



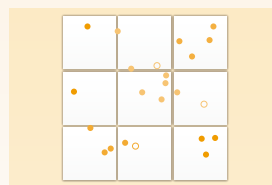
Two core coaching methods were introduced: the GROW Model provides a clear, logical framework for focusing dialogues on Goals, Reality, Options, and Will; meanwhile, the SBI (Situation–Behavior–Impact) feedback technique helps supervisors address specific behaviors and their consequences. This enhances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

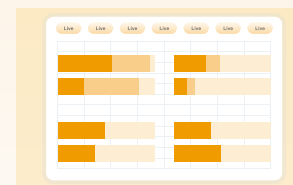
- ✓ High-performing bench talent pool retention rate: **99%**
- ✓ High-performance young talent pool retention rate: **97.4%**

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%**

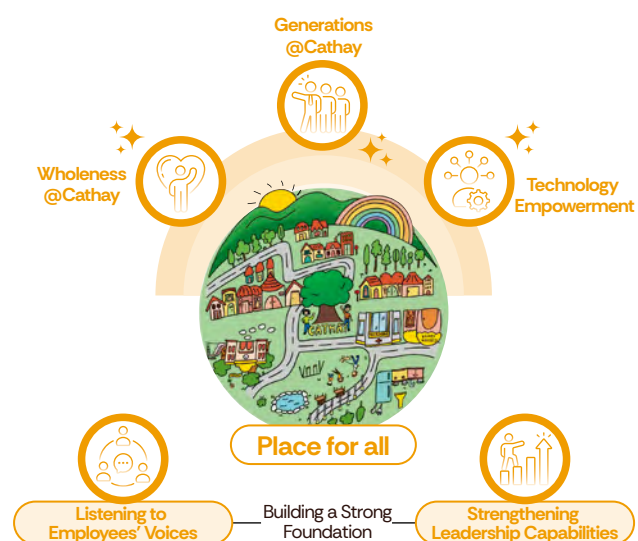
4.1.3 Create a Inclusive Workplace and Developed the “Cathay Inclusive Town” Initiative

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‰)





Wholeness@Cathay: Enhancing an Inclusive Workplace Through Comprehensive Resources and Initiatives That Support Work-Life Balance

FlexiPacing: Leave Without Losing Rights

Through the “FlexiPacing” project, Cathay integrates comprehensive resources such as flexible working hours, remote work arrangements, and employee care to help employees balance career development and family care and reduce the pressure of work interruptions caused by family responsibilities. Even if employees choose a leave of absence for career planning, the “Leave Without Losing Rights” system continues to provide learning resources, e-books, and EAP care services during leave, ensuring that employees receive sufficient support while on leave and successfully transition back to work.



Diverse Workplace Support Actions

Applicable to All Group Employees

Employee Support and Benefits

Family and Parenting Support	Flex Shift	E • Pregnancy Checkup Leave: 10 Days • Maternity Leave: 8 Weeks E • Miscarriage Leave: Employees who have served for less than six months are also eligible for fully paid leave • Maternity Leave: 8 Weeks • 7 days of family care leave, as well as the statutory pregnancy checkup accompaniment leave and maternity leave • Paid Childcare Leave: Both primary and secondary caregivers may apply for allowances for up to six months during parental leave • Paid Annual Leave: Employees are entitled to annual paid leave based on their years of service, in accordance with the Company's internal policies and applicable laws. Employees can view their leave balance and usage through the HR system. Any unused leave at year-end may be carried forward to the following year or converted into a cash payment in accordance with Company policy
	Parenting Benefits	E • Childbirth Allowance: Financial assistance provided to female employees and employee spouses upon childbirth E • Provide subsidies for children's education subsidies and grants B • Maternity Program: Establishment of Cathay Maternity Club and comprehensive support for pregnant employees, including workplace risk assessments. During the parenting stage, a variety of themed “Mommy Classes” are held to provide parenting knowledge B • Pre- and post-pregnancy questionnaires, gifts for moms and dads B • Childcare Initiatives: Cathay has partnered with local daycare facilities to offer employees convenient access to childcare options B • Regularly hosts employee-exclusive parent-child events and family day activities
Health Care	Diverse healthcare resources	E • Menstrual Leave / Sick Leave: Fully paid leave for five days every year. E • Group insurance coverage for employees and their families (parents, spouses, and children) B • Regular health screenings and health support / subsidy programs for employees B • Hold regular health promotion activities B • On-site massage services available to staff
Workplace Flexibility	Flexible Work Models	B • Remote Work: Employees may flexibly shift to remote work based on business needs and individual preferences. B • Flexible Work Arrangements: In addition to remote work, employees can choose their preferred workspaces in the open office. In addition, “personal focus spaces” are provided so that employees who prefer to work independently can have a quiet, undisturbed environment. B • Flexible Work Shifts: Employees can flexibly choose their working hours according to their needs and business requirements, with 2-4 flexible shifts available. They can also coordinate further flexible arrangements with their managers based on mobile workplace arrangements.
Financial & Asset Management	Financial Services Discounts and Allowances	B • Preferential fund subscription, premium discount, preferential interbank withdrawal / transfer fee, preferential interest rate for salary account deposits, and preferential loans for purchasing housing from Cathay Real Estate B • Compensation, Retirement, and Shareholding Benefits: Regular salary adjustments, stock trust plans, and legally reserving 10% of the outstanding shares for employee subscriptions when cash capital increases are made B • Wedding bonus and bereavement pay
Recreation and Lifestyle Support	Encouraging Recreation, Social Connection, and Learning	E • Paid time off for volunteer activities E • Learning Leave: One day of leave granted upon completion of a designated number of courses via the company's online learning platform B • Travel subsidies and airport transfer discounts B • Subsidies for employee clubs, movie screenings, singing contests, and fun competitions

E “Enhanced” indicates that the leave or subsidy exceeds legal requirements

B Refers to “benefits” provided by the company



Diversity and Inclusion: Creating an Inclusive Workplace That Transforms Diversity into Innovation

① Intergenerational Dialogue: Fostering Understanding Across Generations

Cathay FHC utilized a hybrid format combining online and in-person interaction to invite employees from different generations to engage in open dialogue and discuss the challenges and expectations of intergenerational communication and collaboration within the organization. The President also personally participated as a representative of one generation, openly sharing communication challenges and solutions and fulfilling the organization's commitment to listening to employees' voices.

The event also attracted online participation from more than 60% of employees and achieved a high satisfaction score of **4.5** out of 5.



② Diversity Co-creation Competition: Expanding Co-created Value

Cathay held the "Glad You Are Here: Diversity and Co-creation Storytelling Contest" to encourage employees to reflect on their project experiences and share stories of collaboration and co-creation in a diverse and inclusive workplace. Beyond encouraging employees to recognize the value of diversity and inclusion, the contest also inspired them to translate diverse perspectives into practical workplace actions.

The post-event satisfaction survey showed that participants gave a score of **4.9** out of 5 for the indicator "greater willingness to listen to perspectives from different backgrounds"



③ Diversity and Inclusion Seminars: Keeping Pace with Emerging Trends

The seminar themes spanned career exploration in the AI era, intergenerational and cross-cultural exchanges, and employees' growth and reflection across different identities and roles. The program included multiple seminars on related topics, such as "Understanding Yourself and Others: Workplace Interpersonal Communication Skills," "Winning in the AI Era: Understanding AI Trends and Building Workplace Competitiveness," "Starting from You: Exploring Multiple Career Possibilities," "The Competitiveness of Intergenerational Inclusion: Five Strategic Talent Mindsets for Managers," "A Guide to Living in Ho Chi Minh City," "What Travel Taught Me," and "New Generation Dialogue Special: From Gap Year Self-Exploration to Imagining the Future Workplace."

More than **5,000** participants attended, and all satisfaction scores exceeded **9** out of 10.

④ Workplace Inclusion Survey: External Benchmarking

Cathay continues to gain insights into employee needs through diverse listening mechanisms. In addition to the annual engagement survey and surveys at diverse touchpoints, Cathay collaborated with an external consultant in 2025 to conduct a Group-wide workplace inclusion survey, becoming the first financial institution in Taiwan to conduct such an independent survey. This provided an in-depth understanding of employees' actual experiences in diversity, equity, and inclusion.



Technology Empowerment: Enabling More Meaningful and Deeper Collaboration

Reverse Mentoring: Fostering mutual empowerment and co-created achievement

By bringing together Generation Z employees' digital fluency with the extensive workplace experience of Generation X managers, Cathay FHC launched a reverse mentoring program to foster intergenerational collaboration and mutual learning. This initiative not only strengthened the organization's talent development ecosystem, but also demonstrated its commitment to digital inclusion amid digital transformation and the rapid advancement of AI, enabling employees with diverse digital capabilities to thrive in the AI era.

The team successfully developed the AI tool "1 on 1 Partner," which helps managers at all levels provide agile conversations in employee interviews more efficiently and with greater empathy, thereby improving people management effectiveness.



Upgrading Managerial Leadership: Identifying unconscious bias and implementing assertive Dialogue

Inclusive Leadership Workshop

The workshop helps managers strengthen their inclusive leadership capabilities and become champions of a diverse and inclusive workplace. Through training on recognizing microaggressions, addressing unconscious bias, and practicing inclusive communication techniques, managers are equipped to foster more respectful, empathetic, and inclusive interactions in their day-to-day leadership.

Nearly 100 managers at various levels have participated, and the course achieved a satisfaction score of **9.2**, demonstrating management's strong emphasis on inclusion issues.





Listening to Employees' Voices: from one-way feedback to mutual understanding, deepening an internal feedback culture

① Employee Engagement Survey

Through the employee engagement survey results, Cathay analyzed employee feedback across five dimensions: corporate sustainability, organizational commitment, employee well-being, leadership and management, and job identification. The survey covered Cathay FHC and its subsidiaries. In 2025, the response rate was 84.7%, and overall satisfaction reached **4.23** out of 5. Note, the highest level in the company's history and the tenth consecutive year with satisfaction above 4. To further enhance employee engagement and well-being, Cathay will continue to respond to employee feedback and the evolving demands of AI-driven transformation by strengthening AI capabilities and leadership development, expanding family support and well-being initiatives, fostering a diverse and inclusive workplace culture, and providing employees with the resources they need to grow and thrive.

Note: This refers to the average score for the employee engagement survey item "Overall, I am satisfied working at the company." Please refer to [Appendix 7.3, Table 21](#) for details on Cathay FHC's 2025 employee engagement survey results.

② Employee Feedback Channels

Cathay held a total of **25** labor-management meetings in 2025. Through labor-management meetings and labor union platforms, discussions were held on issues such as amendments to the Work Rules, management of extended working hours, and employee benefits. There was **one** labor-related penalty case during the year, with a fine of NT\$**80,000**. Cathay has already completed process improvements in accordance with the law and properly closed the case.

Cathay maintains a workplace free from discrimination and sexual harassment. Cathay established the Cathay Financial Holdings Co., Ltd. Regulations for Establishing Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace, and set up a dedicated complaint mailbox and Sexual Harassment Complaint Investigation Committee to accept and investigate related cases. In 2025, **seven** cases involving sexual harassment or violations of gender equality were accepted and closed. After the cases were verified, disciplinary procedures were initiated in accordance with regulations, necessary support such as psychological counseling was provided to the complainants, and education and training for all employees were strengthened to continue reinforcing a workplace culture of respect and equality.

③ Cathay FHC Town Hall Meetings: Neighborhood Warden's Session

Cathay FHC holds three employee town hall meetings each year. Through an open question mechanism, employees can raise various issues without restriction, strengthening the organization's culture of transparent communication. During the events, the President personally responds to employees' questions, creating a sincere and trustworthy dialogue atmosphere and promoting cross-level exchange and idea sharing. This not only enhances employee participation, but also helps management promptly understand employees' needs and concerns, continuously build a workplace environment with a high level of psychological safety, and support the organization in moving toward a more open and inclusive culture.



Prioritizing Competency Over Academic Credentials: Attracting and Retaining Diverse Talent

Cathay ensures that all candidates receive fair and unbiased consideration throughout the recruitment process. When posting job vacancies externally, Cathay avoids using exclusionary language or wording that implies specific groups to attract a broader talent pool. The interview process includes multiple stages, including document review, comprehensive observation by at least two managers, competency and personality assessments, and structured interviews. Interview questions are based on core competencies and are designed with both distinctiveness and consistency to reduce unconscious bias.

Furthermore, with the goal of cultivating international financial talent, Cathay actively collaborates with academic institutions to promote industry-academia alignment. In response to the Group's talent needs as it deepens its presence in Southeast Asia and expands into markets such as Vietnam and Cambodia, Cathay partnered with National Chengchi University in 2025 to promote a Southeast Asian talent internship and scholarship program. Using National Chengchi University's International Master's Program of Applied Economics and Social Development (IMES) as the pilot unit, the program helps international students gain practical experience in professional fields such as finance, technology, and data while in Taiwan, providing outstanding international students with comprehensive opportunities to connect their academic and career development. In 2025, the Group offered a total of 524 positions through campus internships and industry-academia collaborations, recruiting 469 students from more than 66 domestic and overseas schools.

In terms of talent retention, Cathay FHC refers to market compensation levels each year to maintain salary competitiveness and regularly reviews the salaries of all full-time office employees at Cathay. Over the past five years, the average annual salary adjustment has been approximately 4%. During the four most recent cash capital increases in 2016, 2018, 2019, and 2022, Cathay reserved 10% of shares for employee subscription and allocated subscription rights based on factors such as employee grade, performance, and seniority within the Group, inviting employees to participate in the company's operations. In the most recent 2022 employee subscription, the subscription rate reached 90%. In addition, Cathay FHC has implemented an Employee Share Ownership Trust (ESOT) since 2022. Through the plan, the company contributes incentive funds through a trust to encourage employees to invest a fixed amount each month, providing additional retirement security.

Note: For salaries of Cathay FHC's full-time staff (non-managerial positions) in 2025, please refer to [Appendix 7.3, Table 16](#).

Career Sustainability for the Aging@Cathay

More than 30% of Cathay's employees are aged 50 or above. In anticipation of an aging society, Cathay has taken proactive steps to support employees approaching retirement age in planning the next phase of their careers. In addition to providing "Employee Reskilling training resources" (please refer to Section 4.1.2 Talent Cultivation and Development for upskilling- and reskilling-related content), Cathay also strengthens organizational resilience and long-term talent sustainability through initiatives such as its retiree talent network and financial planning consultations.

Retiree Talent Management Mechanism

- ✓ Depending on their experience and willingness, employees near retirement may be invited to serve as organizational coaches or mentors. This fosters knowledge transfer and long-term organizational sustainability.
- ✓ Cathay has established a retiree exchange platform to maintain experience sharing and connections. Cathay Life, for instance, has established the Longevity Club. The club offers retirees a dedicated online portal, invites them to participate in corporate events such as family day and hiking outings, and provides seasonal gifts to sustain relationships and show appreciation.

Providing financial planning consultations for employees and sharing the results of the company's business performance

- ✓ The company regularly grants long-service awards in recognition of employees' long-term dedication.
- ✓ Employees who join the Employee Share Ownership Trust (ESOT) contribute a fixed monthly amount, matched 100% by the company. This initiative allows employees to share in the company's business performance and long-term growth.
- ✓ The Employee Assistance Program (EAP) offers financial planning consultations to help employees manage their personal finances effectively, both during their employment and during retirement transitions.
- ✓ The company contributes no less than 6% of an employee's monthly insurance salary to their personal retirement pension account managed by the Bureau of Labor Insurance.

Note: The aforementioned group-level resources are available to full-time employees, with certain programs also extended to contract staff and interns.