

# 7 Talent Recruitment



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# 7 Talent Recruitment



From manpower recruitment, on-the-job training, to organizational change, FEIB has always considered the future direction of the Bank from the perspective of goals and actions, which leads to the establishment of a complete and continuous talent utilization and development program to enhance the effectiveness of human capital. The Bank has been selected as a constituent of the "Taiwan High Compensation 100 Index" and "Taiwan Employment Creation 99 Index" for its competitive salary structure due to its emphasis on the value of talent. We have received government subsidies for 20 consecutive years for our long-term investment in employee education and training, and have accumulated more than ten million dollars in awards, and again received gold-certification of TTQS (Talent Quality-management System) by the Ministry of Labor in 2022. Moreover, in 2022, FEIB launched Reading event for FEIB 30 anniversary. We delivering sustainable knowledge through senior executives, by offering APP task package, which achieved the result of donating 300 sustainable books to rural schools, and also awarded "Learning Superstar" and "Benchmark of Learning" by CWLC (the Commonwealth Leader Campus). In recent years, FEIB has been awarded the "Taipei City Healthy Workplace" and the "Sports Enterprise Certification" by the Department of Sports, Ministry of Education for our success in creating a healthy workplace, and was further awarded the third place in the National Sports Calendar Points Competition by the Department of Sports, Ministry of Education. We were also awarded the "Best Companies To Work For" award by HR Asia, an authoritative human resources publication in Asia, for the effectiveness of its overall HR strategy implementation.

## Non-discriminatory Employment

- FEIB hires qualified employees through an open recruitment and employee referral process, and after interview or test procedures, the selection and compensation standards are handled in accordance with the rules and regulations, without discrimination based on race, color, religion, nationality, gender, sexual orientation, age, and disability, etc. Once employed, all employees sign labor contracts to protect their labor rights and interests; since its inception, there have been no cases of differential treatment for the various factors stipulated in Article 5, Paragraph 1 of the Employment Service Act.
- There were a total of 2,573 employees at the end of 2022, of which 28 served in Hong Kong, 1 in Vietnam and 1 in Singapore. Currently, there are one male and one female indigenous employees, with a 0.08% hiring rate. There are 17 physically and mentally challenged employees, including 9 males and 8 females, which are considered as 21 employees converted based on the weighting of the level of disability and the number of hours worked, with a hiring rate of 0.82%.
- The total number of new employees in 2022 was 333, which accounted for 12.94% of the total number of employees in the bank at the end of the year. The number of new employees who left the company during the year was 55, accounting for 16.52% of the total number of new employees.
- In 2022, the employee turnover rate is 12.7%. The Human Resources Group and its affiliated units have conducted sincere discussions to understand the reasons for the resignations in order to review and improve.
- The Bank notifies the Employment Service Division of any termination of employment due to redundancy. Employees may apply for vocational training and unemployment assistance from the employment service unit as needed to facilitate their continued employability or as a transition assistance program for career planning.
- In 2022, FEIB had a total of 141 management employees (all of whom are local residents in Taiwan, and no residents outside Taiwan), including 2 serving in Hong Kong, 1 serving in Vietnam, 1 serving in Singapore, and 137 serving in Taiwan. The number of non-managerial employees was 2,432, of which 26 were serving in Hong Kong and 2,406 serving in Taiwan.

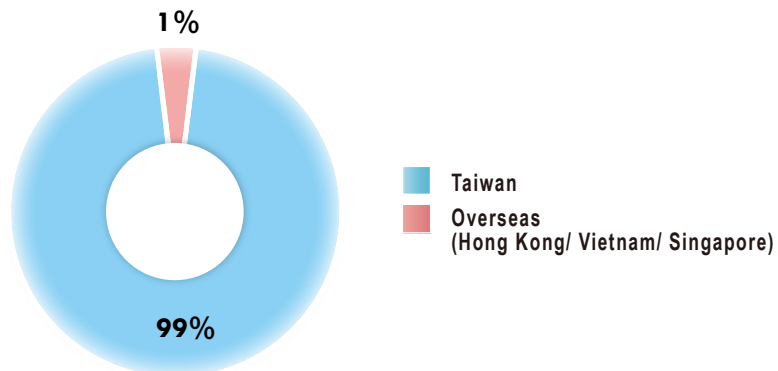
| Employee Diversity Statistics                |        |          |       |        |          |       |        |          |       |
|--|--------|----------|-------|--------|----------|-------|--------|----------|-------|
| Region                                       | 2020   |          |       | 2021   |          |       | 2022   |          |       |
| Gender                                       | Male ♂ | Female ♀ | Total | Male ♂ | Female ♀ | Total | Male ♂ | Female ♀ | Total |
| Indigenous                                   | 1      | 1        | 2     | 1      | 1        | 2     | 1      | 1        | 2     |
| People with physical and mental disabilities | 9      | 7        | 16    | 10     | 6        | 16    | 9      | 8        | 17    |

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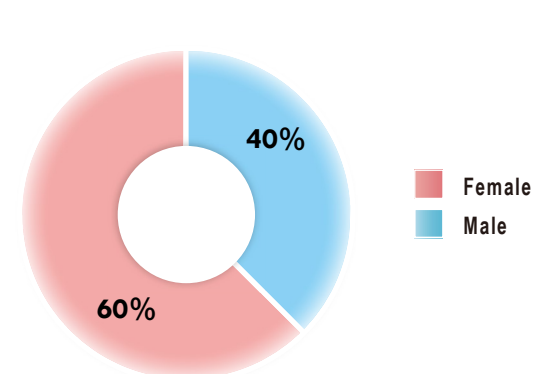
| Employment Status in 2022 |                        |                       |        |          |                      |          |       |
|---------------------------|------------------------|-----------------------|--------|----------|----------------------|----------|-------|
| Region/ Gender            |                        |                       | Taiwan |          | Overseas (Hong Kong) |          | Total |
|                           |                        |                       | Male ♂ | Female ♀ | Male ♂               | Female ♀ |       |
| Full-time Employees       | Non-Periodic Contracts | Full-time             | 991    | 1,513    | 14                   | 16       | 2,534 |
|                           |                        | Partial working hours | 0      | 0        | 0                    | 0        | 0     |
|                           | Periodic Contracts     | Full-time             | 0      | 1        | 0                    | 0        | 1     |
|                           |                        | Partial working hours | 21     | 17       | 0                    | 0        | 38    |
|                           |                        | Temporary worker      | 0      | 0        | 0                    | 0        | 0     |
| Sub-total                 |                        |                       | 1,012  | 1,531    | 14                   | 16       | 2,573 |
| Part-time Employees       | Dispatched Workers     |                       | 8      | 8        | 0                    | 0        | 16    |
| Total                     |                        |                       | 1,020  | 1,539    | 14                   | 16       | 2,589 |

Note: Temporary workers are those whose periodic contract is less than six months.

Employment Status in 2022  
(By Region)



Employment Status in 2022  
(By Gender)



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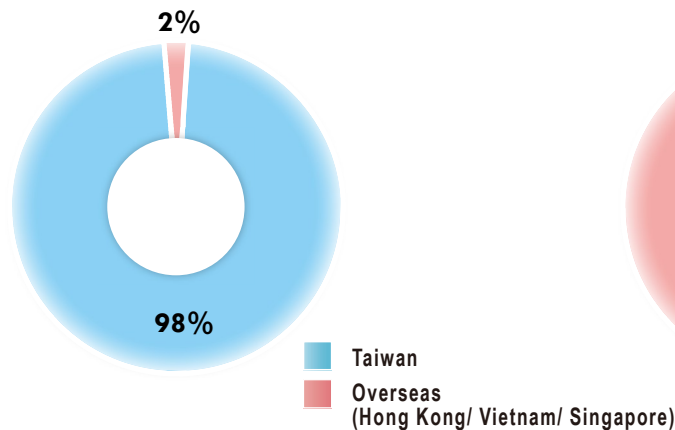
## The ratio of new employees to all employees of the same classification

| Region                                   | Age Group                                      | Under 30 |         | 30~50 |         | Above 50 |         | Total number of people |         |       |
|--|--|----------|---------|-------|---------|----------|---------|------------------------|---------|-------|
|  | Gender   | Male♂    | Female♀ | Male♂ | Female♀ | Male♂    | Female♀ | Male♂                  | Female♀ | Total |
| Taiwan                                   | New Recruits                                   | 37       | 68      | 102   | 99      | 12       | 10      | 151                    | 177     | 328   |
|  | Total number of employees of the same nature   | 64       | 140     | 666   | 1,111   | 282      | 280     | 1,012                  | 1,531   | 2,543 |
|  | Percentage of employees of the same nature (%) | 57.81    | 48.57   | 15.32 | 8.91    | 4.26     | 3.57    | 14.92                  | 11.56   | 12.90 |
| Overseas (Hong Kong/ Vietnam/ Singapore) | New Recruits                                   | 1        | 1       | 1     | 1       | 1        | 0       | 3                      | 2       | 5     |
|  | Total number of employees of the same nature   | 1        | 2       | 6     | 10      | 7        | 4       | 14                     | 16      | 30    |
|  | Percentage of employees of the same nature (%) | 100      | 50      | 16.67 | 10.00   | 14.29    | -       | 21.43                  | 12.50   | 16.67 |
| Total                                    | New Recruits                                   | 38       | 69      | 103   | 100     | 13       | 10      | 154                    | 179     | 333   |
|  | Total number of employees of the same nature   | 65       | 134     | 672   | 1,121   | 289      | 284     | 1,026                  | 1,547   | 2,573 |
|  | Percentage of employees of the same nature (%) | 58.46    | 48.59   | 15.33 | 8.92    | 4.50     | 3.52    | 15.01                  | 11.57   | 12.94 |

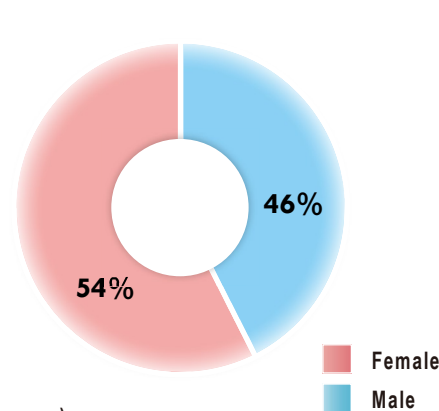
Note: ① The number of new male employees under the age of 30 in Taiwan accounted for the ratio of employees of the same nature (%) = the number of new male employees under the age of 30 in Taiwan / the number of male employees under the age of 30 in Taiwan at the end of December 2022, and the others are calculated by analogy.

② Note: The number of people includes employees with Non-Periodic Contracts and Periodic Contracts, excluding Dispatched Workers.

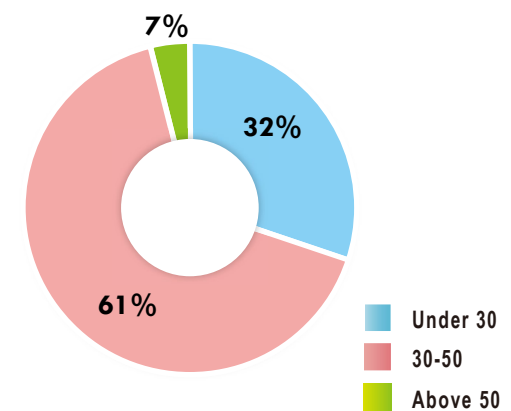
Regional ratio of new employees in 2022



Gender ratio of new employees in 2022



Age ratio of new employees in 2022



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## The ratio of former employees to employees of the same classification

| Region   | Taiwan   |         |       |         |          |         | Overseas (Hong Kong/ Vietnam/ Singapore) |         |       |         |          |         | Total | Average Headcount in 2022 | Turnover Rate in 2022 (%) |
|--|----------|---------|-------|---------|----------|---------|--|---------|-------|---------|----------|---------|-------|---------------------------|---------------------------|
|  | Under 30 |         | 30~50 |         | Above 50 |         | Under 30                                 |         | 30~50 |         | Above 50 |         |       |                           |                           |
| Age  |          |         |       |         |          |         |  |         |       |         |          |         |       |                           |                           |
| Gender   | Male♂    | Female♀ | Male♂ | Female♀ | Male♂    | Female♀ | Male♂                                    | Female♀ | Male♂ | Female♀ | Male♂    | Female♀ |       |                           |                           |
| Number of Resignations                                 | 28       | 34      | 106   | 119     | 13       | 16      | 0  | 1       | 3     | 2       | 0        | 0       | 322   |                           |                           |
| Total number of employees of the same classification   | 63       | 140     | 661   | 1,099   | 267      | 274     | 1  | 2       | 6     | 10      | 7        | 4       | 2,534 | 2,536                     | 12.7                      |
| Percentage of employees of the same classification (%) | 44.44    | 24.04   | 16.04 | 10.83   | 4.87     | 5.84    | —  | 50      | 50    | 20      | —        | —       | 12.71 |                           |                           |

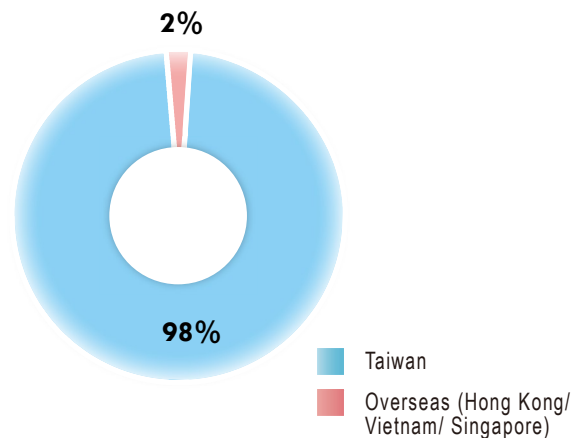
Note: ① Turnover Rate in 2022 = Number of Resignations in 2022/ Average Headcount in 2022.

② Average Headcount in 2022 = (number of persons at the end of December 2021 at the beginning of the period + number of persons at the end of December 2022 at the end of the period) / 2.

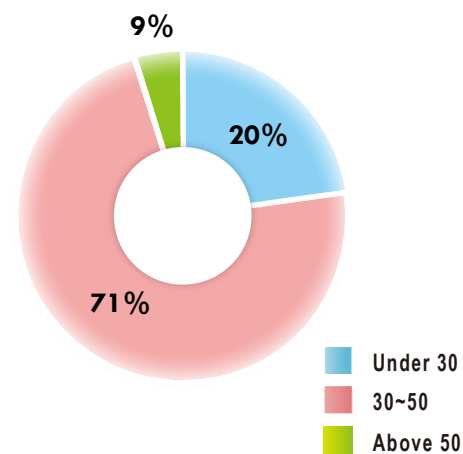
③ The number of male employees that resigned under the age of 30 in Taiwan accounted for the ratio of employees of the same nature (%) = the number of resigned male employees under the age of 30 in Taiwan / the number of male employees under the age of 30 in Taiwan at the end of December 2022, and the others are calculated by analogy.

④ The above table excludes dispatch, term contract, retirement, severance, death and dismissal.

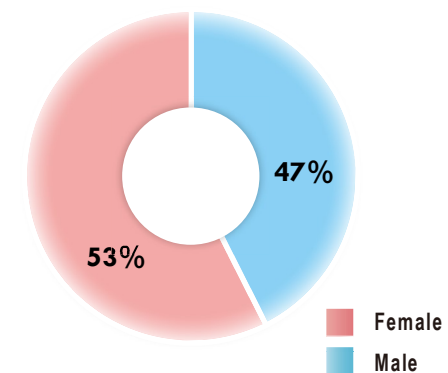
Regional ratio of resigned employees in 2022



Age ratio of resigned employees in 2022



Gender ratio of new employees in 2022



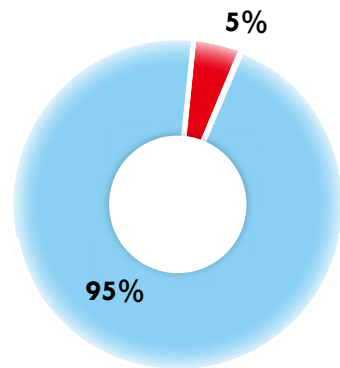
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### Age/Title Statistics for Management and Non-Management Positions

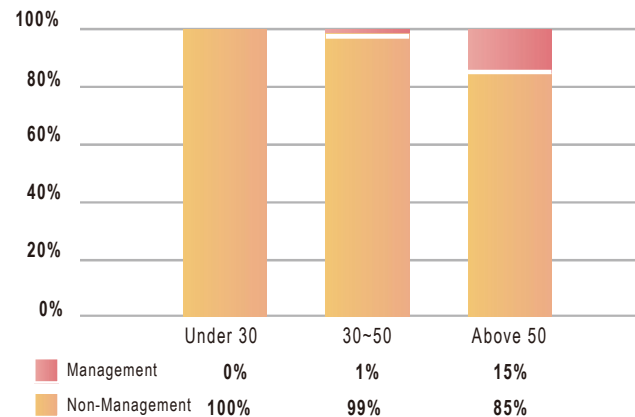
| Region                   | Taiwan   |         |       |         |          |         |          | Overseas (Hong Kong) |         |         |         |          |         |          | Subtotal |
|--------------------------|----------|---------|-------|---------|----------|---------|----------|----------------------|---------|---------|---------|----------|---------|----------|----------|
|                          | Under 30 |         | 30~50 |         | Above 50 |         | Subtotal | Under 30             |         | 30~50   |         | Above 50 |         | Subtotal |          |
| Age                      | Male♂    | Female♀ | Male♂ | Female♀ | Male♂    | Female♀ |          | Male♂                | Female♀ | Male♂   | Female♀ | Male♂    | Female♀ |          | Male♂    |
| Gender                   | Male♂    | Female♀ | Male♂ | Female♀ | Male♂    | Female♀ | Male♂    | Female♀              | Male♂   | Female♀ | Male♂   | Female♀  | Male♂   | Female♀  |          |
| Managerial Positions     | 0        | 0       | 21    | 13      | 61       | 42      | 137      | 0                    | 0       | 1       | 0       | 2        | 1       | 4        | 141      |
| Non-Managerial Positions | 64       | 140     | 645   | 1,098   | 221      | 238     | 2,406    | 1                    | 2       | 5       | 10      | 5        | 3       | 26       | 2,432    |

Note: Non-supervisory positions: refer to those who do not hold managerial positions.

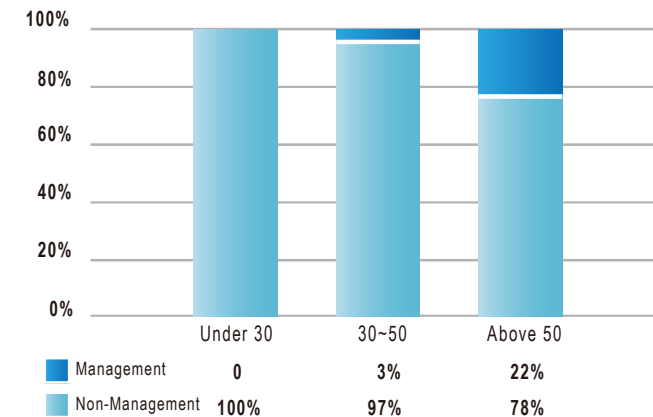
#### Employment Status in 2022 (By Position)



#### Female Employment Status in 2022 (By Age/Title Statistics)



#### Male Employment Status in 2022 (By Age/Title Statistics)



## Compensation and Benefits

The Bank's basic salary and overall compensation are not differentiated by gender, age, or ethnicity, but are approved based on the individual's academic experience, work ability, duties and responsibilities, performance and expertise, etc. There are no differences in treatment based on gender. Salaries at all levels are higher than the statutory minimum wage requirement, with the average annual salary for entry-level employees being 2.4 times the base salary (\$25,250 \* 12 months) for 2022, including 2.4 times for men and 2.3 times for women. In order to uphold the concept that talent is the most important asset of the company and to share profits, we have continued to give salary increases and bonuses to our employees every year in recent years.

| Average Compensation Ratio |       |         |       |         |
|----------------------------|-------|---------|-------|---------|
| Region                     | 2021  |         | 2022  |         |
| Gender                     | Male♂ | Female♀ | Male♂ | Female♀ |
| Managerial Positions       | 103%  | 100%    | 108%  | 100%    |
| Non-Managerial Positions   | 116%  | 100%    | 117%  | 100%    |

Note: Managerial positions are managers; non-managerial positions are non-managers

| The average annual salary standard for entry-level employees is higher than the national basic wage multiples |           |           |           |           |
|---|-----------|-----------|-----------|-----------|
| Region  | 2021      |           | 2022      |           |
| Gender  | Male♂     | Female♀   | Male♂     | Female♀   |
| Entry-Level Employees   | 2.6 times | 2.5 times | 2.4 times | 2.3 times |

Note: Calculation formula: Average salary ÷ National minimum wage (according to the announcement from the Ministry of Labor).

### Selected as the constituent stock for the High Compensation 100 Index

The Bank regularly commissions external consultants to conduct salary surveys with hopes to developing a salary policy that is competitive in the employment market. Since 2014, FEIB has been selected as a constituent stock of the Taiwan Stock Exchange's "High Compensation 100 Index" for nine consecutive years, with excellent performance in terms of average employee compensation, net income, net worth per share, and total employee compensation.

| Compensation information for full-time employees who are not in supervisory positions |               |               |                                       |
|---|---------------|---------------|---------------------------------------|
| Item  | 2021          | 2022          | Percentage of Increase (Decrease) (%) |
| Number of Non-Supervisory Positions   | 2,213         | 2,210         | -0.1%                                 |
| Average   | NT\$1,167,000 | NT\$1,199,000 | +2.7%                                 |
| Median  | NT\$1,037,000 | NT\$1,061,000 | +2.3%                                 |

Note: ① Non-supervisory positions: refer to those who do not hold executive managerial positions.

② The statistical principles are in accordance with the relevant reporting regulations for the salary information of full-time employees who are not in supervisory positions in companies listed on the Taiwan Stock Exchange.



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## Parental Leaves without Pay

Measures for parental leaves without pay are in accordance with the labor laws and regulations. In addition to specifying the application rules in the employee handbook, we have also set up a dedicated application system for employees to apply online.

| Item   | 2020   |         | 2021  |         | 2022   |         |
|--|--------|---------|-------|---------|--------|---------|
|  | Male♂  | Female♀ | Male♂ | Female♀ | Male♂  | Female♀ |
| Number of eligible applicants  | 78     | 96      | 64    | 79      | 57     | 85      |
| Actual Number of Applicants  | 2      | 31      | 5     | 36      | 5      | 43      |
| Application Rate (%)   | 2.56   | 32.29   | 7.81  | 45.57   | 8.77   | 50.59   |
| Number of reinstatement in the current year  | 2      | 19      | 4     | 15      | 1      | 17      |
| Actual number of reinstatement   | 0      | 11      | 2     | 8       | 1      | 12      |
| Reinstatement Rate (%)   | 0      | 57.89   | 50.00 | 53.33   | 100.00 | 70.59   |
| The number of people reinstated in the previous year                               | 1      | 13      | 0     | 11      | 2      | 8       |
| The number of employees who have been reinstated for one year in the previous year | 1      | 13      | 0     | 11      | 1      | 6       |
| Retention Rate (%)   | 100.00 | 100.00  | 0     | 100.00  | 50.00  | 75.00   |

Note: ① Application Rate = Actual number of applicants / Number of eligible applicants

② Reinstatement Rate = Actual number of reinstatement / Number of reinstatement in the current year

③ Retention rate = The number of employees who have been reinstated for one year in the previous year / The number of people reinstated in the previous year

## Performance appraisal and Promotion System

- The Bank implements performance appraisal and career development assessment for its employees. The annual performance appraisal is linked to the annual objectives, which are formulated according to the four major components of the balanced scorecard. Not only do we focus on financial performance and customer satisfaction, but we also do not neglect the improvement of internal processes, and we set and measure goals for individual and organizational learning and growth. Regardless of the goals that were set at the beginning of the year, the performance evaluation at the end of the year, or the career development evaluations, supervisors should maintain two-way communication, discussions, and feedback with the employees.
- Promotion is an important step in an employee's career development and is one of the major cornerstones of his or her sense of achievement in life. Each year, based on the performance and development potential of our employees, the supervisor will submit a promotion list and review one by one. Candidates above a certain level are required to present their achievements through a presentation, so that each employee can be evaluated in an open and fair mechanism and strive for a higher level of performance. In 2022, a total of 2,490 full-time employees implemented performance appraisal and career development assessment, with an implementation rate of 100%. The promotion list has been released in the third quarter of 2022, promotion rate in 2022 were 16.1%, of which 55.8% were women and 44.2% were men.

| Performance appraisal and career development assessment for full-time employees in 2022 |   |         |                           |         |  |         |                           |         |       |
|---|---|---------|---------------------------|---------|--|---------|---------------------------|---------|-------|
| Number of Employees/<br>Ratios  | Implementation of performance appraisal and career development assessment |         |                           |         | Failure to implement performance appraisal and career development assessment |         |                           |         | Total |
|   | Managerial Positions  |         | Non- Managerial Positions |         | Managerial Positions   |         | Non- Managerial Positions |         |       |
|   | Male♂   | Female♀ | Male♂                     | Female♀ | Male♂  | Female♀ | Male♂                     | Female♀ |       |
| Number of Employees   | 56  | 83      | 1,449                     | 902     | 0  | 2       | 42                        | 39      | 2,573 |
| Ratios (%)  | 2.2   | 3.2     | 56.3                      | 35.1    | 0  | 0.1     | 1.6                       | 1.5     | 100   |

Note: Those who have not performed annual performance appraisal and career development reviews mainly include:

- ① For new junior management associates and those with less than three months of service in the current year, the annual performance appraisal will be replaced by the implementation of the probationary period appraisal.
- ② Part-time employees and those who have been reinstated for less than three months in the current year are not given annual performance appraisal and career development evaluations, but their respective units still review their performance and provide guidance.
- ③ Non-supervisory positions: refer to those who do not hold managerial positions.

## Full Range of Benefits

The Bank provides multi-faceted benefits that are superior to those stipulated by the law to help employees take better care of themselves and their families.

### Open Banking/Open API

- In order to help young employees to have a happy family and raise children, in 2022, 41 people (21 women and 20 men) got married, 55 people (37 women and 18 men) had children, and 1,188 people with children under the age of 20 were provided with child-rearing subsidies, for a total of 1,893 children.
- Employees' spouses and children under the age of 23 are also entitled to free "hospitalization medical insurance" coverage. A total of 3,481 employees' dependents were covered in 2022.
- The period of use for wedding leaves is better than the regulation by the labor law, so that employees have more flexibility while preparing their wedding arrangements.

### Friendly for Parents

- Within the normal daily working hours, employees are allowed to adjust their starting and finishing time flexibly within 2 hours to meet their temporary family care needs.
- Through cooperation with 2 chain childcare institutions, there are about 107 designated childcare institutions in Taiwan that helps parents and employees to solve childcare problems.

### Safeguarding with Care

- We provide life insurance, critical illness insurance, hospital medical insurance, cancer insurance, and accident insurance for our employees, and the premiums are fully covered by the company during their employment.
- In response to the escalation of the COVID-19 pandemic, we extended the "Statutory Infectious Disease Medical Health Insurance" for our employees in April 2022 to further upgrade our medical protection and provided employees with epidemic prevention materials in Taiwan and overseas.

### Benefit Optimization

The meal allowance was increased +25% since July, 2022. The amount is superior to law's regulations.

### Incentive Savings

We provide preferential interest rates on deposits to encourage employees to actively save for retirement with an average interest rate of 6.12% in 2022.

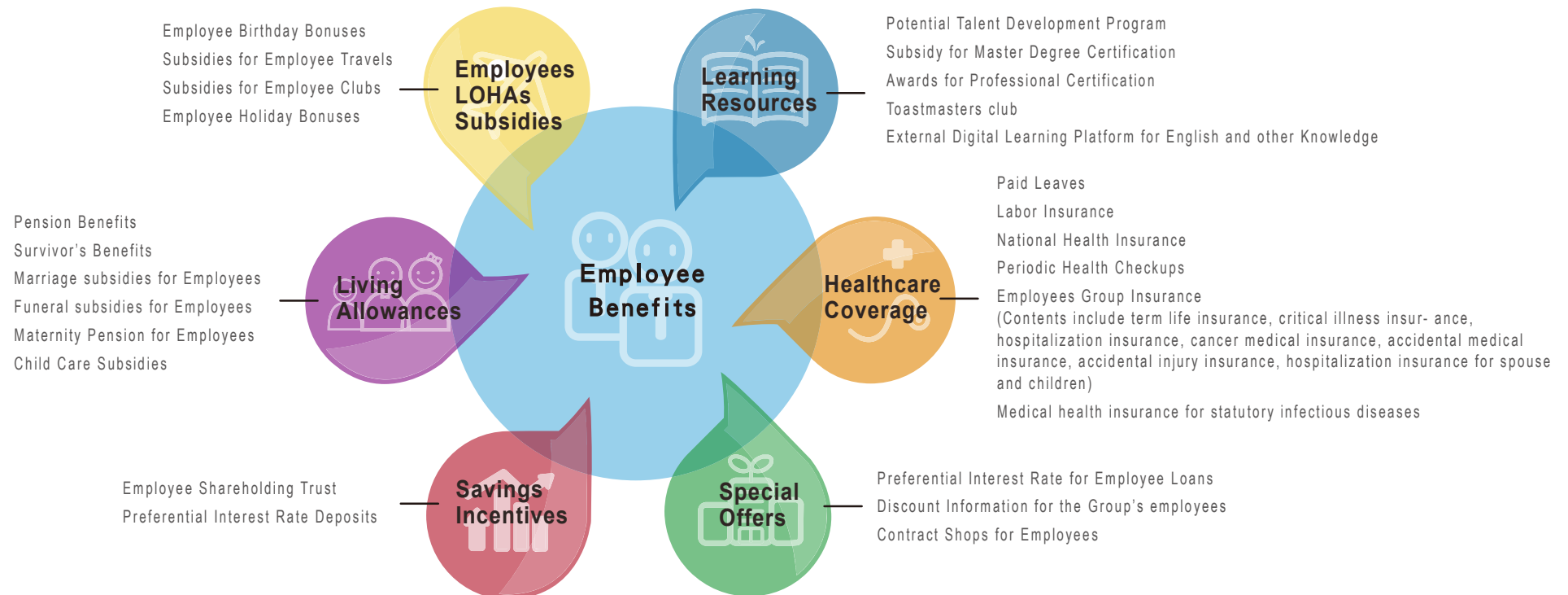
### Employee Shareholding Trust

In order to share the benefits between employers and employees and to strengthen long-term compensation, we have set up an employee stock ownership trust in which employees voluntarily contribute a portion of their salaries and the Bank provides a partial subsidy for the purchase of Bank shares through the trust, encouraging employees to share the fruits of management and to achieve the goal of long-term savings. A total of 1,922 employees participated in 2022, with an overall participation rate of 82%.

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## Pension Benefits

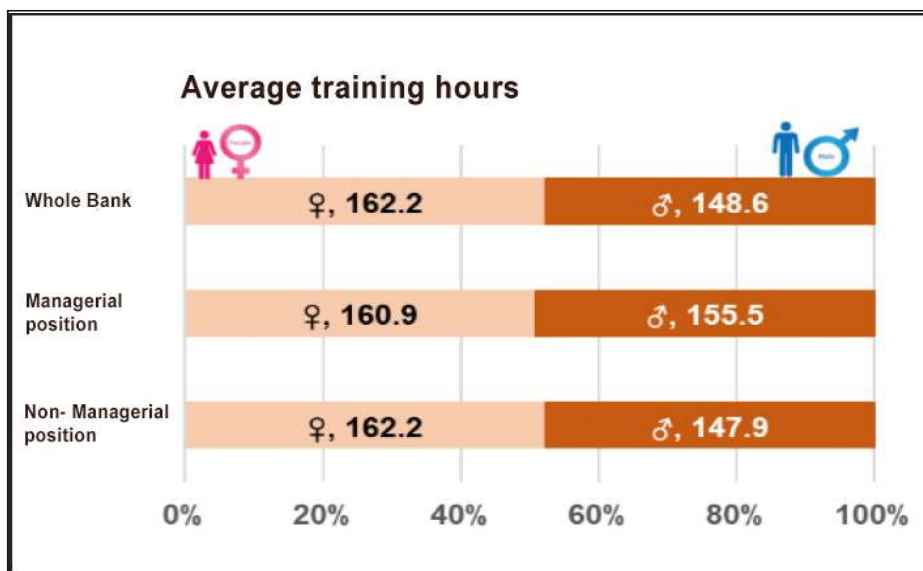
- The Labor Retirement Reserve Fund Supervisory Committee was established and meets every three months to ensure that employees' pension rights are not compromised. The current ninth term members were elected in 2022 and approved by the Department of Labor of the Taipei City Government.
- The standard of pension benefits for all employees is the same, and new employees who are subject to the Labor Pension Act are required to make monthly contributions of 6% of their wages to the individual pension account of the Bureau of Labor Insurance. For employees who choose to continue to be covered by the Labor Standards Act and for employees who choose to be covered by the new system but retain their years of service under the old system, their old system pension benefits are governed by the Bank's "Employee Retirement Guidelines". For those employees who choose to continue the old system or choose the new system but retain their years of service under the old system, 2% of their monthly salary will be transferred to a special account at the Bank of Taiwan for deposit. The defined benefit plan for the provisions of employee benefit liabilities for 2022 was NT\$532 million.
- The retirement benefits of employees of overseas subsidiaries are subjected to the regulations of the local government.



# 7 Talent Recruitment

## Training Programs

- FEIB is the gold-certified company by the Ministry of Labor's Talent Development Quality Management System (TTQS). In order to promote the career development of our employees, we plan courses based on various core functions to help our employees perform their jobs and advance to the next level. FEIB has been audited by the Corporate Human Resources Improvement Program every year since the government launched the Incentive Training for High Performing Companies. In 2022, we received the highest award of NT\$1.32 million, the only one in the industry to receive awards for 20 consecutive years, and the accumulated award amount reached NT\$12.57 million. And in recent years, we were also awarded the "National Talent Development Award for Large Enterprises" by the Ministry of Labor.
- The training system is structured in two major directions of professional and core capabilities according to the duties of our employees, and courses at different levels are planned in a sequential manner. Professional training focuses on enhancing knowledge and skills to achieve work objectives; core training focuses on stimulating the employees' potential at all levels, such as strengthening the strategic planning, innovative leadership and management skills of supervisors, and deepening customer service execution as well as teamwork skills, taking into account the dual developmental needs of corporate operations employees.
- To provide employees with diversified development opportunities and supporting systems. First, we regularly conduct basic and intermediate courses for the whole bank every year to cultivate professional manpower. Secondly, we conduct "initial supervisor development training" every year and continue to carry out training and development plans for high-level, middle-level potential talents and management Associates, combined with the goals of business and personal Goals.
- In order to provide multiple learning channels, in addition to the original eHRD training platform, external digital learning platforms such as "Studio Classroom" and "CommonWealth Leader Campus" have been introduced. The Studio Classroom provides English listening and reading content on current affairs; the CommonWealth Leader Campus covers courses on digital technology trends, innovation and transformation, and management leadership, etc. In addition, the online learning courses of ESG were conducted, and a total of 2,525 employees completed the training. FEIB also awarded the "Learning Star Award" and "Benchmark of Learning" in 2022 by the CommonWealth Leader Campus for encouraging employees to take action in learning and for their success in micro-learning.
- The total number of training hours in 2022 was 410,129 with an average of about 159 hours per person, which is about 20 working day.



# 7 Talent Recruitment

## Divisions receives first place at the Toastmasters Club

- Toastmasters International is a nonprofit educational organization founded in 1958 in the United States. To help employees improve their English speaking and leadership skills, the Bank joined the Toastmasters International Taiwan in 2010 and has been operating for more than 10 years, with three divisions which are the FEIB, Young-Banker and Ferina. The number of divisions ranked first among domestic enterprises.
- To encourage employees to participate, the Bank fully subsidizes the participants every year, and through designing certification awards and competition prizes, employees are encouraged to enroll in regional and local competitions so that they can achieve excellent performance and network during the activities. By the end of 2022, there were 60 members and 383 participants.
- In 2022, Young-Banker, FEIB and Ferina club all there club were selected as “President's Distinguished Divisions”.
- In response to the policy of “Blueprint for Developing Taiwan into a Bilingual Nation by 2030” and “Constructing a Financial Bilingual Service Environment in 2030”, FEIB actively encourages employees to improve their English skills by offering free online English courses and collaborating with external professional learning institutions to provide employees with a variety of learning channels, and both course fees and English test fees are eligible for reimbursement. According to statistics, 91.3% of employees hold English language certifications in 2022, and the average English learning hours per person was 54.8 hours.



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## Substantially Encourage On-the-Job Training

In order to cultivate talents needed for business development and assist employees in continuous learning and self-growth, the Bank offers generous subsidies and incentives for employees to pursue a master's degree or obtain professional certificates. The Professional Licensing Incentive Program has been in effect since 2009, with 128 applications through the end of 2022.

## Promote the Employee Rotation System

In order to encourage employees to expand their career, the Bank has established the "Employee Transfer Notices", and they are eligible to apply for transfer after six months of employment in their original positions. Employees can check the latest job vacancy information released by each department on the internal website, and submit applications according to their personal interests and expertise or career planning, and the transfer will be effective within 3 months after receiving the confirmation from transferring unit. A total of 260 interdepartmental transfers were made in 2022, of which 114 were male employees and 146 were female employees.

## Cultivating the Next Generation of Talents

- In order to build up the human capital required for sustainable development, FEIB has implemented the MA (Management Associate) training program. Every year, in order to reserve future managers, elites are recruited from outside, and outstanding talents are recommended from inside. Through solid and intensive courses, rotational training, and project execution, we systematically cultivate a new generation of an elite management team and demonstrate our intention to actively utilize the power of the new generation.
- FEIB continuously promotes the talent HPT development programs: the HPT (High Potential Talent) program aims to cultivate senior managers in key positions, candidates are recommended by the business/supporting unit. And the Mid-level HPT (Mid-level High Potential Talent) program aims to select candidates with strong learning motivation, willingness to venture into digital projects and continuously serving in the bank, candidates can be self-recommended. Through those talent pool program, in 2022, FEIB had accumulated about 187 talent in our talent pool, including High, mid-level potential talents and management associates.

### MA (Management Associate) training program

| Phase                | Content  |
|----------------------|--|
| Centralized Training | The one-month program offers professional courses on financial products, operating procedures, general laws and regulations, and management skills, and organizes outdoor team building camps, executive seminars, and visits to affiliated companies to achieve benchmark learning. |
| In-depth Training    | We implement in-depth training in our business groups and rotate to different units for internship.  |
| On-the-job Training  | We arrange presentations, management courses, business English courses (separated by levels), and membership in the Toastmasters Club to improve presentation and speaking skills.   |
| The Mentor System    | We arrange presentations, management courses, business English courses (separated by levels), and membership in the Toastmasters Club to improve presentation and speaking skills.   |



## Workplace Environment

From the first day of service, employees will receive a guide to the workplace, and will be given a tour of the workplace to reduce the feeling of discomfort in an unfamiliar environment. A dedicated counselor is assigned to each newcomer arranged by the unit to guide them to quickly integrate into the organizational culture, build a sense of belonging and connection, and provide guidance on any work-related issues.

### Environmental Safety As Top Priority

According to the Occupational Health and Safety Act, FEIB is a Class III business with low risk and less than 3,000 employees. Although we are not required to set up management units and establish an occupational health and safety management system, in order to actively create a healthy and safe working environment, we have established the “Safety and Health Code of Practice”, “Occupational Health and Safety Management Regulations”, “Regulations for Establishing Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment” and other related regulations as the implementation guidelines for occupational health and safety operations. In addition, in order to ensure the safety of employees while they perform their duties, we have established the “Directions For Prevention of Unlawful Infringement in the Performance of Duties” to reduce the risk of possible hazards in the workplace, which is promoted as follows:

- We formulated the “Statement on Prohibition of Violence in the Workplace”, and in accordance with the provisions of the Act of Gender Equality in Employment and the Sexual Harassment Prevention Act, the “Sexual Harassment Prevention and Control Measures, Complaints and Disciplinary Procedures” have been revised and published, and education and training programs are held regularly every year so that employees and supervisors are aware and are able to follow them.
- We regularly evaluate the workplace hazard identification and risk control measures, review the workplace environment, work suitability and the appropriateness of manpower allocation, and improve the workplace environment and work flow according to the evaluation results.
- We conduct annual audits of workplace configurations and work suitability under the “Directions For Prevention of Unlawful Infringement in the Performance of Duties” to prevent workplace violence, ensure the physical and mental health of workers, and establish a friendly workplace culture.
- For communication, questions, or improvement suggestions regarding occupational safety issues, employees may respond to the supervisor of each unit or the occupational health and safety supervisors of each workplace. The Head Office has set up a dedicated channel for consultation and complaints, including a dedicated telephone number, fax number and e-mail address, and designated staff to receive complaints about workplace violence, sexual harassment or other improper treatment, and handle them in a confidential manner.

We plan the occupational safety and health task force, set up occupational safety and health business supervisors, occupational health and safety managers, on-site first aid personnel and fire prevention management personnel, and regularly commission external training institutions to conduct relevant training and grant official leave so that authorized and responsible personnel have sufficient professional knowledge to plan and execute occupational health and safety tasks. In order to improve the employees’ occupational health and safety knowledge, a complete occupational health and safety education and training course is prepared, and new employees are required to receive 3 hours of training after reporting to work, while general employees are required to receive 3 hours of training every 3 years.

Statistical table of occupational safety and health related training in the past years



| Courses   | 2020  |       | 2021                |       | 2022                |       |
|---|---|-------|---------------------|-------|---------------------|-------|
|   | Number of Employees   | Hours | Number of Employees | Hours | Number of Employees | Hours |
| Supervisor Training for Occupational Health and Safety Operations | 3   | 77    | 118                 | 1074  | 8                   | 244   |
| EMT Training  | 20  | 285   | 6                   | 38    | 141                 | 618   |
| Fire Prevention Personnel Training                                | 138   | 805   | 7                   | 112   | 11                  | 132   |
| Regular Employees (Including part-time employees)                 | 3 hours of on-the-job training for occupational health and safety every 3 years |       |                     |       |                     |       |




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## Promoting Employee Wellness





FEIB employs occupational medicine specialists and dedicated nursing staff to implement various employee health service initiatives. Through the following efforts, the Bank has no employees or workers in high-risk or high incidence of specific diseases, and 1 occupational injuries and no occupational diseases in 2022.

-  Regular employee health check-ups are conducted once a year for employees aged 65 or older, and once every three years for other employees, and various health check-up programs are planned for employees to choose from. The results of the examination are classified by the nurses for health risks, and health education and physician consultation are arranged for cases with medium and high risk.
-  Develop and implement various employee health protection plans:

| Programs  | Description  |
|---|--|
| <b>Prevention Program for Abnormal Workload-Promoted Diseases</b>                       | A workload survey is conducted on employees and quarterly statistics are conducted on the number of overtime hours. We also analyze employee health examination data to screen out cases with medium to high risk of cerebral and cardiovascular diseases, and arrange for consultation and health guidance from on site occupational medicine doctors.  |
| <b>Maternal Health Protection Program for the Workplace</b>                             | Female employees during pregnancy and less than one year after delivery will fill out a “Maternal Worker Health Self-Assessment Form” and their immediate supervisors will work with the occupational health and safety supervisor to fill out a “Work Environment and Occupational Hazards Assessment Form”, which will be submitted to the medical staff to assess the health risks of the employees and carry out classification management, arrange consultation with a physician, and arrange work adaptation or implement health protection measures as necessary. |
| <b>Human Factors Hazard Prevention Program</b>  | Every three years, we conduct a survey of musculoskeletal disorders among all employees, provide health guidance for suspected hazardous cases, and conduct workplace surveys for improvement when necessary.  |
| <b>Physical and Mental Health Protection Program for Middle Aged and Senior Workers</b> | For middle-aged and elderly workers, we review the risks of workplace and personal health, and carry out health protection, work environment improvement, or job redesign when necessary to strengthen the physical and mental health of middle-aged and senior workers and prevent the occurrence of occupational disasters.  |

-  We organized the “2022 Year of Joyful Cycling” health promotion activities to encourage employees to ride bicycles for exercise and fitness, and promote saving energy and reducing carbon for environmental protection. During the four-month activity period, as long as the employees rode outdoor bicycles, indoor fitness pedals or flywheels, and accumulated 17 or 30 kilometers in a single month, they were rewarded. As a result of the event, 478 people reached the goal of “17 Joyful Ride”, and 1,981 people reached the goal of “FEIB Winning 30”.

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-  We provide regular on-site health consultation services by occupational medicine specialists, and arrange online consultation with professional doctors during the COVID-19 pandemic. In addition to providing employee health consultation services, we also assist in the implementation of employee abnormal workload-promoted disease prevention programs, human-caused hazard prevention programs, and workplace maternal health protection programs. 74 people receiving consultation services from doctors and 289 people receiving consultation services from nurses in 2022.
-  The head office in the Far Eastern Enterprise Building in Taipei has an employee cafeteria that provides a clean dining environment and healthy meals. We design monthly menus and mark the calories of meals for employees to choose from, and offer a variety of meal combinations and specialty meal, each including one main meals, three side meals, fruits and soups.
-  The “Health easy go” section of the e-Learning forum on the digital learning platform provides employees with practical information on health services. A total of 12 topics were published and 4,133 views were recorded in 2022.
-  We participated in the “Corporate Health Responsibility (CHR)” pledge campaign organized by the Common Health Magazine and received the CHR Health Corporate Citizen Pledge Seal.

## Certified as a healthy workplace by the Health Promotion Administration, Ministry of Health and Welfare

| Year | Badge of Accredited Healthy Workplace<br>(starting up)  | Badge of Accredited Healthy Workplace<br>(Advance)  |
|------|---|---|
| 2017 | Head Office   |   |
| 2018 | Consumer Banking Department, Consumer Banking Group   | Head Office   |
| 2019 | Operations & Technology Group; Insurance Agency Group; Taoyuan Branch; Taichung Jih Yu Branch; Kaohsiung Chungcheng Branch  | Consumer Banking Department, Consumer Banking Group |
| 2020 | Taipei Chungching Branch; Taipei Chung Hsiao Branch; Chupei Branch; Hsinchu Jinguo Branch; Hsinchu Big City Branch; Taichung Kungyi Branch; Tainan Branch   | Operations & Technology Group                       |
| 2021 | Taipei Yih sien Branch; Taipei Nanmen Branch; Taipei Sungshan Branch; Taipei Nanjing East Road Branch; Shi Pai Branch; Taipei Shinchuang Branch; Yungho Branch; Shindian Branch; Luzhou Branch; Panchiao Nanya Branch; Taoyuan Tashing Branch; Hsinchu Scientific Park Branch; Taichung Chaofu Branch; Yungkuang Branch; Kaohsiung Culture Center Branch  | Head Office(Extensions)                             |
| 2022 | <ul style="list-style-type: none"> <li>● Taipei Guting Branch; Taipei Cheng Chung Branch; Taipei Tungmen Branch; Taipei Dadaocheng Branch; Taipei Shinyi Branch; Panchiao Mega City Branch; Sanchung Branch; Shuangho Branch; Shinchuang Fu Guo Branch; Chungli Branch; Taichung Wenshing Branch; Nantou Branch; Kaohsiung Boai Branch; Kaohsiung Wufu Branch;</li> <li>● Taoyuan Branch(Extensions); Taichung Jihyu Branch(Extensions); Kaohsiung Chungcheng Branch(Extensions)</li> </ul> | Panchiao Jiangzicui office                          |

# 7 Talent Recruitment

## Create a LOHAS Workplace

- Through the electronic internal platform, employees can exchange work tips, product information and other practical life information.
- Every year, in addition to the annual dinner event, various departments also hold regular outings and festivities.
- The Employee Welfare Committee has also set up rules for the management of club activities and subsidized club funds to encourage employees to organize leisure or learning clubs after work to strengthen their physical fitness, enrich their lives, and relieve stress appropriately. There were 9 clubs in operation in 2022, namely, Mountaineering Club, Aerobic Dance Club, Bicycle Club, Yoga Club, Baseball Club, Wine Club, Tai-pei Badminton Club, Taichung Badminton Club, and Taichung Golf Club.



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## 👥 Diverse Communication Channels

- 🌐 In order to keep employees quickly and effectively informed of the major operational directions of the Bank and to minimize the impact on employees due to operational strategy adjustments, all operational strategies and major plans are communicated to employees through the intranet system. The weekly business meeting, quarterly risk management committee, and labor-management meeting, etc. are posted in the minutes inside the intranet systems.
- 🌐 A labor-management meeting is held to communicate at least every three months to discuss important policies through bilateral communication. Labor representatives at the labor-management meeting are elected by all employees of each business group or unit, and the labor rights and interests or related matters resolved at the meeting are applicable to each employee. The representatives at the labor-management meeting account for 0.62% of the regular employees.
- 🌐 We publish a quarterly "Human Resources Newsletter" to keep employees informed of important information about the company's activities. The content includes important issues of human resources and each business group, and the distribution channels include e-mail, digital learning development system, and electronic bulletin board. In addition, we have set up an interactive discussion forum "Meeting with You" for employees to have more channels for communication and questions. In 2022, "Human Resources Newsletter" published 43 topics with 2,209 views; "Meeting with You" interactive discussion forum published 9 topics with 2,684 views.



- 🌐 We have a mechanism for employee suggestions, grievances, and complaints, and we handle employee comments immediately and provide appropriate feedback. In addition to providing opinions to supervisors at all levels, employees can also communicate, report, respond to problems or propose reform ideas on various issues through the President's mailbox and the employee suggestion and grievance mailboxes set up by the Human Resources Department. In 2022, there were 5 complaints and 6 reports reported through internal channels, and 2 complaints and 0 reports reported through external channels. The aforementioned complaints or reports involved 0 cases of discrimination, 1 cases of sexual harassment, and 0 cases of indigenous rights or human rights issues.



## Labor Human Rights Maintenance

We comply with human rights protection and fundamental principles such as Universal Declaration of Human Rights (UDHR), and International Labour Organization (ILO) Declaration of Fundamental Principles and Rights at Work. We comply with regulations where each business office is located to formulate various personnel regulations, implement various human rights policies, treat employees well and value all employees. We hold digital promotion courses to help employees learn more about human rights topics and implement respect to human rights and gender equality. 2,511 employees completed the “Workplace Unlawful Infringement Prevention” training in the current year. 2,511 employees completed the “Labor Human Rights Promotion” training. 2,500 employees completed the “Forbid Workplace Sexual Harassment” training. 2,505 employees completed the “Learn About Convention on the Rights of Persons with Disabilities, Facilitate Financial Friendly Service”. 491 employees completed the “Learn About Labor Regulations”, held for executives.

| Human rights risk evaluation and management measures |               |  |            |                |   |  |
|--|---------------|--|------------|----------------|---|--|
| Identification topic                                 | Subject       | Definition   | Risk value | Degree of risk | Prevention and mitigation measures  | Remedial measures  |
| Freedom of association                               | All employees | Occurrence rate = Number of grievances regarding hindering of freedom of association submitted and accepted by the competent authority in the current year / Total number of employees | 0%         | Low            | <ul style="list-style-type: none"> <li>▶ Employee Welfare Committee set up the “Guidelines for Club Activity Management” to encourage employees to participate in leisure and welfare activities. There are nine clubs in 2022.</li> <li>▶ There’s no corporate union.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ We grant club subsidy every year.</li> <li>▶ There’s no group bargaining agreement in 2022.</li> </ul>  |
| Forbid child labor                                   | New employee  | Does not hire any child labor  | 0%         | Low            | <ul style="list-style-type: none"> <li>▶ The “Work Rules” stated that it is not allowed to hire people under 16.</li> <li>▶ The applicant states the birth date on the resume and signs the resume to confirm that the information is correct.</li> <li>▶ The employee submits the ID for verification on the on-board date.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ When the employee is on board and his ID is checked, we refuse to employ him if we find out that he hides personal information and his personal information is fake.</li> </ul> |
| Forbid employment discrimination                     | All employees | Occurrence rate = Number of employment discrimination grievances confirmed by the competent authority in the current year / Total number of employees                                  | 0%         | Low            | <ul style="list-style-type: none"> <li>▶ The “Work Rules” and various personnel regulations comply with labor regulations and international standards, applicable to all employees. In the rules and operations for personnel recruitment, assignment, working condition, promotion, transfer, reward and punishment, training, welfare, dismissal, resignation, lay-off and appraisal, employees are not discriminated due to race, class, language, belief, religion, political party, native place, birthplace, gender, sexual orientation, age, marital status, appearance, facial features, mental and physical disability, blood type, zodiac sign, union membership.</li> <li>▶ Hold relevant courses regularly and forbid employment discrimination to ensure equal job opportunity.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Set up the grievance channel, initiate the investigation procedure immediately when there’s a grievance and handle the grievance effectively.</li> </ul>                        |

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## Human rights risk evaluation and management measures

| Identification topic     | Subject       | Definition   | Risk value         | Degree of risk | Prevention and mitigation measures   | Remedial measures   |
|--------------------------|---------------|--|--------------------|----------------|--|---|
| Forbid forced labor      | All employees | Occurrence rate = Number of forced labor grievances submitted and accepted by the competent authority in the current year / Total number of employees  | 0%                 | Low            | <ul style="list-style-type: none"> <li>▶ Overtime must be agreed by the employee and executive in advance. If the employee cannot accept working outside normal working hours due to health or other legitimate reasons, the executive must not force the employee to work outside normal working hours, coerce the employee to work for debt repayment, or seize the ID card of the employee.</li> <li>▶ We organize the labor regulation promotion course for executives to establish the awareness that forced labor is not allowed.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Handle the grievance effectively, instantly after receiving it.</li> <li>▶ Hold promotion courses to reaffirm that forced labor is prohibited.</li> </ul>  |
| Good labor relations     | All employees | Involvement rate = Number of workers involved in labor dispute and accepted by the competent authority in the current year / Total number of employees (Directorate General of Budget, Accounting and Statistics stated that the rate of national workers involved in labor dispute in December 2022 is 2.6%.) | 0.78%<br>(2/2,573) | Low            | <ul style="list-style-type: none"> <li>▶ Establish various personnel management systems based on labor regulations to ensure labor rights.</li> <li>▶ Convene labor-management meeting regularly to discuss on and promote labor rights topics.</li> <li>▶ Set up the "Interview With You" discussion forum on the digital platform as an instant, diverse exchange, inquiry channel for employees.</li> </ul>   | Handle mediation application, determine whether the proposal is legitimate and rational. Formulate a solution if there's a reason regarding the application.  |
| Forbid sexual harassment | All employees | Occurrence rate = Number of employees involved in the sexual harassment grievance accepted by the company internally in the current year / Total number of employees   | 0.39%<br>(1/2,573) | Low            | <ul style="list-style-type: none"> <li>▶ Set up the "Sexual Harassment Prevention Measures, and Grievance and Disciplinary Procedure", and the responsible unit of sexual harassment grievance, grievance hotline and email, to handle relevant cases according to laws.</li> <li>▶ Establish the "Sexual Harassment Grievance Handling Committee" to bear the responsibility for investigating and handling the grievance.</li> <li>▶ Hold the sexual harassment prevention promotion course regularly.</li> </ul>                                | <ul style="list-style-type: none"> <li>▶ Handle the grievance effectively, instantly after receiving it.</li> <li>▶ Hold promotion courses to reaffirm that sexual harassment is prohibited.</li> <li>▶ Form an investigation committee. Impose punishment based on the Work Rules and the Regulations Governing the Reward and Punishment if it is found out that the crime has occurred.</li> </ul> |
| Safe workplace           | All employees | Occurrence rate = Number of employees injured or died in an occupational accident occurred at the company in the current year / Total number of employees  | 0.39%<br>(1/2,573) | Low            | <ul style="list-style-type: none"> <li>▶ Set the occupational safety health organization and staff to perform relevant tasks.</li> <li>▶ Implement the "Workplace Unlawful Infringement Prevention Plan", and assess and control potential risk factors.</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Implement improvement measures for high risk factors of workplace unlawful infringement.</li> <li>▶ Report and handle occupational accidents. Offer compensation and pension for occupational accident.</li> </ul>   |

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## Human rights risk evaluation and management measures

| Identification topic            | Subject          | Definition   | Risk value | Degree of risk | Prevention and mitigation measures   | Remedial measures   |
|---------------------------------|------------------|--|------------|----------------|--|---|
| Safe workplace                  | All employees    | Risk indicator for abnormal workload-triggered disorder = Number of employees the doctor determined that have the risk for abnormal workload-triggered disorder / Number of respondents of workload survey       | 0%         | Low            | <ul style="list-style-type: none"> <li>▶ Implement the “Plan for Preventing and Abnormal Workload-triggered Disorders”, “Plan for Preventing Ergonomic Hazards” and “Maternal Protection Plan”, execute hierarchical management and arrange medical counseling.</li> <li>▶ Regular health check-up for employees: Offer the health check-up better than regulations (once a year for the age of 65 and above, and once every three years for the age below 65). Execute hierarchical management and arrange medical counseling.</li> <li>▶ Hold the health promotion activity and organize the budget for incentives.</li> <li>▶ Grant subsidies to clubs for both of dynamic and static activities, and hold seminars for mental and physical health.</li> <li>▶ To respond to the COVID-19 pandemic, we execute epidemic prevention measures by allowing employees to take turns coming to the office and work from home. We distribute infection prevention supplies to employees, keep track of the pandemic and employee’s health.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Track employees with high risk regularly and offer medical help.</li> <li>▶ Offer settlement of labor and health insurance claim, group insurance claim and epidemic prevention insurance claim.</li> <li>▶ Offer reporting, compensation and pension for occupational accident.</li> </ul>  |
|                                 |                  | Risk indicator for ergonomic hazard = Number of employees the doctor determined that have been affected by work-triggered ergonomic hazard / Number of employees responded to the musculoskeletal symptom survey | 0%         | Low            |  |   |
|                                 | Female employees | Maternal risk indicator at workplace = Number of maternal employees the doctor determined that suffer from health hazard triggered by work / Number of maternal employees  | 0%         | Low            |  |   |
| Personal information protection | All employees    | Occurrence rate = Number of personal information infringement cases occurred in the company in the current year / Total number of employees  | 0%         | Low            | <ul style="list-style-type: none"> <li>▶ The “Employee Code of Conduct” explicitly stated that employees shall adequately keep documents they handled in custody. Besides for legitimate, specific purpose, personal information must not be collected, handled or used arbitrarily. Collection, handling and use of personal information must conform to rules and restrictions in the Personal Data Protection Act.</li> <li>▶ The “Personal Information Protection Management Division” holds a promotion course every year to urge employees to comply with rules taught in the course.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Formulate the incident response strategy and plan.</li> <li>▶ Organize the survey evaluation, offer response assistance, and execute the response plan.</li> <li>▶ Hold the incident retrospective meeting and report to the Personal Information Protection Management Division.</li> </ul> |