



# 2

## Employees



Employee Overview



Remuneration and Benefits



Communication and Protection of Employee Rights



Education and Training

# Employees

## Management approach for material issues

### Employee rights and diverse equality

#### Meaning to the Group

Employees are the Group's most important assets. Through the 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 employees.

#### Goals and Targets

##### Short-term goals

- Raise our improvement rates for Labor Protection Supervision Audits to 95%.
- Raise our reinstatement rates for employees following maternity/paternity leave to 100%.

##### Mid- to long-term goals

- Attract and retain professional talent in different fields using a comprehensive benefits system and competitive salary standards.
- Provide diversified care for all employees by protecting employee wellbeing and building diverse, equal, friendly, and healthy work environments.

#### Grievance Mechanism

Please see Section [Stakeholder 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, Fire/Industrial Safety, Environmental Protection and Energy Saving and Carbon Reduction units to conduct Labor Protection Supervision Audits relating to labor, ethics, health and safety, environment, and management systems.

#### Specific Actions

- Dormitory C at our Longhua site was converted into a test site for implementation of our “Good Housekeeping” project, which improved employee living conditions.
- Announced an optimized childcare welfare allowance system under which the Group provides childcare benefits for employee offspring aged 0 to 6; a total of 176 million NTD in subsidies were distributed to 1,210 employees.
- Convened a total of 13 labor delegates meetings to vote on issues relating to employee rights and obligations.
- Hosted “Chairman Open Days” every quarter to allow direct communications between our Chairman and entry-level employees.
- Invested 406 million NTD in Foxconn University and provided 64.16 million hours of training for a total of 35.98 million employees.

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 and RBA and national regulations and enhance our human resource policies, protect the 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 fairly. We provide equal salaries and promotion opportunities based on employee merits.

**Awards and recognitions received from nomination activities hosted by job banks**



**Zhaopin  
Top 30 Shenzhen Employers  
Award**



**Shenzhen Longhua  
Talent Attraction  
Award**



**51job Outstanding Human  
Resource Management  
Award**



**Haitou  
Most Influential Employer  
Award**



**Dayee Model Brand  
Operations Employer  
Award**



**Cheers Magazine  
Ranked 4<sup>th</sup> in Top 100  
Most Attractive Employer  
for the New Generation**



**Association of Sustainable  
Social Enterprise of Taiwan  
Social Innovation Award  
-Talent Cultivation**



**Ministry of Labor  
Silver TTQS  
(Talent Quality-management System)  
certification**

# Employee Overview

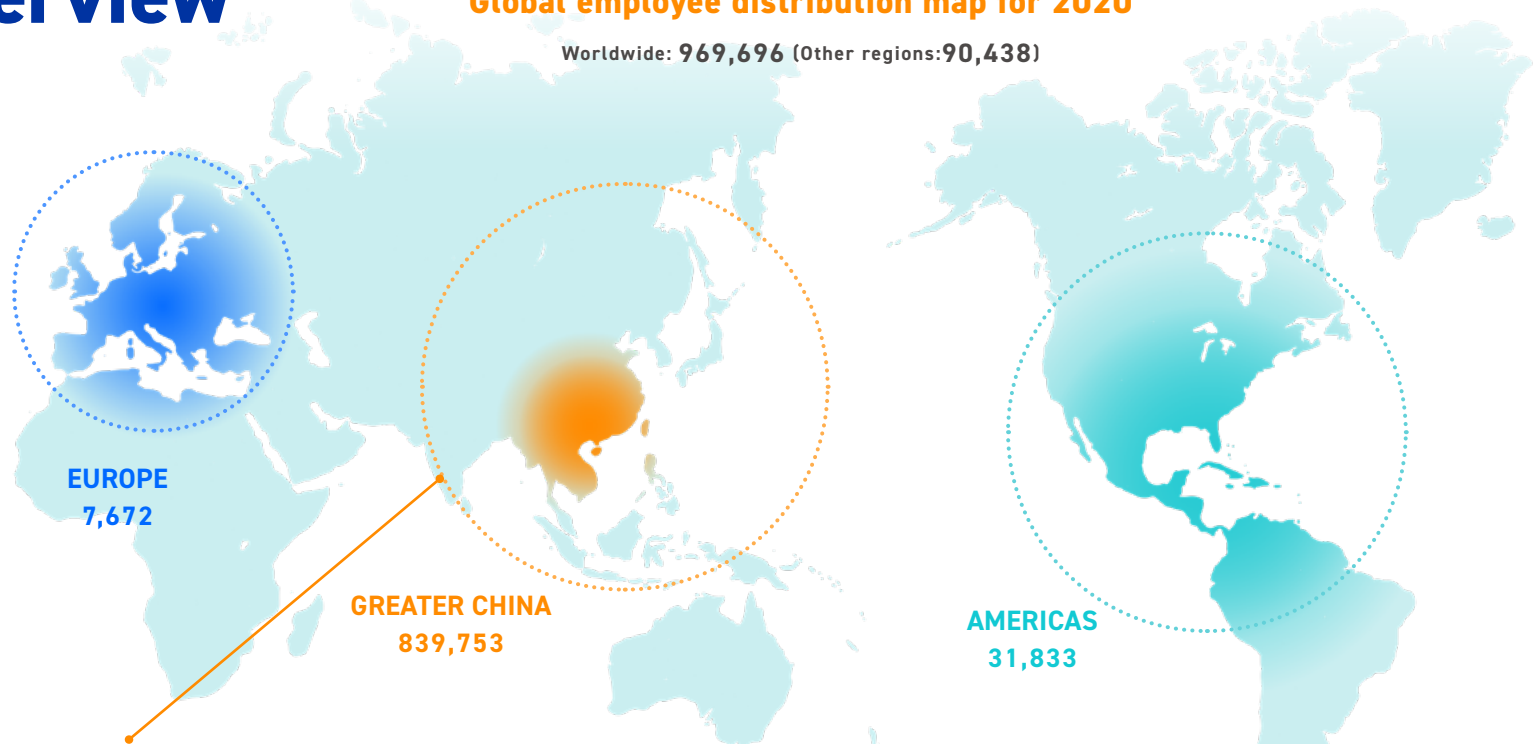
## Employee numbers

As of 2020, the Group has a total of 969,696 full-time and part-time employees worldwide, including 4,258 people with disabilities and 46,684 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 factories are mostly composed of local residents. The proportion of senior management personnel (ranked at director level or above) who are Chinese nationals is approximately 10.80% at our factories in China. No incidents involving discrimination, use of child labor, or forced labor occurred in our factories in 2020.

## Global employee distribution map for 2020

Worldwide: 969,696 (Other regions: 90,438)



## Number of Greater China Employees in 2020

Full-Time Employees: 627,979 | Part-Time Employees: 211,774



Subtotal 530,230

Full-Time Employees  
392,201

Part-Time Employees  
138,029

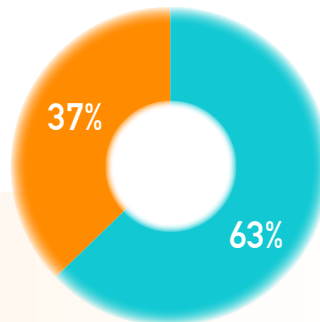


Subtotal 309,523

Full-Time Employees  
235,778

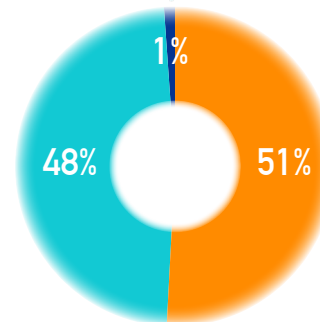
Part-Time Employees  
73,745

### Distribution of Gender



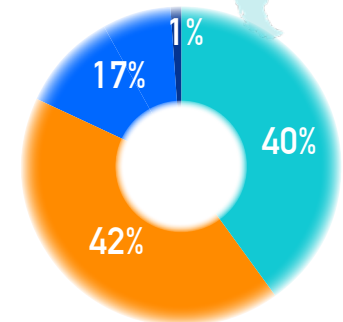
● Female ● Male

### Distribution of Age



● Under 30 ● 30-50 ● Above 50

### Distribution of Education



● Junior high school and under ● High school or vocational high school ● 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 the 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 the reasons for resignation, which serve as a basis for improvement. Furthermore, the continued addition of new personnel helps to promote diversity within the Group.

### Taiwan region

Employee entry rates in Taiwan region over the past three years were 13.9%, 14.4%, and 12.8%; employee exit rates were 18.9%, 18.5%, and 12.7%. Employee entry and exit rates for 2020 in Taiwan region decreased compared with previous years.

### China region

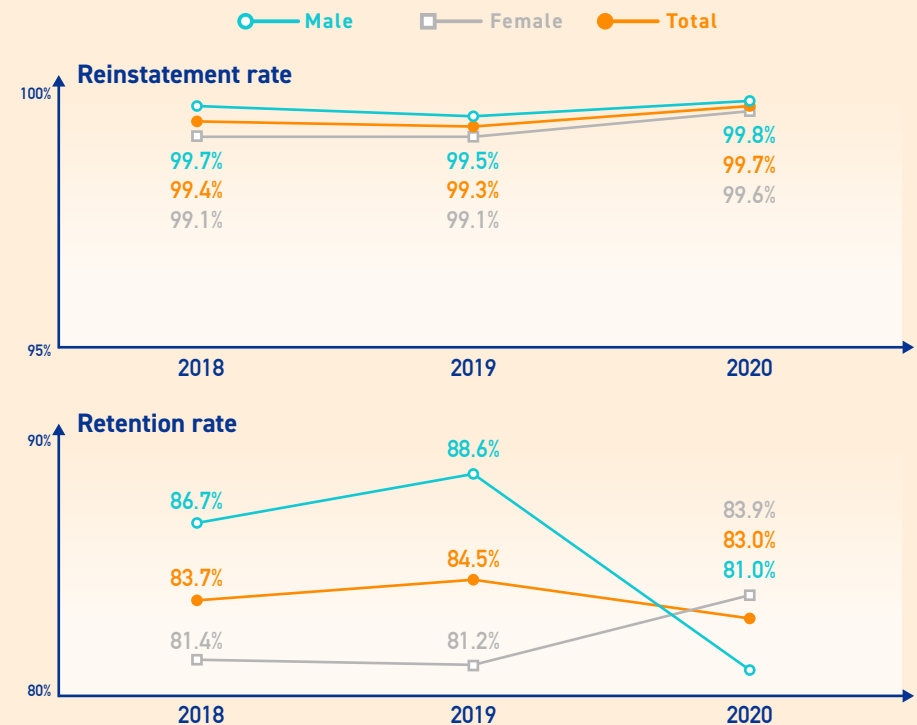
Average monthly employee entry rates in China region over the past three years were 7.5%, 7.6%, and 6.5%; average monthly employee exit rates were 6.7%, 5.6%, and 5.8%. The Group's average employee entry and exit rates in China region were maintained between 5% to 7%, demonstrating healthy talent turnover.



## 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 the specific reasons for resignation and use these as a basis for improvement. 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



# 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 have signed formal employment contracts with the Group on the day they start working with the company. All insurance benefits at our factories 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 factories are all insured according to local government regulations. Starting salaries for entry-level employees at all our factories are 10-25% higher than local minimum wage requirements. There are no differences between the basic salaries of our male and female employees.

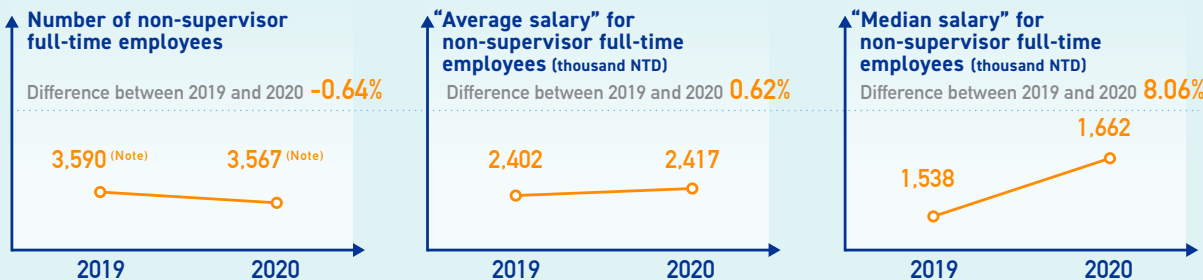
In order to establish effective incentive mechanisms and adopt a forward-looking approach for employee management, the Group formulated the “Regulations Governing Annual Promotion Procedures for Group Employees,” which evaluates employee performance, work abilities, potential, teamwork capabilities, and training and development. In 2020, 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 6 billion NTD in employee remuneration in 2020.

## 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 2020, the Group's employee salary and benefits expenses were approximately 10.7 billion NTD.

To promote work-life balance for employees, all our factories 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 1,091 festive events, cultural activities, and parent-child activities attended by 71,000 participants, helping to enrich employee lives. In 2020, our activity subsidies amounted to 228 million NTD.

### Number and remuneration of non-supervisor full-time employees



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



In response to the COVID-19 pandemic, the Group requires all employees to wear masks, check temperatures, maintain social distances of 1 meter, and conduct disinfection processes prior to entering factories. Additionally, all factory facilities are disinfected daily, audited weekly, and improvements are implemented as necessary to ensure that our employees can use relevant equipment under safe conditions.



Parent-Child Activities



Sports Center



Swimming Pool



Library



### Festive activities

We hosted a total of **35** activities for the Chinese New Year, Dragon Boat Festival, and Mid-Autumn Festival; these activities were attended by **12,000** participants.



### Cultural activities

We hosted **465** online activities attended by **226,000** participants. We hosted **648** offline activities attended by **178,000** participants.



## “Good Housekeeping”: Improvements to staff accommodation

Dormitory C at our Longhua site was converted into a test site for the implementation of our “Good Housekeeping” project. Following 107 days of hard work, we completed the conversion of the first 153 female dormitories with “Foxconn efficiency” and welcomed back more than 800 employees. We plan to convert 249 male dormitories and 425 female dormitories in 2021.

The “Good Housekeeping” project brought about “two enhancements, one transformation, and one innovation.” In terms of tangible assets, the converted dormitories became more spacious, bright, people-oriented, and homelike. In terms of intangible assets, intelligent safety, energy-saving, and environmentally friendly measures were implemented in Dormitory C using systematic platforms that provide more convenience for our employees.

During the early stages of the “Good Housekeeping” project, the team in charge of the project visited nearly 1,400 staff dormitories to solicit employee opinions. We collected answers to a total of 561 question items and invited our employees to conduct acceptance processes prior to the completion of construction work. Remodeling rates were 99%. Chairman Young Liu participated remotely in the relocation ceremony for the staff dormitory via video conferencing and thanked the employees who were courageous enough to put forward their suggestions for improvement; he also thanked employees for their trust and expectations in senior management. Additionally, the Chairman thanked the team that planned and executed the project. The “Good Housekeeping” dormitory remodeling project was not only serious response to employee needs but also an implementation of the Group’s “Sustainable Management = EPS + ESG” philosophy.



# Set a precedent for all Taiwanese enterprises by providing childcare benefits for employee offspring aged 0 to 6

To allow employees to live and work with peace of mind, the Group began implementing “maternity allowances of 70,000 NTD paired with childcare subsidies for employee offspring aged 0 to 3.” The Group further increased these subsidies in 2020, announcing optimized childcare benefits and subsidies and raising eligible age from “0 to 3 years old” to “less than 7 years old.” This new policy has already been implemented for a full year.

The Group provides a comprehensive range of subsidies to expectant mothers before, during, and after pregnancy, a subsidy of NT\$70,000 for one child optimized to subsidies of 15,000 NTD, and taxi 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. Including maternity subsidies and travel allowances, each child receives subsidies amounting to approximately 1.305 million NTD. In 2020, we distributed a total of 176 million NTD to 1,210 employees.

## Employee A



We planned for three children, which is something many young employees are afraid to do, mainly due to worries that they will be unable to spend time with their children. More importantly, they worry that they may not have the ability to provide their children with better learning environments. The Group’s “childcare subsidies for employee offspring aged 0 to 6” not only allow us to put aside our worries about our families but also make it possible for us to focus on our work, which improves overall employee engagement.

## Employee B



I had children relatively late in life. I gave birth to my first child when I was 43 and decided to try for a second child when I was 46. Part of the reason I decided to have more children was that the Group continues to upgrade its benefits and subsidies. Especially at the beginning of last year, I moved into a new house and was starting to pay off the mortgage and my wife was also six to seven months pregnant. The subsidies helped relieve a lot of stress for me, my family joked that our second child was bringing money into the home even before she was born.



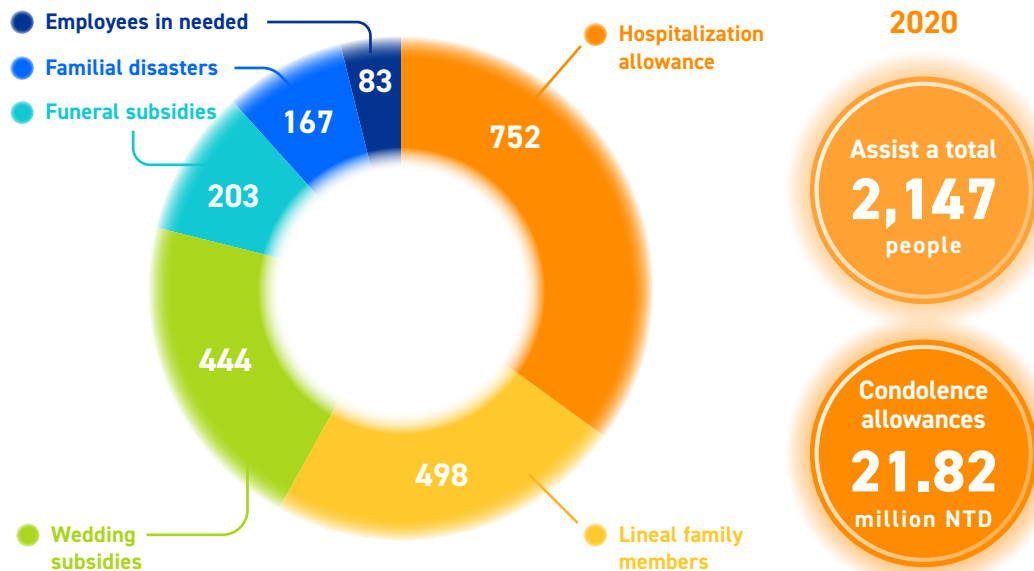
Allowances for each child approximately  
**1.305**  
million NTD

Distributed  
**176**  
million NTD



## Employee Care

To help tide employees over during difficult times, the Group provides condolence allowances and invites direct supervisors to provide support at work while said employees also receive support for living expenses. The Group invested 21.82 million NTD to assist a total of 2,147 people in 2020. Psychological counselors also track employee conditions and provide care through regular follow-up visits.



## 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, which is composed of seven labor representatives and two management representatives elected to their positions. Designated banks ensure that pension fund assets adhere to entrusted ratios and amounts set by the fund's annual investment plans 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. 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.

**2020 Annual Report**

For more information on the distribution of employee pensions in 2020, please refer to our 2020 Annual Report P.121.

# 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 Principle of Social and Environmentally Responsible Code of Conduct. It 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.

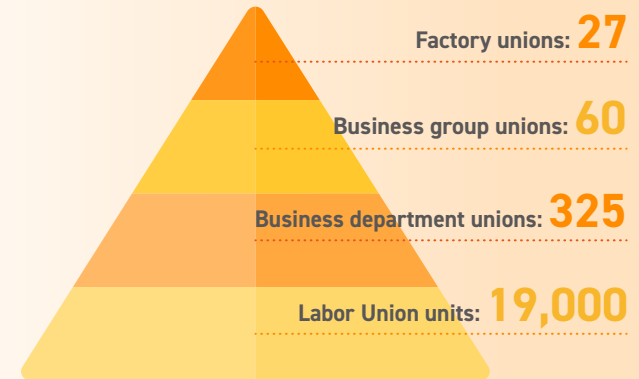
## Protection of Employee Rights

Our latest “Group Collective Agreement” protects employee rights and states that employees should be notified 30 working days in advance of 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.

Our Labor Union was established in 2007 in accordance with local regulations and currently encompasses 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. The chair, vice-chair, and head of the Fund Review Committee are elected at member representative conferences or by union representatives. Employees are asked about their willingness to join unions when they enter the Group, and they are allowed to join voluntarily. In 2020, 98% of our employees were union members. The Labor Union signed the “Foxconn Technology Group Collective Agreement,” which covers the 131 legal entities of the Group and provides basic protection of employee rights. In 2020, the Labor Union convened 13 labor delegates meetings to vote on issues relating to employee rights and obligations.



## Labor Union organizational chart



## Activities organized by the union to achieve mutual wins

### Employee representative meetings

Hosted **114** sessions attended by **4,918** participants who raised **729** queries. Query resolution rate was **99.03%**.

### Labor delegates WeChat group

Discussed a total of **79** issues relating to feedback on questions, policy consultations, and lost & found items; reported **35** good deeds

### Committee member service days

Organized **18** sessions at factories, employee homes, dormitories, and canteens to assist **2,800** people

### Management meetings

Hosted **25** sessions attended by **1,291** participants who raised **103** queries. Query resolution rate was **100%**.

## Employee communications 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, political party 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 get in contact with unions, providing employees with convenient and efficient 24-hour services that protect the rights of our employees at work and in their daily lives.

 <h3>Dispute Mediation</h3> <p>Committee on labor dispute mediation</p>	 <h3>Seminars and Visits</h3> <p>Seminars, on-site visits (restaurants, dormitories, production lines)</p>	 <h3>Mailboxes</h3> <p>Mailboxes for feedback to CEO, political parties, labor union and chairman</p>
 <h3>Telephone Hotlines</h3> <p>Employee care hotline, rights protection hotline, chairman hotline</p>	 <h3>Legal Aid</h3> <p>Corporate lawyers</p>	 <h3>Website visits</h3> <p>Union network, employee care center</p>

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

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

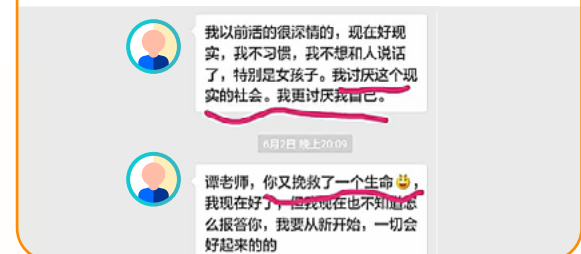
### Legal Aid

To provide employees with legal assistance, the Group established “resident lawyer services” at the Shenzhen City Union, legal aid robots capable of providing smart services, and worked with government departments to bring in social worker organizations. A total of 189 cases were handled in 2020, and we also hosted 3 lectures.



### Marriage Mediation

The Group also established the first corporate resident marriage mediation office in Shenzhen City to provide counseling services for employees, assisting a total of 400 individuals and 103 families in 2020, successfully providing mediation for 35 marriages, achieving a success rate of 80%, and cultivating 54 part-time marriage mediators.



## Chairman Open Day

The Group organizes quarterly “Chairman Open Days” to allow direct face-to-face communications between entry-level employees and our Chairman, giving each employee a chance for their voice to be heard and giving our Chairman the opportunity to directly communicate with entry-level employees. Even after the outbreak of the pandemic in 2020, we continued to host this event through video conferencing. In just one and a half hours, participating employees raised more than 20 queries and suggestions. Chairman Young Liu instructed relevant departments to respond to these queries within a week after the event.



 <p><b>On Group epidemic prevention measures</b> <b>Appreciating employee contributions</b></p>	<p>Chairman Young Liu first expressed his thanks to all employees for their epidemic prevention and safe production efforts. Due to contributions made by all employees, the Group was able to resume production quickly after the outbreak of the pandemic occurred in February, and we were able to realize our goal of zero confirmed cases at our factories in China.</p>
 <p><b>On Group operations</b> <b>Expected growth for the second half of the year</b></p>	<p>Chairman Young Liu looked back on the Group's performance for the second quarter of 2020 and discussed future outlooks for the third quarter, stating that the Group's growth momentum for the second half of the year would possibly surpass that of the first half of the year due to growth in the four main product axes: servers, components, semiconductors, and automotive components.</p>
 <p><b>On employee promotions</b> <b>Enhanced transparency in promotion channels</b></p>	<p>In the past, due to the Group's large operating scale and the number of employees, many employees were unclear of promotion processes. The Group is aware of this issue. We are working to adjust employee promotion procedures and will release our results at the end of 2020 to enhance the flow and transparency of employee promotion channels.</p>
 <p><b>On employee training</b> <b>Encourage continued learning for all</b></p>	<p>Foxconn University will plan employee education, training, and learning courses based on employee needs and conditions at each department. Relevant departments will also formulate incentive policies for employee learning and self-actualization so all employees can enhance their skills and grow through work and learning.</p>
 <p><b>On corporate culture</b> <b>The Group will become more open</b></p>	<p>We hosted a pilot “Foxconn Open Day” event at our Longhua Factory to help the outside world better understand our working conditions. A total of 875 employee friends and family, as well as students and teachers from domestic and overseas high schools and junior high schools, came to visit and experience employee work conditions. The event achieved satisfaction rates exceeding 95%. Relevant activities will be promoted at other factories when the pandemic is over.</p>
 <p><b>On environmental improvements</b> <b>Start with dormitory improvements</b></p>	<p>In response to employee feedback regarding improvements for factory living environments, Chairman Young Liu stated that the Group would focus on the improvement of employee accommodations, including improvements for tangible and intangible dormitory assets and services. The Group completed the “Good Housekeeping” project in 2020.</p>

## Supervision of labor protection and services for daily living

In order to guarantee employee needs for work and daily living, the Group established the Labor Protection Supervisory Committee and the Services for Daily Living Services Supervisory Committee to supervise and audit labor protection and services for daily living. Additionally, the Group has established a reward system for reporting hidden safety issues which encourages all employees to monitor, manage, and communicate safety problems. We also strengthened the review of supplier qualifications, established a dynamic elimination system, and carried out non-periodic audits. The Labor Union conducts non-periodic surveys of employee concerns and needs, which are submitted to dedicated personnel for handling. In 2020, we surveyed a total of 631 matters which were 100% resolved. Employee needs included improvement matters (59.9%), prevention matters (20.5%), and other matters (19.6%). The Group also emphasizes the working conditions of interns and strives to ensure that all interns get the treatment they deserve. Therefore, in 2020, the Group conducted 25 factories audits on intern usage, strengthened material audits for temp agencies, and required temp agencies to comply with laws and regulations when dispatching temporary workers.



Established the Labor Protection Supervisory Committee and convened personnel from the Human Resources, Fire/Industrial Safety, Environmental Protection, and Energy Saving and Carbon Reduction units to conduct Labor Protection Supervision Audits relating to labor, ethics, health and safety, environment, and management systems. A total of 26 factories were audited in 2020, and 242 deficits were discovered. Our improvement rate was 100%.



Services for Daily Living Services Supervisory Committee conducted joint audits on employee apartments managed by external units. These audits revealed 3,014 issues, and our overall improvement rate was 96.74%. We requested that property management implement service upgrades and hardware renovations, including housekeeping, wall repainting, wardrobe renovations, bed board replacements, and etc.

# Education and Training

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

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, working with many colleges and universities (including NTU, Tsing Hua University, Chiao Tung University, Wuhan University, Xidian University, and Harbin Institute of Technology) to expand the Group's influence to other colleges and universities. We provide training based on academic education, management knowledge, management techniques, general education, on-job training, professional technical skills, and industry dynamics. 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.



## Provide diversified training for employees of all levels



### Training and guidance for internal lecturers

We provided training in professional skills and management experiences for internal seed lecturers. We also provided training and guidance for internal lecturers to help our employees learn communication skills and build self-confidence. We trained a total of 344 people in 2020 over 2,491 training hours.



### Training for new management trainees

In 2020, we invited 20 internal and external professional lecturers to provide 4 days of 8-hour training as part of an intensive training course that lasted a total of 32 hours. Course themes were mainly divided into four aspects: general education, management systems, “3+3” industrial technologies and IIoT, and practical workplace skills.



### Central training for elites

Our elite training class contains a series of courses that lasts for six months and encompasses central training, growth and advancement camps, training activities, and proposal presentations. We trained 2,525 people in 2020.

During the training activities, the Group publicly commended outstanding employees and helped them to take the initiative in self-improvement through the presentation of proposals.



### Skills improvement training for entry-level production line workers

To comprehensively enhance the competencies, management techniques and improving skills of production line managers for increased production efficiency, the Group requires all entry-level production line managers to complete 38 mandatory courses, including self-management, on-site management, and personnel management courses. In 2020, we organized a total of 146 skills improvement training sessions attended by 16,146 participants, 12,682 of whom passed the training.

Additionally, in order to improve and standardize course content, we placed these courses in our online education application for our colleagues to learn from.



### Training for mid-level managers

Training for mid-level managers was focused on leadership training, the cultivation of comprehensive management capabilities, and shaping leadership styles. We were training 305 people in 2020 over a total of 4,462 hours.

In Taiwan, we organized 52 training sessions for new employees attended by a total of 1,806 participants with average satisfaction ratings of 92.5. We organized 14 management training courses lasting for a total of 33 hours, attended by a total of 503 participants with average satisfaction ratings of 91.8. We organized 29 general education training courses lasting for a total of 55 hours, attended by a total of 2,733 participants with average satisfaction ratings of 92.3. We organized 3 internal lecturer training sessions lasting for a total of 55 hours, attended by a total of 94 participants with average satisfaction ratings of 93.4.

In accordance with the Group's international technology, rejuvenation, IIoT, and AI talent policies, we established various IIoT training courses and hosted 13 lectures (7 offline and 6 online) encompassing smart manufacturing, digital transformation, quantum computing, mobile communications, AI, and big data. A total of 11,992 participants attended these training sessions, and the 13 lectures have already been uploaded to our online education application so our employees can continue learning from them.



## Foxconn University

Foxconn University was founded in 2001 to serve as our headquarters for talent development and innovation cultivation, as well as a booster for the Group's transformation to new industries and a disseminator for our corporate culture and business philosophies. Through continued expansion of our internal and external resources and improvement to knowledge and education systems, we are able to build an incubator and platform for cultivating talent.

In order to cultivate talent skilled in the application and practical aspects of AI and data mining, the Group provides a variety of courses through Foxconn University, including "data mining," "deep learning algorithms and applications," "linear algebra," and "applications and practicalities of industrial AI." We also organized four training sessions focusing on smart manufacturing enterprises, transformation and implementation of AI technologies, planning and execution of industrial smart systems, and application of industrial AI technologies. We trained a total of 200 people, enhancing the Group's human resources in AI and big data.

In 2020, the Group invested a total of 406 million NTD in Foxconn University and provided 64.16 million hours of training to a total of 35.98 million people. On average, each employee underwent 1.8 hours of training. Each female employee received an average of 1.8 hours of training, while male employees received an average of 1.7 hours of training. In terms of academic education, Foxconn University began collaborating with 42 colleges and universities to implement on-the-job academic programs at 19 factories, providing our employees with convenient channels to receive on-the-job training for the enhancement of comprehensive skills and professional capabilities. In 2020, a total of 3,722 employees graduated from these programs, including 983 with bachelor's degrees or above. A total of 983 graduation theses were published, 82% relating to current employee job duties, achieving a win-win situation in terms of Group and employee career development.



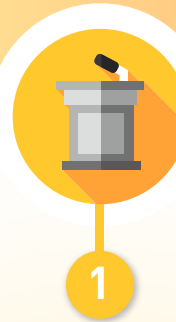
## Promotion of technological concepts and digital transformation knowledge for the Group's "3+3" strategy

### Book club

**65 books for 18,827 participants**

Mainly encompassing innovative concepts on the EV industry, basics of quantum programming, and emerging 5G industries.

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### Lectures

**13 sessions for 94,642 attendees**

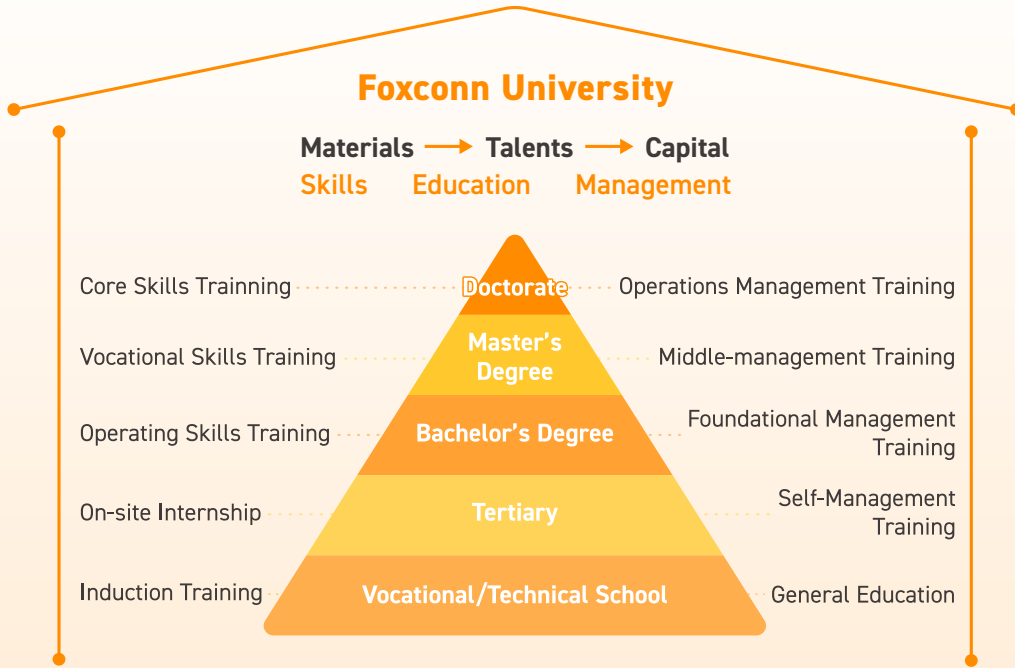
Mainly encompassing current opportunities and challenges relating to quantum computing, 5G/6G mobile communications technologies, big data structures and

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### Online courses

**343 courses for 84,742 participants**

Mainly encompassing quantum technologies and applications, implementation of industrial AI, and introduction to AI.



**Course categories, course hours, and participant numbers**

Courses	Hours	Number of participants
General education	30,655,153	14,023,271
Management	6,364,608	2,625,914
Technical	22,190,481	10,116,497
On-job training	4,665,394	2,302,659
Industrial networks	1,234	11,689
Academic education	287,880	6,909,120
<b>Total</b>	<b>64,164,750</b>	<b>35,986,150</b>

**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 education, 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 personalized sections for employees of different positions and fields. Comprehensive data on learner viewing behaviors, learning behaviors, and majors, as well as comparison and filtering of phrase vectors and other processing methods, are used to provide recommendations on courses in the learner interface, fulfilling the needs of thousands of people and enhancing personalization experiences.

Learners who major in “Development of big data analysis for e-commerce” will see the “Python data analysis,” “industrial big data and AI,” “IoT concepts and logic,” and “training for e-commerce elites” courses when they enter the recommendation page. Learners who major in “Site engineering” will see the “ergonomic engineering,” “production line balance,” “7S framework,” and “standardized procedures” courses when they enter the recommendation page.

