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Ratio of Female to Male Employees in Management Positions 405-1

Taipower is a public power company. Its on-site technical work often involves high/low voltage electrical hazards, high temperatures, noise, or working at height. Due to the high physical demands and occupational risks, such work is predominantly undertaken by male employees. As a result, the male-to-female ratio in middle and senior management is slightly higher than that of the overall employee gender ratio.

In 2024, Taipower had 5,239 managers in total (including first-line, middle, and senior managers), of which 922 were female. The gender gap in middle and senior management was 66.4% (male: 83.2%; female:16.8%), while the gap for all employees was 65% (male: 82.5%; female:17.5%).

Over the past three years, the proportion of female middle and senior managers has increased from 16.7% to 16.8%. Taipower encourages gender diversity in promotions by disclosing gender ratios during position openings and hosting briefing sessions and video promotions. Friendly workplace measures, such as unpaid parental leave and childbirth subsidies, have also contributed to a gradual rise in the number and proportion of female managers.

● Specific Results of Diversity and Inclusion in the Workplace

Happy
Enterprise
Recognition



Awarded the Gold Award in the manufacturing industry category by the 1111 Job Bank for four consecutive years (2021–2024), highlighting Taipower's commitment to employee well-being.

Talent Development
and Recognition



In 2024, Taipower received the only national Excellence Award from the Ministry of Education for establishing employee learning systems within the central government, demonstrating outstanding achievements in talent development.

Family-Friendly
Measures



- Reduced working hours for employees raising children under 3 years old: 2,909 users by the end of 2024.
- Pilot program for reduced working hours for employees with children aged 3 to 6. The program had 189 users by the end of 2024.

Childcare
Support and
Benefits



Childcare facilities and diverse benefits are provided; each child under the age of 6 is eligible for an annual NT\$6,000 subsidy, funded through 0.01% of the employee welfare budget.

High-Quality Childcare
Environment



- Seven childcare service centers were established in partnership with nonprofit organizations. Five received scores above 90 in the Ministry of Education's evaluation, with nearly perfect parental satisfaction.
- In 2024, Premier Chen of the Executive Yuan visited and praised Taipower's support for the "Government Helps Raise Children from 0–6" policy, and the Company's efforts in helping reduce the burden on parents.

Salary Adjustment
and Talent
Recruitment



Adjusted base salaries and new employee starting pay in reference to 2024 civil servant pay increases, prioritizing frontline staff to address talent shortages and declining birth rates.

6.2 Building a Happy Electricity Industry

6.2.1 Talent Management and Development

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Material Topic: Talent Management and Development

Policy	● Attract and recruit outstanding talent, offer competitive salaries, training programs, welfare benefits, and a comprehensive retirement and care system.
Management Approach	● Recruit talent through diverse channels to maintain and pass on core power-related technical skills.
Action Plans	● Engage with academic institutions early to cultivate talent for the power sector. ● Implement annual training plans to support talent development. ● Launch specialized training focused on topics such as risk management and net-zero. ● Continue the mentoring system to improve new employee adaptation.
Actual Performance in 2024	● Strengthened industrial-academic collaboration and scholarship mechanisms to expand recruitment channels. ● Employee training satisfaction scores in 2024: teaching methods 4.77, materials 4.72, learning outcomes 4.70, contribution to work development 4.69. ● A "Comprehensive Power Technology Practical Workshop" was held from June to October 2024 to enhance technical staff expertise. ● Satisfaction with the new employee mentoring system reached 91.8%.
Targets for 2030	● Increase learning hours: ensure each employee receives at least 30 hours of external training annually. ● Improve training quality: achieve all targets set in annual training plans and maintain TTQS evaluation compliance. ● Enhance the mentoring system: refine training based on new employee feedback and aim for mentor satisfaction rates above 94%. ● Strengthen childcare support: seek to increase the welfare fund allocation rate in support of the "0–6 Joint Childcare" policy. ● Improve the quality of internal childcare centers and expand benefits to help employees balance work and family life.

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Human Resource Strategy

Taipower's energy transition, pursuit of low-carbon sustainability, and smart grid development bring challenges. While maintaining a stable power supply, the Company must also cultivate talent that meets future development needs. By maintaining a core technology skills inventory, Taipower identifies talent gaps and implements diversified recruitment strategies to attract professional power industry talent. In addition, Taipower enhances the professional and cross-disciplinary capabilities of its employees through comprehensive training systems and knowledge transfer mechanisms that enable the workforce to respond to transformations in the green economy and digital era.

Taipower integrates internal and external training resources to strengthen the development of talent in renewable energy and smart grid areas. The Company continues to cultivate professionals aligned with business development needs to achieve effective human resource management across recruitment, development, deployment, and retention.

Taipower's Strategies for Recruitment, Training and Development, Utilization, and Retention

Recruitment	- Balanced and systematic human resource planning and appointments - Diversified recruitment strategies to meet staffing needs, including staff and contract staff examinations, scholarships for undergraduate, graduate, and vocational school students, cooperation programs with vocational schools, and internal promotion channels through examinations
Training & Development	- Strengthen the transfer of technical expertise across business divisions and promote core operations - Develop innovative training models to enhance organizational learning - Implement succession plans for supervisors and build a company-wide talent pool - Promote lifelong learning through online resources - Enhance talent development effectiveness
Utilization	- Effectively allocate and manage personnel budgets - Improve HR systems for greater flexibility and efficiency - Implement job rotations and performance evaluations - Utilize data analysis to support managerial decision-making - Strengthen HR functions in each business division - Conduct internal promotion exams to identify and promote outstanding contract employees
Retention	- Provide public labor health insurance, medical subsidies for occupational injuries, and health checkups through welfare programs - Offer labor education courses and recreational activities to support employees' physical and mental well-being

Talent Recruitment and Compensation
Optimization Strategy

Each year, Taipower evaluates staffing needs across its business units including power plant maintenance, circuit design, big data analytics, and cultural heritage preservation and conducts open recruitment accordingly. The Company continuously improves its recruitment and compensation strategies to attract outstanding talent, enhance competitiveness, and ensure stable corporate development.



Human Resource
Development –
Talent Recruitment,
Utilization, and
Discipline

1 Open
Recruitment
of Outstanding
Talent

- Recruitment follows the "MOEA Regulations Governing the Employment of Personnel by Affiliated Enterprises" and uses an open examination system to ensure fairness and transparency.
- Recruitment visibility is increased through newspapers, digital media, job search platforms, and social media channels (e.g., Taipower's official Facebook page).

2 Salary
Adjustment
for New
Employee

Through persistent efforts by Taipower, the Ministry of Economic Affairs approved a salary increase for newly hired staff starting in 2023-from Grade 2, Level 1 (NT\$42,037) to Grade 2, Level 5 (NT\$45,094). This aligns salaries with market standards and sets them at a level comparable to those at other state-owned enterprises.

3 Information
Disclosure and Supply
Chain Transparency

Recruitment information, salary structure, bonuses, and benefits are publicly disclosed on Taipower's official website, along with enhanced supplier collaboration and transparency.

4 Scholarships
and Campus
Recruitment

Annual scholarship selection is held for university and graduate students, along with campus recruitment events across Taiwan's four regions to attract specialized talent.

5 Mentorship
System

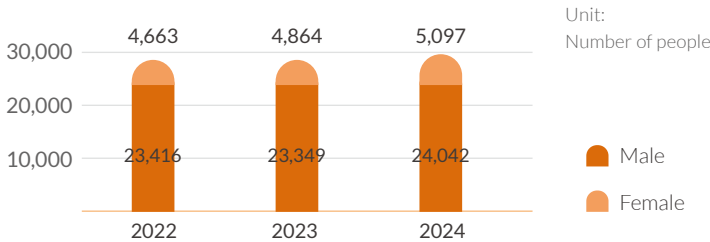
A mentorship system is in place, with experienced employees guiding new hires to help them quickly adapt and grow.

Structure of Human
Resources

● Employment Categories

Taipower does not employ foreign nationals. All employees are hired as full-time, permanent workers. The Company does not hire temporary, part-time, or gig-economy employees.

Total Number of Employees and Gender Ratio



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Employee Distribution in 2024

		Male		Female		Total
		Number of people	%	Number of people	%	Number of people
Non-management Employees	General Staff	19,725	82.53	4,175	17.47	23,900
Management	Senior Management	291	86.09	47	13.91	338
	Middle Management	954	82.31	205	17.69	1,159
	First-line Management	3,072	82.1	670	17.9	3,742
Contract Type	Full-time Permanent	24,042	82.51	5,097	17.49	29,139
	Part-time Permanent	0	0	0	0	0
	Full-time Contract	0	0	0	0	0
	Part-time Contract	0	0	0	0	0
	Dispatched Workers	0	0	0	0	0
Location	Taiwan	24,040	82.5	5,097	17.5	29,137
	Overseas	2	100	0	0	2
Nationality	ROC Nationals	24,042	82.51	5,097	17.49	29,139
	Foreign Nationals	0	0	0	0	0



82.53%
Male employees



17.47%
Female employees

Notes:1.Permanent Employees: Hired under indefinite-term contracts. Employment continues unless terminated or voluntarily resigned. Employees are entitled to severance pay, and employers are required to contribute to retirement funds.
2.Contract Employees: Employed under fixed-term contracts only for temporary, short-term, seasonal, or specific work. Employment ends upon contract expiration unless renewed. Not entitled to severance pay, but employers must contribute to retirement funds.
3.Full-Time Employees: Defined by Article 30, Paragraph 1 of the Labor Standards Act as employees working 8 hours per day and 40 hours per week.
4.Part-Time Employees: Employees working fewer hours than full-time standards. These employees have statutory rights equal to those of full-time employees, with wages and leave calculated on a proportional basis.
5.Data cutoff date: End of December 2024.

New Employees by Age, Gender, and Management Level							Unit: Number of people
Year		2022		2023		2024	
Total New Employees		2,028		1,840		2,507	
Age		Male	Female	Male	Female	Male	Female
	Under 30	1,034	262	845	275	1,207	289
	31-50	482	235	469	223	722	254
	Over 51	13	2	22	6	32	3
	Total	1,529	499	1,336	504	1,961	546
Management	Senior Management	3	0	2	0	2	0
	Middle Management	9	2	5	2	4	1
	First-line Management	7	8	5	8	6	13
Non-management Employees General Staff		1,510	489	1,324	494	1,949	532

Departing Employees by Age, Gender, and Management Level							Unit: Number of people
Year		2022		2023		2024	
Total Departing Employees		1,794		1,738		1,609	
Age		Male	Female	Male	Female	Male	Female
	Under 30	278	48	282	45	317	51
	31-50	213	156	240	148	280	156
	Over 51	991	108	918	105	692	113
	Total	1,482	312	1,440	298	1,289	320
Management	Senior Management	38	5	28	4	33	4
	Middle Management	77	14	64	11	69	16
	First-line Management	198	36	168	36	121	27
Non-management Employees General Staff		1,169	257	1,180	247	1,066	273

Note: The statistical cut-off date is the end of December 2024.

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Diversified Employee Numbers, Age and Gender Distribution



Employees with Disabilities

Unit: Number of people

Year	2022		2023		2024		
Total Number of Employees with Disabilities	Number of Employees with Disabilities		Total Number of Employees		Percentage of Employees with Disabilities		
	Male	Female	Male	Female	Male	Female	
Age	Under 30	84	53	4,380	1,211	1.92%	4.38%
	31–50	244	169	13,990	2,909	1.74%	5.81%
	Over 51	172	108	5,672	977	3.03%	11.05%
	Total	500	330	24,042	5,097	2.08%	6.47%



Indigenous

Unit: Number of people

Year	2022		2023		2024		
Total Number of Indigenous	Number of Indigenous		Total Number of Employees		Percentage of Indigenous		
	Male	Female	Male	Female	Male	Female	
Age	Under 30	50	19	4,380	1,211	1.14%	1.57%
	31–50	112	30	13,990	2,909	0.80%	1.03%
	Over 51	22	5	5,672	977	0.39%	0.51%
	Total	184	54	24,042	5,097	0.77%	1.06%

● Analysis of Employee Turnover

Taipower has implemented multiple initiatives to improve its work environment, career development prospects, and overall quality of life for its employees. These efforts have significantly enhanced employee loyalty and job satisfaction, thereby reducing the likelihood of voluntary turnover. In 2024, the turnover rate among new hires was approximately 4.4%, and vacancies from these resignations will be reflected in the unfilled headcount of the following year. To improve retention of new employees, Taipower plans to implement the following measures:

- 1.Raise starting salaries during training - New employees holding relevant power-related certifications may receive higher starting salaries to encourage professional growth.
- 2.Enhance recruitment outreach - Disseminate recruitment information through press releases, recruitment websites, bulletin boards, and LED displays. Collaborate with high schools and employment service agencies nationwide, and host information sessions at universities and graduate schools to highlight competitive salaries, career development, and promotion pathways.
- 3.Strengthen employee engagement - Department heads regularly explain Taipower's business philosophy and development strategies during meetings and assemblies to enhance employee identification and stability.
- 4.Tailored training and advancement - In addition to basic training, employees receive training based on performance evaluations. Outstanding employees are selected for supervisory training and given promotion opportunities to support long-term career development.
- 5.Support for workplace and life adaptation - Supervisors, welfare committees, and the employee support platform provide assistance for new hires adjusting to work and life. Employees are encouraged to participate in clubs, trips, and social gatherings to foster camaraderie and well-being.

Distribution of Turnover Reasons

	Year	2022	2023	2024
Regular Employees	Voluntary Turnover Rate	1.92%	1.68%	1.61%
	Involuntary Turnover Rate	3.22%	3.15%	2.48%
	Performance-Based Turnover Rate	0.01%	0.00%	0.00%
	Total Turnover Rate	5.15%	4.83%	4.09%
Contracted and Dispatched Employees		Note	0.00%	0.00%

Note: Involuntary turnover includes contract expiration, retirement, death, etc. Data for contract and dispatched personnel turnover rates are not applicable.

● Use of Contracted and Outsourced Workforce

As of the end of December 2024, Taipower employed 1,152 workers under outsourced service and labor contracts. These personnel were engaged in tasks such as cleaning, clerical work, telephone operations, and driving.

● Workers Who Are Not Employees

Non-Employed Workers	Number of People	Contractual Relationship	Type of Work
Volunteers	636	None. These are retired Taipower staff or non-Taipower volunteers.	● Sports advocacy (cheering for Taipower's sports teams) ● Guidance services at branch office service counters

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Human Resource Training

Taipower classifies and evaluates job positions based on the attributes of its position system. In line with this structure and employee training needs, the Taipower Training Center develops and implements core competency training programs to ensure alignment between training and job responsibilities, thereby enhancing retention and supporting long-term talent development.

New employees are paired with mentors who pass on technical knowledge and provide guidance in both work and personal matters. This support helps improve adaptability, foster stability, and accelerate integration into the workplace.

Taipower also identifies critical roles and maintains a high-potential talent pool to ensure the effective cultivation and deployment of personnel with key technical and managerial capabilities, reinforcing the Company's competitiveness and succession of expertise.

Training Type	Training Subject		Number of Participants (2024)
Development Training	Pre-service training for newly dispatched staff		820
	Fundamental development training		853
	Subtotal		1,673
On-the-Job Training	Professional Training	Professional training – by the Training Institute	14,101
		Professional training – by departments	85,881
		External training programs	4,188
	Subtotal		104,170
Manager Training	On-the-job training for managers		1,162
	Managerial development training		850
	Subtotal		2,012
Postgraduate Education	Graduate school recommendations – Master's degree 2		2
	Subtotal		2
	Total		107,857



Human Resource
Development
– Training and
Education



● Training Programs

1.New Employee Training:

- Dispatched Employees (Staff):Participate in a "New Talent Learning Camp" that covers corporate culture, general management knowledge, and interpersonal skills.
- Hired Employees:Receive phased technical training. After acquiring required certifications, they undergo practical field training.

2.On-the-Job Training:

- Designed for entry, mid, and senior-level managers based on their ranks and responsibilities.
- Adjusted flexibly according to new technology implementation and business needs.
- In line with government policies, Taipower promotes skill certification and licensing exams.

3.Mentorship System:

- Each new employee is assigned a dedicated mentor to provide job guidance and support.
- An annual survey is conducted to evaluate the system's effectiveness. In 2024, the satisfaction rate exceeded 90%.

● Outcomes and Impacts

Talent
Development
Results



- In 2024, a total of 108,201 instances of training were recorded, accounting for 75.14% of all eligible employees.
- Over the past three years, Taipower has continuously implemented talent development programs, with an increasing number of employees benefiting annually.
- The mentorship system has improved the adaptation rate of new employees, with workplace satisfaction exceeding 90% in 2024.

Resource
Investment



- 2022: NT\$331 million invested; average training cost per employee was NT\$11,808.
- 2023:NT\$382 million invested; average training cost per employee was NT\$13,540.
- 2024: NT\$421 million invested; average training cost per employee was NT\$14,426.

Evaluation
Mechanisms



- Learning outcomes are evaluated through post-training tests, project reports, and skill assessments.
- Post-training effectiveness is tracked quarterly through follow-up surveys on 20 training sessions per quarter.
- Course evaluations are conducted to assess participant satisfaction with course content and teaching methods.



2024 National Talent Development
Award – Government Organization
Category



2024 Ministry of Education's Award
for Outstanding Employee Learning
System, the highest distinction
awarded to only one organization
nationwide

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6.2.2 Employee Rights and Benefits

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Employee Compensation Policy

Taipower, as a state-owned enterprise, has adopted a salary point system in accordance with the Personnel Expenses and Salary Management Guidelines for Enterprises under the Ministry of Economic Affairs. Total personnel expenses, including salaries, benefits, and insurance, must remain within the approved budget. Salaries are calculated based on job grade salary points and the annual conversion standard. Additional allowances are provided based on location, job-related hazards, and the rarity of the position. Salary adjustments are benchmarked against those of military personnel, civil servants, and teachers, and are submitted to the Board of Directors for approval and subsequently reported to the Ministry of Economic Affairs, to ensure market competitiveness.

Average Employee Compensation Ratio

Year	2023	2024
Average Salary per Employee (NT\$)	1,219,165	1,258,857
Average Benefits per Employee (NT\$)	220,394	229,277
Total Salary of Full-Time, Non-Managerial Employees (NT\$)(A)	29,417,774,833	30,667,376,473
Number of Full-Time, Non-Managerial Employees(B)	25,151	25,394
Average Salary of Full-Time, Non-Managerial Employees (NT\$) (A/B)	1,169,646	1,207,662
Median Salary of Full-Time, Non-Managerial Employees(NT\$)	1,117,117	1,149,156

Notes: 1."Salary expenses" include base pay, overtime pay, bonuses, and other recurring and non-recurring compensation for employees employed throughout the year.
2."Benefit expenses" include labor and health insurance, retirement contributions, and other employee benefits.
3."Non-managerial" refers to employees who worked full time throughout the year and did not hold a managerial position (manager level or above) at any time.

Total Annual Compensation Ratio

Year	2022	2023	2024
Highest-Level Individual Annual Total Compensation (NT\$)	2,875,589	3,374,511	3,522,853
Percentage Increase in Total Compensation for the Highest-Level Individual	-5.84%	17.35%	4.40%
Total Annual Compensation for All Other Employees (NT\$)	31,868,024,448	32,315,462,403	33,716,233,914
Median Percentage Increase in Total Compensation for All Other Employees	6.80%	4.84%	7.22%

Notes: 1.The highest-paid individual is the General Manager. In 2022, a transition took place on March 8, with the Deputy General Manager being promoted. This caused a temporary dip in annual compensation that was adjusted in 2023.
2.Compensation includes base salary, overtime pay, job-related bonuses, and performance incentives.
3.Figures are based on employees who were employed for the full year.

Employee Performance and Evaluation Policy

Taipower conducts employee performance evaluations in accordance with relevant regulations. Supervisors at all levels assess the performance of their subordinates across seven major dimensions and determine the evaluation results within the specified timeframe, followed by the issuance of performance bonuses. Taipower is committed to promoting a performance-based reward system to recognize outstanding or dedicated employees and departments, thereby enhancing employee engagement, operational performance, and team morale. The key implementation aspects of employee performance evaluation and performance-based reward mechanisms are as follows:

Employee Performance Evaluation

- Applies to officially appointed and eligible employees
- Supervisors evaluate employees across seven dimensions:
1. Professional competency; 2. Job performance; 3. Teamwork; 4. Work attitude; 5. Integrity and ethics; 6. Management ability and 7. Leadership skills

Performance Management by Responsibility Centers

- Bonuses are distributed based on responsibility center performance results
- 40% of the total bonus pool is allocated as efficiency bonuses

Instant Reward Mechanism

- 2% of the total performance bonus is reserved for business unit heads
- 50% is granted as real-time rewards by the Chairman, President, and Vice Presidents
- 50% is flexibly used by unit supervisors following incentive guidelines

Employee Rights and Benefits

Taipower is committed to safeguarding "employee rights and benefits" by effectively implementing relevant measures in accordance with legal regulations. Through diverse welfare policies and programs, the Company strives to enhance and protect employee well-being.



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Key Employee Benefits and Care



Provide comprehensive training and development resources.Ensure employees acquire the competencies needed for career advancement.



Maintain a transparent salary system. Implement a comprehensive performance incentive program.



Establish a well-rounded retirement care system, publish relevant information on a dedicated website, and organize farewell events to help retiring employees smoothly transition into retirement.



Provide labor and health insurance coverage. Offer medical subsidies for work-related injuries. Conduct regular health check-ups. Organize recreational activities.

Employee Retirement System and Sustainability Commitment

Taipower is committed to providing comprehensive retirement protection for its employees and has established both a defined benefit plan in accordance with the Labor Standards Act and a defined contribution plan under the Labor Pension Act. This dual approach reinforces human capital care and embodies the Company's corporate sustainability responsibilities.

For employees hired on or after July 1, 2005, Taipower offers a defined contribution plan based on the Labor Pension Act. The Company contributes no less than 6% of employees' monthly salary to individual pension accounts. For employees under the older Labor Standards Act system, Taipower sets aside retirement reserves based on years of service, which are paid in a lump sum upon retirement. In 2024, the total defined benefit cost recognized for regular and contract employees was NT\$1.756 billion, an amount that allows for the stable fulfillment of long-term obligations.

Additionally, Taipower enrolls certain employees with specific statuses in the civil servant insurance program in accordance with the law. Based on recent legal amendments, Taipower also recognizes net defined benefit liabilities for the portion of pension obligations exceeding the basic pension rate (i.e., excess pension payments). Taipower evaluates retirement obligations based on International Financial Reporting Standard (IFRS) IAS 19"Employee Benefits,"and commissions an independent professional actuary to conduct annual actuarial assessments. Related costs and actuarial gains or losses are recognized and disclosed in financial reports. Taipower continues to review the design and financial sustainability of its retirement systems to ensure fairness, stability, and adaptability, and to fulfill its core value of ensuring long-term care as a responsible enterprise.

In the future, Taipower will continue to enhance its employee welfare policies through diverse health care initiatives and by enriching employee travel and empowerment activities. In collaboration with related organizations such as the Taiwan Power Union and the General and Branch Committees of the Taipower Employees' Welfare Committee-Taipower will organize cross-regional (inter-county and inter-city) recreational events to further improve and safeguard employee welfare.



Employee Welfare Measures

Implementation of Measures to Protect the Rights of Dispatched (On-Site) Workers

Taipower ensures that all outsourced procurement projects are conducted in compliance with the Labor Standards Act and follow contract templates and labor guidelines issued by the Public Construction Commission (PCC) and the Ministry of Labor. Various measures have been established to safeguard the labor rights of outsourced personnel, including:

- 1.Ensuring contractors comply with labor laws by creating a "Penalty Table for Violations of Labor Laws by Contractors," that outlines common non-compliance scenarios. Taipower has also adopted a standard labor contract template, that makes reference to the model provided by the Taipei City Government, for contractors to use with dispatched workers.
- 2.Requiring all units to use the PCC's official "Labor Service Procurement Contract Template" when engaging dispatched labor. If case-specific adjustments are necessary, supplementary clauses must be added to ensure comprehensive contracts that enforce contractor accountability for protecting labor rights.
- 3.Conducting random interviews with dispatched workers to verify contractor compliance with agreed labor protections in accordance with Taipower's "Guidelines for Establishing Task Forces to Interview and Counsel Dispatched Workers Employed by Labor Service Contractors."
- 4.Updating the Company's internal policy ("Matters to Note When Handling Outsourced Operations") to align with the Ministry of Labor's revised "Guidelines for Government Agencies Utilizing Labor Outsourcing," with the aim of strengthening the implementation of labor outsourcing practices.
- 5.Posting information on the "Grievance Mechanism for Dispatched Workers" prominently at all units and workplaces and conducting periodic awareness campaigns for dispatched workers to ensure they understand how to seek assistance and assert their rights.

Since April 1, 2024, these measures have been fully implemented. Each unit has conducted regular interviews with dispatched workers per contract requirements and has actively promoted awareness of sexual harassment prevention and complaint channels to protect labor rights.