



**2024**

**HwaCom Systems Inc.**  
**ESG report**

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## Overview: About the Report

HwaCom Systems Inc. (hereinafter referred to as HwaCom) 2024 ESG Report comprehensively covers HwaCom's sustainability management strategies in environmental sustainability, social engagement, and corporate governance (ESG) for the year 2023. This report demonstrates the organization's commitment to actively assuming responsibility for sustainable development.

According to the Global Reporting Initiative (GRI) standards, specifically GRI Guidelines 2013 edition. Greenhouse gas calculations are prepared based on the requirements of ISO 14064-1: 2018.

### Report Framework

Sustainability Accounting Standards Board (SASB)-software & IT Services.

Task Force on Climate-related Financial Disclosures (TCFD).

The Regulations Governing the Preparation and Submission of Sustainability Reports by Listed Companies

### Disclosure Scope

**The scope of this report covers HwaCom HQ and all offices across Taiwan**

### Reporting Period

**Reports are prepared annually. This report covers the period from January 1, 2023 to December 31, 2023**

### Info Reorganization

**Disclosed information correction: 2023 Sustainability Report, the total electricity consumption of HwaCom Hsi-Chih in 2022 was 1,329 thousand kWh, which is hereby corrected.**

### Data Assessment

**Financial operation performance is derived from the annual report of the 112th annual shareholders' meeting, including consolidated financial statements of affiliated companies, in accordance with International Financial Reporting Standards (IFRS), in currency denominated in New Taiwan Dollars, and audited by BDO Taiwan.**

**Please refer to the annual report ([https://www.hwacom.com/web/shareholder\\_infor.html](https://www.hwacom.com/web/shareholder_infor.html)) for details. This report was compiled by the HwaCom Sustainable Development Committee and relevant implementation units and presented in terms of international indicators and units. The scope of data disclosure related to financial operations is consistent with that of the annual report and the scope of data disclosure related to environmental sustainability is derived primarily from the Hsi-Chih headquarters building and all Taiwan offices.**

### Fidelity Assurance

**According to the regulations of the FSC, HwaCom's 2024 sustainability report remains self-disclosure, and no impartial third-party organization has been entrusted to conduct an audit.**

## Composition and QA

**This report presents information and data in accordance with the PDCA framework, provided by the contact window of each unit, with the Sustainable Development Committee integrating information, confirming the content of the report and performance data with each contact window, and reviewing the veracity of the report with the heads of each department. Finally, the President reviews and compiles the data into a formal report and submits it to the Board of Directors for approval and issuance. Through transparent and complete information disclosure, this report presents HwaCom's achievements in the practice of corporate sustainability in 2023.**

## Feedback

HwaCom Systems Inc./Sustainable Development Committee  
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## Message From the Chairman

HwaCom Systems Inc. continues to invest in research and development, aiming to enhance technological innovation capabilities. Our primary research directions include:

1. The development of smart transportation value-added application platforms for the Internet of Vehicles.
2. The development of cybersecurity integration services combined with big data.
3. Use artificial intelligence and big data technology to develop an integrated monitoring platform for smart operation centers in smart cities.
4. Development of 5G-related private network application services.
5. Cybersecurity in industrial Internet of Things (IIoTs).

Looking forward to 2024, HwaCom will continue to focus R&D on becoming a service integrator, combining artificial intelligence, hybrid cloud and big data technologies in the fields of information security, information communication, smart technologies, and media. At the same time, the Company will further strengthen its investment in ESG (Environmental, Social, and Governance) to ensure sustainable excellence.

## Management Policy

1. Focus on business service integration: HwaCom will continue to focus on operation in the fields of information security, information communication, smart technologies and media industries, and combine artificial intelligence, hybrid cloud, and big data technologies to enhance its R&D capabilities and service integration capabilities. At the same time, the Company will integrate environmental protection and social responsibility into the process of business development to ensure the sustainability of business operations.

2. Development and innovation services: HwaCom will develop in five directions, 5G integrated private network application services, information network services, digital multimedia services, integrated information security applications and intelligent services, and gradually transform into a value-added application innovation service integration company. In doing so, the Company will pay special attention to ESG and develop innovative services with environmental benefits and social value.
3. Promote digital transformation: HwaCom will establish a service integrator with comprehensive solutions by adjusting internal organization and connecting external resources, combined with technology integration capabilities and software research and development. The Company will use ESG standards as a guide to drive digital transformation and improve the sustainability and transparency of operations.
4. Strengthen brand marketing: HwaCom will commit to establishing a good brand image and enhance customer recognition and trust in the Company's brand through brand value promotion. The Company will integrate ESG values into brand marketing to enhance the Company's image in environmental protection, social responsibility, and corporate governance.
5. Fulfill corporate social responsibility: HwaCom will actively participate in social welfare activities and fulfill corporate social responsibility by combining partner and customer resources. In response to major ESG issues, the Company will shoulder corporate responsibilities and show due diligence. The Company will pay special attention to environmental protection, social welfare, and corporate governance to create long-term value.

### Future development strategy

1. Promote digital transformation: Promote digital transformation and cloud IoT value-added services and ensure compliance with ESG standards in the digital process.
2. Establish an infrastructure team: Establish an infrastructure team for intelligence, information, communication, Internet of Things (IoT), and information security services, and integrate the principles of sustainable development.
3. Strengthen industry chain partnerships: Continue to invest in research and development, formulate marketing and sales promotion plans, and work with industry chain partners to promote ESG goals.

4. Develop innovative service platforms: Develop shared innovation services and application platforms such as cloud Internet of Things, information security, and big data for smart city governance, and ensure the positive impact of these services on the environment and society.

### External Environmental Influences

In response to future market competition and the impact of the COVID-19 pandemic, the Company will strengthen its structure, financial position, performance, and technology and improve service quality to gain customer trust and win projects. We will always adhere to ESG principles in these processes to ensure the long-term sustainable development of the Company.

Thank you to shareholders, customers, partners and all employees who have long supported the Company, the Company will continue to work hard to create greater value and achieve the goal of sustainable development. The Company looks forward to making even greater progress in all aspects of ESG and delivering better results in the coming year.

Best wishes,

Good health to your family,

Gary Chen

Chairman



## Organization

HwaCom was established in 1994 and is headquartered in Hsi-Chih District, New Taipei City. Listed on the OTC market in 2002, it is the only broadband application integration service provider in Taiwan that combines the four major industries of information, networking, telecommunications, and media. In addition, HwaCom has offices in Zhongli, Hsinchu, Taichung, Kaohsiung, Hualien, Tainan, and Taitung, to provide customers with excellent service.

HwaCom is committed to building an infrastructure team for future 5G application services in information and communication technology, smart applications, information security, and media, and promoting digital transformation and value-added services for the Internet of Things. The Company continues to strengthen industry chain partnerships, invest in research and development of niche products and services, assist customers in building cloud services, remote services, and contactless services, and establish shared innovative services and application platforms.

Company Info	HwaCom Systems Inc.
HQ Address	11 Fl., No.108, Sec. 1, Hsin-Tai-Wu Rd., Hsi-Chih Dist., New Taipei
Established	May 4, 1994
No. of employees	759 (as of December 31, 2023)
Capital	NT\$1.338 billion
2023 Annual Revenue (Consolidated)	NT\$5.253 billion
Business	Integrated telecom application services, information network services, digital media services (IPTV), information security integration, intelligent city management
Management system	The company has passed 2023 ISO27001 and ISO27701 certifications



Primary customer demographics include major domestic telecommunications companies, cable TV operators, central, county, and municipal governments, science and technology industries, military and police, and other important customers. Since these large customers are at the forefront of industrial requirements, the company must continuously create the latest solutions to help these customers develop and advance rapidly.



## Business Philosophy

Continue to focus on the industry of value-added services in information and communication applications: strengthen the implementation of integrated and R&D capabilities.

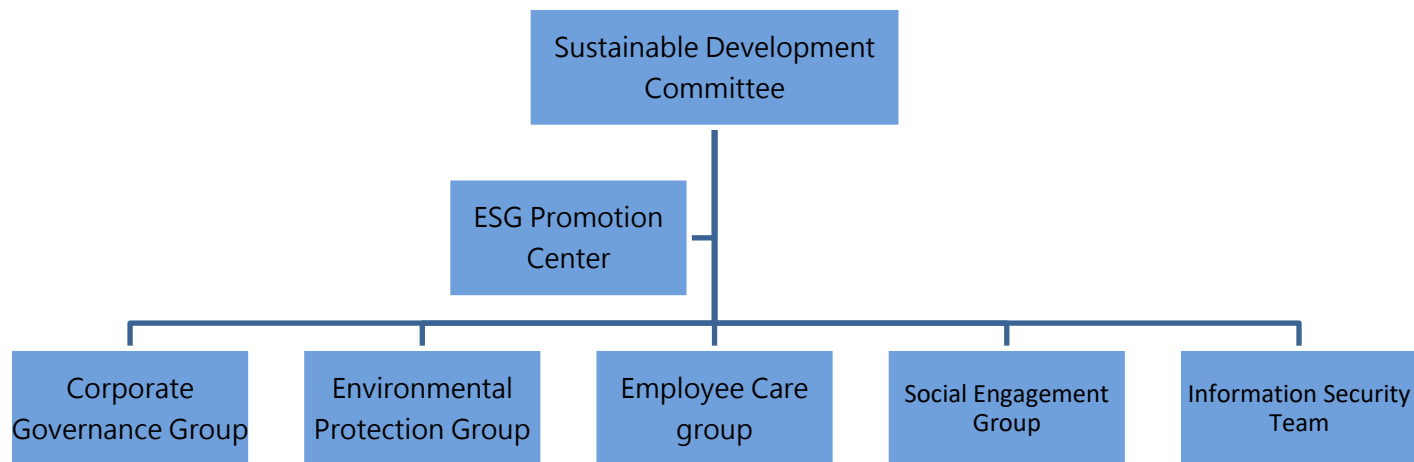
Innovative services: looking forward to future development trends in next generation network technology and market diversification, the Company will continue to develop in the four major fields of information and communication, digital media, smart applications, and information security, and transform into a network application innovation and integration service company to meet the needs of customers and establish core values.

Sound organization: develop into a customer-oriented organizational structure, and implement the management targets of centralized accountability based on technical expertise.

Corporate image as a member of society: in line with the concept of giving back to society what was taken from society and combined with the resources of partners and customers, we actively participate in social welfare activities, fulfill the obligations of citizens, and create a corporate image of caring.

HwaCom established a sustainable development committee in 2023 to comply with government laws and regulations and in response to the requirements of the social environment for the sustainable operation of enterprises. The committee inherits the work of the CSR Promotion Group and maximizes CSR functionality.

## Sustainable governance structure



## Operational Performance

Item	Annual	2023	2022	Increase (Decrease) %
Revenue/Expenditures	Operating income	5,252,732	6,094,449	-13.81
	Operating gross profit	1,070,027	1,224,102	-12.59
	Business interest	13,688	117,540	-88.35
	Non-operating income and expenses	57,452	46,080	24.68
Profitability	Return on assets	1.10%	2.54%	-56.69
	Return on shareholders' equity	2.46%	6.24%	-60.58
	Pre-tax net profit to paid-in capital ratio	5.04%	12.23%	-58.79
	Net profit margin	1.10%	2.27%	-51.54
	Earnings per share (NT\$)	0.42	1.06	-60.38
	Net profit after-tax	57,620	138,097	-58.28

HwaCom's net operating income in 2023 was NT\$5,252,732,000, a decrease of 13.81% compared with operating income of NT\$6,094,449,000 in 2022, with a net profit after tax of NT\$57,620,000 and earnings per share of NT\$0.42. The following table shows the analysis of HwaCom's financial income, expenditure, and profitability :

## Sustainable Operation

It has been nearly 30 years since the establishment of HwaCom. However, though the threat of Covid-19 has slowly receded since 2020, the aftermath of the pandemic still reverberates as the virus continues affecting the economy. In addition, the global economy has been facing different black swan threats due to factors such as the Ukraine-Russia war, the Israeli-Hamas war, inflation, the Sino-US trade war, climate change, and geopolitics, which have had a profound impact on established lifestyles. Whether it is the operation of government or private enterprises, the daily work of ordinary people, or the way students learn, there have been major changes. Whether it is work, meetings, teaching, or medical consultation, past face-to-face interaction has been replaced with "remote" and "network" communication.

HwaCom will bolster ESG efforts with sustainable management, especially implementing remote and network applications to meet future challenges, achieve sustainable development, and use remote and network technology to reduce greenhouse gas emissions and achieve the goal of corporate sustainable operation.

In the future, the business policy of HwaCom is as follows:

1. Focus on 'service integrators' in the information security, information communication, intelligent, and media industries, and combine artificial intelligence, hybrid cloud, big data, and service integration R&D capabilities to improve resource utilization efficiency and reduce environmental impact.
2. Develop innovative services, adapt to the Internet of Things and mobile market, promote 5G private networks, information networks, digital multimedia, information security integration and intelligent services, transform into a value-added application innovation service integration organization, and improve the sustainability of technologies and services.



3. Promote digital transformation, integrate internal and external resources, and provide complete solutions through technology integration, software research and development, and digital platforms to achieve optimal allocation of resources and sustainable development.
4. Strengthen brand marketing, enhance customer recognition and trust, emphasize the company's environmental, social, and governance commitments, and enhance the brand's ESG image.
5. Fulfill corporate social responsibilities, combine the resources of partners and customers, actively participate in public welfare activities, assume ESG responsibilities, and promote environmental protection and social welfare ◦

## **Material Management Policy**

### **(1) Business policy :**

1. The Company will continue to play the role of a service integrator, deeply cultivate industries such as information security, information communication, AI and digital media, and provide high-quality integrated solutions by combining advanced technologies such as artificial intelligence, hybrid cloud and big data analysis.
2. Develop innovative services to meet market demands. In response to the diversified development trend of the Internet of Things, 5G and mobility, the Company will focus on five major areas: 5G private network application, high-speed network, digital media, information security integration and intelligent services, and gradually transform into a value-added application innovation service integration organization to meet customer needs and establish core values.
3. Comprehensively promote digital transformation, adjust internal structure, connect external resources, and become a service integrator that provides complete solutions through technology integration, software R&D promotion, project management, and digital service platforms.

4. Strengthen brand marketing, establish a good corporate image, effectively convey brand value, enhance customer recognition and trust in the brand, and establish a leading position in the market.
5. Fulfill social responsibility, in line with the social concept of giving back to the society, combining partner and customer resources, and actively participate in public welfare activities. At the same time, focus on ESG issues, do the Company's part for social welfare, and shoulder corporate responsibility.

## **(2) Production and marketing policy:**

1. Comprehensively enhance profitability, strengthen management of large-scale projects, shorten the process of preliminary testing, and reduce operating costs.
2. Enhance sales capabilities, shift from the past product sales to a customer-oriented solution sales model, and achieve the goal of becoming a broadband application service integrator.
3. Based on existing business, strengthen the sales and promotion of value-added integration of cloud IoT applications and information security integration services.
4. Promote the strategy of upstream profit generation and downstream cost reduction. Priority should be given to cultivating internal talent and employee welfare and reward measures should be established and improved.
5. Continue to establish various internal information exchange platforms to improve work performance and strengthen execution and planning capabilities.

HwaCom will uphold the concepts of innovation, integration, and transformation, focus on the role of service integrator, develop emerging technology services, expand business opportunities in 5G, network, media, information security, and intelligence, promote digital transformation and brand marketing, and enhance competitiveness while focusing on ESG and giving back to society with partners. The Company will strengthen project management and sales, expand its program business, control costs, cultivate talent, improve operational efficiency, and ensure sustainable development.

## Short, Medium, and Long-term Goals

Looking ahead, the markets in the three major areas of IoT, information and communication technology, and mobile applications have shown a trend of diversification. In view of this, HwaCom will focus on the "integration of broadband application value-added services," integrate cutting-edge technologies such as artificial intelligence (AI), Artificial Intelligence of Things (AIoT), and big data, and move towards broadband networking, cloud computing and intelligent networking.

In terms of short-term development strategy, HwaCom will not only act as an agent for several products and provide customers with system integration services, but also devote itself to the development of set-top boxes, intelligent transportation service systems, cloud computing service systems, broadband network management service systems, and other services to enhance its competitiveness in the field of broadband networks. In addition, HwaCom will also strengthen its capabilities in broadband technologies such as FTTx, VDSL, GPON, and NGN to enhance the quality of services such as multimedia audio and video and intelligent transportation service systems.

Due to the rapid rise of technologies related to artificial intelligence and Internet of Things (IoT), HwaCom has formulated long-term plans in these fields. The Company will combine complex modern technologies such as broadband, artificial intelligence, big data analytics, and the Internet of Things (IoT) to control municipal traffic conditions, home security, temperature, humidity, and disaster detection. Data collected through Internet of Things technology is transmitted to monitoring centers through the broadband network and the corresponding decision-making is analyzed using big data and artificial intelligence to give smart city managers a reference for policy implementation.

Looking at medium- to long-term business strategy, HwaCom will make every effort to promote the development of digital transformation and value-added services of the Internet of Things. At the same time, in response to the advent of future 5G communication technology, business scope will also expand to four core areas such as information and communication, intelligent applications, information security, and digital media while building a basic team for application services. The Company will develop innovative services and application platforms such as 5G private networks, AIoT, information security, and smart city big data to provide customers with the best service experience.

In addition to technological development, HwaCom will continue to strengthen its partnerships upstream and downstream of the industrial chain, integrate resources to invest in independent research and development, and develop niche products and services to enhance its industrial competitiveness. In terms of business philosophy, the Company will uphold the spirit of innovation, integration, and transformation, focus on positioning of service integrators, explore emerging technology services, actively expand business opportunities such as 5G, network communications, media,



information security, and smart applications, and promote internal digital transformation, strengthen brand marketing, and enhance core competitiveness.

At the same time, HwaCom will also abide by corporate social responsibility, focus on major ESG issues such as environment, social equity and justice, and good governance, and work with partners to give back to society. In terms of production and sales strategy, the Company will strengthen the sales capabilities of project management and business teams, expand solution and value-added service businesses, implement various cost control measures, give priority to cultivating talent within the organization, establish a sound employee welfare and reward mechanism, and continue to improve internal operational efficiency to ensure the sustainable development of the organization.

## **Future Management Challenges and Solutions**

HwaCom has long focused on the operation of system integration services and has been profitable over the years. However, there remain certain threats at the operational level, related primarily to the following two issues:

(1) The threat of entry of potential competitors into the market: as far as the system integration industry is concerned, the demand for system integration services is increasing due to the continuous innovation of science and technology, the endlessly introduction of new products, and increasing user requirements. Driven by market demand, other telecommunications equipment manufacturers or information integration service providers are likely to try to enter this industry, and once these potential competitors arrive, they will inevitably dilute HwaCom's profitable market share.

In the face of this threat, HwaCom has formulated the following solutions: first, introduce products with well-known brands and maintain a complete product supply chain to provide customers with a highly satisfactory procurement process. Second, actively establish strategic cooperative relations with suppliers, integrate the system efficiency of various branded products, and enhance competitiveness. Third, invest R&D resources, establish a professional technical team, and develop private label products to reinforce the barriers of entry for potential competitors.

(2) Manpower challenges due to the shortage of professional talent: due to disparate specifications and applicable system types of products launched in different generations, it is difficult to recruit professionals with the ability to integrate multiple product systems.

To mitigate the shortage of professional talent, HwaCom has adopted the following solutions: first, actively recruit talent through various channels. In addition to making use of the talent recruitment websites, HwaCom has also established long-term internship partnerships with colleges and universities to cultivate professionals that meet HwaCom requirements. Secondly, nurture professional and technical personnel through internal and external training courses and encourage staff to take professional certification examinations to enhance their core competencies. Third, HwaCom will regularly survey the salary levels of its peers and provide more favorable salary and benefits to retain excellent talent.

In addition to the two aforementioned challenges, HwaCom will continue to face risk factors such as rapid advances in technology, short product life cycles, and diversified customer needs in the process of promoting business development. To ensure sustainable operation, HwaCom will commit to the concepts of innovation, integration, and transformation, actively develop emerging technology services, expand business opportunities in the fields of 5G, network communications, digital media, information security, and smart applications, promote internal digital transformation, strengthen brand marketing, and enhance core competitiveness.

At the same time, HwaCom will also abide by corporate social responsibility, focus on major ESG issues such as environmental protection, social fairness and justice, and good governance, and work with industry partners to give back to society. In terms of product marketing strategy, HwaCom will strengthen the ability of its project management and sales teams, expand the overall solution and value-added service business, implement cost control measures, give priority to cultivating internal talent, establish a sound employee welfare and reward mechanism, and continue to improve the efficiency of internal operations to ensure the sustainable operation and development of the Company.

## Board of Directors

Title	Nationality or place of registration	Name	Gender	Age	Date elected/apointed	Term	Date of first election	Shares held when elected		No. of shares currently held		Current shares held by spouse and under-age children		Shareholding by nominee arrangement		Education/work experience	Other positions currently held within the Company	Spouse or relatives within second degree of kinship acting as Directors, Supervisors, or other department heads			Note
								Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Chairman	Republic of China	Gary Chen	Male	Above 60	2022.6.23	3	1997.9.8	6,063,097	4.54%	6,063,097	4.30%	0	0%	0	0%	NKUST President of Hand Information Co., Ltd.	President of HWACOM Systems Inc. Representative of Hwakuan Systems Integration Technology (Shanghai) Co., Ltd. Director of Lutain Investment Co., Ltd. Representative of HwaCom Charity Foundation Chairman of S-Link Systems Inc. Director of Tarantula Networks Ltd. Chairman of Family plus technology Inc.	None	None	None	Note 1
Director	Republic of China	Advantech Investment Co., Ltd. Representative: Michael Huang	Male	30-40	2022.6.23 2022.6.23	3	2020.6.24	24,575,000	18.38% 0.00%	24,575,000	17.42% 0.00%	0	0%	0	0%	University of Colorado Denver, MS Finance	Director of International Integrated Systems, Inc. Director of Huan Yan IoT Co., Ltd. Project Manager of Strategic Investment Dept., Advantech Co., Ltd.	None	None	None	



Director	Republic of China	Lutain Investment Co., Ltd. Representative: Alex Yang	Male 50-60	2022.6.23 2022.6.23	3	2022.6.23	3,364,427 30,000	2.52% 0.02%	3,008,427 92,000	2.13% 0.07%	0 0	0% 0%	0 0	0% 0%	Master in Electrical Engineering, NTU IP Network Management, Eastern Media Technology (EMT)	Vice President of HwaCom Systems Inc. Supervisor of S-Link Systems Inc. Director of Family plus technology Inc.	None	None	None
Director	Republic of China	Alex Huang	Male 40-50	2022.6.23	3	2009.6.10	145,975	0.11%	169,975	0.12%	0	0%	0	0%	Master in International Business, NCCU Sales Director of Stream Technologies Inc.	Vice President of HwaCom Systems Inc. Director of Family plus technology Inc.	None	None	None
Director	Republic of China	Ellen Weng	Female 50-60	2022.6.23	3	2019.6.28	10,688	0.01%	34,688	0.02%	0	0%	0	0%	Bachelor in ECS, Feng Chia University Sales Manager of Hand Information Co., Ltd.	Vice President of HwaCom Systems Inc.	None	None	None

Title	Nationality or place of registration	Name	Gender Age	Date elected/appointed	Term	Date of first election	Shares held when elected		No. of shares currently held		Current shares held by spouse and underage children		Shareholding by nominee arrangement		Education/work experience	Other positions currently held within the Company	Spouse or relatives within second degree of kinship acting as Directors, Supervisors, or other department heads			Note
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Independent Director	Republic of China	Jason Lee	Male 50-60	2022.6.23	3	2016.6.21	0	0.00%	0	0.00%	0	0%	0	0%	Master of Business Administration, NTU President of Da Hwa International Securities Investment Consulting Co., Ltd	Member of Remuneration Committee of HwaCom Systems Inc.	None	None	None	

Independent Director	Republic of China	Li Ming-juinn	Male 50~60	2022.6.23	3	2016.6.21	0	0.00%	0	0.00%	0	0%	0	0%	LL.D. at Kyoto University Assistant Professor of Law School, Okayama University Assistant Research Fellow of Institute of International Relations, NCCU	Member of Remuneration Committee of HwaCom Systems Inc. Vice President for R&D at Taiwan Brain Trust	None	None	None
Independent Director	Republic of China	Chorng-Shyong Ong	Male 60~70	2022.6.23	3	2022.6.23	0	0.00%	0	0.00%	0	0%	0	0%	Doctor of Business Administration, NTU Deputy Dean of College of Management, NTU Member of Board of Examiners of Civil Service Examinations	Member of Remuneration Committee of HwaCom Systems Inc. Adjunct Professor of Information Management, NTU	None	None	None
Independent Director	Republic of China	Cllin Lin	Female 60~70	2023.6.30	2	2023.6.30	0	0.00%	0	0.00%	0	0%	0	0%	PhD of Electrical Engineering, NTU Professor of Department of Electronic Engineering Dean of School of Engineering and Management, Huafan University	None	None	None	None

Note 1: To enhance the efficiency of corporate governance and ensure prudent decision-making that aligns with maximizing the Company values, the Chairman concurrently serves as the President. This allows for smoother execution of decisions and reduces the likelihood of making unfavorable choices for the Company.

To reduce the concentration of power in the Chairman-cum-President role, the Company is taking steps this year to amend the articles of Incorporation. These amendments include increasing the number of directors and planning for a certain proportion of independent Directors. The Company aims to maintain the normal functioning of the Board of Directors and mitigate any potential interference.

## Board of Directors Training

Title	Name	Re-quired hours of training	Training unit	Training time	Course name	Hours	Note
Chairman	Gary Chen	6	International Project Management Association (IPMA)	2023/12/27 2023/12/28	Enterprise digital transformation and digital governance Building a succession team and talent development	6	Completed
Director	Ellen Weng	6	Securities & Futures Institute	2023/03/09	The Metaverse and the Future of Cryptocurrency Blockchain How to best realize the profit-promoting functions of the functional committees of the Board of Directors	6	Completed
Director	Alex Huang	6	International Project Management Association (IPMA)	2023/12/27 2023/12/28	Enterprise digital transformation and digital governance Building a succession team and talent development	6	Completed
Repre- sentative of corporate director	Michael Huang	6	Taiwan Institute of Directors Securities & Futures Institute	2023/08/12 2023/11/15	The inheritance strategy of a century-old enterprise 2030/2050 Green Industrial Revolution	6	Completed
Repre- sentative of corporate director	Alex Yang	6	Taiwan Corporate Governance Association Securities & Futures Institute	2023/10/31 2023/11/02	From a business ownership and shareholder perspective The technical development and application opportunities of ChatGPT	6	Completed
Independ- ent Director	Li Ming-juinn	3	Securities & Futures Institute	2023/09/13 2023/09/14	Analysis of key points in Corporate Governance Evaluation that directors and supervisors should pay attention to Practices of the Audit Committee	6	Completed
Independ- ent Director	Jason Lee	6	Taiwan Corporate Governance Association	2023/11/10 2023/11/10	Exploration of Key Issues in the Merger and Acquisition Integration Process Corporate M&A Practice	6	Completed
Independ- ent Director	Chorng-Shyong Ong	6	Taiwan Corporate Governance Association Securities & Futures Institute	2023/08/08 2023/09/26	Legal matters that the Board of Directors should be aware of when supervising enterprises The technical development and application opportunities of ChatGPT	6	Completed
Independ- ent Director	Cllin Lin	6	Taiwan Corporate Governance Association	2023/09/15 2023/11/10	How to enhance the credibility of Corporate Sustainability Report Corporate governance in the United States: Evolution over time and latest developments	6	Completed



## Board of Directors Remunerations

Title	Name	Director's remuneration								Ratio of total compensation (A+B+C+D) to net income		Remuneration for directors who concurrently serve as employees						Percentage of the total sums of A, B, C, D, E, F, and G on the net profit after tax		Compensation from investments other than subsidiaries or the parent company				
		Remuneration (A)		Severance pay and pension (B)		Director's remuneration (C)		Business expenses (D)				Salary, bonuses, and allowances (E)		Severance pay and pension (F)		Employee remuneration (G)								
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	Cash value	Share value	Cash value	Share value		The Company	All companies in the financial statements		
Chairman	Gary Chen	60	60	0	0	955	955	5	5	1,020	1,020	8,495	8,495	0	0	0	0	0	0	9,515	9,515	16.51%	16.51%	None
Board Director	Advanced-tech Investment Co., Ltd.	60	60	0	0	180	180	6	6	246	246	0	0	0	0	0	0	0	0	246	246	0.43%	0.43%	None
Board Director	Lutain Investment Co., Ltd.	60	60	0	0	180	180	4	4	244	244	0	0	0	0	0	0	0	0	244	244	0.42%	0.42%	None

Board Director	Ellen Weng	60	60	0	0	180	180	4	4	244 0.42%	244 0.42%	7,464	7,464	0	0	38	0	0	0	7,746 13.44%	7,746 13.44%	None
Board Director	Madmond Kuan	20	20	0	0	180	180	1	1	201 0.35%	201 0.35%	1,208	1,208	0	0	127	0	0	0	1,536 2.67%	1,536 2.67%	None
Board Director	Alex Huang	60	60	0	0	180	180	3	3	243 0.42%	243 0.42%	6,028	6,208	0	0	0	0	0	0	6,271 10.88%	6,271 10.88%	None
Independent Director	Jason Lee	540	540	0	0	0	0	28	28	568 0.99%	568 0.99%	0	0	0	0	0	0	0	0	568 0.99%	568 0.99%	None
Independent Director	Li Ming-juinn	540	540	0	0	0	0	22	22	562 0.98%	562 0.98%	0	0	0	0	0	0	0	0	562 0.98%	562 0.98%	None
Independent Director	Chorng-Shyong Ong	600	600	0	0	0	0	28	28	628 1.09%	628 1.09%	0	0	0	0	0	0	0	0	628 1.09%	628 1.09%	None
Independent Director	Cllin Lin	210	210	0	0	0	0	4	4	214 0.37%	214 0.37%	0	0	0	0	0	0	0	0	214 0.37%	214 0.37%	None

Please describe the policy, system, standards and structure of the compensation of the Independent Directors and explain the relevance of the amount of remuneration paid to them based on factors such as responsibility, risk and time commitment:

In accordance with the Company's Remuneration Committee Charter, the Remuneration Committee, is responsible for establishing and periodically reviewing policies, systems, standards, and structures related to the evaluation of directors and managers' performance and compensation. Recommendations regarding director's remunerations are submitted to the Board of Directors for discussion and are limited to those specified in the Company's Articles of Incorporation or authorized by the Shareholders' Meeting for the Board to execute through a resolution. According to the Company's Articles of Incorporation, the remuneration of the Chairman and directors is determined by the Board of Directors, considering their level of involvement and contribution in the Company's operations while also in reference to domestic and international industry standards. In the event of annual profits, the Board of Directors may allocate no more than one percent of the profit as remuneration to directors in a resolution from the Board meeting, while proposals for employee remuneration and director remuneration should also be reported to the Shareholders' Meeting. However, an amount shall be set aside in advance to compensate for cumulative losses, if any, before employee and director remuneration could be allocated according to the aforementioned ratio.

Except as disclosed above, remuneration received by directors in the most recent year for services rendered to all companies in the financial statement (e.g. acting as a non-employee consultant to parent company/all companies in the financial statements/investees): None.

## Internal Management System

HwaCom has established an accounting and internal management system in accordance with laws and regulations and has established an audit office reporting to the Board of Directors, with a supervisor and an auditor. The primary functions of internal audits are as follows: 1. Supervise all divisions in formulating internal managements systems and their implementation. 2. Perform audit operations, report audit results, and track deficiencies. 3. Review the self-assessments of each division and subsidiary. 4. Handle employee and vendor complaints and other matters to be carried out in accordance with laws and regulations.

The Audit Office of the Company is directly subordinate to the Board of Directors and the audit subjects include the Company and its subsidiaries with audit scope covering all financial, business, and other operational and management functions, divided into ten rounds of audits in accordance with the law. The audit methodology primarily involves carrying out routine audits according to the annual audit plan and to carrying out project audits as necessary, to identify possible deficiencies in the internal management system in a timely manner and put forward suggestions for improvement. After completion of the audit, the audit office will issue an audit report and submit it to the Chairman of the Board, and the audit supervisor will regularly report implementation status and results to the Board of Directors in the spirit of sound corporate governance.

## Communication of Important Matters

To enhance the transparency of business information, the Company discloses major event information in real time through the Company's official website and the Market Observation Post System (code: 6163) to ensure the rights and interests of stakeholders. The following is a list of relevant information related to major company developments in 2023 :

Date	Announcement/Development
2023.01.03	Intelligent machinery is ushering in the trend of digital transformation, and 5G AIoT software and hardware solutions are the key to success
2023.02.02	HwaCom awarded a "Grade A" in the 2022 Information Security Service Provider Evaluation "Penetration Testing" 2023.06.15
2023.09.27	HwaCom joins Malaysia 2023 Smart Nation
2023.11.03	MT.DADU partners with HwaCom to lead the digital transformation of the manufacturing industry
2023.11.06-10	The 2023 OmniAir Taipei PlugFest brings together HwaCom and the world's top manufacturers to hold seminars and promote exchange and technology sharing

### Audit Committee

To improve the oversight responsibilities of the Board of Directors, the Company has established an "Audit Committee" which met five times in 2023 convened by four independent directors, at least one of whom has accounting and financial expertise. Certified public accountants reported the results of the audit or review of the financial statements and other legal matters at the quarterly meeting, with no special circumstances in 2023, while audit committee communicated well with the accountants.

### Remuneration Committee

The Company's Remuneration Committee is composed of three independent directors and met three times in 2023. The Committee is responsible for setting and reviewing the performance targets and remuneration policies of directors and senior managers, evaluating their performance, and determining the content and amount of remuneration.



## Risk Management

In terms of risk management, the Company formulates various internal regulations in accordance with the law and conducts various risk management and evaluations in accordance with the law with implementation status as follows:

The Company has formulated risk management policies: (1) To promote a risk-management-oriented business model, (2) establish a risk management mechanism for early identification, accurate measurement, effective supervision and strict control, (3) establish a company-wide risk management system to control risks within an acceptable or manageable range, (4) introduce best risk management practices and achieve continuous improvement. The Company's risk issues and management structure :

Significant risk items	Level one management mechanism Risk management authority	Level one management mechanism Risk review mechanism	Supreme decision-making and oversight mechanism
Operational risk	Divisions, technical support units	Business development management committee	The highest decision-making mechanism : Board of Directors  Supervision mechanism : Audit Office
Technological and industrial changes	Marketing unit, technical support unit		
Information security risks	IT unit		
Market risk			
Competitor activity	Marketing unit, technical support unit		
Development of new services			
Policy and compliance with laws and regulations	Office of the President		
Corporate image management	Marketing unit		
Investment, reinvestment	Financial unit		
Employee safety, employee conduct, ethics and conduct	Administrative unit		
Interest rates, exchange rates, and financial risks	Financial unit		
Lending funds, endorsements, derivatives, and fund management	Financial unit		
Financial reporting	Accounting unit		
Litigation and non-litigation	Legal-related units		
Changes in the equity of directors, supervisors, and major shareholders	Investor relations unit		

## Information Security and Privacy Protection

### Information security governance organization and information security organizational structure

In order to improve HwaCom's overall information and personal information security and link HwaCom with an internal control mechanism, HwaCom established the Information Security and Personal Data Protection Committee (hereinafter referred to as the Committee) in July 2020, demonstrating that HwaCom attaches great importance to and supports information security and personal information protection and its commitment to the continuous improvement of its information security and personal information management system.



- The Committee: grouped according to task with one Chief Information Security Officer/Chief Personal Data Protection Officer (hereinafter referred to as the Chief Information Security Officer), a position held concurrently by the President with level one supervisors of each division serve as members.

Chief Information Security Officer: office held by President or authorized officer.

- Committee Members: level one supervisors of each division of the Group serve as members.

- Management Representative: A level one supervisor appointed by the Chief Information Security Officer.

- Management System Team: composed of personnel appointed by the management representative.

- Risk Management Team: composed of personnel appointed by the management representative.

- Incident Response & Operational Continuity Team: composed of personnel appointed by the management

representative.

- Audit Team: composed of personnel with audit functions appointed by the Committee.
- Information security personnel of each division: composed of personnel appointed by each division.

### **Information Security Management Strategy, Risk Management, and Continuous Improvement Framework**

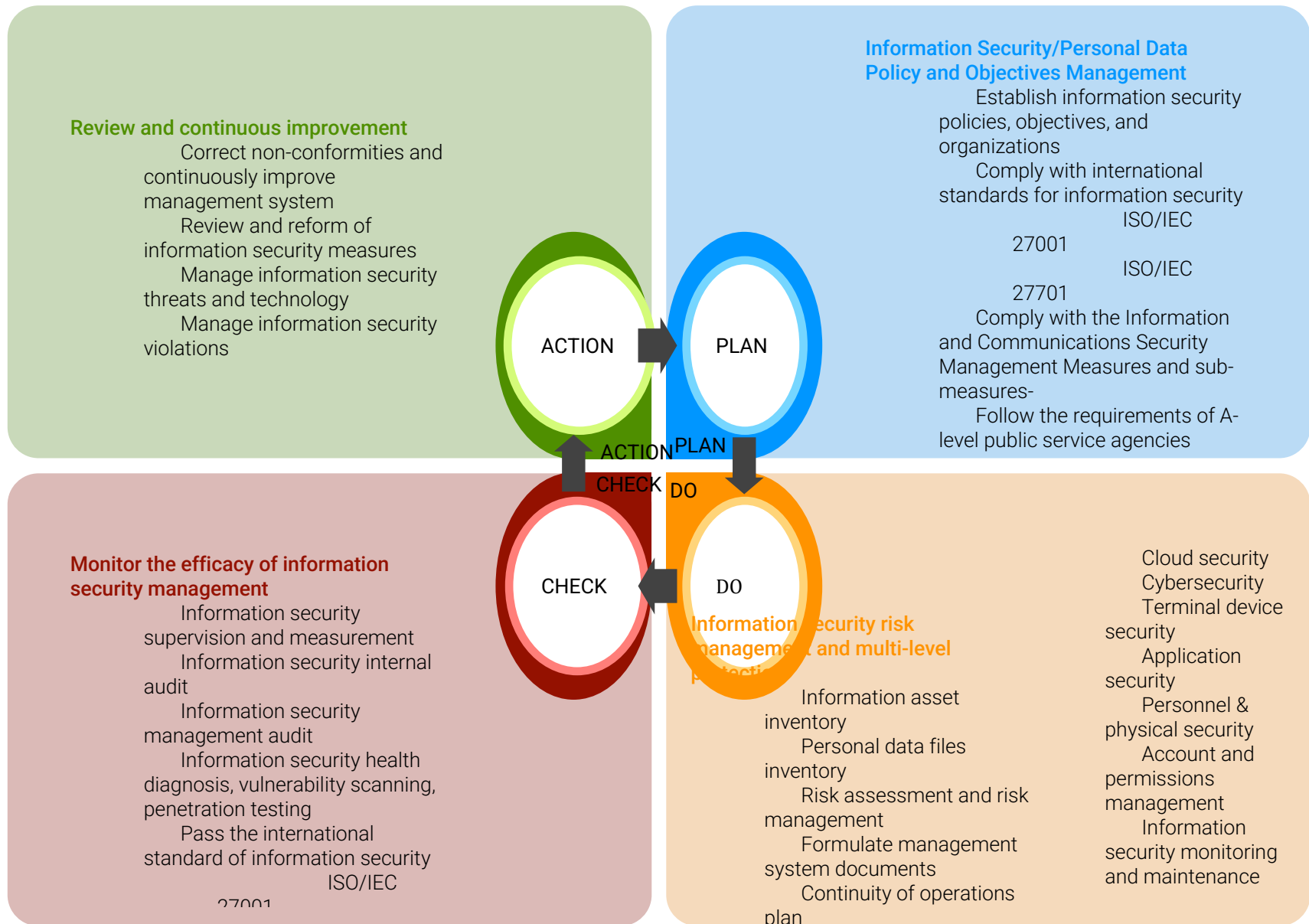
HwaCom has formulated the "Information Security and Personal Data Protection Policy" in order to strengthen the management of information security and personal data protection, ensure the confidentiality, integrity, availability, and compliance of the information assets (including personal data) of the Group and relevant stakeholders such as customers, provide an information environment for the continuous operation of the Group's various businesses, comply with the requirements of laws and regulations related to information security and relevant to the personal data protection of customer contracts, and avoid deliberate or accidental threats from internal and external risks.

A policy statement has been formulated that is simple, easy to remember, and in line with the objectives of information security and personal information management to emphasize HwaCom's commitment to personal information protection and information security management: "Implementing information security and personal data protection is your responsibility."

HwaCom's information security and personal information protection policy develops, maintains, and continuously improves the company's information security management system in a cycle of "planning-execution-inspection-action" to ensure the confidentiality, integrity, availability, and compliance of important information assets. The Company has also specifically formulated the "Information and Communications Security



Maintenance Plan" and "Personal Data Security Maintenance Plan."



### Third-Party Verification

The company is ISO/IEC 27001 (TAF) and ISO/IEC 27701 certified and continues to improve the level of its certification. Certificates are valid from August 27, 2023 to October 31, 2025, and verification renewal certification completed in 2023 remains valid.




## Certificate of Registration

INFORMATION SECURITY MANAGEMENT SYSTEM - ISO/IEC 27001:2022

This is to certify that: HwaCom Systems Inc,  
12F,  
No. 98, Sec. 1, Xintai 5th Rd.  
Xizhi Dist.  
New Taipei City  
221411  
Taiwan

Holds Certificate No: **IS 730840**

and operates an Information Security Management System which complies with the requirements of ISO/IEC 27001:2022 (CNS 27001) for the following scope:

The provision of all business activities, and the development, operation and maintenance of information systems, and management of network infrastructure, server room and related supporting activities.  
This is in accordance with the Statement of Applicability, 921M04, version A3 dated 7 June 2024.

For and on behalf of BSI Taiwan:



Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2020-08-27  
Latest Revision Date: 2024-08-23

Effective Date: 2023-08-27  
Expiry Date: 2026-08-26

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Printed copies can be validated at [www.bsi-global.com/ClientDirectory](https://www.bsi-global.com/ClientDirectory) or telephone +886 (02)2656-0333.

Taiwan Headquarters: 2nd Floor, No. 37, Ji-Hu Rd., Nei-Hu Dist., Taipei 114, Taiwan, R.O.C.  
A Member of the BSI Group of Companies.




## Certificate of Registration

PRIVACY INFORMATION MANAGEMENT SYSTEM - ISO/IEC 27701:2019

This is to certify that: HwaCom Systems Inc,  
12F,  
No. 98, Sec. 1, Xintai 5th Rd.  
Xizhi Dist.  
New Taipei City  
221411  
Taiwan

Holds Certificate No: **PM 730842**

and operates a Privacy Information Management System which complies with the requirements of ISO/IEC 27701:2019 for the following scope:

ISO/IEC 27001 Certificate Number: IS 730840.  
The provision of all business activities, and the development, operation and maintenance of information systems, and management of network infrastructure, server room and related supporting activities for PII controller and PII processor.  
This is in accordance with the Statement of Applicability, 921M04, version A3 dated 7 June 2024.

For and on behalf of BSI:



Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2020-09-02  
Latest Revision Date: 2024-08-23

Effective Date: 2023-08-27  
Expiry Date: 2026-08-26

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A Member of the BSI Group of Companies.

## Talent Development, Training Structure, and Performance

Talent cultivation and training is the top priority of the Company. Only through comprehensive training can employees develop the Company's strategy and performance to the highest degree, so the company spares no effort in investing in talent cultivation. In 2023, the company invested the following resources in this regard :

Total resources invested:

In 2023, the Company logged a total of 24,602 of education and training hours (including internal and external training), with an education and training expenditure of approximately NT\$2.62 million (including internal and external training). The establishment of a talent pyramid is a long-term project to achieve sustainable operation and business development.

1. From the end of 2022 to the beginning of 2023, the Company conducted its first talent review to confirm the positioning and readiness of talent. Key talent accounts for 12.3% of the Company's overall headcount.
2. Implement semi-annual reviews of the status of the talent pool and pyramid development: in 2023, the number of key talent will account for 12.4% of the company's total headcount.
3. Follow up on talent cultivation after each talent inventory: the IDP (Individual Development Plan) and mentorship system were introduced in the first half of 2023, focusing on the development of non-professional skills. The completion and implementation of the IDP plan will affect up to 50% of colleagues in the first half of the year and will continue to care for and assist colleagues in the second half of the year with and more than 90% of colleagues experiencing the plan by the end of 2023.

The company's human resources development unit has invested the following resources and planning according to select periodization including the integration of education and training at the beginning of the year (January to June), compulsory courses for new employees, and training camps for new employees.

1. Construction of education and training infrastructure in 2023H1
  - ◆ Planned and established a training quality management system including textbook review procedures, standardized textbook structures, standardized questionnaire items, and standardized test formats.

- ◆ Planned and established forms related to training quality including education and training application form, training requirements analysis form, textbook review form, digital course review form, etc.
  - ◆ Starting from 2023, all education and training courses will be subject to post-completion satisfaction surveys. Course feedback and suggestions obtained from the survey will be fed back to lecturers and training units in a timely manner and the relevant system of education and training will be continuously optimized.
2. The Company established compulsory online courses and a learning map for new employees in 2023H1.
- ◆ Specific actions include removing and revising outdated courses and poor-quality videos, optimizing the accuracy and completeness of courses, turning teaching videos into micro-courses (in case of long films, topics were categorized, cutting films to < 30 minutes), simplifying the learning evaluation mechanism, and incorporating digital courses on the prevention of sexual harassment.
  - ◆ Establish a learning map for new employees for the first month, second month, and third month of employment and guiding new employees in completing the plan step by step and in an orderly manner.
  - ◆ All required online courses for new employees were subject to after-class satisfaction surveys with an average satisfaction score of 4.8 for courses in 2023. Whether courses were completed is linked to the probationary period evaluation and, if there is an abnormality, the new employee is contacted, and help provided to overcome potential problems and ensure that the new employee completes all learning activities.
3. Gradually optimize the Newcomer Training Camp (hereinafter referred to as the New Training Camp) and its benefits (quarterly training, all day in-person 8-hour courses) in 2023.
- ◆ The purpose of the New Training Camp is to strengthen new employees' identification with the company and promote the interaction and communication of new employees in the northern, central, and southern areas.
  - ◆ Specific actions include removing routine administrative education (integrated into compulsory online courses for new recruits), structuring the curriculum to clarify themes including fire safety training (occupational safety and health training for workers), incorporating conceptual and cultural experience activities, and designing interactive mechanisms and awards.
  - ◆ The four New Training Camps held in 2023 achieved an average satisfaction score of 4.9.



- ◆ The project completion report is implemented after each New Training Camp. In addition to recording the number of absences and questionnaire satisfaction statistics, the final report also summarizes the key points of course implementation and puts forward observations and suggestions for improvement in each class to be carried forward into course implementation. For example, team roles and division of labor, check-in process, lecturer sequence, and other related measures in line with the PDCA principle of continuous improvement.

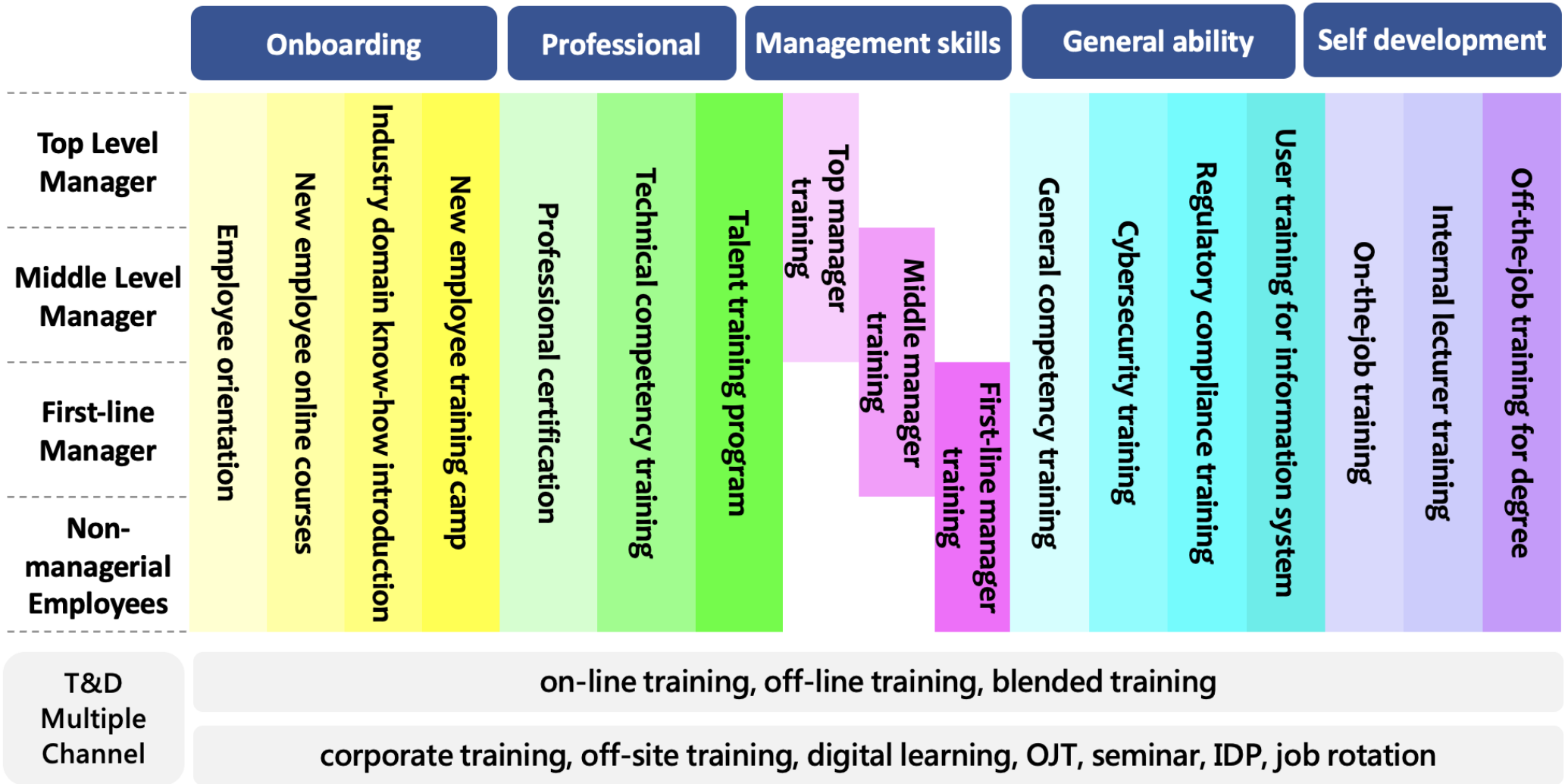
In the middle part of the year (July to December), the department began carrying out supervisor training, general technical training for new employees, and project manager (PM) personnel training

1. In mid-2023, the Company started planning a learning map for management functions and promoted supervisor training.
  - ◆ Hierarchical and ordered learning (senior, middle, and frontline supervisors, as well as supervisor candidates): supervisors and colleagues who assist in the development of management positions are afforded the opportunity to learn the knowledge and skills required for management positions at all levels. Supervisor training is also established as an interaction communication channel for the company to align management's suppositions and language.
  - ◆ Senior management training was first held in July 2023 with a satisfaction score of 4.8. Middle/frontline management training first launched in September 2023 with a satisfaction score of 4.8/4.8, respectively. Classes emphasize group discussions, activities, and discussions on how to apply what was learned to the workplace.
  - ◆ Held in every quarter, as of 2023Q4, the average satisfaction score of management training courses was 4.7.
  - ◆ Each course implementation is accompanied by a course completion report. In addition to recording the number of absences and questionnaire satisfaction statistics, the final report also summarizes the key points of course implementation and puts forward observations and suggestions for improvement in each class to be carried forward into course implementation. For example, team roles and division of labor, check-in process, lecturer sequence, and other related measures in line with the PDCA principle of continuous improvement.
  
2. In mid-2023, the Company started planning general technical training for new employees.

- ◆ The purpose of this training is to accelerate the acquisition of technical knowledge in key areas of the company and simultaneously understand the characteristics and operations of the company's five major technical units. In addition to accelerating the identification of the Company's technical content and the operation of each division and reducing communication costs, this training also increases new employees' affinity to the Company and sense of belonging.
  - ◆ The first course was held in September 2023, continuing once a month, with 4~5 hours of in-person classes throughout the day. As of December 2023, average satisfaction score was 4.9.
  - ◆ Each course implementation is accompanied by a course completion report. In addition to recording the number of absences and questionnaire satisfaction statistics, the final report also summarizes the key points of course implementation and puts forward observations and suggestions for improvement in each class to be carried forward into course implementation. For example, team roles and division of labor, check-in process, lecturer sequence, and other related measures in line with the PDCA principle of continuous improvement.
3. In 2023, the Company started planning PM talent training.
- ◆ Due to the Company's transformation to "customer-centric service," the Company has communicated with the supervisors and colleagues of each division to understand and collect PM management issues and challenges since 2022, as well as the expectations of each division for the role of PM, PM performance, and ability.
  - ◆ PM's organizational planning and professional ability development was launched starting from mid-2023. The PM training program was launched in September 2023, focusing on four functions: project management, communication and coordination, critical thinking, and planning copywriting, and three areas of knowledge: PM, finance, and legal affairs.
  - ◆ A total of five vocational training sessions, three workshops, and one summary session were held with an average satisfaction score of 4.75.
  - ◆ Each course implementation is accompanied by a course completion report. In addition to recording the number of absences and questionnaire satisfaction statistics, the final report also summarizes the key points of course implementation and puts forward observations and suggestions for improvement in each class to be carried forward into course implementation. For example, team roles and division of labor, check-in process, lecturer sequence, and other related measures in line with the PDCA principle of continuous improvement.

After the Company's efforts in 2023, a blueprint of HwaCom's training and development system was established at the end of 2023.

# HwaCom Training & Development System

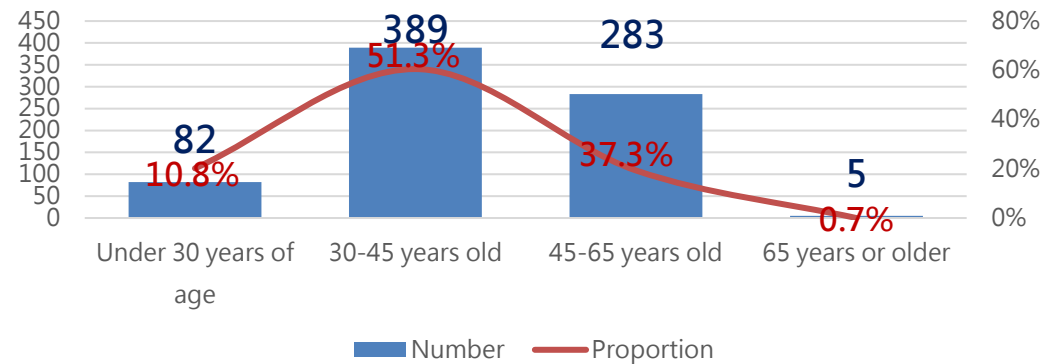


## Talent Acquisition

### Structure of human resources

By the end of 2023, there were 759 full-time employees at HwaCom.

1. Age distribution  
82 (10.8%) under 30 years old, 389 (51.3%) aged 30-45 years, 283 (37.3%) aged 45-65 years, and 5 (0.7%) over 65 years old. Average age is 41.7 years
2. Gender ratio  
71.3% male employees and 28.7% female employees



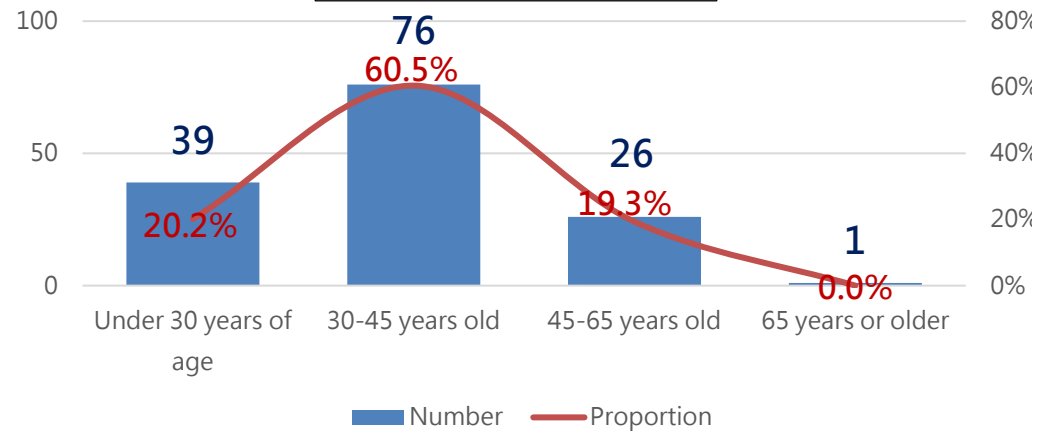
### Talent acquisition & retention

All employees are recruited based on merit and morality, regardless of gender, race, culture, political party, age, religion, nationality, etc., and are recruited through a fair selection process. The Company does not employ child labor. The Company provides employment opportunities for diverse talent and provides suitable job opportunities for people with disabilities, indigenous people, and middle-aged and elderly workers.

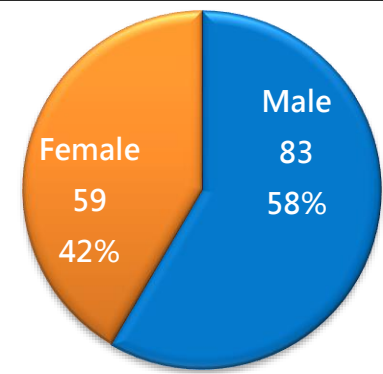
New recruits: in 2023, a total of 142 new employees joined HwaCom, with an average age of 36.9 and a 58% male to 42% female ratio.



New recruit age distribution

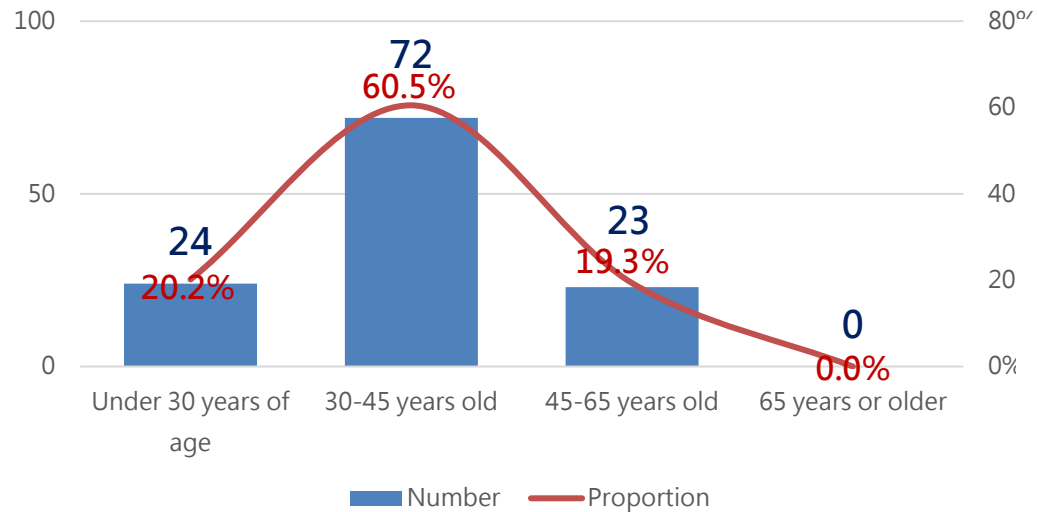


Gender analysis of new

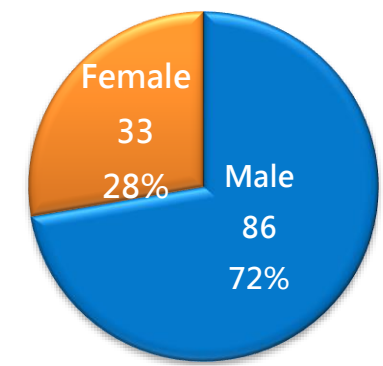


In 2023, a total of 119 full-time HwaCom employees left the company, In 2023, a total of 119 full-time HwaCom Employees left the company, with a turnover rate of 15.6%, an average age of 38.4 years, and 72% male to 28% female ratio.

Age analysis of departing



Gender ratio of departing staff



### Diversity and common prosperity

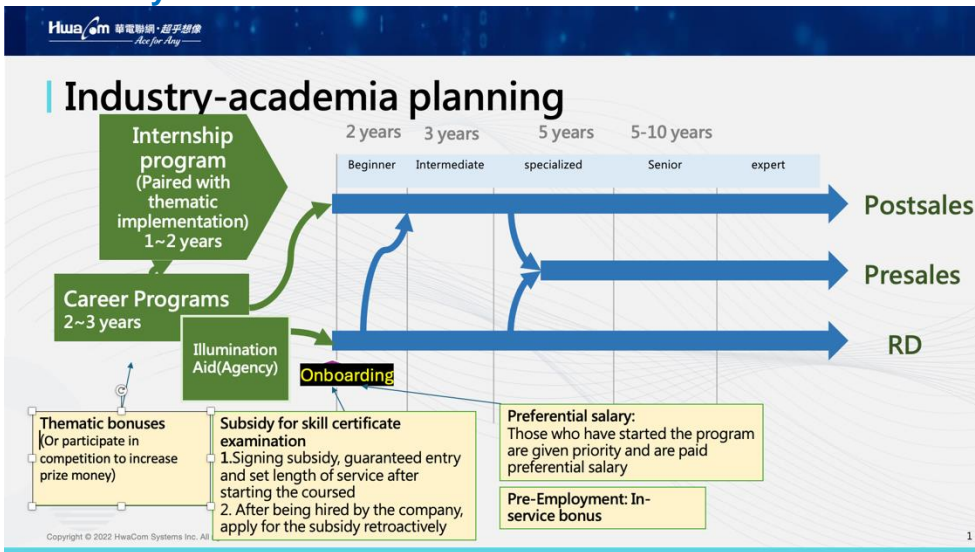
In accordance with HwaCom’s human rights policy, HwaCom is committed to providing a fair working environment with no unfair or differential treatment based on gender, race, socio-economic status, nationality, age, marital status, family status, language, religion, political party, appearance and height, physical and mental disabilities, etc.

In terms of talent recruitment, the employment ratio of people with disabilities and indigenous people in 2023 reached 2.4% of the company's total number of employees and has remained above 2.3% in the past three years. The gender ratio of new recruits was 58% male: 42% female. In the past three years, the gender ratio of male to female recruits was 64% male to 36% female, trending obviously towards balance. In 2023, 38% of employees were middle-aged or older (45 years old) and 20% of new employees were middle-aged or older.

Proportion of people with disabilities and indigenous people employed in the past 3 years

Annual		2021	2022	2023
Total number of people		722	745	755
Employment with a disability	Number	10	8	10
	%	1.4	1.1	1.3
Indigenous	Number	7	9	8
	%	1.0	1.2	1.1

## Industry-academia collaboration and cultivation of new talent



In order to cultivate talent and establish a good environment for the effective integration of industry and academia as a developmental guide and workplace support for young students, HwaCom collaborates with colleges and universities through an annual memorandum of understanding to carry out internship cooperation with a total of 5 interns in 2023, who will be transferred to full-time positions or graduate school after graduation. In 2024, the internship program will be expanded to 12 students. At the same time, career lectures, campus talent fairs and company introductions are held to expand students' understanding of HwaCom and prepare them for the industry.

## Human rights protection and employee welfare Implement gender equality and maternity safeguards :

HwaCom has formulated "Sexual Harassment Prevention and Control Measures" and set up a complaint mailbox and hotline handled by dedicated personnel. Sexual harassment prevention and control courses are regularly held and listed as compulsory courses for new employees to create a zero-sexual harassment working environment at HwaCom.

Family stability is the basis of social stability. HwaCom understands the childcare needs of employees and provides a comprehensive nursery system according to the law. Contracted childcare facilities are available across the entirety of Taiwan (North, Central, and South) and the Company provides annual childcare subsidies. In addition, HwaCom has also created a friendly nursing environment for novice parents with nursing areas equipped with sterilizers and comfortable sofa chairs where mothers can store breast milk in special refrigerators.

In 2023, 6 employees were reinstated from maternity/paternity leave with actual number of reinstated employees reaching 85% of expected reinstatements, showing HwaCom provides a child-friendly working environment.

No.	Item	Male	Female	Sub-total
A	Number of eligible applicants for parental leave in 2023	41	15	56
B	The actual number of people who applied for childcare in 2023	3	3	6
C	The number of people who should be reinstated in 2023	2	4	6
D	The actual number of people who will be reinstated in 2023	1	4	5
E	Number of reinstated childcare workers in 2023	0	0	0
F	In 2022, the number of people who returned to work for one year and continue to work	0	0	0
G	Return-to-work rate	50%	100%	83%
H	Retention	-	-	-

\* Retention (H) : F/E\*100%

## 2023 Maternity/Paternity Leave Statistics

Notes :

\* Number of eligible applicants for maternity/paternity leave (A): Number of persons who have taken maternity or paternity leave in the past 3 years (2021/1/1-2023/12/31).

\* Return-to-work rate (G) : D/C\*100%



### Focus on employee retirement security:

HwaCom has established a Labor Retirement Reserve Supervision Committee, and the retirement of the Company's personnel shall be handled in accordance with the employee retirement measures promulgated by HwaCom. 2% of monthly salary is deposited into the special account of the Labor Retirement Reserve Fund of the Bank of Taiwan monthly, and the current (2023) reserve amount is approximately NT\$51 million, enough to meet the current retirement needs of relevant employees. For those eligible for the new labor retirement system, HwaCom pays 6% of monthly salary into a special personal account for labor pension established by the Bureau of Labor Insurance.

To enable employees to accumulate retirement security and share in Company profit, HwaCom has set up an employee welfare stock ownership trust system, available to employees employed for more than 3 months. HwaCom provides corresponding allocations according to the monthly investment amount of employees to encourage employees accumulate retirement wealth for the long term.

### Harmonious labor-management relations

**Dedicated organization: organize and set up a sustainable development committee composed of Directors at or above the Vice President level in each department, focusing on issues related to corporate sustainable operation, formulating corporate sustainable development direction, strategies, and goals, and formulating relevant management policies and specific promotion plans. The employee care group formulates and promotes improvement plans for friendly workplace issues.**

#### Smooth employee communication channels

**(1) The organization has set up 3 employee mailboxes, HwaCom- info (2023, 1 email) to provide business opportunities and business offers to employees (with rewards), HwaCom-Talk (2023, 34 emails) to put forward suggestions for company management optimization, and HwaCom-1999 (2023, 0 email) to protect against illegal infringement at the office. On their first day, new recruits are introduced to the various communication channels of the organization, and colleagues are welcome to give feedback at any time.**

#### Seamless Communication Platforms

- HwaCom-Info:

Purpose: To gain market intelligence, business opportunities, and accelerate internal information integration.

Usage: For external activities without a Case Number, after the activity ends email the collected information to [hwacom-info@hwacom.com](mailto:hwacom-info@hwacom.com)

- HwaCom-talk:

Purpose: To improve operation efficiency and optimize internal communication.

Usage: If you have any suggestions to ideas regarding company policies, procedures, or management regulations, email them to [hwacom-talk@hwacom.com](mailto:hwacom-talk@hwacom.com)

#### HwaCom-1999:

Purpose: To prevent and prohibit sexual harassment incidents in the workplace, safeguarding gender equality and personal dignity.

Usage: For complaints related to sexual harassment incidents, dedicated complaints hotline is available. You can also email your complaints to [hwacom-1999@hwacom.com](mailto:hwacom-1999@hwacom.com)



## Focus on a friendly workplace sharing prosperity across all generations

HwaCom offers flexible working hours to ease traffic pressure and help employees balance work and family life. The company provides ergonomic office chairs, laptops, and large-screen monitors, along with a comfortable workspace featuring conference rooms, green areas, and bright lighting to reduce eye strain.

**Senior Employee Recognition:** At the annual year-end banquet, employees with 6, 12, 18, 20, and 25 years of service receive commendations, certificates, and commemorative gold coins. In 2024, a significant portion of long-serving employees—62% (12 years), 100% (18, 20, and 25 years)—will be elderly.

**Performance Reviews:** Supervisors conduct semi-annual evaluations to assess employees' job performance and identify support needs.

**Employee Welfare Visits:** HR teams visit all Taiwan locations biannually to provide support, discuss job satisfaction, and develop improvement plans.

- **Supervisor Interview:**
- **A. The direct supervisor (Supervisor 1) communicates the audit results with colleagues face-to-face after scoring and completing the supervisor's comments and suggestions for the next state of the target. The purpose of the interview is to assist colleagues in their work and career planning and development, and hopefully through two-way communication between supervisors and subordinates, employee performance will be recognized and talent retained. Areas that need to be improved are seen as a group effort. The supervisor should provide necessary assistance, and colleagues can propose projects that require the assistance of the supervisor and the company.**
- **B. When interviewing your supervisor, ask your colleagues to ask the following questions:**
  - a) What is your proudest accomplishment in the past? Why?
  - b) What have you learned over the past few years?
  - c) What's the most frustrating thing about your job?
  - d) If you want to make a change in your work, what's the most important thing you'd like to change?
  - e) The relevance of the individual's work, what's the most important colleague thing you'd like to change?
- **C. When interviewing with colleagues, ask the following topics:**
- **Is the performance of a colleague related to some of his or her own strengths or weaknesses?**
- **What is the real reason for the lack of performance? Is the problem a lack of competence? If ability is insufficient, is it due to personal problems, or is it the result of a lack of training and experience?**
- **Are there any limitations or shortcomings that cannot be changed? Will these shortcomings affect his/her work performance? If these shortcomings are already affecting the team, then you should carefully consider whether there is a need to adjust the content of the work.**
- **Does the colleague have any potential that has not yet been fully realized? How can I help he or she leverage his or her best?**
- **Does the content of the employee's work fully correspond to his/her job description?**

Hold regular labor-management conferences: the Company holds quarterly labor-management meetings, during which extensive communication is conducted, including the company's current manpower situation and turnover status, company policy explanations, and various employee activity plans. Above standard employee insurance: to protect jobs and allow colleagues to work with peace of mind, the Company provides better group insurance solutions than peers in the industry including employer's liability accident insurance for all employees. Each employee also enjoys life insurance, accident insurance (covering living expenses for 2 years), accident medical insurance, and hospitalization medical insurance (including actual payment for wards, surgical expenses, and miscellaneous hospitalization).

Employee satisfaction surveys :

At the end of each year, the Company conducts anonymous employee satisfaction surveys through third-party platforms to understand the working experience of employees through employee feedback and carries out program planning based on feedback every year, not only building a friendly workplace, but also enabling colleagues to fully develop at the Company.

## Occupational health and safety

The Company's top priority for employees at work is safety because employees are the most important asset of the Company. The Company requires the construction team to hold regular work review meetings and, in addition to tracking construction quality, lapses in environmental safety and health must also be reviewed and improvement plans formulated. The purpose of the work review meeting is to allow the construction team to deal with major problems in a timely manner, avoid delays in project progress, and more importantly, track, correct, and prevent risks to employees through a work review of environment, safety, and health. The goal of zero occupational accidents for employees is expected to be achieved through the implementation of the environmental, safety, and health policy, promoting the health and well-being of employees. There were three reports of occupational accident incidents in 2023, which have been properly handled. All employees undergo a health examination at least every two years, with results kept absolutely confidential. The Company closely observes the condition of employees with abnormal health examination results to ensure their health. The company regularly arranges onsite doctors every other week to provide employees with free health consultation and care for medical conditions.

During the global COVID-19 pandemic from 2022 to 2023, the Company established a pandemic prevention team, COVID-19 health help desk, instant notification system, weekly pandemic prevention and health promotion, and the activation of zoning and remote work to effectively protect the health of employees. In addition to encouraging employees to wear masks, wash hands frequently, and measure body temperature once in the morning, noon, and evening, the Company also requires all employees to perform good self-health management. If symptoms of a cold or suspected infection appear, they should immediately screen or seek medical attention to avoid infecting their colleagues.

## Human Rights Protection Mechanisms

In order to fulfill its corporate social responsibilities and protect the basic human rights of employees and all stakeholders, HwaCom adheres to the concept of respecting, supporting, and voluntarily following internationally recognized human rights norms and principles including the Universal Declaration of Human Rights, the United Nations Global Compact, and the International Labor Organization's Declaration of Fundamental Principles and Rights at Work to put an end to any form of human rights violations and the Company specifically formulated human rights policy management measures to implement human rights protection.

In terms of practical implementation, HwaCom held several employee training sessions related to human rights protection in 2023 with a total of 611 participants and a total of 101 training hours. At the same time, the Company also regularly disseminated various human rights policy messages to the Company's employees through different channels to raise their awareness of human rights.

In terms of the rights and obligations of both employers and employees, HwaCom follows the norms of relevant government laws and regulations, guarantees equal employment opportunities for all people, and never allows employers to discriminate against job seekers or employees on the basis of race, class, language, ideology, religion, political party, place of origin, place of birth, gender, sexual orientation, age, marriage, appearance, facial features, physical and mental disabilities, or former trade union membership. If there are other laws and regulations that expressly provide otherwise, such provisions shall prevail.

In addition, HwaCom issued an employee code of conduct in 2018, stating that it will comply with government laws and regulations to protect labor rights and interests and will not employ child labor, with relevant regulations announced on the Company's official website. In daily operations, the Company regularly publishes information on human rights, education and training through its internal network, requires employees to participate in training and pass assessments, and keeps comprehensive training records.

Since employees are the foundation of business development, HwaCom prioritizes the protection of employee rights and interests. In 2023, there were no human rights sanctions, and an employee satisfaction survey is held every year to solicit opinions and suggestions from employees. To avoid accidents affecting the safety of employees, HwaCom strictly abides by national fire safety regulations and has formulated "Accident Handling Operation Regulations," and plans to hold fire drills every six months from 2024 to ensure the safety of employees.

Therefore, HwaCom formulates human rights policy measures, respects, supports, and voluntarily abides by the Universal Declaration of Human Rights, the United Nations Global Compact, and the International Labour Organization, putting an end to human rights violations. Looking forward to the future, HwaCom will continue to uphold the concept of respecting human rights, mind the basic rights of employees, suppliers, consumers and other stakeholders, actively implement United Nations human rights conventions and relevant guidelines of the International Labour Organization, commitment to protecting human rights with actions, promote the sustainable development of business, and coexist and prosper with society.



## Communication Channels

HwaCom's Employee Code of Conduct stipulates that a labor-management conference shall be held every three months and ad hoc meetings may be convened if necessary. Good labor-management relations are brought about, and positive business performance is generated through close communication and coordination between employers and employees. HwaCom has set up an "Employee Grievance Committee" under the President's Office to provide a channel for employees to handle grievances in a timely manner. HwaCom has established a complaint reporting form and complaint record, which are used by the President's office to follow up and manage grievance cases. This process is anonymized. In 2023, HwaCom held a total of 4 labor-management conferences and set up a HwaCom Talk email mailbox for employees to provide immediate feedback. HwaCom possesses a sound salary and welfare system and compared with 2022, the salary of HwaCom employees increase by 4.64% in 2023.

The Company's various employee welfare measures, continuing education, training, retirement, and their implementation :

Implementation of various employee welfare measures, continuing education, training, and retirement

Employee welfare measures

Employee continuing education, training, and implementation

1. Established a code of ethics for employees to regulate behavior
2. Divided work responsibilities of each department
3. Clarified rewards and punishments
4. Conducted employee performance management
5. Establish measures to prevent and manage sexual harassment
6. Established a code of ethical conduct

To boost morale, efficiency, and team unity, the Company offers various benefits such as year-end and performance bonuses, travel and leisure activities, cultural events, capital funding participation, wedding and funeral support, education courses, and insurance coverage. These benefits, alongside labor and health insurance, aim to foster employee loyalty, create a stable work environment, and promote harmony between labor and management for the Company's growth.

To support employee growth and meet operational goals, the Company prioritizes learning and development in human resource management. Core competencies are linked with professional training, supported by a knowledge management system for talent development. New employees receive training on the Company's history, policies, and safety standards. Regular on-the-job training, continuing education, and internal/external courses are provided to enhance skills. The Company also offers degree subsidies to encourage lifelong learning and ensure employee skills align with its development needs.



## Occupational Safety Education and Disaster Prevention Drills

The Company's priority for employees is "safety" because employees are the most important asset of the Company. The Company requires the construction team to hold regular work review meetings and, in addition to tracking construction quality, lapses in environmental safety and health must also be reviewed and improvement plans formulated. The purpose of the work review meeting is to allow the construction team to deal with major problems in a timely manner, avoid delays in project progress, and more importantly, track, correct, and prevent risks to employees through a work review of environment, safety, and health.

Since 2014, the Company has formulated and promulgated labor safety and health rules in accordance with the Occupational Safety and Health Act, focusing on:

1. Explaining occupational safety and health policy and management structure, including the responsibilities of each managerial level.
2. Standardizing workplace safety and health standards and codes, covering general safety, equipment use, material handling, and more.
3. Requiring safety and health education and training including training content and timeframe for newly recruited, transferred, and special operations personnel.
4. Implementing health management measures for workers such as regular health check-ups and monitoring of severe issues.
5. Listing first aid principles and treatment methods for trauma, burns, electric shock, etc.
6. Regulating the preparation, use, and maintenance of protective equipment.
7. Establishing procedures for reporting incidents.
8. Signing of consent by the labor representative.

In terms of employee health, the Company arranges free doctor consultations every week, subsidizes health examinations by NT\$2,000 every two years with results kept absolutely confidential and closely observed the condition of employees with abnormal health examination results to ensure their health.

In the face of Covid-19, the Company encouraged employees to wear masks, wash hands frequently, and measure body temperature once in the morning, noon, and evening, the Company also requires all employees to perform good self-health management. If symptoms of a cold or

suspected infection appear, they should immediately screen or seek medical attention to avoid infecting their colleagues. When salespeople visited customers, a report form was required to ensure that the Company was aware of the location of the visit. When the pandemic was severe, it was even more important to plan for remote work to ensure the normal operation of the organization.

There were three reports of occupational accident incidents in 2023, which have been properly handled.

All employees undergo a health examination at least every two years, with results kept absolutely confidential. The Company closely observes the condition of employees with abnormal health examination results to ensure their health. The company regularly arranges onsite doctors every week to provide employees with free health consultation and care for medical conditions. In the face of Covid-19, the Company established a pandemic prevention team, online pandemic prevention area, instant notification system, weekly pandemic prevention and health promotion, and the activation of zoning and remote work to effectively protect the health of employees.

## Welfare Committee

In 2023, the Company held various welfare committee activities to enhance employee quality of life and demonstrate its commitment to employee welfare.

These activities included health exams, sports competitions, and cultural events. Every two years, a professional medical team is invited to conduct health exams and consultations, helping employees manage their health.

To promote work-life balance, the Company organized family day events, such as farm volunteering and barbecues, fostering team bonding and family engagement. Regular cinema showings were also held to encourage relaxation and teamwork.

Additionally, the Company promoted environmental and social responsibility through activities like beach clean-ups and green office initiatives. These efforts reflect the Company's dedication to employee well-being, social responsibility, and sustainable development, enhancing employee satisfaction and loyalty.

HwaCom 華電聯網·經乎啓康 Ace for Any

### 2024 30th Employee Welfare Committee Annual Plan

- Jan., Apr., Jul., Oct. Charity Item Collection, Declutter & Donate @ No. 108, 11F
- Bi-weekly Friday Massage Station @ rm. 1107
- 03/02 HwaCom Day – Movie Screening / *Dune 2*
- 05/04 HwaCom Day – Carnival & Sports Events @ Banqiao Second Stadium
- 05/18 HwaCom Day – Movie Screening / *Rise of the Planet of the Apes: Kingdom's Birth* (Postponed one week due to Mother's Day on 05/12)
- 06/15 Public Welfare Day – uBike + Beach Cleanup
- 07/06 HwaCom Day – Movie Screening / *Despicable Me 4* (with Orphanage Children\* 30)
- 08/16 Compassion Day – Caring Visit to Xizhi New Sunshine Elderly Care Center
- 10/19 Public Welfare Day – Beach Cleanup
- 12/17 Volunteer for Small Farmers – *Sanzhi* (Carrot Picking / Cabbage Farming)
- 2025/01/21 2024 Year-end Party

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## Social Participation

To enable the Company to more efficiently participate in society, the Company established the "**HwaCom Charity Foundation**" to assist socially disadvantaged groups and individuals in the New Taipei City area through close collaboration with the New Taipei City government, making more effective use of resources.

**Plan:** the Company makes necessary social donations to disadvantaged groups in the New Taipei City area (29 administrative districts) to assist individuals and groups.

**Implementation:** the Company provides financial or material assistance to individuals and groups in actual need through collaboration with the New Taipei City Social Affairs Bureau.

**Verification:** confirm donations through remittance and image records.

**Action:** the COVID pandemic in Taiwan begun to ease at the beginning of 2023, considering vulnerable groups, relevant donations were mainly made in an indirect fashion to avoid unnecessary harm.

**Assessment:**

1. Donations in 2023 were biased towards the welfare of primary schools and children based on financial analysis, while donations for the welfare of the elderly were relatively low, and adjustments should be made in 2024.
2. Most family benefits of low-income households were donated to the food bank of the social welfare center and it is difficult to analyze the results of the number of people served, so only 100 people are indicated.

**Note:** As the pandemic had not fully eased in 2023, many physical visits were suspended to consider the personal safety of vulnerable groups.





財團法人僑之愛社會福利慈善事業基金會  
A SOCIETY OF LOVE FOUNDATION

收據

日期: 112年8月24日 單據號碼: 112112051

日期: 財團法人新北市私立華僑電網社會福利慈善基金會  
統一編號: 37958998

金額: 新台幣壹萬壹仟元整 NT\$11,000.00

品名: 電腦

用途: 中秋禮盒裝送20套  
備註: 備受交付, 剩餘慈善物資, 適合個人居家用途  
發票許可文號: 衛發社字第111305429號  
本收據不適用稅法中之免稅規定

董事長: 蔡文雄  
會計: 蔡文雄  
出納員: 蔡文雄

社團法人中烈慈善協會  
捐贈收據

行內帳號: 100120076  
號: 0023993

日期: 2023/08/17

金額: 新台幣 10,000 元整 捐款人編號: 82132

金額	金額	收據號碼	備註
一級捐款	10,000	2023081700178	

天天工作社捐贈收據

日期: 112年8月17日

金額: 新台幣壹萬零陸佰肆拾肆元整 NT\$10,644.00

用途: 電腦

備註: 備受交付, 剩餘慈善物資, 適合個人居家用途

董事長: 蔡文雄  
會計: 蔡文雄  
出納員: 蔡文雄

財團法人僑之愛社會福利慈善事業基金會  
收據收據

日期: 112年2月10日 金額: NT\$ 0472

用途: 電腦

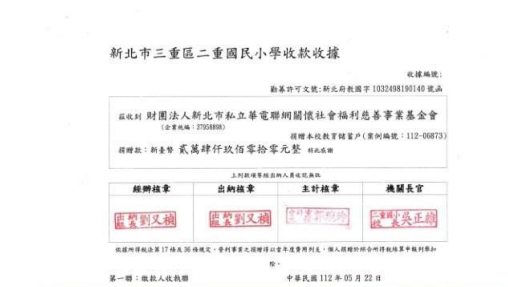
備註: 備受交付, 剩餘慈善物資, 適合個人居家用途

董事長: 蔡文雄  
會計: 蔡文雄  
出納員: 蔡文雄



In 2023, the company donated a total of NT\$580,000 to various socially disadvantaged groups through the Foundation, as listed below:

Welfare Item	Welfare Content	Budget/ Actual Dona- tion	Timeframe	Recipients
Child welfare	Children's art performances, scholarships, nutritious lunch subsidies, etc.	NT\$50 / 150 thousand	01 Jan. 2023- 12 Dec. 2023	50
Youth welfare	Youth art and cultural performances, scholarships, grants, subsidies, etc.	NT\$50 / 30 thousand		2
Disability welfare	Scholarships and grants for disability and medical treatment, etc.	NT\$100 / 70 thousand		80
Elderly welfare	Caring for elderly living alone, improving the living environment and providing relevant assistance, etc.	NT\$100 / 20 thousand		20
Emergency assistance	Emergency relief and condolence funds, etc.	NT\$80 / 70 thousand		6
Low-income household welfare	Provide care for single-parent families, low-income families, families with rare diseases, and other vulnerable families, etc.	NT\$50 / 40 thousand		100
Social welfare activities	Public welfare activities such as "Warmth in the Cold Winter," donation of goods and care to nursing homes	NT\$150 / 100 thousand		6
Total		NT\$580 / 480 thousand		



## Social Responsibility

2023 was a crucial year for the Company to achieve its sustainable development goals. In the face of global climate change and resource scarcity, the Company is committed to environmental, social, and corporate governance, and is committed to promoting a greener and more socially responsible business model. This report details the measures taken and the results achieved by the Company in terms of sustainable development.

In this report, the Company will detail its environmental protection and carbon reduction actions in 2023. In terms of social responsibility, the Company is not only committed to employee well-being and community building, but also participated in Earth Hour Taiwan to demonstrate the Company's urgency for action on climate change and global warming :

At the same time, HwaCom announced in its sustainability report and the Company's official website :

- ◆ Suppliers must take responsibility for social and environmental protection. Not to support, accept, or use conflict metals mined in illegal and substandard working environments during armed conflict in the Democratic Republic of the Congo and its surrounding countries and regions.
- ◆ Suppliers should trace the sources of cobalt (Co), gold (Au), palladium (Pd), tantalum (Ta), tin (Sn), and tungsten (W) contained in all products to ensure that these metals do not originate from "conflict mining areas."
- ◆ Implement a green supply chain, meet customer needs and international justice practices, and gain an in-depth understanding of suppliers' management of conflict minerals.



華電聯網股份有限公司支持  
《解凍格陵蘭》公益播放計畫

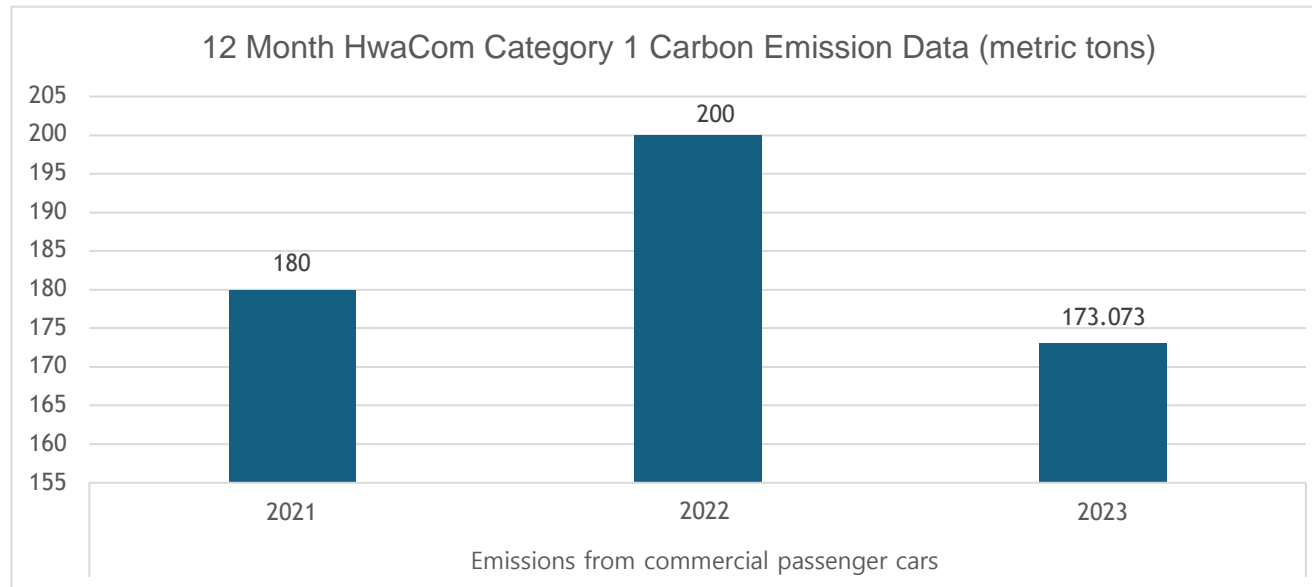


## Environmental Sustainability – 2023 Organization Category 1 Emissions

In 2023, the Company was classified as a Category 1 emission source, primarily through mobile emissions produced by the Company's vehicles in the process of operation, including engineering vehicles and visiting customers for business purposes. According to 2023 statistics, the Company's Category 1 emissions from its vehicles totaled 1,312,937 kilometers. According to the Ministry of Environment's carbon footprint information platform, this converts to 173.073 metric tons of carbon dioxide equivalent (tonCo2e) in actual passenger car carbon emissions.

The 2023 Category 1 carbon emissions data of the Company fluctuated due to changes in the overall socio-economic environment. In the future, the Company will step up the control and regulation of greenhouse gas emissions to achieve national and global net-zero emission goals.

Item	Year	Carbon Emissions (metric tons)
Emissions of passenger cars used by the company for business	2021	180
	2022	200
	2023	173.073



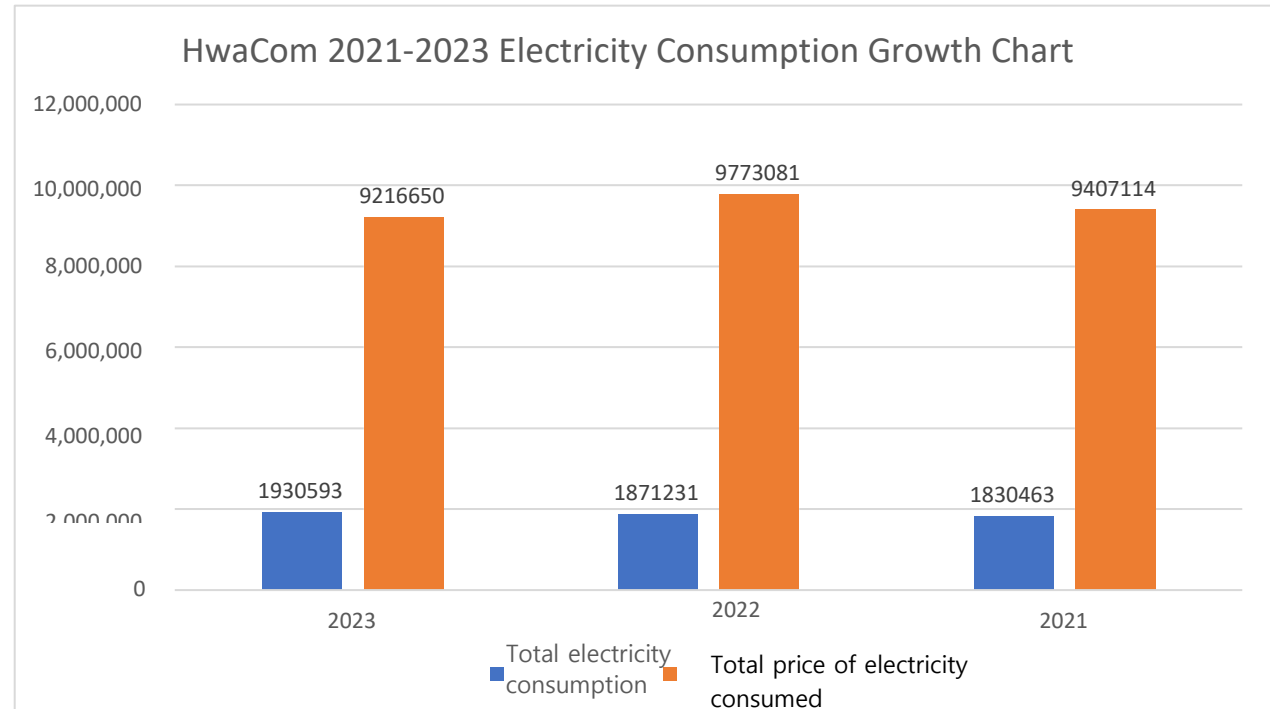
## Environmental Sustainability – 2023 Organization Category 2 Emissions<sup>1</sup>

2021	1,830,463 kWh	931.705 tonCo2e
2022	1,871,231 kWh	926.259 tonCo2e
2023	1,930,593 kWh	953.712 tonCo2e

The above chart shows the Company's electricity consumption (kWh) and electricity bill growth (NT\$) from 2021 to 2023<sup>2</sup>, as well as the green-house gas emitted by the Company from electricity consumption since 2021. The scope of the

Company is its Hsi-Chih HQ and all Taiwan offices. It does not include other related HwaCom companies. In principle, the Company's electricity consumption has not changed significantly in the past three years, indicating that the Company's operation has been stable during this period. Thanks to Taipower's reduction in carbon emission coefficient per kilowatt-hour since 2022, the Company's greenhouse gas emissions have also decreased.

Compared with the international pandemic, the pandemic situation in Taiwan was relatively stable and there was no obvious fluctuation in electricity consumption. Compared with 2022, the Company's electricity consumption in 2023 increased slightly by 59,362 kWh, but the cost of electricity consumption decreased slightly by NT\$556,431.



<sup>1</sup> The organization's Category 2 emissions are indirect GHG emissions and indirect GHG emissions of the organization are generated by electricity consumption.

<sup>2</sup> The statistical scope of this table only includes the general of HwaCom and all Taiwan offices and does not include other affiliated enterprises of the organization.



## Environmental Sustainability – 2023 Organization Category 3 Emissions<sup>3</sup>

This section mainly discloses the survey and statistics of carbon dioxide emissions generated by employee commuter transportation, employees' domestic and foreign business trips, offsite work, transportation, and distribution.

### Survey of greenhouse gas emissions from employee commuter transportation :

HwaCom conducted an inventory of greenhouse gas emissions from the use of transportation by all employees in 2023. The data source is based on the employee residence, job location, and use of transportation recorded by the human resources department (including part-time and work-study students). The estimation and conversion process are as follows :

- ◆ The human resources department provides employee residence, work location, and use of transportation in 2023.
- ◆ Due to government regulations, it is not possible to determine a detailed employee address. Instead, the address is represented by the location of the highest administrative authority at the place of residence, for example, Neihu District of Taipei City is represented by the Neihu Administrative Center, Donggang Township by the Donggang Township Office in Pingtung County, etc. The calculation method for mopeds, automobiles, and public transportation is based on the product carbon footprint information platform of the Ministry of Environment, mopeds are defined as "gasoline powered bicycles" and automobiles as "self-use passenger cars." In terms of mass transportation, not all areas could be defined by train stations nor is MRT carbon emission data published by route. Thus "Category A urban buses" were used as the calculation standard.
- ◆ The calculation method for mopeds, automobiles, and public transportation is based on the product carbon footprint information platform of the Ministry of Environment, mopeds are defined as "gasoline powered bicycles" and automobiles as "self-use passenger cars."

<sup>3</sup> HwaCom's Category 3 emissions refers to indirect emissions from upstream and downstream activities including procurement, transportation, employee travel/business trips, etc.



- ◆ Data for those using mopeds and automobiles as the primary means of transportation provided by Google Maps. For public transportation, calculations are based on a straight-line distance from the highest administrative authority in the employee's area of residence to the place of work.
- ◆ According to a Directorate-General of Personnel Administration announcement, the number of working days in 2023 was 249.
- ◆ The last working day for resigning employees in 2023 will be the middle day of the month in which he or she has left the company, and then the proportion of the employee's work will be calculated according to the number of working days in the scheduled period. For example, if the employee leaves in March, the employee will work 18.1% for the entire year.

According to the above statistics and conversion, HwaCom retained a total of 938 employees (including full-time and part-time manpower) in 2023, and a total of 267 used public transportation, 326 used automobiles, 344 used mopeds, and 1 commuted on foot. In 2023, employees generated a total of 656.605 metric tons of carbon dioxide equivalent (tonCo2e), producing an average of 700.96 kilograms of carbon dioxide equivalent (kgCo2e) per person .

**Survey of greenhouse gas emissions from domestic and foreign business travel :**

HwaCom also conducted an inventory of greenhouse gas emissions from all employee business trips in 2023. The data source is based on full-time employees recorded by the human resources department, places of residence, business travel, use of transportation (including domestic and foreign), and the carbon emission coefficient published by the carbon footprint information network of the Ministry of Environment. The process as follows :

<ul style="list-style-type: none"> <li>◆ The human resources department provides the data of the residence, business travel, and transportation used by the Company's fulltime employees in 2023.</li> </ul>
<ul style="list-style-type: none"> <li>◆ In compliance with the regulations over labor privacy, it is not possible to determine a detailed employee address. Instead, the address is represented by the location of the highest administrative authority at the place of residence, for example, the location of an employee living in Neihu District of Taipei City is represented by the Neihu Administrative Center and so on and so forth.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Calculation: If an employee uses public transportation or a moped on workdays, the means of transportation from place of residence to the airport shall be replaced by a "business passenger car." If a self-owned car is used on workdays, the carbon contribution of the operation of its parking space will not be counted because there is no greenhouse gas production.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Distance to domestic airports is based on data provided by Google Maps.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Travel to foreign airports is based on the mileage tracked by Google Maps.</li> </ul>
<ul style="list-style-type: none"> <li>◆ The carbon emission coefficient of the aircraft is based on data published by the Carbon Footprint Information Platform, and then converted based on mileage.</li> </ul>

According to the above statistics and conversion, HwaCom recorded a total of 85 business trips in 2023, all of which were by aircraft. In 2023, HwaCom generated a total of 42.776 metric tons of carbon dioxide equivalent (tonCo2e).

### Statistics on business travel emissions

For the first time, HwaCom compiled and investigated the greenhouse gases emitted by vehicles during the Company employees' offsite work and conducted a detailed inventory in the 2023 sustainability report. According to data, HwaCom employees recorded nearly 70,000 offsite work instances in 2023, generating a total of 153.437 metric tons of carbon dioxide equivalent (tonCo2e). Calculation is as follows :

- |   |
|---|
| <ul style="list-style-type: none"> <li>◆ The human resources department retrieves 2023 employee commuter data from the existing system including means of transportation, location of offsite work, and the number of days of work.</li> </ul>                            |
| <ul style="list-style-type: none"> <li>◆ Statistics are only compiled for those who traveled for more than one day, if the employee travels directly to the offsite work location, rather than entering the company first and then departing for offsite work.</li> </ul> |
| <ul style="list-style-type: none"> <li>◆ Calculation formula: (the distance between the employee's place of residence and the offsite work location) x2 for same day round trip.</li> </ul>   |
| <ul style="list-style-type: none"> <li>◆ Statistics were particularly compiled on employees making more than 40 trips to the same offsite work location.</li> </ul>   |

Compared with employee commuting and business trips in Category 1, 2 and 3, HwaCom's offsite work carbon emissions account for :

- 88.66% of Category 1 (company vehicle) greenhouse gas emissions
- 16.08% of Category 2 (purchased electricity) GHG emissions
- 10.34% of Category 3 greenhouse gas emissions (HwaCom employee commuting, business trips, express delivery, freight)

Data and analysis are reported and disclosed in accordance with 2013 GRI Guidelines and intended to improve transparency and management of greenhouse gas emissions.

Based on the above Category 3 statistics and results, the strategies, methods, and objectives currently established by HwaCom are as follows :

Goal: the short-term goal is to reduce the organization's carbon emissions by 15% by 2030.

Method: in the future, the Company is expected to purchase green electricity and carry out internal power-saving competitions and various power-saving measures to reduce organizational carbon emissions.

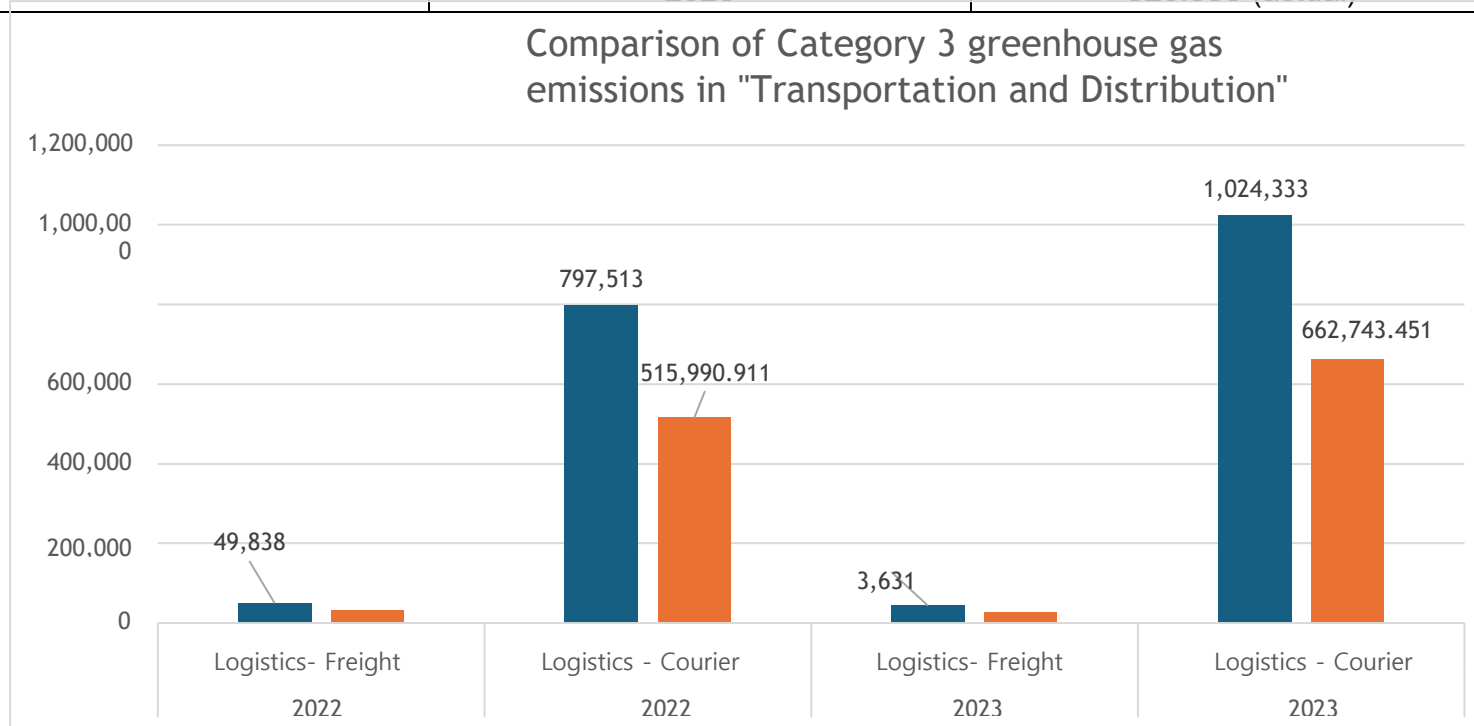
Strategy: 1. Encourage employees to bring containers and environmentally friendly cutlery. 2. Comprehensive recycling of waste batteries. 3. Encourage employees to use public transportation. 4. Encourage employees to climb stairs instead of using elevators.

### **Greenhouse gas emissions from transportation and distribution**

According to the ISO 14064-1 definition, transport and distribution fall under Category 3 emissions. Organizational transportation and distribution were divided into express delivery and logistics in 2023. After detailed data collection and accounting, total greenhouse gas emissions generated by the organization's transportation and distribution in 2023 were 320.388 metric tons of carbon dioxide equivalent (tonCo2e). Based on the organization's greenhouse gas emissions related to transportation and distribution over the years, the 2021 data is an extrapolation, 254.205 tons

were recorded in 2022, and 320.388 tons of carbon dioxide equivalent were recorded in 2023. This shows transportation and distribution volume in the past two years has increased significantly.

Item	Year	Carbon emissions data (metric ton/tonCo2e)
Greenhouse gas emissions from organizational transportation and distribution	2021	100 (estimated)
	2022	254.205 (actual)
	2023	320.388 (actual)





## Climate Change Risk

As a system integrator, HwaCom is aware of the potential threats to supply chains and business operations posed by extreme weather events, rising sea levels, and increased greenhouse gas emissions. Although HwaCom does not have its own manufacturing facility, it must still face these challenges and take proactive measures to deal with climate change risk and ensure the continued stability and development of its business.

First, HwaCom has strengthened the environmental risk management of its suppliers. HwaCom works closely with suppliers to ensure that they adopt sustainable practices in production and transportation. HwaCom prioritizes suppliers who actively reduce their carbon footprint and adopt green energy to reduce environmental impact at the source. Secondly, HwaCom actively promotes energy conservation and emission reduction measures in its daily operations. HwaCom offices fully implement energy-saving equipment and encourages employees to adopt low-carbon operations such as reducing paper use, optimizing energy efficiency, and encouraging the use of public transportation. HwaCom has also introduced a digital management system to improve work efficiency and reduce unnecessary energy waste. HwaCom participates in environmental protection initiatives inside and outside the industry and collaborates with government agencies to jointly promote the implementation of climate change response plans. HwaCom shares best practices and learns advanced environmental management to enhance the sustainable development of the Company.

In the future, HwaCom will continue to observe the trend of climate change, continuously improve and enhance environmental strategies, and face the challenges brought by the climate. HwaCom is committed to creating a better future for society and the environment while pursuing business growth and ensuring the win-win development of sustainable operation and ecological balance. Through these efforts, HwaCom hopes to set an example for the entire industry chain and jointly promote global environmental sustainability.

Physical Risk	Evaluation	Risk Finance Quantification
Natural disasters (floods, typhoons, droughts)	<ol style="list-style-type: none"> <li>1. Employees are unable to attend work normally.</li> <li>2. Construction unit will not be able to carry out construction normally and the planned completion may be delayed.</li> </ol>	Average annual revenue expected to decrease by 0.5% to 1% by the end of 2030.

Rising temperatures	Rising temperatures have led to an increase in the use of air conditioners and increased electricity bills.	Operating expenses are expected to increase by approximately 0.1% per annum.
Uncertainty in the development of new technologies	<ol style="list-style-type: none"> <li>1. Testing new technologies has led to an increase in electricity consumption.</li> <li>2. Recruit new people to meet the needs of new technologies.</li> </ol>	Expected annual increase in operating expenses of 1% - 2%.
Net zero emissions by 2050	<ol style="list-style-type: none"> <li>1. Replace old electrical equipment.</li> <li>2. Replacement of company vehicles (replace with electric vehicles).</li> <li>3. Subsidies and incentives for employees to switch to electric vehicles for commuting.</li> </ol>	Estimated annual operating costs to increase by 2% from 2030 onwards.

Item	Major source of carbon emissions	Policy direction	Quantitative target (base year 2020)
Scope 1	HwaCom operates company cars	Gradually replace company gas powered vehicles with electric vehicles °	By the end of 2030, the company expects to reduce its carbon emissions by approximately 10%.
Scope 2	Company electricity use.	<ol style="list-style-type: none"> <li>1. Employees carry out energy conservation and carbon reduction campaigns.</li> <li>2. Buy green electricity.</li> </ol>	

Scope 3	<p>There are three main sources :</p> <ol style="list-style-type: none"> <li>1. Employee commuting</li> <li>2. Employees business travel</li> <li>3. Employee offsite work</li> </ol>	<ol style="list-style-type: none"> <li>1. Employees are encouraged to use mass transit while those who drive or cycle are encouraged to purchase electric vehicles for their commute.</li> <li>2. Reduce non-essential employee travel.</li> <li>3. Express freight is preferentially delivered by electric vehicles.</li> </ol>	
Supply chain segment		Suppliers are required to issue green product certificates or product inspection reports.	Suppliers reduce carbon emissions by approximately 10%.
Temperance		<ol style="list-style-type: none"> <li>1. Develop new technologies for system integration.</li> <li>2. Establish a remote office mechanism in extreme climates.</li> </ol>	In 2023, there were no operational disruptions due to climate disasters.

## Supplier Sustainability Management

In this section, HwaCom will focus on the sustainable management of the supply chain. The sustainability of the supply chain is not only related to the long-term development of the company, but also to the well-being of the global environment and society. The following are the strategies and specific measures taken by HwaCom in terms of sustainable management of the supply chain: First of all, HwaCom adopts strict supplier selection criteria to ensure that all suppliers meet environmental and social responsibility requirements. To this end, HwaCom has formulated the "Agreement on the Basic Code of Conduct for Partner Supply Transactions" to evaluate and review whether suppliers meet ESG assessment standards. When selecting suppliers, not only are the quality of products and services considered, but focus is also placed on evaluating performance in terms of environmental and social responsibility. This includes whether suppliers comply with local environmental regulations, whether they have implemented effective waste management measures, whether they have implemented energy conservation and emission reduction measures in energy use, and whether they respect the rights of employees by providing a safe and healthy working environment.

In 2024, an ESG survey was conducted for HwaCom's top 17 suppliers in 2023. 49.01% of the company's purchase volume in 2023. In the future, HwaCom plan

### 夥伴廠商交易基本行為準則協議書

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 電話：(02)2696-7155 傳真：(02)2696-7199

版次：A 版 1 次 表單 NO. 906R03.DOC

頁次：全 3 頁 之 第 1 頁

review suppliers that meet the spirit of ESG. HwaCom believes that through these questionnaires, the Company can derive a more comprehensive understanding of the current situation of suppliers and formulate more targeted improvement measures based on survey results.

Secondly, HwaCom also attaches great importance to social responsibility in the supply chain and HwaCom works with suppliers to promote fair labor practices and ensure all workers in the supply chain can receive fair treatment and reasonable compensation. HwaCom require suppliers disassociate from the use of child or forced labor and ensure that workers have the right to connect to the Internet and join trade unions.

Finally, HwaCom attaches great importance to communication with stakeholders. The Company reports regularly to stakeholders on the progress of supply chain sustainability management and listens to their opinions and suggestions. HwaCom believes that true sustainable development can only be achieved through collaboration with stakeholders. Therefore, a multi-channel communication mechanism has been established including regular reports, focus groups, and online platforms to ensure that all stakeholders can keep abreast of relevant developments and participate in the sustainable development process of HwaCom.

In summary, HwaCom has taken systematic measures in the sustainable management of the supply chain, from supplier screening, ESG surveys, social responsibility, and transparency building to industry cooperation and stakeholder communication, every item reflects the Company's commitment to sustainable development. In the future, The Company will continue to work hard to continuously improve the level of sustainable management of the supply chain and contribute to the realization of global sustainable development goals.

### **2023 organizational supplier ESG survey results**

The 2023 supplier ESG survey is based on the ESG actions of the top 17 suppliers of HwaCom in 2023 : conducted 2024.06.12 – 06.30. The survey is divided into three major aspects: E, S, and G. If suppliers answer "yes" to all questions, they must provide written proof. This survey focuses on aspect G (Governance), with a total of nine questions including Integrity Management Guidelines/Norms, Sustainability Management Guidelines, ESG Dedicated Personnel, ESG Zone on Homepage, Regular/Irregular Supplier Surveys, Key Supplier Definitions and Number, Labor Human Rights Policy, Regular Labor-Management Meetings, and Occupational Safety Policy. Aspect E (Environment) comes with a total of three questions including Establishing a Sustainable Procurement Policy, Conducting Greenhouse Gas Inventory, and Prioritizing the Procurement



of Products with Environmental Labels. Aspect S (Social) has one question, Statistical Annual Employee Occupational Disease Rate and Work-related Injury Rate.

According to the 11 suppliers who responded to the survey, all those with listed/OTC status have established integrity management standards, sustainable development norms, ESG dedicated personnel, human rights policies, occupational safety policies, and labor organizations in terms of corporate governance. Outstanding Governance performance was also evident if the company was a reinvestment enterprise of a listed/OTC company.

For the three Environmental questions, listed/OTC suppliers had sustainable procurement policies, but some suppliers have not been audited for greenhouse gases nor certified by a third party. There is also no priority for the procurement of products with environmental labels.

In terms of the social aspect, listed/OTC companies record regular statistics on the employee injury and occupational disease rate. For those who are not listed/OTC, relevant statistics are rarely provided.

# Green Procurement

**華電聯網股份有限公司**  
**112 年綠色採購金額證明文件**

華電聯網股份有限公司 (統一編號：84778623)  
辦理綠色採購申報金額共計 11,251,630.0 元，  
以茲證明。

· 下載日期：113 年 2 月 2 日  
· 招標單位可至「政府綠色採購網路申報系統」查詢申報單位申報成果






序號：11KEU9Q5BP1P





- 民間企業及團體綠色採購金額統計表
- ◆ 單位名稱：華電聯網股份有限公司
  - ◆ 統一編號：84778623
  - ◆ 負責人：陳國章
  - ◆ 聯絡人：喬傳傑 ◆ 連絡電話：02-26967155
  - ◆ 地址：新北市沙止區新台五路一段108號11F
  - ◆ 申報年度：112

使用單位	綠色產品種類		產品名稱	標準編號	數量	單位	金額 (新台幣)	
	國內外	標準類 型						產品類 型
華電聯網股份有限公司	國內	環保標章	服務類	彩色多功能複合機	20297	81	次	307,800.00
華電聯網股份有限公司	國內	環保標章	服務類	彩色多功能複合機	16609	128	次	472,200.00
華電聯網股份有限公司	國外	FSC	成品	Double A Printing and Writing Paper A4	FSC	639	箱	293,940.00
華電聯網股份有限公司	國內	環保標章	成品	環保再生碳粉匣	21379	2	支	4,232.00
華電聯網股份有限公司	國內	環保標章	成品	環保再生碳粉匣	21378	3	支	6,458.00
華電聯網股份有限公司	國內	環保標章	成品	環保再生碳粉匣	21377	2	支	4,232.00
華電聯網股份有限公司	國內	環保標章	成品	環保再生碳粉匣	21376	3	支	5,964.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	22103	2	支	20,685.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	20385	4	支	41,349.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	20386	2	支	12,445.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	21824	2	支	5,139.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	21819	5	支	56,102.00
華電聯網股份有限公司	國內	環保標章	成品	原生碳粉匣	20376	7	支	69,472.00

- ◆ 本表匯出日期：112/12/29
- ◆ 申報內容相關原始憑證應保留至少5年

## Sustainable Development Goals

Aspect	SDGs	Significance and connotation of indicators	HwaCom actions in 2023	Corresponding section
E (Environmental)		Ensure and promote healthy lives and well-being for all ages	HwaCom publishes a TCFD report every year to strengthen its organizational risk management and early warning mechanism, taking preventive measures in advance.	
		Build inclusive, safe, resilient and sustainable cities and villages	HwaCom expects the "Sustainable Development Committee" to re-examine the organization's risk response strategies and practices based on the TCFD report to better adapt to and cope with the challenges brought by the future climate.	
		Promote a green economy and ensure sustainable consumption and production patterns	HwaCom wrote a sustainability report to introduce and realize the sustainable management of natural resources, so that resources can be used more efficiently.	
			HwaCom wrote a sustainability report to incorporate sustainability information, not only to promote the concept of sustainability development in employees, but also to influence the organization's suppliers and their families.	
			Through procurement, HwaCom not only meets the requirements of customers, but also integrates national policies to promote sustainable public procurement processes.	

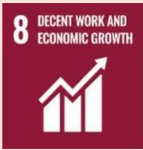
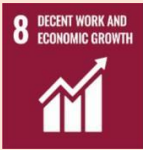
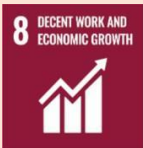
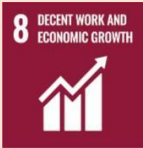
		<p>Mitigate and adapt to climate change and its impacts</p>	<p>The Sustainable Development Committee of HwaCom expects to collaborate with experts and scholars in the fields of climate and management to develop and strengthen resilience, adaptation to natural disasters, and climate-related risk.</p>	
<p>S (Social)</p>		<p>Ensure food security, end hunger, and promote a sustainable economy</p>	<p>The Company continues to make donations to socially disadvantaged groups (including children, the elderly, the physically and mentally disabled, low-income households, and young people) to provide safe, nutritious, and adequate food and living allowances.</p>	
		<p>Ensure equitable and quality education and promote lifelong learning</p>	<p>HwaCom continues to invest resources in the professional abilities of employees and establishes an external training subsidy system according to the needs of different employees, so that employees can add professional skills and contribute to the organization and even society.</p>	
			<p>HwaCom does not discriminate based on internal or external characteristics but respects each employee as an equal and independent individual, in order to eliminate all types of inequalities.</p>	









Promote inclusive and sustainable economic growth so that all people have good jobs

Information (communication), intelligence, information security, and media are HwaCom's four main operation axes, which improves economic pro-

			duction capacity through diversification, technological improvement, and innovation, concentrating on high value-added and labor-intensive industries.	
			HwaCom has actively adjusted its management, deeply rooted the concept of sustainable development in its daily operations, and proven its determination to the capital market, winning the support of stakeholders.	
			HwaCom will never use child or forced labor, will not discriminate due to disparate internal or external characteristics of employees, and will never use conflict minerals.	
			The rights and interests of workers and work safety have always been the goal of HwaCom. In addition to never discriminating against female employees based on childbirth and childcare, the company prioritizes the safe working environment of field employees.	
			HwaCom believes that talent is the source of sustainable competitive advantages for enterprise development, so it spares no effort in the sustainable development and improvement of its employees.	

		Reducing inequality within and between countries	Adopt appropriate policies, in particular fiscal, wage, and social protection policies to progressively achieve greater equality.	
		Establish partnerships to promote a sustainable vision	HwaCom believes that there is a positive causal relationship between employee well-being and job performance, so HwaCom's Remuneration Committee meets regularly every year to review relevant policies.	
G (Governance)		Build resilient infrastructure, promote inclusive and sustainable industries, and accelerate innovation	HwaCom hopes to write a sustainability report based on United Nations ESG principles, upgrade production facilities, transform enterprises, and then change the capabilities and actions of employees to aid in their sustainable development.	
		Promote peaceful and pluralistic societies, ensure judicial equality, and build a credible and inclusive system	HwaCom is determined to reduce and avoid all forms of corruption and bribery.	

<b>GRI 2013 Cross-reference Table</b>		
GRI Framework Guidelines (2013)	Corresponding Content	Corresponding Page Number
GRI 2: General Disclosures	Message from the Chairman	7
	Sustainable governance structure	11
	Sustainable operation	13
	Board of Directors	19 - 25
	Remuneration Committee	26
	Risk management	27
	Supplier Sustainability Management	65 - 67
	Diversity and Common Prosperity	40 - 44
	GRI 3: Material Topics	Sustainable operation
GRI 200: Economic Topics	TCFD	62 - 64
	Ethical Business Practices	65 - 67
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	Diversity and Common Prosperity	40 - 44
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	GRI 400: Social Topics	Information Security and Privacy Protection
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	Social Participation	51 - 53