



## CHAPTER 05

# Social Responsibility

## 5.1 Protection of Human Rights

### Human Rights Management Policy

- Provide a safe and healthy working environment
- Ensure equal opportunity at work
- Prohibit any form of discrimination and harassment.
- Provide fair and reasonable wages and working conditions
- Respect employees' freedom of assembly and association
- Prohibit child and forced labor
- Adhere to the values of integrity, anti-corruption, and prohibition of accepting or offering bribes
- Provide channels for stakeholder communication
- Conduct human rights risk assessment and implement mitigation measures

### 2023 targets and results:

Item	Target	Implementation results
1.Zero violations of our guidelines to human rights management.	0cases	1 cases <sup>*</sup>
2.Completion rate of human rights policy education and training courses for all employees in Taiwan (those with indefinite contracts).	100%	100%

<sup>\*</sup>: The case has been handled properly, and we will continue to strengthen the education and training of our employees in the future.



**2024 targets:**

Item
1.Zero violations of our guidelines to human rights management.
2.Completion rate of human rights policy education and training courses for all employees in Taiwan (those with indefinite contracts) is 100%.

**5.1.1 Human Rights Policy**

“Putting people first” is a core value of BenQ. Therefore, BenQ supports and follows the internationally recognized human rights norms and principles, including the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and complies with the laws and regulations of the jurisdictions where the Company is located when formulating and implementing its human rights policies. We implement human rights protection through the human rights principles of “protection, respect, and remedy” for our employees, customers, suppliers, and partners; at the same time, we also require our suppliers and partners to work with us to protect human rights at the same level of compliance with this policy.

**5.1.2 Human Rights Management Mechanism**

In addition to declaring our determination to protect employees’ rights and interests and safeguard human rights in our policies, BenQ adopted the P–D–C–A method for global management to promote our human rights management mechanism. At the same time, BenQ has formulated a number of regulations and management procedures, such as the employee handbook and work rules,

which have been published to serve as concrete criteria for the implementation of our policies and to help track the effectiveness of the Company’s policy implementation. Furthermore, the Company also evaluates and adjusts policies in the labor–management meetings to continuously promote the protection of human rights and labor rights.

Also, to ensure the rights and interests of both the employees and the employer, the employee handbook handed out on the first day of employment states the minimum notice period required for each change of operations. In addition, the employment contract between BenQ and the employees clearly states the minimum notice period for contract termination.

<b>Plan</b>	<ul style="list-style-type: none"> <li>• We established a human rights policy.</li> <li>• We have internal education and training programs.</li> <li>• We integrated human rights policies into each unit’s operating procedures, regulations and management procedures, such as employee handbooks and work rules.</li> <li>• We established complaint channels.</li> </ul>
<b>Do</b>	In our daily operations, we follow human rights policies, regulations, and management procedures in order to manage affairs, implement education and training, and respond to complaints in order to minimize the extent of human rights violations.
<b>Check</b>	Through the Company’s auditing mechanism, we regularly detect human rights management risks or violations in our management system, and require units to correct and prevent them in order to achieve self-improvement.
<b>Act</b>	<ul style="list-style-type: none"> <li>• We regularly evaluate and optimize the management mechanism, workflow, regulations, and management procedures.</li> <li>• Based on the results of the audits, the Company will take appropriate mitigation or remedial measures, formulate improvement plans, and continue to follow up on the improvements.</li> </ul>

Table 5.1 Human Rights Management Mechanism



As of December 31, 2023, after going through BenQ’s review mechanism, human rights management measures that were designed in accordance with laws and regulations related to labor as well as the effectiveness of their implementation are as follows.

Management measure	Description	Effectiveness of implementation in 2023
<b>We maintain a healthy and safe work environment.</b>	We obtained the ISO 14001 environmental management system and the ISO 45001 occupational safety and health management system certification, which shows we provide a good working environment.	There have been no major incidents, and the work environment has been continuously optimized according to the management system.
<b>No discrimination</b>	We do not discriminate based on race, gender, marital status, age, political stance or religious beliefs in our recruitment and retention of talent.	0 complaints filed.
<b>Zero tolerance for harassment</b>	New employees take a sexual harassment prevention course as soon as they join the Company to convey our zero-tolerance stance on harassment.	1 complaint filed.
<b>Provide fair and reasonable wages and working conditions</b>	<ul style="list-style-type: none"> <li>Hours of work adhere to local labor laws and regulations.</li> <li>Salaries and benefits are in accordance with local laws and industry standards, and wages are not reduced for disciplinary purposes.</li> </ul>	Handled in accordance with labor laws.
<b>Prohibition of child labor</b>	We comply with local minimum age laws and regulations prohibiting child labor.	There has been no cases of child labor.
<b>Prohibition of forced labor</b>	<ul style="list-style-type: none"> <li>We respect the wishes of employees and prohibit forced labor of any kind.</li> <li>All employees sign an employment contract to protect their rights and interests and to perform the work he or she agreed upon with the Company according to their wishes.</li> <li>Overtime work is voluntary, and there is no forced labor or physical or psychological coercion.</li> </ul>	There has been no cases of forced labor.
<b>Respect employees’ freedom of assembly and association</b>	We have established a diversified and open communication system. Employees can form their own associations, and we emphasize harmony between labor and management.	There has been no cases of prevention or hinderance of employees’ freedom of association.

Table 5.2 Human Rights Management Measures and Implementation



### 5.1.3 Human Rights Education and Training

To ensure that all employees are aware of the importance that the Company places on human rights and labor rights, the Company requires each employee to complete 2 hours of human rights training per year. In 2023, the completion rate of the human rights education and training courses for all employees at BenQ's locations in Taiwan (those with indefinite contracts) was 100%.

### 5.1.4 Reporting and Supervision Mechanisms

BenQ has formulated policies and management procedures for social responsibility, the environment, health and safety, emphasizing the Company's ethical management, strict adherence to ethical norms, and continuous improvement in management. Each year, the Company's internal auditing department follows human rights policies and management approaches to conduct its audit of the Company's various units. In 2023, the labor rights and interests of all Company employees were in compliance with local laws and regulations, international norms, and the requirements of organizations with relevant interests.

In terms of social responsibility, the Company complies with social responsibility standards and meets the requirements of customers as well as laws and regulations in order to achieve our goal of sustainable management.



## 5.2 Attraction of Talent

### 5.2.1 Promoting a Diverse, Equal and Inclusive Workplace Culture

BenQ has an innovative and open corporate culture that actively attracts and motivates talents from all over the world, bringing diverse perspectives to the Company and driving its development. From talent recruitment to employee development, BenQ has implemented a fair talent management system, providing an equal platform for the development of aspiring individuals from recruitment to promotion and salary adjustment. At the same time, BenQ's working environment empowers employees with autonomy and growth, and pays attention to the welfare of female employees and employees raising children to ensure that every employee can feel a sense of belonging and job satisfaction in the Company.

### 5.2.2 Hiring of Diverse Talents

BenQ adheres to DEI's corporate culture and people-oriented values, and regards talent as our most valuable asset. To attract diversified talents from all over the world, BenQ not only actively explores different recruitment channels, but also endeavors to create a friendly, diverse and inclusive workplace. We continuously conduct annual tracking to ensure the effective implementation of the strategy. In order to strengthen the human capital in the regions in which BenQ operates, BenQ has prioritized the hiring of local workers, who take up 98.6% of the workforce; 100% of the management (above the assistant manager level) are local workers. As of December 31, 2023, BenQ Taiwan had 574 full-time employees (including 4 physically or mentally disabled persons, excluding current students and interns).



Employee Distribution		2021				2022				2023			
		Male		Female		Male		Female		Male		Female	
		Number of people	Percentage	Number of people	Percentage	Number of people	Percentage	Number of people	Percentage	Number of people	Percentage	Number of people	Percentage
Type of employment	Direct labor	0	0.0%	0	0.0%	0	0.0%	0	0%	0	0.0%	0	0%
	Indirect labor	299	100%	229	100%	326	100%	256	100%	324	100%	250	100%
Age	Under 30	45	15.0%	54	23.6%	55	16.9%	73	28.5%	53	16.3%	76	30.4%
	30-50	226	75.6%	165	72.0%	232	71.1%	170	66.4%	229	70.7%	162	64.8%
	50 or above	28	9.4%	10	4.4%	39	12.0%	13	5.1%	42	13.0%	12	4.8%
Position	Managerial position	57	19.1%	28	12.2%	58	17.8%	29	11.3%	54	16.7%	33	13.2%
	Professional position	242	80.9%	201	87.8%	268	82.2%	227	88.7%	270	83.3%	217	86.8%
Managerial staff	Under 30	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	30-50	43	75.4%	24	85.7%	42	72.4%	24	82.8%	39	72.2%	29	87.9%
	50 or above	14	24.6%	4	14.3%	16	27.6%	5	17.2%	15	27.8%	4	12.1%
Non-managerial staff	Under 30	45	18.6%	54	26.9%	55	20.5%	73	32.2%	53	19.6%	76	35.0%
	30-50	183	75.6%	141	70.1%	190	70.9%	146	64.3%	190	70.4%	133	61.3%
	50 or above	14	5.8%	6	3.0%	23	8.6%	8	3.5%	27	10.0%	8	3.7%

Table 5.3 Human Resource Structure Analysis





	Item				Taiwan	
					Male	Female
Contract type	Permanent employment (non-fixed contract)				324	250
	Fixed term (fixed contract)				18	55
Total					342	305
Type of employment	Full-time				324	250
	Part-time (Note 1)				18	55
Total					342	305
Non-employee workers	Type	Organizational activity	Job description	Legal relations	Male	Female
	Contractor	Cleaners	Cleans workplace environment	Contractual relationship	1	7
	Contractor	Security guards	Working environment's safety maintenance	Contractual relationship	4	0
	Contractor	Group catering	Provides Company with catering services	Contractual relationship	2	5
Note:	1. Interns in Taiwan are categorized as part-time workers but are not counted as part of the regular workforce; their contracts are still an employment contract. 2. There were no significant changes in the total number of employees during the reporting period.					

Table 5.4 Analysis of Employee and Non-Employee Workers in 2023

### 5.2.3 Analysis of New Employees

To ensure that all employees are aware of the importance that the Company places on human rights and labor rights, the Company requires each employee to complete 2 hours of human rights training per year. In 2023, the completion rate of the human rights education and training courses for all employees at BenQ's locations in Taiwan (those with indefinite contracts) was 100%.

#### Diversified Recruitment Channels to Attract Top Talents

To attract more outstanding talents, BenQ has developed a comprehensive and diversified recruitment program to draw professional talents with high potential through various channels such as job search platforms, social media, campus recruitment events, industry-academia collaborations, internships, and headhunting services. In addition, BenQ adheres to the principles of matching the right talent to the right job and prioritizing internal over external appointments in talent selection, does not discriminate against people on the basis of gender, religion, race, skin color, social status, nationality, age, or political affiliation, and strictly prohibits the employment of child labor. In 2023, BenQ had a total of 55 new employees.

BenQ adheres to its philosophy of corporate sustainability, and implements internal rotation and internal recommendation mechanisms to attract top talents. At the same time, in order to stimulate the momentum for growth, BenQ has organized six campus seminars to have students be prepared to join the workplace, highlighting our commitment to talent cultivation.



Item		2021		2022		2023	
		Number of people	Percentage	Number of people	Percentage	Number of people	Percentage
Gender	Male	53	17.7%	56	17.2%	21	6.5%
	Female	43	18.8%	49	19.1%	34	13.6%
Age	Under 30	55	55.6%	64	50.0%	38	29.5%
	30-50	40	10.2%	41	10.2%	17	4.3%
	50 or above	1	2.6%	0	0.0%	0	0.0%
Worker type	Direct employee	0	0.0%	0	0.0%	0	0.0%
	Indirect employee	96	18.2%	105	18.0%	55	9.6%
Rank	Management	0	0.0%	0	0.0%	0	0.0%
	Non-management	96	21.7%	105	21.2%	55	11.3%

Note 1: Based on the number of employees as of December 31, 2023, the end date of the reporting period.

Note 2: In the calculation of the percentage, the total number of employees in each category serves as the denominator, e.g., the denominator of the percentage of new employees under the age of 30 is the total number of employees under the age of 30.

Note 3: There were no significant changes in the total number of employees during the reporting period.

Note 4: Employees in management are those who are actually in charge of the unit.

**Table 5.5 Analysis of New Recruits in Taiwan**

Item	2021	2022	2023
Total number of new recruits	96	105	55
Recruitment rate (%)	18.2%	18.0%	9.6%
Internal vacancy replacement rate (%)	52.6%	60.9%	75.1%

Note 1: Recruitment rate = total number of new recruits / total number of employees.

Note 2: Internal vacancy replacement rate = (Number of promotions + number of assignments by managers + number of internal transfers) / (human resource application forms + number of promotions + number of assignments by managers).

**Table 5.6 Recruitment Rate and Internal Vacancy Replacement Rate in Past Years**

Category		2021	2022	2023
Gender	Male	57	71	82
	Female	43	46	54
Age	< 30	8	17	15
	30-50	89	96	109
	> 50	3	4	12

**Table 5.7 Distribution of Internal Replacement of Vacancies Rate in Past Years**

Distribution of new recruits		2021	2022	2023
Gender	Male	53	56	21
	Female	43	49	34
Age	Under 30	55	64	38
	30-50	40	41	17
	50 or above	1	0	0
Worker type	Direct employee	0	0	0
	Indirect employee	96	105	55
Rank	Management	0	0	0
	Non-management	96	105	55

**Table 5.8 Distribution of New Recruits**

### Fulfilling our commitment of educational sustainability with more activities at schools

To strengthen our collaborations with the academic sector, BenQ organized eight campus recruitment events and six campus seminars in 2023, as well as a series of recruitment activities and internship programs targeting a diverse array of faculties and expatriate students. In addition, the Company has signed memoranda of understanding (MOU) with a number of schools to provide young students with a platform for practical learning and a stage for personal development.



Event type	Purpose	Description	Main result/benefit
Campus recruitment	<ol style="list-style-type: none"> <li>Identifying and reserving potential talents in advance</li> <li>Enhancing exposure for the BenQ brand and increasing the favorability of the Group among the new generation of students</li> </ol>	Sessions held at: National Taiwan University, National Chengchi University, National Taiwan University of Science and Technology, National Taipei University of Technology, National Central University, Chung Yuan Christian University, Yuan Ze University, and National Cheng Kung University.	<ol style="list-style-type: none"> <li>We successfully organized a series of campus recruiting events at eight top universities, receiving a total of 2,305 resumes.</li> <li>The Recruitment Department recommends suitable candidates to managers for interviews according to the needs of each unit to enhance recruiting efficiency.</li> </ol>
Recruitment of expatriate talent	<ol style="list-style-type: none"> <li>Enhances the diversity of talents and brings in multinational perspectives</li> <li>Satisfies the need for talents in specific markets and enhances the Company's global competitiveness</li> </ol>	Sessions held at: Overseas Chinese Students Campus Job Fair, Digital & International Talent Job Fair, and the National Taiwan University of Science and Technology Foreign Student Job Expo.	<ol style="list-style-type: none"> <li>Received an average of more than 200 valid resumes from each recruiting event, strengthening the diversity of our talent pool</li> <li>Successfully recruited interns at the National Taiwan University of Science and Technology Foreign Student Job Expo to meet the demand for e-commerce talent in the Southeast Asian market</li> </ol>
Campus career seminars	<ol style="list-style-type: none"> <li>Helped students understand industry trends and the Group's development strategy</li> <li>Lead students to plan their careers in advance through experience-sharing by middle and senior executives</li> <li>Guided students in exploring different possibilities in the future through employee testimonials</li> <li>Bridged the gap between industry and academia to fulfill social responsibility</li> </ol>	<ul style="list-style-type: none"> <li>National Taiwan University: Focused on the brand value chain, enhanced the students' confidence toward their future careers with direct communication through sharing experiences and table-by-table exchange sessions.</li> <li>National Chengchi University: Students' understanding of different job positions is furthered through interactive Q&amp;A sessions in the form of an alumni seminar.</li> <li>National Cheng Kung University: Managers shared their long-term career experiences, demonstrating the Group's robust rotation mechanism and provision of opportunities for diverse challenges, helping students to formulate career strategies.</li> </ul> <p>(Only a number of the seminars are listed)</p>	<ol style="list-style-type: none"> <li>Each seminar received positive feedback from students, who not only saw the value of their learning from experiences shared by managers and alumni, but also gave them clarity and direction for their endeavors through an in-depth understanding of the Group and their ideal job positions.</li> <li>Successfully recruited interns for the customer service department at the seminar held on the campus of National Chengchi University, reinforcing the effectiveness of the seminar in attracting talents.</li> </ol>
Signing of Memorandum of Understanding	<ol style="list-style-type: none"> <li>Sharing resources between industry and academia to support academic development and industrial innovation.</li> <li>Enhance talent cultivation and technology R&amp;D capabilities</li> </ol>	<ol style="list-style-type: none"> <li>Collaborating schools: National Chengchi University, National Taiwan University of Science and Technology</li> <li>Scope of collaboration: <ul style="list-style-type: none"> <li>Planning of degree programs, courses, and teachers</li> <li>Organizing talent exchange, academic exchanges, innovative learning, and service, etc.</li> <li>Industry-academia collaboration and student internships</li> <li>Technology, knowledge, and research and development related to intellectual property</li> <li>Promoting collaboration projects, organizing and planning for the use of spaces</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Benefits for the Company: Access to potential talents, reinforcement of the BenQ brand, and enhancement of students' favorability toward the Company</li> <li>Benefits for students: Connecting with the industry through internships and visits, and laying the foundation for their careers</li> <li>Benefits for schools: Providing students with diversified learning resources and timely knowledge of the latest industry trends</li> </ol>
Diversified internship opportunities	<ol style="list-style-type: none"> <li>Advance identification and attraction of potential talents</li> <li>Fulfilling our social responsibility of nurturing the next generation of talents</li> </ol>	<ol style="list-style-type: none"> <li>Number of interns: A total of 73 in 2023</li> <li>Internship specialties: Industrial design, visual communication, marketing management, digital marketing, customer service, marketing planning, e-commerce, and other fields</li> </ol>	<ol style="list-style-type: none"> <li>Feedback from interns: As much as 90.6% of the interns expressed their willingness to become full-time employees, and 100% of the interns were willing to recommend the internship to their friends.</li> <li>Benefits for the Company: Nurture potential talents and retain them through the transfer-to-full-time-employee mechanism.</li> <li>Benefits for students: Apply what they have learned in practice and enhance their professional skills and workplace adaptability through the guidance of supervisors and instructors.</li> </ol>

Table 5.9 Summary of Results of Campus Events





## 5.2.4 Employee Turnover Analysis

BenQ is committed to the effective management of employee turnover. When an employee submits an application to leave the company, we will immediately notify the relevant supervisor to conduct an exit interview to understand the reasons for the employee's departure and provide timely comfort to the employee. Meanwhile, in the face of external economic fluctuations, a healthy turnover rate ensures that new blood will continue to join the company. BenQ Taiwan's average cumulative turnover rate in 2023 was 9.9%.

Year	2021		2022		2023		
	Number of people	Ratio	Number of people	Ratio	Number of people	Ratio	
Total turnover rate (%)	51	9.7%	63	10.8%	57	9.9%	
Voluntary turnover rate (%)	50	9.5%	61	10.5%	47	8.2%	
Total turnover rate (%)	Male	27	9.0%	36	11.0%	24	7.4%
	Female	24	10.5%	27	10.5%	33	13.2%
Voluntary turnover rate (%)	Male	26	8.7%	35	10.7%	18	5.6%
	Female	24	10.5%	26	10.2%	29	11.6%
Total turnover rate (%)	Under 30	4	3.8%	18	13.4%	18	14.0%
	30-50	46	12.1%	45	11.6%	37	9.5%
	50 or above	1	2.4%	0	0.0%	2	3.7%
Voluntary turnover rate (%)	Under 30	4	3.8%	18	13.4%	18	14.0%
	30-50	45	11.8%	43	11.1%	29	7.4%
	50 or above	1	2.4%	0	0.0%	0	0.0%
Total turnover rate (%)	Management	3	3.5%	3	3.4%	5	5.7%
	Non-management	48	10.8%	60	12.1%	52	10.7%
Voluntary turnover rate (%)	Management	3	3.5%	3	3.4%	3	3.4%
	Non-management	47	10.6%	58	11.7%	44	9.0%

Note 1: The above turnover rate statistics do not include employees with less than 3 months of service.

Note 2: Based on the number of employees as of December 31, 2023, the end date of the reporting period.

Note 3: Total turnover rate = (number of voluntary resignations + number of involuntary departures + number of retirees) / total number of employees; voluntary resignation rate = number of voluntary resignations / total number of employees.

Note 4: There were no significant changes in the total number of employees during the reporting period.

Note 5: Employees in management are those who are actually in charge of the unit.

Table 5.10 Analysis of Turnover Statistics



## 5.3 Talent Retention

### Management approach

We comply with labor laws and regulations, strive to enhance labor rights and interests, and uphold an attitude of non-discrimination and respect for employees. Through a reasonable salary, bonus and welfare system and a comprehensive talent cultivation mechanism, we provide an excellent place for outstanding talents to develop and realize their worth, a place where we can perform and share in the results of our efforts together.

### 5.3.1 Remuneration Management System

#### 5.3.1.1 Remuneration Policy and System

In order to attract and retain outstanding talents, BenQ not only follows the labor laws and regulations for starting salary, salary, bonuses, and employee remuneration but also does not have any differential or discriminatory treatment based on factors such as race, class, language, religion, politics, nationality, gender, age, marriage, or union status.

Therefore, in order to provide employees with a competitive salary, the Company adjusts employee salaries based on individual education and experience, professional skills, and performance to ensure that employee salaries are in line with market conditions and fair.

BenQ will never pay employees (including those in managerial positions) less than the statutory basic wage. Therefore, every year, BenQ refers to the salary survey report of an independent third-party salary consultant, the Company's operational status,

and the evaluation of the academic qualifications, work experience, professional skills, job responsibilities, potential for development and work performance of employees as the basis for the payment of salaries and bonuses. After analyzing the results, the ratio of the standard salary of entry-level staff to the local minimum wage in Taiwan in 2023 was 1.

Item	Description
Remuneration	<ul style="list-style-type: none"> <li>The Company does not pay salaries below the statutory minimum wage.</li> <li>Adjustment shall be made with reference to the salary survey report of a third-party independent salary consultant and the status of the Company.</li> <li>Salaries depend on the overall status of the Company and an overall evaluation based on the employee's academic qualifications, work experience, professional skills, job responsibilities, future potential, and performance.</li> </ul>
Bonus/dividend	<ul style="list-style-type: none"> <li>Distributed according on the Company's performance and the performance of employees in the current year.</li> <li>Three-festival bonus: Bonuses for Mid-Autumn Festival, Dragon Boat Festival, and the end of the year.</li> <li>Performance bonus.</li> <li>Employee dividend.</li> </ul>
Long-term incentive program	<ul style="list-style-type: none"> <li>Employee stock ownership trust.</li> </ul>

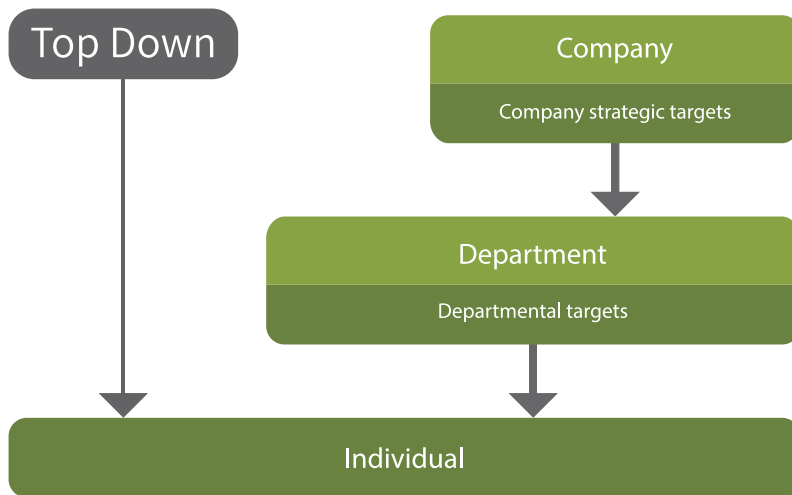
Table 5.11 Remuneration System and Measures

BenQ is a wholly owned subsidiary of Qisda. Our remuneration system for senior managers follows the approach of our parent company, Qisda; annual remuneration is given after an examination of the achievement rate of the performance index related to the annual remuneration.



### 5.3.1.2 Performance Evaluation Management System

In order to strengthen the mechanism of transmitting the Company's strategic goals down the hierarchy, the Company has implemented a KPI system for all employees, which starts from the organization's strategic goals, which are linked top-down to the goals of the Company, the departments, and the individuals. Through quantitative goal setting, clear scoring principles, and the allocation of weights to different goals, the members are driven to take actions to achieve targets.



The Company conducts a multi-dimensional performance evaluation every six months, which includes such things as performance target setting (settlement of the performance of the current period and target-setting for the next period), multi-dimensional feedback, and performance evaluation. For those who rank at the bottom of the performance evaluation list, a performance improvement plan is drawn up for them to provide appropriate and timely counseling as well as resources and assistance in order to continuously help employees improve their performance.

Approach	Target	Method
Unit KPI system	All of the company	Every six months, the Company holds an alignment meeting with all first-level units to discuss the next period's operating targets, and then develop targets by each unit and then by each grade; the targets are then assigned to unit members, who will work together to achieve the organization's strategic targets.
Performance target management	All employees	<ul style="list-style-type: none"> <li>The Company sets individual performance goals and development plans every six months according to the goals of each unit.</li> <li>At the end of the evaluation period, employees submit a self-assessment before their managers evaluate their performance.</li> <li>In addition to the achievement rate of performance goals, the evaluation also assesses whether employees have complied with the Company's code of conduct, risk management, information security and other behavioral indicators.</li> </ul>
Multi-directional feedback	All employees	In order to have more diversified channels for evaluation, multi-dimensional feedback is conducted once a year. The feedback pertains to the core functions that employees should possess in their respective positions. In addition to managers evaluating their subordinates, subordinates are also allowed to give feedback to their managers, and in the course of setting performance goals for that period, the feedback is provided to both employees and managers for reference to facilitate subsequent career planning.
Performance evaluation	All employees	All employees are grouped by management positions, non-management positions and different grade groups, and ranked and rated based on the achievement of departmental performance goals and multi-dimensional feedback for the purposes of promotion, personal development, performance improvement, and remuneration planning.

Table 5.12 Performance Management Methods



	Performance Target Completion Rate	Performance Evaluation Completion Rate
Male	98.1%	100%
Female	98.3%	100%

Note: The percentage of completion of 2023 performance targets and performance appraisal reviews is based on statistics on BenQ's Taiwan headquarters.

**Table 5.13 Performance Targets and Performance Evaluation Analysis for 2023**

### 5.3.1.3 Long-term Incentive Program

BenQ provides long-term incentives to attract and retain talented employees and to achieve the goal of having talented employees working with the Company for the long term to realize the Company's vision. The long-term incentives are as follows.

Incentive program	Employeesn stock ownership trust	Talent retention bonus
Target	At the end of the probation period (i.e. three months after being hired), full-time employees in Taiwan may apply to join the employee share ownership trust.	Talents in key positions that are critical to the development of the organization
Content	<ul style="list-style-type: none"> <li>Employees who participate in the employee share ownership trust will be entitled to purchase shares of the Company based on their rank and the Company's incentive payments.</li> <li>The higher the rank of the employee, the higher the amount of incentive payment from the Company, so this encourages employees to work hard to achieve their performance goals in order to have the opportunity to advance in rank, which in turn has a multiplier effect on the Company's overall business performance.</li> <li>Employee contributions: Participants contribute a fixed amount of their monthly salary to purchase company stock based on their individual rank.</li> <li>Company incentive bonus: The Company provides an amount equal to 100% of the employee's contribution as an incentive; an additional incentive bonus of 50% and 100% of employee contributions is granted to participants who have been employed by the Group for five and ten years, respectively.</li> </ul>	To ensure the retention of key talents in the organization and to create long-term stable operating results, a three-year guaranteed annual salary is provided to key talents with outstanding performance through retention bonus contracts.
Effectiveness	During 2023, the total amount of incentive payments was over NTD 40 million.	The total amount of talent retention bonus in 2023 was approximately NTD 3.3 million.

**Table 5.14 Implementation of Long-term Incentive Programs**



### 5.3.2 Employee Care and Welfare Mechanisms

BenQ strives to create a happy and healthy workplace, and has planned a variety of employee benefits to enable all employees to enjoy a quality workplace environment and a healthy and happy corporate culture. As of now, benefits include the following:

Type	Purpose	Measures and activities for employee care and welfare
Employee vacation time	To allow employees to rest fully, take care of their health as well as their families and affairs, achieve work-life balance, build a leisure life, and develop interests.	<ul style="list-style-type: none"> <li>• Period leave, maternity leave, paternity leave (male employees)</li> <li>• Leave for caring for family members who have Covid-19, vaccination leave</li> <li>• Vaccination leave.</li> <li>• Volunteer leave, engagement leave.</li> <li>• Pregnancy checkup leave, paternity leave</li> </ul>
Insurance system	<p>We comply with local social insurance laws and regulations to protect the basic rights and interests of our employees.</p> <p>We have further established a company insurance system to provide group insurance for employees and their dependents; they may take out additional insurance at their own discretion. At the same time, we have arranged for an insurance company to be stationed at our offices to provide insurance counseling and claim application services.</p>	<ul style="list-style-type: none"> <li>• Contribute to retirement reserve funds.</li> <li>• Contribute to the wage advance fund.</li> <li>• Health insurance and labor insurance.</li> <li>• Contribute to occupational accident insurance.</li> <li>• Group insurance: life insurance, accident insurance, critical illness insurance, hospitalization insurance).</li> <li>• Self-funded group insurance for employees' families.</li> <li>• Travel insurance for short business trips abroad.</li> </ul>
Subsidies	Comprehensive employee and dependents care mechanism to facilitate emergency relief or living subsidies.	<ul style="list-style-type: none"> <li>• Meal subsidies.</li> <li>• Subsidies for weddings, funerals, illnesses, injuries, and births.</li> <li>• Labor Day subsidies.</li> <li>• Subsidies for meals at company canteen.</li> <li>• Meal subsidies.</li> <li>• Father's Day and Mother's Day appreciation gifts for employees' dependents.</li> <li>• In 2023, childcare subsidies from the Employee Welfare Committee was added.</li> <li>• Compensation system.</li> </ul>

Table 5.15 Care and Welfare Measures at BenQ' s Locations in Taiwan

Type	Purpose	Measures and activities for employee care and welfare
Training subsidies	Talent cultivation to enhance employees' capabilities and experiences so they can add value to themselves.	<ul style="list-style-type: none"> <li>• Employee training program.</li> <li>• Education and training.</li> </ul>
Welfare activities	Planning and promoting diverse activities to create a quality environment for work-life balance.	<ul style="list-style-type: none"> <li>• Fitness courses.</li> <li>• Welfare Committee activities.</li> <li>• Employee discount for company products.</li> </ul>
Community activities	We help employees cultivate hobbies and provide them with activities after work.	<ul style="list-style-type: none"> <li>• Employees form clubs of different nature on their own, and are provided with funding and resources.</li> </ul>
Workplace facilities	By building facilities, we have enhanced spaces to provide employees with care and convenience so as to create a friendly working environment.	<ul style="list-style-type: none"> <li>• Employee canteen/dormitory.</li> <li>• Doctor's office.</li> <li>• Breastfeeding room.</li> <li>• Exercise center</li> <li>• Parking lot.</li> <li>• Coffee machine.</li> <li>• ATMs.</li> </ul>
Healthcare	Continuous care and tracking of employees' health.	<ul style="list-style-type: none"> <li>• Contracted hospitals.</li> <li>• Contracted resident doctors.</li> <li>• Regular health checkups for employees.</li> </ul>



### 5.3.3 Childcare Leave

BenQ allows employees of any gender to apply for childcare leave as long as they are eligible, and they will not be discriminated against. This is to allow employees to take proper care of their children, to comply with local labor laws and regulations, to protect the rights and interests of employees, and to enable them take care of their families so that they can work and not have to worry about the matter.

Gender	Male	Female
Number of applicants eligible for childcare leave in the current year	75	55
Number of applicants who applied for childcare leave in the current year	3	4
Estimated number of reinstatements in the current year(A)	1	4
Actual number of people reinstated(B)	1	4
Reinstatement rate(B)/(A)	100%	100%
Number of employees who remained on the job for more than 12 months after ceasing childcare leave(C)	0	3
Actual number of people who were reinstated after taking childcare leave in the previous year (D)	0	3
Retention rate (C)/(D)	-	100%

Table 5.16 2023 Statistics on Employee Suspension and Reinstatement Due to Childcare Leave at BenQ's Locations in Taiwan

### 5.3.4 Retirement Mechanism

BenQ complies with local retirement laws and regulations; employees who are eligible for retirement can apply for retirement at any time. The standard of pension payment is in accordance with the relevant labor laws to protect the rights of employees.

#### 1. Contributions to the retirement reserve in accordance with the Labor Standards Act

The Company makes monthly contributions to an employee's pension fund, which is given to the Labor Pension Fund Supervisory Committee and then deposited by the Committee into an account at the Bank of Taiwan dedicated to the employee. As of the end of 2023, the fair value of the plan assets was NTD 189,478,000, and NTD 0 was recognized as expense for the year 2023. The shortfall in the contributions has been recorded as an accrued pension liability, and the amount as of the end of 2023 was -NTD 35,627,000.

#### 2. Pension Contributions under the Labor Pension Act

Contributions based on 6% of the employees' monthly wages are deposited into their individual accounts at the Bureau of Labor Insurance, and the recognized expense amounted to NTD 37,235,000 as of the end of 2023.

### 5.3.5 Diversified and Smooth Communication Channels

#### 5.3.5.1 Communication Mechanism

In order to protect the rights and interests of employees, BenQ has set up diverse and open communication channels within the Company. Employees can communicate through the suggestion box, email, phone, and face-to-face appointments. At the





same time, to allow employees to have the opportunity to express their opinions or give suggestions at any time, the Company promotes these communication channels to all employees regularly to ensure that employees fully understand and dare to use those channels to help them resolve issues regarding labor rights and interests. In addition, the Company takes a proactive and prudent attitude to employee feedback, and engages in appropriate communication and handling measures so that employee feedback can be dealt with as soon as possible to drive the optimization of the rules and systems, and the case can be closed in an appropriate manner. The Company strives to meet the expectations and needs of employees, enhance the rights and interests of all employees, and promote barrier-free communication in the workplace while complying with the laws and regulations and principles of fairness and reasonableness. As a result, since the establishment of the Company, labor-management relations have been harmonious, and the Company has been able to respond directly to employee's needs and opinions and receive adequate feedback.



Item	Description
Communication mechanism	<ul style="list-style-type: none"> <li>The Company has an encouraging attitude toward communications with employees and maintains open grievance channels; cases are handled by immediate supervisors or communicated directly to the human resources department.</li> <li>Employees can make suggestions for improvement of work practices and measures, voice unfair treatment, report illegal activities or sexual harassment, or mention other rights and interests they wish to defend in life and work.</li> </ul>
HR mailbox	This collects employees' feedback and suggestions, so that employees' feedback can be handled as soon as possible so as to enhance the rights and interests of all employees.
2885 Online Feedback System	A channel for employees to voice concerns about issues in their daily lives, such as: Assisting with improvements to meals and the cleanliness of the environment as well as notifications of equipment failures, so that the Company can take immediate action and preventive measures to minimize the risk of serious failures.
Employee Welfare Committee	The Employee Welfare Committee meets on a regular and irregular basis to discuss and decide on what activities to organize during the year. It boosts employee morale and strengthens labor-management relations through various benefits and activities.
Labor-management meetings	<ul style="list-style-type: none"> <li>Quarterly labor-management meetings are held to coordinate labor-management relations, improve work efficiency, and promote cooperation and communication between labor and management.</li> <li>During the meetings, we report on labor dynamics and discuss labor conditions, labor welfare planning, revision of work rules, work environments, and employee feedback.</li> </ul>
Other channels	Employee opinion surveys, Food Committee, secretary/assistant seminars, and showing care to workers on a regular basis.

Table 5.17 Diverse Communication Channels



### 5.3.5.2 Reporting or Grievance Mechanisms

A set of “Communication Management Procedures” has been established for internal employee grievances. Employees who experience any sexual harassment or mistreatment may make a complaint directly to the human resources department or the President’s mailbox in accordance with the “Reporting and Grievance Handling Procedure.”

In 2023, the Company received one sexual harassment complaint regarding labor rights and human rights issues. The Company has filed a complaint and has completed the handling of the complaint in a positive manner, and will continue to strengthen education and training on sexual harassment in the future.

### Flowchart for reports or grievances



### 5.3.5.3 Employee Dedication

BenQ firmly believes that employees are the key to the Company’s sustainable operations. Since 2020, the Company has been listening to employee opinions and feedback through employee dedication surveys, conducting annual surveys and tracking. The scope of the surveys focuses on indirect employees at BenQ’s Taiwan headquarters, and the results of the surveys are published. Through the dedication survey, the Company can ascertain its own strengths, areas that need improvement, and employees’ expectations of the Company, so that it can continue to capitalize on its strengths and plan for improvements, demonstrating the importance that the Company attaches to the opinions of its employees. BenQ strives to create a better working environment for its employees, who in turn will lead to the enhancement of the Company’s operations and management.

In order to make the survey more scientific and credible, the survey structure, questions and analysis methods are consistent. In addition, the Company also conducts trend and horizontal comparison analyses for different employee groups, regions and survey years so as to enhance the overall effectiveness of the survey. In the 2023 dedication survey for indirect employees in Taiwan, a total of 567 people participated, with 482 respondents and a response rate of 85%. The overall dedication score of the employees in BenQ’s locations in Taiwan was 4.63 out of 6.



In response to the results of the 2023 Employee Engagement Survey, the Company has proposed improvement programs based on the specific needs of its employees. These programs generally focus on key items such as equipment needs, achievement recognition and positive feedback. In 2024, the Company plans to conduct a comprehensive equipment needs inventory to ensure that employees have the right resources to do their jobs, provide ongoing training programs for supervisors on motivational techniques, and optimize the performance appraisal system. These initiatives are designed to further enhance employee satisfaction with the work environment, increase motivation, and improve employee well-being and trust. Through these initiatives, BenQ is committed to creating a supportive and motivating work environment, which in turn creates a better employee experience and a more attractive employer brand, laying the foundation for the company's strategic goal of sustainable growth.

Year		2021	2022	2023
Survey content and target		1. Survey content: Refers to the Q12 questionnaire structure and includes four components: basic needs, manager support, teamwork, and learning and growth. 2. Survey target: Indirect employees (IDL) at BenQ's Taiwan headquarters.		
Questionnaire Scale		Survey target: Indirect employees (IDL) at BenQ's Taiwan headquarters.		
Number of surveys sent		561	561	567
Number of surveys received		300	489	482
Response rate		53%	87%	85%
Overall average dedication score (out of 6)		4.56	4.58	4.63
Gender	Male	4.63	4.65	4.68
	Female	4.48	4.51	4.53
Age	Under 30	4.62	4.64	4.73
	30-50	4.44	4.47	4.58
	50 or above	4.61	4.63	4.75
Rank	Management	4.65	4.67	4.70
	Non-management	4.46	4.49	4.62

Table 5.18 2021-2023 Statistics from Employee Dedication Surveys

Item		Percentage of highly dedicated employees (4-6 points) (%)
Percentage of highly dedicated employees among all employees		82%
Gender	Male	84%
	Female	77%
Age	Under 30	83%
	30-50	81%
	50 or above	91%
Rank	Management	90%
	Non-management	81%

Table 5.19 Employee Dedication Survey Results from 2023



# 5.4 Learning Development (LD)

## BenQ University

BenQ’s training system is built on the foundation of BenQ University and is structured around four main schools, namely the Professional Development School, the Learning and Development School, the Innovation and Improvement School and the Leadership and Management School, which are categorized according to their attributes and target participants. These four colleges provide comprehensive training programs for different learning needs, and are committed to assisting colleagues to utilize what they have learned more effectively in their work.

In order to provide colleagues with more immediate learning resources, we have set up an internal e-learning platform and a knowledge sharing platform. Apart from in-person courses, colleagues can also participate in online courses and knowledge learning through these platforms. Since 2019, we have been promoting action learning, increasing the proportion of digital courses, and developing learning apps to enable colleagues to make full use of their spare time to learn new knowledge on their mobile phones. By the end of 2023, the proportion of the Company’s overall digital courses has reached 77%. These initiatives are designed to ensure that colleagues can quickly and easily upgrade their professional skills to cope with the fast-changing work environment.

### Four Schools Training Programs

<b>Professional Development Institute</b>	<ol style="list-style-type: none"> <li>Design training blueprints to enhance the professional competence of employees according to the professional differences of different positions in the company.</li> <li>In response to external trends, introduce trend-themed seminars to enhance the sensitivity of internal supervisors to external trends.</li> </ol>
<b>College of Learning and Growth</b>	Includes comprehensive training for new recruits and internal instructor training. Launches four types of function-related development programs: decision-making, communication, digital application, and self-competitiveness.
<b>School of Leadership and Management</b>	Designs training programs according to the leadership and management needs of executives at different levels to enhance their leadership, management, and business thinking skills.
<b>Innovation and Improvement Institute</b>	Provide innovative development energy, introduce business model innovation, design thinking and other course resources to allow colleagues to give full play to their creativity and shape the organization’s innovation culture.

	<b>School of Leadership and Management</b>	<b>School of Learning and Growth</b>	<b>School of Innovation and Continuous Improvement</b>	<b>School of Professional Competence</b>
<b>Main Axis</b>	Manager Leadership Enhancement Business Talent Cultivation	Continuous enhancement of employees' diversified-professional skills	CIP Digital Programs	Search Talent Professional Development Program
<b>Training Direction</b>	<ul style="list-style-type: none"> <li>Seminar for Senior Executives</li> <li>Leadership development training for junior to senior executives</li> <li>Mentor Program</li> <li>New Supervisor Training (FLP)</li> </ul>	<ul style="list-style-type: none"> <li>Win Camp Newcomer Training</li> <li>Cognitive thinking courses</li> <li>Communication and influence courses</li> <li>Digital application capability courses</li> <li>Self-competitiveness courses</li> </ul>	<ul style="list-style-type: none"> <li>CIP Program</li> <li>DMAIC Program</li> <li>TRIZ</li> </ul>	<ul style="list-style-type: none"> <li>Software Talent Training</li> <li>Overseas Customer Service Talent Training</li> <li>Brand Newcomer Training</li> <li>R&amp;D Newcomer Training</li> <li>RD/medical professional training</li> <li>PM/BM/Sales professional training</li> </ul>



## Management approach

The sustainable operation and growth of the Company depends on the full utilization of the professional and managerial skills of its employees. Talent management is a key factor for an enterprise to surpass its peers. To this end, BenQ considers its employees its most important asset and spares no effort in talent cultivation and development, providing a diversified training system to enhance the overall competitiveness of its employees and to promote the knowledge and skills required for their duties. This enable employees to continue to grow in their professional knowledge and skills, and it also strengthens their sense of loyalty toward the Company and imbues a high level of commitment to the organization.

2023 targets and results:		
Item	Target	Performance
Training hours per capita	24 hours	48 hours

**Note: Since we are in the post-pandemic era, the Company has developed many online courses and organized two new in-person manager training courses.**

2024 targets
<b>At least 25 hours of training per capita by 2024.</b>

### 5.4.1 Employee Training System

The Company has built a comprehensive and diversified education and training system based on job duties. Training courses required for employees' career development are systematically planned in order to enhance their professional knowledge and skills in a comprehensive way.

In 2023, BenQ's Taiwan headquarters invested a total of USD 877,055 in training for a total of 27,704 hours of training, with an average of USD 1,528 per employee and an average of 48 hours of training per employee. In addition, in order to enable employees to learn anytime, anywhere, the percentage of the Company's digital courses reached 77% by the end of 2023.

Unit: Hours/person

Category	Group	2022 Average training hours per capita	2023 Average training hours per capita
Gender	Female	38	52
	Male	39	46
Age	Under 30	46	52
	30-50	38	50
	50 or above	25	29
Rank	Management	46	69
	Non-management	37	45
Average of all employees		39	48

**Table 5.20 Analysis of the Average Training Hours of Each Employee at BenQ's Taiwan Headquarters in 2023 by Gender, Age, and Rank**





## 5.4.2 Talent Development Programs

BenQ has devised a job-oriented learning and development system and a systematic structure for talent cultivation and development, which can be divided into employee training programs, leadership and management development programs, and high-potential talent development programs. The key points for 2023 are as follows:

### 1. Professional Function Development Programs for Employees: Constructing a 4C capability development blueprint to create all-around talents.

Excellent talents are the key driving force of the Company's sustainable growth. In order to continuously cultivate and enhance our employees' skills so that they can adapt to the Company's work environment and cope with external changes, a series of learning and growth courses are planned for all employees, from new recruits to veterans, to build a talent cultivation strategy for cognitive thinking, communication and influence, digital application, and self-competitiveness. **In 2023, we continued to enhance employee training groups; after the pandemic ended, employee participation was eager, with a total of 703 people participating in the courses. The average satisfaction score of the courses in 2023 reached 4.6.**

- (1) **Cognitive Thinking:** To cultivate employees' systematic thinking, gain a macroscopic perspective, understand the Company's operational priorities through financial thinking, stimulate creative thinking to develop innovative product processes, develop multi-dimensional thinking, and enhance personal decision-making and innovation in the workplace.
- (2) **Communication and Influence:** Based on the understanding of human nature through two-way communication, the course extends to parallel and upward communication skills, as well as their applications in presentations and business negotiation scenarios, building the necessary skills required for communication in and outside of the Company.

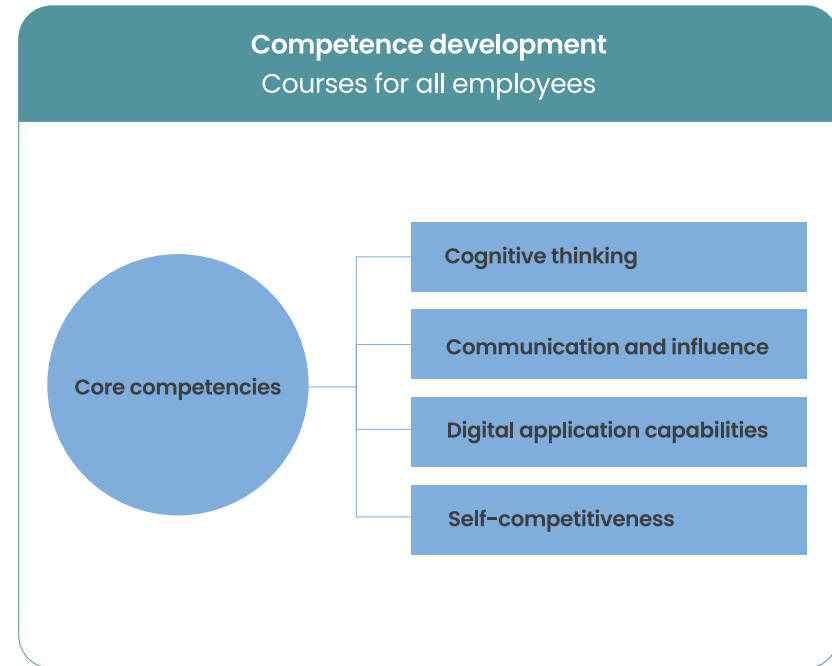
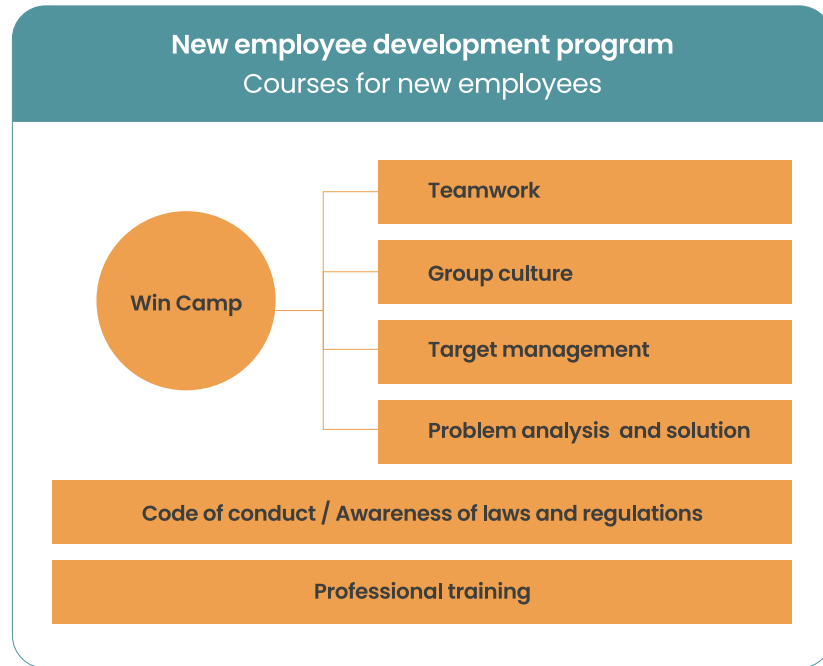
- (3) **Digital Application:** This course helps employees understand how to define problems, identify necessary data, and learn data analysis methods. Through systematic problem-solving methods and the application of data analysis tools, students enhance their problem-solving skills through the use of data.
- (4) **Self-competitiveness:** The development of self-management, learning and growth is the main focus of the course, which includes topics such as understanding one's own strengths, creating an efficient learning mode, work time management, and career growth mindsets, serving to enhance one's work planning and competitiveness in the workplace.

Through the combination of compulsory and elective courses, and physical and digital courses, the program equips employees with the necessary skills for the workplace, and also allows them to flexibly choose the courses they want to take at any time and place according to their needs at work and in career development, thus creating a more personalized learning environment in the organization.





## Blueprint of BenQ's Employee Learning and Growth Program



In order to help employees face changes that come with a new era and the challenges of work in the future, continue to improve and grow in their careers, and develop their competencies in all areas, the Company has planned different training programs according to the needs of employees in different positions to help them develop relevant professional skills and strengthen their competitiveness in the workplace.

In addition, the Company promotes internal job rotation, provides online learning platforms and online learning resources, and encourages employees to participate in external professional seminars and training courses organized by training institutions, the relevant costs of which are fully subsidized by the Company, in order to encourage each employee to continue to improve and grow in their professional fields.



## 2. Leadership Development Program for Managers

In order to cultivate key leadership and management competencies for different levels of executives and to build up reserve capacity for future organizational growth, we have developed a training and development system for executives at all levels in accordance with the company's core management functions. This system provides novice and experienced executives with a dedicated competency development blueprint, and enables them to systematically learn the leadership and management competencies required of a benchmark leader through planned management courses at all levels and job rotations. Through planned management programs and job rotations, they systematically learn the leadership and management skills required of a benchmark leader.

- **Training target: Managers of different levels, amounting to a total of 64 trainees (79% of managers).**

Program name	Participant	Role and mission	Focus
Visionary Leader Program	Senior managers/business unit managers	Industry pioneer Transformation driver Management master	Establishment of strategic planning and business layout thinking, development of organizational leadership and cultural environment shaping skills
Strategic Leader Program	Middle managers	Strategy expert Team soul Enterprise expert	Emphasis on departmental strategic goal planning and execution, and development of the ability to take on and implement the strategic goals of the senior management
Action Leader Program	Junior managers	Professional leader Management expert Subordinate mentor	Cultivation of management and leadership skills in order to lead teams and accomplish the tasks and goals assigned by upper management
Fresh Leader Program	Potential talent	Professional leader Management expert Subordinate mentor	Inspiration of management awareness and concepts, and provision of basic management knowledge and understanding of leadership

Table 5.21 Key Points of the Leadership Development Program



• **Leadership Development Methods:**

1. Systematized training resources: We have launched a hybrid learning method of physical or online management courses to facilitate multiple learning channels for supervisors. In 2023, a new version of the supervisor development training blueprint was fully launched, with the focuses of each level of supervisor training as described in the table above, with a total of 64 people completing the training and a total of 1,063 hours of learning. The average satisfaction rating of supervisors for this program is 4.75 marks.
2. Job Rotation and Experience: Through planned job rotation, supervisors are able to accumulate experience in different positions in the organization and cultivate diversified thinking and professional abilities. As of the end of 2023, the job rotation rate for executives reached 92.1%. The job rotation approach promotes the career development of supervisors and enhances their organizational adaptability and leadership qualities.

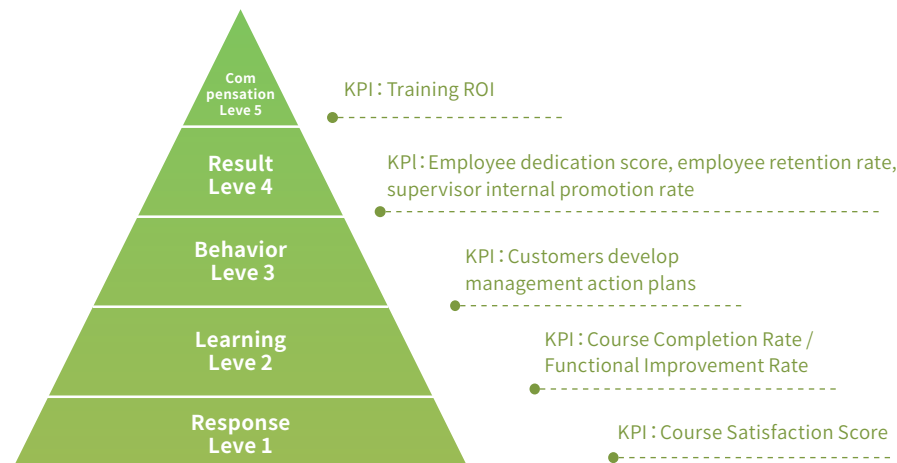
• **Training Program Name: Leadership Program**

• **Target: Potential talents to senior executives (including business unit executives)**

Training Program Focus	
Leadership	Development Focus
<b>Senior</b>	Visionary Leadership Leading Innovation Operational Decision-Making Developing Talent
<b>Middle</b>	Vision Execution Driving Innovation Resource Planning Developing Talent
<b>Junior</b>	Vision Delivery Continuous Improvement Problem-Solving Effective Selection
<b>Potential</b>	Managerial Role Recognition Establishment of basic concepts of leadership management

Training effectiveness
<p><b>Results of Level 4:</b></p> <ul style="list-style-type: none"> <li>Improvement of the employee's respect score (4.57 → 4.63)</li> <li>Increase in percentage of highly dedicated employees (85% → 86%)</li> <li>Employee retention rate up to 91.8%</li> <li>Internal manager promotion rate up to 41%</li> </ul> <p><b>Results of Level 3:</b></p> <ul style="list-style-type: none"> <li>Potential employees to mid-level supervisors are required to complete the Customer Care Leadership Action Plan.</li> </ul> <p><b>Results of Level 2:</b></p> <ul style="list-style-type: none"> <li>Prospects to mid-level supervisors are given pre/post-school competency assessments.</li> </ul> <p><b>Results of Level 1:</b></p> <ul style="list-style-type: none"> <li>Average satisfaction with overall program up to 4.75</li> </ul>

**2.2 Results from the Leadership Development Program Training:**



**3. High-Potential Talent Development Program**

Training targets	Training direction
<b>Fresh Leader</b> High-potential talents/ new managers	Inspiration of management awareness and concepts, and provision of basic management knowledge and understanding of leadership
<b>Action Leader</b> Junior managers	Cultivation of management and leadership skills in order to lead teams and accomplish the tasks and goals assigned by upper management
<b>Strategic Leader</b> Middle managers	Emphasis on departmental strategic goal planning and execution, and development of the ability to take on and implement the strategic goals of the senior management
<b>Visionary Leader</b> Senior managers/ business unit managers	Establishment of strategic planning and business layout thinking, development of organizational leadership and cultural environment shaping skills



Since 2018, in order to continue promoting the Company's sustainable growth and strategic development of its business talent needs, we have provided employees with comprehensive training and development. In the face of external uncertainties, talents in the organization face succession or assignment challenges. It is necessary to establish a talent ladder, in order to reduce the talent gap and the risks of succession.

In this regard, the Company has begun to build a program to develop talents with high potential identified by the highest-ranking manager of each unit, establishing a database of potential talents to facilitate the immediate filling of management vacancies in the future if necessary. In the future, a personal development plan will be set every six months for each talent in accordance with his/her own cognitive needs.

**Execution method:**

<b>1</b>	Establish a core management function system.
<b>2</b>	2023 establishment of the potential talent database: The highest-ranking manager of a first-level unit provides a list of potential talents in his or her unit and gives an assessment of the current status of their core functions, analyzing their strengths and weaknesses and the potential direction for their future development.
<b>3</b>	The talent's personal positioning is evaluated according to their past performance, assessment results, future potential and personal development wishes.
<b>4</b>	Based on the 3P (Prospective/Personal/Professional) functional requirements of management positions at different levels, and with reference to points (2) and (3) of the above, an Individual Development Plan (IDP) is to be formulated with the individual and his/her manager.
<b>5</b>	The IDP is implemented through the 3E (Experience/Exchange/Education) model and job rotation.

Sustainability is not only about product innovation and continuous process improvement, but also requires an organization to be like an organism, adjusting and growing at any time in response to a competitive environment. BenQ upholds such a philosophy, and continues to spare no effort in cultivating and developing talents to strengthen the competitiveness of the organization in order to meet future challenges.

**4. Business Unit Key Talent Development Program**

Given the highly competitive external environment, product managers and marketing professionals play a critical role in the Company. As a technology branding company, we focus on enhancing the professional skills of our product managers and marketing professionals in order to develop products that are more relevant to consumers and to market our products globally. In 2023, we introduced "Design Thinking Workshop," "MP Training Program," "Business Negotiation Skills" and "Effective Presentation Skills," which are key courses for product managers and marketing professionals, to continuously strengthen their abilities in product design, market analysis and product blueprint planning. In 2023, the number of participants in the marketing team development program reached 126, and the total number of training hours reached 2,477.



## 5.5 Healthy Workplace and Community Relations

### 5.5.1 Healthy Workplace

BenQ has always strived to create a healthy and energetic work environment, so that employees can be free from worries and devote themselves to their work. Since 2005, BenQ has participated in the Taipei City Healthy Workplace Assessment in Taiwan, and stood out from more than a hundred other workplaces to win the highest award for healthy workplaces, the Special Award, for two consecutive years, and was even honored with the Health Promotion Badge of Workplace Health Autonomy Certification by the Bureau of Health Promotion of the Executive Yuan in 2007. In 2011, BenQ was even awarded the Taipei City Three Stars Award, the highest honor for a Happy Enterprise. In order to provide breastfeeding mothers with a quality environment for breastfeeding, we have set up a warm and safe breastfeeding room, which has been selected as “especially excellent” by the Department of Health of the Taipei City Government since 2010.

#### Awards and Achievements

- 2005 Taipei City Healthy Workplace Special Award
- 2006 Taipei City Healthy Workplace Legacy Award
- 2007 Health Leadership Award, Health Promotion Administration, Department of Health
- 2007 Health Promotion Badge of Workplace Health Autonomy Certification
- 2008 Visit to Healthy Workplaces by the Director of the National Health Bureau
- 2009 Health Promotion Badge for Workplace Health Autonomy Certification
- 2010 Taipei City Excellent Breastfeeding Room
- 2011 Taipei City Excellent Breastfeeding Room
- 2011 Taipei City Three Stars Award, the highest honor for a Happy Enterprise
- 2012 Health Promotion Badge of Workplace Health Autonomy Certification
- 2012 Taipei City Excellent Breastfeeding Room
- 2013 Taipei City Outdoor Smoking Certification
- 2014 Taipei City Outdoor Smoking Certification
- 2016 Health Promotion Badge of Workplace Health Autonomy Certification
- 2016 Sports-Friendly Enterprise Certification
- 2017 Taipei City Excellent Breastfeeding Room
- 2018 Taipei City Excellent Breastfeeding Room
- 2019 Sports-Friendly Enterprise Certification
- 2019 Taipei City Excellent Breastfeeding Room
- 2020-2022 Taipei City Excellent Breastfeeding Room
- 2023-2026 Taipei City Excellent Breastfeeding Room



BenQ maintains the physical and mental health of its employees in an all-encompassing manner, such as regular annual health checkups that include items beyond those required by law, visits from professional family medicine practitioners, lively and interesting health promotion activities, regular health and hygiene education, teaching of preventive medicine and prevention of major diseases, and first aid education and training. For employees whose medical checkups revealed major abnormalities or who have been on sick leave for more than a few days, we provide care in the hopes of minimizing risks. Since 2014, we have been committed to focusing on the mental health of our employees, and have introduced the EAP employee assistance program system, so that our employees can have free psychological counseling services, which can enhance their mental health and strengthen their resilience to stress. In 2023, we will conduct physical and online supervisor care courses for managerial-level department supervisors, and conduct online feedback surveys every three months, in the hope that supervisors can continue to observe their colleagues' responses to emotional stress, and to reduce the risk of their colleagues' responses to emotional stress affecting the department. In 2024, we will set up a stress safety net to provide continuous training for managerial-level supervisors to care for their colleagues' workplace interactions and to become the gatekeeper of emotional stress in the workplace.



### 5.5.2 Maternal Care

The Company provides maternity leave, childcare leave, and maternity subsidies for female employees, as well as childcare subsidies to reduce the burden of living expenses on families. In addition, for the health of women and children, the Company provides a well-equipped breastfeeding room, which has been rated as a five-star breastfeeding room by two parenting magazines, and there is no restriction on the time of use, so female employees can use it at any time as long as they have the need to do so.

BenQ is committed to creating a good working environment, and regularly teaches and promotes knowledge on occupational safety to create a workplace free of occupational accidents.

In 2023, we achieved the following:
1. The rate of employee participation in health checkups is 93%.
2. If there is any abnormality, a second visit to the doctor or continuous follow-up is conducted according to the degree of abnormality; the follow-up rate of major abnormalities has reached 100%.
3. We have a physical therapy room where physical therapists help to conduct musculoskeletal assessments for employees and correct their poor posture when using computers, reaching 1,000 visits.
4. More than 6 employees breastfed for more than 6 months in the workplace after they've delivered their children.

### 5.5.3 Relationship with Communities

BenQ is committed to “being kind to the earth” and “caring for the society” to realize the commitment of “starting from the impact of science and technology and realizing the common prosperity of the remote society.” Over the years, BenQ has provided employment opportunities for the physically handicapped, responded to the Internal Medicine Blood Donation Activity every year, organized the Ocean Beach Cleaning Activity to maintain the marine ecology, and presented the Village Peace Boxes to the low-income households during festivals, and provided the public welfare organizations to set up booths for selling and giving gifts. The company provides charity organizations to sell their products at booths and give away gifts, and specially selects relevant products made by disadvantaged groups for distribution to colleagues, in the hope of combining the core competencies of the enterprise and cultivating excellent talents to achieve sustainable development of the society.

In 2023, we achieved the following:
<ul style="list-style-type: none"><li>• Provide Village Peace Boxes to low-income households during the Chinese New Year Festival.</li><li>• Organize 3 charity sales events.</li><li>• Provided employment opportunities for the physically challenged, employing 6 physically challenged persons.</li><li>• Organized 2 blood donation campaigns for the public, with a total of 165 participants who donated 250 bags of 62,000 cc of blood.</li><li>• Organized 3 beach clean-up activities with a total of 3.1 tons of garbage removed.</li><li>• Organized 4 DIY activities for public welfare, reducing carbon emissions by 1,063 kg.</li><li>• Collaborate with 3 charitable organizations (Hei Bean Children Foundation, Love for the Blind Foundation, and Down Syndrome Foundation) to support charitable organizations and increase product sales opportunities in 2023.</li><li>• Organize two lectures on sustainability-related topics (marine environmental protection and education in remote villages).</li><li>• Organized a tree-planting festival and planted 2,000 trees.</li></ul>





## 5.6 2023 Sustainability Exhibition Sustainability Action Plan

### Sustainable Future: BenQ Leads the Green Revolution at COMPUTEX Taipei

In this era, the global climate crisis has become a common challenge for mankind. Climate change not only threatens people's lives, but also affects the stability and sustainability of the earth's ecosystem. In the past, trade shows and exhibitions have often resulted in large amounts of one-time waste and resource consumption, which not only causes environmental pollution, but also accelerates the harm of climate change.

In the face of the global climate crisis, BenQ aimed to embark on a green transformation at COMPUTEX Taipei 2023.

We understand that the large amount of disposable waste brought about by current trade shows has a serious impact on the environment, and we also understand that this is a problem that needs to be solved in terms of business growth and environmental pollution. Therefore, with wisdom and innovation at the core of our curatorial approach, we created a zero-waste green show that conveyed to every participant the practicality and sustainability of green show initiatives.

At the same time, we applied for ISO 20121 sustainability management certification for this exhibition, becoming the first and only group in the world to receive this certification since COMPUTEX began in 1981, which is not only BenQ's fulfillment of its

commitment to the environment, but also its dedication to the global sustainable development. Through this exhibition, we demonstrated BenQ's determination to influence and encourage more enterprises and individuals to join the green initiative and work together to create a better future.

### Sustainable Curation: Obtaining ISO 20121 Sustainability Activity Certification Demonstrating ESG Value

In creating this green exhibition, BenQ followed the core principles of ESG (Environmental, Social and Corporate Governance) and integrated the ISO 20121 sustainability management standard throughout the entire curatorial process. Through the spirit of ISO 20121 sustainable event management, we ensured that every detail of the show complied with ESG standards and that more business partners who share the same values joined us in advocating and promoting sustainable values, thereby continuing to expand the impact of the Green Show.

### Environmental Aspects: Practicing Sustainability Scene

In line with our commitment to the environmental aspects of the ESG, we made the fair a model of sustainability. The fairgrounds were designed as a sustainable venue, with zero-waste decoration as the goal, following the 100% 3R principles of environmental sustainability (Reduce, Reuse, Recycle), and constructing the fairgrounds with Taiwan's locally sourced unpainted and unpeeled wood, to minimize resource waste and environmental pollution, and to realize a green fair that is low-waste and carbon-reducing.



During the show, all staff and visitors used 100% recyclable tableware, which not only reduced the burden of disposable tableware on the environment, but also encouraged participants to live a greener lifestyle.

We achieved to achieving the goal of a paperless show floor by digitizing more than 90% of the event's literature. This not only saved a lot of paper waste and reduced the impact of tree felling on the environment, but also reduced energy consumption and carbon emissions.

### **Social Dimension: Expanding Promotion and Practicing Sustainable Values**

The social aspect of the show was centered on practicing and promoting sustainable values. More than 50% of sustainable smart solutions were exhibited, including GIS carbon inventory, smart food pick-up kiosks to improve operational performance, enterprise cloud integration services .... and more. These sustainable smart solutions were designed to solve the pain points of industries and customers, bring benefits, and combine with social and environmental care to inject new impetus for sustainable development.

BenQ and the education organization "Teach for Taiwan" jointly advocated that BenQ's educational touch displays and "Teach for Taiwan" would shorten the digital gap in education in remote and rural areas by providing innovative education technology tools to promote equality in education so that more children could enjoy quality education resources.

In addition, BenQ and its 30 group companies and supplier partners signed a commitment to sustainability, which had been translated into concrete practice: integrating smart business opportunities and striving to create a green miracle. This not only highlights BenQ's commitment to corporate social responsibility but also contributes positively to society.

### **Economy: Sustainable co-creation and promotion of local economic development**

The curation of this exhibition was aimed at fostering the local economy, centering on Taiwan's local sourcing and purchasing 100% local recycled tableware for the use of staff and visitors during the exhibition period. This not only helped to reduce transportation costs and carbon emissions, but also promoted the development of eco-friendly tableware manufacturing and rental services, injecting new momentum into the local economy.

80% of the building materials were sourced from Taiwan, reducing carbon emissions and energy consumption in the transportation process, in order to realize a sustainable venue, promote the development of the local building materials industry, and add vitality to the local economy.

The show venue purchased 70% of Taiwan's local gifts for customers and VIPs. Purchasing gifts with local characteristics to publicize Taiwan's culture, enhance the popularity and competitiveness of local enterprises, and support the promotion of local economy and culture have also been issues of BenQ's sustainable concern.



## Shaping the Future: BenQ's Social Mission for the Sustainability Fair

The social impact of this sustainable exhibition went beyond the commercial sphere, reaching out to all levels of society through three main directions:

1. BenQ's curation of this exhibition followed the ISO 20121 sustainability management standard to convey BenQ's sustainability philosophy to other companies, and the curation covered various ESG aspects, demonstrating that the green exhibition initiative brought not only commercial benefits, but also positive social benefits.
2. BenQ cooperated with educational organizations to shorten the digital gap in education in remote areas and enhance children's learning opportunities, so as to promote equality in education.
3. BenQ and 30 group companies and supplier partners signed a sustainability pledge to implement the ISO 20121 management system, which translated into positive habits of excellence and positive actions, implanting the DNA of sustainability in the show's actions, which not only facilitated business cooperation, but also promoted the sustainable development of the company and its partners at the same time.

BenQ's goal of creating a zero-waste green exhibition is to become a driving force for corporate sustainability, and we hope that society will respond and work together toward a greener and more sustainable society.

## Looking to the Future: Combining intelligent business opportunities with green miracles

BenQ demonstrated its green initiative at COMPUTEX Taipei 2023. Following the ISO 20121 sustainable event management standard, we showcased a scalable and replicable green show initiative that opens new doors for corporate sustainability.

By doing so, we present the sustainable potential of companies and industries, and provide a powerful engine for creating green wonders that drive business development. It's a mutually supportive journey, and we will work together with our customers, suppliers and partners to create a greener, more sustainable future.

