

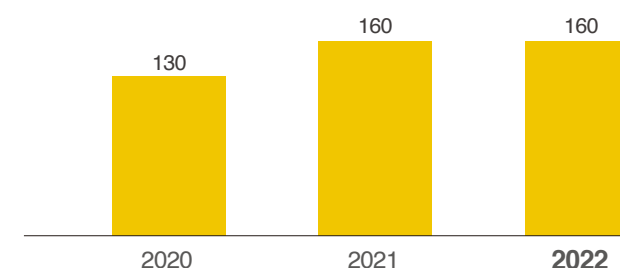


## 6.2 Inclusive Workplace

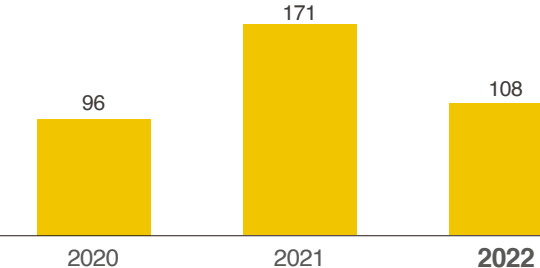
### 6.2.1 Diversity Talent and Competitive Total Rewards

Global Unichip Corporation continually invests and strengthen our system to attract the candidates and retentive internal key talents. Due to the strategy on pay policy and talents development, we did improve the competitiveness and decrease the turnover rate in 2022. By providing attractive total rewards, we mitigated the impact from talent lose to insure the competition of operations.

▼ Number of New Hires



▼ Number of Termination



### Provide a Diverse and Competitive Overall Compensation Package

Global Unichip Corporation is committed to creating a diverse, equitable, and inclusive workplace environment with a gender-neutral compensation and incentive system. Additionally, Global Unichip Corporation is committed to caring for its employees and has established a competitive salary policy, with standard salaries for entry-level personnel (starting at the level of engineers with no experience) in all major operating locations being significantly higher than the local statutory minimum salary.

Strategic Approach	Commitment	KPI	2022 Goals and Performance		Medium- and Long-term Goals
Human Rights Protection	Adhering to the company's human rights policy; eliminating all discrimination, harassment, and bullying; and implementing the Code of Conduct of the Responsible Business Alliance	Course Completion Rate of New Employees	Target: 100%	✔ Actual: 100%	2023 : 100% 2024 : 100% 2025 : 100%
		Annual Human Rights Course Completion Rate for All Employees	Target: 100%	✔ Actual: 100%	2023 : 100% 2024 : 100% 2025 : 100%
		Human Rights Violation Cases	Target: 0 cases	✔ Actual: 0 cases	2023: 0 cases 2024: 0 cases 2025: 0 cases
Social Engagement	We are committed to investing in environmental conservation, helping the vulnerable groups, and supporting cultural industries and education so that our whole society can live and work together for good.	Participation in Public Welfare/ Environmental Activities	Target: 2 activities in Q3-Q4	✔ Achievement: 3 activities	2023: 6 times/year 2024: 6 times/year 2025: 6 times/year
		Nurturing Young Students	Target: 20 students	✔ Actual: 33 students	2023:25 students 2024:25 students 2025:25 students
		Arts and Culture Promotion	✘ Planning phase in 2022; implementation slated for 2023		2023: Sponsor at least one arts and culture group 2024: Sponsor at least one arts and culture group 2025: Sponsor at least one arts and culture group



▼ **Ratio of Standard Salary to Local Minimum Salary for Junior Staff**

Main Operating Locations	Taiwan	Shanghai	Nanjing	Japan	United States
Ratio of standard salary of junior staff to local minimum salary	1.5 to 3 times	4.5 to 6 times	3 to 4.5 times	1.5 to 3 times	1.5 to 3 times

**Leave Policy: Provide More PTO Than Industry Average**

Global Unichip Corporation cares greatly about employees' health and well-being. GUC develops welfare-related policies based on labor laws and regulations. Moreover, we implement the leave policy which provides more PTO than industry average and labor laws including additional seven (7) days floating leave per year, and fifteen (15) days paid sick leave. Employees can apply for leave of absence in accordance with the law. They may also apply for reduced working hours for childcare to meet their family care needs.

▼ **Leave and Attendance Policy Revised January 2022 Provides More PTO than Industry Average and Labor Laws.**

Superior to Statutory Leave	Content
Floating Leave	Additional 7 days of floating leave throughout the year
Sick Leave	15 days of full-paid sick leave and 15 days of half-paid sick leave throughout the year
Maternity Leave	Extension of paid maternity leave from the statutory 8 weeks to 12 weeks
Paternity Examination and Paternity Leave	Statutory leave for paternity examination and paternity leave (available within one year from 7 days before receiving Maternal Health Booklet) is extended from 7 days to 10 days.

**Benefit Plan and Pension**

The pension for employees includes a defined benefit plan in accordance with the Labor Standards Act of Taiwan and a defined contribution plan in accordance with the Labor Pension Act of Taiwan and local practices overseas. In addition to the pension contributions required by law, the Company also conducts annual actuarial calculations of pension contributions through professional accounting consultants to ensure that the full contribution amount is made, to protect employees' rights and interests when they apply for retirement in the future.

		2022 Pension Provision Status
<b>Benefit Plan</b>	<ul style="list-style-type: none"> <li>In Taiwan, according to the Labor Standards Act, pension is calculated based on the average salary of the last six months before retirement, according to the employee's seniority of service.</li> <li>The amount of pension contributions shall be deposited by the Labor Pension Fund Supervisory Committee in the name of the Committee into a special account at the Bank of Taiwan.</li> </ul>	<ul style="list-style-type: none"> <li>In Taiwan, Global Unichip Corp. contributes 2% of employees' monthly salary to the employee retirement reserve.</li> <li>In Taiwan, the fair value of Global Unichip Corp. was NT\$50,459,990 in 2022. In accordance with the above regulations, Global Unichip Corp. recognized an expense of NT\$1,151,000 in 2022 and recorded an accrued pension liability of NT\$27,287,000 at the end of 2022 for amounts that are legally required to be provided in the future.</li> </ul>
<b>Contribution Plan</b>	<ul style="list-style-type: none"> <li>In Taiwan regarding to the Labor Pension Act, pensions are contributed to the individual accounts of the Bureau of Labor Insurance.</li> <li>Global Unichip Corporation also contributes pension that comply with local regulations for employee of overseas subsidiaries.</li> </ul>	<ul style="list-style-type: none"> <li>In Taiwan, Global Unichip Corp. contributes 6% of employees' salary to the pension fund. The pension funds contributed by Global Unichip across the world were recognized of NT\$68,207,100 in 2022.</li> </ul>

**Benefit Plan Enhancement**

<b>Enhancement of Benefit Plans</b>	<ul style="list-style-type: none"> <li>Employee Stock Ownership Trust</li> <li>Enhance financial literacy of employees and strengthen financial management knowledge education</li> <li>Group Insurance</li> </ul>	<ul style="list-style-type: none"> <li>Since 2011, the Company has launched an employee stock ownership trust stock purchase plan in which employees contribute 8% of their salaries to the Company and 80% of their monthly contributions to purchase the Company's stock. In 2022, the participation rate was 88.1%.</li> <li>Increase employee knowledge of personal financial management by providing relevant resources for counseling and assistance.</li> <li>Enhance the structure and source of retirement funds through group annuity insurance or specific insurance products.</li> </ul>
-------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



## Equal Opportunity Regarding Total Rewards

The Company's compensation and benefits system does not treat employees unfairly based on their gender, religion, race, nationality, or political affiliation. The promotion of employees is based on the academic experience of the personnel required for the job. Starting salaries are the same for both male and female employees in the same position, are subject to annual salary adjustments and promotions based on performance, and are paid accordingly. We provide ample room for the development of talent in the organization. We support female employees to develop their personal expertise and grow continuously.

## Total Compensation Ratio of General Manager and Employees

Executive compensation is considered by the Compensation Committee and approved by the Board of Directors in accordance with the spirit of corporate governance. The total compensation of the general manager and the total compensation of the employees and the adjustment multiplier for the past three years are shown in the table below:

	Increase/decrease in total compensation of General Manager compared to the previous year	Increase/decrease in median total compensation of other employees compared to the previous year	Total compensation multiplier for General Manager and other employees	Adjustment multiplier for General Manager and other employees
2020	-36%	-3%	6~7 times	12~13 times
2021	22%	9%	7~8 times	2~3 times
<b>2022</b>	<b>53%</b>	<b>16%</b>	<b>10~11times</b>	<b>3~4 times</b>

Note: The lower EPS in 2019 impacted bonuses in 2020. Due to the high correlation between the compensation of the General Manager and the operational performance of the Company, the Company's senior management took the initiative to take on a higher compensation reduction in 2020 compared to 2019. The company's senior management wants to protect the compensation of the junior staff as much as possible, and therefore voluntarily assumed a larger reduction in compensation. The General Manager's compensation increased by nearly the same amount as the staff adjustment after 2020 as a result of the Company's good operating performance.

## Newcomer Retention and Care

In order to help new recruits adapt to the working and living environment quickly, the company has developed a mentoring program to provide timely assistance to new recruits and to build new employees' sense of identity and belonging to the company. Satisfaction questionnaires are sent to new employees within 90 days of their arrival, so that they can give immediate feedback on their adaptation status, and the feedback will be provided to the relevant departments for evaluation and improvement.

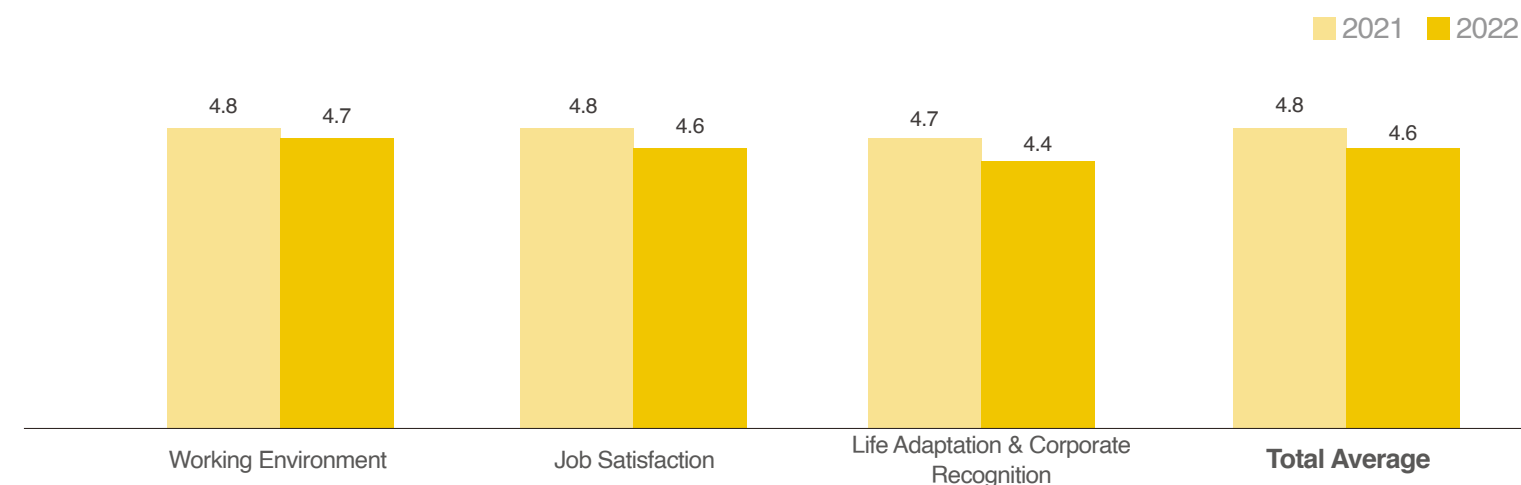
The average score of the overall new employee satisfaction survey in 2022 was 4.6 (out of 5) and the response rate was 82.3%, which was lower than that of 2021. The response rate and score of Q2 2022 were lower because the newcomers' care and assistance were affected by the work from home arrangement during the pandemic.

## Newcomer Care Survey

The quarterly survey is based on three major aspects: "working environment" , "job satisfaction" , "life adaptation and corporate recognition" , and is scored out of 5.

### ▼ Quarterly Status for 2021 and 2022

Aspect	2021	2022.Q1	2022.Q2	2022.Q3	2022.Q4	2022
Working Environment	4.8	4.6	4.5	4.7	4.8	4.7
Job Satisfaction	4.8	4.6	4.3	4.6	4.7	4.6
Life adaptation & Corporate Recognition	4.7	4.5	4.3	4.4	4.5	4.4
<b>Total average</b>	<b>4.8</b>	<b>4.6</b>	<b>4.4</b>	<b>4.6</b>	<b>4.7</b>	<b>4.6</b>
Response rate	90.9%	89.8%	62.5%	92.3%	90.2%	82.3%





## 6.2.2 Talent Development and Management

In order to promote the company's sustainable management and growth, Global Unichip Corporation actively cultivates quality talents and skills, and its education and training programs are closely linked to the company's sustainable development strategy. The company has set up a dedicated department to design and provide training and learning resources for employees at all levels and positions, in hopes of becoming a leader in the industry and operating in a sustainable manner. Such training programs are meant to enhance employees' capabilities and advance their careers.



Target

**Short-term goals:**

- Annual course with training roadmap
- 100% completion rate of annual mandatory courses
- Promote programs that encourage internal sharing

**Medium and long-term goals:**

- Continuously organize advanced technology forums and related courses to continuously enhance the innovative thinking and market competitiveness of employees
- Develop and implement a potential talent development system
- Continuously refine the professional skills and management capabilities of employees and supervisors to maintain the company's technical and operational leadership
- A learning organization that encourages self-directed learning and open sharing

Actual Achievement

• **Training roadmap**

In 2022, the company has expanded the training roadmap for its employees. The number of classes held was four times that of the previous year (2021), the number of class hours was three times that of the previous year, and the number of training hours for the entire company was 1.7 times that of the previous year, with significant growth in overall class attendance and participation.

• **Annual mandatory training**

In 2022, 100% of employees completed the mandatory courses (Protection of Confidential Information, Integrity and Code of Ethics, Prohibition of Insider Trading, Prevention of Unlawful Infringement, and Code of Conduct for Responsible Business Associations, etc.).

• **Advanced technology forums**

Two advanced technology forums were held in 2022, with a total of 96 participants

• **Internal lecturer to encourage mutual sharing and knowledge transfer**

In 2022, the internal lecturer system was adjusted to encourage and build a knowledgebase through sharing to enhance R&D competitiveness. In 2022, the proportion of in-house lecturers reached 60% of the total number of classes held, and the number of in-house lecturers reached 67, a 1.5 times increase compared to 26 last year. We hope to encourage and maintain a culture of self-learning and willingness to share.



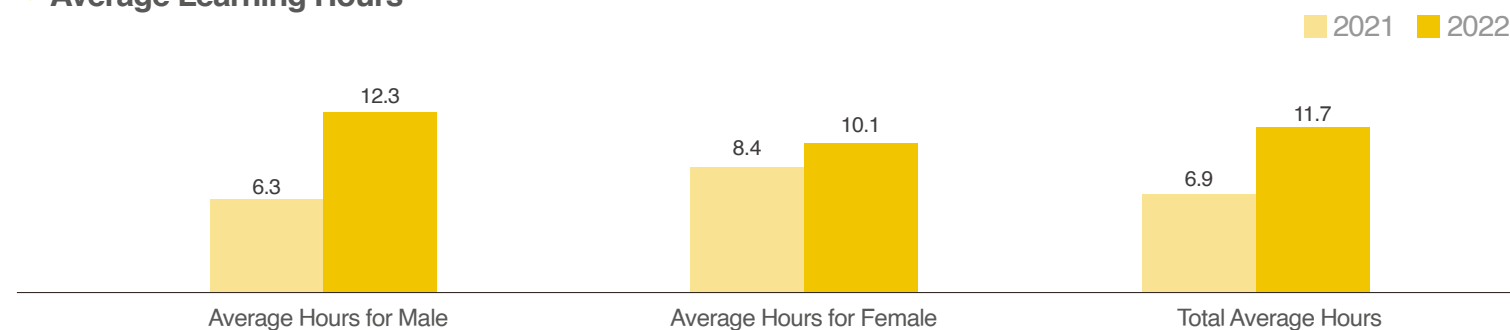


The average number of study hours per colleague in 2022 was 11.7 (up 69% from 6.9 hours last year); additionally, the average number of study hours for male was 12.3 (up 95% from 6.3 hours last year) and for female colleagues was 10.1 (up 20% from 8.4 hours last year).

2022	Male	Female	Total
Number of employee (A)	612	239	851
Total learning hours (B)	7,548.7	2,410.6	9,959.3
Average learning hours (B/A)	12.3	10.1	11.7

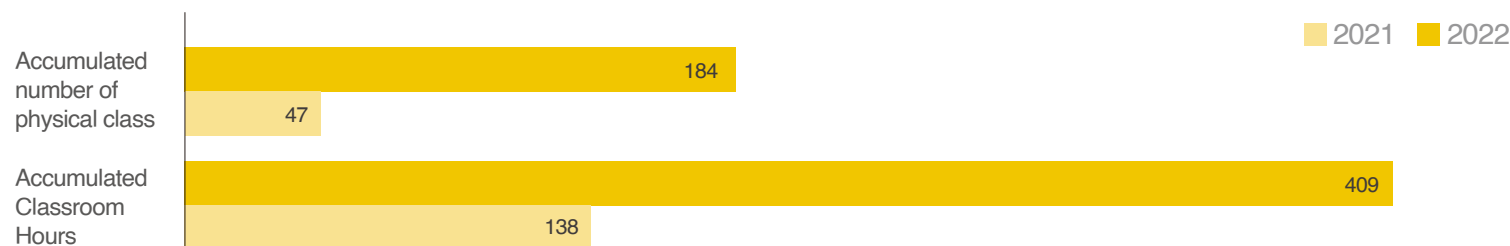
Remark:  
1. Annual elearning hours data include physical training, e-Learning, external training; however, other learning methods such as mentorship, job coaching and job rotation...etc. are not included.  
2. The allocation of training resources is based on the company's and individual's growth, and is not limited by gender or age differences.

▼ Average Learning Hours



Based on the professional competence inventory, Global Unichip Corporation redesigned the training roadmap for engineers in 2022, developed several professional courses, and refined the course content to shorten the course hours in order to improve the overall training efficiency and quality of engineers.

The number of physical classes in 2022 reached 184, which was nearly three times more than last year (47 classes), and the total number of class hours reached 409, which was nearly two times more than last year (138 hours).



## Comprehensive Training and Development Program

Global Unichip Corporation offers a comprehensive training and development program based on a training roadmap for employees at all stages of their career, from new employees to supervisors and non-supervisors. Through "Mentorship", the Internal Lecture Program, and the Technology Forums, a learning environment is achieved through positive interaction and learning among employees.

Project / The Objects	2022 Accomplishments
<b>New colleagues</b>	<ul style="list-style-type: none"> <li><b>Mandatory course for newcomers</b> Based on the training roadmap, we defined the common competencies and mandatory courses for new recruits in different units, and provided e-Learning for mandatory independent learning after arrival, with a 100% completion rate of employees worldwide.</li> <li><b>Newcomer training</b> In order to help newcomers quickly integrate into the company, understand the company's core values and future development, and introduce the rights and responsibilities of employees, a total of 144 employees (in Taiwan) completed newcomer training in 2022.</li> <li><b>ESG-related courses</b> Training was provided for important issues such as safety and health management, prevention of unlawful infringement, and ethical regulations. The completion rate of training for employees worldwide reached 100%, allowing employees to understand the core values of sustainable corporate management.</li> </ul>
<b>R&amp;D and engineering colleagues</b>	<ul style="list-style-type: none"> <li><b>Professional training</b> A professional training roadmap was designed to provide the complete professional knowledge and skills required for the job according to the position, seniority, level, etc. The training rate reached 100%, with a total of 231 participants attended the training.</li> <li><b>Cross-industry collaboration</b> Global Unichip Corporation cooperated with other EDA tool vendors to enable employees to learn and apply their knowledge in a professional field where technology is constantly evolving, and to enhance their professional capabilities.</li> </ul>



The Objects	2022 Accomplishments
Supervisory colleagues	<ul style="list-style-type: none"> <li> <b>Executive leadership forum</b>                      Incorporating the company's operational objectives each year, a "Customer Relationship Management" was offered in 2022 to learn customer relationship management thinking and strategies to enhance customer trust and all-round service advantages. A total of 71 managers attended the training.                 </li> <li> <b>Manager development program</b>                      In response to the remote work arrangements during the pandemic, two courses related to stress and emotion management were offered to strengthen the growth mindset of key management levels teaching them how to think positively and face the high pressure work environment, care for and counsel the staff, so that the team can effectively and positively cope with emotions and stress, while achieving company goals while taking care of each individual's mental health. A total of 48 supervisors attended the training.                 </li> </ul>
All colleagues	<ul style="list-style-type: none"> <li> <b>Annual mandatory training</b>                      The courses included the protection of confidential information, integrity management procedures, ethical regulations, prevention of unlawful infringement, prohibition of insider trading, and the Code of Conduct for Responsible Business Alliance. The completion rate for all employees reached 100%.                 </li> <li> <b>Advanced technology forum</b>                      In order to respond to the rapid evolution and development of future technologies and to provide colleagues with more information in real time, we held seminars related to Metaverse and electric vehicles in 2022, with a total of 96 participants.                 </li> <li> <b>Personal effectiveness and foundational training</b>                      In order to help employees improve their work performance and enhance their own abilities, we continued to provide a variety of learning and development courses in 2022, including English presentation skills, office skills, financial thinking, emergency care, etc. More than 600 people attended the courses, encouraging employees to participate in a variety of learning courses in accordance with the company's growth direction, organizational needs and personal performance goals.                 </li> </ul>
Other learning resources	<ul style="list-style-type: none"> <li> <b>External training</b>                      In addition to the aforementioned learning resources, we also encourage our employees to learn on their own and attend external training to strengthen their job skills according to their professional fields and job-related needs.                 </li> <li> <b>Scholarship</b>                      Global Unichip Corporation has set up scholarships for advanced education, including credit, degree and other scholarships, and degree scholarships, to support colleagues to pursue their degrees, with a total subsidy of NT\$110,000 in 2022.                 </li> </ul>

▼ Financial forum



▼ Newcomer training



## Metoring Program

To ensure that all new employees at GUC can quickly assimilate into the company, become proficient in their job roles as soon as possible, and receive appropriate support and feedback for any questions or concerns, a mentor is assigned to each new hire on their first day. The mentor provides personal or job-related guidance and coaching to help the new employee succeed.

In addition, to foster good interaction and communication between the new hires and their mentors, the company has designed various activities and tasks, including setting shared goals and arranging coffee breaks. This system is intended to help new employees quickly understand their job roles and the work environment, as well as adapt to the company's culture. As of the second half of 2022, this system has successfully helped over 60 new employees assimilate into the company, and the satisfaction rate for the mentorship program has reached 4.8 out of 5.

## Internal Lecturer and Technical Forums

Global Unichip Corporation continues to promote the internal lecturer system, encouraging various departments to share their expertise, knowledge, and skills through courses with colleagues within their own or even cross-functional departments. Through the transfer of knowledge, this system enhances the development momentum of the organization.

Through technical forums and workshops, GUC employees are encouraged to learn from successful examples and important project case studies which can directly and effectively help with their profession. The proportion of such



technical-related courses reached 60% of all courses offered in 2022. In addition, the number of internal lecturers has grown 1.5 times from 26 to 67 compared to last year.

Additionally, to show appreciation for the internal lecturer, GUC not only sends electronic thank-you cards but also provides relevant incentives as a way of encouraging them to continue sharing their knowledge and inspiring others, creating a work environment where sharing and learning is encouraged and valued.

### Key Talent and Executive Development

To ensure that there are suitable talents and enough successors for critical positions, GUC defines the key positions, identifies talents, evaluates talents, and provides talent development to sustainable management.

GUC identifies and evaluates candidates with development potential for key positions through alignment with senior executives and talent selection tools.

In 2022, we conducted a comprehensive review of its critical position talent pool, achieving a completion rate of 100%, to systematically and thoroughly discuss talent readiness, align with company operations needs, and complete the talent pipeline.

We then planned for the development of key candidates to facilitate their smooth growth and prepare them to take on more critical tasks or positions.

We also designed a cross-departmental coaching mechanism and arranged experienced consultants with rich industrial experience to provide one-on-one mentoring. In 2022, we arranged 22 one-on-one mentoring to guide executives and directors on their professional abilities, management, and leadership skills.



### Remote Learning Resources

Global Unichip Corporation offers a variety of diverse physical and online courses. In recent years, in response to the COVID-19 epidemic, a number of courses have been converted to online digital learning in order to allow colleagues to learn without being restricted to physical classrooms. Among them, the mandatory courses for all new hires have achieved a 100% attendance rate.

In addition, the total number of course attendees this year exceeded 5,000, a five-fold increase compared to last year when the system was first launched (where there were only 1,102 attendees), and the pass rate for the courses reached 90%. This demonstrates the high level of enthusiasm for online learning, and we hope that this will enhance the performance and self-worth of each employee.

### ESG Workshop

Global Unichip Corporation has organized ESG workshops to promote the concept of sustainability within the company, and in 2022, we invited Prof. Chi-Jui Huang, a consultant from the Center for Corporate Sustainability of National Taipei University and currently a professor in the Department of Finance and Cooperative Management, to deliver a lecture to our company. Focusing on international trends and practical action strategies, the workshop provided guidance on GRI, sustainability classification criteria, and the implementation of international evaluation standards, as well as refined learning on semi-conductor supply chain and quality management action proposals. The program consisted of 91 hours of classroom learning.

Learning makes Global Unichip Corporation better. We expect our employees to enjoy a quality learning experience and to continue to promote their career growth for better development opportunities.

### Performance Management and Development

Global Unichip Corporation regularly conducts annual employee performance reviews as an important basis for employee promotions, merit increase and other personnel operations. Each employee, regardless of gender, age, or job grades is required to participate in the annual performance evaluation. Through performance assessment, supervisors and employees jointly review the past goal achievement and provide high recognition and encouragement for excellent performance and guidance for short comings. In addition to the evaluation of work





effectiveness, we place a strong emphasis on developing the potential of our employees and providing them with future prospects, with the aim of effectively guiding them to pursue higher work quality. For this reason, Global Unichip Corporation has implemented the Performance Management and Development (PMD) system. The PMD system is divided into a probationary period for new employees, an annual performance evaluation, and a performance improvement plan based on the development of employees at each stage in the company.

In 2022, 100% of the company's global regular employees who were employed for more than three months received performance evaluations amongst those who underwent the performance improvement plan, there was a 75% pass rate. Additionally, the company's performance evaluation process includes cross-departmental joint reviews to obtain more objective results through multiple channels of feedback and to provide more effective suggestions for personal improvement and guidance for future development. The PMD management system emphasizes sustained interaction and communication, promoting cooperation between supervisors and subordinates. It effectively integrates and enhances the overall performance of individuals and organizations, helping employees achieve their work goals, gain a sense of accomplishment, and feel motivated and enthusiastic about their future development direction!

▼ **The Cycle of the Performance Management and Development System**

Goal Setting: March	Midterm Realignment: July	Year-end appraisal: November-December
Assist employees to understand the direction of their work development, evaluate their performance goals and personal development goals, and give advice and experience sharing.	Review the progress of the goal-setting at the beginning of the year, refocus on the direction of the goals for the second half of the period, and we will continue to communicate and provide guidance to improve the effectiveness of employees in achieving their goals.	Evaluate the results of the employee's achievement of the annual goals and give constructive feedback and provide appropriate guidance for future development, while laying the foundation for the establishment of the next year's goals.

## 6.2.3 Compensation and Benefits

### Comprehensive and Attractive Compensation and Benefits

<b>Total Rewards Strategy</b> <ul style="list-style-type: none"> <li>Set salary standards with reference to the salary market, the company's operation and organizational structure</li> <li>Participate in regional salary surveys</li> </ul>	<b>Salary Increment</b> <ul style="list-style-type: none"> <li>Annual base salary increment</li> <li>Average increase rate of 3% to 7% in 2022.</li> </ul>	<b>Fixed Salary</b> <ul style="list-style-type: none"> <li>12 months Base Salary</li> <li>2 months Holiday Bonus</li> </ul>	<b>Profit Sharing / Incentive Bonus</b> <p>Profit sharing or Incentive bonuses directly tied to company business result, team performance, and individual outcomes.</p>
	<b>Employee Stock Ownership Trust</b> <p>The program makes employees to contribute a certain percentage of salary, and Company matches additional contribution to employees personal trust accounts to purchase Company stocks for employee.</p>	<b>Other Bonuses</b> <ul style="list-style-type: none"> <li>Patent Award</li> <li>CIS Award</li> <li>Talent Referral Bonus</li> <li>Cash Prize</li> </ul>	<b>Insurance</b> <ul style="list-style-type: none"> <li>Compulsory Insurance</li> <li>Commercial Insurance</li> <li>Business Travel Insurance</li> </ul>

GUC combines the company's business goals with a competitive and appropriate compensation policy to motivate employees' behavior and performance, attracting and retaining key talents in the fiercely competitive industry, enhancing the competitiveness and strength of the company.

Global Unichip Corporation shares its profits with employees to attract, retain, develop, and motivate top talents. Employee salaries and benefits are not subject to gender, nationality, religion, or any other conditions. The company complies with local labor laws and participates in regional salary surveys to establish appropriate compensation policies. Taking our Taiwan headquarters as an example, our overall compensation policy includes:

- **Fixed Salary:** 12 months base salary and 2 months holiday bonus.
- **Profit Sharing / Incentive Bonus:** Profit sharing or incentive bonuses directly tied to company business result, team performance, and individual outcomes.
- **Employee Stock Ownership Trust :** The program makes employees to contribute a certain percentage of salary to purchase stocks, and the Company pay additional contribution to purchase shares for employee.