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Diversity and Inclusion for Sustainable Development

At Hon Hai, we are dedicated to attracting and retaining exceptional talent by offering competitive compensation and benefits, while fostering a vibrant and supportive work environment. We actively promote diversity and equality among our employees, ensuring everyone can maximize their potential within an inclusive culture. We believe that employee diversity is a catalyst for innovation and enhances overall team performance.

Hon Hai has implemented comprehensive training and talent development policies to facilitate employee career development, providing a range of learning opportunities designed to enhance skills and adapt to the rapidly evolving market landscape. Furthermore, we prioritize employee well-being by offering robust health and mental wellness programs that support the holistic health of our workforce.

Regarding human rights and labor policies, Hon Hai adheres strictly to international standards, committing to uphold the fundamental rights of all employees, ensuring equitable working conditions, and respecting the dignity of every individual. We firmly believe that a respectful and supportive environment is essential for employees to realize their full potential, thereby driving the sustainable development of our company.

Material Issue in This Chapter

Talent Attraction and Retention, Employee Diversity, Equality and Inclusion, Employee Training and Development, and Human Rights and Labor Relations.

Commitment to SDGs



Major GRI Standards Mapping

GRI 201; GRI 202; GRI 401; GRI 402; GRI 404; GRI 405; GRI 406; GRI 407; GRI 408; GRI 409; GRI 410

Key Performance Indicators and Achievements for 2024

- 1 The employee turnover rate in Taiwan for the fiscal year 2024 has been reduced to 5.37%.
- 2 At the corporate level, we are steadfast in our commitment to advancing diversity, achieving a representation of women in management positions at 30.74%. We remain dedicated to promoting a workplace framework that emphasizes diversity, equity, and inclusion.
- 3 The organization places a high priority on the training and development of talent, with a total of 46,155,191 hours of educational training undertaken in 2024, representing an investment of approximately NTD 180 million in training expenses. On average, each employee received 60.3 hours of training.
- 4 We have instituted three fundamental principles: zero-fee employment, equal remuneration for equal work, and restrictions on the transfer of contractual obligations. These principles are systematically incorporated into our labor dispatch agreements to ensure robust governance.
- 5 In the realm of childcare, Hon Hai has implemented the "Company Support for Children Aged 0-6" policy, which has disbursed a total of NTD 730 million in subsidies to 1,877 Hon Hai infants by 2024. Since December 2021, the Group has launched the "Thousand Days Project," culminating in 2024 with the establishment of the world's first scientific nurturing center located within a manufacturing facility—the "Thousand Days Early Development Public Service Center."



Talent Attraction and Retention

Recruitment Principles and Policies

Hon Hai is committed to implementing policies that promote employee retention stability, aiming to achieve an annual overall retention rate of over 90% for indirect employees by 2030. Concurrently, we are enhancing the exclusive development mechanisms and benefits systems for high-performing talent among indirect employees, with a target retention rate of 95% for this group. Employees are regarded as one of the Group's most valuable intangible assets. The ability to attract qualified and talented individuals, as well as to retain and cultivate internal talent, is crucial for the company's success. Organizations focused on attracting top talent should not overlook the importance of internal personnel who grow with the company and understand its organizational mission and culture. It is essential for the company to establish a structured internal career mobility process to retain talent and reduce external recruitment costs.

The Group employs both social recruitment and campus recruitment strategies to identify suitable candidates. To attract more outstanding talent, we offer competitive compensation and benefits packages, rewarding employees who demonstrate exceptional performance while maintaining appropriate workforce mobility. Additionally, the Group actively investigates the reasons for employee turnover as a basis for improvement and promotes organizational diversity and vitality through continuous recruitment of new employees.

Throughout the talent selection process—including job postings, candidate applications, interviews and selection, hiring, and onboarding—the Group strictly adheres to labor regulations and upholds the principles of fairness, equity, and transparency. The professional capabilities and technical competencies of candidates serve as the core criteria for hiring, ensuring that all applicants who meet the job requirements are afforded equal opportunities for interviews. The Group explicitly prohibits discrimination or differential treatment based on candidates' age, gender, place of origin, ethnicity, or physical condition during

the recruitment process. We provide multiple reporting channels to the public to ensure equal employment opportunities for applicants. Furthermore, we have established a robust labor contract system, signing labor contracts with all employees to safeguard their rights and interests.

Suitable Workforce Structure

Overview of the Company's Workforce Structure

In today's rapidly changing business environment, a robust and diverse workforce is crucial for the sustainable development of enterprises. For Hon Hai, having a diverse human resources team enhances innovation capabilities and strengthens the company's competitive advantage. With employees from various backgrounds, professional skills, and perspectives, Hon Hai can more effectively address market challenges and meet the increasingly diverse needs of customers.

Moreover, a well-structured workforce fosters employee satisfaction and loyalty, reducing turnover rates—an essential factor for maintaining stable operations. Hon Hai is committed to nurturing talent and providing comprehensive career development opportunities to ensure every employee can thrive in this challenging environment. Through these efforts, Hon Hai aims not only to achieve its business objectives but also to create greater value for society and advance sustainable development. The organizational human resource structure is detailed in the appendix under 'Key Performance Indicators'.

New Hires and Employee Turnover

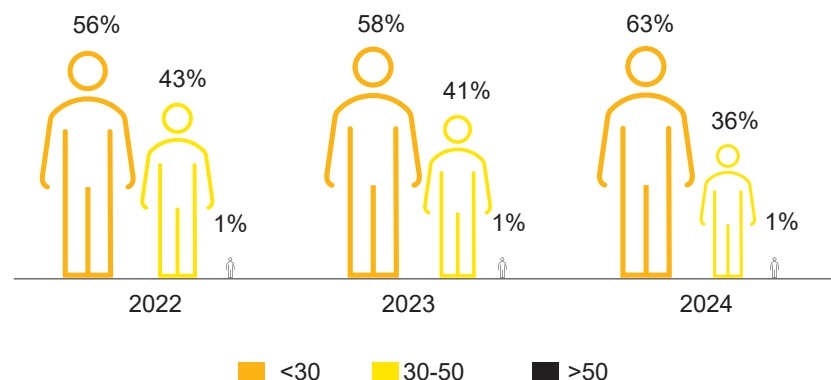
Corporate human resource management, strategies for managing new hires and departing employees are crucial, as they directly impact the company's operational efficiency and cultural atmosphere.

For New Hires: The Group should provide comprehensive onboarding and orientation programs to help them quickly adapt to the company culture and workflows. By offering clear job descriptions and goal-setting exercises, new

employees can better understand their roles and expectations. Additionally, establishing a robust mentoring system, where experienced employees guide newcomers, fosters knowledge transfer and communication. This approach enhances new employees' satisfaction and accelerates their growth and development.

In 2024, the Group welcomed 265,226 new employees, with women comprising 35.13%. The number of new hires increased by 3.62% compared to 2023.

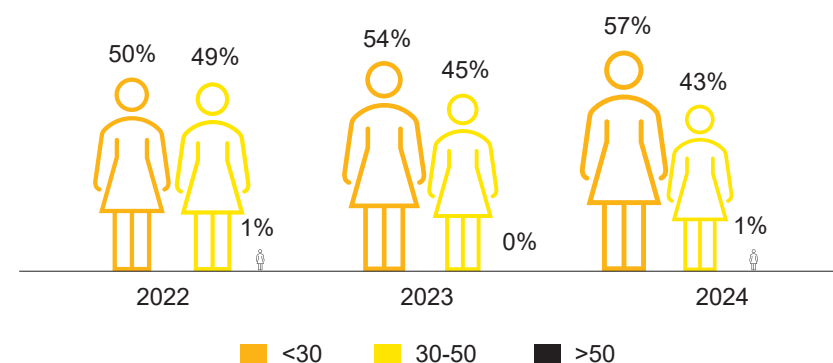
Statistics of New Male Employees by Age Group Over the Past Three Years



On the other hand, the Group conducts exit interviews for Departing Employees to understand the reasons behind their departures, which is essential for improving company policies and the work environment. By analyzing feedback from departing employees, the Group continuously identifies potential issues and makes necessary adjustments to enhance employee retention rates.

In Taiwan, the turnover rate decreased from 10.45% in 2023 to just 5.37% in 2024.

Statistics of New Female Employees by Age Group Over the Past Three Years



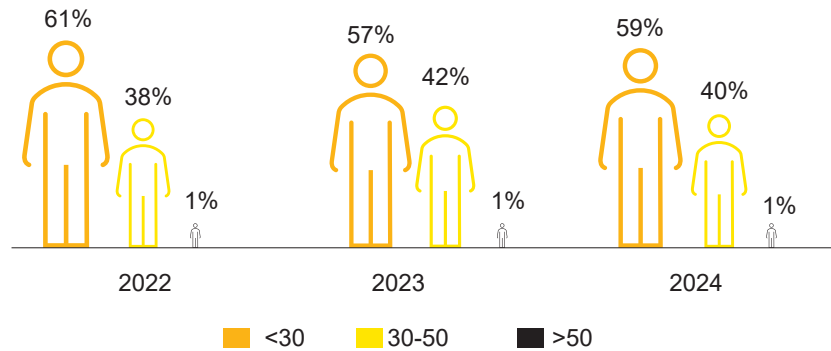
Notes:

1. The figures are based on the December 31, 2024, headcount.

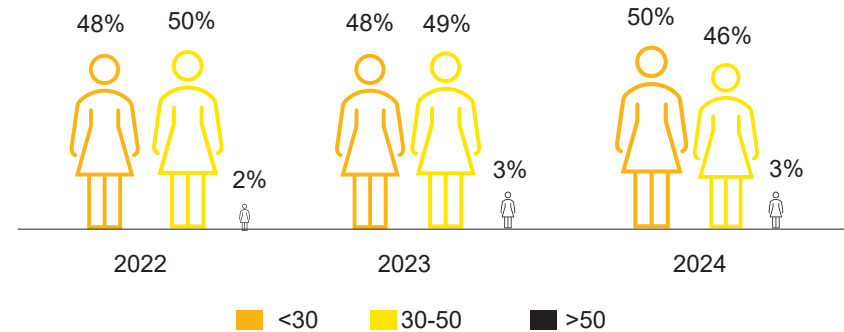
2. The data encompasses the entire group scope.

3. Turnover Rate = Total number of departures in the year / (Total number of departures in the year + Total headcount at year-end), calculated using the total employee count as of December 31 to determine the proportion of departing employees.

Statistics of Male Employees Turnover by Age Group Over the Past Three Years



Statistics of Female Employees Turnover by Age Group Over the Past Three Years



Notes:

1. The figures are based on the December 31, 2024 headcount.

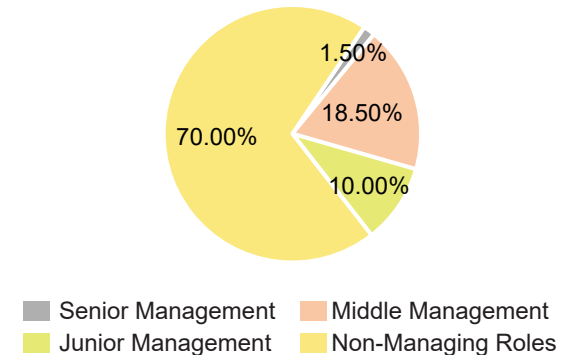
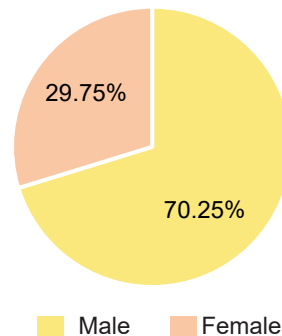
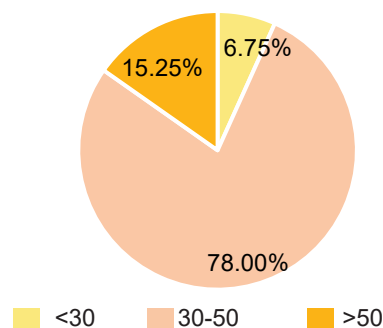
2. The data encompasses the entire group scope.

3. New Hire Rate = Total number of new hires in the year / (Total number of new hires in the year + Total headcount at the beginning of the year), calculated using the total employee count as of January 1 to determine the proportion of new employees.

Internal Transfer Rate

At Hon Hai, we encourage internal mobility among our employees. The following statistics illustrate our internal transfer rates categorized by age, gender, and management positions:

Distribution of Hon Hai's Internal Transfer Rate



Notes: The data scope includes only Taiwan and Mainland China.

Employee Retention Policies and Initiatives

Hon Hai offers flexible work arrangements for employees to help them balance their work and personal lives, thereby reducing the stress associated with returning to work. Employees may request adjustments to their start or end times, which can be implemented upon departmental approval from their supervisors. The Group provides specialized training and resources to assist returning employees in quickly updating their skills, reintegrating into their teams, and enhancing their work efficiency.

The organization values employee feedback and conducts regular surveys to understand the needs and challenges faced by current employees. Based on this feedback, we continuously refine our policies to ensure that employees feel valued and supported. By establishing effective communication channels, we encourage employees to express their opinions freely, further enhancing their sense of belonging.

Additionally, the Group employs a reward mechanism to encourage employee performance, fostering teamwork and cohesion, enabling each employee to find their value and sense of achievement in this challenging environment. These retention policies not only help reduce employee turnover rates but also enhance the overall work atmosphere, promoting the sustainable development of the enterprise.

Furthermore, the parent company of Hon Hai is implementing an employee stock trust program in 2025, which will be available to 100% of all employees.

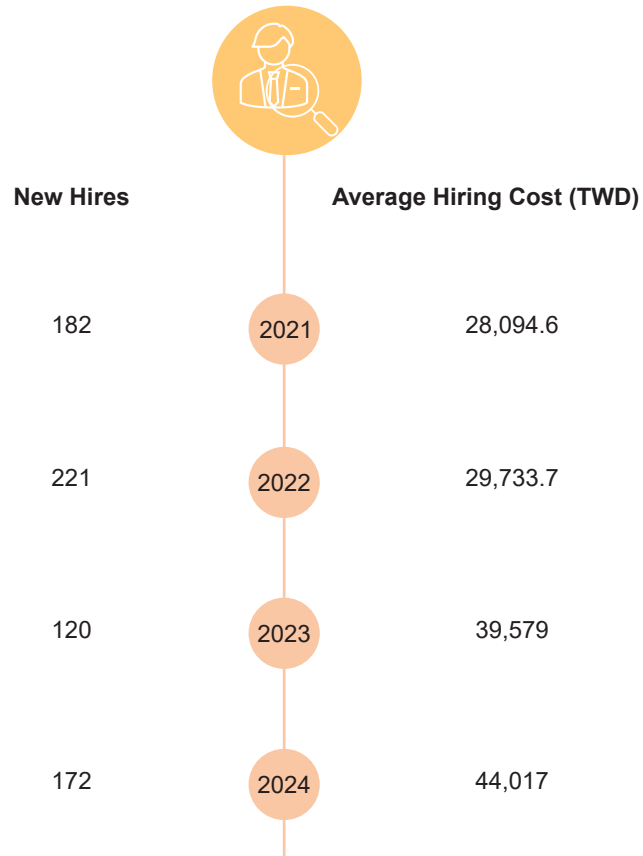
This incentive measure allows employees to apply voluntarily. In the design of the stock ownership mechanism, shares must be retrieved upon employee departure or retirement to ensure the effectiveness of long-term retention incentives.

The company has established a retention bonus mechanism for outstanding employees with over two years of service, along with a stock reward program and employee-certified equity certificates for specific employees. The company's board members (excluding independent directors), supervisors, and senior management, as well as core technical (business) personnel of the company and its subsidiaries, are subject to a restricted stock/option program established in 2019 and the 2022 employee stock ownership plan. From a group perspective, the coverage rate of the long-term incentive mechanism stands at 3%.

Labor Costs

The Group is continuously enhancing its human resource recruitment strategies, demonstrating a strong commitment to new hires. To attract diverse and high-potential top talent, Hon Hai is actively investing in its recruitment budget to improve the overall quality and precision of its hiring processes. During recruitment, we not only focus on process efficiency but also enhance the diversity of talent sources and the alignment of skills, reflecting the Group's determination and proactive efforts to invest in future talent acquisition amidst a competitive talent landscape.

Cost of Hiring



Notes:

1. The figures are based on the headcount as of December 31, 2024.
2. The data scope includes the Taiwan headquarters.
3. Average recruitment costs encompass both internal and external recruitment expenses, including interview costs, agency fees, advertising, job fairs, travel, and relocation expenses.
4. FTE (Full-Time Equivalents) refers to the total number of work hours equivalent to that of one full-time employee over a fixed period, typically one year. This concept is used to convert the work hours of several part-time employees into the equivalent work hours of full-time employees.

Diversity, Equality and Inclusion

Diversity and Inclusion Policies

The company has implemented several effective practices and policies to promote multiculturalism, respect for employee diversity, and gender equality, aiming to create an inclusive and friendly work environment. We are committed to achieving a global representation of women in leadership roles of 31% by 2027.

Firstly, the company has established clear diversity and inclusion policies to ensure that all employees, regardless of gender, age, race, religion, or sexual orientation, have equal opportunities. These policies are reflected not only in the recruitment process but also extend to salary, promotions, and career development.

Secondly, the company regularly conducts multicultural training and gender equality workshops to enhance employees' awareness and understanding of diversity and inclusion. These activities not only promote mutual respect among employees but also strengthen team cohesion.

Additionally, the company offers flexible work arrangements and parental leave to support employees in balancing work and family responsibilities, particularly for female employees, facilitating their career development alongside family commitments. The company encourages employees to participate in multicultural activities, celebrating various cultural festivals and events to enhance understanding and respect for different cultures, thereby fostering a harmonious and diverse work environment.

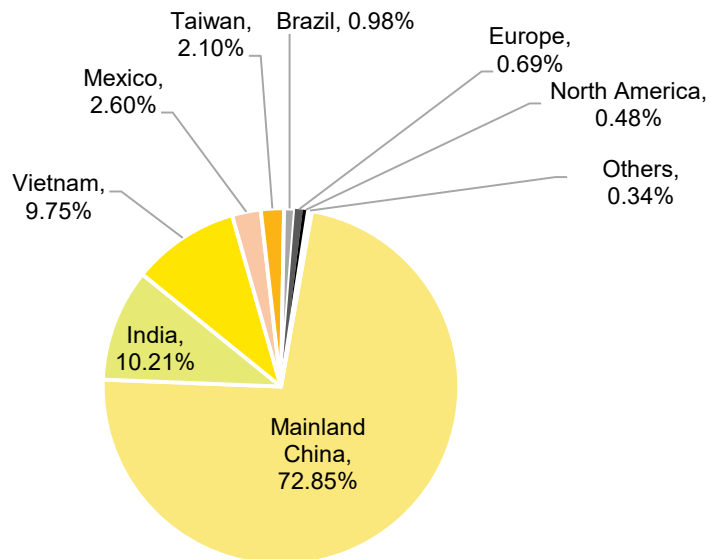
Through these practices and policies, the company is not only dedicated to increasing employee satisfaction and loyalty but also laying a solid foundation for sustainable corporate development.

Workplace Diversity by Nationality

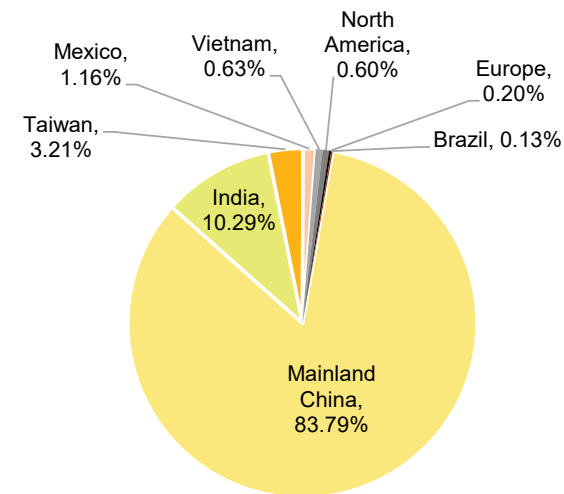
The Group has a total global workforce of 726,048 employees, which includes 4,468 employees with disabilities. The Group implements a localization strategy globally, with employees primarily consisting of local residents at each facility. This approach reflects our commitment to fostering local leadership and promoting diversity in our global operations.

Country Distribution of Hon Hai's Workforce Structure

The Group classifies its workforce based on employees' work locations, with the highest proportion of employees being in Mainland China.



Country Distribution of Hon Hai's Workforce Structure by Management Level



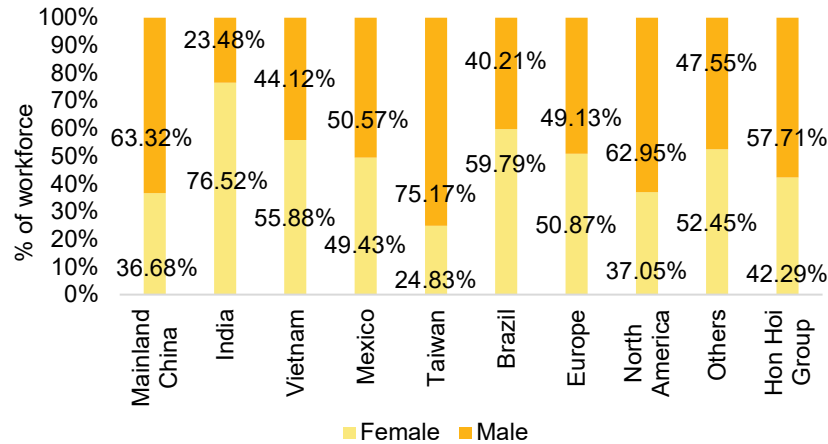
Note: The data does not include the number of employees from FII units, as FII units have not disclosed the distribution of employee nationalities.

Workforce Diversity by Age and Gender

The Group has achieved a female employee representation nearing or exceeding 50% in various regions, including mainland China, Taiwan, Mexico, and North America. We are committed to continuously optimizing our gender structure by actively creating more employment opportunities for women and promoting gender equality and diversity. Additionally, the Group has set a target for 2025 to have women occupy 30% of board positions, demonstrating our commitment to enhancing female leadership.

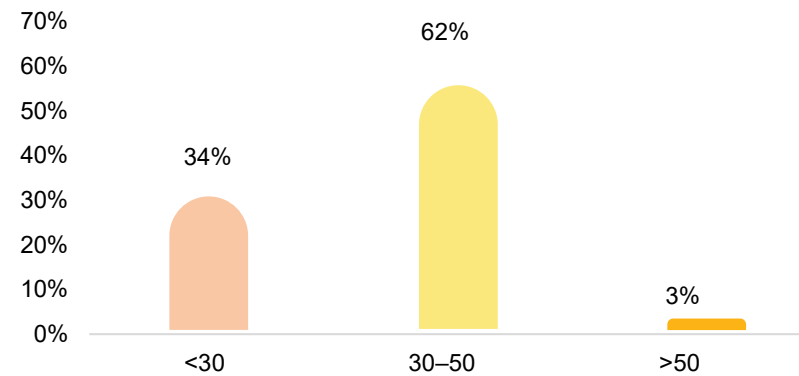
Furthermore, Hon Hai remains dedicated to employing individuals with disabilities, with the proportion of disabled employees reaching 0.79% of the total workforce in 2024.

Employee Diversity Distribution by Gender



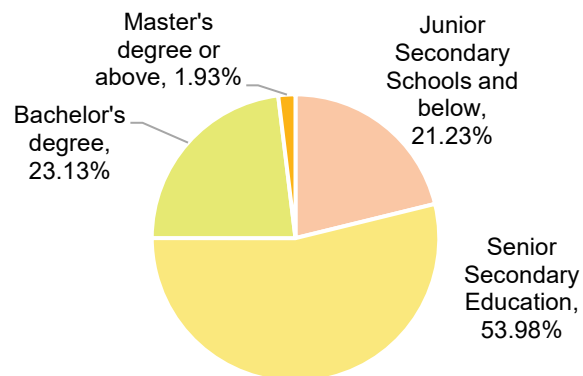
Note: The data does not include FII.

Employee Diversity Distribution by Age

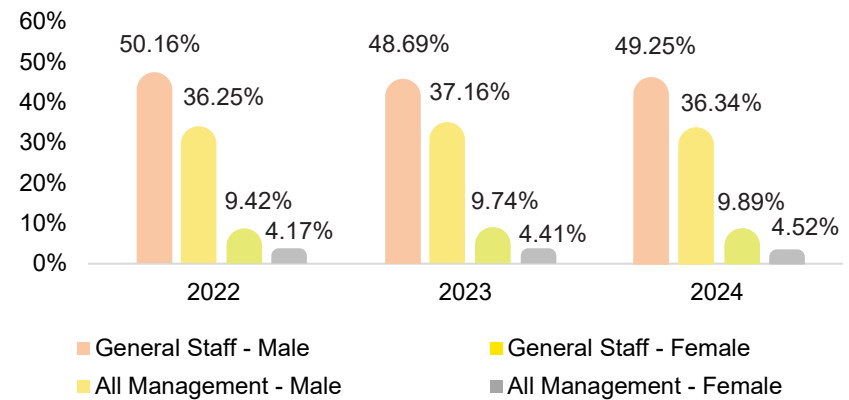


Note: The data does not include FII.

Percentage of Employee Educational Attainment in 2024



Employee Diversity Distribution by Management Level



Proportion of Women in Management Positions

Gender Ratio by Management	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
General Employees (% of total employees)	50.16%	36.25%	48.69%	37.16%	49.41%	36.47%
All Management (% of total employees)	9.42%	4.17%	9.74%	4.41%	9.78%	4.34%
All Management	69.32%	30.68%	68.84%	31.16%	69.26%	30.74%
Entry-Level Management	69.95%	30.05%	69.97%	30.03%	70.30%	29.70%
Middle-Level Management	62.44%	37.56%	54.01%	45.99%	61.63%	38.37%
Senior Management	85.32%	14.68%	80.60%	19.40%	87.97%	12.03%
Management Positions in Revenue-Generating Functions	66.27%	33.73%	65.09%	34.91%	65.36%	34.64%
Management Positions in STEM-related Positions	79.29%	20.71%	80.18%	19.82%	81.61%	18.39%

Note:

1. Entry-Level Management: Assistant Manager level (inclusive) and below

2. Senior Management: Associate Manager level (inclusive) and above

3. Revenue-Generating Positions: Positions that generate revenue (such as sales), excluding general management positions (such as HR, IT, legal, and other support roles).

4. Management in Innovation, R&D, Engineering Positions: Individuals in management positions within the fields of Science, Technology, Engineering, and Mathematics (STEM). Positions include, but are not limited to: computer programmers, web developers, statisticians, logistics specialists, engineers, physicists, and scientists.

Gender Pay Indicators

To promote gender pay equality, the company regularly conducts salary reviews and publicly discloses data on average gender pay and the gender pay gap, with the aim of encouraging a trend toward equal pay. The gender pay gap

does not take into account all the different factors that may play a role, such as education, hours worked, job type, career breaks, or part-time work. Currently, employees in Taiwan and Mainland China represent over 80% of the Hon Hai system, providing sufficient representation, and in the future, we will gradually disclose global compensation ratios.

Gender Pay Indicators

Global Gender Pay Ratio		
	Average Salary for Males	Average Salary for Females
Executive level (base salary only)	3,329,559	2,654,699
Executive level (base salary + other cash incentives)	14,405,483	8,453,724
Management level (base salary only)	1,990,412	1,783,284
Management level (base salary + other cash incentives)	3,259,158	3,122,832
Non-management level (base salary only)	1,190,533	1,041,329
Non-Management Level (Base Salary + Other Cash Incentives)	1,845,823	1,635,932
Difference Between Male and Female Employees		
Mean Gender Pay Gap	1.17	
Mean Bonus Gap	1.15	

Equal Workplace Opportunities

The Group adheres to the principles of fairness and diversity, striving to create a discrimination-free workplace. In matters related to recruitment, promotion, performance evaluation, salary distribution, and training and development, we follow the principle of equal treatment, ensuring that no employee is discriminated against based on gender, age, nationality, place of birth, race, language, disability, marital status, pregnancy, sexual orientation, religious beliefs, political stance, or union membership. We continuously strengthen

management systems and employee awareness to ensure that everyone can grow and develop in a respectful and fair environment.

Anti-discrimination and anti-harassment policies are vital cornerstones for maintaining a healthy work environment, with a zero-tolerance attitude aimed at protecting all employees from any form of discrimination and harassment, ensuring that every employee can work in a safe, respectful, and inclusive environment. The Group is firmly committed to not subjecting employees to any form of violence, including gender-based violence, sexual harassment, sexual abuse, corporal punishment, mental or physical coercion, bullying, public humiliation, or verbal insults, and prohibits threatening anyone with such actions. All employees should be treated equally in recruitment, promotion, salary, training, or other work-related matters. The company commits to regularly reviewing and updating relevant policies to ensure compliance with the latest laws, regulations, and best practices.

To address harassment, the Group has established a clear anti-harassment policy, including sexual harassment and non-sexual harassment, defining various forms of harassment, including verbal, physical, or visual harassment. All employees are responsible for adhering to this policy and must report any harassment they observe promptly. The Group takes all reports seriously, investigating them thoroughly and taking appropriate action to resolve the issues.

Additionally, the company provides multiple channels for employees to report incidents of discrimination or harassment anonymously or directly, ensuring that all reporters will not face retaliation. The Group will also provide necessary support and resources to help victims recover and reintegrate into the workplace.

During onboarding training, all employees receive relevant information or training, which is reinforced through regular retraining. Specifically, all employees who handle or process complaints related to harassment and abuse must undergo formal training to address such complaints, while security personnel must receive specialized training to prevent harassment and abuse.

To ensure that all colleagues within the Group adhere to ESG and CSR policies, the Group requires every employee to complete mandatory training courses on the “Code of Conduct (CoC)” and “Employee Human Rights Chapter” annually. These courses cover topics such as ethical standards, employee rights, and occupational health and safety, achieving a training completion rate of 100%. At the same time, the Group enhances employee training rates and completion rates through a mechanism linking annual promotions and mandatory training courses on sustainability policies. Relevant systems and regulations are published on the company’s internal website for colleagues to access at any time.

Discrimination and Harassment Incidents

In addressing the issue of sexual harassment, Hon Hai has established an independent management guideline titled “Workplace Sexual Harassment Prevention Measures, Complaint, and Disciplinary Regulations,” along with related incident handling processes to effectively respond to acts of sexual harassment and power harassment. The Group has set up dedicated reporting hotlines and mailboxes as channels for employees to raise issues. According to the regulations, incidents will be handled based on a tiered response system, and a complaint handling committee will be formed to ensure that all complaints undergo fair and objective investigation and deliberation.

Following investigative interviews, the collection of relevant supporting materials, and joint review and resolution by the complaint handling committee, appropriate disciplinary actions will be taken against wrongdoers based on the severity of the violations. For reporters, the company also provides support resources such as internal or external third-party psychological counselling to assist them through difficult times.

Additionally, the Group periodically invites external experts to conduct online courses on gender equality regulations, aiming to enhance employees’ awareness of gender equality and their rights. Through these systematic management mechanisms, the Group establishes communication channels between labor and management, striving to maintain a quality work environment free from discrimination and harassment.

In 2024, the Group did not receive any reports of discrimination or harassment incidents through the investigative project statistics.

Corrective Actions Taken

The Group has established a comprehensive internal complaint and appeal mechanism that clearly outlines the procedures for handling discrimination and harassment incidents. Employees can report relevant incidents through internal reporting channels to designated personnel and receive a clear commitment from the Group that good-faith reporters will not face retaliation.

In 2024, the Group officially established the “Management Regulations for Important Employee Incident Personnel Review,” which was approved and issued by the Chairman. This regulation strengthens the design of the review process and stipulates that the “Personnel Review Committee” will uniformly handle relevant incidents to avoid bias that may arise from a single supervisor’s control. If the handling process or results do not comply with the Group’s regulations, a complaint can be filed; if there are still disagreements, a third party may be introduced for arbitration as appropriate to ensure the fairness of the process and the rationality of the decisions.

Talent Development and Training

■ Sustainable Talent Development

The Group continuously invests resources in talent learning and development to enhance employees’ professional skills and career growth, aiming to achieve an average of ≥65 hours of training per year for operational staff and ≥85 hours for technical and management personnel by 2030.

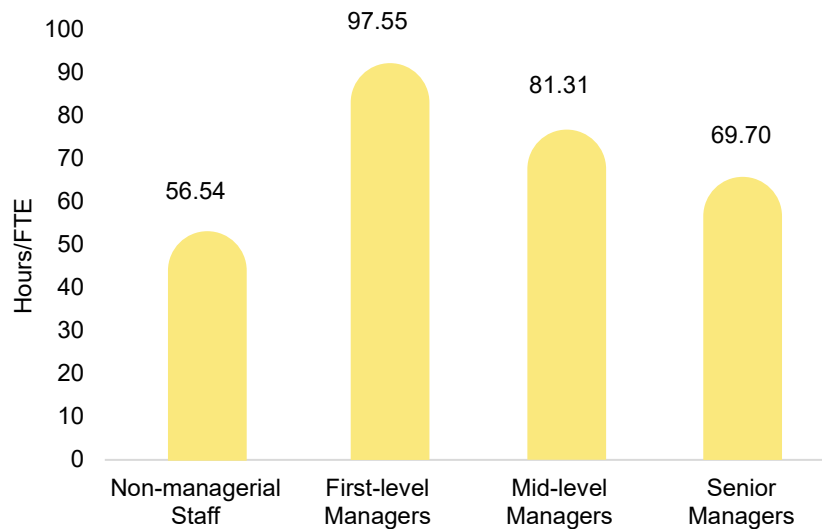
In 2024, the average training hours attended by each employee in the Group was 60.3 hours, covering various areas, including professional skills training, leadership development, occupational safety, and compliance training. These training programs not only improve employees' work capabilities but also enhance the overall effectiveness of the team.

Additionally, the Group regularly conducts training needs assessments and adjusts training programs based on employee feedback and market trends, ensuring that the learning opportunities provided meet both employee needs and the company's development goals. Through these efforts, the Group is committed to cultivating high-quality talent, laying a solid foundation for the company's sustainable development.

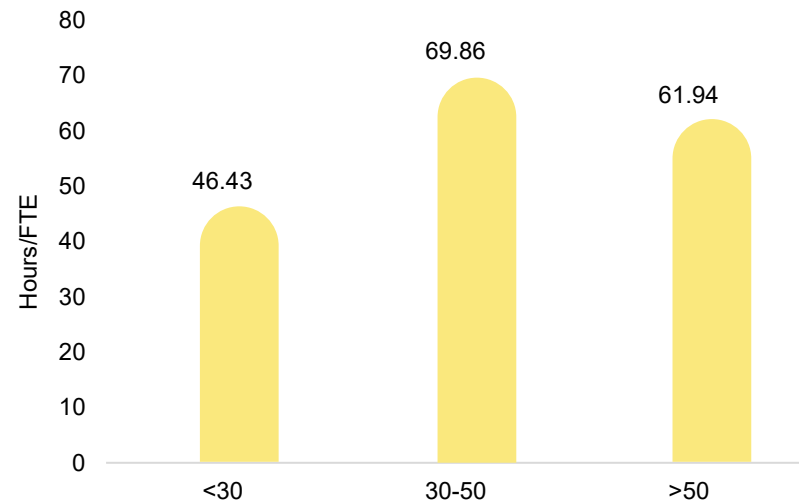
Training and Development Investment Statistics

Total Training Hours Hours/Person		Total Training Hours Hours/Person	
Male	27,969,229.57 61.15	Direct Labor	27,617,202.50 53.98
Female	18,185,961.47 58.93	Technical and Management Personnel	16,267,891.68 76.40

Employee Training and Development by Management Level



Employee Training and Development by Age Group



Employee Education and Training

Education and training are essential tools for talent development within our company. The Group encourages all employees to “learn while working and grow through learning,” fostering a combination of theoretical knowledge and practical experience. In 2024, the Group invested NT\$180 million in specialized training programs, providing a total of 461,560,000 hours of educational training to enhance employees’ personal competencies and job skills, thereby improving organizational and team performance.

(1) Onboarding Training for New Employees

We conduct comprehensive onboarding training for new employees, covering topics such as corporate culture integration, career development, mental and physical well-being, digital literacy, compliance education, and technological trends. This training is designed to help new colleagues quickly acclimate to the work environment and establish the right values and work mindset.

(2) Management Capability Development

In accordance with the needs of different management levels and promotion assessment criteria, we tailor management competency development training programs for employees at various management tiers. This training aims to prepare supervisors by equipping them with the management capabilities necessary for “system establishment, workforce planning, and empowering leadership.

(3) International Topic Lectures/Seminars

We invite leading international experts from various sectors of the industry to deliver presentations on cutting-edge technologies and relevant industry trends under the “3+3+3” framework. This includes three major industries: “Electric Vehicles, Digital Health, and Robotics”; three key technologies: “Artificial Intelligence, Semiconductors, and Next-Generation Communications”; and three major platforms: “Smart Manufacturing, Smart Electric Vehicles, and Smart Cities”.

(4) Health Promotion Lectures

The Health Management Center regularly invites experts in health promotion, exercise, psychology, CPR, and AED to conduct seasonally appropriate courses. These programs are designed to help employees unwind after work while deepening their knowledge of health promotion and related topics.

(5) Employee Transition Skills Training

To ensure that employees continuously adapt to the ever-changing work environment and the evolving demands of job competencies, the Group’s training programs focus on assisting employees in navigating career transitions. The emphasis is placed on transitional skills training, including critical thinking, communication skills, and work efficiency.

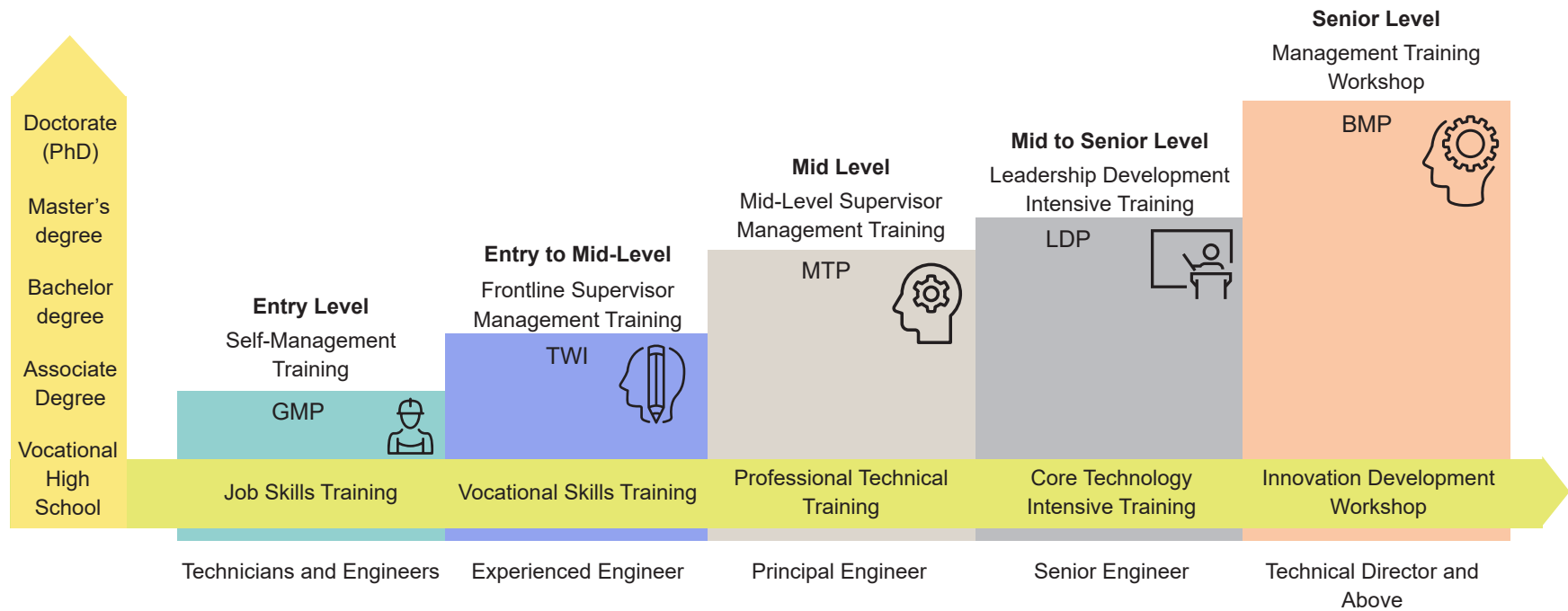
Hon Hai’s training strategy is centred on supporting sustainable business development and talent growth, establishing a “comprehensive, all-encompassing, and holistic” talent development system. The Group plans tiered and categorized learning content based on different job types and levels, encompassing onboarding training, professional skill enhancement, management development, and high-potential talent development programs. This is combined with a blended learning model that integrates both online and offline methods to enhance training efficiency and flexibility.

Simultaneously, Hon Hai implements a self-directed learning platform and an internal instructor mechanism based on the needs of various business units to strengthen the promotion of a learning culture. Through the evaluation of training effectiveness, we continuously optimize course offerings and resource allocation to achieve mutual growth for both talent and the organization.

Talent Development Model

The Group adopts a “blended online and offline” training model that deeply integrates various dimensions to support employees’ career development, including professional technical levels, management competency levels, and educational advancement levels.

Talent Development Model



Talent Pipeline Development

To deepen talent development and establish a succession pipeline for management, Hon Hai continues to advance the “Honghu (Swan) Series Training Camps” in alignment with the Group’s overall strategy and organizational development needs. This initiative creates a systematic training framework that encompasses various levels and stages of development. The series is divided into seven categories, offering corresponding courses for everyone from new hires to senior executives, thereby achieving comprehensive coverage and a full-cycle development model for talent cultivation.

Through the “Honghu (Swan) Series” training system, Hon Hai not only enhances the critical competencies of talent at all levels but also further strengthens the company’s talent reserve, supporting the foundational human capital necessary for the Group’s long-term development and global expansion.

Swan - New feather	Adaptability training designed for new employees to help them quickly integrate into the corporate culture and work environment and improve their workplace adaptability.
Swan-Inspirational	With self-management as the core, we cultivate employees' basic workplace abilities such as self-motivation, time management, and workplace emotional adjustment.
Swan-Set sail	A training camp for section-level supervisors to strengthen grassroots managers' team management, communication, coordination and problem-solving skills
Swan- Spread your wings	A tailor-made training program for reserve plant managers and functional managers, focusing on cross-departmental collaboration, leadership and performance management
Swan-Take-off	The Excellent Factory Manager Training Program focuses on mid- and senior level manufacturing leaders, deepening their comprehensive capabilities in operations management, strategy execution, and change leadership.
Swan - Voyage	The Executive Advanced Workshop is designed for core management personnel and covers forward-looking topics such as leadership advancement, global vision, digital transformation, and corporate sustainability.
Swan - Navigation	The advanced training class is designed for the Group's future key senior talents, focusing on strategic thinking, innovation capabilities and the establishment of an international business structure.

Vocational Competency Training

To assist employees in comprehensively enhancing their critical thinking, decision-making, communication skills, and overall competencies, as well as improving mental health levels and work efficiency, the Group launched a series of vocational competency courses in 2024, providing intellectual support for

group and employee development. The courses offered by the Group include general management, psychology, and office skills software. In 2024, a total of 23 sessions of management and skills training were conducted. Among these, 11 sessions of general management training were held, with 461 participants; 7 sessions of mental health courses were conducted, with 638 participants; and 5 sessions of general office skills training were offered, with 171 participants.

In response to the Group's transformation and upgrading needs, as well as internationalization layout requirements, the Group planned a series of training in English, Spanish, and Vietnamese in 2024 to cultivate high-quality, highly capable multilingual talents. Additionally, the Group collaborates with various units to continuously enrich online and offline learning resources, enhancing employees' language application abilities from multiple levels and perspectives, thereby strengthening cross-cultural communication and improving work efficiency.

Participants in the courses have shown significant performance improvements in their work, while also increasing work efficiency. The multifaceted training has also enhanced employees' opportunities for workplace advancement and resilience, reducing employee turnover, particularly among those aged 30 to 50.

Management



1. Application of Psychology in Business Management
2. Coaching Golf - Downward Management
3. Establishing and Managing High-Performance Teams
4. NLP Coaching Management

General Knowledge



- | | |
|--|--|
| 1. Six Thinking Hats for Critical Thinking | 5. Problem Analysis and Resolution |
| 2. Structured Thinking | 6. Business Meeting Facilitation |
| 3. Coaching-style Communication | 7. Goal Management and Plan Implementation |
| 4. Articulation Techniques Training Workshop | |

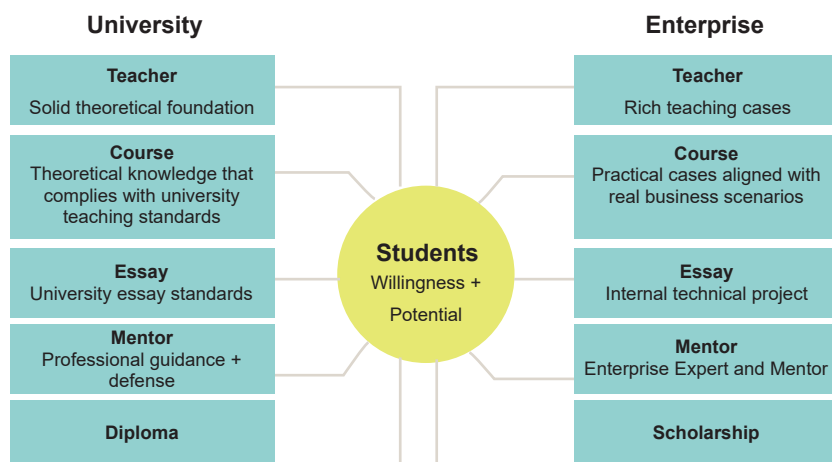


Highlights of the “Articulation Techniques Training Workshop” Course

On-the-Job Educational Advancement

The Group is deeply implementing its “3+3+3” strategy, dedicated to cultivating a diverse and high-quality talent pool while optimizing the structure of human resources to comprehensively support digital transformation and high-quality development. At the same time, we are practicing ESG principles by creating a continuous learning platform for employees to promote technological innovation and skill enhancement, providing robust support for employees’ career development and personal growth, thereby achieving a win-win development model for both the enterprise and its employees.

We offer a variety of learning opportunities that further drive the Group’s technological upgrades and talent reserves, assisting employees in moving toward a broader career future. In 2024, the Group partnered with 85 renowned universities to promote educational cooperation, covering four levels of academic qualifications: doctoral, master’s, bachelor’s, and associate degrees, offering a total of 54 popular majors to fully support employees’ continuous education and career development.



Internal Auditor System Training

International organizations such as ISO promote management systems aimed at establishing clear and unified effective production and management standards for global enterprises. This enables companies to comply with international and regional legal regulations while enhancing product quality and risk control management levels, thereby meeting customer demands and improving competitiveness and sustainable development capabilities.

Since 2006, the Group has continuously promoted internal auditor training related to ISO management systems, covering environmental management, occupational health, corporate social responsibility, and other management systems. From 2021 to the present, to better empower the Group’s business development and meet customers’ diverse and refined production and management audit requirements, the Group has continuously introduced training on management systems, including quality in the automotive industry, greenhouse gas inventory, business continuity, and RBA.

In 2024, a total of 22 sessions of internal auditor training were conducted, achieving the following performance outcomes:

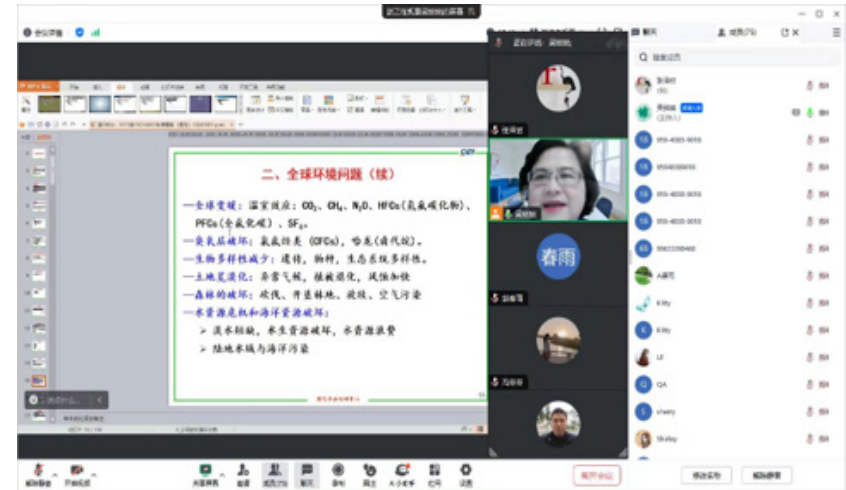
Training Programs	Number of Sessions	Number of Participants
Environmental Protection and Energy Conservation	5	400
Sustainable Development & Compliance	5	412
Group Industry	4	332
Quality Management	3	266
Production Safety	4	323
Information Security	1	83



ISO 14001 Environmental Management System Training Highlights

Smart Manufacturing Training and Industrial Internet/Internet of Things Certification

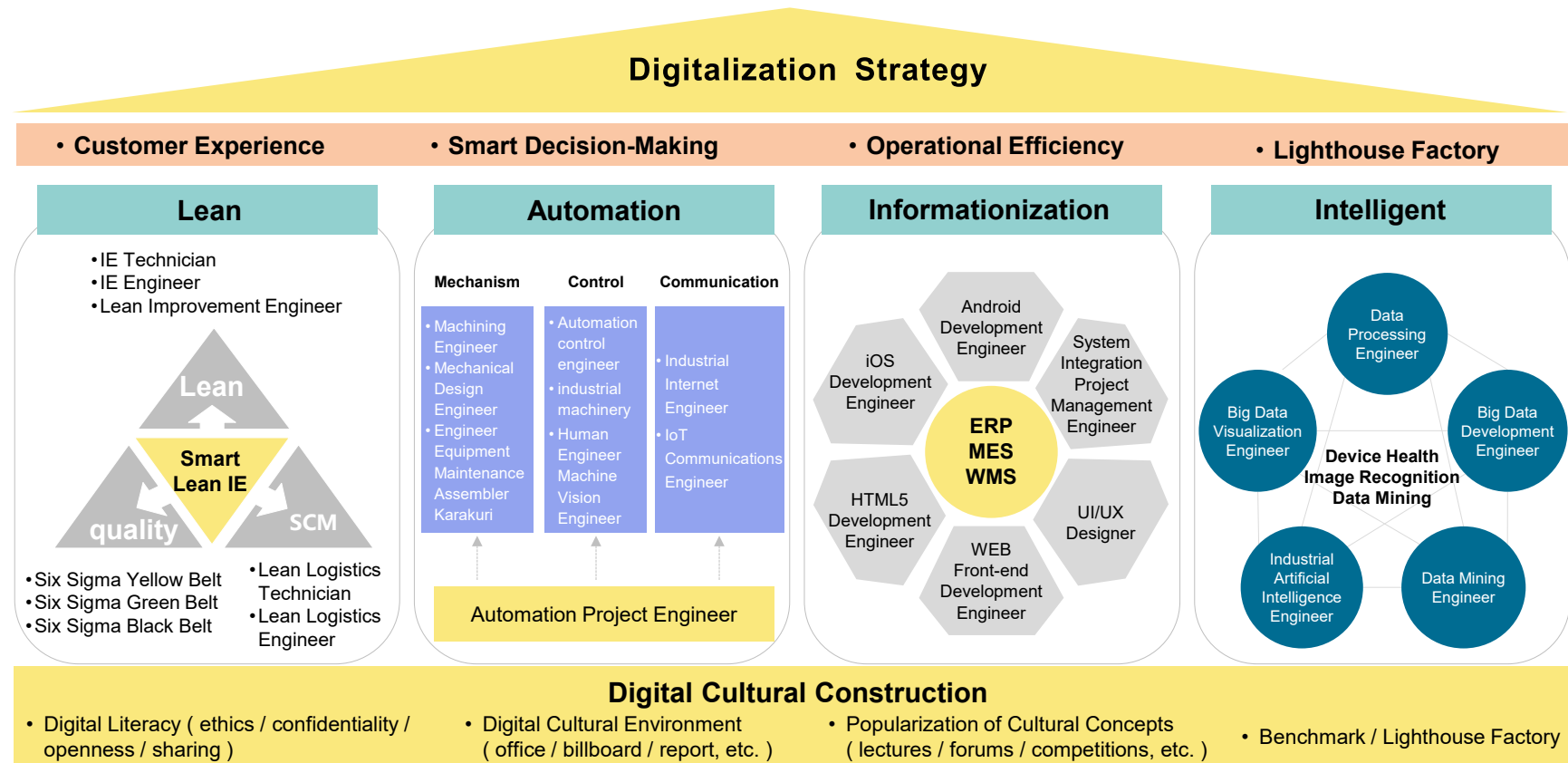
In 2024, the Group conducted 94 sessions of specialized training focused on smart manufacturing, training a total of 4,981 individuals. Simultaneously, we continued to upgrade the Internet of Things (IoT) certification system and certification base, offering 17 sessions of specialized training for the installation and debugging of industrial internet equipment, as well as vocational skill level certifications for IoT installation and maintenance, training 601 individuals and certifying 424 as qualified. Additionally, we assisted trainees in applying for government skill growth subsidies totalling RMB 384,400.



ISO 9001 Quality Management System Training Highlights

This training program focuses on enhancing employees' professional skills and digital capabilities, further promoting the company's digital transformation and smart manufacturing development. Through systematic training, the enterprise can optimize production processes, reduce costs, improve production efficiency and product quality, strengthen innovation capabilities and data-driven decision-making, ensure operational resilience and sustainable development, while also enhancing customer satisfaction and market competitiveness.

Smart Manufacturing “Four Modernizations” Talent Development System

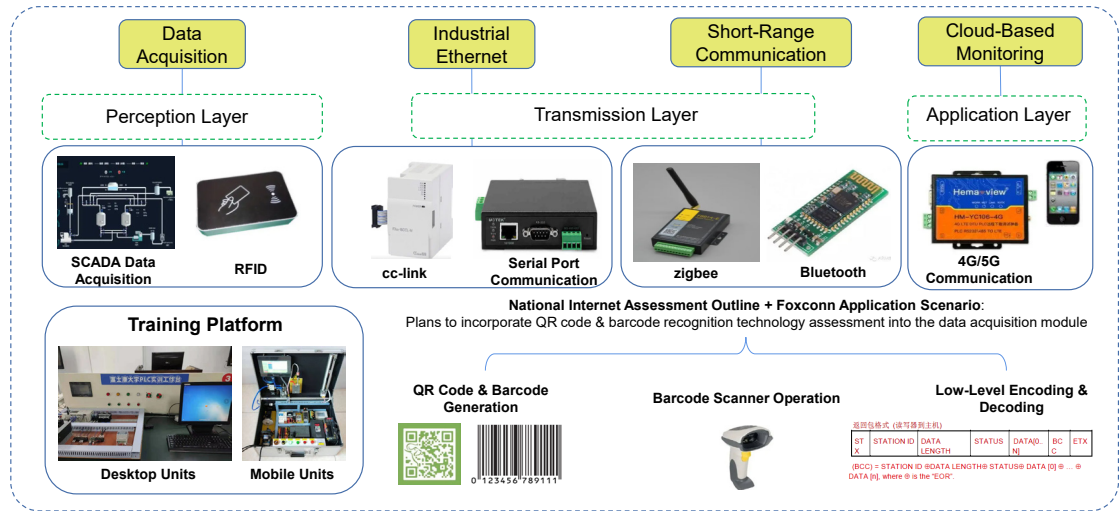


* Training time for each type of talent: 30~120 hours of theoretical study + 1~3 months of practical guidance

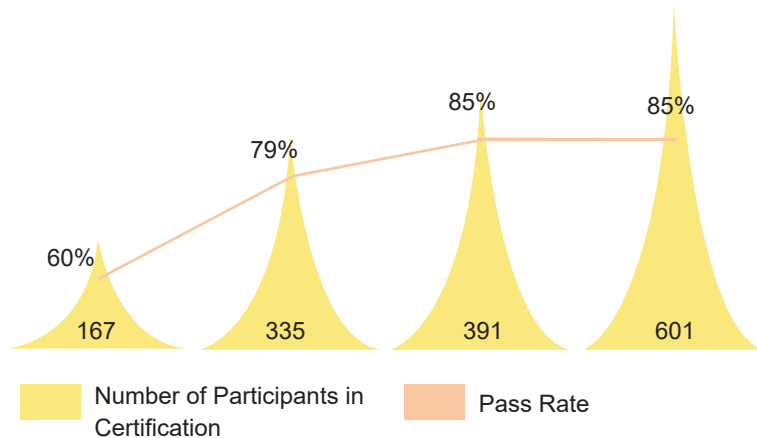
Online Training Courses for Industrial Internet Specialized Certification



Covering the Entire Industrial Network, Multiple Communication Protocols, and Data Conversion



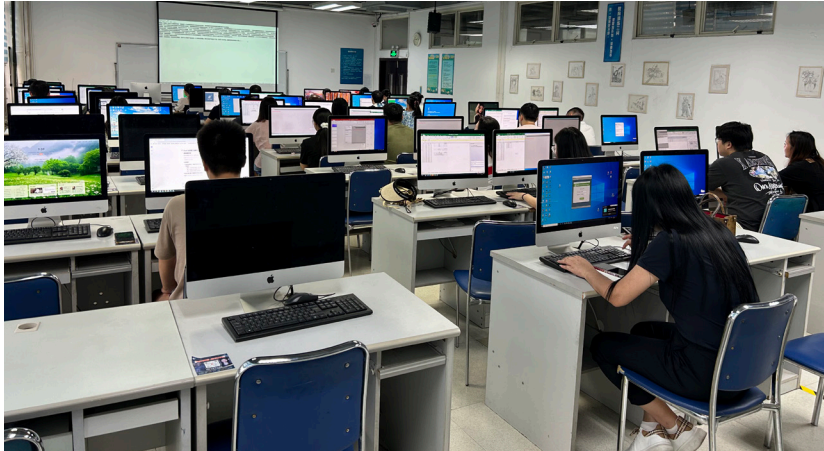
Statistics on Industrial Internet/Internet of Things Vocational Qualification Certification from 2021 to 2024



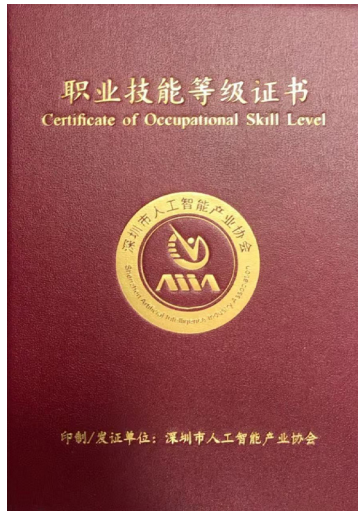
Smart Manufacturing "Four Transformations" Training Highlights



Smart Manufacturing “Four Transformations” Training Highlights



Occupational Certificate Issued by the Human Resources and Social Security Bureau: Installation and Commissioning of Industrial Internet Equipment Access



Occupational Certificate Issued by the Human Resources and Social Security Bureau: IoT Installation and Maintenance



Employee Physical and Mental Health Training

The Group is committed to the physical and mental well-being of its employees, providing training on occupational health and safety from multiple perspectives. This includes specialized training on physical health, mental health, and creating a healthy work environment, along with a wealth of online learning resources.

To enhance employees' safety awareness and improve their ability to handle emergencies, thereby reducing incident losses, we have developed the “First Aid I Know” series of courses. These courses utilize engaging and entertaining animations to provide comprehensive first aid knowledge education, ensuring that employees can act quickly and effectively in emergency situations.

To safeguard employee health and maintain production safety, Hon Hai continues to conduct safety first aid certification training. In 2024, a total of 12 sessions of safety first-aid training were held, with 598 participants.

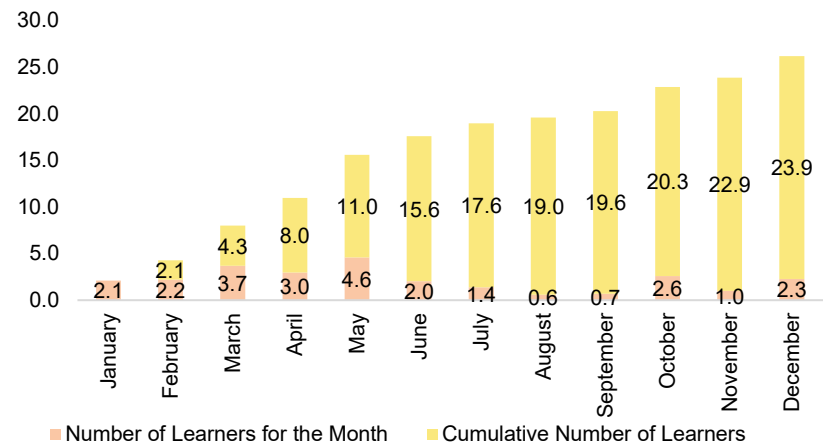
First Aid Training Highlights



The Group places significant emphasis on cultivating employees' psychological resilience and is committed to enhancing team collaboration efficiency while alleviating mental stress and anxiety among employees. In 2024, a total of 82 health seminars and free health consultation events were held in mainland China, and 122 health-related articles were published through apps to actively promote the overall physical and mental well-being of employees. In addition, the Group is also focused on the training and services for employees with physical and mental disabilities. It promotes the development of accessible courses at the Sunshine Training Center and collaborates with various business units to conduct specialized training, facilitating the learning and development of employees with disabilities. At the same time, vocational skills enhancement training for employees with disabilities is being implemented to improve their skill levels. A total of 262,195 learning instances were recorded, covering 14 units across 26 factories, representing a 27% increase in the number of learners compared to 2023.

Learning Instances of Employees with Disabilities at the Sunshine Training Center in 2024

Unit: 10,000



Talent Development Performance Evaluation

Employee performance evaluation is an important tool for companies to assess employees' work performance, contributions, and development potential. Through effective performance evaluations, companies can enhance employee motivation, ensure alignment with company goals, and develop corresponding development plans. The Group has established several key elements and processes for talent development performance evaluation:

A. Fairness in Performance and Opportunities

All employees, regardless of nationality, gender, or other identities or backgrounds, have equal opportunities to participate in performance evaluations. At the same time, considering the diverse backgrounds, abilities, and contributions of different employees, the Group encourages employees to set diverse performance goals to reduce unfair treatment of specific or disadvantaged groups.

B. Performance Assessment

The Group has established a consensus decision-making mechanism for performance calibration to enhance the consistency of performance evaluation standards, reduce assessment bias, and ensure that the evaluation process is fair and just. Performance evaluations are based on indicators such as goal achievement, work attitude, and competency demonstration, emphasizing objective assessment and avoiding results influenced by personal backgrounds.

C. Performance Communication

The Group encourages supervisors to provide inclusive feedback to their subordinates, emphasizing respect and support during the evaluation process. If employees have doubts about the results of their performance evaluations, they can raise complaints to their direct supervisors or human resources.

The Group fully utilizes various talent performance evaluation indicators, including goal setting (SMART Goals), 360-degree assessments, team performance, and setting OKRs (KPIs). Among these, the company's OKR/ KPI goals are set collaboratively by employees and managers. Based on the business group strategy, the company requires KPI goal setting to be based on thorough discussions between managers and employees, and the jointly discussed goals are included in the company's employee performance evaluation system for quarterly performance discussions.

The Group designs differentiated variable compensation systems based on different employee categories, including direct and indirect personnel, and is performance oriented. Through departmental and individual performance evaluation results, differentiated incentive rewards (performance bonuses and profit sharing) are provided. For employees with outstanding performance, the Group prioritizes granting incentive rewards to effectively balance employee motivation, retention, and the achievement of the company's long-term operational goals, further enhancing organizational competitiveness and encouraging employees to continue to excel. The Group's performance evaluation covers 100% of employees.

Talent Development Performance Evaluation Methods

Performance Evaluation Methods (Goal Management / Multi-Faceted Feedback / Team Performance / OKR)	Description of Evaluation Methods	Applicable Employee Types	Evaluation Frequency
OKR/KPI	The company initiates the departmental goal-setting process based on its annual strategy, implementing a management framework that integrates top-down and bottom-up approaches through goal decomposition and alignment across levels. Each unit establishes measurable and challenging indicators, utilizing OKR (Objectives and Key Results) or KPI (Key Performance Indicator) tools to drive organizational performance. Goals must adhere to the SMART principles to facilitate subsequent tracking and evaluation.	Indirect Labor	Once a Year
Direct Supervisor Assessment (Competency Assessment)	Departments establish assessment items and methods based on the characteristics of their processes and positions.	Direct Labor	Once a Year
Goal Management	At the end of each year, employees' direct supervisors conduct a comprehensive evaluation based on multiple dimensions, including work performance, professional competencies, teamwork, sense of responsibility, and work attitude. The assessment emphasizes the alignment of competencies with behavioural demonstrations and serves as a reference for reward and development plans.	Direct Labor	Once a Year
Multi-Faceted Feedback	For specific job levels or positions with cross-departmental influence, the company implements a 360-degree feedback mechanism. Evaluated individuals receive diverse perspectives from peers, subordinates, superiors, and other collaborative units, which supplements the limitations of a single supervisor's assessment and enhances the comprehensiveness and accuracy of the evaluation. This system is implemented flexibly based on job characteristics and resource availability.	Indirect Labor	Once a Year

Employee Compensation and Benefits

■ Stable Labor-Management Relations

Labor Management Policies

The Group is committed to fostering positive labor-management relations and has established robust procedures and systems to ensure open communication, mutual respect, and collaboration between management and employees. We conduct a “Sustainability Engagement Survey” every two years, setting scores that must meet the standards of the global high-tech industry as a core basis for assessing organizational resilience and employee engagement. The results are announced the following year, and improvement actions are promoted to enhance employee recognition and commitment to the company’s future vision.

The Group’s policies include regular dialogue meetings, grievance mechanisms, and employee feedback channels, aimed at addressing workplace issues promptly and promoting a positive work atmosphere. Additionally, we support the establishment of employee representative organizations and encourage employees to actively participate in the decision-making process. These measures not only help maintain a harmonious work environment but also enhance employee satisfaction, thereby driving the overall success of the organization.

Through regular dialogue meetings, management can understand employees’ needs and concerns and effectively communicate and negotiate on specific issues. Meanwhile, the established grievance mechanism provides employees with a safe channel to express dissatisfaction or make suggestions without fear of retaliation. This transparency and openness can foster trust and enhance team cohesion.

To further strengthen labor-management relations and improve the harmony of the work environment, Hon Hai has developed several relevant policy documents, including the “Code of Conduct,” “Responsibility Standards,” “Employee Feedback and Grievance Management Regulations,” “Work Rules,”

and “Group Collective Agreement.”

The Group actively promotes several highlighted measures in labor management policies to ensure employees’ basic rights and welfare:

1. Payment of Living Wage

The Group commits to paying wages above the local minimum standards to ensure that employees’ basic living needs are met. This policy not only reflects the importance placed on employees’ quality of life but also helps enhance their job satisfaction and loyalty.

2. Equal Pay for Equal Work

The Group strictly adheres to the principle of equal pay for equal work, ensuring that all employees in the same job positions receive fair compensation. This policy promotes gender equality and enhances internal cohesion and morale within the company.

3. Payment of Annual Leave Salary

The Group provides salary during annual leave to ensure that employees continue to receive appropriate compensation while on vacation. This measure encourages employees to fully utilize their annual leave, promoting physical and mental well-being, thereby improving work efficiency.

4. Minimum Negotiation or Notification Periods Before Large-Scale Layoffs

In the event of potential large-scale layoffs, the Group has established minimum negotiation or notification periods to ensure that employees have sufficient time to prepare and seek new job opportunities. This policy not only demonstrates respect for employees but also helps mitigate the social impact of layoffs. The Group follows local labor laws regarding advance notice of operational changes in different regions. In areas with unions, the unions have agreements with 100% of employees, with collective agreements exceeding local regulatory standards.

Minimum Notice Period for Operational Changes

Global Locations	Percentage of Employees Covered by Collective Bargaining Agreements (%)	Explanation of the Minimum Notice Period for Operational Changes
Mainland China	100%	For regulations and significant decisions that involve the direct interests of employees, the company informs employees through public announcements with a notice period of five working days, and holds a workers' representative meeting for discussion and approval. A collective agreement has been signed with a coverage rate of 100%. The collective agreement includes relevant provisions related to regulations and significant decisions that affect the direct interests of employees, which are communicated to employees through public announcements and other forms.
Vietnam	100%	In accordance with the relevant provisions of the Vietnam Labor Code 2019, a collective labor agreement has been signed with the grassroots union (i.e., the workers' representative organization). However, there are no specific provisions established regarding the minimum notice period for operational changes.
Mexico	100%	Changes are managed each year during the collective bargaining agreement (CBA) review period. Any proposed changes are communicated to union members, who must vote to approve them before implementation.
Brazil	100%	All agreements may affect or benefit all employees. All negotiation agreements cover everyone, including IDL (managers, supervisors, etc.)—all relevant personnel. Generally, agreements that may impact employees require a 30-day notice period before they take effect, or employees must be informed in advance.
Czech Republic	100%	If shift changes occur, at least 14 days' notice is required. In the case of organizational changes, we must comply with Czech law—the "Employee Guide," which specifies the conditions related to the number of employees. We also need to communicate with the union; if there are a large number of employees and layoffs are necessary, we must notify the labor office.
Other Regions	Non-Labor Union Areas	This is in compliance with local labor laws and regulations.

Union and Labor-Management Meetings

The Group is committed to maintaining a constructive and transparent relationship with unions and employee representatives. It regularly holds union and labor-management meetings to facilitate open dialogue and collaborate on workplace issues and policies. These meetings primarily discuss topics of concern to employees, negotiate employment terms, and jointly address challenges.

Through these regular discussions, both management and employees have a voice in shaping a fair and just work environment. This collaborative approach is based on mutual respect and understanding, thereby enhancing the overall harmony and productivity of the workplace.

The latest "Group Collective Agreement" clearly safeguards employees' employment rights, stating that regulations and significant decisions affecting

employees' direct interests must be communicated to employees at least 30 working days in advance through announcements and other means. Additionally, the "Proposal for Collective Bargaining by the Group Trade Union Federation" and the "Response Concerning Collective Bargaining Matters with the Group Trade Union Federation" also outline relevant terms for consultation and negotiation.

To ensure employees' freedom of association, the Group explicitly states employees' rights in the employee handbook. The Group has established a trade union federation organization, created a four-level management and five-level union organizational system, and adopted a bottom-up, open, and democratic principle. Union group leaders are elected voluntarily by members, and committee members at all levels are elected. Upon joining the company, employees are asked about their willingness to join the union and are encouraged to join voluntarily.

Furthermore, the Group has promoted the smart transformation of the union, formed a more comprehensive intelligent system, and established a smart union construction project team. This utilizes an "Internet + Union" cloud service model, combining PC and APP platforms to develop a comprehensive service platform covering union construction, labor protection, employee benefits, skills training, and employee appeals.

As of 2024, 100% of employees in Mainland China, Taiwan, as well as in Vietnam, Brazil, and the Czech Republic participate in the union.

Employee Compensation and Benefits System

Compensation Policy

The Group attracts and retains top talent through a competitive compensation structure and designs reasonable mechanisms to link company performance with employee compensation, rewarding outstanding performance. The Group adheres to the principles of legality, fairness, justice, equality, voluntariness, and good faith. The salary system not only complies with local regulations but also references external market research reports, regularly reviewing salary

standards to ensure compensation performance exceeds industry levels, providing employees with a stable and secure workplace environment along with compensation and benefits.

For employees with formal employment contracts with the Group, the Group pays social insurance and housing funds in accordance with local government regulations from the date of employment in Mainland China, ensuring that insurance benefits comply with local government social insurance regulations. In Taiwan, the Group provides labor and health insurance, contributes to labor retirement funds, and offers group insurance benefits as mandated by the government. In other overseas plants, the Group also insures employees according to local government regulations.

The Group ensures that all employees receive appropriate overtime pay during overtime hours, and payments are made in accordance with laws and company policies to protect employee rights. Additionally, we actively promote the expansion of employee social security coverage, ensuring that all employees enjoy basic social security benefits that exceed government regulatory requirements, reflecting the company's high regard for employee welfare.

The Group's benefits system is diverse, including retirement and insurance benefits, with non-wage benefits for dispatched employees provided in accordance with local regulations. All full-time employees of the Group enjoy company group insurance, medical and accident insurance, and other corresponding subsidies, such as subsidies for employee club activities, training, birthday gifts, and holiday gifts (cash). Furthermore, employees also receive various benefits, including a New Year red envelope, three festival bonuses, birthday points, holiday gifts, and bereavement allowances.

Employee Benefits Programs

(1) Parental Leave

The Group provides eligible employees with a certain duration of parental leave, typically including maternity leave and childcare leave. The duration of parental leave is set according to local laws and regulations as well as the Group's internal policies, ensuring that employees can adequately

care for their newborns. The Group offers paid parental leave, allowing employees to receive corresponding salary protection during their time off, thereby alleviating the financial burden on families and enabling employees to focus on caring for their children. Employees can choose flexible leave arrangements based on their needs, including taking leave all at once or in segments, to accommodate different family situations.

The Group has established a simple parental leave application process, requiring employees to notify their supervisors in advance and fill out the relevant application forms, which will be approved after review.

In 2024, the application rate for paternal leave was 71.31% for male employees and 86.05% for female employees. The retention rate after parental leaves significantly increased compared to previous years, with a retention rate of 85.06% for males and 73.02% for females. The details concerning the

parental return-to-work rate and retention rate for 2024 are available in the appendix under 'Key Performance Indicators'.

In addition to parental leave, the Group also provides other supportive measures, such as childcare resources, a family-friendly work environment, and flexible work arrangements to help employees achieve a better balance between work and family. After the end of parental leave, the Group will provide return-to-work support to help employees smoothly transition back to their positions, including retraining and job adjustments. The company also has breastfeeding facilities (nursing rooms) to assist female employees in balancing work and breastfeeding.

Furthermore, Hon Hai has established a "Company Support for Children Aged 0-6" policy, issuing NT\$730 million in subsidies for 1,877 Hon Hai babies in 2024.

The company ensures that employees enjoy complete rights to parental leave, maternity leave, and paternity leave in accordance with relevant legal regulations, with specific details as follows:

Categories of Paid Leave	Mainland China	Taiwan	India	Vietnam	Mexico	Europe (Slovakia)
Childcare Leave	Both parents are entitled to 10 days of leave each year until their child is three years old.	Eligible for Parental Leave Without Pay	NA	NA	NA	Both parents are entitled to 25 days of leave each year until their child is three years old.
Maternity Leave	- Standard maternity leave is 98 days (including 15 days of prenatal leave). - An additional 15 days of maternity leave is granted for late childbirth. - An additional 15 days of maternity leave is granted for each additional child born.	8 weeks	182 days	6 months	12 weeks	34 weeks
Paternity Leave	15 days	7 days	2 days	5 -14 days	5 days	14 days

Hon Hai Parental Leave Highlights

Background

Early childhood behaviours and habits have a profound impact on lifelong development, and scientifically timely early interventions can promote comprehensive growth. However, children of migrant populations face challenges due to various factors, often resulting in a scarcity of early education resources. As a large employer, the Group's Zhengzhou plant has a high proportion of migrant workers, accounting for 99.2%. To enhance employee well-being and sense of belonging, and to strengthen the emotional connection between the company, its employees, and their families, while further implementing corporate social responsibility, the Group, with the support of the union, has launched the 'Thousand Days Program' and established the 'Thousand Days Early Development Public Service Center.

Project Investment

Since December 2021, under external recommendations, the Group launched the 'Thousand Days Program.' In July 2022, the Group, union, and partners held their first meeting to officially commence the establishment of the 'Thousand Days Early Development Public Service Center.' The project involves the partners providing guidance on the center's software renovation, educational materials configuration, caregiver training, and operational technical support. The union is responsible for venue setup and daily operational expenses such as utilities and property management, while the Group covers the center's staffing and daily operational costs. The three parties collectively invested approximately 3 million RMB, and by 2024, they successfully completed the world's first scientifically-based parenting center located within a factory—the 'Thousand Days Early Development Public Service Center'—on the second floor of the Huazhong Community Employee Service Center

The Center

The center covers an area of 740 square meters, is fully equipped with facilities, and has clearly defined functional zones, primarily providing scientific parenting guidance services for families with children aged 0-3 years. The 'Thousand Days Program' is based on internationally advanced Jamaican educational materials, developed with the collaboration of over 30 domestic educators and psychologists. It incorporates Stanford University's curriculum framework and is locally adapted to suit the characteristics of Chinese infants. This has resulted in a parent-child activity curriculum system focusing on cognitive, language, motor, and socio-emotional development for infants aged 6 to 36 months. Caregivers provide one-on-one guidance to parents on scientifically raising their children, improving the nurturing environment for the babies, and continuously enhancing the scientific parenting knowledge of the center's caregivers and parents through the Thousand Days Parenting APP.

The Results

Officially operational from September 2024 to June 2025, the center served a total of 336 families, conducting 2,190 one-on-one sessions and 382 group classes, with a total participation of 8,189 individuals. Additionally, 17 events such as family days for large enterprises and parent-child activity knowledge seminars received unanimous recognition and positive feedback from employee families. The expert team of the project conducted a three-month special survey on the center's services, revealing that families receiving services experienced a reduction in developmental risk across various domains for their infants, with the most significant decrease observed in the language domain, which dropped by 13%. Among the improvements in nurturing behaviours, parent-child picture book reading increased by 31%, parent-child storytelling by 15%, outdoor play by 7%, and interactive play with educational toys increased by 18%. Furthermore, the model of this project can provide practical experience for promoting early childhood development services for children aged 0-3 nationwide and offer scientific evidence for government policy formulation, contributing to the establishment of a more comprehensive infant and toddler development service system.



Center Panorama Image



Free Activity Zone



Toy Classroom



Book Reading Area



One-on-one Class



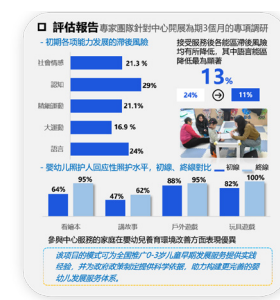
Group Class



Parent-Child Group Activities



Parental Approval/Recognition



Research Team Results Evaluation Report

(2) Flexible Work Hours Arrangement

The company has established a flexible work hours arrangement that covers all employees, including policies for part-time work and remote work. Hon Hai's full-time employees benefit from a remote work management policy that facilitates regular and open remote working options. By leveraging digital technology tools, the company provides a flexible and adaptable hybrid work model to meet business execution needs while enhancing overall human capital.

(3) Other Related Benefits Programs

The Group has established an Employee Welfare Committee, which includes one permanent member appointed by the business unit, while the remaining members are democratically elected by employees and are subject to re-election every three years. The committee has designated staff responsible for handling daily administrative and welfare-related matters, ensuring that various welfare measures are effectively implemented.

Additionally, the Group has a Health and Wellness Department dedicated to promoting and caring for the health of employees and their families. It continuously provides diverse health benefits and support measures, reflecting the commitment to holistic care for employees. The welfare measures currently promoted by the company include:

1. **Safe and Healthy Dining Services:** The establishment of employee cafeterias and food safety testing centers, with daily rigorous food sampling and hygiene audits conducted by a team of nutritionists who set clear quantity and nutrient guidelines. The supply of processed foods, salt, sugar, and oil is restricted, and themed healthy meals are gradually implemented in designated areas.

2. Comprehensive Employee Health Management:

- **Medical Consultation:** A diverse professional medical team, including doctors, nurses, nutritionists, fitness coaches, and physical therapists,

provides integrated health management services. Remote health consultations are available based on employee needs, and technology monitoring equipment is used to assist in tracking and caring for employees with chronic diseases, ensuring their safety and health.

- **Health Screening:** The Group carefully selects several health examination institutions to ensure the quality of employee health checks, offering a variety of screening options and flexible frequencies. Professional medical staff provide personalized assessment recommendations and regular follow-up reminders to meet employees' health needs.
- **Psychological Support:** Employee Assistance Programs (EAP) are offered, covering six major areas: career planning, family and parenting, interpersonal relationships, emotional issues, legal issues, financial issues, and health issues, to maintain employees' physical, mental, and social well-being.
- **Health Promotion:** A one-stop health platform is established to regularly share information on global infectious disease outbreaks and new health research. Health-themed lectures, online courses for weight management, and flu vaccination campaigns are organized to enhance employee health awareness and promote health literacy.
- **Wellness and Stress Relief:** The establishment of employee gyms equipped with professional trainers to guide colleagues on exercise posture and equipment usage, ensuring safety during workouts. Regular classes for strength, aerobic exercise, and stretching yoga are conducted, along with Tabata training and therapeutic sound exercises to promote a culture of fitness within the Group. Additionally, massage services are offered to relieve physical and mental stress.

(4) Employee Support Program

The Group integrates resources to promote various physical and mental health and employee welfare support measures, aiming to enhance overall employee well-being. Related measures include workplace stress

management projects, health promotion activities, and employee counselling services, assisting employees in maintaining a good balance between work and life. In Mainland China, the Employee Care Center is equipped with a psychological consultation room and operates a mental health hotline (25885 - "Help Me"), establishing the "Heart-to-Heart" brand. Throughout the year, professional psychological consultants provide free 24/7 mental health services to employees, including individual psychological consultations on marriage and relationships, stress relief, psychological crisis intervention, mediation for marital and family disputes, group psychological counselling, mental health assessments, mental health training, and mental health awareness activities.

In 2024, the Group's mental health initiatives continued to focus on "Stability and Assurance" and "Empowerment and Growth," providing mental health services across 28 campuses and delivering care and resources directly to employees. A total of 1,557 individual psychological consultations were conducted, with 48 group counselling sessions involving 1,165 participants, and mediation services for marital and family disputes were provided to 375 individuals. Additionally, 1,090 events, including mental health awareness sessions, training, and themed activities related to "Heart-to-Heart," were held, serving a total of 542,000 employees.

Childcare measures include:

- 1. Childcare Services:** Offering interest classes and holiday childcare programs for employees' children, creating a platform for learning and interaction while addressing the challenge of caring for children during holidays.
- 2. Parent-Child Activities:** Organizing parent-child activities (such as park outings, sports days, and educational trips) to foster communication between employees and their children and promote healthy development.
- 3. Support for Employees' Children with Serious Illnesses:** Employees' children who incur medical expenses exceeding 20,000 RMB due to serious

illnesses can apply for assistance ranging from 3,000 to 15,000 RMB.

- 4. School Enrolment Support for Employees' Children:** Employees' children in the Shenzhen area attending Zhuole Kindergarten receive a subsidy of up to 1,500 RMB per person per semester to assist with enrolment.

Project Outcomes for Employees' Children in Mainland China for 2024:

- A total of 128 summer camps and childcare programs were held, with 7,676 participants.
- Parent-child activities included 61 events within the campus, with 7,593 participants, and 30 external activities, with 3,172 participants.
- Assistance was provided to 232 children with serious illnesses, totalling 555,000 RMB in support.
- For school enrolment, 485 subsidies were issued for employees' children attending Zhuole Kindergarten in Shenzhen, amounting to 721,000 RMB, and 1,369 children received enrolment assistance.

In Taiwan, the Group provides a monthly childcare allowance of NT\$15,000 for employees with children aged 0 to 6, continuing until the child turns 7. If both spouses are employees of the Group, the monthly allowance increases to NT\$24,000. In 2024, this program disbursed approximately NT\$173 million in childcare allowances, benefiting 1,877 "Hon Hai Babies," with total disbursements exceeding NT\$730 million by the end of 2024.

Surveys of Employee Engagement

The Group conducts annual global employee participation surveys aimed at understanding employees' perspectives on the work environment, management systems, and overall corporate culture. Based on the survey

results, specific improvement actions are proposed for key issues to further enhance employees' sense of engagement and cohesion. The survey content covers two major aspects: "Employee Satisfaction" and "Employee Engagement."

Engagement surveys are conducted biennially, primarily commissioned to a third-party professional organization, while the Group also conducts internal assessments to ensure comprehensive and accurate data. Satisfaction surveys are regularly conducted by internal units each year to continuously track employees' actual feelings regarding the Group's policies, communication mechanisms, and support measures. Through a systematic survey and feedback mechanism, the Group can promptly understand employee needs and continuously promote responsive talent management strategies.

According to the 2024 survey data, the employee engagement survey coverage was 31.69%, with an overall engagement score of 76 points (out of a maximum of 100 points). The employee satisfaction survey covered 56.75% of the employee sample, with a satisfaction score of 8.7 points (out of a maximum of 10 points).

Employee Human Rights Protection

Employee Human Rights

Human Rights Policy

Human Rights Policy: In accordance with the principles of international human rights standards, the company has issued an "Employee Human

Rights Charter" and provided training for all employees to ensure they understand the company's commitment to human rights and related policies. The human rights policy helps employees better understand their rights and responsibilities, ensuring that all individuals employed both internally and externally can work in a fair and respectful environment.

Code of Conduct: To promote sustainable business practices and fulfil social responsibilities across all global facilities, all employees are required to undergo training and adhere to the standards set forth in the code.

Responsibility Standards: This document serves as a supplement and extension of the "Code of Conduct." It is formulated based on international norms such as the "Universal Declaration of Human Rights," ILO international labor standards, OECD guidelines, and ISO standards, providing executable and actionable detailed behavioural guidelines. Its purpose is to assist global employees and partners in concretely implementing corporate social responsibility, establishing a workplace culture of integrity, respect, health, and safety.

Additionally, Hon Hai's human rights policy includes labor policies that ensure equal pay for equal work. Specific policies can be found in the "Labor Policies" section of employee compensation and benefits.

In Hon Hai's Supplier and Partner Code of Conduct, it is explicitly stipulated that all suppliers and partners must respect and uphold human rights and must not engage in any form of forced labor, child labor, or other exploitative labor practices. They are required to ensure that their employees enjoy reasonable working hours and compensation, the freedom of association, and the right to collective bargaining, as well as to provide a safe and healthy working environment. Any acts of discrimination, harassment, or abuse are considered serious violations. Upon discovery, Hon Hai will implement a zero-tolerance policy, which includes suspending cooperation or terminating contracts, and will require immediate corrective actions to ensure that the basic rights of every worker in the supply chain and partner network are respected and protected.

Human Rights Training

The company has established training programs related to human rights to raise employee awareness and safeguard human rights protections.

Human Rights Training Regional Outcomes

Regional Division	Courses	Frequency	Employee Participation Coverage Rate
Taiwan and Mainland China	Anti-Corruption	Once a Year	100%
	Code of Conduct (CoC)	Once a Year	100%
India	Onboarding Training CL - Human Resources Policies, SR Code of Conduct (CoC)	Daily/Based on New Hiring	100%
	Anti-Harassment	Voluntary	
	Labour Laws for Global Experience	Voluntary	
Vietnam	Code of Conduct (CoC)	Once a Year	100%
	Knowledge Related to the Prevention of Workplace Sexual Harassment	Once a Year	100%
	Prevention of Sexual Harassment	Based on New Hiring	New Hires
	Social Responsibility Management	Based on New Hiring	New Hires
	Freedom of Assembly and Association and Collective Bargaining	Based on New Hiring	New Hires
North America	Code of Conduct (CoC)	Once a Year	100%
	Prevention of Harassment in Industrial Environments	Once a Year	100%
	Labor Rights and Fair Working Conditions	Once a Year	100%
Mexico	BA, RIT, Inclusivity and Diversity, Safety Culture, Code of Conduct (COC)	Once a Year	100%
Brazil	Moral Harassment and Sexual Harassment	Once a Year	100%
	SER 2024 Plan Retraining	Voluntary	43%
Europe	Code of Conduct (COC), Fair Treatment, Non-Discrimination, Employee Handbook	Once a Year	100%

Human Rights Management of Labor Dispatch

In response to the development of labor rights in the EU CSDDD and various countries, Taiwan's supply chain enterprises follow human rights norms in line with international standards and fulfil social responsibility.

The Group has established a set of “4-stage supplier management cycle” applicable to all suppliers: evaluation and certification → performance monitoring → audit counselling → the best and the fittest as the cornerstone of our practice of sustainable supply chain governance. The Group deeply understands that labor dispatch employment has its uniqueness and potential risks in human rights management, as it involves the rights and obligations of multiple parties. Therefore, we deepen our application of this management cycle to the management of labor dispatch providers with stricter standards and more nuanced actions, committed to building a safe, equitable and dignified working environment

Stage 1: Check the Source—Rigid Qualification Review and Certification:

We believe that perfect management begins with the prudent screening of partners. Before working with the Group, any labor dispatch provider must pass a rigorous qualification review conducted by a cross-functional team consisting of human resources, legal, procurement and other units. In addition to having to have all legal operating qualifications, we require them to sign and undertake to comply with the revised Labor Dispatch Service Agreement issued by the Group in each region. Such agreements are not only commercial contracts, but also human rights pledges, which explicitly require labor dispatch providers to follow the Group's human rights policies, standards of conduct and responsibility standards, such as: the “zero charge” principle prohibiting any form of fees from job seekers, strictly restricting the supplier from passing on unreasonable fees to dispatched employees through contracts, and guaranteeing dispatched employees' rights to equal pay and free choice of business.

Phase 2: Continuous Tracking—Dynamic Performance Monitoring and Evaluation

Compliance is not a one-time static check but a continuous dynamic process. To this end, we have established a multidimensional performance monitoring mechanism that goes beyond contract signing.

As of June 2025, over 82.1% of our major dispatch suppliers have completed the conversion of standard contracts or signed supplementary agreements during the contract period.

At the level of substantial employee well-being, we extend the management segment further from the workplace to the life field. For employee dormitory management, the Group has introduced [Apartment + Smart Apartment Service Platform]. This is not only a set of management systems, but also a digital ecosystem with “people, things, and services” at its core. It provides online repair, dormitory relocation, cleaning supplies collection and other self-service services through employee-specific APP, which simplifies daily needs and significantly improves the convenience and quality of life. At the same time, its data operation kanban can present key indicators such as occupancy and maintenance rates in real time, converting previously difficult-to-quantify living conditions into trackable data, achieving efficient digital governance. This not only strengthens the control of suppliers on hostel safety and quality of life standards, but also reflects the Group's firm commitment to using technological innovation to provide a better living experience for all workers.

In addition to the above-mentioned systematic monitoring, we also continuously monitor suppliers' performance in key performance indicators (KPIs) on labor rights through regular data comparisons and audits and ensure a smooth communication and grievance pipeline.

1 The statistical category does not cover the subsidiaries of Hon Hai Industrial Internet Limited (Fii) and Commercial Hongteng Precision Technology Limited (FIT) in the British Cayman Islands.

Stage 3: Deep Intervention—Proactive Audit and Empowerment Counseling

We move from passive supervision to active empowerment. Through

regular specialized audits that go deep into the supplier's operational site, the consistency of their actual management behavior and contractual commitments will be deeply checked through document reviews, manager interviews, and non-pre-arranged employee interviews. In addition, the Group includes dispatched suppliers in key projects such as the Human Rights Due Diligence Pilot and the World Sustainability Value Chain. We not only identify problems, but also explore solutions with suppliers by holding joint workshops, sharing best practice cases, and helping them improve their management capabilities and move from "compliance" to "pursuit of excellence".

Stage 4: Clear Orientation—Transparent mechanism of superiority and inferiority

Clear incentive and exit mechanisms are key to driving continued progress in the supply chain. For suppliers who excel in dispatching employee care, establishing transparent communication pipelines, and investing in employee development, we set an industry benchmark by giving public recognition and rewards through the Hong Hai Sustainability Award—Supply Chain Co-Prosperity Development Award. In contrast, for suppliers who found significant deficiencies in the audit or did not improve after counseling, we launched a risk warning and improvement plan.

Looking to the future

We will continue to deepen the localized implementation of standard contracts in accordance with the unique regulatory context and business practices of each operating location. This strategy not only translates the Group's global commitments into concrete actions on the ground, but also ensures that every dispatched colleague receives consistent and solid rights protection, no matter where they are. We are committed to setting an example of human rights management and firmly believe that the "people-oriented" sustainability philosophy is the core engine that drives enterprises to create long-term value and move towards operational excellence.



Highlights of Labor Dispatch Supplier Training

In 2024, we successfully held two special training sessions for core personnel at labor dispatch companies on April 13th and 20th. The courses were carefully designed to address current management pain points and enhance compliance:

- **Topic 1:** Group Labor Dispatch Management Standards and Recruitment Compliance Practices: This course provided an in-depth explanation of the Group's Dispatched Worker Discipline Management Regulations and Related Policies. Combined with the practical aspects of recruiting process management, it emphasized labor dispatch management standards, recruitment procedures, and relevant laws and regulations, ensuring compliance with Group standards and local regulations from the source.
- **Topic 2:** Labor Dispute Handling and Social Security Practices: Another course focused on labor dispute handling and the practical application of the five social insurances and one housing fund. By analyzing mass incident cases and discussing key issues such as the payment and entitlement of the five social insurances and one housing fund, the course enhanced the ability of dispatch companies to handle complex labor issues.

These Group-led training sessions not only significantly enhanced the comprehensive skills and management level of dispatch company personnel engaged in HR dispatch, but also It further consolidates the Group's legal, compliant and efficient management of all dispatched employees, thus demonstrating Hon Hai's commitment as a responsible enterprise.



Human Rights Due Diligence Procedures

Hon Hai Group is committed to safeguarding human rights within its operations and supply chain. This commitment is not only a corporate responsibility but also a promise to society and our stakeholders. We continuously implement human rights governance and due diligence based on international human rights principles (such as the “Universal Declaration of Human Rights” and the “United Nations Guiding Principles on Business and Human Rights”) as well as our internal “Code of Conduct” and “Responsibility Standards.”

Following a comprehensive assessment of human rights issues, we have identified potential human rights risks that may encompass trafficking in persons, forced labor, debt bondage, contract restrictions, child labor, prison labor, freedom of association, collective bargaining, equal pay for equal work, and anti-discrimination. The affected groups include our employees, foreign and dispatched personnel, women and children, indigenous communities, and local communities.

To fulfil our social responsibility, the Group continues to strengthen overall supply chain management and has established a human rights due diligence mechanism that covers risk identification for existing operational sites and new business relationships. This mechanism is integrated into various business decision-making processes, supplier selection and collaboration, and pre-investment assessments. We explicitly avoid sourcing minerals from high-risk areas (such as the Democratic Republic of the Congo and neighbouring regions) that may contribute to conflict and human rights violations, and we are gradually enhancing cross-departmental collaboration and external audits to mitigate potential human rights risks.

Additionally, we have implemented a continuous human rights risk management mechanism that includes regular assessments, real-time monitoring, and necessary remedial actions. We have established internal policy standards addressing forced labor and child labor issues to ensure that all employees enjoy fair working conditions that meet international standards. We also internalize human rights protection into our operational culture and supply chain governance guidelines, continuously expanding the scope of transparency and stakeholder communication.



The Group approaches human rights issues with a strong sense of responsibility, recognizing that this is not only a moral obligation for the company but also a key factor in maintaining brand image and ensuring long-term development. To effectively address these challenges, we strictly adhere to the PDCA (Plan-Do-Check-Act) management process, upholding the core principle of continuous improvement and striving to optimize and upgrade our human rights protection efforts.

To this end, the Group has established a Sustainability Committee, which includes dedicated units responsible for social aspects and working groups across various business units/subsidiaries and global regions, focusing on addressing and managing human rights issues. The establishment of these working groups aims to ensure that human rights concerns are prioritized and managed appropriately at all levels.

In the specific workflow, these groups strictly follow the due diligence process, employing a systematic approach to meticulously identify potential human

rights-related risks, conduct scientific assessments, implement rigorous monitoring, and establish effective prevention and mitigation measures. This systematic approach not only enhances the accuracy of risk identification but also strengthens our capacity to respond to potential issues.

We utilize the RBA (Responsible Business Alliance) management mechanism, conducting internal self-assessment questionnaires annually to identify and evaluate risks. Within Hon Hai's global operations, 5.36% of facilities are classified as high-risk, 36.9% as medium-risk, and 57.74% as low-risk. We implement stringent oversight and management for high-risk facilities, conducting on-site audits according to the RBA's Validated Assessment Program (VAP) and implementing improvement measures to reduce operational risks. Additionally, we conduct RBA VAP audits for specific facilities as required by customers. In 2024, we carried out a total of 58 VAP audits globally, with no significant risks related to human rights or occupational safety identified, and no incidents of forced labor reported.

VAP Audit Data

	Mainland China	North Asia	Southeast Asia	Europe	North America	India
Number of Audits	30	1	13	2	11	1
Certificate Level - Platinum	0	0	0	2	6	0
Certificate Level – Gold	9	0	6	0	2	0
Certificate Level – Silver	14	1	4	0	1	0

Human Rights Risk Mitigation Measures

In accordance with industry best practices, the Group implements comprehensive mitigation measures to address various human rights risks. We conduct rigorous risk assessments and regular audits to identify potential human rights violations within our operations and supply chain. To ensure that our business operations align with international standards, we not only comply with international labor standards but also provide training on human rights policies for employees and suppliers. We have established effective grievance mechanisms to report any violations of human rights, ensuring that all employees' voices are heard.

After identifying human rights risks, the Group executes corresponding management measures in three areas: **systematic, communicative, and supervisory**:

1. Systematic: The Group has established a “Code of Conduct” and “Responsibility Standards,” which serve as the highest guidelines for the Group, outlining comprehensive and effective labor management policies and procedures related to human rights risks. These policies ensure that the Group's operations comply with legal requirements while safeguarding employees' rights and welfare, thereby achieving stability and sustainability in employment.

2. Communicative: To enhance all employees' awareness of human rights and sense of social responsibility, we have developed a series of comprehensive and in-depth training courses on human rights topics. These courses include labor rights education for new employees, basic training on corporate social responsibility, and mandatory training on the Code of Conduct. To ensure broad coverage and efficient access to training, we adopt a digital and multilingual training strategy. Training materials are carefully produced in electronic format and translated into various languages spoken by employees, eliminating language barriers and allowing all employees to easily access learning resources and deepen their understanding of relevant knowledge. Additionally, we have established a comprehensive internal grievance channel, conduct regular employee interviews, and maintain ongoing reporting and communication with the Group to ensure that employee needs and feedback are promptly reflected.

3. Supervisory: The enterprise collaborates with the Group, unions, and customers to regularly monitor and audit the implementation of human rights policy, ensuring effective enforcement and protection of employee rights. These supervisory measures not only strengthen our internal controls but also enhance our transparency with external stakeholders. Each year, we invite investors and organizations focused on ESG (Environmental, Social, and Governance) to visit our facilities, allowing them to observe employees' actual working and living conditions and ensuring they have a clear understanding of our business operations.

Human Rights Response Measures

Human Rights Policy	Risk Description	Remedy Measures	Risk Mitigation
Prohibition of Child Labor and Protection of Young Workers	• Employment of Child Labor • Scheduling Young Workers for Overtime or Night Shifts • Assigning Young Workers to Overweight, Toxic, Hazardous, or Dangerous Work	Immediate Review and Response: Upon discovery of any child labor or improper placement of underage workers, the relevant work arrangements will be immediately terminated, and an internal investigation will be initiated. Legal and Administrative Measures: Individuals or departments found to have violated policies will be subject to penalties or administrative measures in accordance with the law to ensure strict implementation of company policies and laws. Employee Support and Education: Affected underage workers will be provided with necessary support, including psychological counselling and legal assistance, and affected employees will be re-educated to reiterate company policies and legal provisions. Strengthening Supervision and Prevention: Strengthening oversight of the recruitment process to ensure that the age and working conditions of all employees comply with legal requirements and company policies.	We strictly adhere to national laws, regulations, industry standards, and client requirements regarding the prohibition of child labor and the protection of underage workers. We use identity verification devices to verify authenticity. The HR system has an automatic age calculation function. If you are under the legal age, the system will automatically prompt you to enroll in social insurance. The system will verify your age first; if you are under 16, you will not be eligible for insurance. Related policies are incorporated into new employee orientation and annual refresher training materials, ensuring that every new and current supervisor and employee is fully aware of the company's regulations prohibiting child labor and protecting underage workers.

Human Rights Policy	Risk Description	Remedy Measures	Risk Mitigation
Eliminate forced labor	Recruiting involuntary labor; Collecting deposits and keeping documents; Forced overtime; Sexual harassment or illegal assault; Employees are unable to resign freely.	Immediate Review and Investigation: Upon receiving reports of forced labor, immediately initiate an internal investigation to determine the facts and address them promptly. Eliminating Unfair Conditions: If deposits or documents are found to be withheld, immediately request their return to employees to ensure their personal freedom and rights. Ceasing Coercive Practices: Immediately terminate and adjust work arrangements for any form of involuntary overtime or unfair labor demands. Providing Safe Reporting Channels: Ensure that employees can safely and anonymously report forced labor or any form of unlawful abuse and protect them from retaliation. Promoting Free Resignation: If an employee encounters obstacles in submitting a resignation request, the HR department or the union should immediately intervene to ensure that the employee can resign freely.	New employees must sign legal labor contracts and complete orientation training, pledging not to use any form of forced, bonded, indentured, or involuntary prison labor. Slavery or trafficking of labor for exploitative purposes is prohibited. During recruitment, candidates must be communicated with to ensure that all employees are willing to work. Withholding employee documents or deposits as a condition of employment is not permitted. Wages and benefits must be paid promptly upon resignation, without any unwarranted delay. Employees who suspect instances of forced labor or harassment may report such matters anonymously without fear of retaliation. If an employee's resignation application is blocked, the HR department or the union will immediately intervene and resolve the matter in accordance with the employee's wishes.

Human Rights Policy	Risk Description	Remedy Measures	Risk Mitigation
Respect employees' freedom of association	Employees' legitimate rights to freely associate, organize, and negotiate with others are restricted	Immediately Review and Revise Policies: Examine existing policies and management practices to ensure they do not directly or indirectly restrict employees' freedom of association and immediately revise any provisions that are inconsistent with freedom of association. Communicate and Educate: Broadly educate management and employees on the importance of freedom of association and company policies to ensure all employees understand their rights. Establish a Monitoring Mechanism: Establish an independent monitoring body or committee to oversee the implementation of freedom of association within the company and handle related complaints and grievances. Support Autonomous Operation: Support and promote the autonomous operation of labor unions or labor-management conferences, ensuring that the election and operation of employee representatives are fair and unimpeded.	We have formulated regulations for freedom of association and collective bargaining, as well as labor-management meeting procedures, and do not attempt to control the activities of unions, labor-management meetings, or other community organizations by any means. Global sites organize labor unions in accordance with local laws and regulations, allowing employees to freely participate in union welfare programs, employee rights protection, and emergency relief, thereby encouraging employee participation. We have established a Labor Dispute Mediation Committee to assist employees with administrative redress related to labor disputes. We maintain open channels for employee communication and complaints, regularly collect employee feedback, and respond appropriately.

Employee Communication and Complaints

Communication and complaint channels

The company actively builds communication bridges with employees, engaging in two-way communication through multiple channels to listen to their voices and ensure timely responses, thereby achieving harmonious labor-management

relations. Relevant communication channels are as follows:

- 1. Internal website/app:** Announces major company events and recent news releases, helping employees quickly access company-related information.
- 2. Labor-management meetings:** Quarterly labor-management meetings are held to coordinate labor-management relations, promote cooperation, and prevent various labor-related issues before they arise.

3. Employee Feedback and Complaints: Based on the specific reasons, the company's internal website and app provide corresponding channels for reporting issues, allowing employees to receive immediate responses to their work-related, environmental, and other issues and suggestions. Regular reviews are conducted by dedicated personnel to ensure the smooth operation of these channels. In 2024, the Group received a total of 376 employee feedback and complaints through channels such as the Trust App - Taiwan Executive Feedback Channel, the Trust Employee Portal, and email. These complaints have been handled by the relevant departments, with a 99% case closure rate. Dedicated union and employee relations points of contact are available across various regions worldwide to handle employee grievances.

4. Employee Forums and Satisfaction Surveys: We hold employee forums and various types of satisfaction surveys on an irregular basis, including but not limited to needs related to benefits, personnel resources, dining environments, and employee preferences regarding the organization of company events. Before or after the implementation of measures or activities, we plan and execute improvement solutions based on the feedback provided by employees.

5. Employee Sustainability Engagement Survey: In 2023, we commissioned an internationally recognized external management consulting firm to conduct a sampling survey on "Employee Sustainability Engagement." Based on the survey results, we implement optimization measures and action plans, regularly applying the PDCA (Plan-Do-Check-Act) cycle for continuous review and improvement. The third-party "Employee Sustainability Engagement" surveys are scheduled to be conducted every two years, with the next survey planned for 2025.

6. The company has established an Employee Care Center: The company provides a 24/7 hotline service. In 2024, the Mainland China employee care hotline 78585 received a total of 10,982 complaints, of which 28.97% related to workplace communication; 12.4% related to attendance and overtime;

11.97% related to food, clothing, housing, and transportation; 10.6% related to compensation and benefits; 6.94% related to convenience services; and 15% related to living benefits. The Group and its business units' corresponding care windows and functional departments worked together to handle these complaints.

The company also established an employee hotline 25885 to assist employees with questions and concerns regarding personal growth, marriage and family, work, and interpersonal relationships. For issues falling within the scope of psychological counselling, the company provides one-on-one follow-up counselling with in-house counsellors. For issues beyond the scope of psychological counselling, such as mental health issues, referrals are made to external specialist hospitals for collaborative treatment. In 2024, a total of 1,557 complaints were received in Mainland China, with an employee satisfaction rate of 98%.

Employee complaint handling results

Hon Hai Group is committed to conducting thorough investigations of all employee complaints to ensure fair and impartial handling, and to providing responses and improvement measures as required. Through a transparent and effective complaint mechanism, the Group strives to create a harmonious work environment, safeguard employee rights, and promote sustainable corporate development.

To enable employees to conveniently and safely voice their complaints or opinions, the Group has established a variety of complaint channels.

Main channels for employee complaints
Please select a channel:

 Email
 Employee care hotline

 External support
 One-on-one feedback channel

 Internal app
 On-site reporting

 Group intranet (Foxportal)
 Human Resources department

To continuously enhance the transparency and efficiency of employee complaint handling, the Group compiles statistics on complaint cases from various regions for 2024. The results are categorized by region as follows:

Summary of Employee Grievance Handling

Country/Region	Number of Grievance	Response Rate ¹	Closure Rate ²	Satisfaction Rate
Taiwan	4	100%	100%	N/A ³
Mainland China	16,126	100%	100%	99.7%
India	8,944	100%	92%	94.8%
Vietnam	66	100%	100%	92.4%
North America	12	100%	100%	90.8%
Europe	673	100%	100%	N/A
Brazil	127	100%	100%	95.4%
Mexico	8920	100%	100%	N/A

¹ Response rate refers to the proportion of complaints, inquiries, or messages that have been replied to within a specified timeframe.

² The case closure rate refers to the proportion of all complaints or cases received by a company or organization that have been fully investigated and formally resolved within a specified timeframe.

³ N/A indicates that the satisfaction survey was not conducted for the year.