

Four Strategies of the Workplace Empowerment Blueprint



Upskill

Provide learning resources tailored to employees' development needs at different career stages, ensuring the continuous enhancement of their capabilities.



Reskill

Identify future workforce needs, as well as the critical knowledge and skills to adapt to future trends.



Leadership Pipeline

Strengthen leadership pipelines at all levels and build a robust succession pipeline to support the organization's long-term development.



Inclusive Workplace

Foster a respectful, inclusive, and welcoming workplace by the vision of creating "A Place for All." By offering diverse resources, the Company helps every employee find a sense of belonging, thereby creating value for individuals, the company, and society at large.

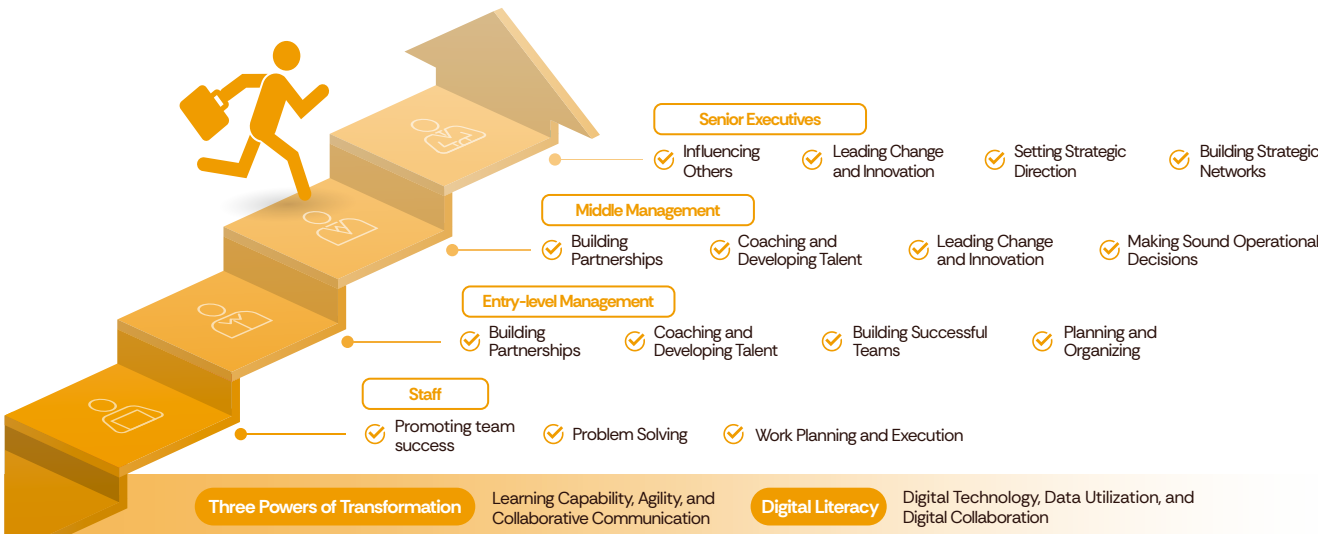
Employee Upskilling

Traditional one-way learning approaches no longer meet employees' evolving learning needs. Therefore, Cathay has introduced diverse learning tools and resources to encourage self-directed and continuous learning while leveraging digital technologies to enhance the overall learning experience. Through the Group's annual thematic learning activities, Cathay uses gamified approaches to shape a culture of self-directed learning and enhance employees' motivation and engagement in learning. A wide range of learning resources enable employees to quickly acquire the knowledge and skills they need, anytime and anywhere, on demand, thereby strengthening their ability to adapt to changes in future work patterns.

Personalized Competency Training Program by Job Level

Cathay has established a "General Competency" training mechanism tailored to employees' career stages and role transitions, clearly defining the core competencies required at each development stage and positioning "Three Powers of Transformation" and "Digital Literacy" as important foundational capabilities for digital transformation. Under this framework, Cathay has established a personalized and systematic learning pathway that aligns talent development paths with the organization's transformation direction. At the beginning of each year, Cathay FHC employees receive their own Individual Development Plan (IDP) Green Book, which integrates personality analysis, annual target setting, and 360-degree competency feedback, as well as internal learning resources, to help employees create actionable development plans.

Cathay has designed corresponding development mechanisms for different development stages. Mandatory training on sustainability and diversity and inclusion is required for all new employees, achieving a completion rate of 100%. For newly appointed managers, the New Manager Training Program combines practical exercises and cross-functional exchanges to strengthen leadership and decision-making capabilities and support a smooth role transition. The program achieved a completion rate of 93%, with an average satisfaction score of 9.6 out of 10.



Integrating Training and Development into the Performance Evaluation

Cathay FHC conducts annual performance evaluations in accordance with its Employee Performance Management and Development Guidelines. Through ongoing one-on-one conversations between managers and employees at the beginning, middle, and end of the year, Cathay ensures alignment on performance goals and career development plans. In 2025, 100% of Cathay's full-time employees underwent performance reviews. To support employees requiring performance improvement, Cathay has established an Employee Performance Improvement Guidance Plan. If employees have concerns regarding their performance review results, they may file an appeal, and the Human Resources Division will convene a Performance Review Appeals Meeting. The appellant and the relevant department or division supervisor attend the meeting for deliberation. In 2025, the Group received 40 performance evaluation appeals. After deliberation with the appellants, unit division-level supervisors, and Human Resources division-level supervisors, all cases were reviewed and subsequently handled in accordance with established procedures. In addition, all full-time employees participate in the 360-degree feedback process, enabling them to gain a more comprehensive understanding of their capabilities through feedback.

Management by Objectives: Establishment of Individual Development Plans (IDPs)

Each department will formulate specific action plans and targets according to Cathay's annual development strategy; management and employees will formulate clear and measurable personal job goals and IDPs, followed by discussion meetings.

Team-based performance appraisal

Cathay FHC has established a performance management system that takes both individual and team performance into account. In addition to individual performance objectives, "legal compliance" and "internal control" are incorporated into shared team performance indicators for all employees, with the overall achievement of each unit serving as the basis for evaluation. This promotes cross-departmental collaboration, strengthens governance mechanisms, and enhances the effectiveness of the organization's sustainable operations and risk management.

Multidimensional Performance Appraisal

Diverse feedback is provided across six key dimensions (learning ability, agility, communication, teamwork, problem analysis & resolution, and work management), allowing employees to gain insight into their own capabilities and plan skills and learning goals for future career development based on 360-degree feedback from managers, peers, and direct reports. This also links to Individual Development Plans (IDPs), closing skills gaps and increasing productivity.

Performance Management and Development (PMD) & Agile Conversations

Progress against annual goals is discussed during mid-year performance management to help employees better understand their work progress and make timely adjustments. In addition to mid-year performance management reviews, managers also use regular and agile conversations to understand employees' status at any time and dynamically review progress against objectives.

Year-End Review

Review progress toward individual/unit annual goals through performance reviews and year-end evaluations, and monitor implementation of IDPs.