



► Performance Highlights

- In 2020, the total number of participants in health and safety training reached **54,049**.
- In 2020, **831** health and safety-related seminars were held for contractors, with a total of **31,721 attendees**.
- In 2020, **99.3%** of all employees were covered by the collective bargaining agreement.
- In 2020, more than **21 thousand people** visited the special "Charged with Electricity" exhibition on cultural heritage.
- In 2020, **more than 1,000** cultural artifact inspections were conducted.

7 Practitioner of Corporate Social Responsibilities



► The Implication of the Practitioner of Corporate Social Responsibilities

Taipower's operations are located in every corner of Taiwan. The Company interacts with internal and external stakeholders through multiple channels and continues to strengthen its partnerships with society so we can grow and prosper together. From the core of its power industry operations, Taipower also promotes green science education, cultural assets preservation and revitalization, and community care to create a brand image of Taipower as a practitioner of corporate social responsibilities. Talent development is the cornerstone of the sustainable development of companies. In addition to continuously improving its talent management policies for recruitment, training and development, utilization and retention, Taipower has also introduced new technologies and action plans to enhance training and occupational health and safety measures. Taipower also continuously strengthens its protection of employee and contractor rights to create healthy and happy workplaces.

► Major Investments

- Enhanced the transparency and readability of information on online mediums such as Taipower's official website, Taipower's Facebook page, the sustainability webpage, and at Taipower's YouTube channel. The Taipower 1911 customer service hotline, online counter, and a Taipower App were also set up to provide better services to customers.
- Taipower's charitable activities saw the participation of 5,588 employees in 2020. Employees recorded a total of 20,714 hours of service.
- Approximately NT\$112.53 million was donated to neighborhood work in 2020.
- More than NT\$470,000 was invested in artwork leases, exhibitions and performances in 2020.

► Future Plans

Taipower is committed to communicating with its stakeholders by disclosing necessary information openly and transparently to meet their expectations. In terms of social welfare investment, Taipower promotes vital elements of Taiwanese society such as culture, arts, and sports under the premise of fostering long-term development. Meanwhile, in response to its ongoing organizational transformation, Taipower will continue to invest in talent development and training while providing career development resources for employees. The Company will also provide employees with comprehensive salary protection and retirement care. In terms of industrial safety, the Company will continue to improve its industrial safety management and pursue its goal of zero industrial safety incidents as it seeks to create a friendly, safe, and happy workplace for employees.

- 7.1 Human Resource Management Strategies
- 7.2 A Sound Working Environment
- 7.3 Corporate Cultural Inputs and Public Welfare

7.1 Human Resource Management Strategies

7.1.1 Human Resource Strategies

Taipower is facing a number of business challenges such as energy transition, low-carbon sustainability, and the development of a smart grid. As it does so, the Company must consider the talent pool required for future development while maintaining a stable power supply. Taipower reviews employees' core technical skills to resolve talent gaps and recruits necessary electricity specialists through diversified talent recruitment strategies. The Company employs various training systems and measures to pass on electrical technology knowledge and experience, and to enhance the professional and cross-disciplinary skills of its employees. In response to the rise of the green economy and the digital era, Taipower has utilized internal and external training resources to strengthen training for renewable energy talent. The Company develops the talent necessary for business development and promotion to ensure that it can effectively achieve its goals for recruitment, training and development, utilization and retention of human resources. This allows the Company to resolve a wide range of human resources challenges. For more information on related strategies, please scan the QR code.



7.1.2 Structure of Human Resources

Employment Categories

All Taipower employees are full-time. The Company has not hired any part-time or foreign employees.

Total Number of Employees and the Ratio of Male/Female Employees from 2018 to 2020

		2018		2019		2020	
Total employees		26,962		27,606		27,836	
Local employees	Male	23,160	85.9%	23,586	85.4%	23,550	84.6%
	Female	3,802	14.1%	4,020	14.6%	4,286	15.4%
Direct personnel	Male	21,647	80.3%	21,621	78.3%	21,415	76.9%
	Female	2,068	7.7 %	2,214	8.0%	2,379	8.5%
Indirect personnel	Male	1,513	5.6%	1,965	7.1%	2,135	7.7%
	Female	1,734	6.4%	1,806	6.6%	1,907	6.9%

- Note: 1. Data acquisition is based on the payroll dated to January 2021.
- 2. Direct employees are personnel who fall under the categories of technical, sales and marketing employees at onsite departments. Indirect employees are personnel responsible for administrative support, including document processing, business affairs, general affairs, and accounting, etc.
- 3. Decimal points have been rounded off.
- 4. Total employees = direct personnel + indirect personnel

Number, Age, and Gender Distribution of Employee Recruitments/Resignations

		2018		2019		2020	
		Male	Female	Male	Female	Male	Female
Statistics of New Employees							
Number of new employees		1,812		2,504		2,321	
Age	Under 30	895	284	1,349	271	1,236	318
	31-50	448	172	666	204	524	222
	Over 51	12	1	14	0	16	5
	Total	1,355	457	2,029	475	1,776	545
Statistics of Resigned Employees							
Number of resigning employees		1,600		1,864		2,075	
Age	Under 30	127	37	178	42	172	47
	31-50	109	112	124	115	126	112
	Over 51	1,143	72	1,301	104	1,503	115
	Total	1,379	221	1,603	261	1,801	274

Note: The number of departing employees includes both those on extended leave without pay and retirees.

Outsourced Workforce

As of the end of December 2020, Taipower's outsourced workforce included contracted service and labor contractors. The number of outsourced workers was 1,100 in 2020, which includes those engaged in cleaning, document processing, telephone operations, and driving services.

- Note: 1. The above statistics do not include outsourced workloads (Work associated with manual and service contract labor tasks, outsourcing procurement, manual labor, technical services, facilities operations and maintenance that are outsourced in other ways).
- 2. The data on outsourced human resources in 2020 was derived from the 2020 Q4 labor contracting conditions statement.



7.1.3 Human Resource Training

The professional nature of work at Taipower has made it necessary for the Company to respond to changes in the internal and external environment by effectively cultivating future talent. Therefore, Taipower has built a complete talent training system and continuously improves that system as well as the software and hardware of its employee care. Taipower's human resources training includes technical training systems and science-based talent cultivation. Taipower continues to strengthen the talent pool and the results of training in 2020 are shown in the table below. For more information on the implementation methods and content, please scan the QR code.



Statistics on Taipower Training

Training type	Training subject		Number of participants (in 2020)
Development training	New dispatch personnel orientation training		0 <small>(Note)</small>
	Fundamental development training		835
	Total		835
On-the-job training	Professional training	Organized by the Training Institute	4,545
		Organized by other units	68,171
		External training	3,735
	Total		76,451
Manager training	On-the-job training for managers		569
	Cultivation training for managers		524
	Total		1,093
Cooperative education	Recommendations for graduate school	Master's degree programs	6
	Total		6
Total			78,385

Note: Due to the COVID-19 pandemic, the new dispatch personnel orientation training was cancelled to avoid the risk of cluster infection. It was replaced by a new personnel training session on Taipower E-Learning platform.

7.1.4 Employee Performance and Evaluation Policy

Taipower follows the relevant regulations in implementing employee performance evaluations. Supervisors at each level evaluate the performance of their subordinates in seven major categories and determine the evaluation results and award performance bonuses within a prescribed period. Taipower will continue to establish performance-based reward mechanisms that reward units or employees with excellent performance or dedication to their work. Taipower is hoping to enhance employee commitment and performance while improving operational performance and a sense of honor within teams. The main implementation strategies for employee performance evaluations and performance-based reward mechanisms are as follows.

Employee Performance Evaluation Policy

Employee Performance Evaluation

- Full-time employees of Taipower who meet specific conditions
- Supervisor on all levels shall evaluate the seven major categories of the evaluated employee's professional ability, work performance, teamwork, work attitude, moral integrity, management skills, and leadership skills at any time

Performance Management by the Responsible Units

- Reasonably distribute bonuses based on employee contributions and performance
- 40% of the total performance bonus is allocated as each unit's efficiency bonus and is distributed according to the performance grades of the responsible units

Instant Reward Mechanism

- 2% of the total performance bonus is allocated to business unit heads as distributable bonuses
- 50% of incentive bonuses are given as immediate rewards as determined by the Chairman, President, and Vice Presidents
- 50% of incentive bonuses are allocated and distributed by unit supervisors according to various reward procedures and principles

7.2 A Sound Working Environment

7.2.1 Occupational Health and Safety

In addition to cultivating outstanding talent, maintaining occupational safety is key to sustainable talent management. To prevent occupational safety incidents and reduce the impact of the suspension of unit operations on power stability, Taipower has established an improving occupational safety strategy within its Sustainable Development Plan. Taipower also set short- (2021), medium- (2025), and long-term (2030) goals to demonstrate Taipower's resolve in implementing a safe and healthy workplace.

Occupational Health and Safety Management System

Taipower has established an occupational health and safety management system in accordance with the Occupational Safety and Health Act that adheres to requirements equivalent to the CNS 45001 national standard. The management system covers workers at all worksites, including employees at hydropower and thermal power plants, nuclear power plants, district offices, power supply branches, construction and other units, contract workers, volunteers and other workers (including self-employed workers). A total of 46 of Taipower's units were required to complete CNS 45001 certification this year and 100% of them have completed unit certification. There were no excluded workers at the certified sites.

Graded Risk Assessment, Management and Control

Taipower minimizes risks by implementing occupational safety risk classification and control. To ensure reasonable and fair work safety risk classifications for each unit, the Company formulated Regulations of Occupational Safety Risk Classification for Subsidiary Units based on the number of employees in each unit, the number of projects, the types of equipment, and the characteristics of the project, to calculate the classification based on the risk ratio. The risk classifications are divided into three levels, including level A for high risk, level B for medium risk, and level C for low risk.

Taipower also established Risk Assessment Guidelines for Occupational Safety for the Delivery of Contracted Construction Projects to strengthen the occupational safety management of contracted projects and to help contractors implement independent management. Before the start of construction, each unit must file an occupational safety management and risk assessment report for the construction process. If there are changes in construction personnel, site environment, construction methods, or use of machinery, risk assessments and hazard identifications must be re-executed to manage changes. Experts and scholars may also be invited to review submitted risk assessment reports. The Company has not distinguished between routine and non-routine measures for the identification of occupational hazards and risk assessments.



Taipower has stipulated Occupational Safety Accident Handling Procedures, which contain regulations and procedures for workers to report occupational hazards and dangerous conditions. In the event of an accident, workers must notify the relevant management units within one hour, and report to the local labor inspection institution depending on the situation. When the workers believe that they are in a working condition that may cause harm or illness, they are free to leave without fear of punishment. The Company also revised its management guidelines to aggravate its punishment mechanism by referring to the Summary Table of Occupational Safety and Security Clauses and List of Awards and Punishments Concerning the Hierarchical Responsibility and Delegation of Industrial Safety and Operational Accidents. These guidelines are applicable to the Ministry's subordinate enterprises, and promote a punishment mechanism for supervisors to mitigate impacts which may derive from the related hazards and risks.

Health and Safety Management Policies

The protection of human lives through occupational safety are Taipower's highest priority. To ensure the safety of employees and operations, Taipower pursues a goal of zero occupational incidents to create a safe, healthy, and friendly workplace. Additionally, to minimize the occupational injuries of contractors, Taipower optimizes items related to health and safety management in its construction contracts and actively assists and supervises contractors in establishing and implementing their own occupational safety management mechanisms. Taipower requires each contract organizer to provide notice of all hazards in the workplace before construction begins. The Company also require contractors to convene a Tool Box Meeting (TBM) to verify the normal state of the team's equipment, its mental status, assign work and to prepare a work equipment inventory before operations begin. Taipower also conducts on-site hazard awareness activities (Kiken Yochi, KY) to identify potential hazards in the work environment, to take preventative measures and to take photos for records and future reference. In 2020, 831 seminars were held on occupational health and safety for contractors, with a total of 31,721 participants.

For construction contractors, Taipower has incorporated guidelines on contractor health and safety into its contracts. Public construction projects over NT\$200 million are required to set up an on-site and real-time surveillance systems to effectively control and record worksite conditions. In terms of management, during construction planning, relevant departments and occupational safety departments are called in to perform risk assessments and hazard identification to ensure personnel and operational safety.

Dimensions of Occupational Safety Management Bases and Practices

Dimension	Management Method	Management Bases/Practices
Regulatory 	Training	<ul style="list-style-type: none"> Procedures for Training and Utilization of Occupational Health and Safety Personnel from Affiliated Units
	Auditing and supervising	<ul style="list-style-type: none"> Management Enforcement of Procedures through Inspections by Supervisors at All Levels
	Operational safety	<ul style="list-style-type: none"> Enforcement Procedures for Operational Safety Standards Enforcement Procedures for Consultative Organizations in Joint Operations
	Personal protective equipment management	<ul style="list-style-type: none"> Management Procedures for Personal Protective Health and Safety Equipment
	Incident handling	<ul style="list-style-type: none"> Occupational Safety Accident Handling Procedures Guidelines for Assisting Employees in Handling Industrial Incidents
	Rewards and punishments	<ul style="list-style-type: none"> Procedures for Punishment of Practitioners Violating Health and Safety Regulations Procedures for Rewarding Practitioners Engaged in Excellent Health and Safety Performance
	Contractor management	<ul style="list-style-type: none"> Procedures for Health and Safety Counseling Procedures for Penalties for Contractor Violations of Contractual Health and Safety Requirements Procedures for Additional Training for Contractor Violations of Contractual Health and Safety Requirements
Onsite Execution 	Before job task starts	<ul style="list-style-type: none"> Industrial safety communications and hazard notifications Pre-work training workshops Review lists of operation personnel
	Job task in progress	<ul style="list-style-type: none"> Health and Safety check-ins for operating personnel Executing TBM-KY and making records Implementing automatic inspections Auditing health and safety measures
	Operational equipment and machinery inspection	<ul style="list-style-type: none"> Regular inspections and confirmations of machinery Dedicated notebooks or files for inspection records Building coordination and control mechanisms

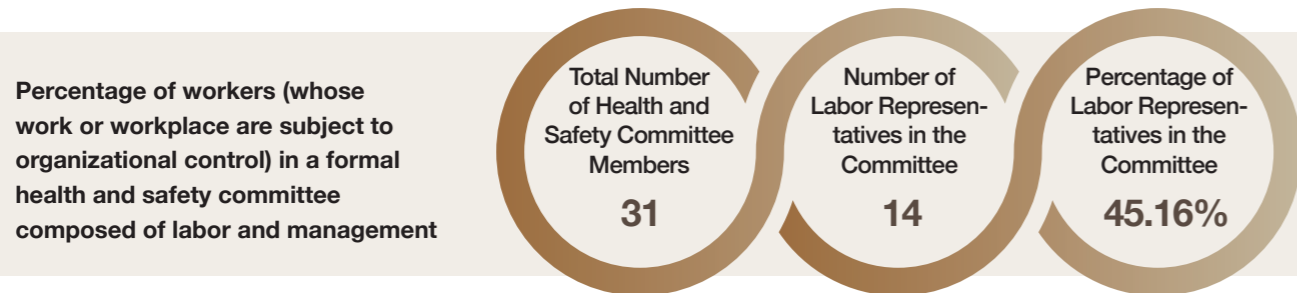
Taipower's occupational injuries in the past ten years may be categorized into three major types: contact with high temperatures, electric shocks, and falls. Further investigation suggest that most injuries are caused by a series of factors: not executing or implementing risk assessments, workers not following procedures during tasks or lacking crisis awareness, a failure to implement the three basic tenets of occupational safety on-site, changes in management, failure to comply with standard operating procedures when working, failure to use protective equipment, lack of horizontal contact, and failure to properly control entry and exit of personnel, etc. The improvements Taipower aims to make are as follows:

Future Improvement Strategies and Methods for Occupational Safety

	Strengthen the system	<ul style="list-style-type: none"> Amending relevant management procedures for punishment mechanisms Promoting collective punishment for supervisors Adding to and amending safety construction procedures
	Manage procurement	<ul style="list-style-type: none"> Using the most advantageous bids or the lowest bids that passed the selection standard for procurement, and improving the weight of the industrial safety assessment Risk assessment reports will be submitted during the bidding processes
	Implement training and education	<ul style="list-style-type: none"> Pre-service training and drills Implementing qualification training Organizing awareness campaigns Changing the method to interactive teaching for the education and training on hazard identification Organizing virtual reality (VR) simulation training for preventing falls
	Increase the level of punishment	<ul style="list-style-type: none"> Violator re-education Increasing the penalty limits for first-time offenders Progressively increasing fines
	Remove those who violate the rules	<ul style="list-style-type: none"> Onsite workers may temporarily suspend construction in the event of hazards and may withdraw to a safe location to ensure safety Elimination mechanism for personnel violating the rules Elimination mechanism for vendors violating the rules
	Implement controls	<ul style="list-style-type: none"> Engineering safety early warning system tracking management Auditing supporting manpower Handling review mechanisms Strengthening industrial security checks Enhancing management for construction on holidays Change management Entry and exit control for key personnel (e.g., personnel responsible for worksites and occupational safety personnel) Strengthening the management of personal protective equipment and machinery facilities
	Third-party auditing	<ul style="list-style-type: none"> Identifying risk items and blind spots through self-checking mechanism for occupational health and safety organized by external experts
	Occupational Safety Care Platform	<ul style="list-style-type: none"> Provide a platform for employees to report errors they have found in the construction projects of each unit
	Disaster prevention technology	<ul style="list-style-type: none"> Smart occupational safety management app Mobile work site real-time surveillance system (CCTV) and introduction of advanced AI recognition applications

The Organization of Occupational Health and Safety

Taipower's Occupational Health and Safety Committee is comprised of 31 members, with one member acting as the committee chairman and one as the deputy chairman. The chairman is the President of Taipower, and the deputy chairman is the Deputy Vice President who supervises the department in charge of occupational health and safety. At least seven of the committee members are supervisors from the departments of the Secretariat, Power Generation, Power Supply, Business, Power Distribution, Construction, Nuclear Generation, Industrial Health and Safety, Human Resources, Accounting, and Power Equipment Repair. Other members include the heads of designated construction units, occupational health and safety personnel, medical practitioners engaging in labor health services, and representatives of the Taiwan Power Labor Union (labor union representatives are required to occupy 1/3 or more of the total seats on the committee).



The duties of the committee include making recommendations on the health and safety policies formulated by employers. The committee then review, coordinate, and make recommendations on matters related to health and safety. The Occupational Health and Safety Committee of the Taipower Headquarters convenes a meeting every two months (More than the one meeting every three months required in Article 12 of the Occupational Safety and Health Act). The Occupational Health and Safety Committees of all units convene one meeting every three months in accordance with the Occupational Safety and Health Act.

Taipower provides workers with occupational health and safety-related information on various occasions and through various methods (such as e-mail, employee forums, posters, or slogans, etc.). Workers can make proposals related to the system of occupational health and safety to the Occupational Health and Safety Committee for discussion and deliberation. Workers can also fill out proposed improvement measures for units they have seen via the Occupational Safety Care Platform.

Employee Education and Training

Each Taipower unit's on-site manager or foreman organizes demonstrations and drills for operating procedures and notices on a regular or irregular basis each year in accordance with the Enforcement Procedures for Operational Safety Standards. Drills may include emergency response training for fires at power plants and emergency response training for hydrogen leaks. Each Taipower unit also organizes regular or irregular emergency response training for occupational safety incidents in accordance with the Occupational Safety Accident Handling Procedures to increase emergency response capacity in the event of an accident. For instance, nuclear power plants must conduct drills that simulate disaster conditions and response measures.

Occupational health and safety training is implemented in three ways, including the appointment of external training institutions, training in dedicated training institutions, and training provided independently by the unit. In addition to general education on health and safety, training includes introductions of CNS45001/TOSHMS management system, fire drills, and first aid training. Taipower provides special training for relevant operators, foremen, supervisors, and safety assessment personnel, such as training for high-pressure gas and other dangerous equipment operations to avoid occupational hazards. The participants in various health and safety training in 2020 totaled 54,049. Units organized a total of 231 sessions of interactive hazard identification training for 12,670 participants including employees and contractor personnel.

Occupational Safety Performance

Taipower organizes regular training to ensure rapid responses in the event of an accident. According to Taipower's Occupational Safety Accident Handling Procedures, employee and contractor accidents are reported to Taipower within one hour and the responsible person must file an accident report. Accident reports serve as the basis for the compilation of relevant statistics and analytical reports for the occupational safety management of all units. The information is then used to minimize the likelihood of future occupational accidents. The accidents are reported to the

occupational safety department, occupational safety offices, and local labor inspection agencies based on the severity of the accident. Where an employee or contractor is involved in a major occupational accident, it is reported to the local labor inspection agency within eight hours in accordance with regulations.

After an accident has occurred, the Company assigns employees to investigate the cause, conduct case reviews, and review administrative liabilities of the accident. For different incidents such as a false alarms or minor injuries to employees or contractors, disability of other individuals, or disability or injury people in the area of responsibility of the unit, an investigation team is formed based on the severity of the incident. The team reviews the cause of the incident and formulates specific preventive measures. It also continuously tracks improvements and the preventive measures of each unit to prevent similar incidents from recurring.

The main causes of injury for Taipower's workers include traffic accidents, arc discharges, collapsed objects, electric shocks, and falls. The statistics for the work-related injuries of employees and contractors in 2020 are as follows:

Statistics of Serious Work-Related Injuries in 2020

Worker category	Employees			Construction contractors
	Male	Female	Total	Total
Total number of work hours	48,587,161	8,844,471	57,431,632	39,715,206
Number of deaths caused by occupational injuries	0	0	0	2
Rate of death caused by occupational injuries	0	0	0	0.05
Number of severe occupational injuries (excluding deaths)	0	0	0	15
Rate of severe occupational injuries (excluding deaths)	0	0	0	0.378
Number of recordable occupational injuries (number of people)	22	0	22	17
Rate of recordable occupational injuries	0.383	0	0.383	0.428
Number of false alarms (number of people)	10	0	10	5
Rate of false alarms	0.174	0	0.174	0.126

- Note: 1. Total work hours: The total work hours of male and female employees of Taipower are calculated based on the total work hours and the gender ratio of Taipower employees
2. Rate of death caused by occupational injury = (Number of deaths caused by occupational injury/Total hours worked) × 200,000 (refers to the rate per 100 employees based on 40 working hours per week for 50 weeks per year)
3. Rate of severe occupational injury (excluding deaths) = (Severe occupational injuries/Total hours worked) × 200,000
4. Rate of recordable occupational injuries = (Number of recordable occupational injuries/Total hours worked) × 200,000
5. A severe occupational injury is defined as an occupational injury that results in death or an injury that prevents a worker from returning to a pre-injury state of health within six months
6. Construction contractors didn't compile their total person-work hours according to gender this year, the data is therefore unavailable. The statistical method for this item will be improved in the future

In the event of a false alarm incident involving a Taipower employee or contractor, the head of the department where the incident occurs or the head of the department responsible for the operation shall serve as the convener and form a Unit Investigation Team with the occupational safety department and the Taiwan Power Labor Union Branch to investigate the incident. Where necessary, the internal affairs department of the unit may be requested to conduct joint investigations. The unit where the incident occurred shall submit an Occupational Safety Incident Report within three workdays after the occurrence of the incident. In the case of special circumstances, an initial report may be submitted and relevant, additional information may be provided later.

Analysis and Statistics of Occupational Injuries in 2020

	Contact of objects with great temperature difference	Hit by falling objects	Falls	Rolled into machinery	Electric shocks	Collapse	Others
Employees: 9 cases (Resulting in 10 individuals disabled)							
Number of accidents	4 cases (5 individuals disabled)	1 cases (1 individuals disabled)	0 cases	1 cases (1 individuals disabled)	2 cases (2 individuals disabled)	1 cases (1 individuals disabled)	0 cases
Injury rate by accident category	50%	10%	0%	10%	20%	10%	0%
Contractors: 15 cases (Resulting in 2 deaths and 15 individuals disabled)							
Number of accidents	6 cases (7 individuals disabled)	1 cases (1 individuals disabled)	1 cases (1 death)	0 cases	3 cases (4 individuals disabled)	3 cases (1 death and 2 individuals disabled)	1 cases (0 death and 1 individuals disabled)
Injury rate by accident category	41%	6%	6%	0%	23.5%	17.5%	6%

Note: 1. Injury rate by accident category = number of casualties of the disaster type/number of casualties of the entire year x 100%
 2. The data on Taipower employees' occupational injuries did not include the non-commuting traffic accidents affecting 12 other individuals.

Taipower's occupational health and safety management system includes accident investigation operation procedures and operating procedures for non-compliance and corrective actions. The system also makes use of the Plan-Do-Check-Act (PDCA) cycle management model. The above mentioned procedures are reviewed or randomly checked through sampling inspections from time to time. Where an accident or non-compliance cannot be effectively prevented, the Company shall implement adjustments or enhancements until the occupational safety performance is significantly improved.

For level two and level three suppliers, all units must designate occupational health and safety personnel and other designated personnel to attend negotiations before the contracted construction project is delivered. The contractor will be required to compile lists of personnel for their contracted work with and the contracted work of their subcontractors. The contractors and their subcontractors shall be required to take the following necessary measures in accordance with Article 27 of the Occupational Safety and Health Act and elect representatives to ensure onsite occupational safety management.

- Establish a consultative organization, and appoint a person responsible for supervision and coordination of the workplace
- Regulate and integrate work
- Conduct inspections at workplaces
- Direct and assist in health and safety education related to the contracted work
- Other measures necessary to prevent occupational accidents



7.2.2 Labor-Management Communication and Collective Bargaining

Taipower attaches great importance to the voices and needs of all professional partners. The Company provides channels for expressing diverse opinions, and actively responds to relevant suggestions to continuously create a labor-management environment that makes employees feel satisfied and builds trust in the Company.

Communication Performance

2020 Communication Channels and Performance

Intranet websites
In order to strengthen internal communications and website management, Taipower has amended and announced management operational guidelines on its website and message board. If employees have doubts or experience misunderstandings about the Company's policies or regulations within the online discussion area, the unit in charge should immediately resolve the doubts of the employees

Keynote speeches
Taipower held 4 keynote speeches for high-ranking supervisors to encourage continuous communication with employees about the Company's policies; interaction and communication between labor and management took place in the meetings

Training
Various training courses are provided for employees on an ongoing basis so that staff can acquire vocational skills and communicate with the Company

Labor-management conferences
Taipower holds regular labor-management conferences to foster effective communication. There were 9 labor-management conferences held at company and sub-system levels; interaction and communication between labor and management took place in the meetings

Negotiations on Collective Agreement

Taipower and the Taipower Labor Union (TLU) signed a Collective Bargaining Agreement (CBA) in 2013. The agreement calls for annual meetings to implement or clarify articles of the signed CBA. To safeguard employees' rights, in accordance with Article 41 of the CBA, Taipower is required to communicate with the TLU regarding the creation, reorganization, and merger of units in advance. In 2020, thirteen consultative meetings were held.

Number and Ratio of Employees Covered by the Collective Agreement Unit: person

Item	2017	2018	2019	2020
Total employees	26,734	26,962	27,606	27,836
Number of employees in the union (%)	26,408 (98.8%)	26,599 (98.7%)	26,866 (97.3%)	27,654 (99.3%)

Performance and Implementation of the Grievance System

Taipower's Guidelines for Processing Matters of Grievance Concerning Working Personnel helps deal with issues that cannot be resolved through the Company's administrative system. The guidelines cover the following:

- Employees who must adjust their job duties or be transferred to other departments, units, or regions due to personal or family reasons.
- Employees who have been going through major changes or crises with their families and require the Company's involvement.
- Employees who are not satisfied with the Company's systems and measures, or those who have filed complaints regarding contracting or oversight of construction projects, financial and procurement matters, or hand-over inspections.
- Investigations and handling of other complaints.

Grievances and complaints filed by employees are handled by the Personnel Difficulty and Grievance Processing Team of the employee's unit. If the team is unable to handle the case or if the outcome is not acceptable to the employee involved, he or she may file a complaint with the Personnel Difficulties and Matters of Grievance Processing Committee.

Occupational Health Services

In order to prevent occupational injuries and illnesses and protect workers' physical and mental health, Taipower has formulated a Labor Health Service Plan in accordance with the Rules for Labor Health Protection. The plan covers labor health risk assessments, physical and health examination data processing, and assessments and management for laborers with high health risks. The plan is a reference for all units when formulating their labor health service plans.

Taipower provides regular health examinations for current employees. Those under the age of 40 are eligible for examination once every five years, while those aged 40 to 65 are eligible once every three years. The Company also encourages employees over the age of 50 to schedule examinations each year and provides discounts and subsidies. The examination results are submitted to the occupational safety department for tracking, and they are processed in accordance with Article 21 and 22 of the Labor Health Protection Regulations (e.g., assigning workers to suitable work environments, changing work environments, changing work, or reducing work hours). Employees who engage in hazardous operations are regularly scheduled for special health checkups to establish health management data and are then classified into Levels 1 to 4 for health management based on their health report.

Taipower follows the regulations in Article 3 and 4 of the Labor Health Protection Regulations when appointing health service personnel. A total of 43 units employ full-time nursing staff for health management, and a total of 62 units hire contracted doctors to provide on-site health services. A further 24 units hire contracted nursing staff to assist with on-site health services, implementing health management, and enhancing employees' physical and mental health. Medical staff of on-site health services can assist the Company in various ways, including:

- Analysis and evaluation of health checkup results
- Assist employers in the determining proper divisions of labor
- Assessments and case management for high-risk laborers
- Maternal health care
- Prevention of work-related diseases

In addition to the traditional occupational hazards of the workplace, workers also face other health hazards such as performance pressure, excessively long working hours, shift work, and psychological pressure. In response to the increase in of emerging occupational diseases such as those related to overwork, Taipower has established prevention plans for ergonomic hazards, ailments induced by exceptional workloads, and wrongful physical or mental harm to control non-traditional occupational hazards.



7.3 Corporate Cultural Inputs and Public Welfare

The power industry has promoted domestic industrial and economic development. In addition to supplying energy to Taiwan, Taipower has created a tangible historical architecture and immaterial collection of memories for Taiwan. In line with Taiwan's pursuit of social development and cultural awareness, the Company has integrated cultural preservation and creative thinking into its development-oriented growth model, promoting corporate humanism in business, public welfare, and the building of a cultural corporate image.

Taipower established a Volunteer Service Team system. At the corporate level, the Team Leader, Deputy Team Leader, and Executive Director roles are filled by the Chairman, President, and Vice President of the Secretariat. The heads and deputies of each unit serve as the team leaders and deputy team leaders of their respective volunteer service teams and they elect their own executive directors. The volunteers' activities mainly focus on four major themes: energy conservation and carbon reduction services, community services, social and humanistic care, and environmental protection. The units organize suitable events based on the needs of their locations. The volunteer teams of each unit submit performance reports to the Secretariat on their volunteer services of the first (January to June) and the second (July to December) halves of the year. Reports are submitted before the end of July each year and before the end of January in the following year.

Cultural Contributions

The Company actively seeks to promote an appreciation of its responsibilities and its sustainable development philosophy. Through combing the history of Taiwan's electrical industry development with education, Taipower injects diversity into society and promotes the use of value-added knowledge. The Company established a working group on a Cultural Heritage Preservation, Operation and Maintenance Project to conduct a full inventory of the company's cultural assets and to help preserve the Company's non-building cultural heritage. The Vice President of Strategy and Administration serves as the convener and the Company uses its Meeting on Important Cultural Heritage Preservation, Operation, and Maintenance Project to promote preservation, research, and communication with society. Taipower adopted the strategies of research-before-education, phased development, and continuous adjustments for its review operations on cultural and historical data in accordance with different themes. The Company inspects, preserves, and displays the resulting cultural and historical data to promote resource sharing and revitalization and to fulfill its corporate social responsibility. For more information on Taipower's cultural contributions, please scan the QR Code.



Localization and Revitalization

The preservation of cultural assets is a bridge that links the past to future changes. As such, Taipower continues to maintain and repair cultural assets, recreate the historical sites that illustrate the development of the electric power industry, and encourage the industry to connect its cultural and historical archives with social resources. The Company also promotes co-prosperity with local communities and helps the general public rediscover the culture of Taipower. Integrating awareness of the historical development of the local electric power industry with the economic, social, and humanistic interactions that link local communities and organizations will help strengthen local identities. Taipower has established local cultural archive exhibitions that are available to the general public through a reservation system. This provides local communities with educational arenas and museums that activate the promotion, inheritance and deepening of local knowledge. For more information on the results in 2020, please scan the QR Code.



Professional Curation and Activities

Through professional curation and interdisciplinary cooperation, exhibitions can be enriched and deepened in their interpretation of power utility cultural assets. This is achieved through the combination of humanistic heritage, aesthetic creativity, and educational significance in order to translate information on professional power generation technology to the daily lives of the general public.

Promoting Cultural Heritage with Diverse Exhibitions and Forums



The Light Up-2020 Taipower Cultural Heritage Exhibition

The Light Up-2020 Taipower Cultural Heritage Exhibition has attracted over 20,000 visitors this year. The exhibition focused on the progression of the electricity grid during the past decade. Taipower used attractive designs, creative art, and multimedia to display the processes of power generation, transmission, distribution, and sales. Through interactive exhibitions, the general public can easily gain knowledge of electricity. Taipower also added overall descriptions that are different from those provided in museums and used design and conceptualization to view the development history of the electric power industry from a more humanist and caring perspective.



Cultural Heritage Governance Speeches on "Truth, Virtue and Beauty"

Taipower invited the former Minister of Culture, Ms. Li-Chun Cheng to deliver a speech on "Diversity, Heritage and Creativity: Cultural Heritage Governance." In the speech Ms. Cheng explored the administration's perspective on ways Taipower can link its cultural heritage in the electric power industry with the values of the era under the influence of the energy transition to implement cultural governance. She also recognized Taipower's efforts and dedication to promoting the preservation of cultural heritage in the electric power industry. For example, Taipower was the first state-owned business to set up a project budget, recruit cultural heritage talent, and receive Germany's Red Dot Design Award. The speech inspired attending senior officials and employees.



"Taipower: A Glittering Story of Diligent Operation" in Xinyi Eslite Bookstore

Taipower organized the new book releases event for the "Taipower Solar Power Electricity Services" and "Taipower Glittering Story of Diligent Operation" at the Xinyi Eslite Bookstore in 2020. The Company invited employees of related Taipower units to share their thoughts and experiences. Students of the Department of Electrical Engineering at National Taiwan University and Taipei Normal University and the general public also used the open registration system to take part in the event.



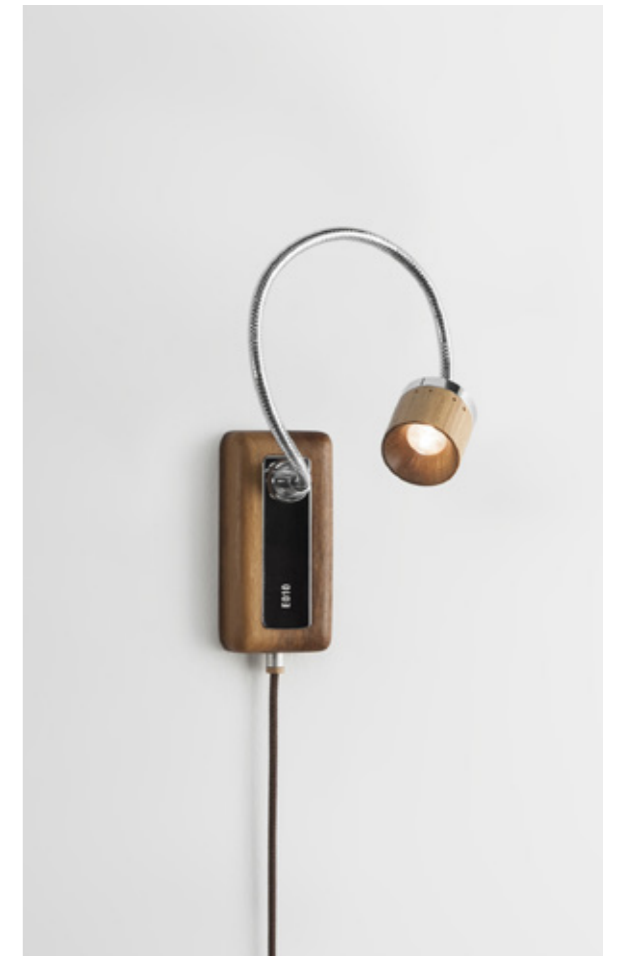
"Dialogue between Footprints and Buildings" – A Cultural Heritage Forum

In 2020, Taipower organized its fourth "Dialogue between Footprints and Buildings" cultural heritage forum with the theme "cultural paths." The Company invited Director General Kuo-Lung Shih of the Bureau of Cultural Heritage, Ministry of Culture along with experts, scholars of cultural heritage conservation and related personnel of other state-owned businesses. The Company organized keynote speeches and discussions to help Taipower employees learn more about cultural heritage and create a consensus on cultural conservation.

TPCreative: A Circular Economy Brand

The TPCreative brand was formally launched in 2019. With the circular economy as the core concept of the brand, TPCreative cooperates with professional designers that use discarded and waste materials generated during the power generation process and combined them with elements of Taipower's identity to explore the feasibility of developing cultural and creative products. Through the display and sale of these creative products, the public is able to see a different side of Taipower. This helps to narrow the distance between the Company and the public and thereby enhances the Company's corporate image. The promotion results for 2020 were as follows:

- TPCreative launched a new product on Earth Day 2020. The WhimsE010 reading light is made with wooden beams from decommissioned electricity transmission equipment. The product name "#E010" refers to the code number for the wooden beams in Taipower's warehouse system. It was designed to provide three levels of lighting and touch control to minimize the impact of lights on the overall brightness of a space and instill new value into retired materials.
- The Company is working with innovative designers in Taiwan to create the latest Chinese zodiac souvenirs for 2021. The souvenirs are made with coal ash from the Linkou Power Plant. The stationery was designed in the shape of buffaloes to create innovative products made with 20% coal ash and 100% Taiwanese design.



Investment in Cultural and Art Activities

From 2018 to 2020, Taipower has invested in art bank painting rental activities and performances to provide steady support and encouragement to young Taiwanese artists and performers. Through these professional exhibitions, the overall artistic and cultural atmosphere of the office space has improved and staff has been subtly influenced and transformed from the inside out. The exhibits are also accessible to the general public.

Statistics on Painting Rentals and Exhibition Activities

	2018	2019	2020	
Painting Rentals	Number of items	70	54	74
	Amount (\$NTD)	356,066	329,000	351,471
Art Gallery	Number of exhibitions	5	5	6
	Amount (\$NTD)	323,350	310,000	48,033
Exhibitions and Activities in the Grand Hall	Number of exhibitions	26	18	14
	Amount (\$NTD)	877,439	518,747	60,000

Management of Charitable Activities

Taipower actively encourages its employees to participate in volunteer and community service work as a means of fulfilling the Company's social responsibilities and enhancing its corporate image. In 2020, Taipower held numerous public welfare activities of various sizes, with a total of 5,588 participants volunteering 20,714 hours.

Promotion of Popular Science Education on Energy

Taipower actively promotes education and communication about energy science, renewable energy, and environmental knowledge. The Company's Environmental White Paper lays out a strategy of Expanding internal and external engagement. In upholding that aim, the Company sets short, medium, and long-term goals for transferring environmental information on electricity. By 2030, it is estimated that information and communications on the topic of environmental protection within the power utility industry will be reaching 750,000 people per year.

A Fun and Interactive Special Exhibition Experience to Promote Knowledge of Green Energy



"Power Zone Hsinchu" – A Special Exhibition on the Popular Science of Transformer Boxes

The "Power Zone Hsinchu" special exhibition on the popular science of transformer boxes was held in Taipei's Xinyi District for the first time last year. The Hsinchu City Government subsequently invited Taipower to attend its 2020 Taiwan Design Expo, and "Power Zone" was exhibited again at the Confucius Temple in Hsinchu. The semi-transparent wave roofing sheets and steel structure were spread out in a single row based on the exhibition venue's conditions. More than 85% of the materials were recycled from the exhibition in Taipei to meet circular economy values. It became the most fascinating part of the Design Expo and attracted 47,000 visitors in just three weeks.

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"Energy Diversification and Small Innovations" – Forum

"Energy Diversification and Small Innovations" was the energy innovation forum organized for the 2020 Environmental Protection Month. Taipower invited the founder of Sunny Founder and the CEO of Mr. Watt to share their experiences and business models with Taipower to foster the creation of new ideas. The resulting dialogue demonstrated how Taipower and energy innovators can communicate and cooperate by exchanging views and communicating needs in the crucial phase of energy transition as more young people enter the energy industry. Taipower is committed to working together with innovators to achieve co-prosperity with the energy industry.

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"Smart Hands-on Electricity Generation" – At Taipower D/S ONE

Taipower has built the nation's first renewable energy exhibition hall called Taipower D/S ONE (D/S ONE). The hall is connected to the Banqiao train station with pedestrian bridges and its space was redesigned based on international standards with the aim of creating the most important and interesting venue for renewable energy education in Taiwan. The name is derived from the facility's previous function as a Distribution Substation (D/S) and its street address (at #1). In the facility's current iteration, the acronym "D/S" is used to represent the principles of "Design" and "Sustainability." The hall reflects Taipower's ambition to recreate its brand. Through the establishment of the site, Taipower strengthened the communication between Taipower and external entities and demonstrated the Company's core values of green, smart, and future-oriented. The defines these three values as follows:

- **Green:** Clean, renewable and sustainable energy development
- **Smart:** Circular, smart, and innovative technologies
- **Future:** An electricity-powered life that coexists with nature

D/S ONE expands environmental and renewable energy education for parents, teachers, and students. It has become the first green energy venue brand in Taiwan. Taipower positioned the operation as a platform for public participation instead of as a mere exhibition hall. The Company integrated the concepts of a gymnasium with renewable energy generation to make renewable energy easily understandable for the general public. In doing so, Taipower has completely changed the unappealing image of renewable energy and allowed the public to have a hands-on experience at the exhibition. Through educational and fun facilities and interactive displays, people of all ages can learn about the development of renewable energy in Taiwan. In promoting the exhibition hall, Taipower partnered with local middle and elementary schools to promote awareness of renewable energy from a young age.

D/S ONE was opened on December 24, 2019. As of the end of 2020, it has attracted more than 70,000 visitors and numerous groups and engaged with nearly 10,000 fans on Facebook. It has also gradually created a close partnership with the neighboring Banqiao Senior High School as well as other schools near Banqiao station. The "D.T. Alliance" was established to maximize the use of D.SCHOOL and TechShop classrooms in New Taipei City to promote general science and technology courses. The results have received wide acclaim.

Major Public Welfare Activities and Sponsorships

Taipower is crucial in empowering Taiwan's economic development. Taipower continues to enhance its partnerships for coexistence and co-prosperity within society. The Company continually increases its investments in culture, art, and philanthropic activities to strengthen Taipower's image as a Practitioner of Corporate Social Responsibilities. The Company's electricity construction projects have caused changes and impacts on local environments. Neighborhood work and interaction are therefore important to ensure co-prosperity with local communities. The Company's neighborhood work is focused on supporting local philanthropic activities. Taipower's approach includes emergency relief, life support for low-income households, benefits for the elderly and people with disabilities, education, culture, and other charitable causes. In 2020, there were 4,080 neighborhood work projects and approximately NT\$112.53 million in donation.

Purchasing Agricultural and Fisheries Products for Donation to Disadvantaged Groups

In response to the impact of the COVID-19 pandemic in 2020, Taipower supported the government's relief policies by purchasing six types of vegetables and fish, including bok choy and grouper, on seven different occasions. Taipower donated its purchases to schools and disadvantaged groups across the country. The purchases helped farmers and fishermen weather financial difficulties and provided aid to disadvantaged groups in times of need to create benefits for all parties.



Seeds of Hope: Hope Cultivation Project

Since 2005, Taipower has provided summer job opportunities for indigenous college students from Taitung, Hualien, and Pingtung in their hometowns to help them reduce their tuition burdens. Taipower provides approximately 75 summer job opportunities each year. By 2020, the 16th year of the program, a total of 1,000 students had participated in the project. The purpose of the program is to encourage young indigenous people to return to their hometowns with opportunities for achievement and growth.



End-of-Year Care Program for Solitary Seniors

Since 2005, Taipower's power plants and district offices have invited isolated seniors to attend year-end dinner parties during the Lunar New Year. Taipower purchased new-year supplies and distributed gifts to the residences of attendees. The events have helped senior citizens who live alone enjoy Lunar New Year and allowed Taipower to spread warmth and fulfill its social responsibilities. Approximately 730 participants attended the "Lighting up Love" year-end dinner party in 2020.



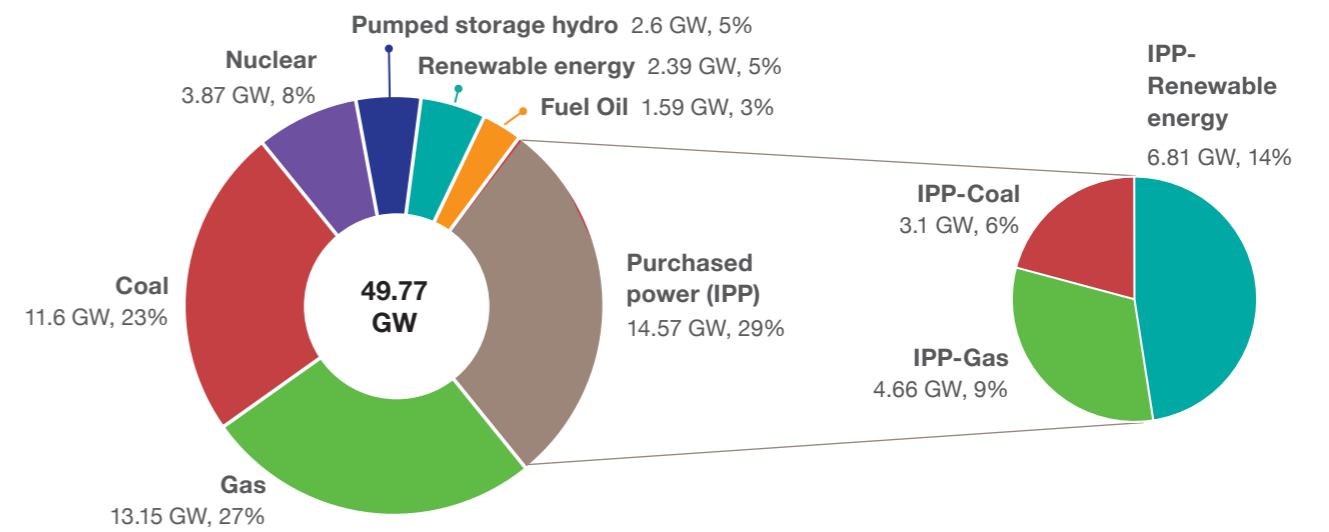
Reading Promotion: Fireflies Children's Reading Project

In 2007, Taipower established multiple after-school programs for children in remote areas of Hualien and Taitung to promote ethical and art education. Taipower uses mobile library vans, summer reading camps, and year-end angel club activities to provide underprivileged children in remote areas with assistance and resources. The Company seeks to reduce the gap between urban and rural resources and help children improve their knowledge and skills. The Company also helps students to explore their interests and potential through reading and talent activities. In 2020, more than 6,000 children were reached.



Appendix | Corporate Highlights

Installed Capacity in 2020



Net Generation and Purchase Power in 2020

