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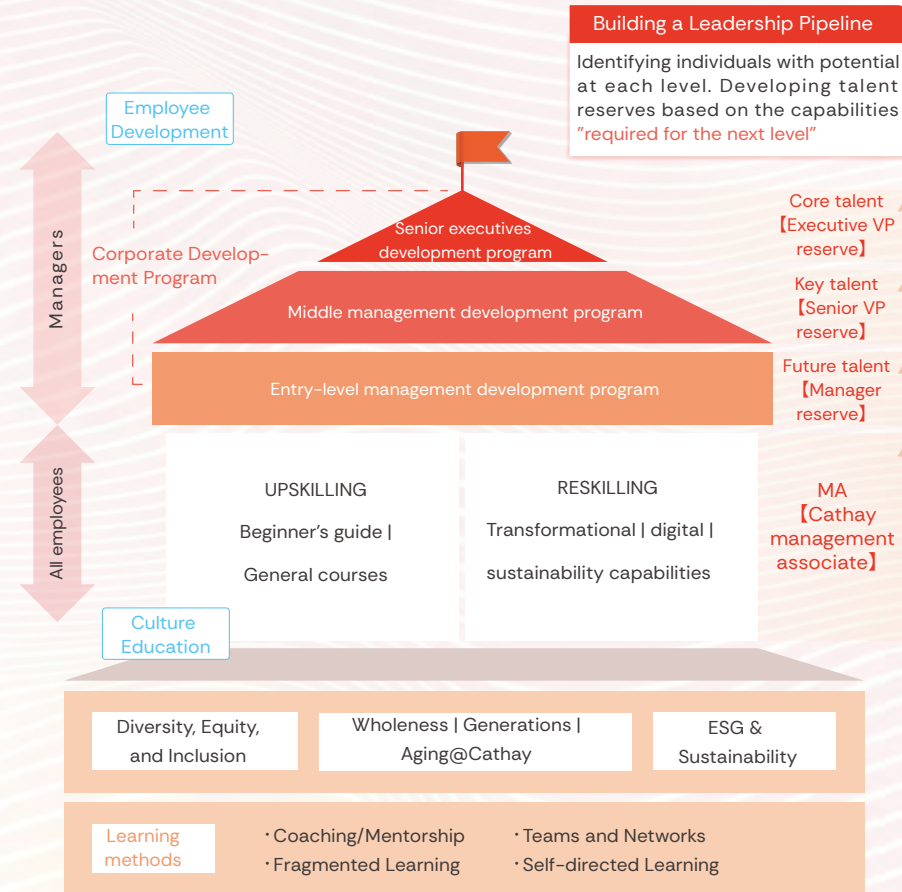
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Upskilling

Cathay FHC provides tailored development resources based on the needs of employees at different stages of their careers. A range of learning roadmaps, development guides and individual development plans (IDPs) are designed to ensure that all employees, regardless of seniority or tenure, can pursue continuous learning and growth. By integrating internal and external resources across the group, Cathay has established a broad general education base, professional training programs, and digital literacy courses. Employees are also encouraged to engage in cross-disciplinary learning and exchange, with platforms provided for knowledge sharing, fostering a collaborative organizational culture. Additionally, the company launches an annual learning theme, incorporating gamification and competition elements to enrich the learning experience.

Personalized Competency Training Program by Job Level

Cathay FHC has established a General Competency Training Program for all employee levels, defining the essential skills required for each position. The Capabilities of Transformation and Digital Literacy have been designated as critical competencies to support the group’s digital transformation, and a customized, systematic learning roadmap has been developed accordingly. At the beginning of each year, every employee receives a customized Annual Individual Development Plan Report, which combines their personality traits, annual goals, and 360-degree competency feedback. For new hire training, courses in data analytics, sustainability, diversity and inclusion are mandatory, with a course completion rate of 100%. Additionally, a New to Excellent Leader Training Program has been launched for newly appointed managers, integrating practical exercises and cross-departmental exchanges to strengthen management and decision-making skills. This program helps employees transition into managerial roles, achieving an 89% completion rate and an average satisfaction score of 9.48 out of 10.

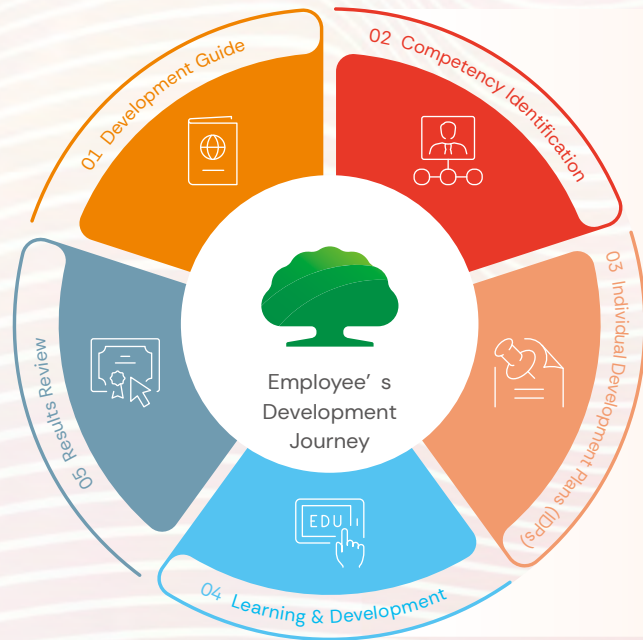
	Staff	Entry-level Management	Middle Management	Senior Executives
General Competency	<ul style="list-style-type: none"> Teamwork Problem Analysis and Solution Work Management 	<ul style="list-style-type: none"> Build Partnerships Mentor and Develop Talent Build a Successful Team Planning and Organizational Skills 	<ul style="list-style-type: none"> Build Partnerships Mentor and Develop Talent Facilitate Change and Innovation Operational Decision-Making Abilities 	<ul style="list-style-type: none"> Impact Lead Change and Innovation Set Strategic Direction Establish Network
The Three Capabilities of Transformation	 Learning, Agility, Communication			
Digital Literacy	 Technology, Data Application, Digital Communication			

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• Integrating Training and Development into the Performance Evaluation

Cathay FHC conducts annual performance evaluations in accordance with the Employee Performance Management and Development Guidelines to ensure that work objectives and career development plans are clearly communicated. In 2024, 100% of Cathay’ s full-time employees underwent performance evaluations. For employees with unsatisfactory performance, an Employee Performance Improvement Guidance Plan is developed to provide targeted support. Employees who have concerns about their evaluation results may file an appeal. In such cases, the Admin Department convenes a performance review appeals meeting, with the appellant and their department- or division-level reviewing supervisors participating in the review. In 2024, Cathay FHC handled one performance evaluation appeal case, which was reviewed together with the appellant, department-level supervisors, and HR department supervisors. In addition, Cathay FHC implements a 360-degree competency feedback mechanism for all full-time employees to assess their skills and set future development goals to improve overall job performance.



Mechanisms for Performance Evaluation	
Management by Objectives & 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.
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 reviews, managers will also check in with employees through regular dialogues and agile feedback, and continuously monitor progress toward goals.
Year-End Review	Review progress toward individual/unit annual goals through performance reviews and year-end evaluations, and monitor implementation of IDPs.
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.

- 01 Development Guide**
Understand the required competency standards, key behaviors, and corresponding learning resources for employees at each level
- 02 Competency Identification**
Understand employees' own performance through self-assessment, support, and 360-degree feedback
- 03 Individual Development Plans (IDPs)**
Determine development items by aligning job requirements with personal needs, and systematically work toward personal learning and development goals
- 04 Learning & Development**
Choose the most suitable learning resources and development methods
- 05 Results Review**
Evaluate learning outcomes and continuously adjust the development plan

