

# IV. Sustainable Practices | Human Rights and Social Inclusion

- 4.1 Human Rights Due Diligence Investigation
- 4.2 Human Resources Management
- 4.3 Employer-Employee Relations
- 4.4 Occupational Safety and Health
- 4.5 Social Impact



## 4. Human Rights and Social Inclusion

Winbond complies with internationally-recognized human rights standards, taking these standards as our highest-level guiding principle, and labor rights laws. Winbond protects our employees' freedom of association and right to free speech, and do not discriminate against employees on the basis of race, age, gender, sexual preference, disability, pregnancy, politics, and religion. Winbond is devoted to creating a workplace free from discrimination.

Winbond is committed to putting people first, and adheres to international human rights conventions and labor rights laws. Through the comprehensive human resource policies established by our human resource department, Winbond has protected the human rights of our employees, and ensured that Winbond practices diversity, equality, and human rights protection. In 2022, Winbond was certified by the RBA Validated Assessment Program (VAP)

as having zero violations, and experienced no violation of laws and regulations. Winbond continuously lead employees to actively engage in social welfare activities, benefit the external community, create value and expand our positive social impact.

### 2022 Performance Highlights



First completion of **100%** coverage of human rights due diligence investigation



Weighted employment of disabled individuals increased by **147%**



Providing a monthly childcare subsidy of **NT\$6,000** for employees' children



Total public welfare donations exceed **NT\$17** million (including childcare, support for vulnerable groups, academic sponsorship, public welfare promotion, and environmental education)



**82%** utilization rate of "Life-Work Balance Leave" (7 days per year)



Average staff training hours per year: **42** hours



Average annual salary for non-supervisory full-time employees is **1.93** million



First independent **Human Rights Due Diligence** report published in 2023

## 4.1 Human Rights Due Diligence Investigation

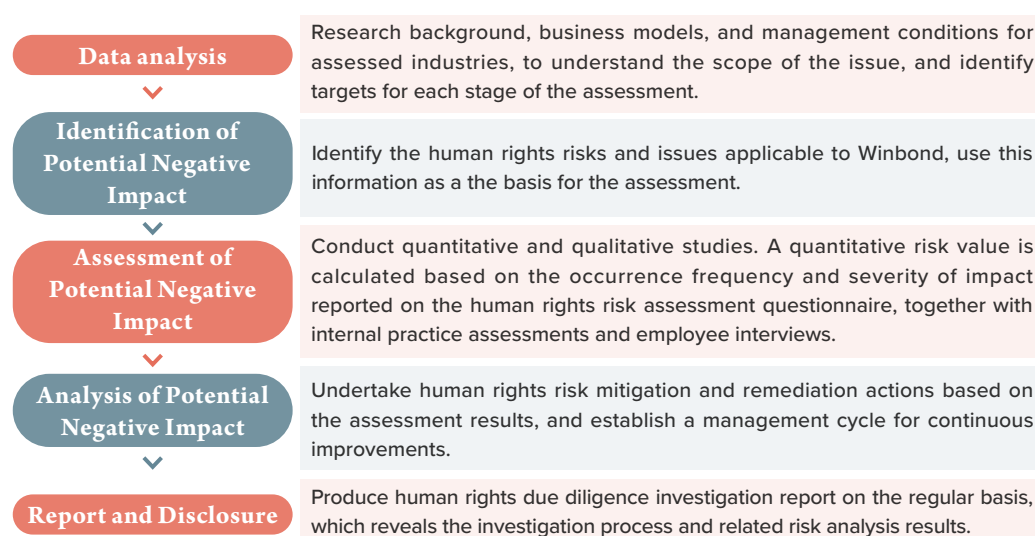
Winbond places a high priority on the development of human rights issues, and has proactively invested into human rights management activities. In order to sufficiently assess human rights risks, allowing for continuous improvements to be made, Winbond has performed a human rights due diligence investigation of all of our employees for the first time in 2022.

Winbond has conducted this investigation with reference to sustainability assessment and standards trends, developing a framework for this investigation based on an analysis of these trends. These standards include, without limitation, the UN Global Compact, the International Bill of Human Rights, the UNGPs on Business and Human Rights, the ILO-Declaration of Fundamental Right at Work, the International Labor Office Tripartite Declaration of Principles, and the OECD Due Diligence Guidance for Responsible Business Conduct.

### — Implementation of the Human Rights Due Diligence Investigation —

<b>Scope</b>	All employees at Taiwan headquarters, including the Taipei Office, Zhubei Office, CTSP Fab, Tainan Office, and Kaohsiung Fab.
<b>Duration</b>	2022
<b>Coverage rate of potential negative human rights impact assessment</b>	100% coverage

### — Human Rights Due Diligence Investigation Procedures —



## Human Rights Risk Assessment

### Guidelines for Conducting Potential Negative Human Rights Impact Assessment

Our human rights risk identification procedures had identified 37 risks that can potentially lead to a negative human rights impact.

Among the 37 risks, 9 risks can be assessed through internal practice review and prove no human rights violations, thus Winbond created questionnaires for the 28 other risks(including but not limited to forced labor, human trafficking, child labor, freedom of association, collective bargaining, equal pay for equal work, and discrimination) under the four main categories of labor rights. health and safety, environment and society, and governance and ethics.

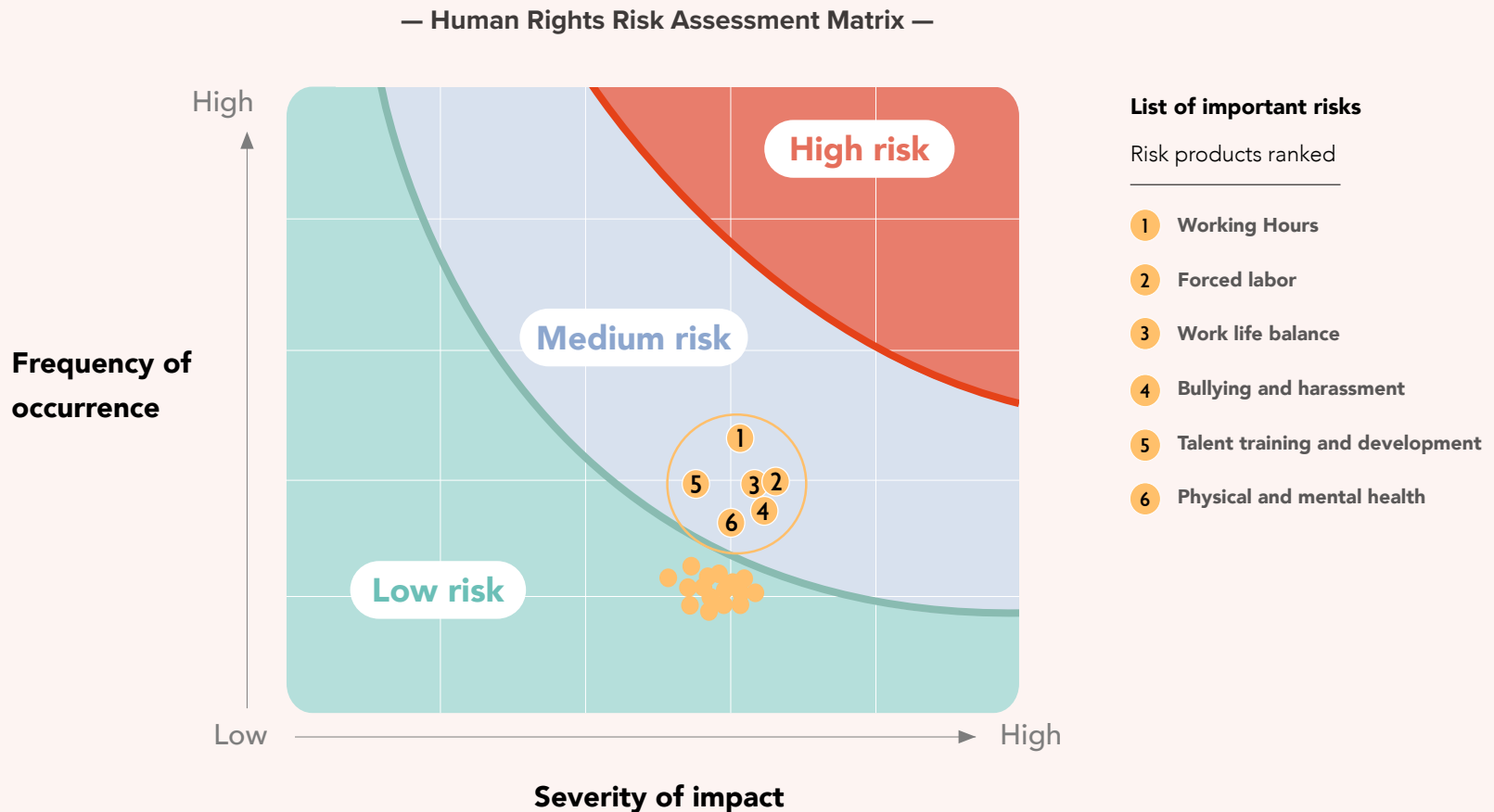
Winbond assessed how frequently these negative human rights impacts occur and the severity of the impact based on the results of the questionnaires, and derive a risk product value by multiplying these two values together. A human rights risk matrix is then constructed based on the value of this product.

## Human Rights Due Diligence Investigation Results

There is no high-risk impact requiring immediate remedial actions

Based on the risk product value derived from the frequency and impact of a specific potential human rights impacts, Winbond has divided impacts into three categories: high risk, medium risk, and low risk. Low risk issues lie to the left of the green line. Medium risk issues lie between the green and red lines. High risk issues lie to the right of the red line.

The results of these questionnaires reveal that none of the 28 issues identified are high risk issues which requires immediately action. 6 issues are medium risks which requires additional mitigation measures. The remaining 22 issues are all low risks, revealing that employees generally believe that there is only a low probability for these human rights risks to take place at Winbond, and that their impact on human rights is limited.



## Improvement and Follow-Ups

No high risks were discovered in this assessment. Winbond continues addressing the 6 medium risks, reducing the occurrence and the impact. The action plans are described in the table below:

Risk	Mitigation Measures	Remediation Measures
<b>Working Hours</b>	<ul style="list-style-type: none"> <li>Winbond has reviewed production capacity and manpower requirements regularly for talent recruiting and work arrangement.</li> <li>Winbond has analyzed and addressed the issue through a mechanism and system for managing working hours.</li> <li>Winbond has arranged regular annual training to enhance awareness of working hour management.</li> </ul>	If any violation occurred, internal investigation will be conducted and disciplinary action will be taken, and the rights of employees whose interests have been damaged shall be restored.
<b>Forced Labor</b>	Annual training on forced labor issues for supervisors will be arranged to enhance management awareness.	If any violation occurred, internal investigation will be conducted and disciplinary action will be taken, and the rights of employees whose interests have been damaged shall be restored.
<b>Work Life Balance</b>	<p>Winbond regularly organizes events such as parenting seminars and wellness workshops to provide employees with information and support for their personal lives, and to enhance their work-life balance.</p> <p>Please refer to section 4.4.1 Occupational Safety and Health Management System for more details.</p>	The “employee assistance program” (EAP) is provided to employees. Through the consultant team’s professional counseling in interpersonal relationships, physical and mental health, finance, law, and management, we assist employees in regaining work-life balance.
<b>Bullying and Harassment</b>	<ul style="list-style-type: none"> <li>The measures for preventing workplace unlawful infringement and preventing workplace harassment, including sexual harassment, have been strictly implemented.</li> <li>Winbond has held regular anti-bullying and anti-harassment management courses, and courses on communication techniques will be arranged. For more details, please see section 4.4.1 Occupational Safety and Health Management System.</li> <li>The prohibition of workplace unlawful infringement is regularly promoted through channels such as email, bulletin boards, or posters to ensure that employees understand the company’s regulations.</li> <li>An internal complaints channel is established, as well as a follow-up tracking procedure, in order to provide employees with sufficient channels for receiving help. For more details, please see section 4.3 Open Employer-Employee Communications.</li> </ul>	<ul style="list-style-type: none"> <li>An internal complaints channel is established, as well as procedures for following up on and addressing complaint reports, in order to provide employees with sufficient channels for receiving help.</li> <li>If any violation occurred, appropriate protection and arrangements are provided for victims of bullying and harassment.</li> <li>Internal measures for investigating and disciplinary actions of bullying and harassment issues are implemented.</li> </ul>
<b>Talent Training and Development</b>	<ul style="list-style-type: none"> <li>The comprehensive training and development programs are planned based on the Winbond’s vision and core culture. For more details, please see section 4.2.4 Talent Development and Learning Outcomes.</li> <li>Internal job opportunities are announced, and channels are provided employees to apply.</li> <li>Succession programs for key positions are established, focusing on long-term cultivation of key talents. For more details, please refer to section 4.2.4 Continuous Development of Key Talent Cohorts.</li> </ul>	<ul style="list-style-type: none"> <li>If employees provide feedback indicating insufficient training content, the responsible unit will assess the needs based on their specific topics and provide appropriate solutions.</li> <li>The promotion of internal rotation regulations will also be carried out.</li> </ul>
<b>Physical and Mental Health</b>	<ul style="list-style-type: none"> <li>Diverse health promotion activities are regularly organized to provide our employees with accurate health information, and to enhance their ability to manage and improve their personal health. For more details, please refer to section 4.4.1 Health Services and Promotion.</li> <li>Winbond regularly uses employee health check survey to assess employees’ health risks and provide reminders and follow-up assistance to help improve their health.</li> </ul>	If it is found that the shift system, rest time, epidemic prevention policy, and other practices violate legal regulations, an investigation should be conducted, and the disciplinary action shall be taken in accordance with the internal disciplinary regulations. The rights of employees whose interests have been damaged shall be restored.

## 4.2 Human Resources Management

Winbond continues to enhance its human resource management system and optimize its human resource integration system, including recruitment, retention, compensation, benefits and talent development. Winbond is committed to promoting a people-centric corporate culture, increasing employee engagement with Winbond, and dedicating substantial resources to talent attraction and retention. In the face of global uncertainties, Winbond strives to maintain a strong competitive edge.

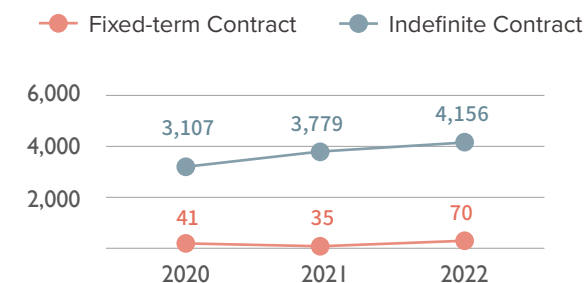
### 4.2.1 Workforce Structure

#### Global Talent Deployment

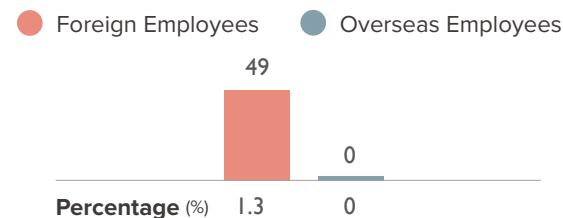
As of 2022, the total number of employees at Winbond's Taiwan headquarters 3,630, including 2,921 executives in research and development/production, administration/sales, as well as 709 production support personnel.

As of 2022, the total number of employees at Winbond's Taiwan headquarters was 3,630 with the main growth factor since 2020 being the construction of the Kaohsiung plant in 2019. These includes 2,921 managers and personnel in research and development/production, administration/sales, as well as 709 production support personnel. The global workforce is predominantly located in Asia, with the increase attributed to the acquisitions of semiconductor companies in Japan, which aims to enhance the diversity of global talent and cultivate international competitiveness.

#### — Global Workforce Distribution (Unit: persons) —



#### — Distribution of Foreign and Overseas Employees for the Taiwan Head Office —



**Note** The proportion of foreign and overseas employees is calculated by dividing the number of foreign and overseas employees by the total number of employees at the Taiwan headquarters.

#### — Global Workforce Distribution (Unit: persons) —

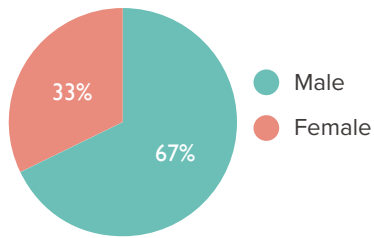
Item	Head Office (Taiwan)		Asia (excluding Taiwan)		North America		Middle East		Europe	
	Fixed-term Contract	Indefinite Contract	Fixed-term Contract	Indefinite Contract	Fixed-term Contract	Indefinite Contract	Fixed-term Contract	Indefinite Contract	Fixed-term Contract	Indefinite Contract
<b>Male</b>	16	2,409	9	413	1	54	5	29	3	1
<b>Female</b>	25	1,180	8	48	0	12	3	9	0	1
<b>Subtotal</b>	41	3,589	17	461	1	66	8	38	3	2
<b>Total</b>	3,630		478		67		46		5	

**Note** Employees classification according to GRI corresponds to fixed-term contract employees classified as temporary staff; indefinite contract employees classified as permanent staff. Winbond does not employ staff without guaranteed working hours.

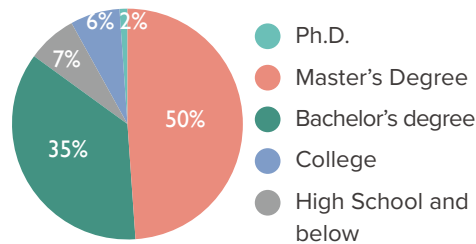
## 2022 Employee Composition

Winbond conducts regular reviews of its workforce composition, and formulates effective talent recruitment strategies to attract suitable professional talents, ensuring the company's competitiveness in the semiconductor industry. In 2022, Taiwan headquarters achieved 50% ration of hiring master's and doctoral degree holders and a 35% ratio of bachelor's degree holders to cater to the knowledge-intensive nature of the industry. Regarding age distribution, Winbond strictly adheres to domestic and international labor laws and the Responsible Business Alliance (RBA) Code of Conduct. The human resource department verifies the actual age of applicants to ensure compliance and refrains from employing child labor or individuals who have not completed compulsory education, guaranteeing that all employees are aged 18 and above. Generally, our staff members' ages range from 31 to 50 years old, accounting for approximately 73% of the total workforce.

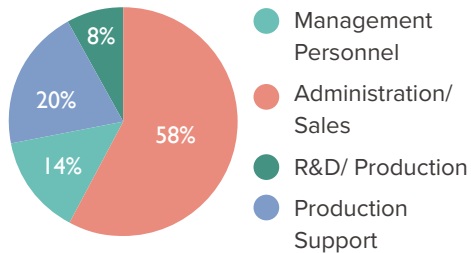
Ratio of Male to Female Employees



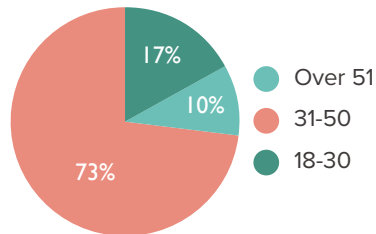
Distribution of Employees' Educational Backgrounds



Distribution of Employee Roles



Employee Age Structure



**Note** The ratio is based on the total headcount of Taiwan headquarters as of December 31, 2022.

## Distribution of Male and Female Employees

Due to the nature of the technology industry and factors in the job market, male employees constitute the majority at Winbond. At Taiwan headquarters, the total number of male employees is 2,425, while the total number of female employees is 1,205, resulting in a male-to-female ratio of approximately 2: 1. Winbond is committed to maintaining a certain proportion of female employees and ensuring equal treatment and job security for all employees. Winbond prioritizes talent and promotion opportunities based on merit, without any discrimination based on gender, to maintain a balanced gender composition among our workforce.

Ratio	Male	Female	Ratio	
88.14%	461	Management Personnel	62	11.85%
63.30%	1,342	R&D/ Production	778	36.69%
29.49%	82	Administration/ Sales	196	70.50%
76.16%	540	Production Support	169	23.83%

## Age Distribution of Male and Female Employees

Winbond employees based at the head office in Taiwan are between the ages of 31 and 50. The ratio of male to female employees is 2:1.

Ratio	Male	Female	Ratio	
79.79%	273	Over 51	74	20.21%
67.07%	1,742	31-50	903	32.93%
66.67%	410	18-30	228	33.33%



## Employee Type and Roles

At the headquarters of Winbond Taiwan, employees are categorized into two types: Fixed-term Contract and Indefinite Contract, with a total of 3,630 individuals. Based on job roles, there are 523 employees holding managerial positions and 3,107 employees in non-management roles.

### — Distribution of Employee Employment Contracts —

Item	Male		Female		Total number of people	
	Number of People	Ratio	Number of People	Ratio	Number of People	Ratio
Fixed-term Contract	16	0.44%	25	0.69%	41	1.13%
Indefinite Contract	2,409	66.36%	1,180	32.51%	3,589	98.87%
<b>Total</b>	<b>2,425</b>	<b>66.8%</b>	<b>1,205</b>	<b>33.2%</b>	<b>3,630</b>	<b>100%</b>

### — Distribution of Employee Employment Types —

Item	Male		Female		Total number of people	
	Number of People	Ratio	Number of People	Ratio	Number of People	Ratio
Full-time	2,425	66.8%	1,205	33.2%	3,630	100%
Part-time	0	0%	0	0%	0	0
<b>Total</b>	<b>2,425</b>	<b>66.8%</b>	<b>1,205</b>	<b>33.2%</b>	<b>3,630</b>	<b>100%</b>

**Note** Full-time employees are regular contract employees for indefinite periods, including engineering assistants and full-time employees on fixed-term contracts. Part-time employees are regular contract employees on fixed-term contracts.

### — Distribution of Employee Roles —

Item	Male		Female		Total number of people	
	Number of People	Ratio	Number of People	Ratio	Number of People	Ratio
Management	461	12.7%	62	1.71%	523	14.4%
Non-Management	1,964	54.1%	1,143	31.49%	3,107	85.6%
<b>Total</b>	<b>2,425</b>	<b>66.8%</b>	<b>1,205</b>	<b>33.2%</b>	<b>3,630</b>	<b>100.00%</b>

**Note** Management refers to section chief or higher grades responsible for supporting and directing employees in their department.

## — Distribution of Workers who are not Employees —

Year	Categories of workers who are not employees	Number of People		
		Zhubei	CTSP + Kaohsiung Fab	Total number of people
2022	Main Outsourcer (Security, cleaning, machinery support personnel, etc.)	28	139	167
2021	Main Outsourcer (Security, cleaning, machinery support personnel, etc.)	28	93	121
2020	Main Outsourcer (Security, cleaning, machinery support personnel, etc.)	29	93	122

**Note** The headcount calculation will be based on the data as of December 31, 2022.

## 4.2.2 Talent Recruitment and Performance Evaluation

Winbond offers a competitive salary and benefits package that exceeds legal requirements, adhering to the principle of equality to attract and retain exceptional talents. We conduct quarterly reviews of benefits, as well as compliance with gender-related regulations. Additionally, we regularly survey the industry market conditions to adjust our employee compensation and benefits standards. Furthermore, we combine this with a robust performance evaluation system to reward outstanding performers. Through strategic talent management and appropriate workforce planning, we continuously introduce fresh ideas and perspectives to Winbond, contributing to our overall development goals.

## Diverse Recruitment Channels

Winbond values workplace diversity and actively recruits talent through various channels such as Winbond career site, campus recruitment, social media, industry-academia collaborations, and internal referrals attracting outstanding individuals from different regions and age groups, Winbond also has an internal transfer system that encourages employees to rotate and develop their skills, allowing exceptional talents to flourish in suitable positions. Additionally, in response to the demand for advanced technical expertise from different countries, we hire professionals from Japan, South Korea, India, the United States, Malaysia, Indonesia, and other nation. This fosters a diverse and interactive work environment where employees can stimulate new perspectives innovative thinking.

Since 2018, Winbond has begun implementing digitalization in various processes, such as automated recruitment and training reports, to expedite the entire talent recruitment and onboarding process. This streamlining has significantly reduced the consumption of

manpower and time, allowing us to focus more on enhancing the quality of recruitment and talent alignment. Additionally, we have introduced market-competitive compensation and a diverse rewards system as part of our efforts to retain talent, serving as compelling incentives for employees to stay with Winbond. Through our commitment to digital transformation and employee-centric practices, we position Winbond as an employer of choice, attracting and retaining exceptional talents within our workforce.

Recruitment channels	Explanation	Outcomes
<b>Campus recruitment</b>	<ul style="list-style-type: none"> <li>Through campus recruitment events and interactions with students, we provide on-site job consultations and engage in mutual exchange.</li> <li>By leveraging social media platforms to promote our recruitment messages, we ensure that potential candidates have wider exposure to Winbond's job opportunities beyond geographical limitations.</li> </ul>	Through campus recruitment efforts, Winbond successfully recruited 63 talented individuals who have joined the company and are now contributing their skills and expertise.
<b>Internal recruitment</b>	The human resource department announces internal job vacancies based on the recruitment criteria provided by the respective hiring departments. This process facilitates talent mobility within the organization and supports employees in pursuing diverse career paths, ensuring the right fit for each position and promoting a culture of appropriate talent placement.	Through our internal recruitment system, we have successfully facilitated the transfer of 5 employees within the company, allowing them to gain experience in different roles and fostering diverse.
<b>Job search websites and social media</b>	Job vacancies at Winbond is posted on th official career site, job portals, and various social media platforms. This approach aims to reach job seekers from different regions and age groups, enabling them to access comprehensive information about job opportunities at Winbond. Additionally, candidates have the convenience of engaging in real-time job consultations with the Winbond recruitment team through fan pages and social media, providing them with immediate access to the necessary guidance and information.	By actively promoting job vacancies on recruitment websites and social media platforms, Winbond attracted 27,100 candidates who proactively submitted their resumes.
<b>Employee referral</b>	Winbond invites its employees to recommend outstanding talent to join the company. By leveraging the employees' understanding and identification with the company, they can refer individuals who are a good fit for Winbond's corporate culture and job requirements.	Through employee referrals, Winbond successfully recruited 60 outstanding talents to join the company.

Recruitment channels	Explanation	Outcomes
<b>Summer internship program</b>	In 2022, Winbond offered 12 summer internship positions, providing recent graduates the opportunity to join the company with full-time benefits and experience the real-life work and life in the workplace.	Winbond successfully matched 9 university and graduate students, providing them with a solid starting point for their career development.

## I New Hires and Turnover in 2022

Winbond is dedicated to creating a diverse and inclusive workplace, providing an equal working environment, and firmly believes in the value of a diverse management team and employee composition. This approach enables Winbond to effectively capture market trends, understand customer needs, foster innovative outcomes, and maintain a competitive advantage.

In 2022, Winbond recruited 719 new employees based at the head office in Taiwan and our annual new hire rate was 19.81%. Among the new hires, 46% were from the younger age group below 30 years old, while 53% were in the age range of 31 to 50 years old. This recruitment initiative aims to revitalize the organizational energy by injecting fresh talent and enhancing organizational effectiveness through the inclusion of experienced professionals. Furthermore, Winbond has seen significant progress in the recruitment of female employees with the new hire rate increasing from 6% in 2020 to 24% in 2022. This upward trend has gradually surpassed the new hire rate of male employees. Winbond warmly welcomes more outstanding female talents to join the semiconductor industry in the future.

In 2022, the semiconductor industry experienced a thriving talent market with significant recruitment activities. Despite the competitive landscape, Winbond maintained a healthy employee retention rate. After analyzing the data, it was observed that approximately 50% of the employees who left the company had less than one year of tenure. This trend was primarily attributed to employees being in the early stages of their careers and exploring different opportunities. In response, Winbond proactively addressed this issue during the talent selection process by strengthening the job description and providing comprehensive information about the role. Internal support was also provided by experienced employees within the department to help new hires familiarize themselves with their responsibilities and understand the training and development plans tailored to their roles. These measures were implemented to facilitate a smoother onboarding process and enable new employees to quickly adapt to Winbond's corporate culture.

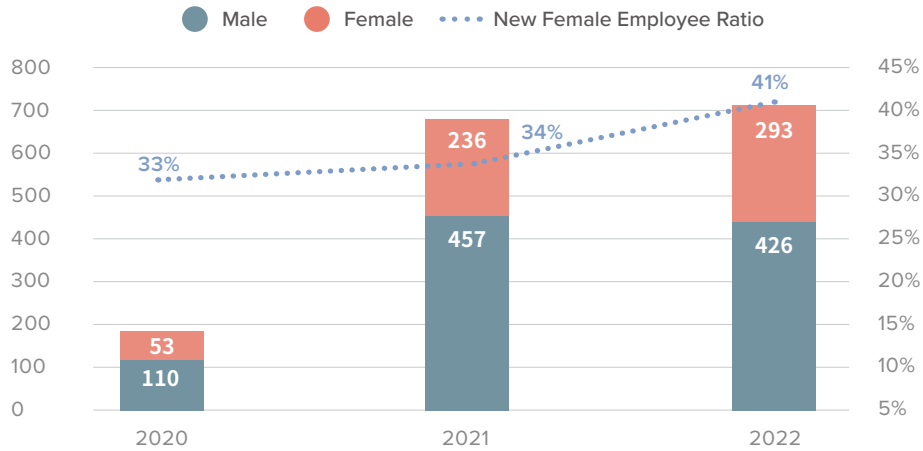


— New Hiring and Turnover Statistics —

Category	New Hires in 2022		Employee Turnover in 2022	
	Number of People	Proportion of employees in category	Number of People	Proportion of employees in category
Female	293	40%	144	38%
Male	426	60%	236	62%
Over 51 years old	6	1%	11	3%
31 to 50 years old	384	53%	234	62%
Under 30 years old	329	46%	135	35%

**Note** The percentage of new hires/resigned employees to that employee category is that gender or age group divided by the number of new hires/resigned employees in 2022.

— New Hire Statistics —

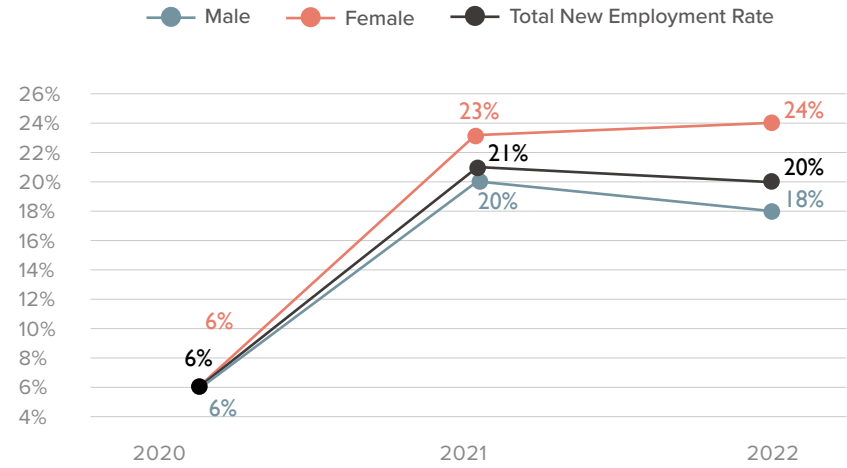


— New Hire Ratio —

Year	Male		Female		Total	
	Number of People	Ratio	Number of People	Ratio	Number of People	Ratio
2020	110	6%	53	6%	163	6%
2021	457	20%	236	23%	693	21%
2022	426	18%	293	24%	719	20%

**Note** The new hire rate is calculated as the number of new recruits for the year divided by the total number of employees of the same gender on December 31 of the same year.

— New Hire Statistics —

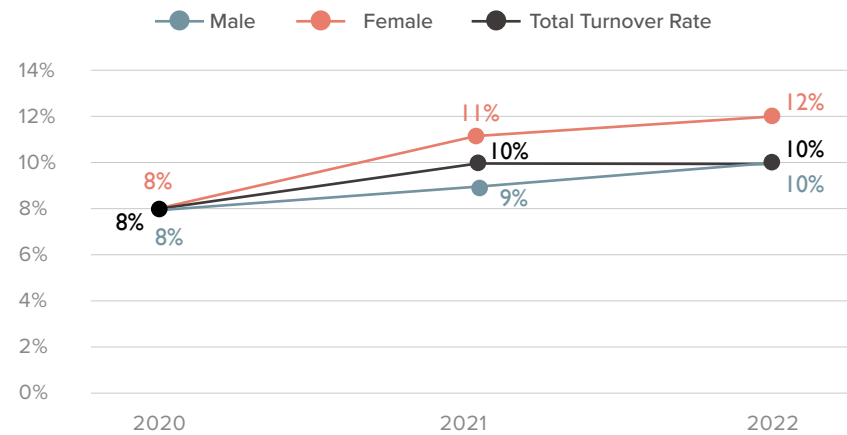


— Employee Turnover Statistics —

Year	Male		Female		Total	
	Number of People	Ratio	Number of People	Ratio	Number of People	Ratio
2020	166	8%	74	8%	240	8%
2021	207	9%	115	11%	322	10%
2022	236	10%	144	12%	380	10%

**Note** Turnover rate = Number of employees of that gender resigned from the company that year (including retirements) divided by the total number of personnel of the same gender on December 31 of the same year.

— Employee Turnover Statistics —



## Hiring Individuals with Disabilities

Through the government employment support agencies, Winbond maintains continuous attention to the resumes of individuals with disabilities, aiming to improve their employment rate. As of the end of 2022, Winbond has employed 32 individuals with disabilities, and after accounting for weighted factors based on the severity of their disabilities, the total number stands at 47. This represents a remarkable 147% increase compared to the previous year, demonstrating a higher employment rate than mandated by the law.

Prior to reporting to work, Winbond provides assistance to employees with disabilities who are actively involved in the company's business operations. They assess each individual's physical and mental disabilities and help new employees understand the practical aspects of commuting, work processes, and other relevant details. After their arrival, suitable personnel assistance, equipment, and work environment are provided to create a friendly workplace environment, allowing them to work with peace of mind and leverage their strengths. Starting from 2022, Winbond has introduced the position of a visually impaired massage therapist, offering massage and therapeutic services to employees. This initiative effectively reduces fatigue, promotes employee health and well-being, while also creating employment opportunities for visually impaired workers.

### — Number of Employees with Disabilities —

	Male		Female		Total number of people	Weighted by degree of disability
	Number of People	Ratio	Number of People	Ratio		
Hires	22	68.75%	10	31.25%	32	47

## Recruitment of Foreign Experts

On the path of sustainability, Winbond recruits talent individuals from around the world, offering equal opportunities for professional development to candidates from different countries. Through various channels, Winbond continues to reach out to foreign talent and provides comprehensive services to newly hired international employees, assisting them and their families with relocation, settling into their new lives, and other necessary support.

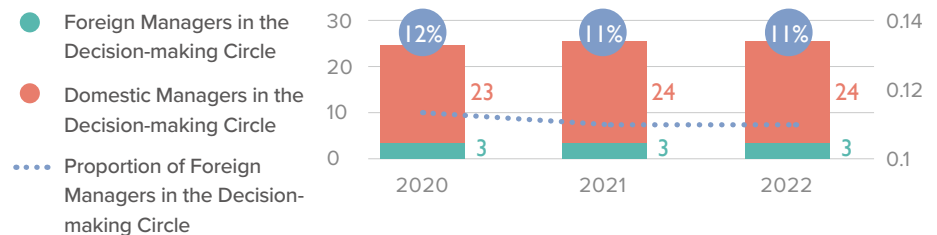
In 2022, Winbond participated in SEMI International Talents EXPO, an online talent recruitment event supported by Industrial Development Bureau, Ministry of Economic Affairs. Additionally, they took part in the "Indonesia-Taiwan Connect" job fair organized by Indonesian Economic and Trade office to Taipei, providing an opportunity to interact with

potential candidates face-to-face. During these events, Winbond not only presented and described the work environment and opportunities available upon joining the company but also engaged in interactive Q&A sessions with foreign candidates. The outreach efforts resulted in approximately 100 talented individuals from overseas expressing interest in joining Winbond.

After years of cultivating the foreign talent market, the number of new foreign hires at Winbond has shown a significant increase in the past three years (from 2020 to 2022). In 2022, the company welcomed a record of 11 new foreign employees from six different countries, reflecting the diversity of nationalities. As of the end of 2022, Winbond's foreign workforce represented a total of eight different countries, with a substantial presence from Japan and South Korea. The company has also actively recruited professional talents from Malaysia, Indonesia, Haiti, and other countries, who have studied in Taiwan and expressed a strong interest in contributing to the semiconductor industry, thus enhancing the diversity of the talent pool and fostering cultural integration to stimulate innovation. Notably, over 34% of all foreign employees hold managerial positions, with 19% of them serving as vice presidents or above, highlighting their significant contributions to leadership roles within the organization.



### — Proportion of Foreign Managers in the Decision-making Circle —



**Note** Managers in the decision-making refer to managers above the rank of deputy director.



## Podcast invitation interview - Global Talent in Taiwan

To enhance public understanding of diverse employers, the HR Manager of Winbond was invited to participate in a podcast hosted by "104 Career Clinic." The podcast's theme was "Global Talents in Taiwan," and during the episode, the HR Manager openly shared various insights into overseas recruitment, the challenges and rewards of retaining international talent, handling cultural impacts, and techniques for cross-departmental integration. By sharing exclusive experiences and expertise, the aim was to provide valuable references for the audience from all walks of life while strengthening Winbond's employer brand as a promoter of diversity.



The podcast has already been viewed more than 4,000 times on the 104 official website!



[Global Talent in Taiwan](#)

## Recruitment of Indigenous People

Winbond's embraces diversity, and in 2022, the Taiwan headquarters had a total of 16 employees with indigenous backgrounds. To safeguard their rights to participate in cultural activities, Winbond offers the option to apply for indigenous festival leaves, demonstrating the company's commitment to preserving and respecting Taiwan's precious indigenous culture.

### — Number of Indigenous Employees and Applications for Tribal Festival Leave —

Year	Number of Indigenous Employees	Applications for Tribal Festival Leave	
		Number of People	Percentage
2020	9	3	33%
2021	12	0	0%
2022	16	2	13%

## Performance Management System

To align the company's objectives with those of the managers and frontline employees, Winbond has established a comprehensive performance management system. This system is designed to understand and assess the employees' job performance, support their personal development, and ultimately enhance the company's competitiveness and overall organizational performance. Through this process, Winbond aims to foster a culture of continuous improvement and growth, ensuring that individual talents are nurtured, and the organization thrives as a cohesive and high-performing team.

During the probationary period for new employees, Winbond has established a new employee evaluation mechanism to assess their performance. This evaluation process involves gathering feedback from both the new employees themselves and their respective supervisors to promptly determine their suitability for the position.

In our performance management approach, at the beginning of each year, performance goals are set for employees. These goals are then monitored and managed through a performance evaluation system every six months. Additionally, mid-year and end-of-year performance assessments are conducted to review employees' job performance. One of the key evaluation criteria is the demonstration of core company competencies, which includes integrity in business operations and contributions to sustainability. The results of these assessments serve as reference points for reward allocation, promotions, performance coaching, and other related activities. During the year 2022, both direct and indirect employees underwent a 100% participation in the performance assessment and evaluation process.

Winbond's Performance Management System goes beyond assessing the achievement of individual goals; it also incorporates competency evaluations. The core competency assessment aims to reinforce our company culture, while the management and professional competency assessments help us gauge talent capabilities and identify any skill gaps within the organization. We place a strong emphasis on the long-term and future development of our employees' abilities, ensuring that they are well-equipped for continuous growth and success.

### 4.2.3 Compensation and Benefits

Talent is a critical asset for any company, and at Winbond, we recognize the importance of attracting and retaining the best talent. To achieve this, we offer a highly competitive salary system and comprehensive benefits package, including generous base salaries, allowances, employee bonuses, and incentives. Employee performance evaluations are

based on a holistic assessment of their job performance and professional knowledge and skills. Accordingly, employees receive corresponding bonuses and rewards. We believe in immediate bonus distributions, sharing the success of our operations with our employees, and continuously boosting their morale and motivation in the workplace.

## Compensation Policy

Employee compensation is guided by the principles of internal equity and external competitiveness, comprising both fixed components (e.g., base salary, allowances) and variable components (e.g., performance-based bonuses, employee incentives). These bonuses are promptly distributed, allowing colleagues to share in the fruits of our operational achievements, thereby attracting, motivating, and retaining talented individuals. Individual compensation is determined based on job responsibilities and professional expertise, while bonuses and incentives reward a holistic evaluation of personal job performance and contributions. Our commitment to human rights serves as an objective foundation, ensuring that compensation, benefits, evaluations, promotions, and other aspects do not discriminate based on gender, race, skin color, religion, political affiliation, sexual orientation, age, marital status, pregnancy, physical or mental disabilities, blood type, zodiac sign, or labor representation status.

In 2022, Winbond ensured that the basic monthly salary for inexperienced employees exceeded the statutory minimum wage, ranging from 1.4 to 1.7 times the legal minimum wage. Additionally, an annual market salary survey was conducted to review and adjust salaries based on performance, rewarding and retaining valuable talent. The ratio of the annual total compensation between the highest-paid individual and the median for regular employees was 22.7:1 (Note). Furthermore, the annual total salary remuneration change ratio for 2022 was 2:1.

**Note** The ratio of the total compensation (including both fixed and variable compensation) of the highest-paid employee within Winbond's organization to the median average of total compensation for other general employees over the past three years (from 2020 to 2022) is used as a benchmark.

### — Ratio of Entry-Level Salary to Local Minimum Wage —

	2020	2021	2022
<b>Direct Employee</b>	1.3 times	1.4 times	1.4 times
<b>Indirect Employee</b>	1.7 times	1.8 times	1.7 times

**Note** Direct employees are paid based on the basic monthly salary for inexperienced candidates. Indirect employees, on the other hand, are paid based on the basic monthly salary for inexperienced candidates with a college degree.

### — Ratio of Entry-level Salary between Male and Female Employees —

2022 Remuneration	Minimum Starting Salary		Minimum Wage
	Female	Male	
Ratio of Entry-level Salary	1.7	1.7	1

**Note** Standard salaries are not different based on gender.

### — Salary Statistics of Full-time Employees in Non-Management Roles —

Item	2021	2022	Annual Difference
Number of Full-time Employees in Non- Management Roles	2,831 persons	3,312 persons	16.99%
Total Salary of Full-time Employees in Non- Management Roles	NT\$6,600,515,000	NT\$ 6,377,932,000	-3.37%
“Average Salary” of Full-time Employees in Non-Management Roles	NT\$2,332,000	NT\$1,926,000	-17.41%
“Median Salary” of Full-time Employees in Non-Management Roles	NT\$1,858,000	NT\$1,580,000	-14.96%

### — Employee Salary Ratio —

Type of Personne	Female	Male
Management	1	1.2
Non-Management	1	1.1

**Note** Management refer to employees who hold a position at the department head level or above and provide assistance and guidance to other department staff.

## Generous Benefits

Winbond offers comprehensive benefits and measures for all employees, encompassing various aspects of their well-being. These benefits range from performance-driven incentives and bonuses in the workplace to living allowances and employee vacations. Additionally, we provide diverse social clubs to foster a vibrant work environment. By availing these benefits, our employees gain motivation, achieve work-life balance, and find a sense of fulfillment in both their professional and personal lives.

In 2022, the total employee benefits note cost amounted to NT\$19,705,663,000, including consolidated subsidiaries. This figure includes NT\$18,829,173,000 for short-term employee benefits and NT\$876,490,000 for post-employment benefits.

### Note

- All welfare items are handled in accordance with relevant regulations, with the data presented primarily from the Taiwan headquarters.
- Short-term employee benefits refer to the employee benefits that are expected to be settled within the 12 months following the end of the period during which the employees render the related services (excluding severance benefits).
- Employee benefits expense includes health insurance, club subsidies, retirement benefits, and equity.

In response to the COVID-19 pandemic in 2022, Winbond introduced the COVID-19 hospitalization medical insurance as a new addition to our group insurance plan. This coverage allows confirmed cases to apply for hospitalization claims and receive a one-time "Caring Benefit" payment. Additionally, we provide employees with a one-day "Paid Vaccination Leave" for getting vaccinated against COVID-19 themselves. Moreover, if employees have children aged 11 or below who receive COVID-19 vaccinations, they can apply for a one-day "Paid Pandemic Care Leave" to support their caregiving needs for their families. These measures are designed to assist our employees and their families during these challenging times and promote a safer working environment.

### — Total Employee Care —

<b>Bonuses</b>	Festival Bonuses 、 Special Bonuses 、 Operating Performance Bonus 、 Motivation Fund 、 Winbond Star Bonus 、 Patent Bonus 、 Pension
<b>Subsidies/ Insurance</b>	Childbirth Allowance 、 Marriage Allowance 、 Childcare Allowance 、 Group Insurance 、 Retirement and Transfer Program
<b>Leave</b>	LOHAS Leave 、 Unpaid Parental Leave
<b>Lifestyle Support</b>	Foreign Employee Care 、 Health Exam 、 Health Care 、 Health Promotion
<b>Club</b>	Sports 、 Arts and Culture 、 LOHAS 、 Public Welfare

### Bonuses

In 2022, Winbond utilized a diverse incentive bonus system to encourage employees to be innovative and enthusiastic learners. Three teams were recognized and rewarded with the "Winbond Star Bonus" for their outstanding achievements. The team themes were as follows: Accelerating the verification schedule of flash memory products using machine learning and data science, Construction and expansion of the Kaohsiung factory, and The establishment of D25S dynamic random-access memory and the construction of the Kaohsiung factory.

### — Diverse Incentive Bonuses —

Item	Explanation
<b>Winbond Star Bonus</b>	Each quarter, individuals and teams who exemplify Winbond's work culture (Conduct business with integrity and ethical behavior, Accountable team work, Enthusiasm of learning, Aggressively innovate, Sustainable contribution) and have made significant contributions to the company are recognized and commended.

Item	Explanation
<b>Special Bonuses</b>	Winbond provides immediate rewards and recognition to employees who demonstrate outstanding performance in their job responsibilities or excel in special projects.
<b>Operating Performance Bonus</b>	Winbond provides immediate rewards and recognition to employees who demonstrate outstanding performance in their job responsibilities or excel in special projects.
<b>Employee Remuneration</b>	Every year, the company's profits are shared with employees based on the company's regulations, determining the total amount to be distributed. The rewards are then given to employees based on their contributions to the company and individual performance, acknowledging their dedication and efforts.
<b>Motivation Fund</b>	Winbond provides funding for colleagues to organize activities and gatherings, fostering a sense of camaraderie and strengthening the bonds among team members. These events serve to boost morale, maintain a positive work atmosphere.
<b>Patent Bonus</b>	Winbond encourages colleagues to engage in creative inventions and innovations related to product design, manufacturing, testing, application, marketing, and other areas.
<b>NT\$2,803,340,000 were awarded in 2022 through our diverse range of incentives and bonuses.</b>	

### Allowances/Insurance : Childcare Allowance

In response to government's encouragement of childbirth, Winbond has been implementing the "Childcare Allowance" policy since April 2011. Under this policy, each newborn child of Winbond employees receive a monthly allowance of NT\$6,000, which continues until the child reaches the age of 4. This initiative has significantly contributed to improving the birth rate among our employees. Since the policy's inception in 2011 until 2022, a total of 1,667 employees' children have received the allowance. Winbond has become a strong supporter for employees in caring for their families. This initiative not only eases the financial burden for new parents but also increases the retention rate of employees who choose to continue their careers while raising their children. As a result, our employees' overall happiness and well-being have been positively impacted, fostering a more family-friendly and fulfilling work environment.

### — Childcare Allowance Performance Statistics —

Item	Explanation
<b>Effect</b>	<ul style="list-style-type: none"> <li>Cumulative number of applications and subsidy amount for children: From the implementation in 2011 to the end of 2022, a total of 1,667 children of employees have benefited from this program, with a cumulative disbursement of NT\$298,832,873.</li> <li>Total allowances in 2022: NT\$ 30,262,190</li> </ul>



### Allowances/Insurance : Group Insurance

In addition to complying with legal requirements to provide labor insurance and national health insurance to all employees, Winbond also offers a comprehensive group medical insurance system. This system includes regular life insurance, accident insurance, hospitalization medical insurance, and cancer insurance. The coverage extends not only to employees themselves but also includes their spouses and children. Furthermore, we offer optional self-paid group insurance plans that cover employees, their spouses, children, and parents. This approach allows employees to choose different coverage options based on their individual needs. With these comprehensive family group insurance plans, we aim to provide complete protection for both our employees and their families' healthcare needs, ensuring their peace of mind while working at Winbond. In 2022, the total premium payments for these insurance plans amounted to NT\$22,247,000.

### Allowances/Insurance : Pension Fund and Transfer Program

According to regulations, Winbond sets aside retirement reserves (under the old scheme) or contributes to retirement funds (under the new scheme) for each full-time employee. For the portion of retirement funds covered by the old scheme (Labor Standards Act), a contribution of 2% of the total monthly salary is allocated to the retirement reserve. The contribution rate is reviewed periodically every year. If the balance is insufficient to cover the retirement benefits for eligible employees who meet the statutory retirement conditions in the following year, the shortfall will be allocated to a dedicated account under the name of the Labor Pension Supervisory Commission, Taiwan Bank. As of the end of 2022, Winbond's planned fair value of assets (consolidated) amounted to NT\$2,414,054,000. The amount required for future contributions as per the law has been recorded as accrued retirement benefit liabilities, resulting in a net defined benefit liability (consolidated) of NT\$1,892,594,000.

Under the new retirement fund scheme (Labor Pension Act), Winbond contributes 6% of each employee's monthly salary to their individual retirement fund account, based on the salary grade table. Employees also have the option to voluntarily contribute to their personal retirement fund account within the 6% range, as per their preference and willingness. In 2022, the total expenses for confirmed retirement reserve (old scheme) and retirement fund contribution (new scheme) amounted to NT\$734,000,000. For further details, please refer to Winbond's consolidated financial report for the year 2022.

In the event of significant operational changes, Winbond will comply with the regulations of each operating location and provide advance notice to employees. We will offer necessary assistance, such as internal transfers or support in applying for relevant government subsidies, to ensure a smooth transition during such changes.

### Leave : LOHAS Holiday

To promote a healthy work-life balance for our employees, Winbond provides a "LOHAS Leave" system that exceeds the requirements of labor laws. From their first year of employment, employees are entitled to seven days of leisure leave per year (based on the proportion of time worked in that year). We also offer a flexible leave system where employees can take leave on an hourly basis, allowing them to plan their time off according to their needs. Furthermore, Winbond encourages employees to plan for longer vacation periods each year, enabling them to spend quality leisure time with their families and friends. This approach helps achieve a harmonious work-life balance and adds vibrant colors to their lives. In 2022, a total of 2,936 employees utilized the leisure leave, resulting in an 82% utilization rate.

### Leave : Unpaid Parental Leave

To ensure that Winbond employees can strike a balance between family and career development while also promoting childbirth, we offer the benefit of extended unpaid leave for child-rearing. Through our flexible leave management system, employees can freely utilize leave to take care of their children and feel assured during their child-rearing journey. In 2022, a total of 18 employees applied for extended unpaid leave for child-rearing. Although the return-to-work rate for employees on child-rearing leave was 67% due to uncertainties related to the COVID-19 pandemic recovery, the retention rate for employees who returned to work in 2021 and were still employed after one year reached 86%. This demonstrates our commitment to supporting employees in their family responsibilities while fostering a supportive work environment for their long-term career development.

#### — Unpaid Parental Leave Statistics —

	Male	Female
Number of employees entitled to unpaid parental leave in 2022 <sup>Note 1</sup>	119	332
A: Number of employees on unpaid parental leave in 2022	6	12
B: Number of employees that should be reinstated in 2022	2	10
C: Number of employees actually reinstated in 2022	2	6
D: Number of employees reinstated in 2021	1	13
E: 2021 reinstatements - Number of employees still with the company after one year <sup>Note 2</sup>	1	11
Return to work rate (%) = C/B	100%	60%
Retention rate (%) = E/D	100%	85%

**Note 1** Based on the government regulations that allow employees to apply for childcare leave for up to two years before their child reaches the age of three, an estimation was made based on the number of employees who took maternity leave or paternity leave since 2019.

**Note 2** From the effective date of the employee's return to work, counting continuously for one year without any leaves, the calculation period will be until December 31, 2022.

## Lifestyle Support : Foreign Employee Care

To enhance our processes and elevate the quality of our research and development talent, Winbond actively seeks to attract outstanding overseas professionals. When foreign employees relocate to Taiwan, they may initially face challenges adapting to their new living habits, language, and culture. When our colleagues and their families move to Taiwan, we ensure meticulous handling of their housing arrangements. We assign dedicated personnel to maintain close communication with the relocating individuals from pre-arrival to onboarding, enabling us to accurately understand the needs of our foreign colleagues and their families. We arrange airport pickups and accommodations in advance, and during the pandemic, we provide comprehensive guidelines for entry into Taiwan, ensuring real-time updates on epidemic prevention information. Winbond fully covers the costs of epidemic prevention hotels and offers flexibility for remote work in response to changing epidemic situations. Our goal is to ensure the well-being and health of our foreign colleagues throughout their transition and employment at Winbond.

Additionally, at Winbond, our dedicated team is always there to provide assistance to our foreign employees in every aspect of their life and work. This includes helping with residency permit applications, work document processing, arranging school enrollment for their children, assisting in finding accommodation in Taiwan, and providing guidance on company policies and government regulations. We take pride in being a solid support system for our foreign colleagues in this foreign land. As of the end of 2022, the average tenure of our foreign employees at Winbond is 7.61 years note, with 26 individuals having been with the company for 5 years or more. We cherish the contributions of our international workforce and remain committed to ensuring their well-being and success within our organization.

Note: Including duration spent working at Winbond subsidiaries.

## Lifestyle Support : Health Promotion

In 2022, Winbond has been hiring professional masseurs to provide massage services for our employees. This initiative not only creates employment opportunities for people with disabilities but also enhances employee benefits by offering free massage services to our colleagues. Our aim is to help our employees alleviate fatigue, boost work efficiency, and create a more relaxed and productive work environment. To ensure convenience and efficiency, we have set up a user-friendly online reservation system for booking massage appointments. In 2022, a total of 3,405 employees enjoyed these massage services, which help to loosen muscles, alleviate shoulder and neck pain, and enable our employees to release work-related stress during their short breaks.





Provide employees with free visually impaired massage services

## Club

Winbond has established a variety of diverse clubs to encourage employees to engage in activities that promote health and well-being, as well as participate in community service. We have implemented the "Employee Welfare Committee Club Subsidy Management Measures" to support and promote these clubs' activities. Through active club participation, we aim to foster emotional connections, improve mental and physical health, and enhance overall work efficiency. As of 2022, there are a total of 40 registered clubs, categorized into four types based on their activities: sports, leisure, arts and culture, and community service. Due to the impact of the COVID-19 pandemic in 2022, some clubs temporarily suspended in-person activities, while others shifted to online activities to continue their operations.

### — Diverse Club Activities —

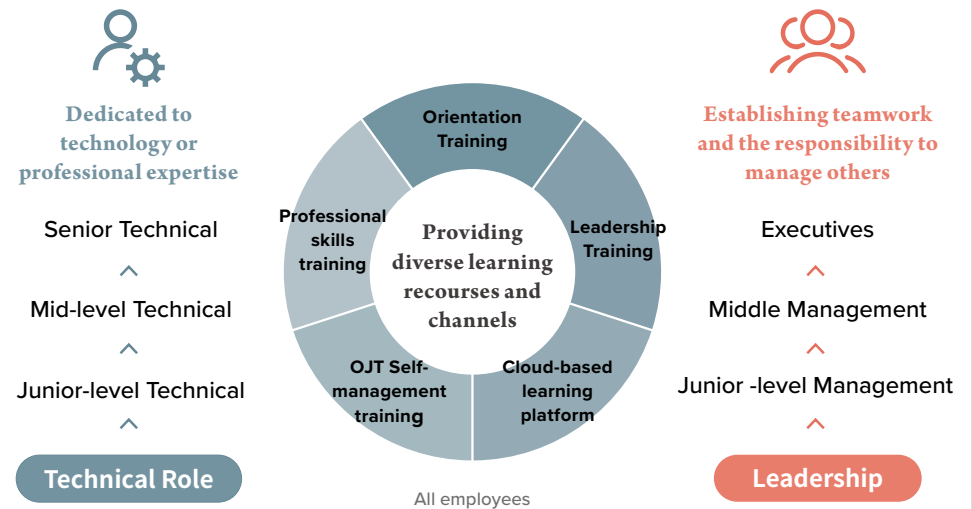
Club Type	Description
<b>Sports Clubs</b>	<p>There is a total of 23 sports clubs, encompassing various ball sports, cycling, running, and other related activities, accounting for 57% of all clubs. Notably, several high-level executives actively participate in these clubs, setting an example and encouraging their departmental colleagues to engage in sports and foster a healthy lifestyle. Among these clubs, the CTSP Badminton Club and Softball Club have consistently achieved outstanding results in the "CTSP Cup Annual Ball Sports Competition" year after year.</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Volleyball club activities</p> </div> <div style="text-align: center;">  <p>Pool club activity</p> </div> </div>

<b>Arts and Culture Clubs</b>	<p>There is a total of 4 cultural clubs, including the Biodiversity Club, Animation Club, Photography Club, etc., which account for 10% of all clubs. These cultural clubs make effective use of the company's existing resources to organize educational lectures, annual photography exhibitions, movie appreciation events, and more. Among the various club categories, these cultural activities have the highest participation rate of employees bringing their families along.</p>
<b>LOHAS Clubs</b>	<p>There is a total of 12 diverse clubs, including the Health and Wellness Club, Camping Club, Board Game Club, etc., which account for 30% of all clubs. These clubs offer a wide range of activities that allow employees to expand their horizons and cultivate their interests.</p> <div data-bbox="342 564 981 743"> </div> <p style="text-align: center;">Camping activities</p>
<b>Public Philanthropy Clubs</b>	<p>There is a total of 1 club, representing 2% of all clubs. Named "Silent Givers Club," its mission is to silently engage in charitable activities, focusing on activities such as caring for the underprivileged, providing social services, and promoting environmental sustainability. The club aims to fulfill its corporate social responsibility as a good corporate citizen. Since its establishment in 2010, the Silent Givers Club has organized various initiatives, including environmental cleanups in local communities, dream-fulfilling events, environmental repairs in childcare institutions, environmental engineering projects, and the Happy Children's Breakfast Program.</p>

#### 4.2.4 Talent development and learning outcomes

Winbond annually designs and implements various training and development programs based on the company's strategy, vision, business decisions, and core culture. These programs are tailored to different organizational levels, professional competencies, and specific target groups. The training initiatives are determined through surveys to assess

training needs. Under the "dual-track" talent development system, employees have the flexibility to choose between enhancing their managerial skills or deepening their expertise in specific technical fields, based on their individual development goals and job requirements. Winbond provides a wealth of training resources, including both physical and online courses. In response to the COVID-19 pandemic in 2022, the company continued learning initiatives without interruption. Winbond continuously optimizes its cloud-based learning platform and increases the interactivity of live-streamed courses. By offering a diverse range of courses and learning methods, the company aims to empower employees to strengthen their competitiveness, achieve personal growth, and enhance their job performance.



#### Training Effectiveness Evaluation - 4 Levels of Training Evaluation

To track and ensure the effectiveness of training programs, Winbond employs a four levels education and training evaluation model based on the nature of the courses. This evaluation process examines whether the training align with their intended objectives. Moreover, Winbond encourages employees to apply what they have learned directly to their work. As part of this approach, certain training include assessments, post-training assignments, project presentations, and one-on-one interviews to reinforce the principle of adult learning, which emphasizes the immediate application of acquired knowledge and skills.

### — Satisfaction with Talent Cultivation Courses in 2022 —

Average rating for courses held in person	★ ★ ★ ★ ☆	4.4/5 points
Average rating for digital courses	★ ★ ★ ★ ☆	4.2/5 points

Winbond provides a diverse range of training resources and activities aimed at enhancing the professional competence of its employees. For direct employees, the focus of training lies in on-the-job learning, machine operation training, and company culture or strategy promotion events. This approach ensures continuous improvement and development. For indirect employees, professional training is tailored according to their job functions and respective hierarchical levels. Given that a higher proportion of female employees work in administrative support units, their required professional knowledge and skills are primarily acquired through on-the-job learning. As a result, the average training hours for male employees are slightly higher than for female employees.

### — Number of Employees Receiving Professional Training and Number of Hours —

Course Type	Number of Courses Held	Total number of trainees	Total training hours
Core	129	9,843	11,093
Professional Specialization	1,637	85,580	89,181
Data Science	606	11,988	23,745
Management	259	10,115	18,691

### — Total Number of Education and Training Hours Sorted by Gender and Employee Type —

Total employee education and training (hours)	Management	Non-Management	Total training hours
Female	3,652	31,589	35,242
Male	21,552	85,917	107,469
Total training hours	25,204	117,506	142,711

### — Number of Employees Receiving Training Categorized by Employee Gender and Type —

Category	Management	Non-Management	Total number of people
Female	60	1,034	1,094
Male	454	1,842	2,296
Total number of people	514	2,876	3,390

### — Average Employee Training Hours Sorted by Gender and Employee Type —

Category	Management	Non-Management	Total average training hours
Female	61	31	32
Male	47	47	47
Total average training hours	49	41	42

**Note** Management refers to section chief or higher grades responsible for supporting and directing employees in their department

### ■ Orientation Training

In 2022, Winbond used an online learning platform to provide new employees with online training courses when they reported to work, including life guidance, culture promotion and introduction of various company policies. 21 courses were provided in total. The average satisfaction rating for all training courses in 2022 was 4.22 (out of 5) and the completion rate was 95.5%.

Winbond organizes a two-week "New Recruits Boot Camp" for new employees with less than three years of professional experience. The program aims to provide them with comprehensive training, including knowledge and skills acquisition, sharing of experiences from senior colleagues and supervisors, and immersive cultural experiences. The boot camp is designed to foster a sense of organizational identity and enhance employee retention. In 2022, in addition to holding one physical boot camp in Kaohsiung, Taichung, and Hsinchu, we made efforts to balance epidemic prevention measures with the effectiveness of the program. For the first time, we conducted the boot camp in Kaohsiung with two separate groups (Group A and Group B), overcoming space limitations. In total, there were four boot camp sessions held in 2022, with an average satisfaction rating of 4.5 (maximum 5).



## I Cultivating Management Talent and Leadership Succession

The well-established leadership talent development program enables smoother management operations within the company. In 2022, Winbond continued to prioritize the cultivation of management talent, focusing on nurturing grassroots supervisors in the new factory area. The systematic development of key talent pipelines was also carried out during this period. Looking ahead to 2023, the company plans to extend this talent development initiative from the factory units to include personnel within the product business group. By doing so, Winbond aims to further enhance leadership capabilities across different departments, ensuring a more seamless and effective approach to managing its operations.

### Nurturing Management Talent for New Plant Locations

To achieve Winbond's expansion and operational goals in Kaohsiung, the organization and leadership talent deployment at the Kaohsiung plant are crucial. Under the Winbond management competency framework, cultivating grassroots supervisors is essential for effective team building and improved communication and coordination skills. In 2022, the company implemented a development training program for entry-level talent at the Kaohsiung plant, following the framework of "Assess → Learn → Practice → Evaluate" This initiative helps supervisors make informed talent selection decisions through a systematic selection process. It also assists them in setting effective goals for their subordinates, building their confidence and sense of responsibility, and promoting optimal performance within the performance management cycle. Additionally, given the large-scale recruitment of new employees for the new plant, creating a positive and trusting work environment and enhancing a sense of belonging and responsibility are key training focuses for Winbond in 2023.

### Continuous Development of Key Talent Cohorts

Winbond places great emphasis on the selection and long-term development of mid to senior-level executives and key talent, considering the organization's globalization and expansion needs. Over the years, the company has continuously collaborated with renowned external professional consulting teams. Through management competency assessments and personality trait evaluations, 95% of mid to senior-level executives have gained insights into their strengths and areas for development, facilitating discussions and planning for their personal development plans. In 2019, Winbond also implemented the SuccessFactor Learning Management System as part of its talent development mechanism. This system assists business unit leaders in identifying the depth of bench strength, personnel turnover risks, and the impact of key positions and talents. Through

various development approaches such as management training programs (e.g., Carnegie), job rotations, project experiences, and external training at renowned international institutions (such as Stanford, Singularity University, INSEAD), Winbond nurtures and strengthens its leadership pipeline.

In 2022, Winbond placed a strong emphasis on cultivating talent pipelines within our factory units. By the end of 2022, we had implemented rotation and development programs for 32% of middle and senior-level management talent. Looking ahead to 2023, we plan to gradually conduct talent pipeline assessments across various business groups to identify and develop future leaders.

### Differences Lead to Outstanding Achievements

In 2022, Winbond implemented various language subsidy initiatives to encourage diverse interactions among employees from different language backgrounds. We offered language assistance for English, Japanese, and Korean, providing a 50% subsidy for language training costs once employees reached the proficiency standards. Additionally, employees who achieved language proficiency certification could apply for an additional subsidy of 10,000 NT dollars, further incentivizing the autonomous learning of multiple languages. Furthermore, Winbond is committed to promoting training programs that aim to eliminate unconscious biases in the workplace. Through a comprehensive range of digital courses, we provide employees with insights into the benefits of diverse teams, fostering attitudes of respect and empathy.

In 2023, Winbond will continue to uphold its commitment to sustainable development and foster a diverse and inclusive workplace environment. The company recognizes the significance of female influence as an essential element of diversity and inclusion. As part of its initiatives, Winbond plans to organize courses and seminars to promote gender equality, empowering female colleagues to recognize their importance in the workplace, build self-confidence, embrace challenges, and learn how to expand their influence. Through these efforts, Winbond aims to encourage more female professionals to thrive and grow in their careers, ultimately creating a win-win situation for both the company and its employees.



### 4.3 Employer-Employee Relations

Winbond conducts regular market surveys to adjust its employee's salary and benefits standards in line with industry trends. This, combined with a robust performance evaluation system, allows the company to offer a competitive compensation package that exceeds legal requirements, aiming to attract and retain exceptional talent. Additionally, Winbond embraces a balanced approach to workforce planning, facilitating a strategic turnover of personnel to infuse the organization with fresh ideas and perspectives.

#### Open Employer–Employee Communications

While Winbond does not have a labor union, we believe in fostering open and transparent communication channels between labor and management. We hold regular labor-management meetings every quarter, providing diverse avenues for our employees to voice their opinions and concerns. These channels include physical suggestion boxes, a dedicated hotline (75234 - "I want to complain"), a Care Complaints mailbox, and a Sexual Harassment Employee Complaint Committee. Additionally, we conduct various functional meetings on a regular basis, such as labor-management meetings, supervisor management discussions, employee welfare committees, environmental and safety committees, production management meetings, and quality retraining meetings.

At Winbond, employees have access to various communication channels to express their opinions or provide suggestions, whether anonymously or with their names. We actively respond to feedback received, promote communication, and make the response content publicly available on the company's intranet homepage. Additionally, we collect employee opinions regularly or irregularly through focus groups and individual interviews, using them as a basis for improving management policies and service quality. We also provide training courses for all new employees to ensure that they are well-informed about these communication channels. Winbond strictly prohibits bullying, and if any related complaints are received, we follow workplace misconduct handling procedures and internal complaint policies. This includes initiating investigations, gathering information, and conducting interviews. We also hold misconduct review meetings to address the issue. After the resolution of the complaint case, we provide regular follow-up care to employees to prevent any retaliatory actions.

In 2022, Winbond received and addressed a total of 9 proposals through the suggestion box (both physical and online channels). The company diligently provided feedback to the relevant business units for improvement and communicated the responses back to the employees who submitted the suggestions, ensuring an open and

effective internal communication channel. Regarding the "75234 Employee Complaint and Care Line," 7 cases were handled in accordance with the internal complaint procedure. Among these cases, 5 were related to communication issues between colleagues in the workplace, and 2 involved workplace misconduct. All cases underwent thorough investigation, review, and decision-making processes. For the workplace misconduct cases, a dedicated investigation team was established in accordance with national workplace misconduct guidelines. Once the decisions were made, communication was carried out with both the complainant and the accused to reach a consensus on the resolution. If any employee was found to have violated company regulations during the process or after the decision, appropriate disciplinary actions were taken in accordance with the company's rules and regulations. The effectiveness of the implemented solutions was continuously monitored, and the well-being of the employees who submitted complaints was closely followed up within three months to prevent any retaliatory actions. Currently, all 7 cases have been resolved following the proper procedures, and the individuals involved have been provided with appropriate care. In cases involving management issues or negative work attitudes and behaviors, announcements were made on the company's internal website or within the office premises. Additionally, the management was informed to provide employee education and training on work attitudes and rules. Through communication, training, and policy announcements, efforts were made to reduce negative impacts, improve the work environment, and prevent similar incidents from happening. Furthermore, 12 labor-management meetings were held, during which representatives from both the management and labor sides were appointed or elected. All employees participated in the election of labor representatives, and labor-related laws were regularly reviewed to ensure that work rules were in compliance with regulations and reported during labor-management meetings for joint review. Lastly, 4 manager management discussion meetings were conducted, with a total of 1,973 participants and an average attendance rate of 87%.



## Diverse Channel for Employee Feedback



### Suggestion Boxes

Near the employee cafeteria and production line restrooms, there are suggestion boxes provided for all employees to share their feedback and suggestions related to work and life.



### Grievance Hotline

Winbond has established the "75234 (I Want to Complain)" hotline for employees to provide their feedback and complaints. To file a complaint, employees are required to complete the "Internal Complaint Form" and submit it either in writing or by mail to the human resource department or the designated "Employee Feedback Box." A dedicated team is responsible for handling and addressing these complaints. Furthermore, in order to safeguard the rights and interests of employees and job seekers and to ensure a work environment free from sexual harassment, Winbond has established the "Workplace Sexual Harassment Prevention Measures" in accordance with the Gender Equality in Employment Act. The company has set up a "Sexual Harassment Prevention Awareness Website" and formed the "Sexual Harassment Complaint Review Committee" to handle sexual harassment cases.



### Factory Communication and Discussion Meetings

Every six months, factory supervisors host communication and discussion meetings with direct personnel to engage in two-way communication on management and production issues, as well as online operations. Additionally, there are also focused re-education courses on quality or Responsible Business Alliance (RBA) Code of Conduct to ensure compliance with industry standards and guidelines.



### Labor-management Meetings

Regular labor-management meetings are held to facilitate open dialogue between all employees. Labor representatives are elected by the workforce on a periodic basis. During these meetings, employee suggestions and feedback are collected every quarter. The discussions revolve around labor-management relations, promoting cooperation, improving working conditions, enhancing welfare, and increasing work efficiency. The aim is to foster effective communication, address concerns, and find solutions collaboratively.

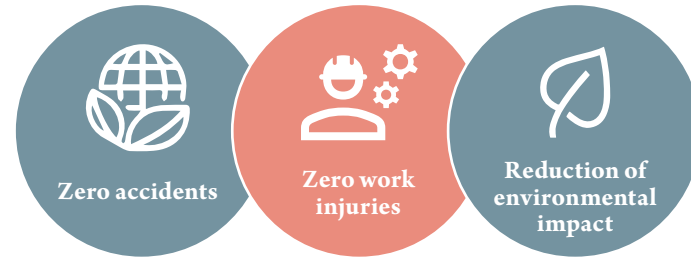


### Management Conference

The purpose of management conferences is to facilitate direct two-way interaction between all managers and the Chairman and President. The main objective is to engage in open discussions and communications on various aspects of company operations, management systems.

## 4.4 Occupational Safety and Health

### Winbond Occupational Health and Safety Goals



### 4.4.1 Occupational Safety and Health Management System

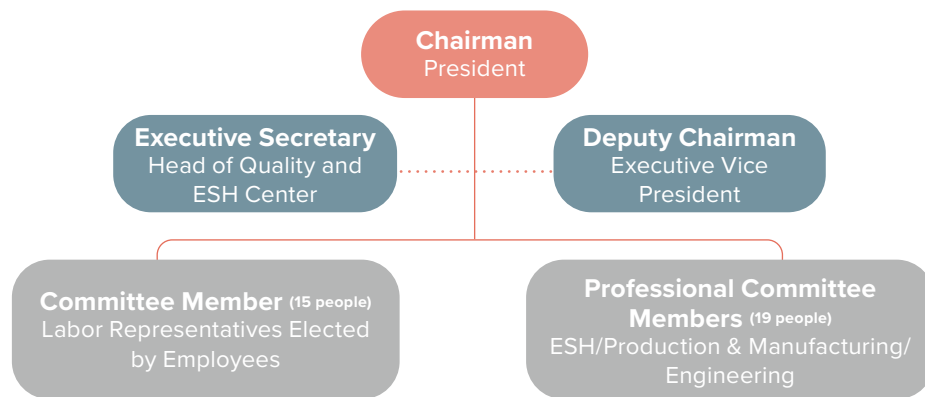
The Winbond endeavors to meet the advanced international safety, health and environmental standards and is committed to providing employees with a complying and healthy working environment through respect, caring and counseling, and participation mechanisms. Continuous improvement will be used to promote employee safety, eliminate hazards, reduce environmental, health, and safety, and asset risks, being committed to zero accidents, zero work-related injuries, and reducing environmental loads. Through the optimization of prevention and improvement measures, we will gradually reduce the rate of personnel injury, implement the concept of safety and health, and become a green enterprise with sustainable development.

#### — ESH Committee —

<b>Member</b>	A total of 34 members, consisting of management representatives, representatives elected by employees of each unit, labor representatives voted by employees, and safety, health, environmental protection and health management personnel, among which labor representatives voted by employees, 15 of them in total, account for more than 1/3
<b>Frequency</b>	Regular meetings are held every quarter to discuss safety, health and environmental protection issues
<b>Responsibilities</b>	Provide adequate channels for employees and managers to communicate face-to-face on safety, health and environmental protection issues; each department has a safety, health and environmental protection officer, who mainly assists, consults and promotes related safety, health and environmental protection business, so as to make all employees aware

The participation of front-line workers is also important. Winbond has established relevant procedures to ensure that labor representatives can participate in ESH policy revisions and related safety proposals and communications. In the composition of the Winbond Occupational Safety and Health Committee, the proportion of labor representatives is better than the legal requirements, reaching 44%. The relevant proposals and communications in 2022 mainly fell into three categories: safety, health and environmental protection. The business management unit made responses in the meeting, which were confirmed by the Chairman; and all cases were closed.

Winbond has taken relevant front-line workers into consideration at the beginning of planning the safety and health plan, such as: The risk and hazard identification officers are all trained workers of such units, and labor representatives are also required to participate in the semi-annual environmental testing or abnormal accident discussions.



### Occupational Safety and Health Management System

Winbond has already obtained ISO 45001 Occupational Health and Safety Management System and Taiwan Occupational Health and Safety Management System (TOSHMS) certification. Internal audits are conducted every 6 months and external audits are conducted by an international certification company every year to ensure that the system is operating normally. Also, all workers have been 100% included, including the Kaohsiung Fab that was established in 2022, the ISO 45001 and TOSHMS certification of which were completed at the end of 2022. In order to comply with the goal of zero accidents in the ESH policy, Winbond continues to use quantitative indicators such as the annual Disabling Injury Frequency Rate (FR) and Disabling Injury Severity Rate (SR), along with the independent inspections by on-site unit supervisors, supervisor safety observations, on-site safety proposals and false alarm report incentives, to gradually reduce the personnel injury rate; and by setting medium and long-term goals, expecting

to reach half of the industry average, and including relevant contractors into the relevant risk assessments, to avoid transferring high-risk operations to non-employees only.

### — Number of Employees Covered by the Occupational Health and Safety Management System —

2022	Number of People Covered by Management System		Total Organization Personnel		Ratio (%)	
	Employees	Non-employees	Employees	Non-employees	Employees	Non-employees
Not audited	0	0	0	0	0%	0%
Passed internal audit	3,508	167	3,508	167	100%	100%
Audited or verified by external body	2,783	167	2,783	167	100%	100%

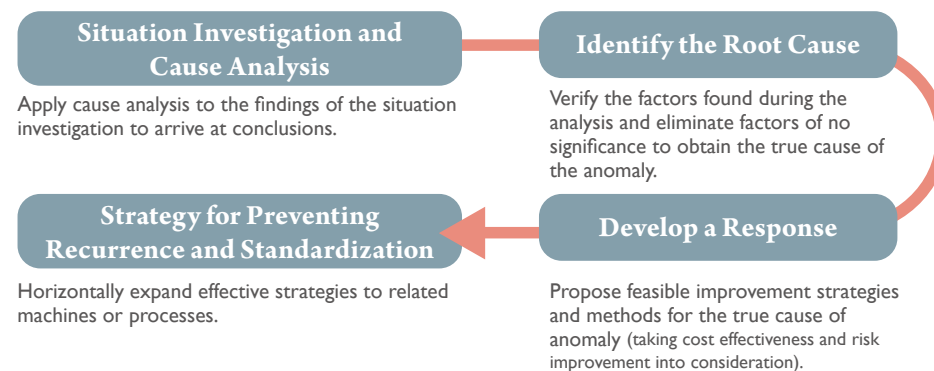
Note: The number of persons is based on data from December 31, 2022.

### Accident Investigation and Injury Prevention

A complete standard operating procedure (SOP) on accident investigation has been established by Winbond to reduce accident damage and risk. The SOP is applicable to all Winbond employees, contractors, and visitors. In the event of an accident, different levels of investigation are carried out based on the severity and type of the accident. The level of investigation also determines the composition of the investigation team.

The operation of the ESH management system undergoes routine internal audit, review and update every 6 months. An external audit is also conducted every year so that Winbond can continue to ensure a safe working environment for employees, control potential risk factors and make continuous improvements.

### — Standard Accident Investigation Process —



## ■ Analysis of Occupational Injuries and Work-Related Diseases in 2022

### — Winbond ESH Policy Analysis and Management Process —



In 2022, the main accident-causing items were 1 case of crushing injury caused by falling objects, 1 case of chemical splash injury, and 1 case of personnel fall accident; and there was no accident regarding the contractors; during 2020-2022, there was no death due to occupational disease or occupational disease or work-related disease confirmed by a specialist in occupational medicine.

For Winbond's statistical analysis information on occupational injuries, based on the important disabling injury statistical indicators announced by the Ministry of Labor, the Disabling Injury Frequency Rate (FR) and the Disabling Injury Severity Rate (SR) are selected for analysis. The statistics do not include off-site traffic accidents. In 2022, there were 3 cases of employee disability injuries, the SR was 4, and the FR was 0.43, both were lower than the industry average, but the FR had not yet reached the set goal.

All three accidents in 2022 occurred in the Kaohsiung Fab. The Kaohsiung Fab is a newly built fab completed in 2022, and the safety awareness of its internal employees is still being strengthened. Among them, two accidents occurred during non-working hours. Therefore, in addition to strengthening various operations to prevent reoccurrence, the supervisors of each unit are also asked to convey the importance of safety awareness to the front-line employees through activities such as supervisor inspection and safety observation.

### — Work-related Injuries Statistics for Employees —

Year	Total Hours of Work	Occupational Injury			Ratio of deaths due to work-related injuries	Ratio of severe work-related injuries	Ratio of work-related injuries on record
		Number of employees with severe work-related injuries	Number of Fatalities	Number of employees with work-related injuries on record			
2020	5,816,552	0	0	3	0	0	0.52
2021	6,056,008	0	0	0	0	0	0
2022	6,956,696	0	0	3	0	0	0.43

### — Work-related Injuries Statistics for Non-Employees —

Year	Total Hours of Work	Occupational Injury			Ratio of deaths due to work-related injuries	Ratio of severe work-related injuries	Ratio of work-related injuries on record
		Number of employees with severe work-related injuries	Number of Fatalities	Number of employees with work-related injuries on record			
2020	880,000	0	0	0	0	0	0
2021	842,000	0	0	0	0	0	0
2022	334,000	0	0	0	0	0	0

In terms of supply chain / value chain impact management, Winbond has established relevant management regulations for contractors. After receiving orders, vendors will provide relevant fab codes of conduct, and monthly communication, counseling, and implementation of education and training with vendors will be conducted through engagement organizations. Last year, a total of 5,971 persons were trained on hazard notification in the fab area, and 1,439 persons were professionally certified for special operations personnel, and the evaluation results of each vendor were calculated through the evaluation method in the contracting procedure, which will be announced in the engagement organizations and relevant safety meetings, providing reference for the responsible unit head of each project to select contractors. When necessary, the chairman or vice-chairman of the Environmental Safety and Health Management Committee of the fab may request the supervisors of relevant units to report in the meeting.

— Analysis and Statistics of Occupational Injury Types in 2022 —

Occupational Injury Type	Item	Number of Cases	Subject	Description of the Incident	Handling Process	Improvement Measures
Occupational Injury	Injury caused by falling objects	1	Employees	The employee placed the tablet on the trolley, and the tablet accidentally fell and injured the employee's right ankle	The employee went to the infirmary to report ankle discomfort, and after receiving medical treatment, the accident was handled according to the reporting procedure in the fab	Strengthen the improvement of the trolley fixing project and carry out the education and training of personnel skills
	Chemical splash injury	1	Employees	When organizing chemicals, due to negligence in the operation, the chemical was sprayed, causing the right ear and left arm to be injured	Rinsed contact area in accordance with emergency response procedure. After simple treatment in the infirmary, the employee was the transferred to the hospital for diagnosis of the affected part, and then the accident was processed according to the reporting procedure in the fab	Carry out education and training of staff operating techniques and strengthen protection promotion of chemicals
	Employee fall accident	1	Employees	When walking on the ground of the construction area, the employee misstepped and fell down accidentally	The employee went to the infirmary to inform the landing on the right side (knee, elbow). After observation of the medical staff, there was no obvious swelling or deformation, and simple medical treatment was done. The employee then went to the hospital for evaluation accompanied by colleagues from the unit, after that, the accident was handled according to the reporting procedure in the fab	In addition to requiring that the existing construction fences be expanded to control the scope, education and training on the concept of personnel safety will be strengthened, and non-construction personnel shall avoid approaching the construction area

**Occupational Health and Safety Education and Training and Injury Prevention**

Occupational health and safety education and training is conducted by Winbond every year to reduce the incidence of occupational injuries and to strengthen employees' understanding of safety and health regulations; multiple channels have been established for online and physical courses, and employees can also watch relevant training videos through the learning system. The feedback is surveyed through questionnaires, including: satisfaction, the gap in understanding before and after the course, to ensure that the lecturers pass the corporate lecturer certification of the human resources division. According to statistics, in 2022, a total of 13,205 people were trained, and the training hours were 17,931 hours.




For contract management, Winbond requires all 100% vendors to pass the fab entering hazard notification before they can apply for construction permits. To perform high-risk operations, a special operation education and training course shall be taken and the assessment shall be passed to obtain certification before performing the operation.

— Occupational Health and Safety Training Performance —

Gender	Male		Female		Total	
	Number of Participants	Hours of Training	Number of Participants	Hours of Training	Number of Participants	Hours of Training
Employees						
Management	1,434	1,828	160	201.5	1,594	2,029.5
Non-Management	7,880	10,796.5	3,731	5,105	11,611	15,901.5



— Occupational Nurse Training Performance —

Item	Content	Number of Employees Trained in 2022
<p><b>CPR and AED Training</b></p> 	Regularly conduct first aid training for all employees and the medical staff of the emergency response team so that there is no time difference in first aid	In response to the epidemic, the employees are divided into groups, and 961 employees completed the training
<p><b>Advocacy of Unlawful Infringement Prevention in the Workplace- Management Training</b></p> 	Management regulations and relevant education and training were put into place to help all employees understand preventive measures and introduce them to the company's internal complaints and reporting mechanisms. Promotion measures are provided for all employees every year as well	A total of 82 people have completed the management level training course
<p><b>Crisis Response - Management Training</b></p> 	Advanced courses on crisis response impart correct concepts managers may need to assist in emergencies or at-risk employees (special cases, mental illness, emotional breakdown, suicide risk, employees with pending complaint) in the workplace.	A total of 110 people have completed the management level training course

In terms of occupational health services and worker health promotion, Winbond has nurses in place that are better than the regulations to provide health management and health promotion services. The service targets, including employees and non-employees,

can all contact the fab nurse for consultation on health care and emergency medical assistance if necessary. For relevant non-employee workers, employers will also be required to provide relevant safety and health management in accordance with laws and regulations. The relevant health management performance in 2022 is as follows:

— Injury Prevention Management Performance —

Item	Content	2022 Performance
<p><b>Prevention and Management of Ergonomic Hazards</b></p>	<p>Caring for employees with musculoskeletal soreness:</p> <ul style="list-style-type: none"> <li>Introduce e-questionnaire: Arrange fab employees to fill out questionnaires every 3 years, and arrange interview with occupational medicine specialist for persons with potential risk</li> <li>Automated process development, employee muscular endurance and other health promotion</li> </ul>	<ul style="list-style-type: none"> <li>Medical treatment improved 2 employees with suspected potential risk</li> <li>The injury / disease benefits for occupational musculoskeletal injuries and diseases is 0 for three consecutive years</li> </ul>
<p><b>Preventing and Managing Abnormal Workload-triggered Disorders</b></p>	<ul style="list-style-type: none"> <li>The system automatically reminds supervisors and employees to pay attention to working hours on a daily and monthly basis</li> <li>Annual questionnaire survey of all employees to conduct risk identification and risk level of employees with abnormal workload</li> </ul>	<ul style="list-style-type: none"> <li>Winbond arranged interviews with professional doctors to guide 76 employees with potential risk</li> <li>All employees received a health education e-mail from the nurse, providing expert consultation on stress relief and sleep improvement / referral to the Employee Assistance Program Center (EAPc) according to individuality</li> </ul>
<p><b>Management of Unlawful Infringement Prevention in the Workplace</b></p>	<ul style="list-style-type: none"> <li>Review the company's internal workplaces every year, and evaluate and improve from the two aspects of "physical environment" and "workplace design"</li> <li>Conduct hazard identification and risk assessment for workplace unlawful infringement prevention every 3 years</li> </ul>	<ul style="list-style-type: none"> <li>There were no new potential risks, and for the identified risk factors, relevant control and protection measures have already been established</li> <li>Conducted every 3 years</li> </ul>
<p><b>Maternal Health and Management for Female Employees</b></p>	<ul style="list-style-type: none"> <li>Interviews with medical staff explaining hazard identification, risk assessment, work content confirmation, and postpartum health education during pregnancy</li> <li>Taking the initiative to provide information about subsidies and allowances</li> </ul>	21 pregnant female employees received maternal health protection

— Health Services and Promotion —

<b>Employee health protection service</b>	<ul style="list-style-type: none"> <li>• Uninterrupted health services: The number of nurses exceeds the number required in the regulations, and the health budget exceeds NT\$24 million</li> <li>• First aid: Work with teaching hospitals around the fab area on the green channel</li> <li>• Health examination: Provide additional special check-up items for newcomers' health examination results, and health examination items better than that required by laws and regulations to in-service employees</li> </ul>
<b>Employee health improvement</b>	<ul style="list-style-type: none"> <li>• Professional consultation services: Cooperate with the employee consultation center to provide career and work, family and parent-child, male-female relations, physical and mental stress, legal, finance, workplace management consultation</li> <li>• Winbond employee health website: The infirmary cares for the re-examination of the employees and assists in making appointments with doctors for consultation in the company 100% care completion rate in 2022</li> <li>• Education and training / health lectures: Plan a series of courses such as stress relief and sleep, high blood pressure prevention, CPR &amp; AED for all, traffic safety and defensive driving promotion and locomotive security inspection activities. In 2022, a total of 15 sessions were held, with 6,686 participants</li> </ul>



Employee Health examination

**4.4.2 Environmental Safety and Health Risk Assessment**

The “ESH Risk Assessment Operating Procedure” was defined by Winbond to ensure the personal safety of employees in the workplace and to minimize risks. The procedure involves the identification of ESH risks and opportunities to the environment, personnel and hygiene from activities, products or services.

Risk level is calculated based on past operational history and the current situation. The

potential situation, effect or impact (e.g. personnel injury, environmental impact, production disruption, or financial loss) and probability are assessed. Improvement measures are then drawn up for risk reduction in the following order: elimination, replacement, engineering control, signage/warning/management control, and personal protective equipment.

Internal audit is conducted by Winbond at least once a year along with annual reviews to ensure the effective implementation of the “ESH Risk Assessment Operating Procedure”; any major changes to production processes, facilities and operational content will all trigger a new assessment.



**System Assessment and Management**

Winbond combines the management system and online system to improve the transparency and availability of relevant statistical data. In 2022, the number of medium and high-risk operations (safety and health risks) was zero. By Winbond’s internal proposal system, employees can reflect their needs through multiple channels, such as: hidden dangers and suggestions, to ensure the follow-up of the proposal and the reply of the management unit. In the education and training, it’s reminded that if a hazardous situation is found during the operation, the workers can immediately stop the operation and report. The priority is to protect the life safety and health of the workers, and they will not be punished for exercising the right of withdrawal.

In the assessment of class A dangerous workplaces, being better than the general practice, Winbond fully uses the HAZOP method to evaluate the workplace equipment; in the face of abnormal accident conditions, FMEA or 5-Why will also be used to find key risk factors. In addition, Winbond independently develops a chemical management system

for hazard management. After reviewing the safety data sheet and hazard label content provided by the vendor, and confirming whether it is a prohibited and restricted substance in Winbond's commitment, we conduct storage, supply, waste gas / liquid treatment assessment, related risk assessment, and propose countermeasures based on the results. A total of 1,662 chemicals are currently under management.

As for the exposure assessment of hazardous substances, Winbond independently conducts additional environmental monitoring on related allowable concentration, or the internationally established threshold limit value, which is better than the legal requirements. To pass the monitoring, it must be lower than 1/10PEL to meet Winbond's standard, which is also stricter than that in the regulations; and re-monitoring is conducted every six months.

### 4.4.3 Emergency Response Measures

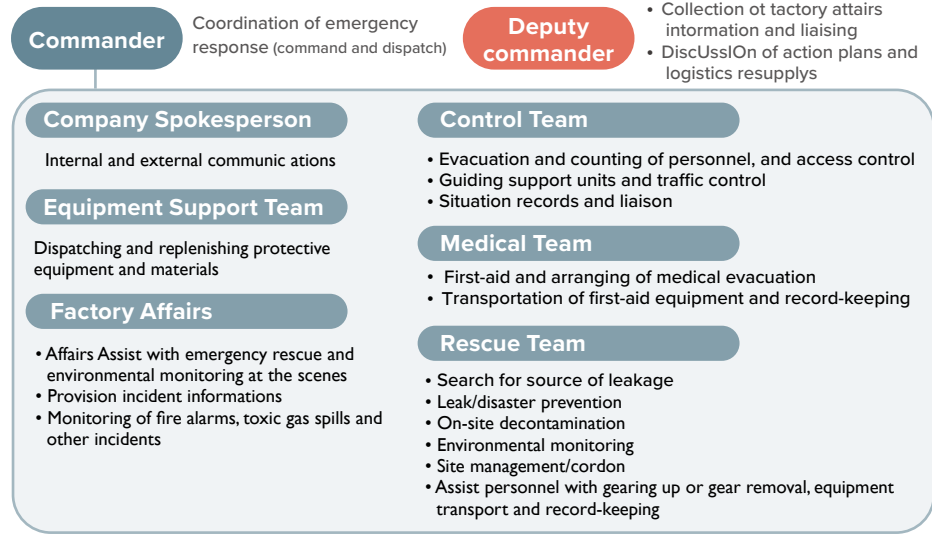
Winbond has defined emergency response procedures for internal anomalies and external natural disasters such as fire alert/alarm, gas leak alarm, chemical spills, earthquakes, and odors. The procedures are used by internal units as the basis for developing corresponding response processes, response teams, drills and training.

#### — Occupational Health and Safety Risk Identification and Response Strategies —

Risk Type	Risk identification	Strategy/Action Adopted
<b>Operational Risks</b>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Power Outage</li> <li>• Chemical Spill</li> <li>• Abnormal Emissions of Air Pollution/ Wastewater Emissions</li> </ul>	<ul style="list-style-type: none"> <li>• The design of the fire protection system and its installation is based on international standards (NFPA, FM) and domestic fire safety regulations. It includes the fire detection and alarm system, various automatic fire suppression systems, and fire compartmentalization.</li> <li>• Installation of emergency generators and uninterruptible power systems.</li> <li>• Plant facilities and protection are designed and constructed to international industrial standards. Machinery and equipment must also conform to international safety standards (SEMI-S2, FM4910).</li> <li>• 24-hour monitoring system for emissions/ wastewater treatment facilities.</li> </ul>
<b>Natural Disaster Risk</b>	<ul style="list-style-type: none"> <li>• Earthquake</li> <li>• Water Shortage</li> </ul>	<ul style="list-style-type: none"> <li>• Plant buildings are designed to withstand earthquakes up to 7.0. Machinery and equipment incorporate shock-resistant design.</li> <li>• Installation of reserve water tanks.</li> </ul>
<b>Regulatory Risk</b>	<ul style="list-style-type: none"> <li>• Occupational Safety and Health Act</li> <li>• Fire Services Act</li> <li>• Environmental Protection Act</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly carry out compliance inspections.</li> <li>• Identify and respond to the impact of new regulations or amendments</li> <li>• Make regular inspections and reports as required by law.</li> </ul>

### Emergency Response Team Organizational Structure and Duties

An Emergency Response Team (ERT) is stationed in each area throughout the sites. The ERT is commanded by a division or higher level manager. ERT team members are required to undergo regular training and drills. In the event of an emergency, the mission of the ERT is to minimize casualties, financial losses and disruption to production.



### Long-Term Preventive Emergency Measures

Winbond deliberates in safety-related meetings at all levels (such as monthly safety meetings in the fab and quarterly safety and health committee meetings), and also conducts relevant tracking through the company's internal ESH management electronic system to ensure that relevant corrective and preventive measures can be 100% achieved. In 2022, there were 19 false alarm accidents. At the monthly safety meeting, Winbond provides prizes to those who actively report as a reward for reporting false alarm accidents.

A total of 157 emergency drills were conducted by Winbond for fire, chemicals leaks, gas leaks, massive water leaks, and other events in 2022. In addition to the relevant drills organized by employees and non-employees within the fab area, we also cooperated with the joint response team of the Science Park, and worked with the park bureau to expand the joint defense drill to surrounding factories and residents.

#### — 2022 Emergency Response Drills —





## 4.5 Social Impact

Winbond has been involved in charity for many years. “Care for the disadvantaged, care about environmental sustainability, and fulfill corporate social responsibility” are Winbond’s permanent commitments on corporate social responsibility. To put the beliefs in social care, public service and friendly environment in actions, Winbond gathers internal resources and our employees with their passion and love, focusing on areas such as “caring for youth and children”, “supporting the disadvantaged”, “academic cooperation”, and “promotion of charity and environmental education”. In the meantime, Winbond leverages core competencies of the industry, promoting digital work and constructing a field for scientific and technological innovation exchanges with concrete actions, to stimulate industrial development.

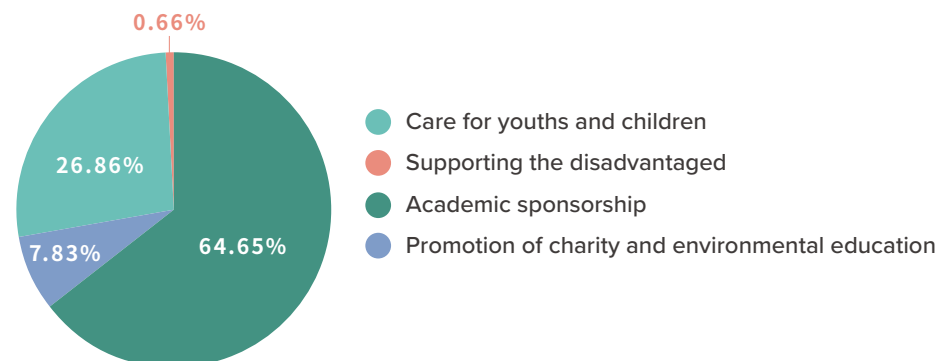


— Social Impact in 2022 —

Type	Amount Invested in 2022 (Unit: NTD)	Ratio of Total Investment
Care for youths and children	4,658,000	26.86%
Supporting the disadvantaged	115,000	0.66%
Academic sponsorship	11,210,000	64.65%
Promotion of charity and environmental education	1,357,211	7.83%
<b>Total</b>	<b>17,340,211</b>	<b>100.00%</b>

**Note** For the social impact in 2022, the investment amount included the amount of community investment, the amount of employee donations, and other project expenses disclosed in the company’s consolidated statements.

— Ratio of Total Investment —



### Academic Cooperation

#### Research and development sponsorship for industry upgrading

Through long-term support for International Symposium on VLSI-TSA and VLSI-DAT, Winbond can accelerate the upgrade of Taiwan’s information and communications industry and increase the exchange of industrial technologies domestically and abroad. We assist in promoting the exchange platform of leading-edge technologies for researchers related to semiconductor technology and design to enhance Taiwan’s semiconductor technology.

### Care for Youths and Children

#### Happy Breakfast Program for School Children in Rural Areas

To help improve the breakfast of school children in rural areas, since 2011, senior management has been making voluntary donations through a non-profit organization to fund the happy breakfast program for rural elementary schools in Hsinchu and Taichung. By breakfasts and support for rural schools, sustaining the basic needs and health of school children, so they can be physically and mentally equipped to explore the world. Winbond provided NT\$530,000 in breakfast funding in 2022 to continue supporting healthy learning for school children. At the same time, our employees also conducted on-site visits to understand the benefits of the program for further evaluation and enhancement.



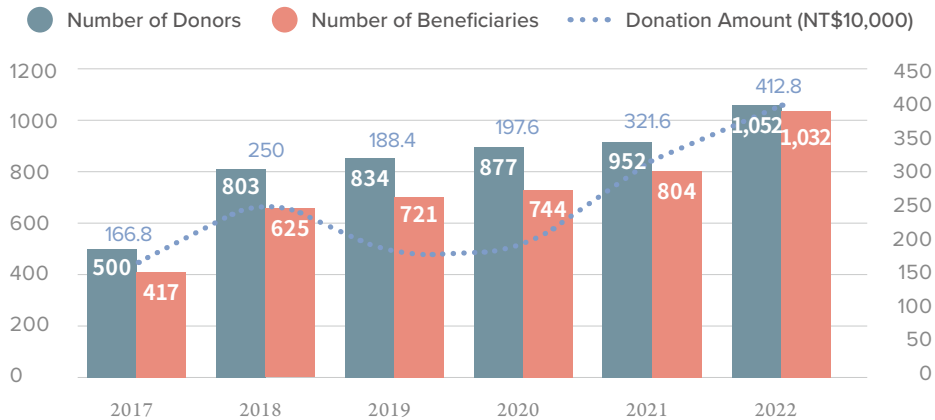
Happy Breakfast Program for School Children in Rural Areas

## Supporting the Disadvantaged

### Fundraising for Impoverished Students Education Financial Aid

To supplement education resources for children from impoverished families and help them to attend school on a regular basis, Winbond has been working with Taiwan Fund for Children and Families since 2017 by inviting employees to raise education financial aid. From the president to entry-level employees, our colleagues responded enthusiastically and 1,052 employees raised \$4,128,000 in 2022, supporting 1,032 elementary school students for a whole year.

#### — Result of Fundraising for Impoverished Students Education Financial Aid —



Fundraising for Impoverished Students Education Financial Aid



## Promotion of Charity and Education Protection

### 2022 Southern Taiwan Science Park Charity Picnic

Winbond set up a booth at the "2022 Southern Taiwan Science Park Charity Picnic" for a charity sale, and the proceeds of NT\$15,000 were all donated to charity. In addition, another NT\$100,000 was donated to the Tainan City Government Bureau of Social Affairs to improve the basic life and learning quality of disadvantaged families around the Southern Taiwan Science Park, giving priority to assisting disadvantaged families in Sinshih, Shanhua, and Anding Districts where the Southern Taiwan Science Park is located, and Luzhu, Gangshan, and Yong-An Districts where Kaohsiung Science Park is located. A total of nearly 3,500 persons and nearly 1,000 disadvantaged families have received assistance.



2022 Southern Taiwan Science Park Charity Picnic

### Sponsoring Houfeng Bikeway

Winbond joined the ranks of sponsoring public recreational facilities in 2022, and worked with the Tourism and Travel Bureau, Taichung City Government in the Houfeng Bikeway enterprise sponsorship. Winbond is responsible for regular road cleaning, tree thinning, etc. President Pei-Ming Chen of Winbond led more than 500 employees and their families to participate on-site to maintain the appearance and safety of the Houfeng Bikeway, working together to keep the cleanliness of public recreational facilities in Taichung City and improve the quality of recreation, fulfilling corporate social responsibility and the spirit of common good with the local environment.



Volunteering at Houfeng Bikeway



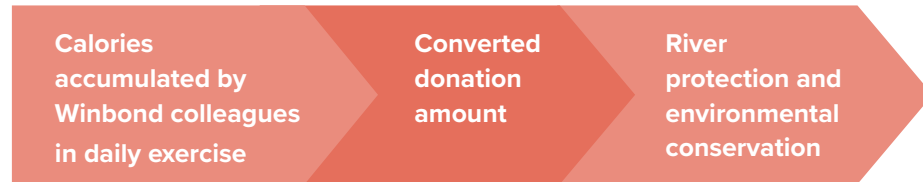
Adoption ceremony of Houfeng Bikeway



## Guard Fazi River: Do Sports for Charity, Stay Healthy for the Earth

Let our energy drive vitality! In 2022, Winbond invited employees to participate in the “Do Sports for Charity, Stay Healthy for the Earth” activity. The total number of calories consumed and accumulated by Winbond employees in their daily exercise was 2,422,660 kcal, converted to NT\$605,655. In 2023, the amount was donated to sponsor the “The Society of Wilderness” to organize activities for Fazi River protection and environmental conservation. Winbond continues working with the The Society of Wilderness, and the future donations will be used in environmental education actions such as know the environment, bird surveys, and river cleanup, calling on employees and their families to protect the rich ecology of Fazi River and feel the beauty, and encouraging employees to exercise to become healthy while experiencing the beauty and power of life.

### — Fit for Nature —



Fa-Zi River Cleaning Activity



[Fazi River Facebook Fanpage](#)

## Emergency Aid

### Emergency Care for Employees:

Winbond has set up employee emergency aid and loan programs to help employees in financial distress when the employee or his/her family suffers sudden calamity, such as injury, disability, death, or accident, to make sure they can continue to work and live with assurance that their livelihood is secure.

### Blood Donation Activity

Winbond also calls employees to donate blood in the annual blood drive which illustrates the Winbond's belief in the value of life in actions. In 2022, 5 blood donation events were held, attracting a total of 219 participants, donating 362 bags of blood.

