

7.2 A Sound Working Environment

7.2.1 Occupational Health and Safety

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

In addition to cultivating outstanding talent, maintaining occupational safety is key to sustainable talent management. To prevent occupational safety incidents and reduce the impact of the suspension of unit operations on power stability, Taipower has established an 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 Auditing Health and Safety Measures	
	Operational equipment and machinery inspection	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

32

Number of Labor Representatives in the Committee

14

Percentage of Labor Representatives in the Committee

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	$\frac{7 \text{ cases}}{(7 \text{ individuals disabled})}$	$\frac{3 \text{ cases}}{(3 \text{ individuals disabled})}$	$\frac{1 \text{ case}}{(1 \text{ individual disabled})}$	$\frac{2 \text{ cases}}{(2 \text{ individuals disabled})}$	0 cases	$\frac{1 \text{ case}}{(1 \text{ individual disabled})}$	0 cases	0 cases
	Injury rate by accident category	43%	7%	29%	0%	7%	0%	0%
 Contractors	$\frac{10 \text{ cases}}{(1 \text{ death, } 13 \text{ individuals disabled})}$	$\frac{4 \text{ cases}}{(5 \text{ individuals disabled})}$	$\frac{2 \text{ cases}}{(1 \text{ death, } 1 \text{ individual disabled})}$	0 cases	$\frac{1 \text{ case}}{(4 \text{ individuals disabled})}$	0 cases	$\frac{1 \text{ case}}{(1 \text{ individual disabled})}$	$\frac{2 \text{ cases}}{(2 \text{ individuals disabled})}$
	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.

