

Build a Leadership Pipeline

Building a Leadership Pipeline is an important strategy for ensuring the depth of the Group's leadership and management talent bench. As a new generation enters the workforce, employees' expectations of managers are no longer limited to task assignment and performance review. They also place greater emphasis on whether managers can understand their development needs. In recent years, Cathay has actively promoted the role transformation of managers under the concept of "Managers as Coaches," enabling managers to gradually shift from traditional managers to guides and mentors for employee development. At the same time, Cathay has integrated development programs such as Future Talents, Key Talents, and Core Talents, combined with the Group Management Associate Program and the retiree talent pool, to strengthen cross-disciplinary experience and experience transfer mechanisms and gradually deepen the practice of a coaching culture within the organization.

Furthermore, technology empowers the Human Resources Department to make data-driven talent decisions, including the development of predictive models for turnover risk and high-potential talent. By using bench strength indicators, Cathay effectively identifies talent gaps at all levels, strengthens talent selection, development, deployment, and retention, creates a virtuous cycle of talent development, and enhances organizational resilience and the foundation for long-term development.

Cathay Talent Pool





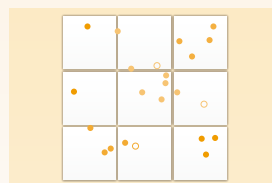
Two core coaching methods were introduced: the GROW Model provides a clear, logical framework for focusing dialogues on Goals, Reality, Options, and Will; meanwhile, the SBI (Situation–Behavior–Impact) feedback technique helps supervisors address specific behaviors and their consequences. This enhances the clarity and empathy of their feedback.

- ✓ Cathay collaborated with external consultants to design coaching workshops and coaching toolkits (including coaching forms and facilitator manuals)
- ✓ The coaching culture AI assistant “1 on 1 Partner” supports managers in focusing on key points and tracking actions before and after one-on-one dialogues
- ✓ Development Dialogue/Coaching Conversation Demonstration: The execution rate for development dialogues reached **100%**

Regular talent reviews and talent development meetings integrate employees’ performance, competencies, potential, development aspirations, and organizational needs, ensuring that the talent pool is more than a static list

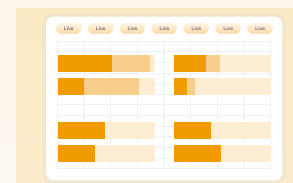
- ✓ High-performing bench talent pool retention rate: **99%**
- ✓ High-performance young talent pool retention rate: **97.4%**

Talent Nine-Box Grid



Integrates performance and individual potential to help managers identify talent and accurately plan workforce deployment

Visualized Talent Dashboard



Integrates and visualizes HR data in real time, providing comprehensive support for recruitment, deployment, training, and retention decisions

- ✓ The coverage rate for leadership potential assessments among first-line managers reached **95%**
- ✓ The coverage rate for personality and competency assessments among general employees reached **96%**

4.1.3 Create a Inclusive Workplace and Developed the “Cathay Inclusive Town” Initiative

Cathay FHC upholds the core belief of “Place for All” and has adopted the strategic theme of “Embrace Diversity and Be Your True Self,” dedicated to creating a workplace environment that respects differences and is friendly and inclusive. Centered on employees’ needs, Cathay fulfills its people-centered commitment. Whether in career development, family care, or role transitions at different life stages, the company supports employees through comprehensive systems and resources, helping them balance multiple roles and responsibilities while continuing to develop their careers and enrich their lives.

As part of Wholeness@Cathay, “Cathay Inclusive Town” uses various facilities in the town illustration to symbolize the support resources and programs provided by the organization. From career development, physical and mental health, and flexible work to family care, these elements form a comprehensive support network. This not only makes diversity and inclusion a tangible part of daily life, but also ensures that friendliness and inclusivity go beyond concepts and are further implemented day-to-day collaboration. They become part of Cathay’s long-term workplace DNA, working with employees to make the town thrive and create a better future together.

2025 Achievements in Inclusive Workplace

- ✓ HR Asia – Best Companies to Work for in Asia Award **seven-time winner**
- ✓ TCSA Taiwan Corporate Sustainability Awards: Workplace Well-being Leadership Award
- ✓ Family Friendly Workplace Award organized by CommonWealth Education Media and Publishing **received for two consecutive sessions**
- ✓ The Company distributed approximately NT\$169 million in marriage and childbirth subsidies to support employees’ marriage and childbirth needs
- ✓ The Commonwealth Talent Sustainability Awards, organized by Commonwealth Magazine–Second Place in the Financial Sector
- ✓ The retention rate one year after employees returned from unpaid parental leave: **88%**
- ✓ The fertility rate among Group employees was **16.3‰** (compared with Taiwan’s crude birth rate of 4.62‰)

