

7

Practitioner of Corporate Social Responsibility



◆ Development Vision

Taipower conducts operations in every corner of Taiwan. The Company interacts with internal and external stakeholders through multiple channels and continually strengthens its partnerships within society to allow for joint growth and prosperity. In addition to its core power industry operations, Taipower 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 responsibility. Talent development is the cornerstone of the sustainable development of companies. So, in addition to continuously improving its talent management policies for recruitment, training and development, utilization and retention, Taipower has introduced new technologies and action plans that enhance training and occupational health and safety measures. The Company also continuously strengthens its protection of employee and contractor rights to create healthy and happy workplaces.

Taipower is committed to communicating with stakeholders, disclosing necessary information under the principles of openness and transparency to meet stakeholders' expectations. Taipower also approaches social welfare through development and promotion of culture, art, sports, and other essential elements of Taiwanese society. While coping with organizational transformation, Taipower has continuously invested in personnel development and training and provided its staff with career development resources and comprehensive remuneration and retirement care. In terms of industrial safety, Taipower will continue to improve occupational safety management, pursue a goal of zero disasters in occupational safety, and create a friendly, safe, and happy workplace for employees.

◆ Performance Highlights

- In 2021, the total number of participants in educational training reached **69,938**.
- In 2021, the total number of participants in health and safety training reached **30,762**.
- In 2021, **671** health and safety-related seminars were held for contractors, with a total of **29,138 attendees**.
- In 2021, **99.2%** of all employees were covered by the collective bargaining agreement.
- In 2021, approximately **NT\$97 million** was donated to community projects.
- In 2021, more than **NT\$600,000** was invested in artwork leases, exhibitions and performances.
- In 2021, **more than 2,000** cultural artifact inspections were conducted.

7.1 Personnel Management and Development

7.1.1 Human Resource Management Strategies and Structure 102-8

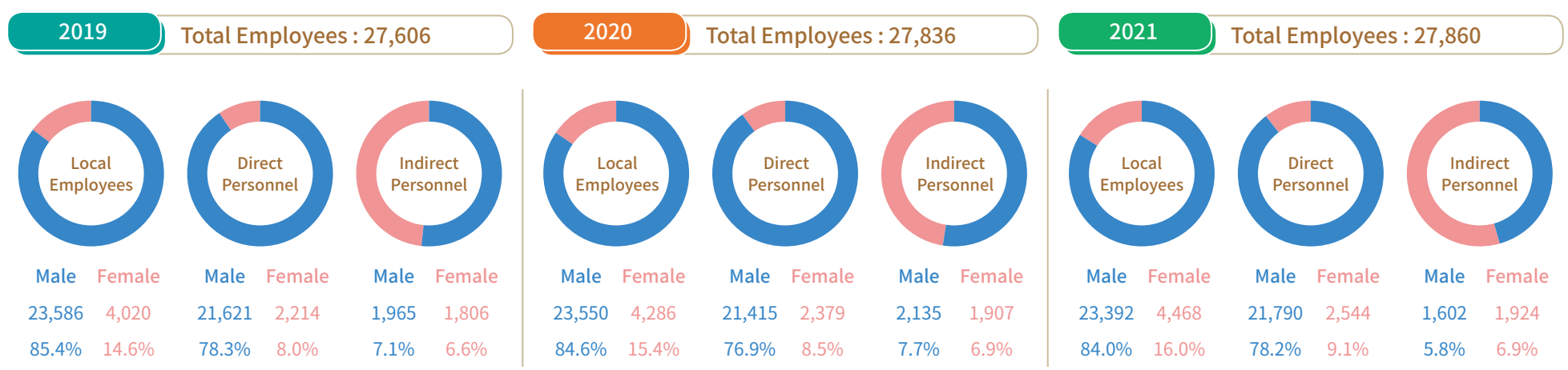
Human Resource Strategies

Taipower faces a wide range of business challenges. These include its energy transition, the need for low-carbon sustainability, and the impending development of a smart grid. Facing these issues will require the Company to develop a talent pool that can meet the needs of future developments while maintaining a stable power supply. Taipower is achieving this by reviewing the core technical skills of employees then filling talent gaps by recruiting the necessary electricity specialists through diversified pathways. The Company also employs various training systems and measures that allow it to pass on electrical technology knowledge and experience, and to enhance the professional and cross-disciplinary skills of its employees. As the green economy has risen to prominence in the digital era, Taipower has utilized both internal and external training resources to strengthen its renewable energy talent. The Company has now developed the talent necessary for business development and promotion to ensure that it can effectively achieve its goals for recruitment, training and development, along with the utilization and retention of human resources. This approach allows the Company to resolve a wide range of human resources challenges.

Structure of Human Resources

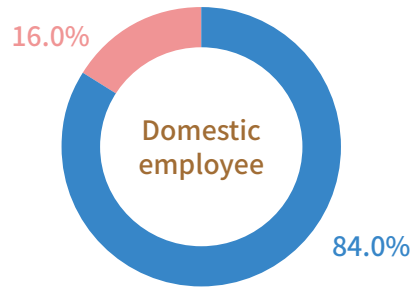
Employment Categories

All Taipower employees are full-time. The Company has not hired any temporary, part-time or foreign employees and no employees receive non-guaranteed hours.



Note: 1. Data acquisition is based on the payroll dated to December 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.

Statistics of Employee Category in 2021



Employee Category	Male		Female		Total	
	Number of employees	Ratio (%)	Number of employees	Ratio (%)	Number of employees	Ratio (%)
Permanent Employees	23,392	84.0%	4,468	16.0%	27,860	100%
Temporary Employees	0	0%	0	0%	0	0%
Full-Time Employees	23,392	84.0%	4,468	16.0%	27,860	100%
Part-Time Employees	0	0%	0	0%	0	0%
Employees Without Guaranteed Hours	0	0%	0	0%	0	0%

Note: 1. Permanent employees do not sign fixed-term contracts. As long as the substance of their work is continuous, the employee may continue to work unless he or she is laid off or voluntarily resigns. Severance pay is available and the employer is required to contribute labor pension funds.

2. Temporary employees only sign fixed-term contracts in exceptional circumstances. Positions include temporary, short-term, seasonal, or specific work. Upon the expiration of the contract, the employee must leave and cannot continue to work unless the employer is willing to renew the contract. No severance pay is available, but the employer is required to contribute to the labor pension funds.

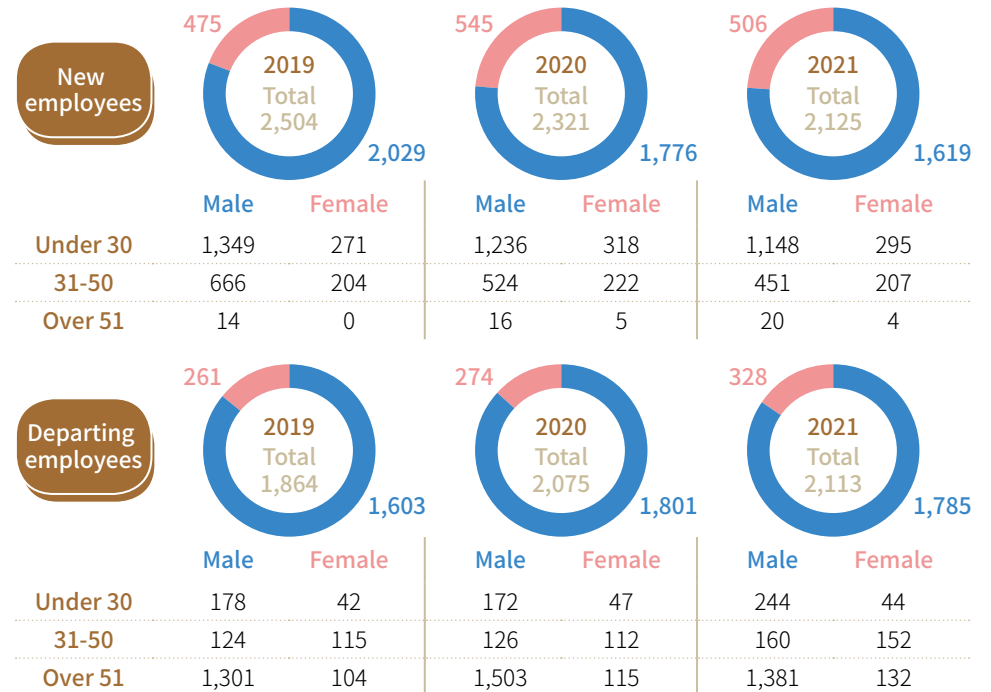
3. Full-time employees: According to Article 30, Paragraph 1 of Taiwan's Labor Standards Act, regular working hours may not exceed 40 hours a week and eight hours a day.

4. Part-time employees: Employees whose working hours do not meet the conditions of full-time employees (40 hours a week and eight hours a day) are considered part-time employees. The legal rights of part-time employees are the same as those of full-time employees, except that basic wages and holidays can be reduced according to the proportion of their working hours.

5. Employees without guaranteed hours: Taiwan's Labor Standards Act has not yet defined non-guaranteed hours employees. Here, they are defined as contract-based workers for whom the employer does not guarantee minimum working hours. Elsewhere, these employees are said to be part of the "gig-economy." These workers were originally defined as free, part-time workers who performed work on a short-term basis and received a lump sum payment, such as the delivery personnel working through a sharing economy platform.

6. Data is current as of December 2021.

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



Note: 1. The number of departing employees includes both those on extended leave without pay and retirees.

2. The statistics for each year represent the number of recruits and employee resignations from January to December of the current year.

Outsourced Workforce

As of the end of December 2021, Taipower's outsourced workforce included both contracted service and labor contractors. In 2021, there were 1,100 outsourced workers working in jobs connected to cleaning, document processing, telephone operations, driving and other services.

Workers who are not employee





Non-employed employees	Number of people (persons)	Contractual relationship	Type of work
Volunteers	309	None, retired Taipower staff (in volunteer roles)	Sports advocacy volunteers (cheering for Taipower's sports teams) and offering guidance at branch office service counters

7.1.2 Personnel Training and Assessment

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. The Company's human resources offer both technical and science-based training. The talent pool is continuously developed and strengthened as shown in the table below:

Taipower Training Statistics


Training Type	Training Subject		Number of Participants (in 2021)
 Development training	New dispatch personnel orientation training		0
	Fundamental development training		494
	Total		494
 On-the-job training	Professional training	Organized by the Training Institute	2,405
		Organized by other units	62,124
		External training	4,049
	Total		68,578
 Manager training	On-the-job training for managers		260
	Skill cultivation for managers		601
	Total		861
 Cooperative education	Recommendations for graduate school	Master's degree	5
	Total		5
Total			69,938

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 the Taipower E-Learning platform. A total of 29 courses (of 14.8 hours each) were offered in 2021, with a total of 838 students studying for 12,402 hours.

Employee Performance and Evaluation Policy


Taipower follows the relevant regulations in conducting employee performance evaluations. Supervisors at each level evaluate the performance of their subordinates in seven major categories, determine the evaluation results and award performance bonuses within a prescribed period. Taipower will continue to use and establish performance-based reward mechanisms that reward units or employees for excellent performance or dedication to work. Taipower hopes 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 perform evaluations on the seven major categories of professional ability, work performance, teamwork, work attitude, moral integrity, management skill, and leadership skill



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 103-2 103-3 403-1 403-2 403-3 403-4 403-5 403-6 403-7 403-9

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 (2022), medium (2025), and long-term (2030) goals as a demonstration of its resolve to implement a safe and healthy workplace.

Occupational Health and Safety Management Policy

Taipower has formulated relevant guidelines for occupational health and safety management with regards to training and advocacy, inspection and supervision, operational safety, protective gear management, fire safety, traffic safety, health management, accident handling, rewards and punishments, and contractor management. The guidelines help the Company achieve its health and safety policies and goals, prevent occupational disasters, and ensure the health and safety of all colleagues.

Dimensions of Occupational Safety Management Bases and Practices

Dimension	Management Method	Management Bases/Practices	Dimension	Management Method	Management Bases/Practices	
 Regulatory	Training	<ul style="list-style-type: none"> Procedures for Training and Utilizing Occupational Health and Safety Personnel from Affiliated Units 	 Onsite Execution	Before job task starts	<ul style="list-style-type: none"> Industrial safety communications and hazard notifications Pre-work training workshops Review lists for operating personnel 	
	Auditing and supervising	<ul style="list-style-type: none"> Management Enforcement of Procedures through Inspections by Supervisors at All Levels 			During job 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 safety	<ul style="list-style-type: none"> Enforcement Procedures for Operational Safety Standards Enforcement Procedures for Consultative Organizations in Joint Operations 				Operational equipment and machinery inspection
	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 Health and Safety Regulation Violations Procedures for Rewarding Excellent Health and Safety Performance 				
	Contractor management	<ul style="list-style-type: none"> Procedures for Health and Safety Counseling Procedures for Penalizing Contractor Violations of Contractual Health and Safety Requirements Procedures for Additional Training on Contractual Health and Safety Requirements following Contractor Violations 				

Taipower has established Occupational Safety Accident Handling Guidelines. If incidents occur involving employees or contractors, Taipower will report the accident within one hour in accordance with regulations by submitting an accident report. The company shall also send personnel to conduct accident investigations and project reviews. The Company shall constantly follow situation improvements, and deploy preventive countermeasures in parallel at each unit to prevent similar incidents. Furthermore, the Company shall compile statistical analysis reports for occupational safety management in each unit. When a severe occupational disaster occurs to employees or contractors, it should be reported to the local labor inspection agency within eight hours in accordance with regulations.

Taipower has also formulated Instant Report Procedures for Various Disasters and Emergencies to enable government authorities and Company supervisors at all levels to immediately access relevant information through various communication tools after the occurrence of a disaster so that relevant units can be promptly directed to handle and mitigate damage.

In addition, according to Article 18, Paragraph 2 of the Occupational Safety and Health Act, when workers consider that they are experiencing working conditions that may cause injury or illness, they may terminate work of their own accord and withdraw to safe locations, without endangering the safety of others workers, and immediately report to their direct supervisors.

The Organization of Occupational Health and Safety

According to Article 11 of the Regulations Governing Occupational Health and Safety, Taipower's Occupational Health and Safety Committee shall have at least seven committee members. The membership of the committee includes the President (who is an ex-officio member) and those specified in paragraph 5 (as labor representatives), the President shall appoint the following personnel in accordance with actual needs:



- Occupational health and safety personnel
- The directors, supervisors, and leadership of all units
- Engineering technicians responsible for occupational health and safety
- Medical staff engaged in labor health services
- Labor representatives

Percentage of workers (whose work or workplace are subject to organizational control) in a formal health and safety committee composed of labor and management



According to Article 12 of the Regulations Governing Occupational Health and Safety, the committee is responsible for deliberating, coordinating, advocating and making recommendations on health and safety issues. It is legally obligated to hold at least one meeting every three months to handle the following matters:



- Make recommendations on occupational health and safety policies proposed by the employer.
- Coordinate and propose occupational health and safety management plans.
- Deliberate on the implementation of health and safety education and training.
- Review the operating environment monitoring plans, results, and measures adopted.
- Deliberate on health management, occupational disease prevention, and health promotion matters.
- Review each health and safety proposal.
- Review the automatic inspections and health and safety audits of business units.
- Review the preventive measures for machinery, equipment, or raw and hazardous materials.
- Review occupational injury investigation reports.
- Evaluate the performance of on-site health and safety management.
- Deliberate on the health and safety management matters of contractor businesses.
- Other related occupational health and safety management matters.

Occupational Health and Safety Management System

Taipower established an Occupational Health and Safety Management System in accordance with regulations. The Company completed CNS 45001 certification for 47 units in 2020 (including the headquarters), all of which have adopted the Plan-Do-Check-Act (PDCA) circular management model on a continuous basis. The Occupational Health and Safety Management System above covers all workers in all workplaces, including employees, contractors' laborers, volunteers (including self-employed workers) at hydrothermal power plants, nuclear power plants, branches, power supply district operation offices, engineering units, and other units.

Risk Assessment and Control

Taipower has conducted hazard identification and risk assessments for its employees. The Company has also placed controls on unacceptable risk items. In addition to annual reviews and evaluations, risk assessments will be adjusted and updated, and procedures for necessary control measures shall be determined in the event of non-routine circumstances such as in the aftermath of accidents or following changes or additions to operation methods, the operating environment, infrastructure, equipment, or raw materials provided by Taipower or other units in the workplace.

With regard to hazard identification and risk assessment, the competent department of each system shall stipulate the enforcement rules of health and safety guidance for contractors, and all subordinate units shall cooperate. To enhance the occupational safety management for the delivery of contracted projects, the Taipower Risk Assessment Guidelines on Occupational Safety for the Delivery of Contracted Projects have been established to guide contractors in

implementing self-management. Each unit and contractor shall submit occupational safety management and risk assessment reports for the construction process prior to the start of construction. In addition, if there should be changes in construction personnel, site environment, construction methods, or the use of machinery, the risk assessment and hazard identification must be re-processed to ensure changes are managed. Experts and scholars may be invited to review the risk assessment reports as necessary.

Employee Education and Training

Each Taipower unit's on-site manager or foreman distributes notices and organizes demonstrations and drills on operating procedures on both a regular and irregular basis in accordance with the Enforcement Procedures for Operational Safety Standards. Drills include emergency response training for fires at power plants and emergency response training for hydrogen leaks. Moreover, all units of Taipower conduct educational drills for emergency response to occupational accidents in accordance with the requirements of the Occupational Safety Accident Handling Guidelines to enhance emergency response capabilities. For example, nuclear power plants simulate induction and fall accidents during emergency response drills and also practice responding to disposal situations. In 2021, Taipower conducted 648 drills related to disaster prevention and emergency handling, with a total of about 17,306 participants. Additionally, more than 427 Zero Disaster Exercise classes, Interactive Hazard Identification Training and statutory training courses related to occupational health and safety (including training for occupational health and safety administrators and various other operational supervisors) were held at the Training Institute or at outsourced training institutions, with a total of about 13,456 participants.

In order to strengthen communication about and coordination of contractor occupational health and safety matters, a health and safety negotiation meeting is held before the delivery of each contracted project's engineering-related properties and services. A joint operation agreement event is also held, where the relevant personnel from the unit, the Company's other joint operation units, contractor and subcontractor leadership, and occupational safety personnel communicate and coordinate on the project. Depending on the effectiveness of health and safety implementation, occupational health and safety education training or lectures for a contractors' staff will be held, and relevant personnel will be asked to participate so as to help improve occupational safety knowledge among contractor staff. In 2021, Taipower conducted about 671 health and safety-related advocacy meetings for contractors, with a total of about 29,138 participants.

Occupational Health Services

Other than occupational hazards in the workplace, workers also face health hazards such as work pressure, excessive working hours, problems associated with shift-work and psychological stress. In response to the increasing number of emerging occupational diseases such as musculoskeletal disorders, Taipower has formulated an ergonomic prevention plan, a maternal health protection plan, an abnormal workload-triggered disorders prevention plan, and unlawful infringement in the workplace prevention plan. Using labor health risk assessments, physical

and health examination data management, and high-risk work assessment and management along with other health services required by the Regulations Governing Labor Health Protection, Taipower formulated a labor health service program to assist with occupational injury and disease prevention and with the maintenance of physical and mental health.

To promote the labor health service system and protect workers' welfare, the Regulations Governing the Labor Health Protection require business entities that employ 50 or more workers and have more than 50 laborers involved in tasks with special health hazards to employ or contract medical personnel that conduct on-site health management, occupational disease prevention, and other health protection matters. As of February 2022, 69 units of the Company had arranged for contracting physicians to provide on-site health services. Another 69 units have put in place paramedics (full-time: 49 units, contracting: 20 units). The medical personnel of on-site health services assist the Company in the analysis and evaluation of health examination results, proper work assignments, high-risk labor evaluations and case management, maternal health protection, work-related disease prevention, etc. They also assist in implementing business promotions for things like labor health protection and health management to create a friendly workplace environment.

Taipower employees who are involve in performing tasks associated with special health hazards such as those described in Article 2 of the Regulations Governing the Labor Health Protection shall be subject to special health examinations under Article 18 of the Regulations Governing the Labor Health Protection and shall be subject to hierarchical health management under Article 21 of the Regulations Governing the Labor Health Protection. Currently, Taipower implements special health examinations for tasks involving high temperatures, noises, ionizing radiation levels, dust and n-hexane exposure. The Company also carries out special health examinations according to the employee's task category.

Work Type	Specific Physical Checkup Categories
Tasks involving high temperatures	Checks on work experience, lifestyle and conscious symptoms, past medical histories, current medications, and physical checkups on cardiovascular, respiratory, neurological, musculoskeletal, dermal systems, pulmonary function, etc.
Tasks involving noises	Checks on work experience, lifestyle and conscious symptoms, past medical histories such as injuries to auditory systems, neurological drugs, traumatic injuries, ear infections, hereditary hearing disorders, and the examination of the ear canal, audiometry, etc.
Tasks involving ionizing radiation	Checks on work experience, lifestyle and conscious symptoms. Checks on a past medical history of blood, skin, gastrointestinal, lung, eye, endocrine and reproductive system diseases, and mental health.
Tasks involving dust	Checks on work experience, lifestyle and conscious symptoms. Checks on a past medical history of tuberculosis, asthma, pneumoconiosis, and heart disease, and a physical check of the respiratory system, cardio-circulation, pulmonary function, etc.
Tasks involving n-hexane	Check on work experience, lifestyle, and conscious symptoms. Checks on a past medical history of skin, respiratory organs, liver, kidneys, and nervous system diseases, and physical checkup of neuro and skin.

Taipower provides health consultations and hygiene advocacy every month and conducts health promotion activities (such as health lectures, influenza vaccinations, four cancer screenings, physical fitness testing activities, etc.). About 988 health counseling and health promotion activities were held in 2021. Each Taipower worker is entitled to eight hours of free psychological counseling per year through the Heart-to-Heart program and can obtain professional guidance to relieve work pressure and improve quality of life.

In response to the COVID-19 pandemic, Taipower has formulated both a Prevention Contingency Plan and a Continual Operation Plan. The Company has requested that all units reinforce pandemic prevention training and drills so as to implement relevant measures of control that prevent the spread of the pandemic. Furthermore, in line with national pandemic prevention measures, Taipower's employees are given a day off for receiving a government-funded COVID-19 vaccination. Employees are also granted a compensatory leave for receiving a vaccination on holidays. Taipower also constantly request that all units reinforce advocacy and encourage colleagues to vaccinate to enhance herd immunity.

Strategy for Occupational Safety Performance and Refinement

In 2021, Taipower workers that experienced work related injury or disease were mainly affected by falling objects, electrification, contact with high or low temperatures, stabbing, cutting, and scratching. Taipower's Occupational Health and safety Management System incorporates Hazard Identification and Risk and Opportunity Assessment Procedures to reduce risks through measures such as elimination, substitution, engineering control, labeling/warning, management control, use of personal protective gear, etc. These measures are adjusted or updated when necessary through meetings and discussions that determine compulsory control measures, and other refinements or improvements.





Statistics on Serious Work-Related Injuries in 2021

Worker Category		Employees			Construction Contractors
		Male	Female	Total	Total
Total number of work hours		49,031,546	9,339,342	58,370,888	42,324,282
Deaths caused by occupational injuries	Number of people	0	0	0	2
	Rate	0	0	0	0.009
Severe occupational injuries (Excluding deaths)	Number of people	4	0	4	12
	Rate	0.016	0	0.013	0.056
Recordable occupational injuries	Number of people	4	0	4	14
	Rate	0.016	0	0.013	0.066
False alarms	Number of people	5	0	5	3
	Rate	0.020	0	0.017	0.014

- Note: 1. Employee: Includes both dispatched and employed personnel
 2. Contractor: Includes both contractor labor and self-employed workers
 3. Total working hours: The total working hours of male and female employees at Taipower are calculated based on the overall total working hours according to the male to female ratio of Taipower employees
 4. 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)
 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. This year, construction contractors didn't compile total person-work hours according to gender, so the data is unavailable. The statistical methods for this item will be improved in the future
 6. Rate of severe occupational injury (excluding deaths) = (Severe occupational injuries/Total hours worked) × 200,000
 7. Rate of recordable occupational injuries = (Number of recordable occupational injuries/Total hours worked) × 200,000
 8. False alarms refer to accidents related to or occurring in the course of work that cause no loss and do not involve casualties.

Analysis and Statistics of Occupational Injuries in 2021

Type of worker	Total	Contact with high or low temperatures	Hit by falling objects	Falls	Electric shocks	Collapses	Stabbing, cutting, scratching	Exposure to harmful substances	Struck	Explosion
 Employees	4 cases (4 individuals disabled)	1 case (1 individual disabled)	1 case (1 individual disabled)	0 cases	2 cases (2 individuals disabled)	0 cases	0 cases	0 cases	0 cases	0 cases
	Injury rate by accident category	25%	25%	0%	50%	0%	0%	0%	0%	0%
 Contractors	14 cases (2 deaths, 12 individuals disabled)	1 case (1 individual disabled)	4 cases (1 death, 3 individuals disabled)	1 case (1 death)	2 cases (2 individuals disabled)	1 case (1 individual disabled)	2 cases (2 individuals disabled)	1 case (1 individual disabled)	1 case (1 individual disabled)	1 case (1 individual disabled)
	Injury rate by accident category	7%	28%	7%	15%	7%	15%	7%	7%	7%

Note: 1. Contractor: Includes both contractor labor and self-employed workers

2. Disaster type injury rate = Number of casualties of the specific disaster type/Number of casualties of the entire year x 100%

3. The occupational injury data of Taipower employees does not include non-commuting traffic accidents that affected 16 people

In the event of false alarm involving a Taipower employee or contractor, the department head or head of the host department at the site where the incident occurred shall serve as a convener and form a "Unit Investigation Team" that includes the occupational safety department and the Taiwan Power Labor Union Branch to take charge of the investigation. If necessary, the Department of Civil Service Ethics of the unit may be invited to conduct a joint investigation. The unit where the incident occurred shall submit an Occupational Safety Accident Report within three working days from the day after the incident occurred. In cases of extraordinary circumstances, a preliminary report may be submitted and later supplemented with relevant information.

Strategy for Future Refinement

Taipower's occupational injuries in the past ten years can be divided into three major categories: 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

 <p>Strengthen the system</p>	<ul style="list-style-type: none"> Amending management procedures for punishment mechanisms Promoting collective punishment for supervisors Adding to and amending safety construction procedures 	 <p>Implement controls</p>	<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 during holidays Change management Entry and exit controls for key personnel (e.g., personnel responsible for worksites and occupational safety personnel) Strengthening the management of personal protective equipment and machinery facilities
 <p>Manage procurement</p>	<ul style="list-style-type: none"> Using the most advantageous bids or the lowest bids that pass the selection standard for procurement, while increasing the weight of the industrial safety assessment in selection Risk assessment reports will be submitted during bidding processes 		
 <p>Implement training and education</p>	<ul style="list-style-type: none"> Pre-service training and drills Implementing qualification training Organizing awareness campaigns Organizing virtual reality (VR) simulation training for preventing falls. Eight sessions will be organized in 2022 	 <p>Third-party auditing</p>	<ul style="list-style-type: none"> Units and places with a high frequency of occupational accidents or potential occupational safety risks through the past five years or those that have risk items and blind spots identified through the third-party inspection mechanism and external occupational health and safety experts are given priority in inspection
 <p>Increase the level of punishment</p>	<ul style="list-style-type: none"> Violator re-education Progressively increasing fines 	 <p>Occupational safety care platform</p>	<ul style="list-style-type: none"> Provide a platform for employees of each unit to report errors found in construction projects
 <p>Remove those who violate the rules</p>	<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 	 <p>Disaster prevention technology</p>	<ul style="list-style-type: none"> A smart occupational safety app has been piloted for high-risk projects since May 2021 and will continue to be rolled out to contractors at all units. It is expected that the usage coverage will reach 20% in 2022 and 50% in 2023 The introduction of a mobile real-time image system (CCTV) and AI recognition is scheduled to have the ability to conduct worker safety attire recognition in 2022 and achieve composite AI image recognition in 2023

7.2.2 Labor-Management Communication and Collective Bargaining 102-41

Taipower attaches great importance to the voices and needs of all its 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

Communication Channels	2021 Performance
Labor-management conferences	Taipower holds regular labor-management conferences to foster effective communication. There were 7 labor-management conferences held at company and sub-system levels; interaction and communication between labor and management took place in the meetings
Keynote speeches	Taipower held 5 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
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

Negotiations on Collective Agreement

In 2013, Taipower signed a collective agreement with the Power Labor Union. In response to the revision of the Labor Standards Act and other changes, the Company's labor and

management reviewed and revised the relevant provisions of the original collective agreement, amended and renewed the new agreement in March 2021, and periodically discussed it at subsequent collective agreement meetings. A total of six meetings were held in 2021 to propose additional provisions for the chapter on benefits, training, and health and safety.

Number and Ratio of Employees Covered by the Collective Agreement

Item	2018	2019	2020	2021
Total employees	26,962	27,606	27,836	27,860
Number of employees in the union (people)	26,599	26,866	27,654	27,639
Number of employees in the union (%)	98.7%	97.3%	99.3%	99.2%

Note: The provisions of the Company's collective agreement on labor conditions offers protection to all employees and is handled in accordance with government decrees, through superior authorities, and in alignment with relevant regulations at the Company.

Performance and Implementation of the Grievance System

Taipower's Guidelines for Processing Matters of Grievance Concerning Working Personnel help 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.

7.3 Promoting Social Co-prosperity

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 team leaders and deputy team leaders in their respective volunteer service teams and elect their own executive directors. Volunteer 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 local needs. The volunteer teams from 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 combining the history of Taiwan's electrical industry development with education, Taipower brings diversity into society and promotes the use of value-added knowledge. The Company established a working group on Cultural Heritage Preservation, Operation and Maintenance Projects 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 Projects 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.



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.



Inventory of Cultural Assets



Taipower has continuously carried out the inventory and preservation of cultural assets. In 2021, it conducted an inventory on the topics of Island Firepower and Transmission and Supply System. More than 2,000 internal cultural relics were inventoried. Experts and scholars were commissioned to archive and select about 904 examples, and 55 oral history interviews were conducted.



Publication of Literary and Historical Monographs



Two volumes of the Taiwan Power Cultural Assets series were compiled: the Beauty of Lanyang Water - Centennial Light and Gliding through the Light: Crossing the Space-time Promenade of Thermal Power. These volumes were donated to related departments, universities, public libraries, experts and scholars.



Keynote Speeches and Forums on Cultural Asset



On September 27, 2021, Taipower held a presentation on the results of its cultural assets inventory in the transmission and supply system entitled Protecting Cultural Assets Is Up to Us. Exhibition panels and selected cultural relics were arranged on site to show the fruitful results of the inventory. Experts and scholars in the field of cultural assets, colleagues from all units of the Taipower Transmission and Supply Division, and retired personnel were invited to participate in the event.



Recognition Through Art and Business Awards



On November 29, 2021, the winners of the 15th Art and Business Awards of the Ministry of Culture were announced. Taipower won Standing Gold Award recognition of the Art and Business Awards for the third consecutive time for its Cultural Asset Preservation, Cultural Arts Exhibition and Promotion.





Cultivation of Innovative Design

In 2021, Taipower collaborated with the Taiwan Design Research Institute on Aesthetic Brand Integration and Design Center Planning. The collaboration aimed to explore Taipower's brand positioning and development direction. The Company carry out preliminary research, complete internal interviews, design force diagnosis, and public questionnaires, and further conducted workshops to introduce innovative design thinking to staff and to cultivate the energy of Taipower's design force as a driver of innovation.

From October 7-8, 2021, Taipower cooperated with the Taiwan Design Research Institute to conduct a workshop series on Design Force Driven Innovation and Co-creation. The workshop invited 40 employees with creative thinking potential from Taipower's key business units to participate. Through expert speakers, stage research and sharing, and co-creation discussion, innovative design thinking was introduced. Over the three workshops, different design tools were used for co-creation and the exchange of ideas across units with the aims of discussing and condensing Taipower brand profile and service schemes, designing the direction of innovative operations, and bringing the seeds of design back to the workplace so that they could be spread outward.



Co-creation Workshop: "Taipower Design for Innovation"



TPCreative: A Circular Economic Brand




TPCreative is organized around the concept of circular economies and works to develop cultural and creative products that incorporate Taipower elements from reclaimed and decommissioned materials that are produced in the process of power generation. TPCreative draws people closer to the Company through commodity sales and enhances the corporate image. TPCreative achieved the follow in 2021:

- TPCreative participated in 2021 Creative Expo Taiwan. Decommissioned wooden cross-beams, transformer boxes, and other electrical materials were used to create an exhibition area ("Za-Huo-Dian"). The exhibition area presented materials and creative products through a play on words ("Za-Huo-Dian" is a homophone of "grocery store" in Chinese). The highlight of the exhibition was the modification of high-voltage distribution boxes that was turned into a small grocery store model and attracted the interest of visitors and prompted further inquiry. During the exhibition, TPCreative interacted with several other design brands. The company persistently promoted its brand concept, and raised awareness within the public.
- In 2021, TPCreative focused on its decommissioned transformer box project. Using the material from the transformer boxes found on the street, TPCreative developed products such as Taipower Heat Pads, Storage Trays, and Landscape Badges that are practical in daily life. The Taipower Heat Pad was also used as a souvenir for the 2021 shareholders' meeting. The From Life-to-Life exhibition was held in the Taipower's lobby. In the exhibition, designers personally guided and explained the development process from transformer to materials to commodities. The exhibition allowed Taipower stakeholders to gain a deeper understanding of the practice of integrating design with decommissioned materials. Additionally, a special exhibition on transformer boxes was held in the glass house of Huashan 1914 Creative Park. There, the public experienced the transformer heat pad material and felt the charm of materials transformed into new applications for their lives.

Investment in Cultural and Art Activities

From 2019 to 2021, Taipower 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 have 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

		2019	2020	2021
 Painting Rentals	Number of items	54	74	72
	Amount (\$NTD)	329,000	351,471	467,248
 Art Gallery	Number of exhibitions	5	6	2
	Amount (\$NTD)	310,000	48,033	25,000
 Exhibitions and Activities in the Grand Hall	Number of exhibitions	18	14	13
	Amount (\$NTD)	518,747	60,000	109,000

Taipower expects to initiate planning for the Power Industry Cultural Path in 2022 and is hoping to consolidate the cultural asset preservation results accumulated over the years with the Taiwan Power Industry Cultural Path. Taipower hopes to connect industry-related cultural and social resources and allow people to experience historical places in depth while responding to contemporary life. The move will help to establish corporate image and community identity, and to facilitate support for the local economy. The cultural path planning will be based on the resource inventory of cultural assets. It will gradually construct a power industry cultural path discussion and propulsion framework, and explore potential positions for the industrial culture path. The initiative intends to plan a thematic, complete and developmental power industry cultural path network, and to strengthen resource integration and interaction from points, lines, and surfaces, to create a thematic cultural path that is unique to the Company, and can act as a driving force that fosters the sustainable preservation and operation of the power industry's heritage. It is hoped that by enriching the soft and hardware content of the local heritage exhibition hall the Company will connect with local cultural, historical and community groups and organizations. This will facilitate the integration of cultural assets from various power fields within the historical context of local development and will declare a clear value for preservation and maintenance, showcase education, value-added applications, etc. The initiative will subsequently form a path by connecting the local heritage exhibition halls in the north, middle, south, east, and other regions. Coupled with identification systems and indicators, tourism marketing can be conducted through curation, experiential activities, and education, thereby revitalizing local economies and tourism.

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. Taipower actively promotes education and communication about energy science, renewable energy, and environmental knowledge. The Company's Environmental White Paper lays out a strategy for 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.



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

Taipower D/S ONE (D/S ONE) is the nation's first renewable energy exhibition hall. The hall is connected to the Banqiao train station by 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 communication between the Company and external entities and demonstrated the Company's core values of being green, smart, and future-oriented. These values are defined 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 has been actively promoted to teachers and students of high schools, junior high schools, and elementary schools in Taipei, New Taipei, Keelung, and Taoyuan since its official opening in January 2020. The exhibition hall has become the Northern Green Energy Education Center and won a place in the Top Ten Science Bases at the Taiwan Science Festival as awarded by the Ministry of Education. It has also received the first prize for education promotion from the Global Views Corporate Social Responsibility Awards. Through multiple interactive displays in the physical exhibition hall and other Powerlab activities, D/S ONE strives to consolidate resources for schools and educational institutions in Taiwan, and hopes to become the "key driver of renewables education information integration and educational learning in Taiwan."

By the end of 2021, D/S ONE has attracted more than 80,000 visits and cultivated more than 24,000 Facebook fans. On the second anniversary of the opening of the exhibit center, in response to the interconnection of Taipower's Phase 1 of the Offshore Wind Power project, a special exhibition entitled Empowering Our Lives - Wind Power Fantasy was held, using nearly 100,000 building blocks to create a 5-meter-high revolving block turbine and the largest 3D block mural wall in Taiwan. Together with 13 parent-child workshops, it attracted more than 25,000 people during the special exhibition, with over 50 media exposures and 1.6 million views on social media. Public awareness of

offshore turbines was increased and people of all ages were enabled to better understand renewable development in Taiwan.

In the future, D/S ONE will continue to launch energy teaching aids and will continue cooperating with schools and educational institutions at all levels as well as major museums in Taiwan as it promotes energy on campuses across Taiwan and implements energy education through cross-domain cooperation to stimulate creative energy and create value.



Major Public Welfare Activities and Sponsorships

Taipower plays a crucial role in Taiwan's economic development. But the Company also works to enhance its partnerships within society and to promote coexistence and co-prosperity. The Company has consistently increased its investment in culture, art, and philanthropic activities to strengthen its image as a practitioner of corporate social responsibility. The Company's electricity construction projects have caused changes and impacts in local environments. Neighborhood work and interaction are therefore important to ensure ongoing co-prosperity with local communities. The Company's neighborhood work is focused on supporting local philanthropic activities. Taipower provides emergency relief, support for low-income households, benefits for the elderly and people with disabilities, education, culture, and other charitable causes. In 2021, there were 3,534 neighborhood work projects and approximately NT\$97 million in donations.



Purchasing Agricultural and Fisheries Products for Donation to Disadvantaged Groups

The COVID-19 pandemic affected society in diverse and widespread ways. In 2021, Taipower supported the government's relief policies by purchasing mango, grapefruit and grouper fish. The Company then 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 thus benefiting all parties.



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. Each year, Taipower purchases New-Year supplies and distributes gifts to the residences of those who attend the events. The parties have helped senior citizens who live alone enjoy Lunar New Year and allowed Taipower to spread warmth and fulfill its social responsibilities. In order to reduce the risk of cluster infections during the pandemic, group events were replaced with efforts by staff to accompany the elderly to buy New Year goods, and by providing complimentary new year dishes, gift vouchers, and household staples. Participating staff also assisted in home cleanups. In 2021, events included 3,425 participants.



Seeds of Hope: The Hope Cultivation Project

Since 2005, Taipower has provided summer job opportunities for indigenous college students from Taitung, Hualien, and Pingtung. The jobs allow students to work in their hometowns and to reduce the burden of tuition and expenses. Each year, about 75 summer job opportunities are provided. Beyond providing students with opportunities for self-realization and growth, the program aims to help students bond with and help their hometowns. As the program enters its 17th year, more than 1,025 students have participated. Due to the Covid-19 pandemic in 2021, only the Pingtung area held the program as scheduled, but in that area alone, 36 college students served 364 school children.



Reading Promotion: The Firefly 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. As an electricity company, Taipower has used its professional abilities to provide basic educational materials for each tutoring class to increase the students' power knowledge in daily life. This project was also affected by the Covid-19 pandemic this year, but about 4,400 people were still served in 2021.

