

CHAPTER

07

Practitioner of Corporate Social



⚡ 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 asset preservation and revitalization, and community care as it cultivates a brand image that reflects its role as a practitioner of corporate social responsibility. Talent development is the cornerstone of sustainably developed 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 and discloses necessary information under the principles of openness and transparency to meet the expectations of those stakeholders. 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 as it pursues the goal of zero occupational safety incidents and creates a friendly, safe, and happy workplace for employees.

⚡ Performance Highlights

- 🏆 In 2022, the total number of participants in educational training reached 80,822.
- 🏆 In 2022, the total number of participants in health and safety training reached 44,942.
- 🏆 In 2022, 821 health and safety-related seminars were held for contractors, with a total of 29,074 attendees.
- 🏆 In 2022, 99.3% of all employees were covered by the collective bargaining agreement.
- 🏆 In 2022, approximately NT\$1,045.27 million was donated to community projects.
- 🏆 In 2022, more than NT\$0.7 million was invested in artwork leases, exhibitions and performances.

7.1 Personnel Management and Development

7.1.1 Human Rights and Inclusion

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Taipower is committed to supporting and adhering to internationally recognized human rights standards, such as those outlined in the United Nations Universal Declaration of Human Rights, the UN Global Compact, and International Labor Organization conventions. These standards are incorporated into its operational activities. As an important public utility, Taipower must respect and protect the human rights of all stakeholders, including its employees, and strive to prevent any potential human rights violations.

Taipower's stakeholders are diverse and encompass various groups with different human rights concerns. For example, employees of Taipower may be particularly concerned about human rights issues in the workplace, such as occupational health and safety and labor rights protection. Alternatively, customers may be more concerned about the protection of their personal data and privacy rights.

Taipower has developed a human rights policy that is publicly available on its official website. In terms of practical implementation, Taipower has established comprehensive employee welfare systems and occupational health and safety management systems to ensure the health and safety of its employees. In the future, human rights initiatives will be gradually expanded as the Company works to incorporate the expectations of suppliers, customers, and other business partners and related issues found throughout the value chain.

Employee Human Rights Policy ▶▶

Taipower is committed to safeguarding the human rights and related interests of its internal employees. Taipower firmly believes that every employee should receive fair and humane treatment and respect. Its actions in this regard include protecting the human rights of internal employees in the workplace, ensuring equal treatment and rights for all internal employees, establishing a friendly working environment, providing a safe and healthy workplace, respecting employees' freedom of association, promoting labor-management harmony, and protecting employees' personal information.

In 2022, Taipower held a total of 49 labor-management meetings and briefings. Additionally, the Company included childcare for children under the age of three as a reason for granting leave without pay. For employees with children under 3 years old, Taipower implemented measures such as reducing working time by one hour, thus exceeding the requirements of Article 19 of the Gender Equality in Employment Act. Furthermore, the Taipower Welfare Committee for Employees, a foundation, provides childcare subsidies for employees with children under 6 years old. These measures help the Company create a family-friendly environment in the workplace. In addition, to promote public childcare services in line with national policies, Taipower has established early childhood education and care centers in seven regions in northern, central, and southern Taiwan, providing care for children aged 2 to 6.

To fulfill its commitment to respecting the human rights of internal employees, Taipower has taken concrete actions by formulating relevant regulations and measures that help create a safe, equal, non-discriminatory, and harassment-free working environment for all. The specific policies are as follows:

The actions related to the internal employee human rights policy within Taipower include:

Protecting the human rights of internal staff in the workplace

The Company strictly abides by relevant government regulations, such as the Labor Standards Act, Employment Services Act, Gender Equality in Employment Act, and Rights of Persons with Disabilities Act. It prohibits actions that violate human rights, including bullying, discrimination, child labor, and sexual harassment. Employment practices ensure that employees are not treated differently based on race, social class, language, conscience or belief, religion, political affiliation, birthplace, gender, sexual orientation, age, marital status, appearance, physical or mental disabilities, zodiac sign, blood type, or union membership status. We promote fairness in employment, compensation, benefits, training, performance evaluation, and promotional opportunities to provide an equal working environment.

Equalization of rights and benefits for internal staff in the workplace

The personnel compensation standards of the Company are based on the Employment Fee and Salary Management Guidelines for Agencies under the Ministry of Economic Affairs and the Basic Principles for the Authorization of Employee Benefits in Public Enterprises. For employees with similar job responsibilities or value, equal pay is provided. Units and/or colleagues that demonstrate outstanding performance or put in extra effort are rewarded in a timely manner, and the benefits of the Company's operations are shared among them.

We also ensure fairness in personnel evaluations and promotional opportunities, and provide relevant mechanisms for appeals. Discrimination based on gender, sexual orientation, or any other illegitimate reasons is strictly prohibited, and our main consideration is to match people's talents with suitable positions.

Establishment of a friendly working environment for internal employees

Working hours for employees are determined by the work rules and collective agreements, which are adjusted according to changes in laws and regulations. With the approval of the labor union, working hours may be extended for operational needs, in accordance with the provisions of the Labor Standards Act, with overtime pay or compensatory leave provided.

Providing a healthy and safe workplace for internal staff

The Company has established a sexual harassment complaint hotline and mailbox, and regularly issues sexual harassment prevention and awareness e-newsletters to demonstrate its determination to exercise a zero-tolerance stance on such incidents. In addition, the "Together We Care" Employee Assistance Program (EAP) system has been implemented to assist employees in resolving work-related and mental health issues.

The Company follows the Gender Equality in Employment Act, Sexual Harassment Prevention Act, Guidelines for Complaints, Investigations, and Disciplinary Measures for Workplace Sexual Harassment Prevention, and Sexual Harassment Prevention Guidelines to establish measures for preventing and handling sexual harassment. All employees are required to sign a written declaration against sexual harassment annually. We have set up a dedicated hotline and email for sexual harassment complaints. Training and workshops are conducted to raise awareness, and we regularly issue newsletters on sexual harassment prevention. We communicate with all units to emphasize the importance of prevention and to ask them to take relevant actions. We also have a "Heart-to-Heart" employee assistance programs that supports employees facing work-related challenges and emotional issues by promoting a caring workplace culture.

Respect for Freedom of Association of Internal Staff

The Company respects the rights of employees to organize and join various clubs and organizations. In accordance with the Implementation Measures for Labor Education, Taipower further supports the establishment of various labor education classes by employees. These advocate lifelong learning and encourage cross-unit and cross-departmental exchanges among employees that can lead to the sharing of company information, individual life experiences, and self-improvement knowledge. Financial assistance is also provided to support these initiatives.

Actions to Promote Internal Harmony between Employees and Workers

The Company provides diverse communication channels and relevant proposal mechanisms for employees, such as difficulty complaints, employee proposals, an anti-corruption mailbox, appeals for performance evaluations and disciplinary actions, reporting of unlawful actions that affect job duties, grassroots and new employee communication forums, and more. These avenues allow employees to freely express their opinions.

Taipower adheres to labor laws and regulations, including the Labor Union Act, Collective Agreement Act, and the Regulations for Implementing Labor-Management Meetings to support employees in organizing and joining labor unions and in exercising their labor rights. Through collective bargaining and regular labor-management meetings, an open communication environment has been established to foster a harmonious win-win approach to labor-management relations.

Protection of the Personal Data of Internal Staff

In accordance with the Personal Data Protection Act, the Enforcement Rules of the Personal Data Protection Act, and the Management Measures for the Security Maintenance of Personal Data Files in the Electricity and Public Natural Gas Industries, the Company has established guidelines and procedures related to personal data. It has also set up a Personal Data File Security Maintenance Management Team to ensure that the collection, processing, and utilization of personal data complies with legal regulations, thereby safeguarding the rights of employees to the security of their personal data.

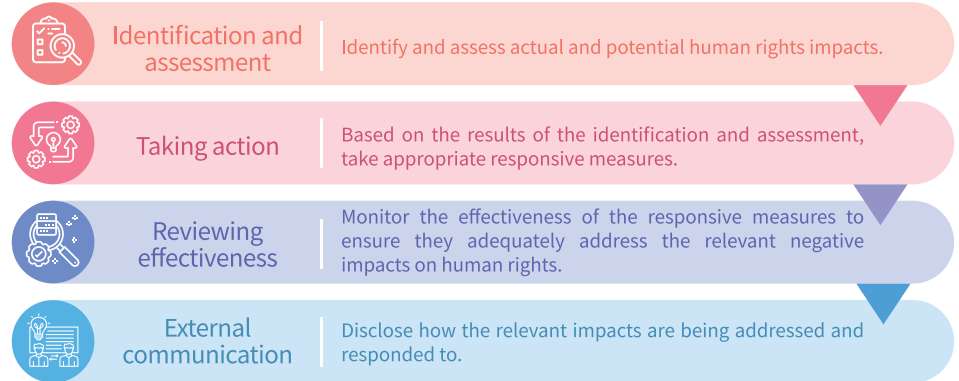
Actions related to the human rights of outsourced workers

Actions to safeguard the labor rights and interests of outsourced contract workers

The Company's labor service procurement and contracting adhere to regulations such as the Labor Standards Act, Engineering Association guidelines, and contract templates provided by the Ministry of Labor. In consideration of the need to protect the rights and interests of outsourced labor, relevant measures have been developed. Protective actions are taken at several points including within the procurement contracts signed between Taipower and Contractors. For instance, Taipower utilizes a standard contract template for labor service contracting that adheres to relevant standards and outlines the consequences of illegal statements and actions on the part of the parties. Additionally, high-quality contacts are required between the Contractor and hired laborers. These contracts are available through the Ministry of Labor. In the event of a violation, a punitive penalty is imposed. Frequently, this involves the withholding payment to the Contractor and instead making payment to the hired laborer whose rights have been impeded.

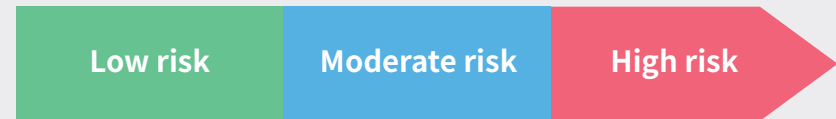
Human Rights Due Diligence ▶▶

Taipower conducted a preliminary human rights assessment and risk identification in 2022. In the future, the Company will refer to international human rights conventions such as the United Nations Guiding Principles on Business and Human Rights as it carries out comprehensive human rights due diligence. The process is as follows:



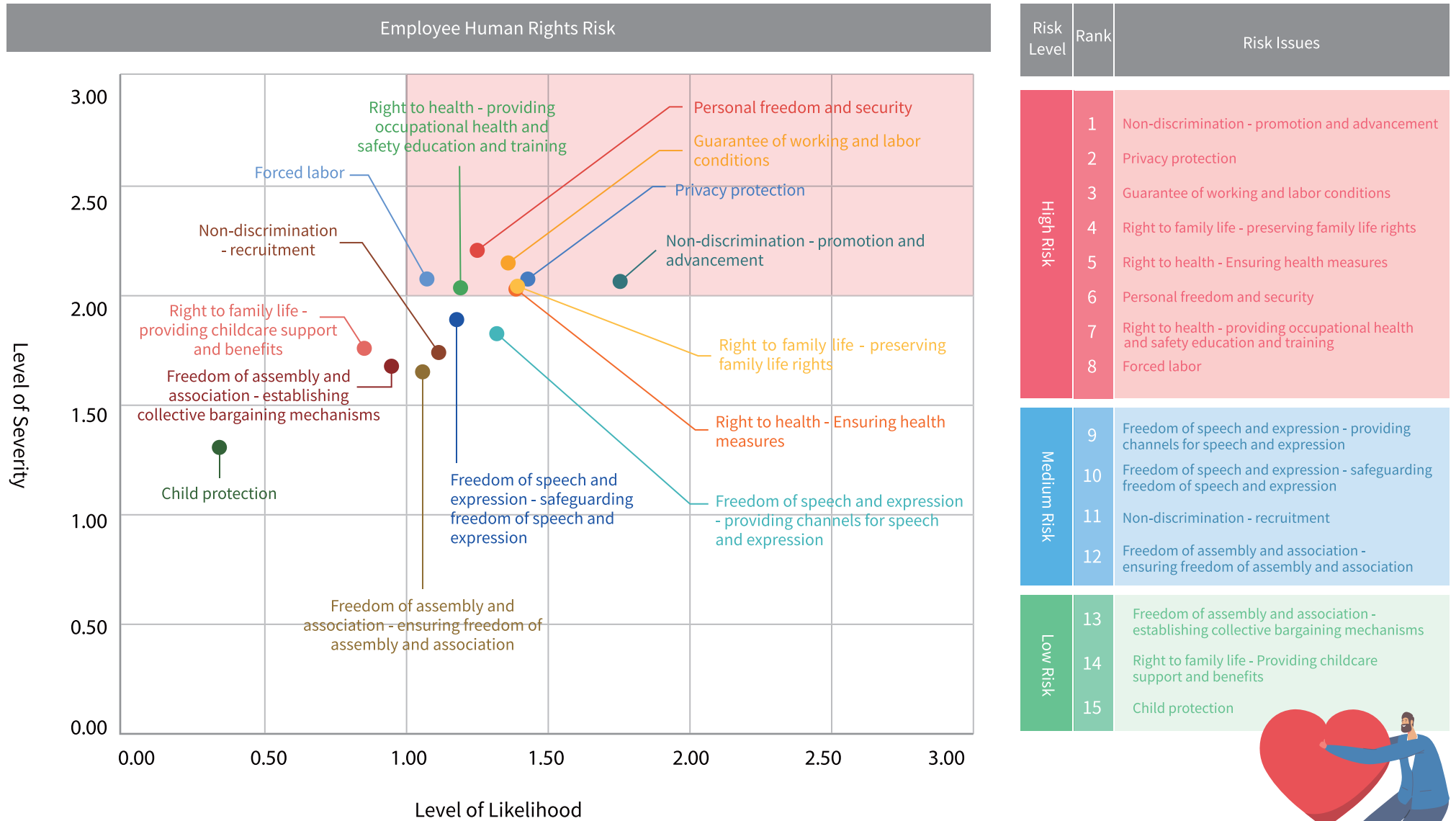
Identification and Assessment

Taipower referenced international human rights guidelines, domestic laws and regulations, as well as benchmarking reports from leading companies in compiling human rights-related risk issues. These issues were evaluated and included in the human rights risk assessment questionnaire. The questionnaire assessed the "likelihood" and "severity" of each human rights risk issue. Likelihood was scored as follows: 0 points = unlikely to occur, 1 point = low likelihood (1% - 30%), 2 points = moderate likelihood (31% - 60%), 3 points = high likelihood (above 61%). Severity was scored as follows: 0 points = no impact, 1 point = not severe, 2 points = severe, 3 points = extremely severe. Based on the survey results, a Human Rights Risk Matrix was generated, and the human rights risks were categorized into three levels according to the following criteria:



- High risk: Likelihood score of 1 or higher and severity score of 2 or higher**
- Moderate risk: Likelihood score of 1 or higher and severity score below 2**
- Low risk: Likelihood score below 1**

In 2022, the questionnaire was distributed to Taipower employees, and a total of 72 responses were collected. The assessment results are as follows:



Taipower will further investigate and analyze high-risk human rights issues and propose countermeasures.



7.1.2 Human Resource Management Strategies and Structures

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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. The relevant strategies are as follows:

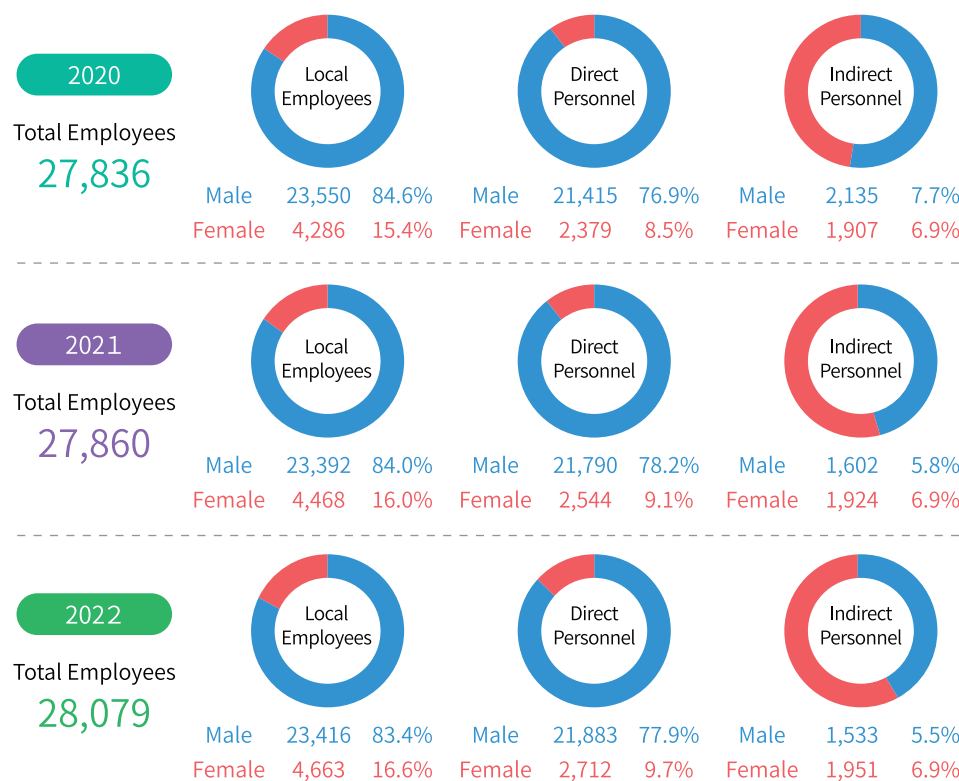
Taipower's Human Resources Recruitment , Training and Development , Utilization and Retention Strategies	
	<ul style="list-style-type: none"> Balanced and rational human resource planning and systematic appointments. Diversified personnel recruitment to satisfy human resource demands; increased recruitment channels, including examinations for staff, contract staff, PhD-level employees; scholarships for undergraduate, graduate, vocational and high school students; vocational and industrial-school cooperation programs.
	<ul style="list-style-type: none"> Fortified essential techniques in each division and promoted core operations. Developed innovative cultivation modes to improve effectiveness in organizational learning. Promoted company-wide (all business divisions) succession plans for supervisors and to build up the talent pool. Utilized online resources to promote lifelong learning. Strengthened the rationality of allocation, development and application of human resources.
	<ul style="list-style-type: none"> Effective distribution and management of personnel appointment budgets. Improved the personnel system to make human resource deployment flexible and effective. Implemented job duty rotations and performance evaluations. Made good use of statistical analysis to provide a supervisory decision-making reference. Strengthened the effectiveness of the human resources departments of the business divisions. Conducted internal promotion interviews and provided internal promotion channels to promote outstanding employees.
	<ul style="list-style-type: none"> Provided employees with public health insurance, subsidies for medical expenses incurred for injuries incurred when executing job duties and health checkups through welfare policies. Established labor education courses and implemented recreational activities so that employees could adjust their lifestyles for the sake of their physical and mental wellbeing.

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.

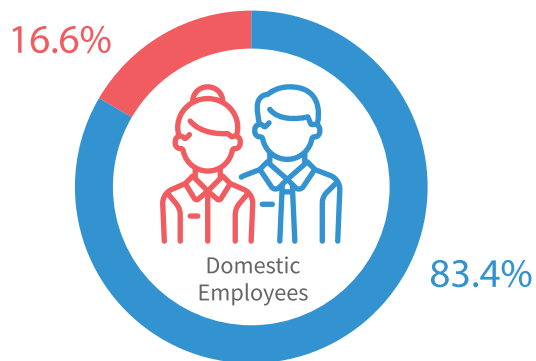
The Total Number of Employees and the Ratio of Male/Female Employees from 2020 to 2022



Note:

- Data acquisition is based on the payroll dated to December 2022.
- 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.
- Decimal points have been rounded.
- Total employees = direct personnel + indirect personnel
- Taipower employees are all located in Taiwan, and no employees are located abroad.

Statistics by Employee Category in 2022

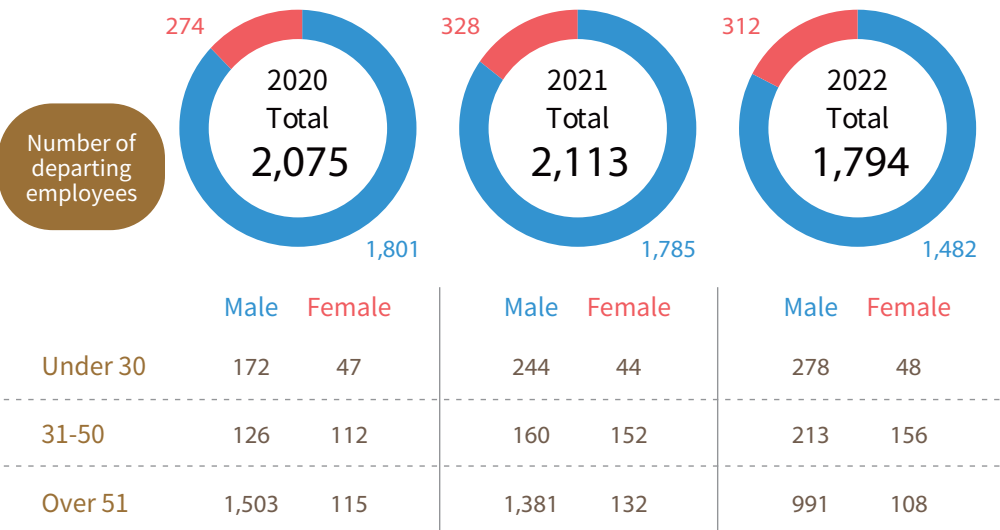
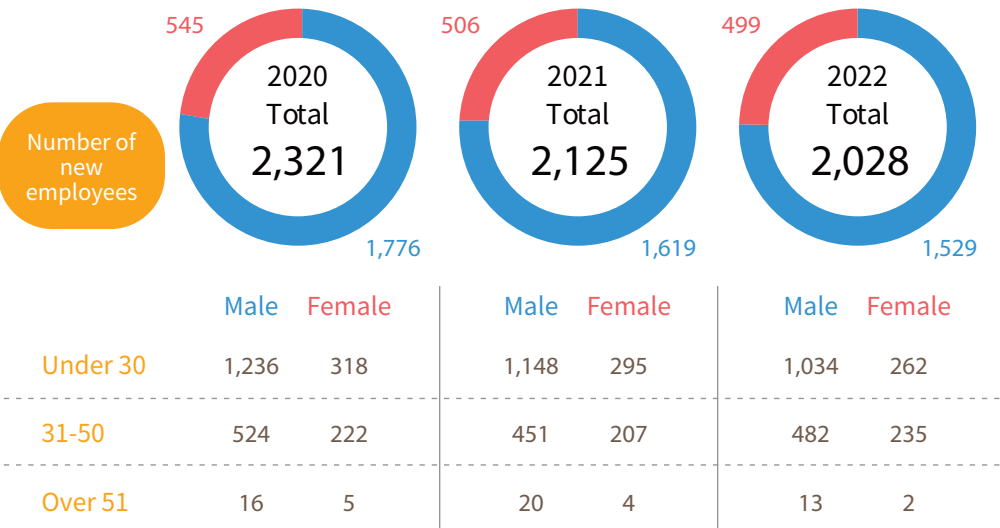


Employee Category	Male		Female		Total	
	Number of employees	Ratio (%)	Number of employees	Ratio (%)	Number of employees	Ratio (%)
Permanent Employees	23,416	83.4%	4,663	16.6%	28,079	100%
Temporary Employees	0	0%	0	0%	0	0%
Full-Time Employees	23,416	83.4%	4,663	16.6%	28,079	100%
Part-Time Employees	0	0%	0	0%	0	0%
Employees Without Guaranteed Hours	0	0%	0	0%	0	0%

Notes:

- 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 to labor pension funds.
- 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 labor pension funds.
- Full-time employees: According to Article 30, Paragraph 1 of Taiwan's Labor Standards Act, regular working hours must not exceed 40 hours a week and eight hours a day.
- 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 and are proportional to their working hours.
- 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.
- Data is current as of December 2022.

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



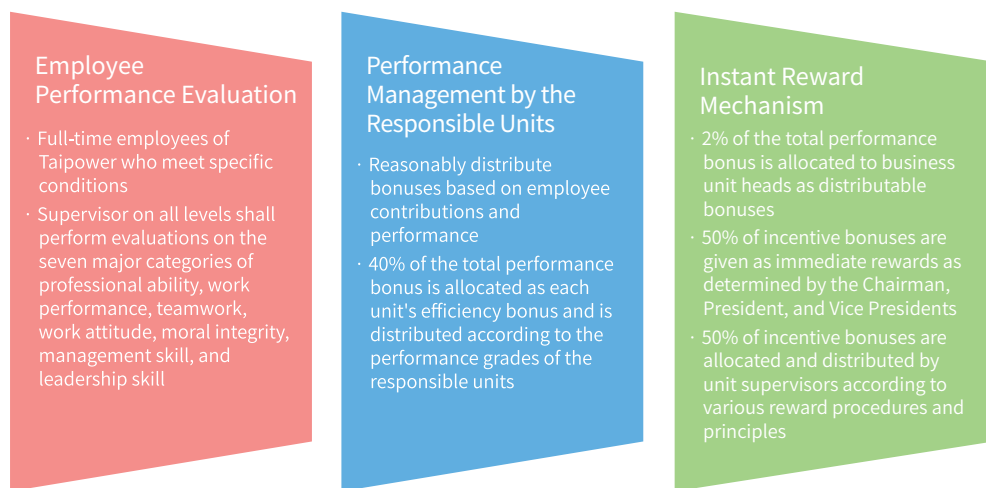
Note:

- The number of departing employees includes both those on extended leave without pay and retirees.
- The statistics for each year represent the number of recruits and employee resignations from January to December of the current year.

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



Female and male employee pay ratio ▶▶ 202-1 405-2

Taipower's salary and bonus are determined based on the position level and are not differentiated by gender or other factors. In 2022, the salary ratio between males and females was 1.5:1.39:1 compared to the local average salary. The gender pay ratio is compared based on the same position and level, with a ratio of approximately 1:1 for general employees and 1:1 for management positions.

Gender Salary Ratio Compared to Local Average Salary



Note: Since the Directorate-General of Budget, Accounting and Statistics releases the salary statistics for the previous year in December, the ratio of Taipower's salary to the local average salary in 2022 was calculated based on the 2021 statistics from the Directorate-General of Budget, Accounting and Statistics.

Employee Compensation Policy ▶▶ 2-20 2-21

Taipower's salary and compensation system is based on the Personnel Expenses and Salary Management Guidelines for Enterprises under the Ministry of Economic Affairs. It determines salaries based on job position levels and provides allowances for factors such as region, job hazards, and scarcity, to encourage employees to actively engage in their work according to the company's business needs. The salary and benefits for internal employees of Taipower, as well as the work rules, are reported to and approved by the Board of Directors. Promotion, attendance-related regulations, and measures to protect employee personal information are determined by the General Manager and must be followed by employees at all levels. The bonus system follows the relevant regulations, such as the Implementation Guidelines for Performance Bonuses in Enterprises under the Ministry of Economic Affairs. The amount of the bonus is calculated based on policy factors reviewed by the Evaluation Council for Performance Bonuses in Enterprises under the Ministry of Economic Affairs and approved by the Board of Directors. The performance evaluation of the Taipower Board of Directors is conducted in accordance with the Operational Guidelines for Independent Directors in Enterprises under the Ministry of Economic Affairs and the Management Guidelines for the Appointment of Directors, Supervisors, and Other Important Positions in Citizen-Owned Enterprises and Foundations under the Ministry of Economic Affairs and Its Subordinate Agencies. At the end of year, individual directors conduct self-evaluations following the established procedures and provide them to the Ministry of Economic Affairs as a reference for assessment and nomination purposes.

Annual Total Compensation Ratio		
Year	2021	2022
Highest-level individual annual total compensation (in NTD)	3,054,035	2,680,014
Percentage increase in total compensation for the highest-level individual	-0.05%	-12.25%
Annual total compensation for all other employees (in NTD)	30,506,083,958	30,949,872,881
Median percentage increase in total compensation for all other employees	2.90%	5.96%

Note:

- The highest-level individual in 2021 was the Chairman, while the highest-level individual in 2022 was the General Manager. On March 8, 2022, Taipower underwent a transition of the Chairman and General Manager positions between the outgoing and incoming individuals. The incoming Chairman's position was temporarily filled by a Deputy Minister from the Ministry of Economic Affairs and was consequently unpaid. The incoming General Manager was promoted from the position of Deputy General Manager, resulting in a significant reduction in the total annual remuneration for the highest-paid employee.
- Compensation includes monthly salary, work-related benefits, and performance bonuses.

7.2 A Sound Working Environment

7.2.1 Occupational Health and Safety

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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 improved occupational safety strategy within its Sustainable Development Plan. Taipower also set 2030 goals as a demonstration of its resolve to implement a safe and healthy workplace.





Occupational Health and Safety Management System ▶▶

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 incidents, and ensure the health and safety of all colleagues.

Dimensions of Occupational Safety Management Bases and Practices

Taipower has established the key points and measures for occupational safety and health management to prevent and mitigate significant negative occupational safety and health impacts, as well as related hazards and risks directly related to the organization's operations, products or services.

Dimension	Management Method	Management Bases/Practices	
 Regulatory	Training	Procedures for Training and Utilizing Occupational Health and Safety Personnel from Affiliated Units	
	Auditing and supervising	Management Enforcement of Procedures through Inspections by Supervisors at All Levels	
	Operational safety		Enforcement Procedures for Operational Safety Standards
			Enforcement Procedures for Consultative Organizations in Joint Operations
	Personal protective equipment management	Management Procedures for Personal Protective Health and Safety Equipment	
	Incident handling		Occupational Safety Accident Handling Procedures
			Guidelines for Assisting Employees in Handling Industrial Incidents
Rewards and punishments	Procedures for Punishment of Health and Safety Regulation Violations Procedures for Rewarding Excellent Health and Safety Performance		
Contractor management		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	
 Onsite Execution	Before job task starts	Industrial Safety Communications and Hazard Notifications	
		Pre-work Training Workshops	
		Review Lists for Operating Personnel	
	During job progress	Health and Safety Check-ins for Operating Personnel	
		Executing TBM-KY and Making Records	
		Implementing Automatic Inspections	
	Operational equipment and machinery inspection	Auditing Health and Safety Measures	
Regular Inspections and Confirmations of Machinery Dedicated Notebooks or Files for Inspection Records Building Coordination and Control Mechanisms			


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 then pursue 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 incident affects 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 believe 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 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

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

Total Number of Health and Safety Committee Members	Number of Labor Representatives in the Committee	Percentage of Labor Representatives in the Committee
32	14	43.8%

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.

The Occupational Health and Safety Management System

According to Article 12-2 of the Occupational Safety and Health Management Regulations, if the number of workers in the first category of business is 200 or more, the employer shall establish an occupational safety and health management system suitable for the business unit in accordance with the national standard CNS 45001 or above. Taipower has 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, contract 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:

1 When there are changes or additions to the operating procedures.

2 When there are changes to the working environment.

3 In the event of occupational accidents.

4 When there are changes to the infrastructure, equipment, or raw materials provided by the organization 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 for contractors, and all subordinate units shall cooperate. To enhance 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 are 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.

The department responsible for establishing the occupational safety and health management system has conducted hazard identification and risk assessment for its employees. They have identified and classified potential hazards related to various work activities in the workplace and implemented controls for unacceptable risk items. Regarding contractors, before commencing work, each department should request a report from the contractor's employer or the person responsible for the workplace, which includes their occupational safety management measures (including risk assessment). Additionally, if there are changes in construction personnel, site environment, construction methods, or equipment usage, a reevaluation of the risk assessment and hazard identification is required. Implementing change management measures is essential, and if necessary, experts and scholars may be invited to review the risk assessment report submitted.

Each on-site supervisor or team leader in Taipower implements the guidelines of safety operation standards and conducts regular or irregular training on relevant operational procedures and precautions. They also conduct demonstration drills, such as emergency response training for power plant fires, hydrogen leaks, and more. Additionally, each department in Taipower organizes emergency handling drills according to the guidelines for occupational safety accident handling, aimed at enhancing emergency response capabilities. These drills include exercises simulating

accident scenarios and response measures in nuclear power plants, electric shocks and falling accidents, among others. In 2022, Taipower held approximately 160 disaster prevention and emergency response drills, involving around 12,000 participants in total. Additional statutory training related to occupational safety and health, such as training for occupational safety and health administrators and various operation supervisors, as well as "Zero Accident Campaign" and "Interactive Hazard Identification Training," were conducted at training institutes and external training organizations. In 2022, there were over 381 sessions of statutory occupational safety and health-related training, with approximately 44,942 participants.

Furthermore, to enhance communication and coordination on safety and health matters with contractors, each unit holds safety and health consultation meetings (briefings or coordination meetings) before commencing various contracted projects involving engineering work or goods and services with an engineering nature. Regular or irregular joint operation agreement organizations are also convened. These meetings involve relevant personnel from the department, representatives from other departments of the Company involved in joint operations, workplace supervisors of contractors and subcontractors, and occupational safety personnel. The purpose is to communicate and coordinate on work-related matters. Additionally, depending on the safety and health performance of contractors, each unit organizes occupational safety and health education training or seminars for the staff of contractors, and invites relevant personnel from the contractors to participate in an effort to assist the contractors in enhancing their safety knowledge and abilities. In 2022, Taipower held approximately 821 safety and health promotion meetings with contractors, with around 29,074 participants in total.

Employee Rights and Benefits ▶▶

Taipower actively promotes employee rights and welfare measures in accordance with legal regulations to ensure and enhance employee welfare. Through diverse welfare policies and measures, Taipower aims to improve and safeguard employee welfare. In the future, Taipower will continue to enhance its welfare policies through various healthcare measures and enrich employee travel and self-improvement activities. It will collaborate with relevant units such as the Taiwan Power Union and the Welfare Committee of the Taiwan Power Foundation to organize cross-regional recreational activities that further enhance and ensure employee welfare.





To meet the childcare needs of the new generation of employees and comply with policies, Taipower has established Workplace Mutual Aid and Childcare Service Centers in seven locations (15 classes), including the Transmission and Distribution Engineering Department. These centers provide care for children aged 2 to 6, prioritizing the children and grandchildren of Taipower employees. This concrete action supports employees' desires for marriage, children, and child-rearing and creates a family-friendly environment in the workplace. It also contributes to a positive corporate image. In the future, Taipower will continue to plan and establish more Workplace Mutual Aid and Childcare Service Centers in response to policies and the childcare needs of employees.



Health and Mental Care ▶▶

Taipower recognizes that employee physical and mental well-being, coupled with excellent technical skills, are essential to achieving its primary goal of a stable power supply. Therefore, Taipower places great importance on the physical and mental health of its employees. In December 1988, Taipower followed the model of "Teacher Chang's Voluntary Service" and established the "Heart to Heart" program internally. This program involves assigning "Employee Assistance Officers" in each unit and establishing external professional resources (contracted assistants and organizations) to implement an Employee Assistance Program (EAP). The program aims to assist in cultivating the employees' "soft power" at the spiritual level. In addition to organizing activities such as lectures, book clubs, and grassroots forums, Taipower also provides each employee with up to eight hours of funded counseling referral service per year. The Employee Assistance Program is designed to address work-related, personal, and emotional difficulties or problems faced by employees, with the goal of stabilizing organizational operations and enhancing company performance.

To minimize the impact of employees taking parental leave without pay, Taipower has established Measures for Handling the Quota of Maternity/Paternity Leaves with Salary Retention and aligned them with the schedule for recruiting new employees. Following the concept of "advance replenishment," the project quotas are reserved in advance to reduce the impact of employees taking maternity / paternity leave.

Key Employee Benefits and Care	
 <p>Diversified Career Development Resources</p>	<ul style="list-style-type: none"> · Provide comprehensive training resources · Ensure that employees acquire the competencies required for their careers
 <p>Salary Guarantee</p>	<ul style="list-style-type: none"> · Transparent salary system · Comprehensive performance incentive system
 <p>Retirement Care</p>	<ul style="list-style-type: none"> · Establishing a comprehensive retirement care system and placing relevant rights and interests on a dedicated website, as well as organizing farewell activities for retirees to help them adapt to retired life in a timely manner.
 <p>Multiple Protections</p>	<ul style="list-style-type: none"> · Provision of public health insurance · Health Screening · Medical subsidies for work-related injuries · Recreational Programs

In the future, Taipower will continue to enhance its welfare policies by implementing diverse health care measures and enriching employee self-improvement through activities like employee trips and empowerment programs. It will collaborate with relevant organizations, such as the Taiwan Power Union and the General and Branch Committees of the Taipower Employees' Welfare Committee, to organize recreational activities across different regions and cities, aiming to enhance and safeguard employee welfare.

Occupational Health Services ▶▶

In addition to 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 an unlawful infringement in the workplace prevention plan. Using labor health risk assessments, physical and health examination data management, and high-risk work assessments 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, 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 December 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 these 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 provides monthly health consultation and health promotion activities, including health lectures, influenza vaccinations, cancer screenings, and physical fitness tests. In 2022, approximately 1,039 health consultations and health promotional activities were conducted. Additionally, employees can receive 8 hours of free psychological counseling and guidance per year through the Heart-to-Heart program to alleviate work-related stress and enhance quality of life.

Taipower provides occupational safety and health information to employees through various gatherings, platforms (such as webpages, emails, employee discussion forums, posters, and banners), and other channels. Employees can contribute to occupational safety and health management by submitting suggestions and improvement ideas through the employee proposal system, occupational safety and health committee meetings, email correspondence, departmental meetings (including workshops), written feedback, or occupational safety and health care platforms. This two-way communication approach allows for employee participation in the development, implementation, and evaluation of the occupational safety and health system.





Strategy for Occupational Safety Performance and Refinement ▶▶

In 2022, Taipower workers that experienced work-related injuries or diseases 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 controls, labeling/warnings, management controls, 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 2022					
Worker Category		Employees			Construction Contractors
Gender		Male	Female	Total	Total
Total number of work hours		48,723,598	9,280,685	58,004,283	43,303,373
Deaths caused by occupational injuries	Number of people	0	0	0	1
	Rate	0	0	0	0.005
Severe occupational injuries (Excluding deaths)	Number of people	7	0	7	13
	Rate	0.029	0	0.024	0.060
Recordable occupational injuries	Number of people	7	0	7	14
	Rate	0.029	0	0.024	0.065
False alarms	Number of people	9	0	9	5
	Rate	0.037	0	0.031	0.023

Note:

- Employee: Includes both dispatched and employed personnel
- Contractor: Includes both contractor labor and self-employed workers
- 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
- 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)
- 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
- Rate of severe occupational injury (excluding deaths) = (Severe occupational injuries/Total hours worked) × 200,000
- Rate of recordable occupational injuries = (Number of recordable occupational injuries/Total hours worked) × 200,000
- 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 2022								
Type of worker	Total	Contact with high or low temperatures	Falls	Electric shocks	Collapses	Stabbing, cutting, scratching	Struck	Trip
 Employees	$\frac{7 \text{ cases}}{7}$ (7 individuals disabled)	$\frac{3 \text{ cases}}{3}$ (3 individuals disabled)	$\frac{1 \text{ case}}{1}$ (1 individual disabled)	$\frac{2 \text{ cases}}{2}$ (2 individuals disabled)	0 cases	$\frac{1 \text{ case}}{1}$ (1 individual disabled)	0 cases	0 cases
	Injury rate by accident category	43%	7%	29%	0%	7%	0%	0%
 Contractors	$\frac{10 \text{ cases}}{10}$ (1 death, 13 individuals disabled)	$\frac{4 \text{ cases}}{5}$ (5 individuals disabled)	$\frac{2 \text{ cases}}{2}$ (1 death, 1 individual disabled)	0 cases	$\frac{1 \text{ case}}{4}$ (4 individuals disabled)	0 cases	$\frac{1 \text{ case}}{1}$ (1 individual disabled)	$\frac{2 \text{ cases}}{2}$ (2 individuals disabled)
	Injury rate by accident category	36%	14%	0%	29%	0%	7%	14%

Note:

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



Strengthen the system

- Amending management procedures for punishment mechanisms
- Promoting collective punishment for supervisors
- Adding to and amending safety construction procedures



Increase the level of punishment

- Violator re-education
- Increasing the upper limit of first-time penalties
- Progressively increasing fines



Manage procurement

- 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



Remove those who violate the rules

- 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 training and education

- Pre-service training and drills
- Implementing qualification training
- Advocacy
- Organizing awareness campaigns
- Organizing virtual reality (VR) simulation training for preventing falls.



Implement controls

- 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



Occupational safety care platform

- Provide a platform for employees of each unit to report errors found in construction projects



Disaster prevention technology

- The introduction of a mobile real-time image system (CCTV) and AI recognition



Third-party auditing

- Blind spots identified through the third-party inspection mechanism and external occupational health and safety experts are given priority in inspection

In addition to continuing the current occupational safety and health management measures, the following key areas of improvement in occupational safety and health management will be a focus in the future:

Enhance the importance of hazard identification training

Establish training on scoring criteria for interactive hazard identification in Each Department to ensure that both employees and contractors are receiving effective interactive hazard identification training. Interactive hazard identification training will be included in the annual performance indicators of each business department.

Utilize innovative technologies

Introduce AI recognition in CCTV

In addition to supervising each department's use of mobile CCTV for on-site safety monitoring, AI image recognition systems will be introduced. The systems will proactively detect deficiencies and issue alerts, achieving intelligent safety monitoring. In 2022, the recognition of operational personnel's safety attire has been achieved. The goal is to achieve "comprehensive AI image recognition" by 2023.

Expand the use of Virtual Reality (VR) fall prevention training

Utilize VR to present visuals and auditory sensations similar to actual situations, allowing personnel to experience falls in a safe environment and enhance the effectiveness of learning. In 2022, VR training courses have been continuously implemented in training programs, with a total of 8 sessions conducted.

A third-party audit mechanism

Priority is placed on affiliates or locations that have had either a higher frequency of occupational accidents in the past 5 years or potential occupational safety and health risks. Through third-party audits by external occupational safety and health experts, internal risk areas or blind spots that are not easily detected can be identified, and safety and health management measures can be strengthened. A total of 46 sessions were conducted in 2022.

7.2.2 Labor-Management Communication and Collective Bargaining

2-30

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	2022 Performance
Labor-management conferences	Taipower holds regular labor-management conferences to foster effective communication. There were seven 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 five 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 can immediately resolve the doubts of the employees.

Negotiations on Collective Agreements ▶▶

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. This agreement is periodically discussed at ongoing collective agreement meetings. A total of nine meetings were held in 2022 to propose additional provisions for the chapters on benefits, training, and health and safety.

Number and Ratio of Employees Covered by the Collective Agreement

Item	2019	2020	2021	2022
Total employees	27,606	27,836	27,860	28,079
Number of employees in the union (people)	26,866	27,654	27,639	27,878
Number of employees in the union (%)	97.3%	99.3%	99.2%	99.3%

Note: The provisions of the Company's collective agreement on labor conditions offer protection to all employees and are 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:

- 1 Employees who must adjust their job duties or be transferred to other departments, units, or regions due to personal or family reasons.
- 2 Employees who have been going through major changes or crises with their families and require the Company's involvement.
- 3 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.
- 4 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 an appeal with the Personnel Difficulties and Matters of Grievance Processing Committee.



7.3 Promoting Social Co-prosperity

Taipower is committed to combining social resources to fulfill its social responsibilities. The Company holds to and shares the business principles of integrity, care, service, and growth. Consequently, it actively encourages employees to participate in volunteer and community service activities to enhance Taipower's corporate image. Throughout 2022, Taipower organized various public welfare activities that reached a total of 48,000 individuals.

Taipower uses 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 social responsibilities and 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. It also pursues Operation and Maintenance Projects that 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 of meetings on important cultural heritage preservation, operations, and maintenance to promote preservation, research, and communication with society. Taipower adopted the strategies of research-before-education, phased development, and continuous adjustment for its reviews of different cultural and historical data 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 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 continues to conduct the inventory and preservation of cultural assets. In 2022, the inventory focused on the theme of the "Lanyang Power Plant," resulting in the identification of 633 drawings related to hydroelectric power generation during the Japanese colonial period.

Publication of Literary and Historical Monographs

To date, Taipower has published 13 series and 19 volumes of books. These books are distributed to public libraries in various towns and cities, as well as to cultural institutions for preservation, research, and reference purposes. The relevant books are also made available for purchase online through platforms such as Books.com.tw, Sanmin Bookstore, and Wunan Bookstore.



Planning for the Power Industry Cultural Trail

The execution process of the Taipower's Cultural Path Planning and Survey Research Project for the Power Industry involved 2 consultations with experts and scholars, 1 cross-unit workshop, 1 focus group discussion, 2 field workshops, and 1 event to presentation results. The research process inventoried Taiwan's hydroelectric power system and selected four potential cultural paths related to "hydroelectric power generation." These paths connect and interpret physical routes with historical context or suggest narrative-based visiting routes. The selected paths include the Xindian River Basin, Dajia River Basin, Laongong River Basin, and Mugu River Basin. The project systematically promotes the preservation and revitalization of Taipower's cultural assets, and serves as a driving force for the sustainable preservation and management of the power industry's heritage. The research outcomes have been fruitful.

On the day of the results presentation event, various state-owned enterprises from different countries were invited to share their experiences in implementing cultural paths. The event included showcasing achievement records through video presentations and hosting panel discussions with experts and scholars from the industrial, governmental, and academic sectors. In addition to being open to the public by registration, various units within the Company's strategic administration system, as well as power generation departments like those at the Dajia River Power Plant and Guishan Power Plant, were also invited to participate and contribute to the research projects.

The total actual expenditure for the aforementioned cultural asset inventory, book compilation, and cultural path planning survey research project amounted to approximately NT\$8.9 million.

Design Innovation in Electronic Literature

To convey Taipower's efforts in promoting cultural heritage preservation and share the history of Taiwan's power development, precious historical artifacts, and stories of the power industry among the public, we continue to collaborate with internal and external teams. Through various types of curations, we showcase power cultural assets and Taipower's progressive power intelligence. In 2022, we collaborated with the National Taiwan Museum to organize the special exhibition "Island · Power Life – The Era of Taiwan's Power." Unlike previous exhibitions, this one was planned as a permanent display, conveying the close connection between electricity, the land and life from the past to the present and into the future. Additionally, the exhibit explores the combination of applying product design with power industry cultural themes. For instance, in 2022, the Company collaborated with the artist Liao Guo Cheng and Elephant Design to create a calendar uses a 45-degree, semi-three-dimensional illustration style that is combined with surreal fantasy space. This showcased over 75 years of Taipower's rich cultural assets and extended the visual concept to desk calendars, notebooks, and electricity bill envelopes. By innovatively integrating power industry cultural heritage with design, we transformed it into creative and engaging promotional materials filled with historical significance and charm.

Professional Electricity Curation

Since 2017, Taipower has been organizing power-themed exhibitions and continuously translating power-related cultural assets into various forms of design. In 2022, Taipower was invited to collaborate with the National Taiwan Museum, the oldest history museum in Taiwan, to co-organize the "Island · Power Life - The Era of Taiwan Power" exhibition. The exhibition was planned as a permanent display for long-term interaction with the public. It was held from December 6, 2022, to April 7, 2024, on the 2nd floor of the South Gate Building of the National Taiwan Museum. The exhibition features four major themes and showcases over 60 exhibits and more than 160 precious images from Taipower, the National Taiwan Museum, the National Museum of Taiwan History, and the National Museum of Science and Technology. Among them, Taipower is exhibiting Taiwan's first electric meter, which is over a hundred years old. Additionally, 14 historical electric meters were combined to create an interactive art installation that bridges different time periods. Through the perspective of ordinary people, the exhibition narrated the electricity consumption experience of the Taiwanese people, presenting the historical connection between "power" and the land in Taiwan's development.



▲ The Opening Ceremony of the Exhibition "Island · Power Life - The Era of Taiwan Power"

The opening ceremony of the exhibition "Island · Power Life - The Era of Taiwan Power" was held on December 5, 2022, at the South Gate Pavilion of the National Taiwan Museum. The ceremony was jointly officiated by Mr. Tseng Wen-sheng, the Acting Chairman of Taipower, Mr. Hong Shih-yu, the Director of the National Taiwan Museum, and Mr. Lee Lien-chuan, the Deputy Minister of the Ministry of Culture. This collaboration between Taipower and the oldest museum in Taiwan, the National Taiwan Museum, marks a significant step forward in Taipower's engagement through power industry exhibitions. Taipower aims to use its expertise in the power field to not only document the development of Taiwan's power industry but also to share the historical life context of this land with the general public.

Investment in Cultural and Art Activities

From 2020 to 2022, 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				
	Year	2020	2021	2022
Painting Rentals	Number of items	74	72	84
	Amount (NT\$)	351,471	467,248	545,575
Art Gallery	Number of exhibitions	6	2	0
	Amount (NT\$)	48,033	25,000	0
Exhibitions and Activities in the Grand Hall	Number of exhibitions	14	13	14
	Amount (NT\$)	60,000	109,000	206,797

Taipower initiated planning of the Taiwan Power Industry Cultural Pathway in 2022. In 2023, the Company will continue by starting the Xindian River Basin Power Cultural Pathway. We will coordinate with relevant local power attractions and design thematic walking tours/small trips that highlight local cultural characteristics. The goal is to invite the public to explore the historical texture of their local industry and the power industry's development, thereby enhancing their understanding of the historical and cultural significance of the power industry. We hope that through these tours, Taipower can promote the integration of the power industry with local resources, and in so doing not only boost local economies but also preserving and revitalizing local cultural resources, thereby shaping and strengthening the Company's brand image and understanding of the Power Industry's Cultural Journey.

In 2023, the Volunteer Team from Taipower's Headquarters will organize a series of public welfare activities under the theme of "Company-wide Public Welfare Initiatives." These activities include art and cultural tours (the Taiwan Lantern Festival in February, the Baolaiyan Light Festival from March to May), caring for vulnerable groups (the donation of supplies for the Hungry Ghost Festival in September), and sports events (Taipower's Cheerleading volunteers). The goal for the year is to carry out more than four public welfare events.

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 Company's corporate image. TPCreative achieved the follow in 2022:

- 1 Taipower Creative held a pop-up exhibition titled "Flash Power" at Eslite's Xinyi Store. The exhibition showcased and sold various products such as Taipower heating pads, storage trays, and landscape badges made from retired electrical boxes. The exhibition highlighted the brand's concept of recycling materials and giving them a new life in daily use.
- 2 With the relocation of the 2022 Taiwan Cultural and Creative Industries Expo to the Kaohsiung Exhibition Center, Taipower Creative participated in a physical exhibition in Kaohsiung for the first time. The exhibition continued the spirit of the circular economy and presented the important achievements of using retired materials in creative industries, showcasing the complete development process.
- 3 Taipower Creative was invited by the Taiwan Design Research Institute (TDRI) to participate in the "Design for Transformation" summit organized by the Confederation of Indian Industry (CII) in India. Experiences in circular design were shared through an online presentation.
- 4 Taipower Creative launched the "Sun Moon Lake Sediment Repurposing Project" and introduced a series of products using sediment from Sun Moon Lake. These included the highly recognizable Taipower manhole cover sediment coasters and a set of matching cups. They also organized a "Chao Dian POP-UP Store" for a limited period of time to communicate the brand's message. The new product launch once again demonstrated the organization's commitment to circular sustainability. In addition, it collaborated with Hotel Royal in Jiaoxi for the "Chao Dian Outing" project and participated in the release of the hotel's ESG sustainability report, promoting sustainable and environmentally friendly practices. It also participated in the exhibition "Memory Recall - Jiaoxi Street Urban Renewal Documentation" and set up booths at weekend markets.
- 5 Taipower Creative's "Sun Moon Lake Sediment Manhole Cover Coaster" and "Retired Electrical Box Repurposing Project" received the Golden Pin Design Award's "Product Design Category" Gold Pin.
- 6 Taipower Creative's "Retired Electric Meter Glass Repurposing Project – the 54th Taipower Skills Competition Lecture and Commemorative Badge" competed in the 2022 Hsinchu City Golden Glass Award for Glass Art and Design Applications and received an "Honorable Mention" in the Design Application category.
- 7 Taipower Creative's "Sun Moon Lake Sediment Repurposing Project" and "the Retired Electrical Box Repurposing Project" were selected for the German iF Design Award.

Management of Charitable Activities ▶▶

Volunteer service is a noble endeavor requiring dedication and selflessness. Taipower employees and retirees from various locations willingly devote their time on holidays to participate in community care activities. This practice reflects the Company's commitment to caring for the community and actively showcasing the love and vitality of Taipower employees, enhancing the company's public image in terms of corporate social responsibility. We value the development of our volunteers and continuously implement volunteer cultivation programs. Through in-house volunteer training and experience-sharing sessions, we aim to enhance the skills and service quality of our volunteers. With the spirit of "One Taipower" as our foundation, we work together for the social good, embodying the Company's core principles of ensuring stable and safe power supply, catering to customer needs, cultivating a people-centric corporate culture, addressing environmental sustainability, and caring for vulnerable groups and local communities. This allows us to fulfill our mission of serving society and fulfilling our corporate social responsibility.

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 established the nation's first renewable energy exhibition hall – Taipower D/S ONE. The hall is connected to the Banciao Triple Junction by an elevated corridor and was designed to meet international standards and to become a significant and engaging educational venue for renewable energy in the country. Taipower D/S ONE takes its name from the abbreviation, D/S, which represents a power facility called a "Distribution/Substation." Cleverly, D/S ONE uses D/S as an abbreviation for "Design" and "Sustainability" as a reflection of Taipower's ambitious efforts to revitalize its brand, enhance communication with the public, and showcase the core spirit of promoting renewable energy. Since its official opening in 2020, D/S ONE has actively represented a green, smart, future by promoting energy education among students and teachers at all levels. It has been selected as one of the "Top 10 Popular Science Bases" by the Ministry of Education and has been recognized with the First Prize for Educational Promotion by Far Eastern Group's Corporate Social Responsibility Awards. D/S ONE is dedicated to collaborating with schools, educational institutions, and various resources across Taiwan, with the goal of becoming a significant driver for "integrated renewable energy education and information dissemination in Taiwan and educational learning."

As of the end of 2022, D/S ONE had attracted over 140,000 visitors and had cultivated more than 33,000 followers on Facebook. In the same year, three sets of wind power teaching tools were developed and promoted in over 40 high schools, junior high schools, and elementary schools across Taiwan. These tools were also integrated into student camps, teacher workshops, and activities with the National Taiwan Science Education Center and other museums, actively promoting energy science education. To celebrate the third anniversary of its opening, D/S ONE responded to the inauguration of the integrated solar-storage system at the Tainan's Salt Field Solar PV Farm by organizing the special exhibition "Solar Storage Fantasy." The exhibition displayed a scaled down version of an on-site energy storage container to a realistic model at a 1:20 ratio and brought it to the exhibition hall. The exhibition combined knowledge with interactive light spheres to create an intellectual and visually appealing spot in the Banqiao area. The exhibition attracted approximately 10,000 visitors and allowed the public to both gain a better understanding of energy storage system applications and to deepen its understanding of Taiwan's renewable energy development.

In the future, D/S ONE will continue to spark creative energy and create value by implementing green energy education in diverse forms and collaborating with various resources.



"Delivering Knowledge through Design" - kW Design Award

To engage the public while promoting electricity and energy-related issues, Taipower has launched the "kW Design Awards" as an event brand. The Company has called for creative ideas nationwide through campus presentations that introduce the three categories of competitions: Communicative Design, Multimedia Design, and Creative Product Design. So far, the event has accumulated over 30,000 student participants and received nearly 15,000 submissions.

In 2022, the campus tour reached out to a total of 70 universities, colleges, and high schools, including four flagship locations in the northern, central, southern, and eastern regions, engaging with students, teachers, and the public. The total number of participants reached 1,800 people. The theme of the tour was "Re," and it explored various aspects of energy transition, storage development, smart electricity usage, and energy conservation. Under the framework of a zero-carbon future, the tour encouraged a rethinking of the possibilities of electricity. In the Communicative Design category, the event introduced a new infographic design that utilized visual graphics to convey scientific information, allowing design to speak for knowledge.



▲ Save Energy, Love the Earth, and Start from a Young Age – I Love the Mother Earth Action Story Educational Promotion Campaign

Since 2011, Taipower has been conducting an interactive storytelling campaign targeting children aged 4 to 6 in kindergartens. The campaign aims to promote concepts of electrical safety and energy conservation to the young children. In 2022, a total of 62 sessions were held in kindergartens near Taipower's power plants, substations, and service centers in the northern, central, and southern regions of Taiwan. Approximately 3,991 students and teachers participated in these sessions. Two additional sessions were organized in collaboration with Shin Kong Mitsukoshi Department Store, at their stores in Taipei Station and Tianmu, further strengthening the relationships among external organizations, government agencies, and local community leaders, while effectively conveying the message of energy conservation and love for the Earth to young children.



"I Love the Earth Mom" Facebook fan page.

Enhancing Taipower's Professional Image and Promoting Scientific Knowledge on Campus - Little Power Worker

As part of the power education program designed for elementary school students, this activity aims to enhance children's knowledge of electricity and energy. Through various experiences, it also aims to broaden the younger generation's perspective and imagination about future careers. The activity was first held on October 12, 2022, at Guanhua Elementary School in Xinzhuang District, New Taipei City. Approximately 50 sixth-grade students participated. The activity featured power engineering vehicles and images of power workers, which attracted the children's attention. The equipment and tasks of power workers were introduced, and basic energy concepts were incorporated into the experience with the engineering vehicles to facilitate learning and ensure the continuous growth of energy knowledge among the students.



Taipower's Public Welfare and Sponsorship Commitment

Taipower strives to achieve symbiosis and mutual prosperity with society by continuously investing in cultural, artistic, and charitable activities. It has deeply ingrained the image of being a practitioner of corporate social responsibility into its corporate identity. In collaboration with local communities, Taipower promotes harmonious coexistence and drives electricity infrastructure development. The Company engages in neighborly initiatives, including emergency assistance, support for low-income households, welfare for elderly people and those with disabilities, educational and cultural programs, and other public welfare actions. In 2022, there were a total of 3,758 neighborhood-care cases, with a donation amount of approximately NT\$104.527 million.



The Company compiles the approved cases for each unit every month and makes the information public on the official website. <https://info.taipower.com.tw/tc/index.aspx>

Rooted in Environmental Sustainability - Award Sponsorship to Encourage Students

In recent years, Taipower has actively engaged in environmental conservation and sustainable development. The company has also been dedicated to environmental education for over two decades. As environmental sustainability has become a prominent issue in society, it is crucial to foster a deep-rooted understanding of this concept. The "Mr. Tseng Hsiu Pai News Award" is the oldest journalism award in Taiwan, and it has garnered a wide student and audience base. To further encourage students' attention to environmental and ecological sustainability issues, Taipower sponsored the "Taipower College Student Environmental and Ecological Sustainability Reporting Awards" at the 48th Mr. Tseng Hsiu Pai News Awards. The awards include categories for video and audio reporting and aim to engage college students through the competition. The Company hopes that students, through the process of producing reports, will gain a better understanding of the importance of environmental sustainability and contribute to the sustainable development of Taiwan's ecology.



Oil-Electric Harmony, Cherish the Rare

Taipower actively participates in social welfare initiatives. The "2022 Oil-Electric Harmony, Cherish the Rare" concert is a collaboration between the state-owned enterprises Taipower and CPC and the Rare Disease Foundation. The concert aims to engage the public in musical exchanges, so that sincere actions and moving voices can convey the melody of love for life. It also hopes to inspire others to extend their kindness and support to patients and disadvantaged individuals in society.

The Candied Hawthorn Troupe presented the children's education play, "Return to Electric Mountain"

Taipower continues to focus on electricity education by collaborating with children's theater groups to impart diverse knowledge and literacy about electricity and sustainable energy.



End-of-Year Care Program for Solitary Seniors

Since 2005, Taipower has been inviting elderly people that live alone to gather for a meal. The Company also arranges for them to buy New Year goods and receive care packages at power plants or district business offices both before and after the Lunar New Year. This initiative brings joy to the elderly during the Lunar New Year and fulfills the company's social responsibility. In 2022, the COVID-19 pandemic and the increased risk of large gatherings meant the annual event was replaced with individual interactions like accompanying the elderly to purchase New Year goods, gifting Lunar New Year dishes, offering gift vouchers for daily necessities, providing assistance with home organization, etc. Approximately 1,625 participants were involved in these activities.

Seeds of Hope: The Hope Cultivation Project

Since 2005, Taipower has been providing summer job opportunities for underprivileged indigenous college students from Taitung, Hualien, and Pingtung. This initiative aims to alleviate the financial burden on participating students. Each year, approximately 75 summer job positions are offered, and 2022 marked the 18th year of the program. To date, more than 1,103 students have participated. Due to the Covid-19 pandemic, the program engaged 78 college students and served 488 school children in 2022. The program illustrates Taipower's commitment to deeply engage with indigenous communities, by providing students with opportunities for personal growth and development but also by strengthening their connections to their hometowns and allowing them to give back to their communities.

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 resource availability and helps children improve their knowledge and skills. About 4,500 people were served by the project in 2022.

As part of the Firefly Children's Reading Project, the first-ever power workers mission experience was held at the Taitung Regional Office. The Taitung Regional Office organized five activities, including the Fuse Chain Switch Power Cut Experience, the Switch Operation Experience in the Pavilion, the Hand-operated Compression Tool Experience, the Climbing a Pole Experience, and the Aerial Lift Experience. These activities allowed the little angels from the Firefly Children's Reading Project to fully understand the professionalism and hard work done by power workers. The event received widespread positive coverage from local media. A total of 116 elementary school students from 8 tutoring classes and 24 teachers from the Taitung area participated in the event.



Elevating the Level of Sports Performance

In line with the national sports policy, Taipower's various sports teams continue to scout talented and promising young players from high schools and universities (colleges and vocational schools). These potential players are appointed as sports officers and undergo long-term training to enable continuous growth and development. Through annual open tryouts, these players are given the opportunity to become official members of Taipower's sports teams. Taipower has established a comprehensive career support system for players that not only focuses on competitions, practices, and community service activities but also on nurturing players' professional skills. This prepares them for a career within Taipower after their athletic careers conclude. The lifelong employment system allows players to focus on rigorous training without worries about the future. It encourages them to strive for greater glory on the field and to leave a mark as outstanding athletes in the domestic sports arena while strengthening the nation's athletic capabilities, thus fulfilling the government's goals in promoting sports policy.

Rooted in the Grassroots Level of Sports

To enhance the level of domestic sports and to deepen grassroots sports development, we have been actively conducting Caring Train programs and providing coaching on ball skills in remote and underprivileged areas. During the summer vacation, each sports team organizes Fun Electric Camp activities, where players teach children various ball sports techniques, help them to develop positive sports habits, improve their physical fitness, help them learn teamwork, and foster a spirit of sportsmanship. These initiatives aim to promote nationwide sports activities and cultivate talented athletes. Additionally, we hold the "Taipower Cup" competition to provide a competitive platform for discovering future sports stars. Through these events, students have the opportunity to showcase their skills, learn from each other, and master professional techniques and sportsmanship thereby nurturing the future of national sports. Along with diverse sports-related public welfare activities like the Caring Train, FunPower Camps, and Taipower Cup, we are positively influencing the promotion of Taiwan's sports culture.

Cultivating Sports and Exerting Social Influence ▶▶

Taipower is dedicated to promoting grassroots sports and giving back to society through various charity and promotional events. These included events such as the Caring Train, Ball Fun Power Camp, and the Taipower Cup Tournament. These activities have deepened the Company's involvement in grassroots sports. Through long-term training and competitions, many outstanding star players have been nurtured over the years. This has led to impressive performances by Taipower's sports teams in various arenas. Team members have achieved numerous victories and even earned spots on national teams. Taipower has become a cradle for national athletes, bringing honor to both the Company and the country. It is undoubtedly one of the most supportive enterprises for ball sports in the nation.



FunPower Camps

FunPower Camps are summer activities organized by Taipower that provide students with a fun experience in various sports. Taipower athletes (from baseball, badminton, volleyball, soccer, and basketball players) serve as coaches and National team players also participate in the camps to interact with and guide the students. Following the program's inception in 2016, the FunPower Camps were held for four consecutive years during the summer months of July and August. The number of camps increased from 10 sessions with 2,500 participants to 12 sessions with 3,600 participants. The camps received enthusiastic feedback from parents and students. Although the FunPower Camps were not held from 2020 to 2022 due to the impact of the pandemic, Taipower remains committed to injecting a sports culture into Taiwan.

Through these activities, Taipower aimed to provide children with a joyful and fulfilling summer while promoting grassroots sports, elevating the level of sports in Taiwan, and fostering a sports culture in society. In lieu of the camps, efforts have been focused on strengthening the "Caring Train" initiative to bring resources to children in remote areas.

Caring Train

Recognizing the lack of educational and sports resources in remote areas, Taipower, as a responsible large corporation, has been actively involved in the Caring Train program. In addition to participating in various competitions, the sports teams regularly visit remote areas and organizations that serve the disadvantaged to deliver love and hope to every corner of Taiwan. In 2022, due to the pandemic's impact on the FunPower Camps, the Caring Train activities were conducted instead. The teams visited 16 schools to provide guidance in various sports and to share player experiences. For example, the baseball team visited Xizhi Junior High School, Chongyi High School, and Xiufeng High School in New Taipei City to teach young baseball players. The men's volleyball team visited Majia Junior High School in Pingtung County and also invited Jiayi and Saijia Elementary Schools to attend. The women's volleyball team visited Ganghe Elementary School in Kaohsiung City to interact with young players. The women's badminton team went to Niasong Elementary School in Yunlin County and Daxi Elementary School in Taoyuan City to introduce the sport of badminton to elementary school children. The soccer team provided football skills training at Nanping Elementary School, Qixian Elementary School, and Kai Xuan Elementary School in Yilan County. The women's basketball team conducted activities at Xilin Multipurpose Activity Center in Hualien County, Guofeng Junior High School, Jinhu Elementary School, Jinsha Elementary School, and Zhuohuan Elementary School in Kinmen County. Through these enjoyable educational activities, Taipower actively supported the government's promotion of sports for all.

The Taipower Cup

Since 2018, Taipower has been promoting the sports culture of ball games in Taiwan, encouraging widespread participation in sports and fostering physical and mental well-being. The first Taipower Cup Volleyball Tournament attracted 32 teams and received enthusiastic responses from participating students and the public. In 2019 and 2020, the second and third editions of the volleyball competition were successfully organized, with the number of participating teams increasing to 43, and the event expanding to cover the regions of Kaohsiung, Pingtung, and Tainan. However, due to the impact of the COVID-19 pandemic, the event was suspended in 2021. In 2022, after much anticipation and preparation, the 4th Taipower Cup Volleyball Tournament made a grand comeback, bringing together 32 elementary school teams from Tainan, Kaohsiung, and Pingtung to compete in the tournament.

In 2019, the Company's soccer team organized the 1st Taipower Cup Soccer Invitational Tournament at the Hsinta Power Plant. Nine elementary school teams were invited to participate. In 2020, 2021, and 2022, the second, third, and fourth editions of the soccer invitational tournament were held, with 12 school teams participating each year.

The inaugural Taipower Cup Basketball Invitational Tournament was held in 2020. Six elite, HBL high school girls' basketball teams were invited to compete. The basketball invitational tournament continued in 2021 and 2022, providing participating teams with the opportunity to improve through competitive play in preparation for the upcoming HBL league challenges.

Through these events, Taipower players pass on their professional skills and passion for sports, cultivating discipline and team spirit among young players. These efforts have garnered widespread praise and positive responses from the public, allowing the community to recognize Taipower's dedication to promoting sports.

