



07

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TARGETS



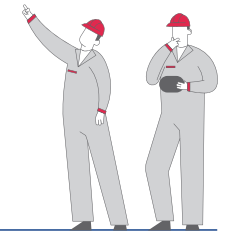
Cumulative Investment in Employee Development by 2025 **125 MILLION**
0 human rights violations per year

- Female in Senior Management by 2025: 25%
- Female Managers in Revenue-Generating Functions by 2025: 5%
- Females with STEM-Related Background by 2025: 38%



Occupational safety and health
 Zero work-related injury and death for employees and contractors
 TRIR | LTIR
 Lowered by **35%** in 2023

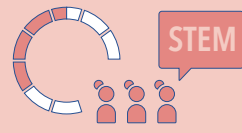
| compared to the average of 2016-2018



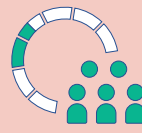
2022 PERFORMANCE HIGHLIGHTS



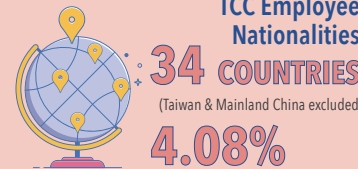
Females in Management **27%**



Females in STEM-Related Backgrounds **36.6%**



Employees of Indigenous Origin **+16%**



ESOP Launched | In 2019
 Employee Coverage **100%**
 Participation Rate **97.7%**



Talent Development

Promotion of Employee's Sustainable Learning Passport
 Enhancement of ESG in Corporate Culture



Investment in Employee Education & Trainings **NT\$21,838,716**

Total Hours of Employee Education & Trainings **84,425**

Employee Care

Childbirth Subsidies, Childbirth Bonuses & Maternity Allowance over **NT\$1.3 MILLION**
 | January to December 31, 2022

TCC Maternity Allowance: Nearly 3 Times; Growth of Amount Disbursed: Nearly 4 Times
 | Compared to the levels in 2021

TCC 3 Insurance Schemes Participation Rate **59%**

7.1 / Special Column Workplace of Diversity and Inclusion

TCC promotes inclusivity, diversity, and equality in our culture for corporate sustainability. This is achieved through three pillars: Diverse Communication Channels, Career Women Empowerment, and Cultural Exchange Activities.



Diverse Communication Channels

On quarterly Town Hall Meetings, the Chairman presents a keynote speech and answers questions from employees on site and through anonymous online channels, responding to their needs and recommendations in a timely manner.

Career Women Empowerment

Organizing thematic lectures

Cultural Exchange Activities

Festivals, technical exchanges, and cultural tours are organized for employees to experience Taiwanese cuisine and traditional arts, and to exchange cultural ideas.



New Women Workshop: Instilling Power of Life

On the International Women's Day 2023, TCC invited senior female manager to share their career experiences and talk about how career women strike a balance among life, work, and family, with over 300 TCC employees participating in the event.



I highly encourage the young generations in Taiwan to join TCC and work together with people around the world in the international teamwork environment, which can open your mind and offer new perspectives.

Gabriele, an Italian Technical Sales Engineer, stationed in TCC Headquarters since 2022

Inclusive, Diversified Workforce across Borders to Build the New Image for Talent Recruitment

TCC recruits talents globally and has established the Foreign Employee Life and Work Support program to help foreign employees adapt to life in Taiwan, while fostering emotional bonds between foreign and Taiwanese employees. TCC also organizes events such as parties and technical exchanges to bring our employees from different countries closer together.



7.2/ Sustainable Talent Cultivation Strategies

MANAGEMENT APPROACH

As talent is the bedrock for a sustainable corporate operation, TCC aims to develop our employees' potentials through diverse training programs and evaluate the effectiveness through performance assessments.

TCC focuses on circular economy, developing the core businesses of cement, energy, and environmental protection. TCC actively acquires international talents in civil engineering, electrical engineering, mechanical engineering, geology, and even aquaculture to promote renewable energy and energy storage sectors. TCC also recruits professionals in computer science, electrical engineering, and information management to promote smart development through solutions like AI management and smart manufacturing.

TCC cultivates sustainability talents through in-depth campus communication, enhanced industry-academia collaboration, local youth cultivation, and internal transfer mechanism.

Self-actualization Value Talent Recruitment Program

Through diversified on-campus talent acquisition activities, e.g. on-campus talent recruitments, matchmaking events, job fairs, briefing sessions, and topical lectures, etc.; TCC helps students understand the three core businesses of TCC. Through bilateral communication, TCC achieves cultivation of future talents with potential, in-depth school relations management, and outreach to brilliant students, benefiting the future recruitment.

In 2023, TCC targets professionals in 9 areas, including electricity trading, renewable energy, lithium battery, energy storage, EV charging, carbon management, low-carbon construction materials, green resources cycling, and ESG strategies. Also, TCC launches expatriation programs in Italy, Portugal, France, Netherlands, and Turkey, providing a stage for collaboration between young students and international talents.

Electrical Engineering Talents Industry-Academia Collaboration Program Launched

In 2022, TCC Heping Plant collaborated with National Dong Hwa University to

launch an "Electrical Engineering Talents Industry-Academia Collaboration Program" at Szu-Wei Senior High School in Hualien. Each year, 15 students from junior high schools in Heping and Aohua are granted admission without examination and are assisted in obtaining professional certificates during their schooling. The program also offers scholarships and priority job application to TCC vacancies, cultivating future talents for the new energy sectors like renewable energy and energy storage.

Internal Transfer System

TCC promotes internal transfer, facilitating talents to explore multiple expertise and resources within the corporation. Departments and plants can open vacancies for internal transfer as needed, and the internal staff filled 18.3% of the open vacancies in 2022.



AI

Talent Recruitment with Big Data: AI Smart CV System Developed by TCC

TCC uses AI to reduce CV screening time, increase the talent pool, and elevate the success rate of recommendations of candidates. As of the end of 2022, the smart CV system has saved 2,788 hours for HR by automatically extracting 33,452 e-CVs, improving efficiency and accuracy of talent selection.



Grassroots Local Youth Incubation Program from Elementary to Graduate Schools

Elementary Schools

- Cement Academy – Shih Min Elementary School, Yongle Elementary School, and Dong Ao Elementary School in Yilan; Heping Elementary School in Hualien
- Hualien Heping Elementary School English Teaching Assistant (ETA) Program

Senior High and Vocational Schools

- Electrical Engineering Talents Program at Szu-Wei Senior High School
- Peking Opera Outreach Lecture of C.F. Koo Foundation

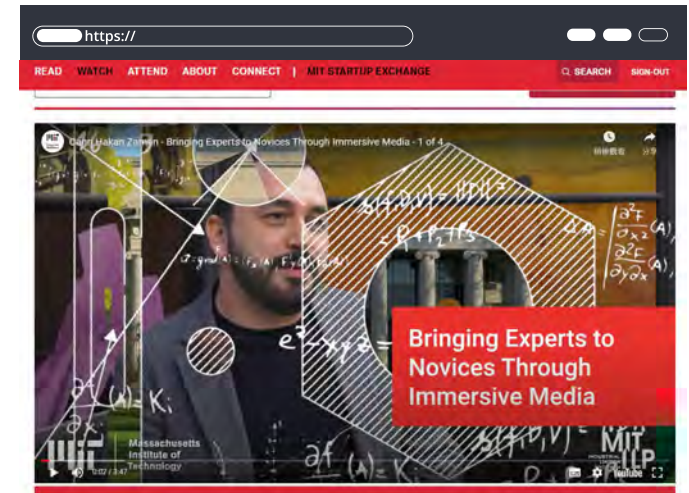
Universities

- Internship (Summer/In-semester)
- Topical lectures
- Corporate visits
- Matchmaking
- TCC Elite Talent Scholarship Program
- Hsing Academy with the National Chung Hsing University

Graduate Schools

- Career Coach Program – Thesis instruction at NCCU College of Commerce, Dean's Award for Graduates at NTU College of Engineering, etc.
- NTU EMBA ESG Practice Management Consulting
- MIT Battery recycling research project
- Master's and Ph.D. Graduation Thesis Exhibition of Chemical Engineering, NTU

TCC Talent Development and Training System



Massachusetts Institute of Technology (MIT)
- Industrial Liaison Project
 TCC's MAs are enrolled in the MIT Industrial Liaison Project to stay abreast of new knowledge of technology in the world through seminars, lectures, and courses online, cultivating extensive and innovative perspectives. Senior employees are arranged to be mentors for regular meetings and instructions. With the bilateral and effective training mechanism, TCC helps the MAs build successful careers.

Battery Recycling Project in Partnership with MIT to Cultivate Battery Professionals
 TCC collaborates with MIT professors to restore retired batteries and develop high-safety electrolytes. TCC aims to develop discarded cathode materials, focusing on Ni-rich ternary materials.



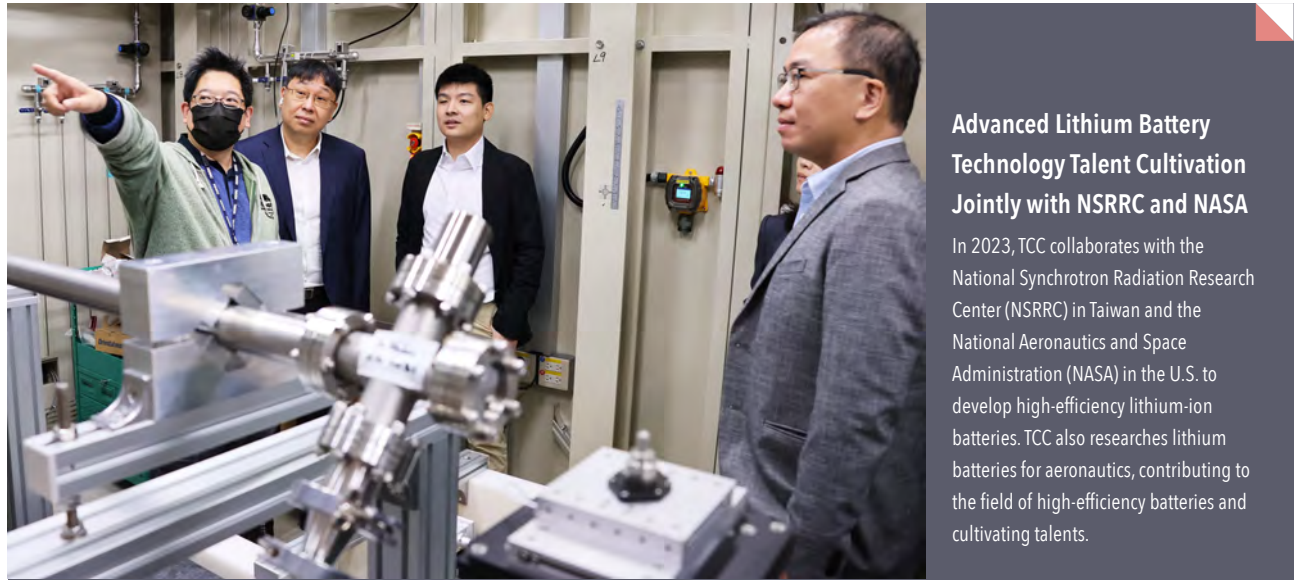
Sustainable Learning Passport Program

The Sustainable Learning Action Program began in 2023 and offers ESG programs, volunteering services, sustainable action proposal competitions, Earth Day, and diversity and inclusion certification actions. These actions are compulsory or elective with corresponding points available. Employees must obtain a minimum number of points per year, and certification badges are awarded based on the points earned. The badges are tied to annual appraisal indicators, and those with a golden badge or above are presented with an honorary certificate "TCC Sustainability Ambassador" at Town Hall Meeting. TCC also designed a LINE Official Account for the Sustainable Learning Passport, which presents points earned, the TCC Leaderboard, and sends a sustainability news via LINE app at least once a week, to help employees internalize sustainable thinking.

▲ Hsien-Te Lin, Professor from the Department of Architecture, National Cheng Kung University, shared on the trends of low-carbon architecture domestically and internationally.

Reemployment after Retirement for Experience Inheritance

TCC values the experience inheritance from retired employees. 11 retired employees were reemployed in 2022, and topical training courses are organized for them.



Advanced Lithium Battery Technology Talent Cultivation Jointly with NSRRC and NASA

In 2023, TCC collaborates with the National Synchrotron Radiation Research Center (NSRRC) in Taiwan and the National Aeronautics and Space Administration (NASA) in the U.S. to develop high-efficiency lithium-ion batteries. TCC also researches lithium batteries for aeronautics, contributing to the field of high-efficiency batteries and cultivating talents.



Incubation of Talents in EV Power Cell Technology Applications

TCC cultivates talents in power cell technology applications. Through the sponsorship to NTHU Racing, TCC supports students in application module development and performance optimization. NTHU Racing excelled in student formula competitions in Germany and Croatia.

Performance Appraisal

TCC employed the four levels of Response, Learning, Behavior, and Results proposed by Donald L. Kirkpatrick to assess the performance of talent development. In 2022, 100% of employees underwent appraisal, excluding those onboard for less than 3 months during probation.

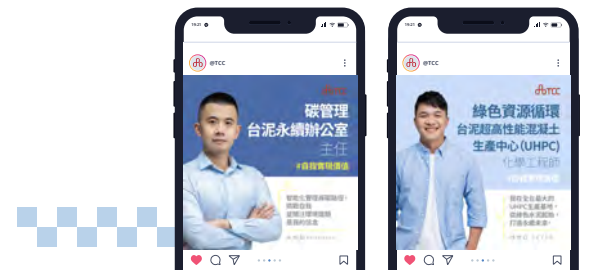
Employee Development Programs

Development Program	Means of Education/Trainings
New Generation Energy Management Program	Enhancing and reaching collective consensus on energy development via mutual exchanges among supervisors and employees
Core Management Competency Program	Establish team accountability Drive objective-management awareness

Talent Development (Training) Indicators

HR Training Performance-Donald L. Kirkpatrick Assessment Model

Level	Criteria	Performance
L1.Response	INDICATOR The average satisfaction level of the training contents	
	The average value of satisfaction survey results for the conducted courses	94.45%
	INDICATOR The average satisfaction level of the trainers	
	The average value of satisfaction survey results for the trainers	95.02%
L2.Learning	INDICATOR Professional certification training completion rate for 6 plants	
	The actual record of professional certification training for 6 plants	97.01%
	INDICATOR Annual training plan achievement rate	
	Based on the annual training plan: Actual course offerings/Planned course offerings	89.29%
	INDICATOR Employee attendance rate	
	Annual training plan: Actual course attendance/Planned course attendance	98.13%
L3.Behavior	INDICATOR Employee engagement	
	Statistics on employee engagement - Level of identification with the work development aspect	87.80%
L4.Results	INDICATOR High-performance employee retention rate	
	Retention rate = 1 – Employee turnover rate	91.95%
	INDICATOR Employee turnover rate	
	Number of employee departures (voluntary + involuntary) in 2022 / Number of employees in service as of the end of 2022	8.05%



7.3 / Remuneration & Benefits

MANAGEMENT APPROACH

TCC offers attractive pay and bonuses to attract and retain top talents, based on a performance-sharing principle. Adjustments are made as necessary to ensure that leading directors and managers do not take excessive risks to achieve rewards, in accordance with regulations and the company's long-term objectives.

TCC's management practices prioritize sustainability and corporate social responsibility, integrating these principles into all aspects of governance and operations, including management indicators, departmental objectives, and individual performance evaluations.

Hence, TCC has an incentive and reward system for 100% of our employees that includes monthly salaries, quarterly bonuses, year-end bonuses, and performance bonuses. Meanwhile, to fulfill the commitment to Net Zero by 2050, all plants in Taiwan will examine, set, and track the carbon intensity targets on a yearly basis. Progress towards these targets is factored into bonuses, incentivizing all employees to take action on carbon reduction.



Variation Compensation

Quarterly bonus:

The quarterly bonus system was introduced in 2018 to reward employees, and progress towards the company's Net Zero by 2050 commitment is factored into these bonuses for an ongoing integration of social responsibilities into the corporate operation.

Performance bonus:

TCC includes risk and sustainability management indicators in employee appraisals to align individual performance with the Company's governance, operations, and sustainable development goals.

Employee Stock Option Program (ESOP)

TCC offers a 100% ESOP to employees, who can also apply for additional contributions in June and December every year. The Company contributes 10% of that amount to individual trust accounts.

ESOP participation reached **97.7%** in 2022

Treasury Shares Program

TCC introduced the Treasury Shares Program as a long-term incentive, with performance appraisal indicators linked to sustainable development goals such as carbon capture, microalgae cultivation, and green energy development. Any employee in Taiwan or in an overseas subsidiary with outstanding performance is entitled to the program. There were 55.3% outstanding employees in Taiwan eligible to the ESOP in 2022.

Number of Full-Time, Non-Managerial Employees and Their Total Salary, Mean Salary, and Median Salary

ITEM	2021	2022	DIFFERENCE
Total Number of Full-Time, Non-Managerial Employees (People)	1,092	1,139	47
Total Salary of Full-Time, Non-Managerial Employees (NT\$1,000)	1,181	1,174	-7
Mean Salary of Full-Time, Non-Managerial Employees (NT\$1,000)	1,082	1,030	-52
Median Salary of Full-Time, Non-Managerial Employees (NT\$1,000)	958	922	-36

Employee Savings Mutual Fund

TCC encourages employee savings by adjusting the deposit amount based on age and contributing to their savings every six months. The sum, along with a 50% contribution from the Employee Welfare Committee, is deposited into an employee benefit trust account.



2-track Retirement Benefits & 3 Insurance Schemes

TCC offers Two-track Retirement Benefits System. The Company contributes to the contribution fund in the ratio of 1:1. Employees eligible for retirement at age 60 can contribute further to accumulate their pension fund faster. TCC also provides a retiree insurance plan with automatic renewal, covering life and accident insurance, while retired employees merely need to pay for their medical insurance.

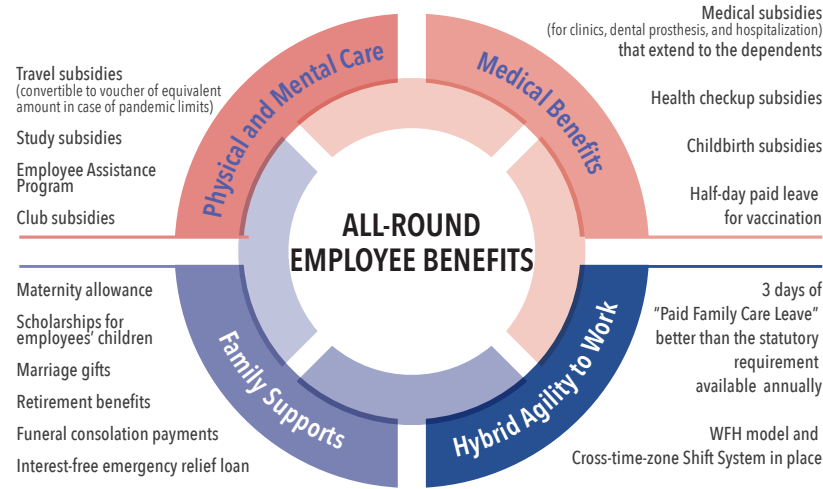


Employee Health Promotion Activities

TCC is committed to providing quality benefits to employees. Since 2020, medical staff has been contracted by TCC to offer on-site health services. Each employee is entitled to a free 20-minute individual health consultation session per year. Meanwhile, with plans for ergonomics, excessive loads, workplace violence, and maternal health protection, health conditions are rated via checkups and surveys, and recommendations are provided to employees with mid-to-high health risks. A total of 649 individuals accessed the services in 2022. In addition, TCC also organizes health care lectures on various topics such as "Shoulder and Neck Relief for Office Workers and How to Relieve Shoulder and Neck Pains at Home," "Recovery for New Life," and "Self-care for Ergonomic Risk Factors like Musculoskeletal Risks in the Post-pandemic Age" to offer health-related recommendations to employees.

Childcare Benefits and Subsidies

TCC concerns with the low birth rate issue and offers the childcare support plan. In 2022, 67 employees applied for maternity bonuses and over NT\$1.3 million was disbursed. TCC also signed nursery contracts to alleviate employee burdens.



- Green Transport Subsidies**
Every employee who passes the probationary period evaluation is eligible for a one-time electric motorcycle subsidy of NT\$15,000 and a shared motorcycle allowance of NT\$200 per year. As of March 2023, there were 80 applicants for the electric motorcycle subsidy and 131 applicants for the shared motorcycle allowance.
- Smart Vending Machine**
TCC provides a healthy beverages vending machine at the Company for employees to purchase at discounted prices. The average monthly sales volume in 2022 was around 200 bottles. TCC plans to introduce 3-in-1 vending machines with meals, snacks, and beverages in the future.
- TCC Accommodations**
TCC offers affordable accommodations at the Xinyi District for employees and their children who are not citizens of the Greater Taipei, to work and study in Taipei. Prices range from NT\$600 to NT\$1,200.
- Overtime Home Late Plan**
TCC provides the Overtime Home Late Plan to pay for taxi rides home for employees who work late due to project emergencies or ad-hoc tasks. As of April 2023, there is a total of 253 drives.



Sports Games Encouraged to Ignite Workplace of Vitality

There are three major sports games at TCC, i.e. "Dragonboat Race," "Taroko Gorge Marathon," and "Sun Moon Lake Cross-lake Swimming," along with employee clubs including sports clubs for baseball, badminton, basketball, aerobics, etc. For major sports games, TCC reserves slots for registration and offers F&B and accommodation at 5-star hotels, free of charge. TCC also sponsors registration fees, F&B, and accommodation for employees who team up for the games.

Low-carbon Walking Exercise Together

TCC promotes exercise among our employees through various activities. TCC received the Taiwan iSports label in 2022 and organized the "EARTH HELPER Walking Exercise" with lottery incentives for employees to participate. A total of 361 employees joined, walking a total of 109,722,086 steps, which is equivalent to circling Earth 2.2 times. Furthermore, there was an employee that was 8 months pregnant walked about 18,000 steps daily. TCC will continue to design competitions in 2023 to promote a work-life balance for employees.



7.4 / Care for Employee Safety

MANAGEMENT APPROACH

TCC strives for a best healthy workplace by enforcing a comprehensive occupational health and safety policy, 100% applied to all employees and contractors. All cement plants, RMC plants, and Operation Headquarters are 100% certified to ISO 45001 occupational health and safety management systems.



The Labor Safety and Health Office (LSH Office) monitors occupational safety progress and outcomes at TCC, presenting quarterly reports to the President and Chairman during Occupational Safety and Health Committee meetings. Corrective measures are implemented and reviewed in cases of critical accidents, along with disciplinary actions in line with respective responsibilities.

TCC prioritizes occupational safety and aims for zero work-related injuries among employees and contractors. TCC established the LSH Office and Occupational Safety and Health Management System to manage labor health and safety matters. Also, through the mechanism "Occupational Safety Monthly Report," TCC tracks occupational safety cases and corrective measures on a monthly basis. Annual education and trainings align with government regulations in force to improve health and safety performance of all employees as well as suppliers and contractors.

TCC conducts yearly reviews of laws and regulations to comply with, and even exceed, health and safety standards, both domestically and internationally. The safety management regulations in force include "Occupational Safety and Health Management Regulations," "Occupational Safety and Health Management Plan," "Occupational Safety and Health Code of Practice," "Human Factor Hazard Prevention Program," and "Prevention Plan for Ailments Induced by Unusual Workload." In addition, TCC joined Taiwan Cement Manufacturers' Association and drafted "Formulating Safety Partnership Implementation Plan" with the Occupational Safety and Health Administration, Ministry of Labor, to elevate the safety awareness of the workers in the cement industry with external partners.

Occupational Safety and Health Committee

	Operation Headquarters	Cement Plants	RMC Plants
Chairperson	1	2	3
Number of Executives and Professionals	5	21	28
Number of Labor Representatives	3	15	17
Percentage of Labor Representatives	33%	39%	35%

Occupational Safety-related Risk Assessment Process Incident Investigation and Improvement Process

INCIDENT OCCURRENCE

01

An immediate report is submitted to the LSH Office and superiors after a significant occupational accident occurred. Contractors must also notify the supervising unit via phone within 30 minutes and inform firefighting and medical services as required by regulations. The local labor inspection institution must be notified within 8 hours of a major occupational accident.

INCIDENT CAUSE INVESTIGATION

02

The LSH Office is to set up "Occupational Disaster Investigation and Handling Taskforce" after a major occupational accident. Together with department supervisors, it goes to the site for investigation and inspection. After compiling the "Incident Prevention Report" to the President, a major occupational accident investigation report review meeting is called within 1 week. The LSH Office shall brief on the process and handling of the major occupational accident.

INCIDENT REVIEW AND IMPROVEMENTS

03

All units at TCC are required to track improvement progress until completion based on proposals from the "Occupational Disaster Investigation and Handling Taskforce." A thorough review is conducted to prevent similar incidents from recurring. Photos of major occupational accident scenes are taken and submitted, along with investigation reports, to the LSH Office as case study materials for education and training, aimed at preventing similar incidents from recurring.

In 2022, TCC experienced 5 work-related injuries. The Company investigated the causes and implemented measures, including increased inspections, education, and trainings, to prevent reoccurrence of similar incidents and achieve the goal of zero work-related injuries.

TAIWAN TRIR:0.39; LTIR:0.23



Safety Management of Contractors

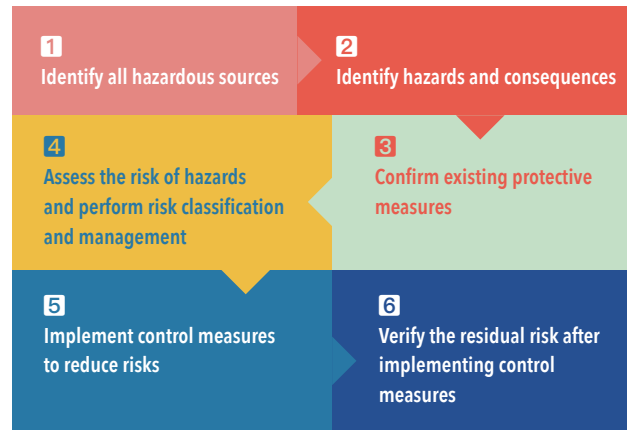
TCC has established "Contractor OSH and Environmental Management Rules and Punishment Guidelines" to strengthen contractor management, requiring compliance with relevant labor safety and health regulations. Contractors must complete OSH education and training, fill out Workplace Environmental Hazards Notice and the Workplace Environmental Hazards Advice, and sign a Letter of Undertaking for Health, Safety, and Environment (HSE) before entering TCC plants, to ensure adherence to OSH rules.

Health and Safety Education and Trainings

TCC conducts regular training programs for labor safety and accident prevention in accordance with government regulations. Also, new training and retraining for certificates related to first aid personnel, hypoxia operations, hazardous equipment, or occupational safety and health business supervisor are arranged in accordance with the laws. In addition, through inventory of the potential factors of safety hazard in the work environment, TCC conducts safety promotions and fire drills as well as partakes in

the various accident prevention briefings and certificate trainings organized by the government, including air pollution prevention and control seminar, trainings for fire prevention manager, and seminar for diagnosis and case studies of pneumoconiosis.

In 2022, **1,651** participants received education and training on environmental safety and health for a total of 5,753 training hours. There were no reported cases of occupational disease in 2022.



Employee Health Checkup

TCC provides regular employee health checkups including noise, dust, and ionizing radiation tests covered by the Bureau of Labor Insurance. Additionally, TCC tracks employees' health conditions and adjusts their work accordingly to protect their health and safety.

Health Promotion Programs

Hoping Plant	Suao Plant	Operation Headquarters
Health lectures	In-service education for occupational safety and health	Monthly provision of on-site services
Education and trainings for operations	Monthly on-site health services provided by contracted medical staff	Influenza vaccination for all employees
Education and trainings for work overload or musculoskeletal injuries	Personnel health checkup by commissioned medical institution	
Community medical station	Influenza vaccination for all employees	
Influenza vaccination for all employees		



7.5 / Human Rights Protection

Human Rights Policy

TCC is committed to creating a harmonious, friendly, and healthy working environment, and safeguarding the human rights of our employees. To foster a human-centered, healthy workplace environment, in line with international conventions like United Nations Global Compact, UN Universal Declaration of Human Rights, and ILO Declaration of Fundamental Principles and Rights at Work and the local labor regulations in the areas where TCC operates around the world, TCC promulgated human rights policies to safeguard the legal rights of employees. All paid personnel are treated equally with respect. The scope of coverage encompasses contract workers, interns, among others. Also, relevant information is disclosed on TCC corporate website, the internal bulletin board, and *Sustainability Report*.

Anti-discrimination & Implementation of Diversity, Equality, and Inclusion

Online Care Platform to Protect Rights of Employees

TCC values employee feedback and rights, with a focus on creating a friendly and healthy workplace. An online care platform and employee feedback e-mail box have been set up to protect employees' human rights. Confidentiality is ensured to protect the health of employees, mentally and physically. In addition, regulations and channels have been established to prevent workplace discrimination and harassment. In 2022, 8 feedback and grievances were filed, including 1 recommendation and 1 grievance related to workplace discrimination and harassment.

Human Rights Policy Education and Trainings

TCC mandates annual education and training for all employees on significant policies such as Human Rights Policy, Statement of Integrity and Ethical Conduct, and Sexual Harassment Prevention Policy. These policies are included in the mandatory courses and all personnel must complete the tests after reading the policy documents. In 2022, the online reading rate of employees reached 98.14%, and a total of 3,005 hours of training were delivered (based on the reading time of 15 minutes per document).

Employee Engagement Survey

TCC conducts annual employee engagement surveys covering organization recognition, work environment, career development, and team relations. The scope of the engagement survey in 2022 encompassed the whole Group (Mainland China and affiliates included) with a coverage rate of up to 97.6% and an engagement score of 4.5 points (out of 5 points). The coverage rate of Taiwan (affiliates included) is 98.2% with an engagement score of 4.44 points; the coverage rate of Mainland China is 97.3% with an engagement score of 4.52 points. Furthermore, TCC's gender identity analysis found no difference in the level of identification between male and female employees.

JOB LEVEL	ENGAGEMENT	SENIORITY	ENGAGEMENT
General Employees (Direct Labor)	4.33	Less than 3 Years	4.41
General Employees (Indirect Labor)	4.35	3-10 Years	4.43
Low-level Managers	4.58	More than 10 Years	4.50
Mid-to-senior-level Managers	4.68		

TCC conducts multifaceted difference analysis based on job levels and seniority and communicates with supervisors and employees regarding survey results. Follow-up items are listed in meeting reports and solutions are formulated for HR supervisor's approval.

Human Rights Due Diligence

TCC implemented human rights due diligence in 2019 to ensure the effectiveness of our Human Rights Policy. Potential human rights issues and risk assessment were identified based on "frequency of human rights risks" and "level of impact to the Company and employees", with mitigation and compensation measures designed accordingly. The 2022 survey covered 39 operation sites, subsidiaries and joint ventures included, with a response rate of 98.14%.

No Significant Human Rights-related Risks Found

Summary of Human Rights Protection

RIGHTS

TCC Employees

- ✔ Safe feedback channels
- ✔ Human rights education and trainings
- ✔ Employee engagement survey
- ✔ Human rights due diligence
- ✔ ISO 45001 Occupational health and safety management systems certification

Suppliers

- ✔ Plant Supplier Evaluation Regulations
- ✔ TCC Supplier Sustainability Questionnaire
- The main areas evaluated include performances on quality, services, organization, finance, and sustainability. The assessment items for the sustainability performance include areas of labor, health and safety, environment, ethics, and management systems.
- ✔ Supplier Sustainability Governance Workshop

Contractors

- ✔ "Zero Work-related Injury" goal
- ✔ Occupational Safety and Health Management System
- ✔ Occupational Safety and Health Management Office
- ✔ Contractor OSH and Environmental Management Rules and Punishment Guidelines
- ✔ Occupational health and safety education and training
- ✔ Letter of Undertaking for Health, Safety, and Environment (HSE)

Community Residents



7.6 | Workplace Diversity



TCC has a diverse employee composition and is committed to upholding human rights. Compared to the previous year, the female managers at TCC grew by 3% in 2022; the percentage of employees with disability by 1.47% (2021: 1.70%); and the indigenous employees by 7.45% (2021: 6.44%).

Total Number of Employees by Contract and Gender

	FEMALE	MALE	TOTAL
Employees with an Open-Ended Contract (Including Employees on Leave Without Pay)	227	928	1,155
Employees with a Fixed-Term Contract (Including Temp Workers & Interns)	5	13	18

Note 1: There is no non-guaranteed hours employee nor part-time employee at TCC.
Note 2: Based on the data of non-fixed term contract personnel as of December 31, 2022.

Note 3: The 18 fixed-term contract employees include 10 employees at the Operation Headquarters, 7 at the Hoping Plant, and 1 at the Hualien Plant, responsible for carbon reduction projects, hazardous solid waste projects, concrete practices, environmental safety projects, etc.

Total Number of Employees by Age and Gender

	FEMALE	MALE	TOTAL
30 or under	33	101	134
31-50	166	545	711
51 or above	28	282	310

Number of Managers by Age and Gender

	FEMALE MANAGERS	MALE MANAGERS	MANAGERS IN TOTAL
30 or under	1	3	4
31-50	44	96	140
51 or above	13	58	71

Note 4: Managers are the Section Chiefs or above.

Total Number of Employees by Operation Site and Gender

SITE	FEMALE	MALE	TOTAL
Operation Headquarters	93	91	184
Suao Plant	12	172	184
Hoping Plant	31	245	276
Hualien Plant	1	8	9
Taipei Plant	37	178	215
Taichung Plant	22	77	99
Kaohsiung Plant	31	157	188

Total Number of Employees by Department and Gender

	FEMALE	MALE	TOTAL
Sales Department	95	416	511
Other Departments (except the Sales Department)	132	512	644

Total Number of Employees by Education and Gender

	FEMALE	MALE	TOTAL
Ph.D.	1	3	4
Master's Degree	45	85	130
Bachelor's Degree	125	354	479
Associate Degree	30	152	182
Senior High School, Vocational School, or Below	26	334	360

New Recruits and Former Employees by Gender and Age

		GENDER		AGE			TOTAL
		Female	Male	30 or under	31-50	51 or above	
New Recruits	No.	31	83	37	72	5	114
	Ratio	2.68%	7.19%	3.20%	6.23%	0.43%	9.87%
Former Employees	No.	16	77	21	51	21	93
	Ratio	1.39%	6.67%	1.82%	4.42%	1.82%	8.05%
Voluntary Separation	No.	12	44	15	37	4	56
	Ratio	1.04%	3.81%	1.30%	3.20%	0.35%	4.85%

Total Number of Employees by Job Levels and Gender

	FEMALE	MALE	TOTAL
Senior managers	4	18	22
Mid-level Managers	28	79	107
Low-level Managers	26	60	86
Professionals	72	125	197
Direct Labor	97	646	743

Note 5: Senior managers are the Assistant Vice President or above. Mid-level managers are Managers or Deputy Managers. Low-level managers are Section Chiefs. Professionals are Engineers, Specialists, or Management Associates.



Note 6: Employees in the probationary period/retired/dismissed/deceased are not accounted for voluntary separation.

Note 7: Based on the data of non-fixed term contract personnel as of December 31, 2022.

