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Diverse Inclusiveness, Employee Satisfaction

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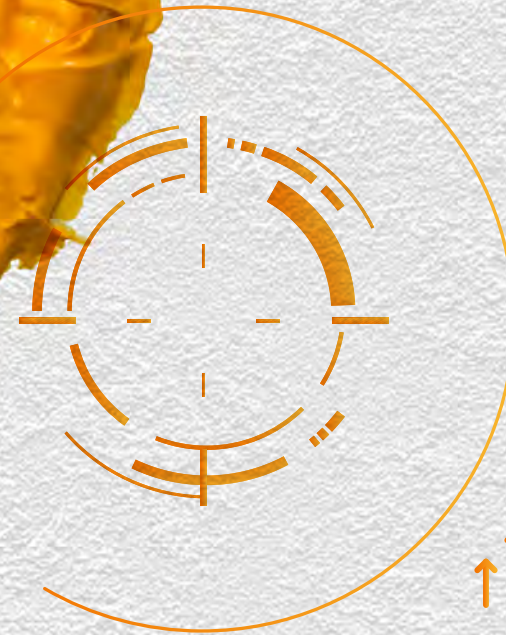


Key Response Stakeholders :

Employees

Clients

Non-government Organizations



Diverse Inclusiveness, Employee Satisfaction

Management approach for issues Employee rights and diverse equality



Meaning to the Group

Employees are the Group's most important assets. Through implementation of incentive systems and performance appraisals, we encourage continued self-enhancements and personal career advancements in our employees. We provide competitive remuneration to all employees to boost their morale and enhance our operational performance.



Policies and Commitments

The Group adheres to principles of legality, fairness, impartiality, equality, voluntary actions, honesty, and credibility. We actively protect the basic human rights of our employees and abide by national laws, the RBA Code of Conduct, and various international human rights conventions while providing competitive, safe, and comfortable work environments for all our employees.



Grievance Mechanism

Please see section [Stakeholder Identification, Communication, and Responsibilities](#) for details.



Evaluation of the Management Approach

- We hold management review meetings each year to discuss and track our target achievement rates.
- We convened personnel from our Human Resources, Safety, Hygiene, Environmental Protection, and General Affairs units to conduct Labor Protection Supervision Audits relating to labor, ethics, health and safety, environment, and management systems.



Specific Actions

- Hosted 27 activities over 13 categories for our "Happy & Charming Women" event series for a total of 32,000 participants.
- A total of 1,020 babies born to Group employees benefited from our "Childcare Subsidies for 0 to 6 Year-Olds Program," and more than 310 million NTD has been paid out in subsidies over the past two years.
- Implemented labor rights audits at 23 Campuses and discovered 194 deficits, 176 of which have been rectified, achieving a rectification rate of 90.7%.
- The Group invested a total of 151 million NTD in Foxconn University and provided 73.08 million hours of training. On average, each employee underwent 77.2 hours of training.



Goals and Targets

Short-term goals

Comply with the United Nations human rights conventions, guidelines, and declarations while also extending implementation to all personnel on our value chain to ensure joint compliance. Increase number of annual labor rights audits at our internal Campuses and supply chain vendors from 30 to more than 50.

Mid- to long-term goals

- Be accepting of diverse cultures to attract talent from multiple sources, provide equal employment opportunities, and continue to ensure that there are no violations of equal employment regulations. Respect employee suggestions and implement constant improvements to our high-quality workplace environments to retain talent. Our goal is to maintain a retention rate of 88% for our professional and technical personnel.
- Maintain our record of zero major labor rights incidents causing damage our reputation or the reputations of our customers.
- Cultivate innovation and work habits to promote continuous learning and growth in our employees, create products and technologies to enhance human happiness, and provide an average of 60 hours in professional training courses for professional and technical personnel each year.

The Group adheres to principles of legality, fairness, impartiality, equality, voluntary actions, honesty, and credibility. We actively comply with the UN Declaration of Human Rights, the RBA Code of Conduct, and national regulations, and enhance our human resource policies, protect legal rights of our employees, and provide healthy and safe work environments in accordance with local regulatory requirements. For matters relating to recruitment, promotion, performance evaluations, salaries, and training opportunities, we do not discriminate on the

basis of gender, age, nationality, birthplace, ethnicity, language, disabilities, marital status, pregnancy, sexual orientation, religion, political affiliation, or union membership. We also prohibit child laborers from engaging in work. The Group strives to provide a fair working environment where all employees are treated equally. We provide equal salaries and promotion opportunities based on employee merits.

Awards and recognitions received from nomination activities hosted by job banks



Haitou
2021 Most Influential Employer Award



51job
2021 Outstanding Human Resource Management Award



Happy Enterprise Award Ceremony



Dayee
2021 Model Brand Operations Employer Award

Employee Overview

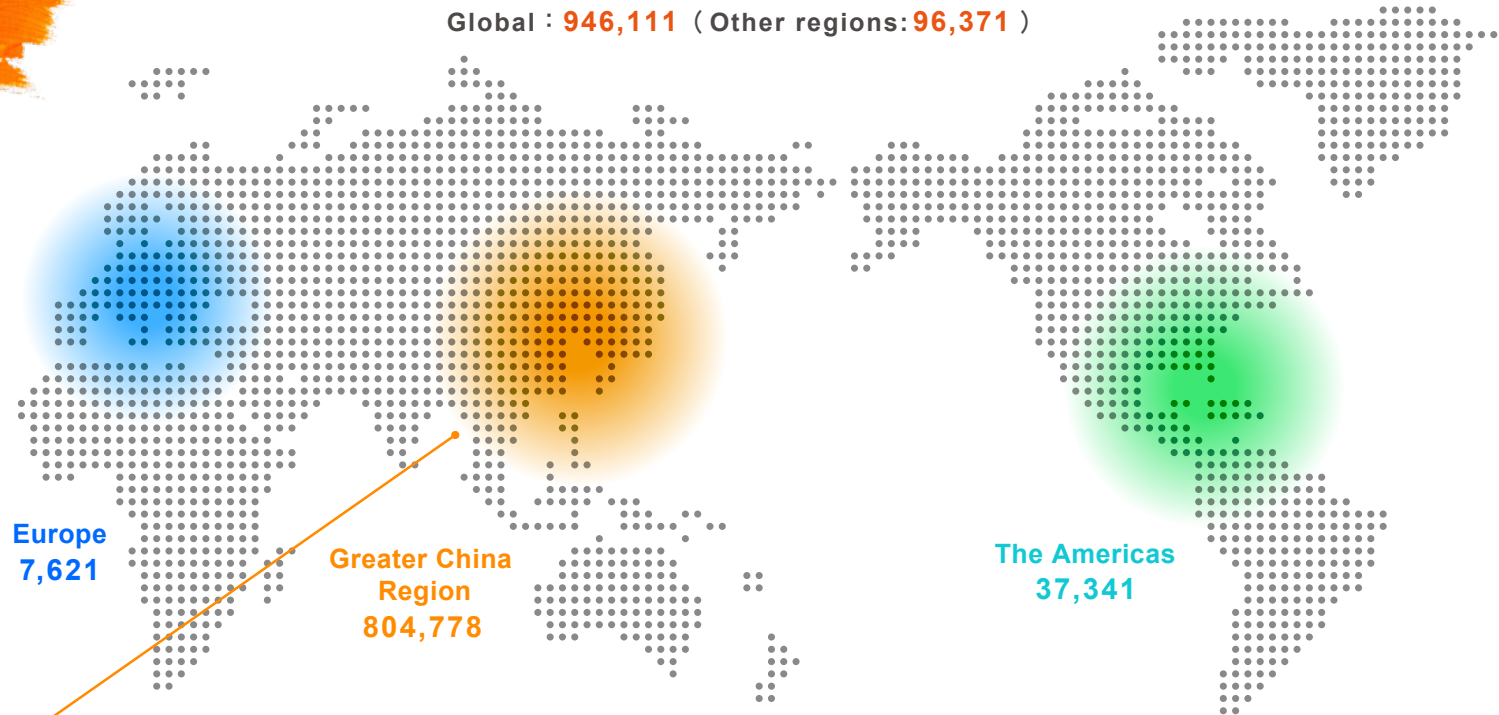
Employee Numbers

The Group has a total of 946,111 full-time and part-time employees worldwide, including 3,850 people with disabilities and 47,918 people of ethnic minorities. In terms of gender distribution, 63% of our employees are male and 37% are female. Most of our employees are aged between 30 to 50 years old.

The Group upholds principles of talent localization, so employees at our Campuses are mostly composed of local residents. The proportion of senior management personnel (ranked at director level or above) at our campuses in China who are Chinese nationals is approximately 11.70%. No incidents involving discrimination, use of child labor, or forced labor occurred in our Campuses in 2021.

Global employee distribution map for 2021

Global : 946,111 (Other regions: 96,371)



Number of Greater China Employees in 2021



Full-Time Employees
357,018

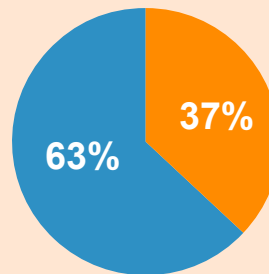
Part-Time Employees
151,340



Full-Time Employees
215,059

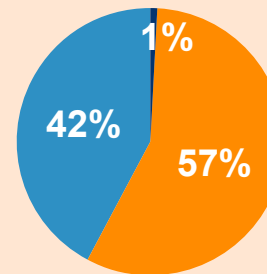
Part-Time Employees
81,361

Distribution of Gender



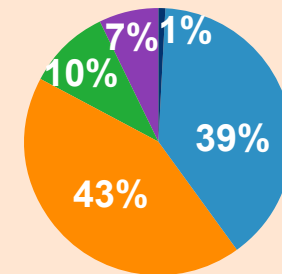
● Male ● Female

Distribution of Age



● Under 30 ● 31-50 ● Above 51

Distribution of Education



● High school or vocational high school ● Junior high school and under
● Associate's degree ● Bachelor's degree ● Master's degree and above

Distribution of New and Exited Employees

Employee recruitment at the Group is conducted through open recruitment and on-campus recruitment channels, as well as several job fairs hosted specifically for people with disabilities. Concepts relating to equal opportunities, respect for human rights, and workplace diversity have been integrated into our talent recruitment principles and processes. We prohibit use of child labor and forced labor. We attract talent through competitive salaries and benefits, rewards for outstanding performance, and appropriate personnel rotations. In order to maintain a low turnover rate, the Group actively works to understand and improve upon the reasons for employee resignation. Furthermore, the continued addition of new personnel helps to promote diversity within the Group.

Taiwan region

Employee entry rates in the Taiwan region over the past three years were 14.4%, 12.8%, and 16.9%; employee exit rates were 18.5%, 12.7%, and 11.8%. Employee exit rates for 2021 in the Taiwan region decreased compared with previous years, and voluntary employee exit rates for the past three years due to resignation or retirement were 16.6%, 11.8%, and 10.2%.

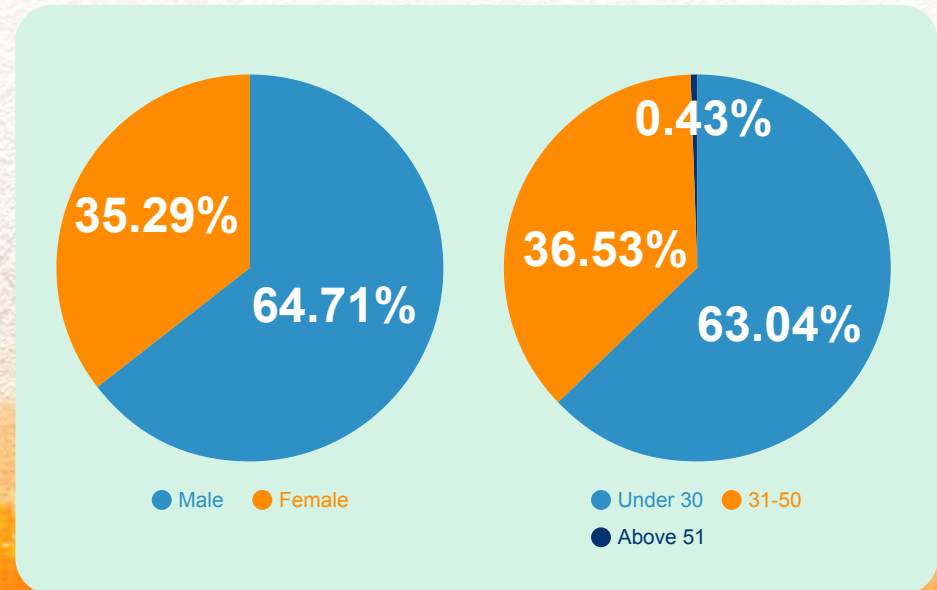
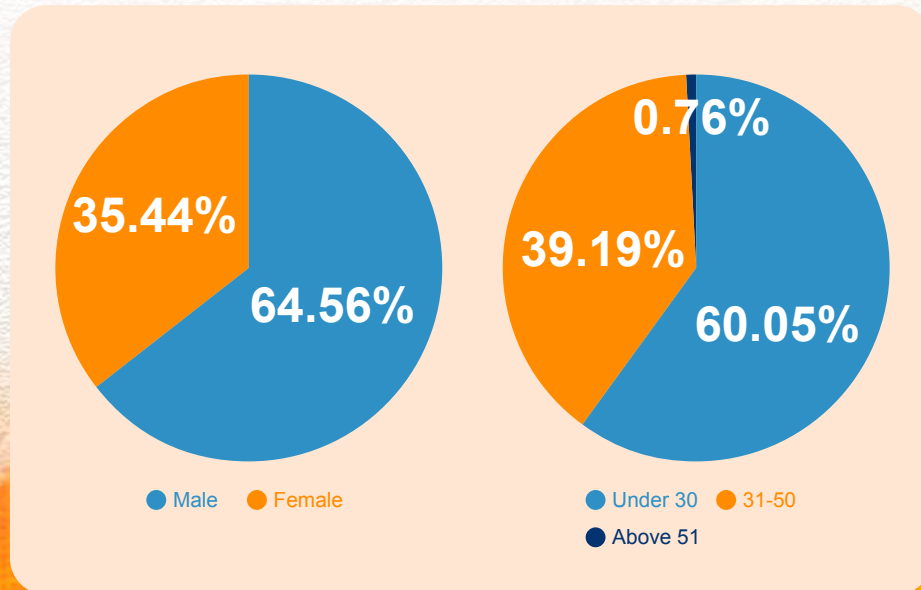
China region

Average monthly employee entry rates in the China region over the past three years were 7.6%, 6.5%, and 6.1%; average monthly employee exit rates were 5.6%, 5.8%, and 5.7%; and voluntary employee exit rates for the past three years due to resignation or retirement were 5.4%, 5.6%, and 5.5%. The Group's average employee entry and exit rates in the China region were maintained between 5% to 6%, demonstrating healthy talent turnover.

Proportion of New and Exited Employees in the Greater China Region

Entry Rates

Exit Rates



Reinstatement Rates Following Parental Leave and Retention Rates

Due to the comprehensive level of care provided by the Group, reinstatement rates following parental leave and retention rates in recent years were close to 100%. In order to further enhance retention rates, the Group conducts interviews with exiting employees to understand and improve upon the specific reasons for resignation. In terms of retention policies, the Group actively communicates with entry-level personnel to understand the true needs of

employees, implement employee care, provide good communication channels, and establish sound communication platforms. In terms of environmental aspects, we continue to improve basic facilities, refine working environments, and build harmonious work atmospheres between all units and organizations.

	Reinstatement rates following parental leave and retention rates in the Greater China region								
	2019			2020			2021		
	Male	Female	Total	Female	Male	Total	Male	Female	Total
Reinstatement rate	99.5%	99.1%	99.3%	99.8%	99.6%	99.7%	99.4%	99.4%	99.4%
Retention rate	88.6%	78.3%	82.8%	81.0%	83.9%	82.7%	89.0%	86.6%	87.4%

Workplace Diversity

The Group upholds principles of fairness, impartiality, and equality as part of our commitment to build diverse, inclusive, and employee-friendly workplace environments that provide consistent remuneration, promotion, and training for all employees, and we actively create a diverse and inclusive culture of mutual respect in the workplace. As an electronics manufacturing company, the Group has a higher proportion of male employees and male executives. We therefore consider the proportion of female executives to be an indicator of workplace diversity. Two female directors were elected to our Board in 2022, accounting for 22% of all directors, thereby strengthening Board diversity and corporate governance.

The Group has also hired 47,918 minority-group employees in different regions, including members of the Zhuang and Miao tribes. These employees accounted for 5.0% of all employees in 2021 and receive equal treatment in terms of remuneration, promotion, and training. Among employees who are members of the top ten minority groups, 2.4% hold executive positions.

Two female directors



Proportion of Female Executives for 2021

All executives	20.3%
Junior executives	20.8%
Senior executives	6.5%
Executive positions relating to revenue generation	35.2%
Executive positions relating to R&D and engineering	13.9%

Note: Senior executives include vice presidents and above; junior executives include managers and lower ranks.

“Happy & Charming Women” Event Series

We hosted a variety of invigorating activities to celebrate the grace and creativity of our female employees. For example, we organized 27 activities over 13 categories for our “Happy & Charming Women” event series themed around International Women’s Day (March 8) for a total of 32,000 participants.



Emphasize leadership and set good examples

Hosted activities to commend outstanding female employees and selected 33 outstanding female employees to serve as representatives at symposiums, set good examples for others, and create an atmosphere conducive to learning.

Strengthen employee services and provide comprehensive care for women

Implemented the “Five Gifts” (flowers, cards, health, care, and presents) activity. As an example, the “Gift Health to Charming Women” activity mainly encompassed free health clinics, parent-child education, fun games, and wishing walls.

Care for female employee families through innovative work models

Innovated work models based on the different social roles of our female employees and implemented activities to promote happiness and deliver warmth. For example, we invited the husband of a female employee to write an open letter to his wife so she could feel the love from her family.



Remuneration and Benefits

Remuneration System

The Group adheres to principles of legality, fairness, impartiality, equality and voluntary actions, honesty, and credibility. Our remuneration system not only complies with local laws but also references external market research reports. We regularly review our salary standards, and our remuneration performance exceeds industry standards, providing a stable workplace environment, remuneration, and benefits for our employees.

We commence payments of social insurance and provident funds according to local government regulations for Chinese employees who sign formal employment contracts with the Group on the day they start working with the company. All insurance benefits at our Campuses comply with local social insurance regulations. In Taiwan, we provide our employees with labor insurance, health insurance, and group insurance in accordance with government regulations. Our employees at overseas Campuses are all insured according to local government regulations. In 2021, starting salaries for entry-level employees at all our Campuses were 10-25% higher than local minimum wage requirements. There were no differences between the basic salaries of our male and female employees.

In order to establish effective incentive mechanisms and adopt a forward-looking approach for employee management, the Group formulated the “Regulations Governing Annual Promotion Procedures for Group Employees.” We conducted annual performance reviews and appraisals on new employees who passed their probationary period and regular full-time employees regardless of gender or rank. The ratio of employees who underwent appraisals was 100%. The Group adjusts remuneration according to promotions and personnel performance, with no differences between male and female employees. We have also established bonuses, dividends, and incentives based on personnel performance. The Board approved the distribution of 8.1 billion NTD in employee remuneration in 2021.

Number and remuneration of non-supervisor full-time employees

Item	2020	2021	Difference between 2020 and 2021
Number of non-supervisor full-time employees	3,567 ^(Note)	3,611 ^(Note)	1.23%
“Average salaries” for non-supervisor full-time employees	2,417,000 NTD	2,558,000 NTD	5.83%
“Median salaries” for non-supervisor full-time employees	1,662,000 NTD	1,829,000 NTD	10.05%

Note: Only includes employees from Hon Hai Precision Industry Co., Ltd. in Taiwan.

Employee Welfare Program

We have implemented a series of employee welfare measures to promote and protect the health of our employees and their families, including the aforementioned social insurance and group insurance; pensions; subsidies for weddings, funerals, and other special occasions; travel allowances; year-end party raffles; and other subsidies. The Group hopes to establish a comprehensive employee care network that allows all employees to achieve career advancements while working all around the world. In 2021, the Group's employee salary and benefits expenses were approximately 303.1 billion NTD.

To promote work-life balance for employees, all our Campuses have been fitted with integrated sports stadiums, basketball courts, swimming pools, libraries, banks, retail shopping areas, bookshops, gymnasiums, and other recreational facilities. Group employees can freely participate in the activities of nearly 210 employee clubs. We organized a total of 4,865 employee events attended by 1,686,000 participants to enrich employee lives. In 2021, our activity subsidies amounted to 310 million NTD.

Retirement System

The Group's retirement system, including employee retirement applications, pension payments, and employee pension reserves, adheres to local laws and regulations. We have also established a Supervisory Committee of Labor Retirement Reserve in Taiwan. To ensure the rights of Group employees, Committee members are re-elected every three years and are responsible for reviewing pension reserves, savings, expenditures, and pension payments.

Designated banks ensure that pension fund assets adhere to entrusted ratios and amounts set by the fund's annual investment plans, are categorized according to monthly labor pension reserve fund or individual pension contributions, and are not used for assignments, seizures, offsetting, or guarantees. The Group takes custody of and invests pension fund assets in domestic and overseas listed, over-the-counter, and private equity securities or real estate securities following the Regulations for Revenues, Expenditures, Safeguard and Utilization of the Labor Retirement Fund. Fund utilization is monitored by the Supervisory Committee of Labor Retirement Reserve.



[For more information on the distribution of employee pensions in 2021, please refer to our 2021 annual financial report.](#)

Childcare Subsidies for 0 to 6 Year-Olds Amounted to 310 Million NTD over Two Years

To allow employees to live and work with peace of mind, the Group began promoting a maternity policy and announced an optimized childcare subsidy program, "Childcare Subsidies for 0 to 6 Year-Olds," in early 2020, setting a precedent in Taiwan. The Group provides a comprehensive range of subsidies to expectant mothers before, during, and after pregnancy, including a monthly subsidy of 15,000 NTD and taxi commute allowances of 15,000 NTD for three months prior to the expected delivery date. Expectant mothers who wear an identification badge during their pregnancy are given priority when riding elevators, picking up meals, or when taking shuttle buses. This policy has been implemented for two full years. A total of 1,020 babies born to Group employees benefited from the program in 2021 and more than 310 million NTD has been paid out in subsidies over the past two years. These subsidies make employees feel more secure when facing childbirth and also raise employee retention.



Commendation from Father of Three: A Helping Hand for Childcare

"Before our second child was born, I was worried about where I would get the money for childcare." A 37-year-old technical manager said that it was lucky he decided to work at the Group as his child became a member of the Foxconn family and received subsidies under the "Childcare Subsidies for 0 to 6 Year-Olds" program, relieving a lot of the stress he and his wife felt as parents!

Communication and Protection of Employee Rights

Human Rights Policy

The Group has established work rules based on relevant labor and human resource regulations to protect the legal rights of our employees. As an RBA member, the Group referenced the RBA Code of Conduct, the Universal Declaration of Human Rights (UDHR), and the standards of the International Labour Organization (ILO) when formulating our Corporate Social Responsibility Code of Conduct, which discloses our human rights policies



for labor protection that safeguard employee rights and provide them with dignity and respect. The Group conducts annual risk assessments and audits based on law and Group policies, and we also require relevant units to implement timely improvements to ensure the rights and benefits of our employees.

Labor Protection and Services for Daily Living

The Labor Protection Supervisory Committee established under the Group's Labor Union has formed project teams composed of professional talent in the fields of human resources, safety, health and safety, environmental protection, and general affairs. These teams conduct inspections of ethical, health and safety, environmental, and management systems at all Campuses to ensure that they comply with law, the RBA Code of Conduct, and corporate policy. All Campuses are required to fill out self-assessment questionnaires (SAQs) and risk assessments for on-site review. To ensure protection of employee rights, the Group does not consider investigations to be concluded until Campuses have proposed corrective action programs (CAPs) and improvement plans for all discovered deficits within specified time limits. A total of 23 campus inspections were carried out in 2021 and 194 deficits were discovered, mainly relating to non-systemic issues such as machinery safety measures, working hours, proportion of temporary workers, and occupational safety. No major deficits were discovered. To date, 176 of discovered deficits have been corrected, and said corrections have been confirmed by the Labor Protection Supervisory Committee, resulting in a rectification rate of 90.7%. We will continue to improve upon and track the remaining deficits. The Group has established a reward system for reporting hidden safety issues and encourages all employees to monitor safety problems.

The Group also emphasizes the working conditions of interns and strives to ensure that all interns get the treatment they deserve. In 2021, we conducted 23 audits on campus intern working conditions, and our Labor Union conducted irregular surveys of employee concerns and needs, the results of which were submitted to dedicated personnel for handling. In 2021, we surveyed a total of 120 matters which were all resolved. Employee needs included improvement matters (60.8%) and prevention matters (39.2%).

Examples of corrected deficits

Description	Corrective Actions	Evidence of Correction
Inconsistent warning labels of high temperatures on maintenance equipment	Placed "Hot Surface, Do Not Touch" labels on all heated surfaces and placed "Hot Surface, Beware of Burns" labels on all work stations to warn relevant personnel and all employees to be careful.	
Inadequate protection on rotational pulleys of packaging and assembly lines, constituting a trapping hazard	<ol style="list-style-type: none"> Placed protective shields at rotation areas and extended plastic strips to comply with production safety needs. Simultaneously checked and corrected other lines. This safety item has been included in routine checks. 	

The Group commissioned third-party teams to conduct satisfaction surveys on entry-level staff to better understand the needs of our full-time and part-time employees in terms of workplace environments, safety, transportation, food, lodging, and entertainment. We continue to track all improvements on these items. In 2021, the Group surveyed 65,000 employees in the China region. Survey results showed that employee satisfaction rates at our main Campuses increased year over year, and had risen by 20% compared with the previous year. In terms of post-survey corrections, the Group is implementing plans to enhance dormitory environments. We analyzed survey results and invited our employees to fully participate in our plans, further raising satisfaction rates by around 10% after corrections were completed, enabling us to interact positively with our employees. We will continue to conduct satisfaction surveys in future.

Monitoring and Management of Staffing Agencies

To ensure that our temporary employees enjoy the same level of protection granted to full-time employees, the Group has signed an “Agreement for Dispatching Temporary Personnel” with staffing agencies used by all Campuses. The Agreement stipulates the responsibilities and duties of both parties, and guarantees equal pay for equal work, equal work environments, and work safety measures. We conduct irregular audits on staffing agencies and continue to survey employee entry and exit conditions to reduce possible risks. Our management measures include on-site audits, employee interviews, and written reviews. We not only ensure implementation of our policies which prohibit discrimination and forced labor, but also publicly released our reports and announced grievance channels, then integrating these actions with employee training to protect our staff from discrimination based on different job characteristics.

Protection of Employee Rights

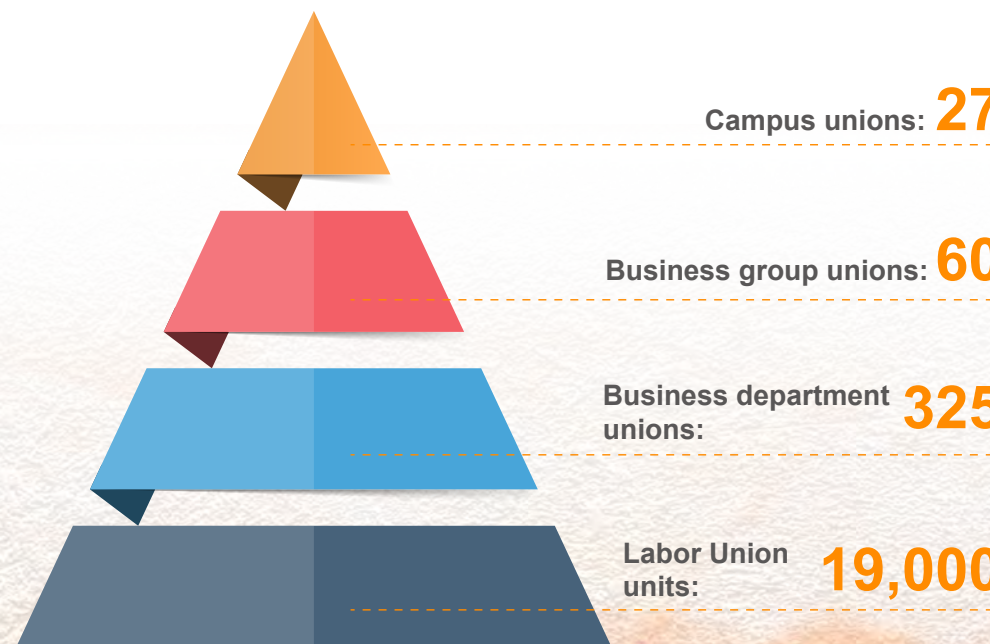
Our latest “Group Collective Agreement” protects employee rights and states that employees should be notified 30 working days in advance of bylaws and major decisions related to their vital interests. Relevant articles on consultations and negotiations are stipulated in the “Summary of the Collective Consultation Letter” and the “Reply on the Collective Bargaining of the Trade Unions Association of the Company.” Additionally, to protect freedom of association for our employees, the employee handbook clearly stipulates employee rights.

The Group has established a Labor Union encompassing employee unions with four management levels and five ranks. Labor Union Unit leaders are elected in a bottom-up, open, and democratic manner by union members from voluntary candidates, and union representatives at all levels are elected at member representative conferences. Employees are asked about their willingness to join unions when they enter the Group, and are allowed

to join voluntarily. In 2021, 95% of our employees were union members. The Labor Union signed the “Foxconn Technology Group Collective Agreement,” which covers the 96 legal entities of the Group and provides basic protection of employee rights. In 2021, the Labor Union gathered our 19 unions and convened 21 labor delegates meetings to vote on issues relating to employee rights and obligations.

Furthermore, the Group promotes intelligent transformation within our labor unions to form comprehensive smart systems such as the Intelligent Union Establishment Project Team, which uses “Internet + Union” cloud service models to link desktops and apps, establishing a comprehensive service platform that encompasses union constructions, labor protection, employee discounts, skills training, and employee grievances.

Labor Union Organizational Chart



Employee Communication and Grievance Channels

In order to collect more employee feedback and suggestions, listen to employee voices, and quickly resolve employee difficulties, the Labor Union has integrated all resources to establish employee care, rights protection, and assistance hotlines, as well as office phone lines for various functional departments. Integration of labor union mailboxes, union chairman mailboxes, union chairman hotlines, rights protection hotlines, assistance hotlines, union websites, and 26 other rights protection mechanisms in 6 categories make it possible for Group employees, employee family members, and suppliers to contact unions, providing employees with convenient and efficient 24-hour services that protect the rights of our employees at work and in their daily lives.

The Group established a project team in 2021 to upgrade our most important communication channel, the 78585 hotline. The upgraded hotline is more intelligent and enables quicker acceptance of calls so that grievances can be handled with more efficiency. The hotline played a pivotal role in providing support for mental health during the pandemic. Over the year, we received 153,000 employee calls and provided psychological counseling to 2,120 employees.

Communication and Grievance Channels

Dispute Mediation	Committee on labor dispute mediation
Seminars and Visits	Seminars and on-site visits (restaurants, dormitories, production lines)
Mailboxes	Mailboxes for feedback to labor unions and union chairman
Telephone Hotlines	Employee care hotline, rights protection hotline, union chairman hotline
Legal Aid	Corporate lawyers
Website Visits	Union network, employee care center

The Group provides 24/7 year-round communications hotlines that can be called if assistance is needed.

- Employee care hotline 78585
- Spiritual care hotline 25885
- Marriage mediation hotline 18675578585

Achievements

78585 employee care hotline

responded to **192,184** calls, achieving an in-call grievance handling rate of **92.97%** and a grievance resolution rate of **99.57%**

25885 spiritual care hotline

handled **1,040** psychological consultations. We hosted **22** mental health counseling sessions attended by **510** participants

health training sessions

112 sessions, **5,500** participants

mediated labor dispute

163 cases, achieved a mediation success rate of **84.7%**

handled violations

19,877 cases, rejected **21** cases

provided legal consultations

166 cases



Employee care meeting

Education and Training

The Group is making transformations towards the “3 industries” and “3 technologies.” In order to actively cultivate the human capital needed for the digital era, we have established an e-Learning zone to expand our many learning resources and channels, support the Group’s long-term growth, help meet the lifelong learning needs of our employees.

The Group established Foxconn University to cultivate talent, integrate theory with practical experience, promote knowledge application and lifelong learning, and enhance mutual learning. The University serves as our incubator for cultivating talent and innovation, bearing the important responsibility of enhancing human capital development, transformation to new industries, development of corporate culture, and establishment of operational missions within the Group. To encourage employee learning, the Group links employee training credits with annual performance appraisals, and references this information when considering employee promotions and bonus distributions.

Human resource development and training strategies

Work guidelines --- Top-level strategies Targeted performance Growth support



- Talent development platform:**
1. Build an environment conducive for learning to form a learning-oriented organization
 2. Complete digital and professional learning platform
 3. Continue to develop professional courses and class materials

Comprehensive talent development system

Talent management and training structure



<p>Entry training</p> <p>Group culture</p> <ul style="list-style-type: none"> Group overview Group history Corporate culture Development strategies Workplace environments Core values 	<p>General training</p> <p>Career enhancements</p> <ul style="list-style-type: none"> Career development Project management Official documents Business English Business etiquette Cognitive enhancements 	<p>Production line and team manager training</p> <p>Role awareness</p> <ul style="list-style-type: none"> Work duties Code of conduct Routine management On-site management 	<p>Section chief training</p> <p>Management enhancement</p> <ul style="list-style-type: none"> Organizational role and communication techniques Problem analysis and problem solving On-site safety management 	<p>Supervisor training</p> <p>Corporate culture</p> <ul style="list-style-type: none"> Corporate culture and core values SER code of conduct and safety management 	<p>Senior executive training</p> <p>Culture and values</p> <ul style="list-style-type: none"> Building and managing corporate culture Research on corporate culture and values
<p>Regulations and bylaws</p> <ul style="list-style-type: none"> Human resources policies Malpractice prevention Information security Industrial safety Fire safety Epidemic prevention 	<p>Office skills</p> <ul style="list-style-type: none"> Excel, PPT Chart and data visualization 	<p>Management techniques</p> <ul style="list-style-type: none"> High-quality communications Conflict management High-performance work instruction 	<p>Professional capabilities</p> <ul style="list-style-type: none"> Lean thinking and basic methodology Six sigma yellow belt 	<p>Operational management</p> <ul style="list-style-type: none"> Leadership potential Corporate digital transformation Smart manufacturing and lean systems Rational management and tabletop simulations 	<p>Policies and regulations</p> <ul style="list-style-type: none"> Guangdong-Hong Kong-Macao Greater Bay Area policy interpretation Corporate social responsibilities Regulations, policies, and bylaws
<p>Self-management</p> <ul style="list-style-type: none"> Team collaboration Effective communication Positive attitude Effective implementation Mood and stress management 	<p>Occupational certifications</p> <ul style="list-style-type: none"> PMP certification Internal auditor certification HR management Economist Internal lecturer certification 	<p>Improvement techniques</p> <ul style="list-style-type: none"> 8S and visual management Problem discovery and problem solving Eight aspects of wastage Equipment management Quality control Capacity management 	<p>Digital transformation</p> <ul style="list-style-type: none"> Data thinking Common data analysis methods 	<p>Benchmarking visits</p> <ul style="list-style-type: none"> Visits to industry benchmark enterprises Visits to lighthouse factories 	<p>Operational management</p> <ul style="list-style-type: none"> Corporate strategies Organizational transformation Innovation design Mini-MBA Interpretation of three financial statements Visits to benchmark digital transformation enterprises

Internal lecturer resources ← → External lecturer resources

Online learning platform + physical classes

Training items for 2021

Training items and associated data for 2021

Group strategies

- “3+3” section: 114 courses (202 class materials) and 61,000 learners
- “Production safety training” themed courses: 90 courses (156 class materials) and 4,530,000 learners

Corporate culture

- Senior executive strategic training: 1,825 participants
- Mid-level executive management training: 18,000 participants
- Entry level executive skills training: 55,860 participants

New employees

- New technician training: 2,005 participants
- Elite employee training: 1,952 participants from 19 overseas factories

Elite employee training

- Senior executive class: 71 participants (2 terms)
- Outstanding plant manager class: 122 plant managers (4 terms)

Four Cores of smart manufacturing

- Smart manufacturing academy: 68 new courses (574 class materials) 506 outstanding proposals, 211,000 learners
- Certification training: 49 classes attended by 1,772 participants, 830 of whom obtained certification
- Themed training: 67 classes attended by 5,792 participants

Online and physical training platform

- Added 8,223 class materials to the platform for 860,000 personnel
- Assisted all business groups in organizing 1,300 safety/epidemic prevention/new employee training courses for 830,000 employees
- Employees with disabilities: Conducted job appropriateness assessments for 1,390 employees and recruited 657 employees for specific job positions
- Academic education: 3,537 current attendees, 204 in technical schools, 2,209 in colleges, 1,086 in universities, and 38 in master's and doctoral programs

In 2021, the Group invested a total of 151 million NTD in Foxconn University, and provided 73.08 million hours of training. On average, each employee underwent 77.2 hours of general, management, technical/professional, and academic training. Each female employee received an average of 77.2 hours of training, while male employees received an average of 77.1 hours of training. In terms of academic education, Foxconn University began collaborating with 41 colleges and universities to implement on-the-job academic programs at 19 Campuses, providing our employees with convenient channels to receive on-the-job training for the enhancement of comprehensive skills and professional capabilities. The Group worked with many colleges and universities (including NTU, NTHU, NCTU, Wuhan University, and Xidian University) to provide continued learning opportunities for our employees. In 2021, a total of 7,255 employees were enrolled in these programs and 3,062 employees graduated from these programs, including 1,010 employees with bachelor's degrees or above. A total of 1,010 graduation theses were published, 80% relating to current employee job duties, achieving a win-win situation in terms of Group and employee career development.

Course categories, course hours, and participant numbers

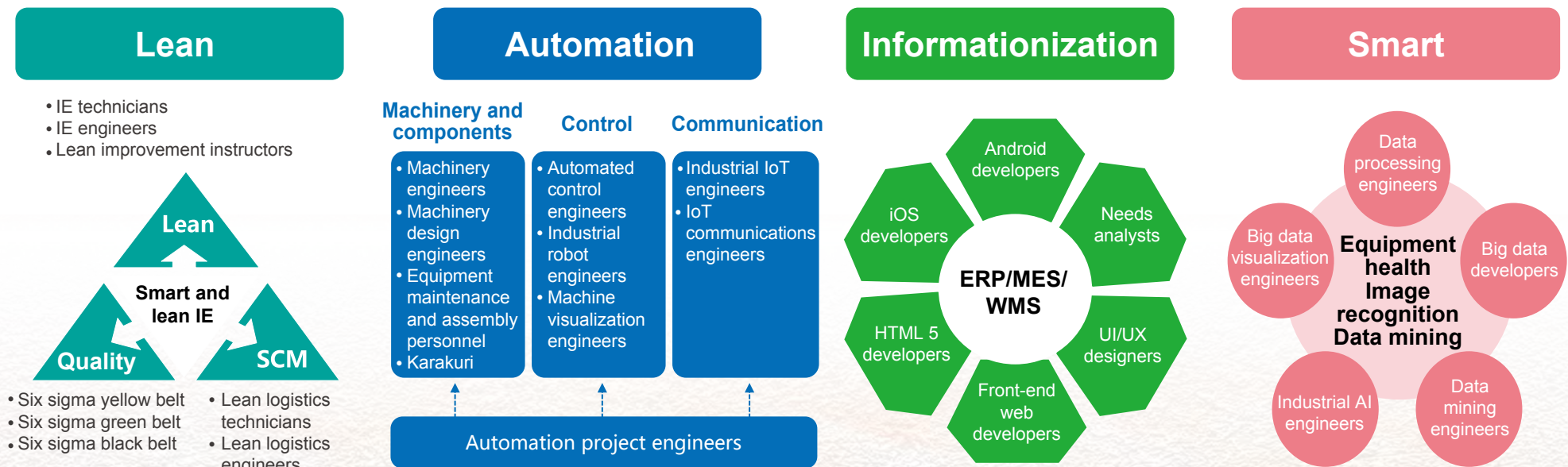
Course categories	Hours	Number of participants
General education	38,926,237	18,901,033
Management	3,664,432	1,497,448
Technical/professional	22,552,426	10,138,039
Academic education	812,320	1,218,480
Total	73,087,033	35,379,732

We established the "Four Core" talent cultivation system for intelligent manufacturing in accordance with our "F3.0 Transformation to new industries" goal, providing online and offline training for our employees to build an intelligent and digital culture while cultivating talent for the future.

Talent training structure for Four Cores of smart manufacturing

Organizational management

- Digital operational strategy
- Digital performance management
- Digital value flowchart
- Digital agile organizations
- Digital talent acquisition



Cultural experience

- Digital literacy (ethics/confidentiality/openness/sharing)
- Digital culture and environment (office/bulletin boards/forms)
- Prevalence of cultural concepts (lectures/forums/competitions)
- Benchmark / lighthouse campuses



Training for “Four Cores” of smart manufacturing

Lean training



Training items

- IE technicians
- IE engineers
- Lean improvement instructors

Karakuri training



Training items

- Training items
- Training in lean techniques and skills
- Lego smart manufacturing simulations
- 3D component models

Robotics training



Training items

- Software simulations
- Robot drills
- Tracking modules
- High-speed positioning modules
- Display modules

IoT training



Training items

- Industrial IoT & key IoT certifications
- IoT assembly personnel/engineers
- Industrial IoT deployment personnel/engineers

Automation training



Training items

- Industrial software training
- Data communications training
- Automation hardware installation and adjustment training

Informationization and AI



Training items

- Big data architects
- Big data analysts
- Data visualization

Foxconn E-Learning Zone

To provide multiple learning resources and channels that fulfill employee needs for lifelong learning, the Group has established an “e-Learning zone” which contains professional, general, and management courses taught by internal and external lecturers, allowing our employees to enjoy an abundance of training resources without constraints on time and place. Additionally, the “e-Learning zone” utilizes data analysis methods to provide a personalized experience for employees by utilizing comprehensive data on learner viewing behaviors, learning behaviors, and majors, as well as comparison and filtering of phrase vectors and other processing methods.

Platform functions

- Course resources**
 Offers a comprehensive course framework and a variety of multimedia learning resources.
- Dedicated services**
 Dedicated learning platforms for business groups that ensure confidentiality of public information
- Learning assistant**
 Learning missions/timely reminders/smart analysis/learner leaderboard
- Live streams**
 Supports livestream classes/timely interactions, discussions, and Q&A