	334	5.81%
31-50 years old	1,614	28.11%	1,127	19.63%
>51 years old	1,289	22.45%	724	12.61%
合計	3,557	61.95%	2,185	38.05%

Note 1 : The number of the employees is calculated based on the number of workers still in service on December 31, 2023.

Note 2: The Company had no part-time employees in 2023.

● Non-employee Workers

Non-employee Workers – by Gender			
Male	Ratio	Female	Ratio
17	36.96%	29	63.04%

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	11	23.91%
31-50 years old	24	52.18%
>51 years old	11	23.91%
Total	46	100.00%

Non-employee Workers – by Region		
Region	Number of People	Ratio
Northern Taiwan	18	39.13%
Central Taiwan	6	13.04%
Southern Taiwan	22	47.83%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	46	100.00%

● New Employees

Number of New Employees – by Gender and Age				
Age	Male	Ratio	Female	Ratio
<30 years old	269	4.72%	109	1.91%
31-50 years old	95	1.66%	39	0.68%
>51 years old	1	0.02%	0	0.00%
Total	365	6.40%	148	2.59%

Number of New Employees – by Region		
Region	Number of People	Ratio
Northern Taiwan	214	3.75%
Central Taiwan	9	0.16%
Southern Taiwan	290	5.08%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	513	8.99%

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

Number of Terminated Employees – by Gender and Age				
Age	Male	Departure ratio	Female	Departure ratio
<30 years old	64	1.12%	32	0.56%
31-50 years old	55	0.96%	41	0.72%
>51 years old	95	1.67%	40	0.70%
Total	214	3.75%	113	1.98%

Number of Terminated Employees – by Region		
Region	Number of People	Ratio
Northern Taiwan	141	2.47%
Central Taiwan	9	0.16%
Southern Taiwan	177	3.10%
Eastern Taiwan & Outlying Islands	0	0.00%
Total	327	5.73%

Year	Turnover Rate
2021	5.53%
2022	5.97%
2023	5.73%

Note 1: In 2023, a total of 56 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 2023, there were a total of 77 disabled employees, accounting for 134%^{Note2} of the statutory number^{Note1} and 1.34%^{Note3} 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.

Note 3: Ratio of disabled employees (%) = number of disabled employees of the year/total number of permanent employees at the end of the year.



4.1.2 Building an Employee Career Development Platform

In order to cope with corporate development, Uni-President has established a comprehensive training system for new business partners every year, and is optimized year by year to meet the development needs of corporate operations. The training content covers business unit experience and production unit experience, and provides new partners with a deeper understanding of the Company's grassroots operations. Business partners who have been evaluated as outstanding through real working conditions can advance to participate in the Group's joint training. The joint training plan is designed based on current work, including internships at related companies, key functional training, brand marketing and business sales professional ability development, etc. to cultivate cross-disciplinary thinking and deepen various basic capabilities of operation and management through learning by doing. 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 talent development plans. At the same time, the 10-20-70 principle is adopted, where 10% comes from formal training and education, 20% comes from interaction and feedback between supervisors and others, and 70% of learning comes from practical work training. Through a more flexible training model, combined with the common training goals and job task requirements of the Group's business partners, we extend learning from classrooms to practical tasks, strengthen the correlation between training and work, and continue to cultivate potential talent pools at all levels of the Company and managerial elites at home and abroad.

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 annual training hours for senior level managers are 36 hours, for mid-level managers 30 hours, and for base level managers 24 hours. In 2023, the training compliance rates were 94.6%, 96.0%, and 97.2%, respectively. Those who fail to complete the minimum annual training hours in that year will be included in the annual evaluation.

Strengthen management discipline and legal concepts

Enhance the management capabilities of supervisors while strictly adhering to legal norm and discipline

Implement the policy of "Three Principles" in business (Brand, Character, Taste)

Continue to conduct education on the three principles and optimize the enterprise's capabilities of the principles

Establish and optimize talent cultivation system

- Guide all units to establish training awareness, jointly improve training delivery capabilities, and continue to optimize the corporate training and development system
- Cultivate internal lecturers to improve the quality of internal lecturer pool
- Enhance the usability and effectiveness of digital learning platforms by diversifying digital learning resources
- Develop talent based on talent specifications for key positions and build a function-centered learning map

Nurture and develop key talent

- Continue to discover functional needs through functional surveys and coaching to help enterprises develop talents in key positions
- Continue to optimize the Group's business partner training program to meet the Group's talent needs

Maximize the effectiveness of talent cultivation

- Continue to share training resources and assist the Group's affiliates in talent training
- Develop industry-academia collaboration, provide opportunities for young talents to learn corporate management knowledge, and practice ESG concepts at the same time

Employee Learning Map

Uni-President has formed an employee learning map. In addition to the basic OJT (On the Job Training) (including production technology training, business marketing training, human resources training, research and development, and financial accounting training), we also proactively implement OFF-JT (Off the Job Training) 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.

- ✓ OJT (on-the-job training)

- ✓ OFF-JT (off-the-job training)

- ✓ Mind, body and spirit inspiration

2023 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 security. By doing so, we help employees strengthen and improve relevant professional knowledge. In addition to our own education and 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 2023, we provided a total of 147,623.3 training hours received by 59,673 employees. The total amount of investment in employee learning resources was NT\$18.55 million, an increase of NT\$7.55 million from 2022; the average investment per employee was NT\$3,247, an increase of NT\$1,247 from 2022. We expect that colleagues can keep pace with the times and grow together with global trends.

2023 Important courses

Total number of hours

Total number of persons

I. Courses related to corporate ethical management regulatory compliance, including corporate governance, management, corporate spirit and corporate culture	27,435.8	8,998
II. Courses related to food safety & health management and testing	30,759.5	13,339
III. Courses related to accounting and internal control systems	5,772.5	2,409
IV. Related courses organized by the Board's secretariat and audit office	399.0	141
V. Courses related to environmental safety and health	79,431.0	33,158
VI. Courses related to personal data security and information security	3,825.5	1,628

2023

- ✓ Total hours of training reached 147,623.3 hours

- ✓ A total of 59,673 employees received training

Uni-President values the all-round development of employees and actively responds to the global trend of net zero carbon emissions. Therefore, the Company provides education and training on energy transition and ESG governance, and encourages employees to participate in related external courses, such as corporate sustainability strategies under the global net zero trend, grassroots ESG (corporate social responsibility) practices, sustainable development action plans of listed TWSE/TPEx companies, ESG regulations trend sharing, etc. In the course of "Corporate Sustainability Strategies under the Global Net Zero Trend", industry expert Dr. Chen Hui-Ping, co-founder of Sunnyfounder, was invited to share how to achieve energy sustainability. The course not only enriched employees' professional knowledge, but also deepened their understanding of climate change, reflecting Uni-President's commitment and actions to sustainable development. Education and training have been provided to enhance employees' environmental awareness and promote corporate sustainability strategies.

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, 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 2022 and 2023 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)
2023	5,304	1,182	1,006
2022	5,304	1,183	1,012
Difference	0	-1	-6

Note: Full time employees in 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 employee's monthly salary into the pension account based on employee's insurance level, as well as organization of pension supervisory committee to oversee the contribution and disbursement of the pension (in 2023, five meetings were held, 137 employees were retired under the old system with disbursement of NT\$426 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 National 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 2023, topics such as sexual harassment prevention, occupational safety regulations, gender equality and maternal health protection were covered in training sessions, with a total of 2,149 trainees and 3,380 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 2023.

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 2023, members of the Trade Union totaled 5,320, accounting for 93.1% 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 13th board meeting of the 19th board held on December 20, 2023, with a validity period running from January 1, 2024 to December 21, 2026. By the end of 2023, all union members have applied for and signed the collective agreement. Labor and management have a high degree of consensus and hold a labor-management meeting every three months to maintain two-way communication and continue to build a win-win 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 2023, 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	Occupational safety and health
	Policy and Commitment	<ul style="list-style-type: none"> 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 outsourcing vendors, 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	Zero major occupational accident
	Action Plan	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. Hold a production management system meeting every six months to report on the implementation results of safety and health management.
	Grievance Mechanism	There is a reporting hotline in Yongkang head office at extension 6912 or 6916 for internal and external personnel (general contractors, sub-contractors, etc.) of the Company.

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".



Vision and Concept

- ✓ Improve safety quality
- ✓ Employee physical and mental health
- ✓ 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 disasters (2) 1 work safety violation	1. Yongkang General Plant: NT\$5.64 million 2. Xinshi General Plant: NT\$34.48 million 3. Taichung General Plant: NT\$0.95 million 4. Yangmei General Plant: NT\$16.52 million 5. Zhongli General Plant: NT\$9.76 million 6. Hukou plant: NT\$5.19 million Total NT\$72.54 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 outsourcing vendors, contractors, raw material suppliers, transport vehicle 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, 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



Occupational Safety and Health Committee

The Company has established an Occupational Safety and Health Committee for the entire company and general plants/ industrial parks. A Committee meeting is held every three months to review occupational safety and health-related matters, operational environment survey, and employee health examination follow-up. The Committee aims to reduce the occupational safety and health risks of workers.

2023 Important Resolutions of Uni-President's Occupational Safety and Health Committees

**The Company's
Safety and Health
Committee**

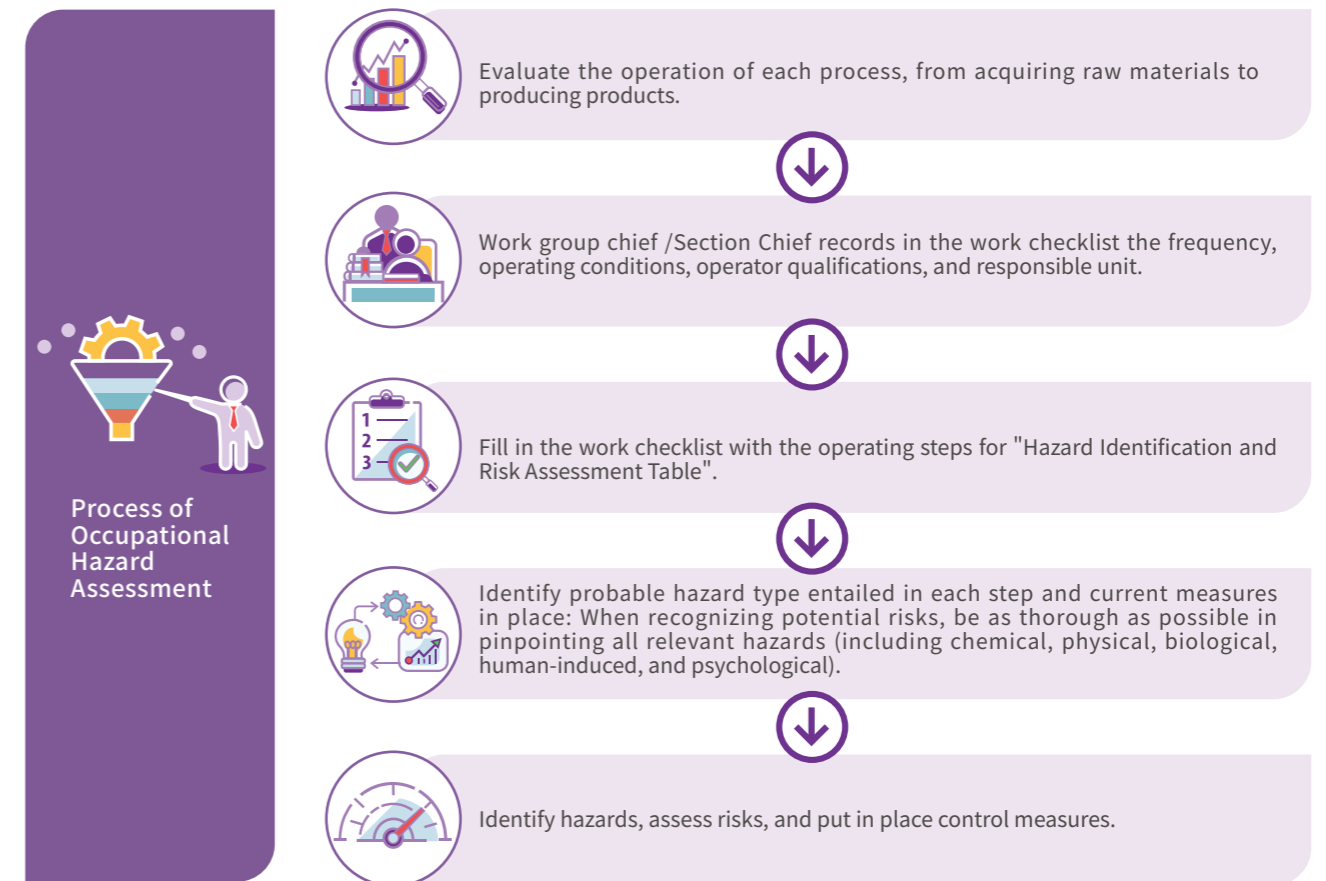
1. The contractor's personnel who feel unwell in the factory must seek medical treatment or have an examination immediately to ensure their health and safety.
2. Management personnel must be aware of risk management. If an employee feels unwell, the responsible officer should assist the employee in returning home to rest.
3. In the case of industrial safety incidents at Chungli Bakery Plant, continuous education and promotion of operator personnel are required to conduct safety training for troubleshooting equipment abnormalities, and personnel must be sensitive to risks.
4. Keep promoting traffic safety and defensive driving instruction and reinforce workers' understanding of traffic safety and defensive driving to avoid traffic accidents.
5. The epidemic situation of dengue fever in southern China is severe. In addition to implementing the four principles of "patrol, dump, cleanup and brush" for dengue fever prevention and control, the movement management of cadres must also inspect the factory area to see if there is any breeding source of disease vectors.

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.

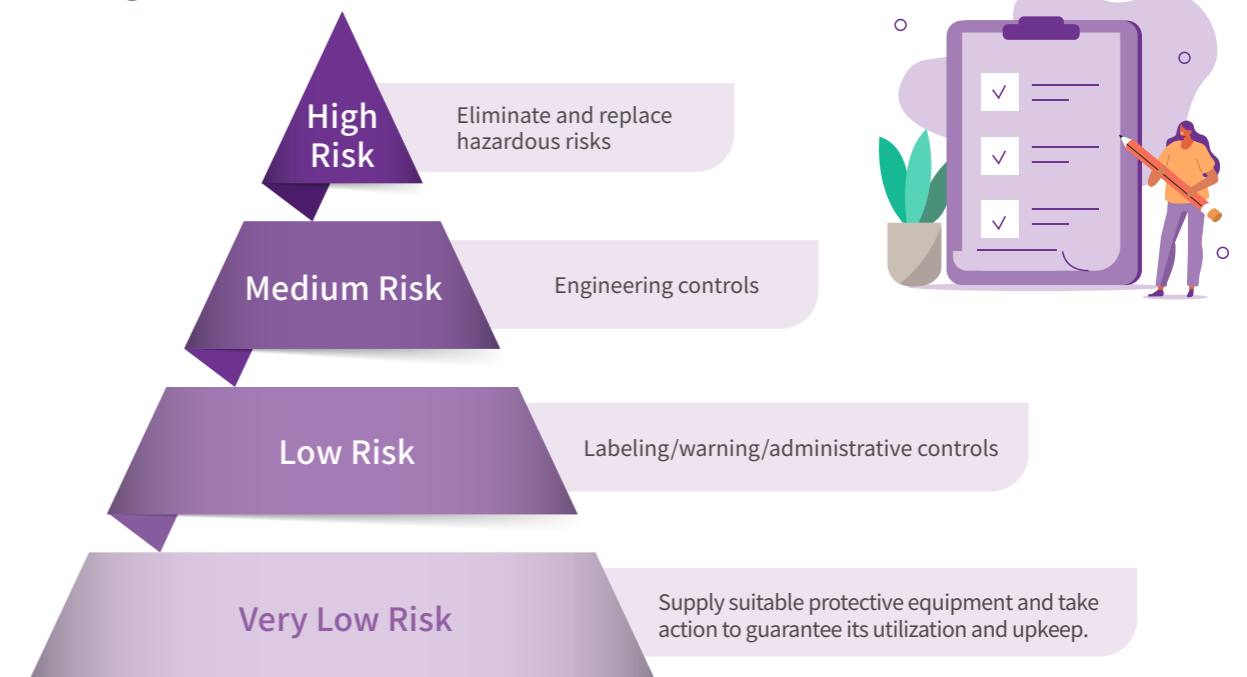
In 2023, the disabling injury frequency rate for employees was 0.08 and the disabling injury severity rate was 1; the disabling injury frequency rate for workers was 0.07 and the disabling injury severity rate was 1, considerably lower than the disabling injury frequency rate and disabling injury severity rate^{Note} for the food and feed manufacturing industry announced by the Occupational Safety and Health Administration of the Ministry of Labor in 2024. 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: In the "The Frequency-Severity Indicator (FSI) by Industry for the Previous Three Years" published by the Occupational Safety and Health Administration of the Ministry of Labor on February 1, 2024, the disabling injury frequency rate for the food and feed manufacturing industry was 2.98, and the disabling injury severity rate was 113.



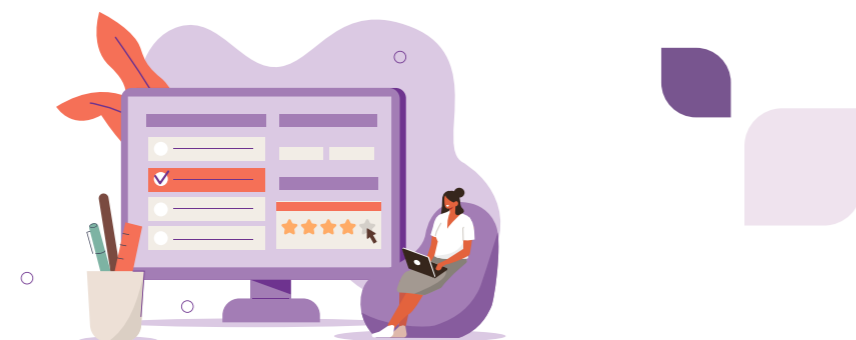
Uni-President evaluates potential hazards and risks annually, and offers a 6-hour course for risk assessment and internal audit personnel every two years. Doing so ensures personnel's capability to identify relevant hazards and consequences entailed in different operations; to verify existing protective 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

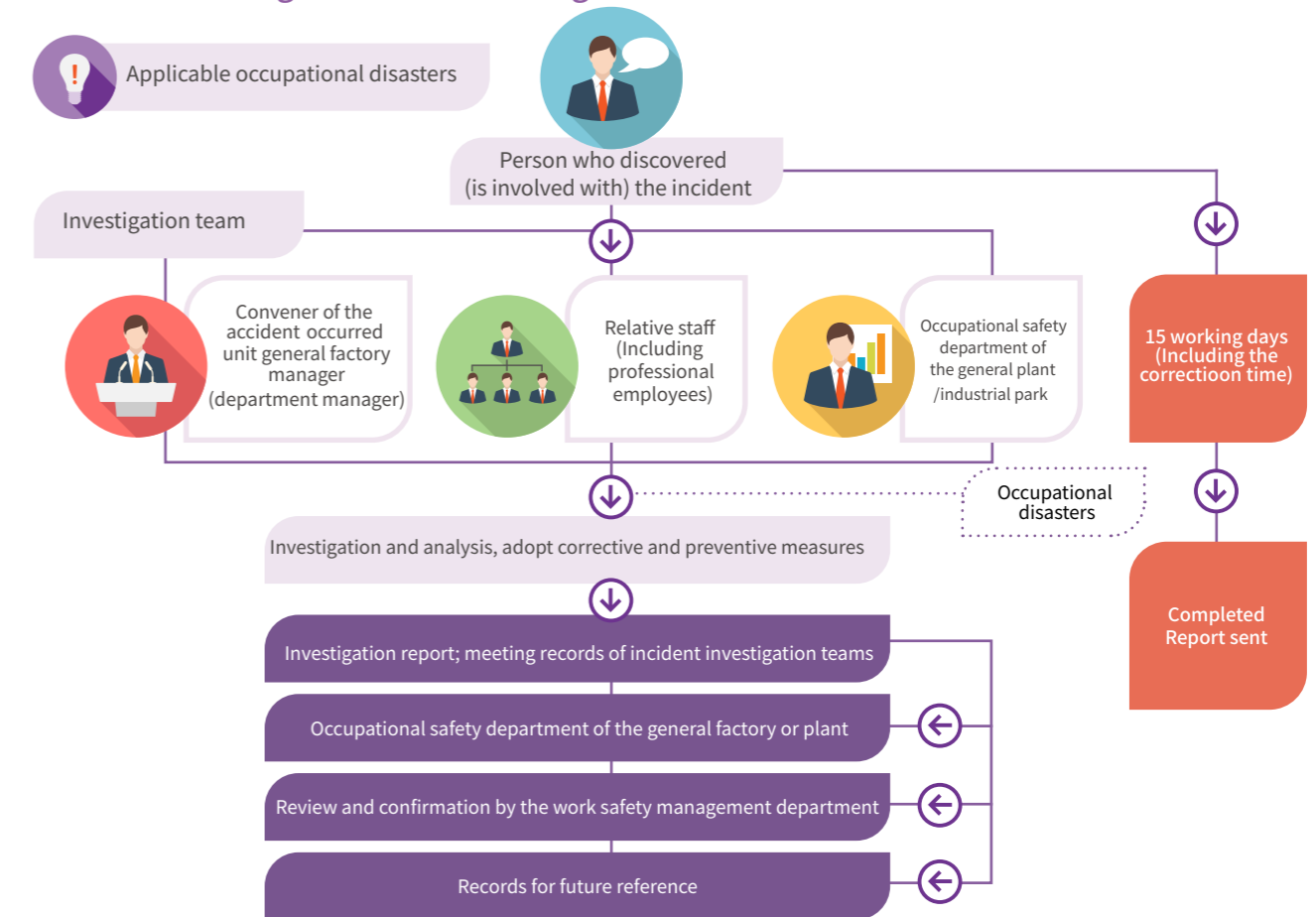


Risk Identification Results

Risk Issue	Impacted Party	Impact Degree	Prevention/Mitigation Measures	Implementation Results in 2023
Fire and explosion risk	Plant staff	High risk	<ol style="list-style-type: none"> Work with blast protection specialists to reduce risk and designate a hazardous zone. Inspect deficiencies regarding explosion-proof electrical devices and make improvements according to the improvement plan. Take part in training and educational courses regarding the utilization and installation of explosion-proof electrical equipment. Organize training courses on fire protection management countermeasures. 	<ol style="list-style-type: none"> Between March and July 2023, seven 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. A total of 37 deficiencies identified in areas prone to explosions had been improved in 2023. Four educational and training courses were conducted with a total of 66 participants. One educational and training course was conducted with a total of 311 participants.
Road safety for commuters and business travelers	Plant staff	Medium risk	<ol style="list-style-type: none"> Hold Uni-President Traffic Safety Day every three months to raise awareness and conduct inspections. <ol style="list-style-type: none"> 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. The Occupational Safety Section utilizes the Line group to disseminate traffic safety reminders to colleagues. Production line team leaders remind the production line operators to drive carefully upon leaving work. Encourage arriving to work early to prevent running late. Promote the use of headlights on motorcycles to increase visibility. Provide training courses on traffic safety and defensive driving. 	<ol style="list-style-type: none"> Inspections and publicity were conducted quarterly in the months of January, April, July, and October. Held 12 sessions of courses on traffic safety and defensive driving with external instructors: A total of 409 participants.
Safety and health education and training for new hires	New hires and temporary workers	Low risk	<ol style="list-style-type: none"> Safety and health education and training General safety and health education and training 	The number of new hires received education and training in 2023: <ul style="list-style-type: none"> 301 native employees 212 foreign employees A total of 513 persons



Accident Investigation and Handling Process



Major Types of Occupational Injuries	Number of Injuries (persons)		
	2021	2022	2023
Other (physically unwell, being hit)	0	0	0
Caught by/rolled into machinery	4	0	0
Cut/slashed	0	1	1
Falls	1	0	0
Contact with high/low temperatures	0	0	0

Explanation: There were no fatalities between 2021 and 2023.


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, a small number of occupational injuries occur and a total of 1 occurred in 2023. We do 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 three aspects:

- Equipment improvement: Add protective doors and safety interlocking devices to the emergency equipment (paper feeder).
- Education and training: Injury incidents are included in the safety and health education and training for all employees to prevent the same situation from happening again in the future.
- Continuous promotion: Continue to inform that the power must be turned off during repairs, maintenance, troubleshooting, and cleaning operations.

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 6 SOP teaching proposals to lay an occupational safety foundation targeting work safety issues. These include fire safety equipment management, emergency response management, hazard assessment and risk evaluation as risk control management, constructed work safety and health management, outsourcing constructor safety and health management, strengthen awareness and sensitivity of industrial safety risks, etc.



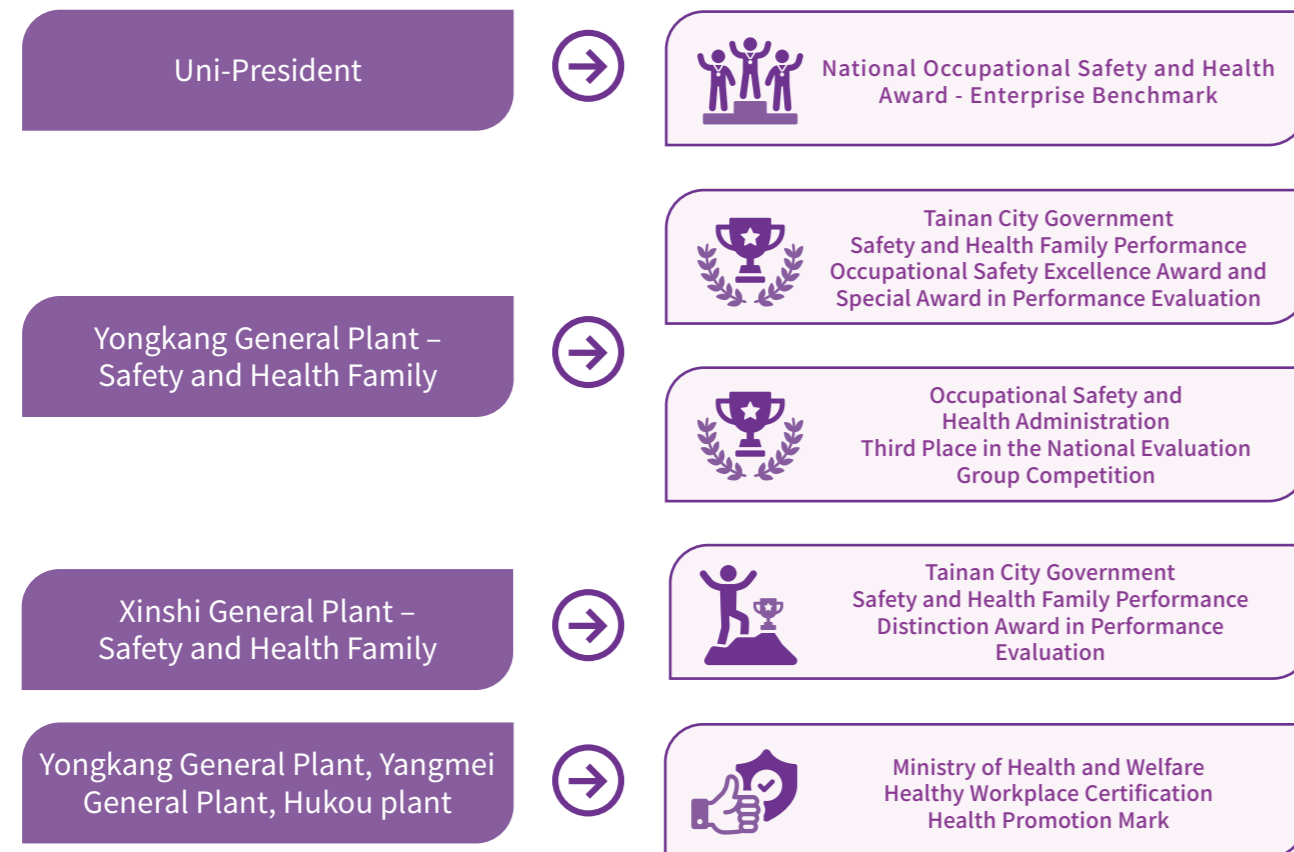
2023 Courses related to occupational and environmental safety

- ✓ A total of **79,431** course hours
- ✓ A total of **33,158** 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, 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 prevention so that occupational safety and health concepts can be incorporated in their lives. In 2023, 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.

2023 Awards




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 2023, we invested approximately NT\$9.28 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 2023 was 5,532 people. By looking at the 2023 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 2023, 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	2023 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"> Special health examinations are conducted for personnel in the operation area. The results of hearing examinations for those in noisy work areas over the years are compiled and provided to the occupational doctor to determine the hearing changes. 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 reexamined half a year later. If the re-examination reveals hearing loss, they must be given another job away from the noisy area. Arrange for employees to participate in noise protection education and training, and have them wear earplugs or earmuffs and other hearing protective equipment at all times during work. 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.
	Level 2 management of ionizing radiation operations is required after anemia and other allergy symptoms are identified	Health hazard due to X-ray exposure during production operations	<ol style="list-style-type: none"> Compile ionizing radiation inspection reports over the years and compare the inspection trends over the years. Arrange occupational doctors to give personal health interviews, health guidance, and suggestions on work allocation. Track the review status of abnormal items. Arrange special health examinations for workers exposed to ionizing radiation every year and implement hierarchical health management. X-ray exposure monitoring during ionizing radiation operations.
	Abnormal scores on the overwork inventory and overwork assessment questionnaire	Abnormal scores on the overwork inventory and overwork assessment questionnaire	<ol style="list-style-type: none"> The plant doctor conducts interviews, evaluations and provides guidance for abnormal workloads with those contributing to a higher risk of occupational-induced cerebrovascular disease given priority, and also those with a high risk of work-related burnout (shifts, night work, long-term work). Make optimization suggestions, impose work restrictions, adjust work patterns and leave, or improve the work environment to prevent high-risk groups from overwork that may cause cerebrovascular diseases, and aim to achieve the purpose of early detection and early treatment. Physician interview results: <ol style="list-style-type: none"> High-risk group - Seek medical assistance based on doctor's advice, change his/her life style or work restrictions, adjust his/her work style, improve the working environment, etc. Medium-risk group - On-site visits are conducted by medical personnel on a weekly or irregular basis to track personal health conditions and conduct health promotion communication. Strengthen personnel's awareness of diseases and self-care health management. Low-risk group - Participating companies are encouraged to organize health promotion activities, maintain a routine lifestyle, and receive regular health checkups.

The Main Cause of Health Checkup Anomaly	2023 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"> List it as a single health management indicator item. Occupational nurses regularly track the health of on-site personnel. Implement health education and consultation Schedule a doctor's visit. It is recommended to improve one's diet, eating balanced and nutritious meals. Establish proper exercise habits.
	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"> Consult with resident physicians to conduct high-risk personnel rankings . Occupational nurses perform weekly on-site safety observation on high-risk personnel . 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. Stress the value of regular exercise . 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"> Health instructions and consultation by occupational physicians and occupational nurses. Occupational physicians and occupational nurses both recommend that an in-depth examination and medication control be done at the hospital. It is recommended to reduce the intake of sugar, carbohydrates, and calories through "diet improvement"; then increase muscle mass through "exercise" to increase blood sugar metabolism and insulin sensitivity.
	High total cholesterol	Unhealthy diet habit (excessive saturated fat consumption) and genetics.	<ol style="list-style-type: none"> Give health education and health consultation to colleagues with high total cholesterol . 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"> Encourage colleagues to develop a healthy diet habit and intensify exercise. Organize courses on cardiovascular disease prevention to teach colleagues how to prevent development of metabolic syndrome. Arrange for occupational physicians to give medical counseling and health instructions, to give colleagues accurate health knowledge.



National Workplace Safety and Health Week

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 general stress. At the same time, we also provide seminars for topics such as illness prevention, exercise, and stress relief to encourage all employees to participate and help them manage and relieve stress. We conduct health and special health examinations for our employees every year. The records and data of physical examinations and health examinations (including general examinations and examinations for special hazardous health operations) are collected and provided to the labor health service physicians to further analyze the detailed health status of employees, or arrange for in-plant physicians to provide interviews and consultation services. The physicians integrate analysis results with workplace risk quantification data provided by occupational safety and health personnel, analyze cause and effect, and communicate health information to all employees.

Health Promotion Services

Upholding the corporate spirit and commitment of "respect for life", Uni-President cares for the health of employees and builds a safe and comfortable workplace. We implement health management and organize health promotion throughout the year to prevent the occurrence of injuries and diseases. In 2023, a number of health promotion courses were held for all employees, covering topics such as hearing protection education and training and heat stroke, AED and CPR first aid skills; and health promotion courses such as colorectal cancer fecal screening, lung cancer screening, overwork, metabolic syndrome and cardiovascular disease prevention, prevention of human-induced musculoskeletal hazards, workplace health promotion and management of occupational injury prevention and treatment, etc. to establish a safe and healthy workplace for employees. We also visit the factory from time to time to care for people with potential high health risks and those in need of care, publish a monthly health information magazine to enhance employees' health awareness, achieve comprehensive health care by allowing employees to participate in various health promotion activities, and renew the health promotion label every three years. Our health promotion activities are mainly based on course lectures and on-site drills, followed by health education and epidemic information dissemination in various units. Course lectures include "Prevention of Human-Based Hazards", "Abnormal Work Load", "Understanding and Prevention of Diabetes", "Prevention of Unlawful Infringements in the Workplace", etc. Field exercises include "AED Education and Training" and "Emergency Response Drills", etc. to create a "healthy, secure and safe" working environment for our employees.



Provision of health promotion services and programs for workers

Services/Plan Items	Description	Number of Participants/Hour
Health promotion course (first aid knowledge)	CPR+AED first aid skills practical operation training	478 / 2
Recognize and prevent diabetes	Family physicians explained health education and dissemination of diabetes awareness and prevention	111 / 2
Prevention of noise hazards	Occupational physicians explained the precautions for wearing earplugs during noisy operations	102 / 2
Health and health education promotion (Common winter diseases, myocardial infarction, diabetes, hepatitis A, precautions for hypertension and blood sugar, dengue fever, heat hazards, notifiable infectious diseases, breast cancer, brain tumor, myocardial infarction, recognition of new coronavirus Omicron subtype variants)	Visit each factory from time to time to promote health education and real-time epidemic information	463 / 2

5

Creating a Healthy and Happy Tomorrow

Services/Plan Items	Description	Number of Participants/Hour
Workplace abuse prevention	Education and training	136 / 1
Overwork prevention		157 / 1
Prevention of human hazards		127 / 1
Occupational injury and disease prevention/repetitive musculoskeletal injury prevention	Health promotion	91 / 2
Maternal health		22 / 1
Abnormal workload - Embrace stress workshop		177 / 1



- 5.1 Preventive Medicine and Nutritional Care
- 5.2 Social Care for the Disadvantaged
- 5.3 Connecting Uni-President Group to Expand Influence

