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INNOVATION



CORE VALUES

- Strive to meet the protection needs of our policyholders and create opportunities for sustainable development for our company.
- Place great emphasis on cultivating excellent talent and implement forward-thinking human resources policies, which serve as the foundation for our long-term business sustainability.

KEY SUSTAINABILITY ACHIEVEMENTS

- ✓ Increase pregnancy leave and paternity leave by **2 days** each.
- ✓ The **first** in the industry to launch the “Family Network Service”.
- ✓ Promote the **Wealth Gatekeeper, Shin Kong 165 National Fraud Prevention Plan**, etc., to strengthen the financial literacy of all people.
- ✓ Overall Net Promoter Score (NPS) was **89.2%**, a **6%** increase from the previous year.



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4. Nurturing Diverse Talents

SKL recognizes talent as an important asset for sustainable operations and employs people on the basis of merit. SKL not only promises to be a benchmark company in providing quality protection to its policyholders, but also aims to be a company that takes care of its employees with peace of mind, and strives to create a friendly and happy workplace.

4.1 Diverse Recruitment

Adhering to the spirit of "Endless Heritage, Unlimited Innovation", we strengthen the human capital strategy of function building and ensuring the sustainable development of the organization's talents. We adopt the Balanced Scorecard development and operation plan, together with a performance development system that integrates functions, to plan and promote the overall human capital development of the "Selection, Employment, Nurturing, and Retention" program.

4.1.1 Building Inclusive Workplace

GRI 2-7、2-8、202-2、401-1

A. Employee Structure

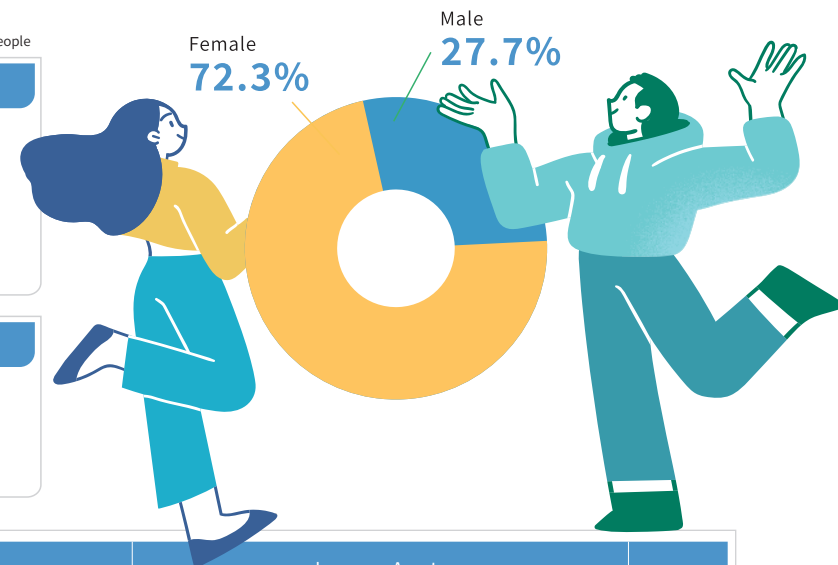
We emphasize local talent and diversity. SKL's workforce consists mainly of local Taiwanese employees, with 100% of senior executives being Taiwanese nationals. In 2023, the total number of regular employees will be 9,238 (excluding unofficial salespersons), with 2,425 in-house employees and 6,813 in the field, with 28% of them being male and 72% being female, and with 45% of them being male executives and 55% being female executives. Male supervisors accounted for 45% and female supervisors accounted for 55% of the total.

2023 Employee Structure

Unit: People

	Number of People
Internal Staff	2,425
Insurance Agents	6,813
Full-time	9,238

	Number of People	Percentage
Female	6,677	72.3%
Male	2,561	27.7%



Category		Internal Staff					Insurance Agents					Total
		Taiwan	Overseas	Taiwanese	Foreign National	Subtotal	Taiwan	Overseas	Taiwanese	Foreign National	Subtotal	
Female	Full-time	1,541	0	1,541	0	1,541	5,136	0	5,136	0	5,136	6,677
	Contingent	35	0	35	0	35	3,121	0	3,121	0	3,121	3,156
	Subtotal	1,576	0	1,576	0	1,576	8,257	0	8,257	0	8,257	9,833
Male	Full-time	880	4	881	3	884	1,677	0	1,677	0	1,677	2,561
	Contingent	33	0	33	0	33	377	0	377	0	377	410
	Subtotal	913	4	914	3	917	2,054	0	2,054	0	2,054	2,971
Total	Full-time	2,421	4	2,422	3	2,425	6,813	0	6,813	0	6,813	9,238
	Contingent	68	0	68	0	68	3,498	0	3,498	0	3,498	3,566
	Subtotal	2,489	4	2,490	3	2,493	10,311	0	10,311	0	10,311	12,804

Note 1: Regular employees are full-time employees.
 Note 2: Internal non-regular employees are dispatched, work-study students, interns, massage therapists, etc. Field non-regular employees are sales representatives who sign contracts with the Company and account for nearly 30% of all employees.

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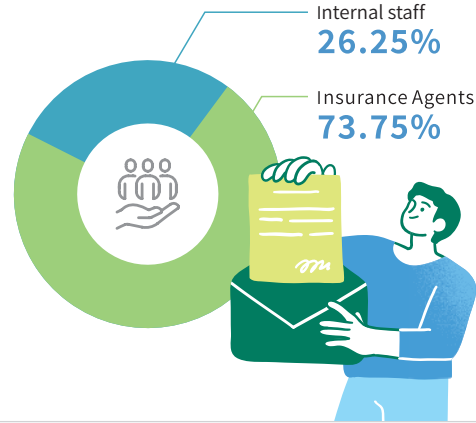
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2023 Full-time Employee Structure

Unit: People

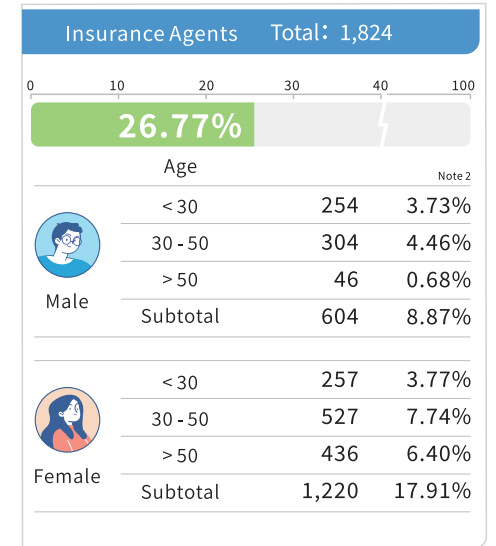
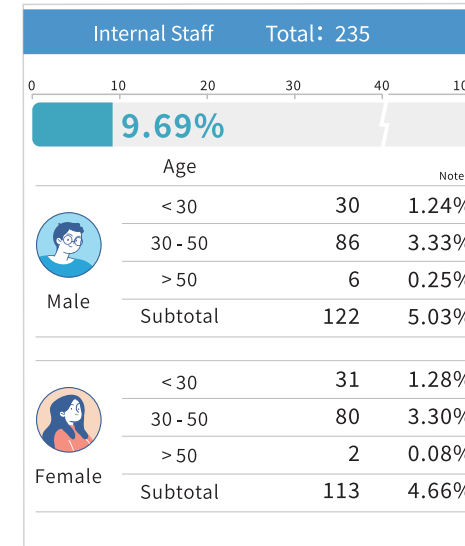
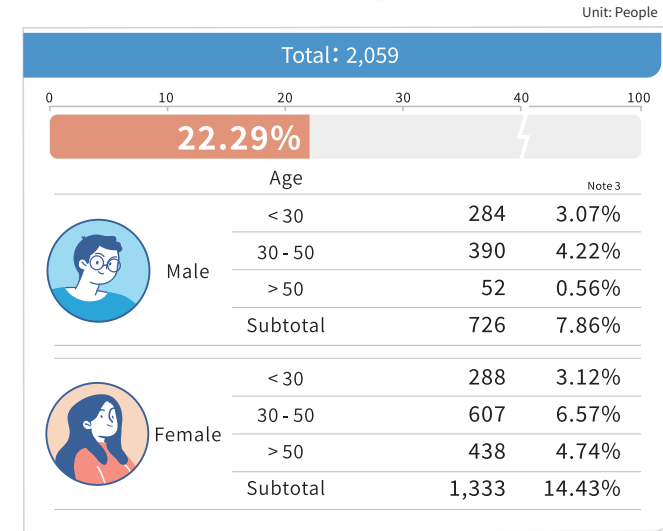
	Female	Male	Percentage
Internal staff	1,541	884	26.25%
Insurance Agents	5,136	1,677	73.75%



Gender	Age	Internal Staff						Insurance Agent					
		Senior-level managers	Mid-level managers	Junior-level managers	Management Subtotal	General employees	Age group Proportion	Senior-level managers	Mid-level managers	Junior-level managers	Management Subtotal	General employees	Age group Proportion
Male	< 30	0	0	0	0	121	1.31%	-	-	53	53	393	4.83%
	30 - 50	16	70	28	114	382	5.37%	-	-	370	370	665	11.20%
	> 50	40	62	29	131	136	2.89%	-	-	42	42	154	2.12%
	Subtotal	56	132	57	245	639	9.57%	-	-	465	465	1,212	18.15%
Female	< 30	0	0	0	0	213	2.31%	-	-	39	39	522	6.07%
	30 - 50	5	59	18	82	913	10.77%	-	-	363	363	1,728	22.63%
	> 50	9	22	11	42	291	3.60%	-	-	356	356	2,128	26.89%
	Subtotal	14	81	29	124	1,417	16.68%	-	-	758	758	4,378	55.60%
Total	70	213	86	369	2,056	26.25%	-	-	1,223	1,223	5,590	73.75%	
Proportion of each Category ^{Note 3}	0.76%	2.31%	0.93%	3.99%	22.26%		-	-	13.24%	13.24%	60.51%		

Note 1: Senior-level manager refer to the president, department heads and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, sales office supervisors, and sales managers.
 Note 2: Proportion of each Age group (%) = (Number of full-time employees by age/Number of all full-time employees).
 Note 3: Proportion of each Category (%) = (Number of full-time employees by category/Number of all full-time employees).

Turnover of full-time Employees in 2023



Note 1: Turnover refers to the number of employees who leave an organization voluntarily or as a result of layoff, retirement, illness, or death at work, excluding secondment.
 Note 2: Turnover rate of internal staff and insurance agents = (Number of internal staff or insurance agents left SKL/Total number of full-time employees of SKL).
 Note 3: Total Turnover rate = (Number of full-time employees left office/Total number of full-time employees of SKL).
 Note 4: No full-time employees overseas left SKL in 2023.

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B. Equal employment

We are committed to building a corporate culture that respects diversity and gender equality. By hiring employees from different ethnic groups, we are able to gain more diverse perspectives and insights, and bring more innovation and vitality to the company.

(1) Respect for the rights and interests of the physically and mentally challenged and indigenous communities at work

We respect the rights and interests of the physically and mentally challenged and indigenous communities at work, and relevant acts include:

- ◆ Enhancement of employment of physically and mentally challenged staff in compliance with regulatory requirements; a total of 125 physically and mentally challenged staff to be employed in 2023.
- ◆ Establishes the "Regulations for Incentive for Increased Recruitment of Indigenous employees" to provide employment opportunities for indigenous peoples. In 2023, we made incentive payments amounting to NT\$10.6 million.
- ◆ Indigenous employees who return to their hometowns to participate in the Yearly Ceremony are provided with one additional day of special leave and a one-time supplement of \$6,000 for returning to their hometowns; a total of 28 people will be subsidized in 2023, with a total of \$168,000 in subsidies.

Diversity in Employment

		2020	2021	2022	2023
Indigenous employees	Number of employees	157	165	165	153
	Percentage	1.49%	1.59%	1.71%	1.66%
Employees with disabilities	Number of employees	143	124	125	125
	Percentage	1.36%	1.20%	1.30%	1.35%

Note: The statutory number of employees with disabilities to be employed is 100.



(2) Valuing Gender Quality

SKL emphasizes gender equality. In addition to not treating employees differently based on gender or sexual orientation, SKL also emphasizes women's participation in the workplace, not only in terms of balanced gender ratios, but also in terms of bringing diverse perspectives to the company. The fact that the percentage of women outperforming men in the assessment of 2023 is higher than the percentage of women in the assessment of 2022 is an indication of the positive results of the mechanism of designing women's workplaces.



Statistics of Female Managers in 2023

	Number of People	Percentage
Senior-level managers	14	20.0%
Mid-level managers	81	38.0%
Junior-level managers	787	60.1%
Sales Department managers	758	62.0%

Note 1: Senior-level manager refer to the president, department heads and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, sales office supervisors, and sales managers.

Note 2: Sale Department managers refer to heads of revenue-generating business units, regardless of rank.

4.1.2 Recruiting New Generation Talent

A. Insurance Agent Recruitment Plan

Project/ Program	Description	Results
Young Manager Training Program	Recruiting quality young talents as reserve business executives to accelerate the rejuvenation of junior business executives.	Hired 165 people
New Talent Training Project	Enhancing the recruitment momentum of weak units and attracting quality transferees from all over the world to join the insurance industry.	Hired 128 people
Young sales Representative Manager Training Program - Sky Promotion Project	Assist in improving sales skills, organizational development and promotion of sales executives through comprehensive training, financial assistance and incentive system.	22 newcomers
Elite Representative Manager Training Program	Recruitment of business people with immediate ability to assist in the development of the company within one year.	7 newcomers
Digital Recruitment	Collaborating with well-known Key Opinion Leaders (KOLs) to recruit through videos disseminated on social media and digital platforms, expanding the brand presence of SKL online.	Exposure: 7,372,566 Impressions Views: 606,085 Clicks: 37,977 Interactions: 49,394



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B. Industry-Academia Collaboration Program

- Provides opportunities for students from universities and colleges to visit companies and learn about the company's philosophy and profile.
- Through the experience of different field experience sharing, we can enhance students' understanding of the practical operation of insurance and financial management, and cultivate insurance talents. 2023, we cooperated with a total of 83 departments and institutes of domestic universities and colleges, and a total of 192 students participated in the industry-academia cooperation program, with an investment of about NT\$ 1.1 million.

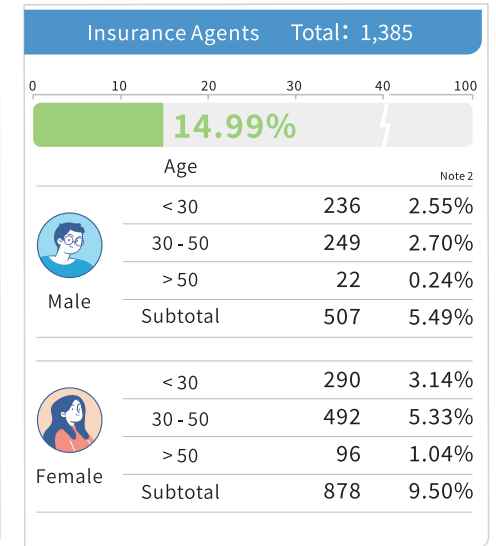
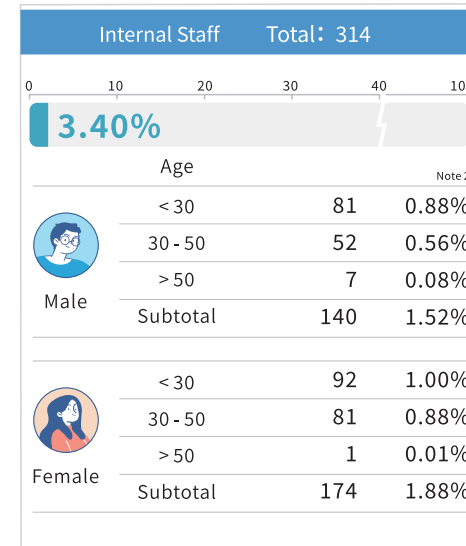
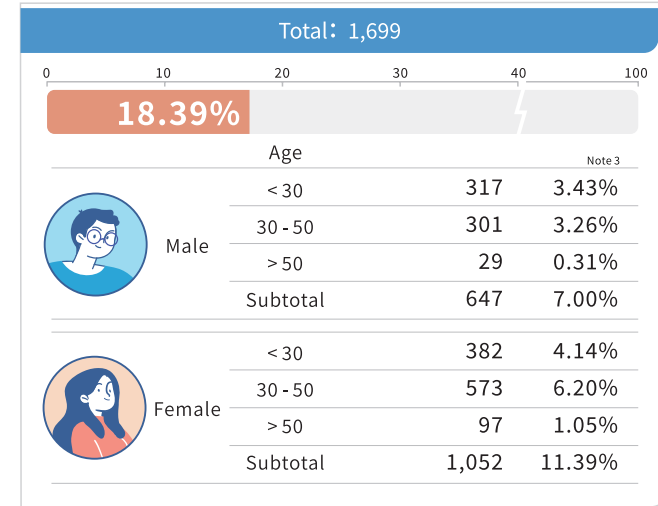


C. Internship

We continue to promote student corporate internships, summer internships, insurance practical courses, and corporate visits, etc., to help students understand themselves and plan their future by sharing their knowledge and experience through a variety of courses and interesting activities. 2023 internship program invested about \$5.93 million to recruit 23 summer interns, 28 industry-academia cooperation interns, and 14 information technology interns, of which 4 interns worked at SKL after graduation.



New Full-time Employees in 2023



Note 1: New insurance agents refer to the insurance agents employed within one year.
 Note 2: Percentage of new full-time employees (%) = (Number of new full-time employees/Number of all full-time employees).
 Note 3: There was no new full-time employees overseas in 2023.

4.2 Nurturing Talent

4.2.1 Training Strategies and Programs GRI 404-2

SKL emphasizes the value of human life from the perspective of its core values and regards employees as its most important asset, and employs only the best and the brightest, with the retention rate of top performers reaching 95.4% by 2023.

(Note: Retention rate of top performers = number of employees retained above the median (excluding the median) of internal staff performance ratings/target number of employees)

In accordance with the company's annual strategy, "Shin Kong 60 Innovation Sustainability" an annual training program was established to achieve the company's operational strategy performance. In addition, in order to implement talent cultivation and quality enhancement, and to deepen professional staff's professional knowledge, innovative thinking, and to strengthen the application of digital financial services, a project training program was established.

Full Training System

Comprehensive Training Planning and Career Development

- The training system is divided into two major categories, namely the sales system and the administrative system. According to the needs of each core staff training category, a diversified learning mechanism is planned to open up career development paths.
- In 2023, organized 464 classes with a total of 12,671 trainees.

Leadership Team

- Continuously strengthen the depth of the internal talent bench while expanding the coverage of the leadership pipeline to enhance management functions across the board.
- From 2011 to 2023, 922 internal staff have been trained and 278 have been promoted, representing a promotion rate of 30.2%; 422 sales staff have been trained and 195 have been promoted, representing a promotion rate of 46%.
- In 2021, the High Potential Talent Promotion Planning and Development Program was launched to regularly track, review and adjust candidates every year; 184 internal staff members have been nominated and 38 have been promoted, representing a promotion rate of 20.7%.

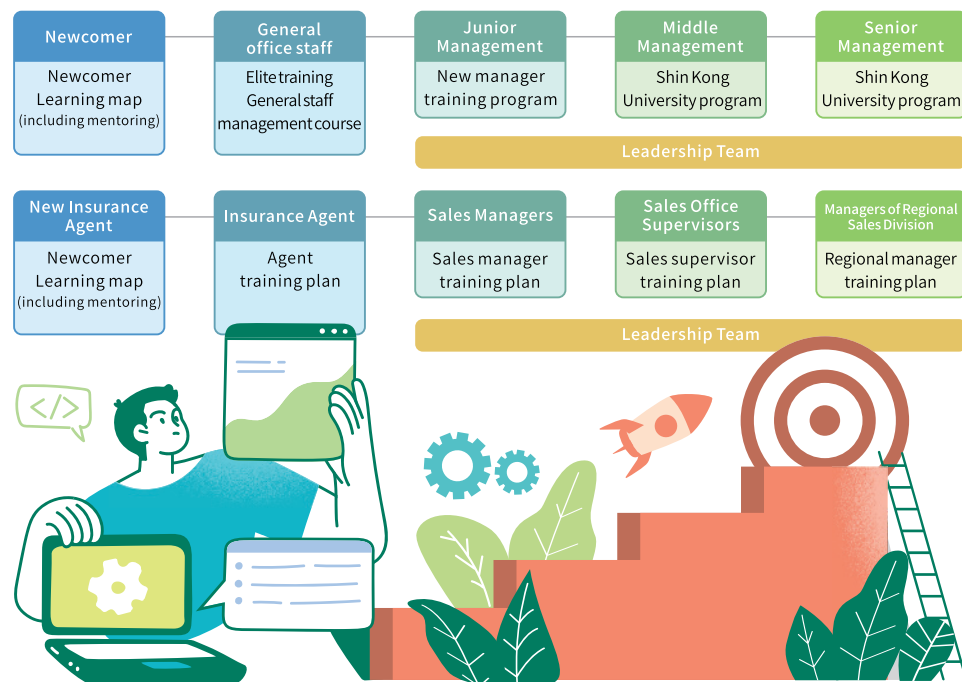


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License Incentives

- In order to encourage colleagues to study independently and obtain professional licenses, we provide subsidies for related study and license fees.
- Subsidies include: enrollment fee, annual fee subsidy, foreign language study subsidy, EMBA and master's program subsidy (including master's program subsidy for working students), and so on.
- Incentive grants for professional licenses, ongoing incentive allowances, and study leave.
- Provide a total of \$27.88 million in professional license incentive grants and awards in 2023.
- The decline in the number of 1-3 certificates was mainly due to the fact that some of our employees' certificates were transferred out of SKL after the official establishment of SKPIA. The professional licenses in the table below are all cumulative, except for MDRT and IDA, which are the number of applicants in the current year.



Category		2022	2023
Internal Staff	Life insurance certification	8,948	8,620
	Insurance Agents		
	1. Life insurance agent certification examination	15,448	14,452
	2. Non-investment-type life insurance in foreign currency examination	12,611	11,777
	3. Investment-type life insurance examination	9,143	8,576
	4. Million Dollar Round Table (MDRT)	191	200
	5. International Dragon Award (IDA)	176	161
	6. Registered Financial Consultants (RFC)	139	78
	7. Associate Financial Planner (AFP)	104	14
	8. Certified Financial Planner (CFP)	98	59
Subtotal		46,858	43,937

Diverse Training Pipelines

Talent Exchange Program

- Through career planning and communication, confirming the willingness to train, and adopting planned exchange and training, we provide diversified and flexible talent exchanges.
- Provide various grades of talents with rich and in-depth professional field experience, from professional to managerial to strategic development of executive career development, as well as cross-financial industry experience.

Online Training Platforms

- In 2022, we introduced an online education and training platform, "Hahow for business", with an annual training budget of \$3.4 million, which allows employees to learn and utilize the platform regardless of geographic location and strengthens their all-round abilities. Encourage employees to learn on-line and promote a study leave system, whereby any employee who reads on the online platform for eight hours can apply for one day of study leave, with a limit of two days per year. 2023, more than 2,084 employees reached the goal of study leave, and the total number of hours spent on the platform amounted to 86,037 hours of study.
- Promoting the digital learning platform "Common Wealth Leader Campus"(CWLC) to encourage employees to utilize their spare time for independent learning and to strengthen their competitive edge in their career. In 2023, the number of readings per capita increased significantly compared to last year, and the total number of learning hours on the platform reached 34,236, which is a remarkable result compared to the life insurance industry and the entire platform.

Reading of various courses on external training platforms in 2023 :

Hahow	Headcount	CWLC	Headcount
Diversity in Life	6,727	AI/Big Data	6,163
Foreign Languages for Business	881	Management Competencies	33,159
Programming Languages	1,499	Political-Economic/Industry Trends	53,538
Visual Design	1,227	Marketing/Business Development	10,558
Business Management	3,206	Language Learning	6,652
Digital Marketing	1,213	Master of Business Administration	11,504
Data Analysis	836	Work efficiency	16,916
Workplace Skills	5,957	ESG	45,529
ESG	17,406		
Total	38,952	Total	184,019

Domestic and overseas training

- A total of 1,959 attendances in 2023 for self-employed professional courses according to business attributes.

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Bilingual Training

- In 2023, expenditure on English training fund will reach 1.54 million dollars. Mechanisms include: language subsidies, commercial English online courses, commercial English workshops, game competitions, etc., combining online learning platforms/apps and TOEIC tests.
- The average TOEIC score for all employees is approximately 610.

Digital Talent Development

Risk	With the onslaught of FinTech, the insurance industry is facing a restructuring crisis		Kirkpatrick Model
Opportunity	Insurance Talent Cultivation Program under the Wave of FinTech		Kirkpatrick Model
Eight Talent training strategies for Fintech	Digital Finance Seminar	<ul style="list-style-type: none"> • Associate Professor Yun-Nung Chen from National Taiwan University delivered the "Industry-Academia Exchange Seminar: What's Trending with ChatGPT? Opportunities and Challenges Brought by Generative AI," discussing the principles of AI and machine learning, understanding their changes, limitations, and challenges. • Dr. Ju-Chun Ko (dAb), lectured on "Future Finance and Innovation," citing real domestic and international financial innovation cases to illustrate the impact and influence of disruptive innovation in the global financial industry. • Guest Professor Ko-Yang Wang from the School of Banking and Finance, National Sun Yat-sen University, lectured on "Innovation and Competitiveness Enhancement, Changing the Rules of the Game in Financial Innovation," through recent technological innovation cases. 	L3
	Spark Heroes Digital Training Program	<ul style="list-style-type: none"> • Systematizing and scaling up the SPARK Heroes Digital Talent Training Program to accelerate digital transformation. • Selecting professional seeds (digital/ product/ data /information/ customer/ marketing units) and promoting seeds (administrative support units) from various departments, through diverse training programs, cultivating abilities and qualities such as strategic thinking, digital expertise, high adaptability, teamwork, and willingness to change, to assist the Group in deepening digital transformation and developing intelligent technology talents. 	L5
	Assign employees to attend Fin & Tech and Bellwether on a regular basis	<ul style="list-style-type: none"> • Sent 20 people for a total of 204 hours of training on AI Series program. • Sent 23 people to be trained, with a total of 234 hours of training regarding The Financial Information Security Series, Singapore Information Security Exchange Mission, Generative AI Trust Risk and Security Seminar, AI Trust Risk and Security Management Course, Financial Information Security Executive Reserve Program (CISE), and Financial Information Security Talent Development Specialized Course. • Sent to train 35 people with a total of 115 hours of training for Financial Digital Transformation Workshop, Fin&Tech Collision Salon, POC (Proof-of-experimentation) Training Program on Technology in Financial Applications, and Corporate Governance Lecture - FinTech Series. • Promoted colleagues to enroll in the Fintech online and offline courses/seminars of Northway Forum, with a total of 103 trainings delivered. 	L3
	online courses of Taiwan Academy of Banking and Finance (TABF)	<ul style="list-style-type: none"> • Collaborate with the Financial Services Research Institute (FSRI) on a series of Fintech digital courses, and plans for a mandatory elective system that encourages all staff to study the "Big Data Analysis and Marketing Applications" and "Robot Financial Development and Applications" digital courses. 	L3
	Develop Tech / Social media / Big data Talents	<ul style="list-style-type: none"> • Promote financial digital literacy certification and implement cloud-based marketing training resources. • Utilize iPad to integrate business opportunity system and provide diversified and convenient e-services to business colleagues. • Provided seminars on new knowledge trends to help colleagues understand the application and development of the Internet of Things and big data in the insurance industry. 	L3
	Big Data Process Transformation	<ul style="list-style-type: none"> • Combining technology, social media and big data analysis to transform processes and actively cultivate FinTech professionals. 	L4
	Replicate Success Workshop	<ul style="list-style-type: none"> • Carried out new product development training through workshops. • Held RFC certification training to improve financial expertise and quality of service. 	L4
	Digital Insurance Agent Program	<ul style="list-style-type: none"> • Integrate the use of digital tools at every level of in-person training programs. • Utilize online live streaming to broadcast application scenarios. • Held a nationwide PASS test in January, 2023. 	L5

4.2.2 Training Input and Output GRI 2-20、2-21、201-3、202-1、401-2、401-3

A. Employee Training Input

SKL considers employees as its most important asset. In addition to continuously promoting strategic products, SKL also focuses on recruiting young people and cultivating professionals through its business transformation plan, investing abundant education and training resources every year to enhance the productivity of its employees; and in terms of digital services, SKL continues to strengthen the training of digital financial talents in order to provide its policyholders with more diversified, convenient, and intelligent new experiences. In 2023, a total of \$27.88 million will be allocated for professional license incentive allowances and awards.

Employee Training Output in 2023

Unit: Hour



Employee Training Hours						
		Internal staff	Insurance agents	Total hours	Hours per capita	
 Male	Management	Senior-level	4,764	420	5,184	93
		Mid-level	9,317	911	10,228	77
		Junior-level	7,527	57,854	65,381	125
		Subtotal	21,608	59,185	80,793	114
	General Employees	63,157	172,288	235,445	127	
 Female	Management	Senior-level	1,397	96	1,493	107
		Mid-level	8,837	140	8,977	111
		Junior-level	2,850	86,110	88,960	113
		Subtotal	13,084	86,346	99,430	113
	General Employees	157,426	542,542	699,968	121	
Total		255,275	860,361	1,115,636	121	

Note 1: Training hours in this table included hours of internal training, external training, overseas training, online training, and orientation.

Note 2: Internal training refers to internal training organized by the Human Resources Department; external training refers to external training which departments assign employees (either internal staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (either internal staff or insurance agents) to attend overseas.

Note 3: Senior-level manager refers to the president, heads of department and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, heads of sales offices, and the managers of sales offices.

Unit: NTS

Employee Training Expenses						
		Internal staff	Insurance agents	Total Expense	Expense per capita	
 Male	Management	Senior-level	923,076	-	923,076	16,484
		Mid-level	1,805,189	215	1,805,404	13,677
		Junior-level	1,458,475	1,658,088	3,116,563	5,970
		Subtotal	4,186,740	1,658,303	5,845,043	8,232
	General Employees	12,237,111	1,917,517	14,154,627	7,647	
 Female	Management	Senior-level	270,718	-	270,718	19,337
		Mid-level	1,712,265	-	1,712,265	21,139
		Junior-level	552,236	2,217,178	2,769,415	3,519
		Subtotal	2,535,220	2,217,178	4,752,398	5,388
	General Employees	30,502,474	5,148,619	35,651,093	6,152	
Total		49,461,545	10,941,617	60,403,162	6,539	

Note 1: Training hours in this table included hours of internal training, external training, overseas training, online training, and orientation.

Note 2: Internal training refers to internal training organized by the Human Resources Department; external training refers to external training which departments assign employees (either internal staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (either internal staff or insurance agents) to attend overseas.

Note 3: Senior-level manager refers to the president, heads of department and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, heads of sales offices, and the managers of sales offices.



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SKL is dedicated to cultivating diverse and professional talents. Significant resources have been allocated to provide specialized training and educational programs in sustainability, underwriting, investment, and digital transformation. In 2023, over 23,000 participants attended these training sessions, with 31,376 hours, accounting for 12.3% of the total training hours. This extensive training effort aims to empower employees to take a proactive role in the Company's sustainable transition, embedding the principles of sustainable finance deeply within the organization's culture and corporate ethos.

Category	Course content	Costs	No. of participants
 Sustainability	Internal training: Mandatory ESG and DEI courses for all employees, sustainability workshops, and lectures, covering topics such as fair treatment of customers, sustainable thinking, optimization of sustainable projects, sustainability trends, and creating a DEI workplace culture. External training: Applicable courses subject to employees' business needs, covering sustainable talent management strategies, sustainable finance and climate change, low carbon transition, corporate governance, responsible investment, ESG indicators for real estate, and green finance.	\$1,081,922	5,441
	ESG/DEI courses section established on Hahow and Commonwealth Leader Campus.	\$4,720,000	3,208
	Total	\$5,801,922	8,649
 underwriting	Internal training: Annual meetings and training organized by the Underwriting Department, covering underwriting business promotion, underwriting guidelines, case studies of deficiencies, intelligent underwriting, digital underwriting, and operational changes. External training: Applicable courses subject to employees' business needs, covering insurance medicine, practical underwriting and claims, provided by the Life Insurance Management Institute of the Republic of China, various reinsurance companies, Taiwan Insurance Institute, and relevant international underwriting seminars.	\$289,825	517
 Investment	Internal training: Training on investment-linked/foreign currency-denominated non-investment-linked insurance and related regulatory compliance. External training: Applicable courses subject to employees' business needs, covering sustainable investment, trends in green energy investment, and how to enhance sustainable investment through policy promotion, along with international workshops and forums.	\$280,033	1,720
 Digitalization	Internal training: Mandatory digital finance courses and lectures for all employees, covering future financial trends, technological innovation, FinTech, applications of big data analysis, and applications of Robo-Advisors. External training: Applicable courses subject to employees' business needs, covering AI learning, digital finance, digital transformation, FinTech, software development, offered by various educational and training institutions including Taiwan Insurance Institute, Industrial Technology Research Institute, Taiwan Academy of Banking and Finance, Business Next Media, AI Network and UCOM.	\$3,384,326	12,319
	Assigned training at Fin & Tech under Taiwan Academy of Banking and Finance: Applicable courses subject to employees' business needs, covering Financial Digital Transformation Workshop, financial information security, AI series courses, Fin&Tech Transboundary Salon, the AI Trust and Risk Management courses, FinTech, Proof of Concept (POC) Training Program for FinTech Applications, Cybersecurity and Information Security Executive Program (CISE), simulated hacker attacks and defense drills, and Singapore Cybersecurity Exchange Visit.	\$572,000	80
	Relevant digitalization courses on Hahow and Commonwealth Leader Campus.	\$4,420,000	9,711
Total	\$8,376,326	22,110	

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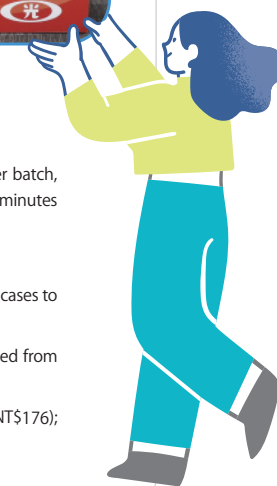
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B.Results of Key Training Projects

We have developed a wide range of professional courses to meet the functional development needs of our internal and Insurance Agent at various levels, with a view to nurturing professional insurance operation talents. In 2022, under the impact of the epidemic, we will promote the digitization of the physical courses for the business side. In addition to changing to distance learning courses, we will also add digital service transaction courses to enhance the value of the business team and their digital transformation capability.

Results of Key Training Projects

Project name	SPARK Heroes Digital Talent Training Program
Project overview	Since 2021, SKL has been collaborating with SKFH to establish a digital talent cultivation platform. In 2022, efforts were dedicated to fortifying technological capabilities, and in 2023, to expand the scale towards achieving the objective of comprehensive digital transformation. To facilitate this, we introduced a digital seed system, where digital seeds are meticulously selected from various departments to serve as catalysts for driving transformation. Through initiatives such as organizing seminars, providing training and certification resources, and fostering technical exchanges with professionals from subsidiary companies, we aim to concretize organizational performance and showcase tangible outcomes.
Operational Outcomes	<ul style="list-style-type: none"> Acquire key professional skills and rapidly accumulate practical experience through a solid and comprehensive training program. Gain insights into industry application cases and learn from benchmark examples to achieve paradigm transfer through digital technology seminars, professional skills enhancement courses, and promotion of digital transformation projects. Share digital learning course resources and digital project achievements with SKFH. Engage in technical exchanges and collaborate with professionals from various subsidiary companies to examine issues and data together, formulate effective optimization strategies, and achieve successful implementation.
Applicability	Digital transformation seeds appointed by each department
Training Outcomes (Kirkpatrick Model L1~L5))	<p>L1 Reaction:</p> <ol style="list-style-type: none"> Satisfaction score for lectures: 9.0 (out of 10) Satisfaction score for workshops: 9.3 (out of 10) <p>L2 Learning: 100% completion rate</p> <p>L3 Behavior: Developing and continuing utilizing workflow solutions.</p> <p>L4 Results: Using digitization of insurance contract protection and maintenance as an example</p> <ol style="list-style-type: none"> Counter digitalization: Switch from manual handling to automation <ol style="list-style-type: none"> Scanning process time reduced from 20 minutes per batch of 15 documents to 5 minutes, with a total of 75,145 cases and an 84% digital usage rate in 2023, saving 15 minutes per batch, totaling approximately 63,122 minutes of manpower saved per batch; Also, reduces paper usage by about 315,609 sheets (1 document equals 5 sheets), and saves approximately 1,578 minutes of archiving time (0.025 minutes per document); Total savings of 64,700 minutes, approximately 1,078 work hours. Switch to digital DM display rotation, saving 2,036 traditional posters/standees, with a total cost saving of NT\$88,760. Claims survey mechanism: Switch from manual sampling inspection to RPA inspection, reducing inspection time per case from 30 minutes to 5 minutes. Monthly sampling increased from 1-3 cases to 5,000 cases, saving 1,500,000 minutes per year, approximately 25,000 work hours. Administrative management platform: Switch from manual data aggregation to RPA automatic updating, increasing update frequency from monthly to daily. Time spent per update reduced from 480 minutes to 3 minutes. In 2023, saves approximately 118,773 minutes, approximately 1,980 work hours over 249 working days. <p>In summary, the digitization project for insurance contract protection and maintenance has generate total annual manpower benefits of NT\$4,938,208 (calculated at a basic wage hourly rate of NT\$176); Paper savings benefit approximately NT\$97,839 (NT\$0.31 per sheet); Advertising savings benefit of NT\$88,760.</p> <p>L5 Return on Investment: ROI 5.03</p>



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4.2.3 Talent Development GRI 404-2、404-3

A. Performance & Competence Evaluation

To provide employees with clear career development paths, we set competences at all levels according to the Company's annual business strategies and evaluate the employees' performances (70%) and competences (code of conduct) (30%) at midyear and the end of the year respectively. In 2023, the evaluation rates for both formal employee performance and professional development reached 100%.

B. Job Rotation Program

In order to achieve optimal utilization of human resources and link corporate development with individual career paths of employees, we conduct annual surveys on the direction of internal staff transfers, and then through job rotation, we appropriately adjust the work content and environment, and at the same time receive the benefits of enhancing the work capacity and efficiency, and the internal rotation rate will be 84% in 2023.

Method	Description	2023
Job rotation	For those who have reached a certain level of seniority in their assigned units or special positions, they will be subject to cross unit or cross position permanent job transfers in order to enhance their work motivation or to meet management needs.	217
Internal recruitment	Job vacancies in each department are posted on the internal website in a timely manner, and employees can apply according to their personal interests and career planning needs.	257
Reservation for transfer	In the event of a vacancy in a position for which there is no expectation, an employee may also submit an application for a pre-scheduled transfer in accordance with his/her personal needs, so that he/she can make a change when the position becomes vacant.	5

C. Re-employment of retiring insurance agents

To encourage retirees to continuously contribute to the insurance industry, SKL has established a "re-employment project," which re-employs retirees based on their ranks at the time of retirement. In 2023, 87 retirees were re-employed.

4.3 Happy Workplace


4.3.1 Creating a corporate culture that values Diversity, Strengthens Communication, and Gender Equality

A. Protecting Employees' Human Rights

In recruiting employees and approving their salaries, SKL does not discriminate on the basis of gender, race, physical condition, religion, political stance, marital status, or union position. SKL also prohibits the employment of child laborers under the age of 16 and eliminates the possibility of forced labor.

In the event of major operational changes, we will follow the provisions of Article 16 of the Labor Standards Law to protect the rights of our employees. In addition, we attach importance to human rights in the workplace, and we have incorporated human rights issues into our human resources policies in accordance with internationally recognized basic labor rights conventions. We value our employees' rights to work and freedom of assembly and association, and we safeguard the dignity and privacy of all our employees. At the same time, we cooperate with our parent company, SKFH, in conducting human rights due diligence every year to minimize and eliminate potential human rights risks.

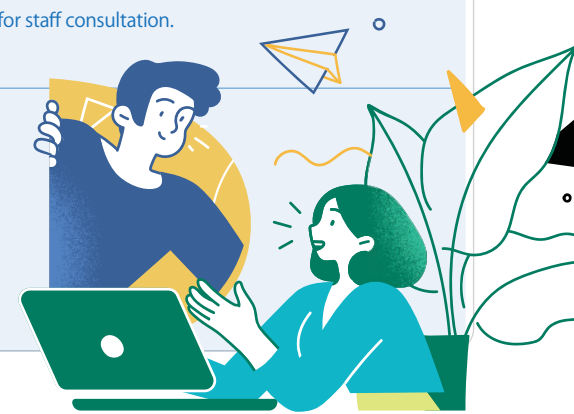
Gender Equality Mechanisms

Item	Description	Results
Policy	Formulation of Shin Kong Life's policy statement on prevention of sexual harassment, complaint, investigation and handling mechanism.	Continuing to organize publicity on prevention of sexual harassment and operation of the reporting mechanism.
Committee	Established the "Gender Equality Promotion Committee Organizational Rules" to foster a gender-friendly, respectful, inclusive, and supportive corporate culture and environment that supports adaptive development, thereby enhancing employee identification with the company and corporate operational value; dedicated to promoting gender equality in inclusive financial services, financial literacy, and overall social initiatives and support activities to achieve sustainable financial goals through gender equality.	Conducted working group executive meetings and committee meetings according to the responsibilities of the Gender Equality Promotion Committee to track various work plans and implementation results, with the implementation rate of all work plans reaching 100%.
Training	Publicizing the Sexual Harassment Prevention and Control Act, education and training, and promotion of DEI courses.	<ol style="list-style-type: none"> Held two sessions on workplace violence prevention and sexual harassment prevention, totaling 0.4 hours of training, covering 100% of employees. Established ESG/DEI course sections on Hahow and CommonWealth Leader Campus, with reading reward activities, resulting in 3,208 participants and 1,638 completions. In 2023, provided mandatory and elective DEI courses for different targets (new supervisors, heads of sales offices, all employees, DEI Ambassadors) and periodically distributed DEI information. The completion rate for training assignments was 100%.
Whistle-blowing	shinkong113@skl.com.tw 	Zero case reported.
Audit Review	Annually Review internal systems and amend regulations as necessary.	100% of operational sites have completed the audit.

B. Valuing the voice of employees

In order to improve labor-management communication, we have established a diversified and open platform, and the following communication mechanisms and results are used as the basis for the annual review and evaluation of employee rights.

Mechanism	Action	Results
Labor-management meeting	Unions were formed in Taipei City, New Taipei City, Hsinchu City, Nantou County, Yunlin County, and Kaohsiung City, and no organization agreement has been signed.	<ul style="list-style-type: none"> ● Replace negotiation or mediation of labor-management confrontation with regular meetings (quarterly) and friendly communication with unions.
Grievance	<ul style="list-style-type: none"> ● Established the Employee Grievance Handling Team and the Major Labor Disputes Handling Team. ● Established the "Shin Kong Life Insurance Company Employee Grievance Handling Regulations" to create a workplace communication environment that "replaces confrontation with communication". 	<ul style="list-style-type: none"> ● Received four employee grievance (including consultation and referral to business units for assistance). ● Reported four labor disputes.
Employee survey and employee symposium	<ul style="list-style-type: none"> ● Regularly conduct "Employee Opinion Surveys" to understand the level of employee recognition and opinions about the company. ● Survey results are referenced to external benchmarks to strengthen consensus and plan improvement actions. 	<ul style="list-style-type: none"> ● Annual employee survey completed in 2023. ● The survey can be completed from personal mobile devices to ensure the privacy of employees. ● The interface and data storage are all located in the consultant's system, and the results are kept strictly confidential.
Internal Feedback Mailbox	<ul style="list-style-type: none"> ● We have set up the "Employee's Opinion Mailbox", which is handled by a special person, and the opinions and voices of the employees are submitted to the top management. ● Employee communication box: speaklouder@skl.com.tw ✉ 	<ul style="list-style-type: none"> ● Zero employee feedback or proposal.
Intranet Opinion Forum	An area on the company's intranet is set up for posting opinions, with a dedicated unit responsible for responding to them, providing an immediate and convenient consultation platform for employees.	<ul style="list-style-type: none"> ● Continued use of the comments section for staff consultation.
Unlawful infringement Handling Mechanism	<ul style="list-style-type: none"> ● Established the "Prevention Plan for Duty-related Wrongful Acts of Violence" and posted the "Written Statement on Prohibition of Workplace Wrongful Acts of Violence" on the company's intranet site as a standard for all behavioral rules. ● Established the "Workplace Violence Complaint and Punishment Regulations" and has set up a special investigation team to investigate workplace violence complaints involving physical/ verbal/ psychological/ harassment styles. Specialized complaint mailbox: SKL1999@skl.com ✉ 	<ul style="list-style-type: none"> ● Zero complaints received.



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4.3.2 Establishment of employee compensation and welfare system

GRI 2-20、2-21、201-3、202-1、401-2、401-3

A. Employee Compensation System

SKL's overall compensation strategy is based on position, performance and ability, regardless of gender. We offer a basic salary and various business incentives to our new recruits to motivate them to continue to pursue excellence and growth on a solid foundation. New recruits are entitled to special salary adjustments for the first three years and are provided with professional and technical incentive allowances and bonuses to enhance the sense of security of new recruits and motivate them to improve their professional competence. In consideration of corporate governance, stable business operations and market competitiveness, professional consultants are appointed to review and optimize the compensation system to facilitate the continuous improvement of overall performance. In addition, an audit committee comprised of independent directors is formed to supervise the review of compensation cases.

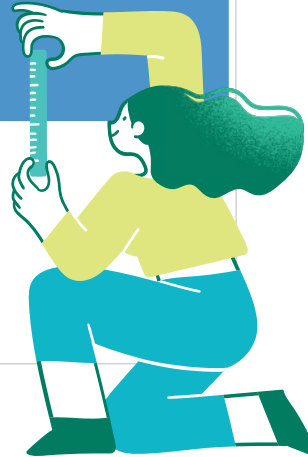
Employee Compensation and Benefits

Category	Description	Results
Performance Bonus	With reference to the annual surplus and achievement status, performance bonuses will be granted to internal staff according to their annual performance demonstration and contribution to the organization; and in order to encourage the three-step salespersons and district managers to achieve business results, a special performance bonus scheme for field staff has also been formulated.	<ul style="list-style-type: none"> Employees with Merits or Awards for Outstanding Performance: 44 Approved Individual Bonus: \$264,000 Departmental Group Wellness Bonus: \$1,020,000 Outstanding Employees: 8 internal and 25 Insurance Agent. (Awarded plaques & gifts from the President and First-line Manage)
Expertise Bonus	Professional and Technical Incentive Allowance and Bonus.	
Special Performance Bonus	Special performance bonuses are determined based on the nature of the business and are awarded based on the achievement of the business.	



Female-to-male Compensation Ratio in 2023

	Fixed compensation ratio (female/male) median	Fixed compensation + variable compensation ratio (female/male) median
Senior management	87%	78%
Middle management	97%	102%
Junior management	97%	96%
General Staff	87%	87%



Note 1: Senior-level manager refer to the president, heads of department and above; Mid-level manager refer to vice heads of department, section directors, and the managers of regional sales divisions; Junior-level managers refer to project managers, heads of sales offices, and the managers of sales offices.
 Note 2: The remuneration of insurance agents varies with individual business performance and is relatively unrelated to gender. Therefore, it is not disclosed here.
 Note 3: Yearly remuneration refers to base salary, bonus, stock, etc.
 Note 4: The fixed compensation ratio was calculated based on the fixed compensation in December 2023.

New Recruit Salary Range Compared with Local Minimum Wage

	Female	Male
Entry-level employees	1.52 : 1	1.52 : 1

Note 1: Entry-level employees refer to new employees without work experience and they should hold a bachelor's degree (internal staff only; there is no difference in salaries between male and female insurance agents).
 Note 2: The minimum wage refers to NT\$26,400 announced by the Ministry of Labor, which took effect on January 1, 2023.
 Note 3: Compensation for entry-level employees is the minimum base salary (not including variable salary such as a year-end bonus) and may be adjusted according to work experience, education, and positions.

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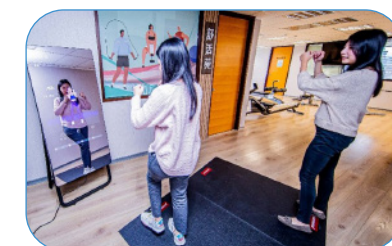
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SKL is committed to employee welfare. SKL designs benefit packages according to job categories to reasonably reflect the needs of different jobs, and has established the Employee Welfare Committee in accordance with the law, which is responsible for the planning and promotion of employee welfare issues.

B. Employee Benefits

Benefits	Summary
Leave	<ul style="list-style-type: none"> Including special leave, marriage leave, bereavement leave, official leave, public injury leave, paternity leave, maternity leave, sick leave, physiological leave, personal leave, family care leave, maternity leave, natural disaster leave, epidemic prevention leave, and pregnancy companion leave. Among them, marriage leave, maternity leave, paternity leave and paternity leave are superior to the standards of labor laws.
Insurance	<ul style="list-style-type: none"> If employees have group term life insurance, the company will increase the insurance coverage by 30%, and the insurance premium will be fully covered by the company's Welfare Committee. To provide additional protection for contractors, new contractors can join the group insurance program at their own expense.
Retirement	<ul style="list-style-type: none"> In accordance with the Labor Standards Law and the Labor Pension Act, the Company has an employee pension system and makes full contributions to ensure that employees have stable pension contributions and benefits. Please refer to the 2023 Financial Report (P.77) for the 2023 contribution amount. Assists employees in building retirement plans, develops retirement-specific annuity products, and offers incentives for employees to enroll in the plan to encourage participation and early retirement planning.
Healthcare	<ul style="list-style-type: none"> Provides regular health checkups, medical doctors to provide physical examination services and medical consultation, disaster hospitalization subsidies, hospitalization discounts, health lectures, CPR first aid training, and immunization care. Encourages employees to promote their physical and mental health through sports. There are tennis, billiards, yoga, basketball, badminton, hiking, and tai chi clubs.
Marriage and childbirth	<ul style="list-style-type: none"> Provide breastfeeding rooms for breastfeeding during normal work hours, provide parenting time adjustments, childcare privileges, and a good baby-sitting leave-without-pay system to protect employees' rights and opportunities at work. In 2023, about NT\$3.04 million in maternity grants were paid out, benefiting 152 people. Parenting supplement is up to NT\$30,000/child (NT\$100,000/child at the age of one full year). In 2023, about NT\$4.12 million of parenting supplement will be paid, benefiting a total of 412 persons.
Maternal healthcare	<ul style="list-style-type: none"> In order to ensure the physical and mental health of female workers during pregnancy, after childbirth, and during the nursing period, the "Maternal Health Protection Program for Female Workers" has been established. During the protected period, the nursing staff of the Workers' Clinical Health Service provides regular care to assess the status of work, family, and physical and mental adjustment, and to take care of the health, safety, and psychological aspects of the situation, as well as to provide rich gifts for mothers and babies during each of the three periods.
Welfare Benefit	<ul style="list-style-type: none"> Provide subsidies for wedding, funeral, and celebrations, housing loans, auto and motorcycle loans, birthday and three festivals gifts, Dragon Boat Festival and Mid-Autumn Festival bonuses, laptop purchase subsidies, long-distance assignment transportation and housing subsidies, and employee cafeteria benefits. Provides iPad purchase subsidy of NT\$2,000/person and iPad Pro purchase subsidy of NT\$10,000/person for staff above the level of supervisor (including project managers), and in 2023, the total number of iPad subsidies will be 649, and the total number of iPad Pro subsidies will be 12.
Autonomous Learning Benefits	<ul style="list-style-type: none"> In order to cultivate professional talents and enhance professional skills, the Company has formulated the Professional and Technical Personnel Incentive Regulations, which provide benefits such as professional license incentive grants, continuous incentive allowances, enrollment fees, annual fee subsidies, and study leave, etc., and encourages employees to pursue further education on their own. Total of NT\$27.88 million was allocated for professional license incentive allowances and awards.
Employee Relations	<ul style="list-style-type: none"> Planning for staff promotion benefits such as year-end party lucky draw, subsidies for club activities, travel subsidies, and staff recognition.
Others	<ul style="list-style-type: none"> Combining the concepts of savings and investment management to enable employees to plan for their retirement early, the Company has formulated the LOHAS Winning Variable Annuity Insurance Plan and the Employee Stock Ownership Trust (ESOT), which provide corresponding subsidies to strengthen the third pillar of employees' retirement preparation through the purchase of stocks and annuity insurance. In 2023, the total subsidy for the LOHAS Winning Variable Annuity Insurance will be \$2.6 million, and the total subsidy for the Employee Stock Ownership Trust will be \$71.23 million.



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Unpaid Parental Leave in 2023

	Internal Staff		Insurance Agents		Total
	Male	Female	Male	Female	
Parental leave application rate = (B)/(A)	33%				
Reinstatement rate = (D)/(C)	62%				
Retention rate = (F)/(E)	79%				
Number of employees eligible for unpaid parental leave in 2023 (A)	78	134	68	449	729
Unpaid parental leave applicants in 2023 (B)	4	96	27	114	241
Parental leave application rate = (B)/(A)	5%	72%	40%	25%	33%
Employees who should be reinstated in 2023 (C)	3	42	24	134	203
Reinstated employee in 2023 (D)	2	26	18	80	126
Reinstatement rate = (D)/(C)	67%	62%	75%	60%	62%
Reinstated employees in 2022 (E)	1	38	9	92	140
Retained for at least one year after returning to work in 2022 (F)	0	35	4	71	110
Retention rate = (F)/(E)	0%	92%	44%	77%	79%

Note 1: "Number of employees eligible for unpaid parental leave in 2023" refers to number of employees who have taken maternity and paternity leave within four years (2020-2023).
 Note 2: "Employees who should be reinstated in 2023" refers to number of employees who applied in 2011 and should be reinstated in 2023, who applied in 2022 and should be reinstated in 2023, and who applied in 2023 and should be reinstated in 2024.
 Note 3: "Reinstated employees in 2023" refer to number of employees who applied in 2021 and reinstated in 2023, who applied in 2022 and reinstated in 2023, and who applied in 2023 and reinstated in 2023.
 Note 4: Retention rate in 2023 = (Number of employees continuing to work for one year after reinstatement in 2022)/(Number of employees reinstated in 2022).
 Note 5: Employees not reinstated included those who continued to apply for parental leave without pay.

4.4 Occupational Health and Safety GRI 403 - SDG03

Employee health and safety is the foundation of an enterprise, and creating a quality work environment not only brings tangible positive benefits to an enterprise, but also brings intangible human influence. Therefore, SKL is committed to promoting the concept of "Holistic, Comprehensive, and Full Protection," and the Occupational Safety and Health Committee has worked together to formulate an occupational health and safety policy, which is signed by the highest level of supervisors and then publicized for public information. At the same time, SKL also protects the physical and mental health of its employees, and their balance of work and life through a wide range of fun and interesting health-promoting activities, as well as through health and safety risk control, in order to become a happy company for its employees.

4.4.1 Occupational Safety and Health Management System GRI 403-1 - 403-8

Since 2019, SKL has been planning to introduce the ISO45001:2018 international certification standard for occupational safety and health systems by the occupational safety and health management staff, and the SKL Tower was certified by a third-party in the same year, and as the first insurance company to obtain this certification, SKL has continued to follow up on the certification every year. In 2023, in order to enhance the safety and hygiene awareness of all employees, the company has extended the scope of certification to cover the administrative and business staff of all workplaces (167 locations), and strengthened the safety and hygiene awareness of the workflow from office operation to insurance business solicitation (80%) and construction contractors (20%). In the same year, the company successfully obtained the dual system certification of ISO45001 and TOSHMS, which demonstrated the company's high concern and commitment to the occupational and hygiene of employees.



4.4.2 Strengthening Workplace Safety

A. Occupational Safety and Health Committee

GRI403-2、GRI403-4、GRI403-5

To mitigate occupational safety and health risks, SKL has established the Occupational Safety and Health Committee. The committee is chaired by SKL President and includes seven ex-officio members, and six employee representative members, constituting 43% of the committee—exceeding legal requirements. The committee formulates occupational safety and health plans and holds regular meetings to track implementation progress, consult on various issues, and coordinate on safety and health topics. In 2023, the committee reported and consulted on 70 matters, tracked 13 matters, and made 2 recommendations.

B. Internal and external audits

Each year, SKL conducts various audits in compliance with internal and external regulations. When internal audits identify areas needing improvement, corrective management measures are promptly implemented. In 2023, going beyond legal requirements, SKL independently commissioned a third-party verification company to conduct external audits. This ensured effective implementation of the Plan-Do-Check-Act (PDCA) cycle for continuous improvement, successfully passing the ISO 45001:2018 and TOSHMS dual occupational safety and health management system certifications.

C. Occupational health and safety education and training

SKL has a comprehensive team dedicated to occupational safety and health. To ensure all administrative and business units possess the necessary knowledge and skills, the Company provides training superior to legal requirements for occupational safety and health supervisors and first aid personnel. These individuals are required to undergo regular refresher courses while relevant education and training are provided to all employees to ensure they have basic emergency response capabilities when incidents occur.

Building Name	Work Activities	Risk	Risk Level	Control Measures	Risk After Control
Songshan Financial Building	Open terrace space	Low wall above driveway poses a fall risk	4	Installed protective railings to increase wall height	3 ↓
Xin An Century Jinlong Tower	Computer document processing	Several damaged light fixtures causing uneven, flickering light, potential vision damage	4	Evaluated and replaced light fixtures	1 ↓
Xinhua Building	Office area operations	Old window restrictors failing, compromising fall protection, poses fall risk	4	Repaired building windows and planned to extend the solution to all business sites in Taiwan.	2 ↓

Note 1: The evaluation covered all 167 work locations, assessing 13,903 work processes, including 3,528 contractor operations.

Note 2: The evaluation scope included reception areas (service desks), office areas, file rooms, employee cafeterias, open floor areas, emergency response activities, contractor operations, and customer visits

D. Targeted items for improvement and outcomes

Annually, occupational safety and health management personnel collaborate with various departments and employee representatives to conduct on-site safety and health hazard identification and risk assessments, tailored to each department's operations, tasks, and work environments. In 2023, 117 sessions of environmental assessments and hazard identifications were conducted. For high-risk items, "Safety and Health Management Plans" and other improvement strategies were devised, systematically implementing the PDCA management approach to ensure the safety of employees and contractors.

E. Integration of internal and external resources

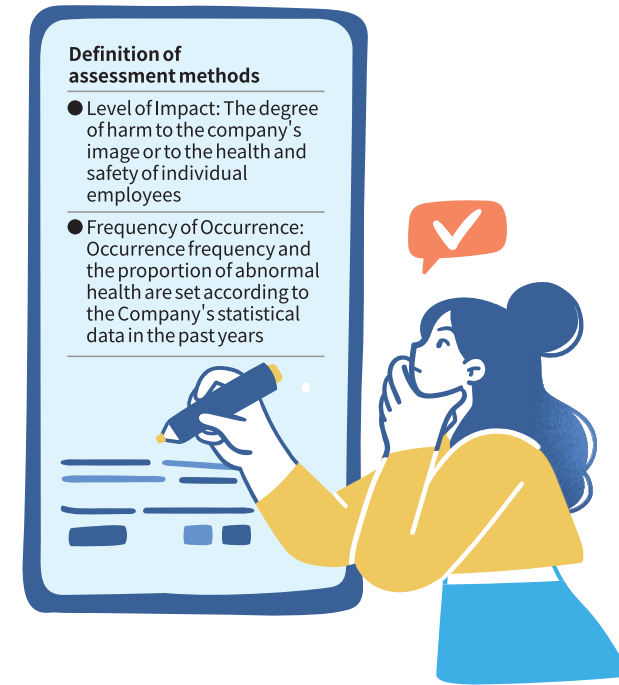
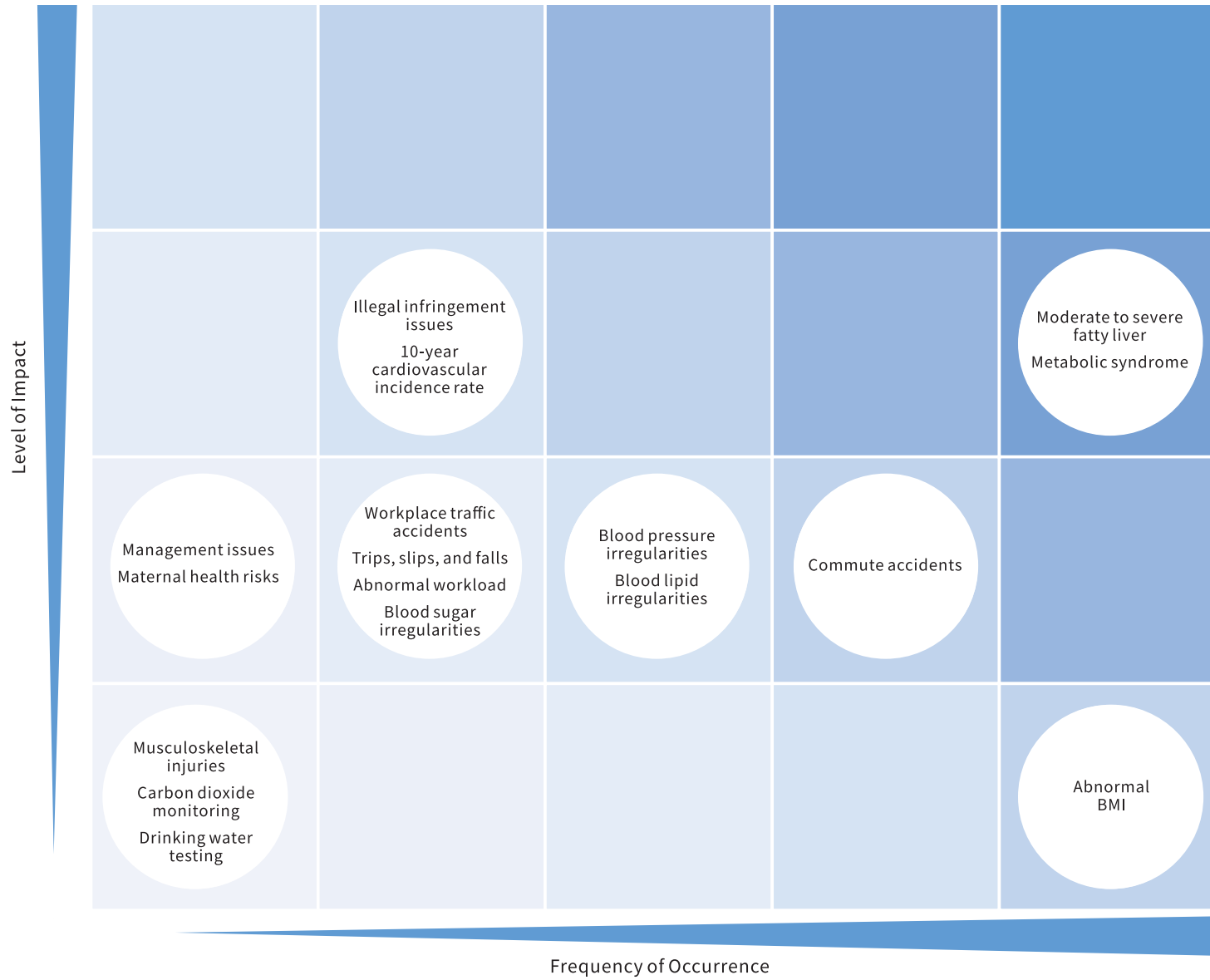
To maximize resource utilization, we regularly collaborate with government and local resources. By actively participating in Ministry of Labor initiatives, we work together to create a safe workplace environment and increase employees' sensitivity to personal health.

4.4.3 Workplace Safety & Health Risk Management GRI403-2、GRI403-3、GRI403-6、GRI403-10

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A. Workplace health and safety risk management measures

Risk issues	Risk level	Control measures	Effectiveness
Metabolic syndrome, moderate to severe fatty liver	High risk	<ul style="list-style-type: none"> Implement a health risk classification management system. Organize health and weight management competitions. Conduct diverse health promotion seminars and activities. Establish a multifunctional fitness center. 	<ol style="list-style-type: none"> In 2023, 829 employees were included in the health risk management program. Occupational health nursing personnel provided care and health guidance, disease prevention education, and arranged interviews with occupational physicians as needed, achieving 100% follow-up. "2023 Correcting and Restoring My Health" weight management activity saw 544 participants losing a total of 905.35 kg and reducing body fat by 551.4%. "Jungle Battle" dietary event and metabolic health seminars were held 78 times with 2,906 participants, with post-lecture test scores improving by over 30% compared to pre-lecture scores. The fitness center "Lovely fitness" was established, equipped with various fitness equipment and staffed with fitness coaches on-site. The rate of abnormality of metabolic syndrome decreased by 3.5% compared to 2022. The rate of abnormality of moderate to severe fatty liver decreased by 4.1% compared to 2022.
Illegal infringement issues	Moderate risk	<ul style="list-style-type: none"> Review and revise the "Prevention of Illegal Infringement at Work Plan", reaffirming the Company's "zero-tolerance" stance towards any form of workplace misconduct or unlawful acts. Establish a dedicated team for workplace illegal infringement. Provide one-on-one management consulting for supervisors with potential management and illegal infringement issues. Conduct education and training on preventing illegal infringement at work. 	<ol style="list-style-type: none"> In 2023, 7 suspected cases of workplace illegal infringement were reported, with 2 cases substantiated. Measures included disciplinary actions, subsequent unit transfers, and psychological counseling for the perpetrators. In 2023, 20 supervisors indicated a need for management issue assistance, receiving follow-up and suitable internal and external resource referrals from in-house psychologists. 2,626 employees completed training through compliance week and electronic bulletins. Programs including "Enhancing Sensitivity to Workplace Illegal Infringement," "Adjustment and Preparation for New Supervisors," and "Preventive Education Against Workplace Illegal Infringement" for heads of sales offices conducted with participation of 121 supervisors.
Commute accidents/ Workplace traffic accidents	Moderate / Low risk	<ul style="list-style-type: none"> Implement traffic safety awareness campaigns for specific units. Conduct safety education training and awareness campaigns highlighting "early" departure, "slow" driving, and increased "safety". Introduce flexible leave policies, allowing a minimum of half-hour increments and a ten-minute buffer time for arrival to reduce employees' stress regarding time constraints. 	<ol style="list-style-type: none"> Traffic safety campaigns conducted for 91 employees in specific units (Niaosong sales office, Fengnan sales office, sales divisions in Changhua). Five safety education and training sessions held (2 for new employees, 2 online for all employees, 1 for supervisors). Developed educational materials on "defensive driving" with three themes covering "helmet introduction and selection," "safe driving principles necessary for scooter riders," and "riding during a typhoon day." Overall traffic accident rate decreased by 8% compared to the past three years.
10-year cardiovascular incidence rate; BMI, blood pressure, blood lipid/blood sugar irregularities	Moderate / Low risk	<ul style="list-style-type: none"> On-site health service provided by occupational physicians and nurses. Establish health measurement and blood pressure measuring stations. 	<ol style="list-style-type: none"> On-site health services provided by occupational physicians in 23 sessions in 2023, serving 152 employees, and by nurses for sales units in 844 sessions, totaling 1,688 hours. The 10-year cardiovascular incidence rate decreased by 2.7% compared to 2022. BMI irregularities decreased by 5.2% compared to 2022. Blood pressure, blood lipid, and blood sugar irregularities decreased by 7%, 1.1%, and 6.1%, respectively, compared to 2022.
Environment monitoring	Low risk	<ul style="list-style-type: none"> Conduct office air quality monitoring beyond legal requirements. Regularly test drinking water quality. 	<ol style="list-style-type: none"> Semi-annual CO₂ concentration monitoring of offices across Taiwan is conducted, prioritizing areas with a concentration of 1500 ppm, which exceeds legal requirements, for tracking and control while improvement measures are planned and evaluated. In 2023, specific floors in the Songshan Financial Building exceeded the threshold of 1500 ppm twice, prompting a comprehensive air conditioning system review and scheduled repair to ensure the air quality of offices. Monthly check-ups and maintenance across Taiwan were conducted by commissioned drinking water equipment providers; quarterly tests were performed by commissioned EPA-certified testing companies for coliform bacteria and total colony counts at legally prescribed intervals, with special attention given to equipment with high bacterial counts. No CO₂ levels exceeded legal standards, and no coliform bacteria detected in any of the drinking water dispensers throughout the year.

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Low Carbon





Innovation

Common Good

B. B. Health Check-ups and Five Major Plans

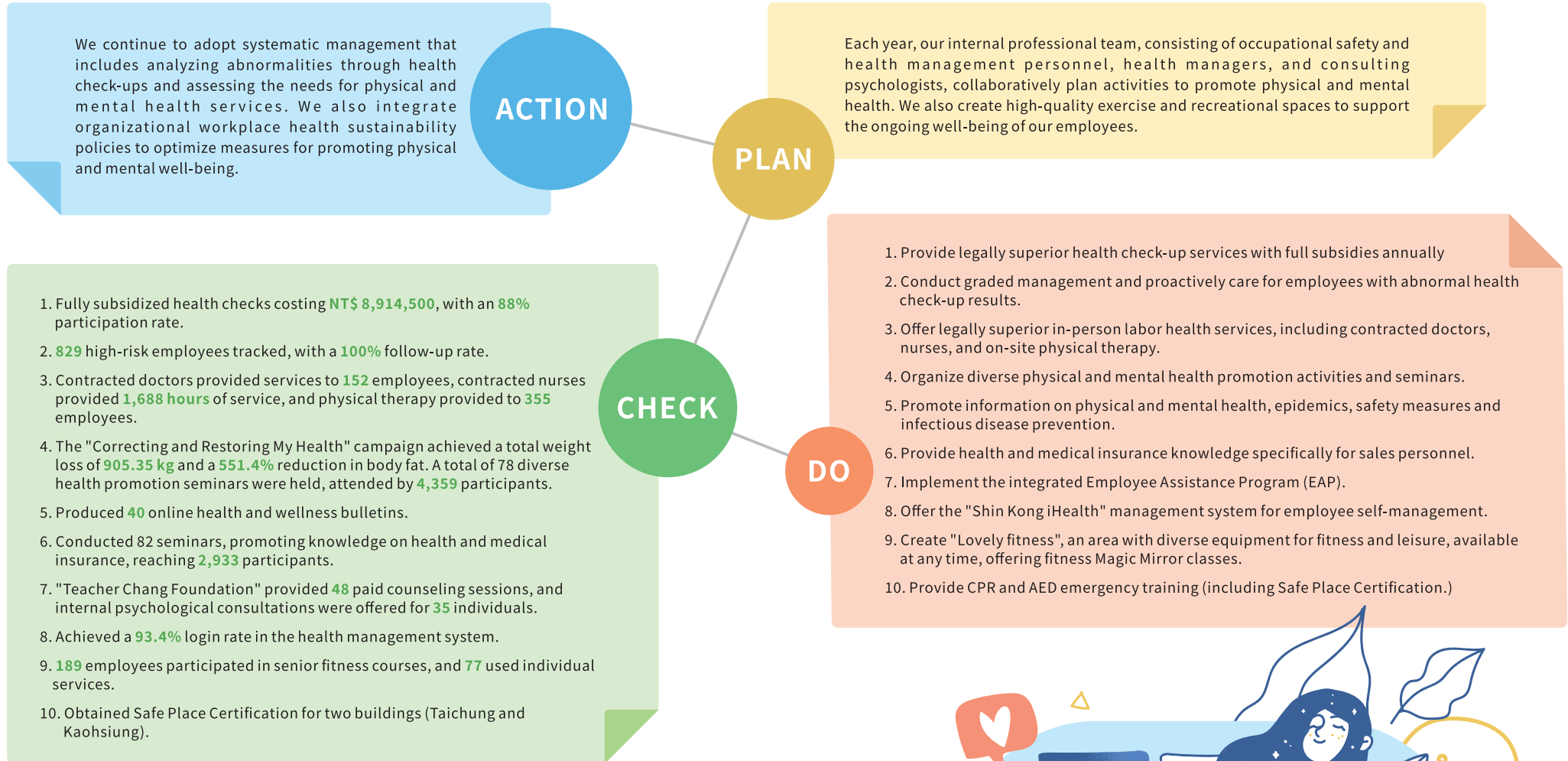
To care for the physical health of all employees, we conduct annual health check-ups for both supervisors and employees, exceeding regulatory requirements, offering over 120 health check-up items with a total budget of NT\$8,914,500. In 2023, 3,162 individuals underwent health check-ups, representing an examination rate of 88%. Through abnormal analysis of health check-up results and feedback from questionnaires, we continuously provide health care for employees and implement a classification management system for high-risk employees.

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Program Title	Achievements
 <p>Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations</p>	<ul style="list-style-type: none"> Revised the third version of the "Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations". Actively case-managed 65 individuals on the high-risk list, providing individual assessments, health education guidance, health promotion, and massage services by the visually impaired from Shu Huo Yuan. Referred individuals to physical/occupational therapists or occupational medicine specialists for further musculoskeletal adjustments and recommendations based on employee conditions or needs. Regularly assessed the improvement of musculoskeletal conditions in each case. Over the past two years, the improvement rate of musculoskeletal discomfort based on questionnaire comparisons reached as high as 87.3%. <div style="border: 1px solid #0070C0; padding: 10px; margin-top: 10px;"> <p>Friendly Workplace: Musculoskeletal Improvement - Physical Therapy Case Study</p> <p>A case was identified with musculoskeletal discomfort in the right shoulder and neck area, deemed "potentially highly work-related" by a nurse assessment. Physical therapy services were arranged for this individual. The treatment included stretching of the scapular, upper trapezius, sternocleidomastoid, and levator scapulae muscles, as well as passive joint mobilization of the right shoulder and neck. Adjustments were also made to the height of the desk and chair and the surrounding workspace at the office site by the physical therapist. Follow-up was conducted by the nurse. Based on the comparison of pre- and post-assessment of the musculoskeletal questionnaire, the discomfort in the original area decreased from 3 to 0 points on the NMQ scale. The discomfort issues were completely resolved.</p> </div> 
 <p>Prevention of Illegal Infringement at Work Plan</p>	<ul style="list-style-type: none"> Revised the third version of the "Prevention of Illegal Infringement at Work Plan" and the second version of the "Complaints and Punishment Measures for Workplace violence in the performance of Duties," and established a dedicated team. Supervisors at all levels filled out the "Self-Assessment Form for Workplace Illegal Infringement". Active monitoring of supervisors with potential management issues was conducted while internal psychologists provided appropriate resources and assistance. Conducted programs including "Enhancing Sensitivity to Workplace Illegal Infringement," "Adjustment and Preparation for New Supervisors," and "Preventive Education Against Workplace Illegal Infringement" for heads of sales offices, with a total of 121 supervisors participating. The satisfaction rate reached 4.7 out of 5.
 <p>Abnormal Workload-Triggered Diseases Prevention Plan</p>	<ul style="list-style-type: none"> Revised the third version of the "Abnormal Workload-Triggered Diseases Prevention Plan". Actively case-managed 19 individuals on the high-risk list, using the "Abnormal Workload Assessment Form" for evaluations. Five individuals were recommended for physician consultations. Occupational physicians conducted consultations and recommended appropriate work adjustments (such as adjusting work hours or changing tasks.) Health care and relevant stress relief and educational information were provided, achieving a 100% care completion rate.
 <p>Health and Safety Protection Plan for Middle-Aged and Elderly Employees</p>	<ul style="list-style-type: none"> Established the "Health and Safety Protection Plan for Middle-Aged and Elderly Employees" in 2023. Organized the "Senior Fitness Activity Pilot Program" at the Songshan Financial Tower as part of the plan in the same year to improve the physical fitness of middle-aged and elderly employees. Effectiveness: 44 sessions of senior fitness activities and lectures were conducted, with 189 participants. The satisfaction rate was as high as 4.5 out of 5, and all participating employees provided positive feedback (e.g., feeling improved physical endurance). In addition, three sessions of senior physical and mental health promotion lectures were held, with a total of 129 participants (e.g., "How to gracefully age" and "Unlocking the secrets of functional strength and sarcopenia").
 <p>Maternal Health Protection Plan for Female Employees</p>	<ul style="list-style-type: none"> The fourth version of the "Maternal Health Protection Plan for Female Employees" was revised and integrated with the human resources leave system for care management. Conducted workplace environmental hazard identification and assessment nationwide, with recommendations provided based on the assessment results, and relevant preventive education provided. Case-managed a total of 285 female employees based on prenatal check-up leave/maternity leave/unpaid parental leave lists or employee reports. Occupational physicians assisted in conducting graded assessments, all resulting in first-level management (no maternal-infant hazards). Held the "Shin Kong 60 Baby Gifts Project" in celebration of the 60th anniversary. Newborns in 2023 received "enjoyable gifts and blessings," with rewards totaling up to NT\$840,000, expressing our gratitude to employees for their hard work during pregnancy.

4.4.4 Creating a sustainable healthy workplace environment, awards and recognitions GRI403-6 · GRI403-7 · GRI403-6 · GRI403-7

SKL emphasizes not only the control of employee health risks but also the cultivation of self-awareness for employees regarding physical and mental health. Each year, we plan and implement both software and hardware facilities, as well as physical and mental health promotion measures, based on health check analysis, employee background, and feedback from surveys. Utilizing the PDCA cycle, we effectively manage these initiatives to achieve a "comprehensive and fully protected" healthy workplace environment.



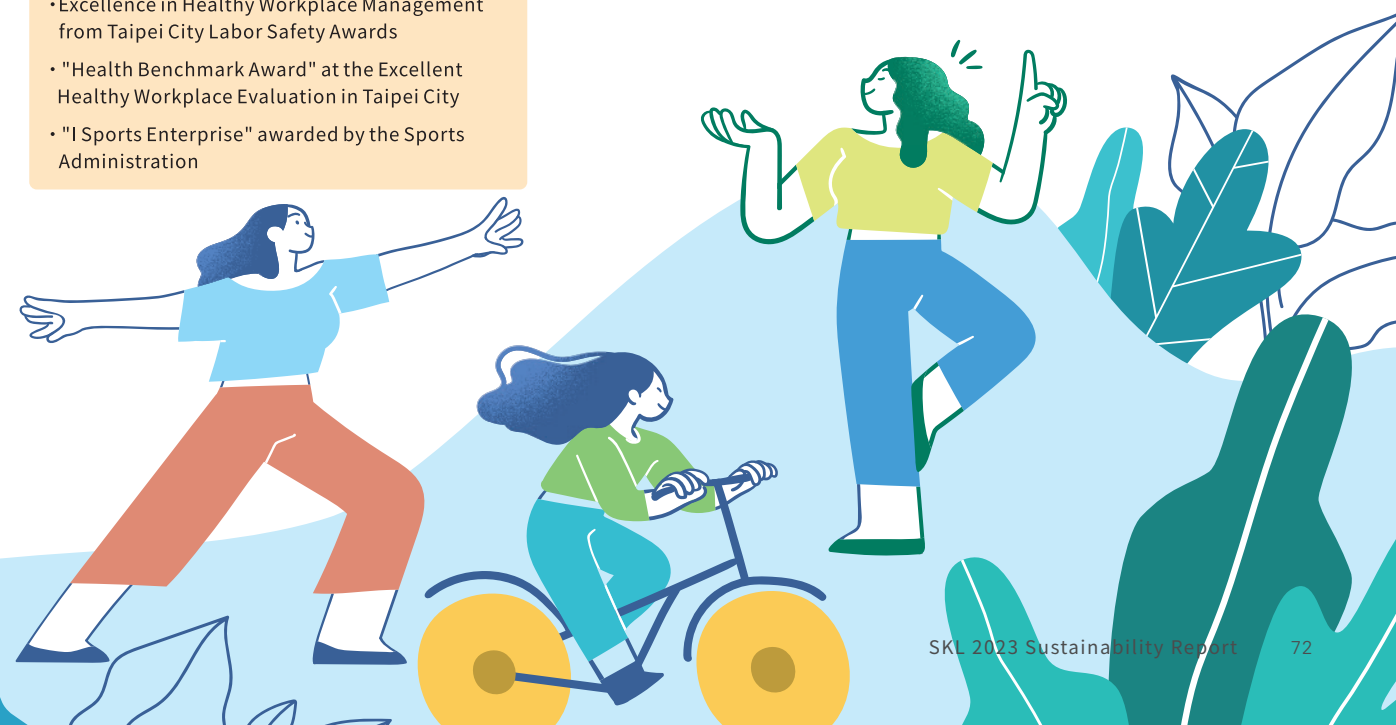
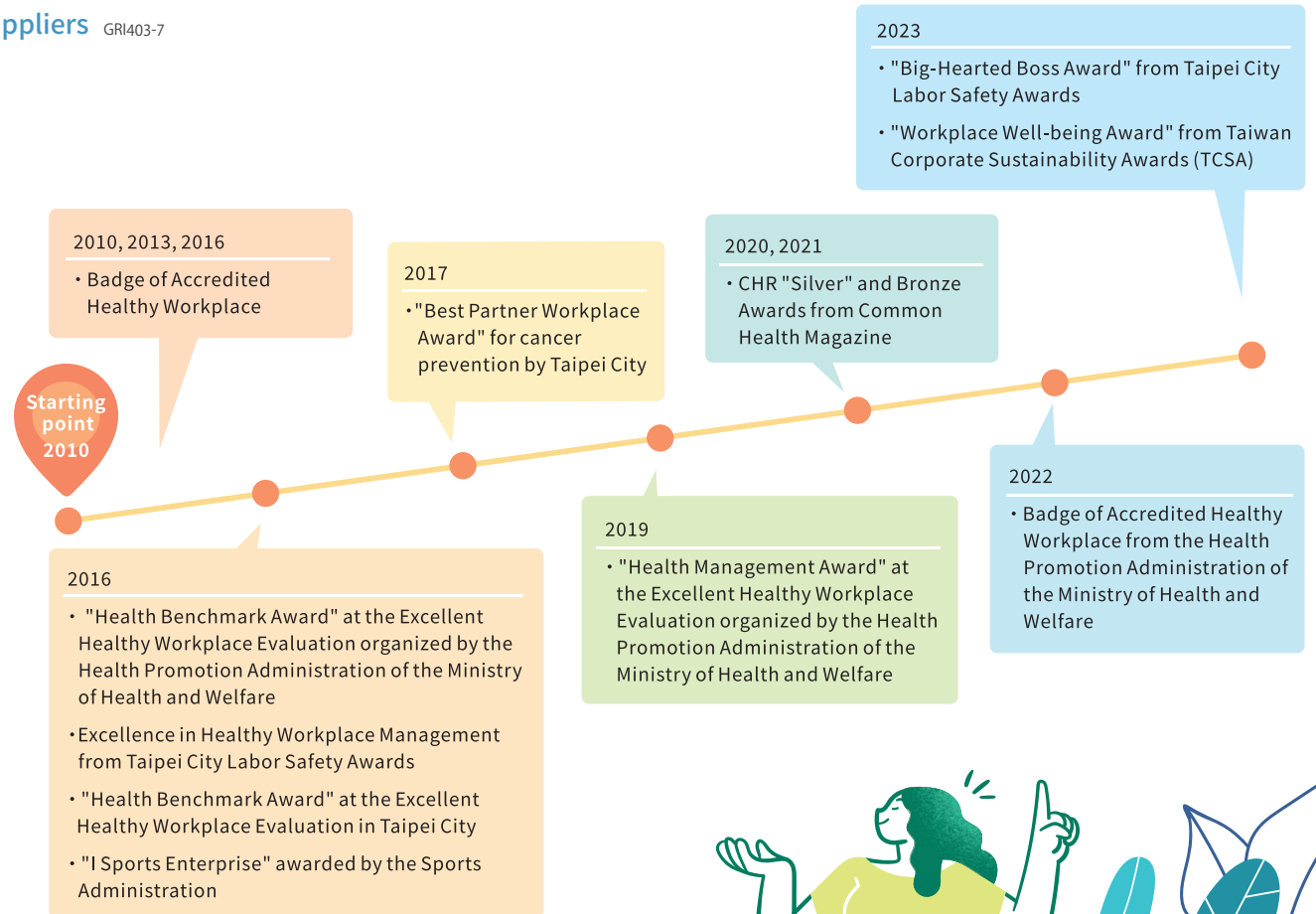
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Driving common good for related enterprises and suppliers GRI403-7

Following the "SKFH Supplier Management Regulations," Shin Kong Life formulated the "SKL Supplier's Commitment Statement," requiring suppliers and contractors to commit to upholding basic labor rights, insurance, training, and occupational safety and health management. In 2023, all cooperating suppliers (142) and suppliers participating in price negotiations (158) signed the commitment statement. Risk assessments were conducted for 24 suppliers, with one identified as high risk, leading to an on-site audit to review their improvement measures and status. Besides suppliers, we also engaged the supervisors at all levels of our affiliated company, Shin-Kong Life Real Estate Service, in the implementation of the "GRI 403 Occupational Health and Safety" standard for sustainable development. We provided on-site descriptions of various indicators, shared best practices, and offered suggestions for improving safety and health management. By offering relevant training and resources free of charge to all parties, we aim to foster common good from within.

On our journey toward a sustainable and healthy workplace, we continually strive for improvement and growth. Over the years, our efforts in workplace health and safety have been validated and recognized by third parties. Through positive industry and cross-industry exchanges, we inspire and implement better practices for a sustainable and healthy workplace, always aiming for mutual benefit and shared success.



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5. Excellent Customer Experience

SKL is committed to creating a quality and comprehensive insurance journey for its customers through the development of innovative financial services, digital technology transformation, and the continuous fulfillment of its responsibility to improve fairness in customer treatment.

5.1 Sustainable Insurance

5.1.1 Providing a Sense of Security

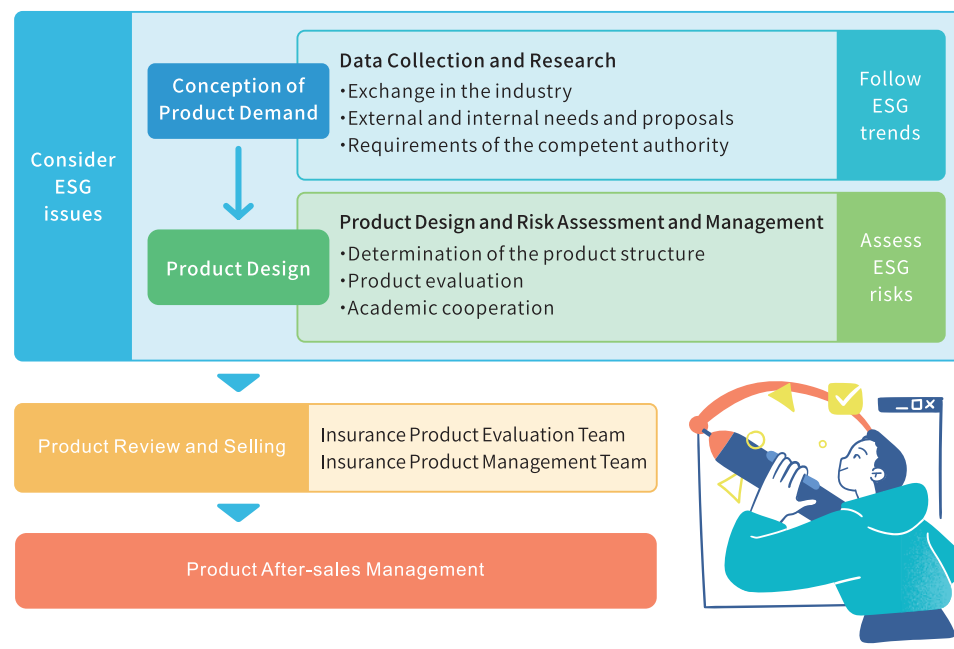
SKL adheres to the Principles of Sustainable Insurance (PSI), incorporating ESG and sustainability issues into the company's decision-making. In response to trends in social structure changes and policyholder needs, SKL continues to develop and provide insurance products that meet the life planning needs of the fellow citizens, and ensures that consumers' rights and interests are met and protected through the following principles:

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1 Product design

- Continuously monitor ESG trends and incorporate ESG issues into the product development process. Establish inclusive product measurement mechanisms and consistently provide insurance products that align with the public's life plans. Ensure fair treatment of customers and achieve financial inclusion.
- Adhere to relevant regulations governing insurance product design and development during the product development process. Conduct pre-sale "Insurance Product Management Committee" meetings and "Insurance Product Evaluation Team" meetings. Implement post-sale review mechanisms through the "Insurance Product Management Committee" to regularly assess sales conditions, ensuring sustainable operations and the protection of consumer rights.

SKL Product Development and Design Process



2

Sales and advertising promotion

- Ensure all product sales and promotions comply with legal information disclosure requirements. Draft product terms and conditions in accordance with the demonstration clauses provided by the competent authority, and complete reviews according to legal procedures.
- Following the "Regulations Governing Public Disclosure of Information by Life Insurance Enterprises," we provide sample policy contract clauses in the information disclosure and product sections of our official website, allowing customers to understand the details of our products.
- Pay attention to the solicitation of external agents and the mechanisms for reviewing and approving application documents; have the "Management Regulations on the Use of Promotion Materials for Product Sales" formulated in accordance with the "Self-Regulations for Solicitation advertisement in the Insurance Industry" to ensure the accuracy, clarity, and completeness of product information. Ensure all brochures or promotional materials, including fonts and risk warnings, are fully disclosed as per relevant regulations to protect consumer rights.
- Establish the "Business Solicitation Processing and Procedures System" to rigorously control internal regulations, ensuring that all advertising, business recruitment, and promotional activities by sales units and agents provide accurate advertising information, thereby safeguarding policyholders' rights.
- Launch the "fraud prevention and risk control model for external agents" to prevent the abnormal solicitation of external agents, misappropriation of premiums, improper marketing, and improper persuasion of policyholders through risk warnings.
- In 2023, we had three cases not complying with relevant laws and regulations on marketing communication. We have reviewed the cases and made concrete improvement and have also put forward a review mechanism to control the quality of solicitation. For more information, refer to Disclosure - Other Matters Required to Be Recorded. [↗](#)

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3 Underwriting

- Follow the "Underwriting System and Procedures" and the "Offshore Insurance Units (OIU) Underwriting System and Procedures" to handle underwriting operations.
- Underwriting personnel all have the underwriting expertise required to evaluate the risk-bearing capacity of the Company, to assess the basic information of the insurer and the insured, motives for insurance, benefits of insurance, degrees of need, suitability, occupations, income, finance, sources of funds for insurance premiums, and health status, as well as to watch out for moral hazards or improper tax savings to ensure just and impartial underwriting services.
- Establish the Underwriting Risk-ranking Model and apply big data in underwriting risk management to combine past claims data and underwriting experience with data mining techniques for risk screening and for conducting random physical checks of high-risk customers.
- For elderly applicants, underwriters should proactively show care and conduct thorough evaluations during the underwriting process, ensuring the appropriateness of the insurance coverage and the applicant's ability to recognize any potential harm to their insurance interests. This helps protect elderly customers and prevent elder abuse, aligning with the nature of insurance products and the principle of fair treatment.
- In accordance with the inclusive finance policy, ensure that no form of unfair treatment is tolerated in underwriting for insured parties with certain conditions or those with physical or mental disabilities.

4 Claims

- Continuous improve compensation mechanisms and processes, and establish the advanced quick claim risk analysis system to divide operations: Low-risk cases are processed with the automatic compensation mechanism for the system to automatically adjust the payment amount for quick payments, shortening the time required for processing claims to within hours.
- Since 2021, policyholders who are over the age of 18 can access mobile claims services with the assistance of sales personnel through the Insurance Technology Sharing Platform. Policyholders with policies from multiple insurance companies can apply online for medical, disability, and critical illness claims with any insurer. This service offers simultaneous processing across multiple insurers and integrates Mobile ID (MID) technology for digital identity verification, streamlining the claims application process, enabling policyholders to complete claims online with a single click.
- In compliance with regulatory requirements, we provide clear reasons and explanations, along with the applicable laws or contractual terms, in written notifications to policyholders regarding cases where claims have not been paid.

5.1.2 Innovative Sustainable Products

In addition to brand and product innovation, SKL strengthened inter-departmental cooperation in delving into the most authentic needs of customers and developing products that go in line with the market trends.

Market Trend	Type of Product	Results
Develop ESG Trend Products Implement the ESG management philosophy and leveraging core financial and insurance capabilities to assist policyholders in mitigating threats related to air pollution and food safety.	Air Pollution Insurance Product	<ul style="list-style-type: none"> • Continuously sold the upgraded "Plug-in Air Pollution Annotated Clauses", which strengthened the lifelong coverage for the heart and lung, including two major lung diseases (pulmonary fibrosis and chronic obstructive pulmonary disease). • From initial launch until the end of 2023, we sold 1,725 policies with FYP of approximately NT\$9.14 million.
	Food Safety Insurance Product	<ul style="list-style-type: none"> • Introduced the industry's first "Food Safety Lifetime Medical Health Insurance Rider," which covered hospitalization and surgical expenses due to digestive system diseases. • From initial launch until the end of 2023, we sold 455 policies with FYP of approximately NT\$2.49 million.
Promoting Health The spillover-effect insurance product encourages policyholders to improve their health management and reduce the risk of illness with premium discounts.	Spillover-effect Insurance Products	<ul style="list-style-type: none"> • Encouraging policyholders to proactively manage their health and supporting financial inclusion, we have launched the "Go New Inclusive Term Insurance." This product is available for individuals aged 0 to 65. It promotes concepts such as "compensation for accidents, refund for staying alive, money for walking, exemption from payment for illness, and change for a thousand NT dollars." It integrates with the SKL app to record points accumulation digitally, and encourages policyholders to improve their health through the spillover-effect mechanism. The Go New Inclusive series has sold 5,707 policies, with FYP reaching NT\$64.52 million. • Since the launch of our spillover-effect insurance products, a total of 128,462 policies have been sold, with FYP reaching NT\$3.675 billion by 2023.

For more information on our insurance products, visit the company website.

Awards and Honors of Innovative Sustainable Products

SKL Food Safety Lifetime Medical Health Insurance Rider	Introducing an innovative "Food Safety Insurance Policy" rider in the industry, extending the philanthropic concept of the "Shin Kong Sustainable Lifestyle - From Farm to Table" program. Through donations to the Alliance of Taiwan Foodbanks, we call on local farmers to contribute to the Foodbanks' sustainable food programs. With these two initiatives, we strive to ensure that every household can enjoy happiness at their dining tables.	Top 10 Outstanding Enterprises of the Year - Innovative Design of the Year in the 18th Golden Torch Award
		20th National Brand Yushan Award "Best Product"
		Best Product Creativity award in the 25th Insurance Faith, Hope, and Love Awards



5.2 Realizing Financial Accessibility

Following the "SKFH Inclusive Finance Policy," SKL has planned a series of friendly insurance services to ensure all groups of people can enjoy equal financial services. In March 2022, SKL established a Financial Inclusion Integration Task Force, which meets quarterly to focus on promoting key aspects and principles of friendly finance. Through these task force meetings, SKL conduct cross-departmental reviews to assess the implementation of friendly finance projects encompassing digital finance, products, sales, and care services, ensuring they meet the needs of diverse

groups. Moreover, we dynamically adjust related management mechanisms in response to regulatory changes and report these initiatives to the Board of Directors.

In the future, SKL will continue to promote friendly insurance services in all channels, build a corporate culture that values consumer protection and the fair treatment of customers, implement a customer-first strategy, and making financial inclusion a reality.

5.2.1 Promoting Financial Accessibility GRI 203-2

SKL actively responds to Sustainable Development Goals (SDGs) 1 and 8, and implements fair treatment of customers to achieve inclusive growth. We prioritize the diverse product needs of all groups by creating diverse and comprehensive products, aiming to realize our corporate mission of "making insurance available to all and providing security for every family."



Benefited Group	Type of Product	Results
<p>Seniors and people with disabilities</p>	Long-term care insurance	Offered a diverse range of long-term care products, including lifelong, term, pure long-term care, long-term care with death benefit, installment payment, and lump-sum payment options, to offer policyholders more choices that align with their risk gaps.
	Reimbursement insurance	We continued to sell "SKL Ho-Hu-An-Hsin Reimbursement Benefits Rider" and "SKL Tseng-An-Hsin deductible Reimbursement Benefits Rider."
	Retirement planning insurance	Launched the "SKL New Perfect Winner (Foreign Currency) Variable Annuity Insurance," "SKL New Willy Winner (Foreign Currency) Variable Annuity Insurance," "SKL New Big Winner (Foreign Currency) Variable Annuity Insurance," "SKL Enjoying Retirement Foreign Currency Interest-Linked Return of Premium Lifetime Insurance," "SKL Good Interest Return of Premium Lifetime Insurance," and "SKL Five Benefits Return of Premium Lifetime Insurance" to provide retirement planning options for the public.
	Retirement Preparation Platform	We launched a variety of exclusive products in "FundRich Good Retirement Protection Insurance Platform" to publicize the concept of enhanced protection.
	Small-amount Whole Life Insurance	<ul style="list-style-type: none"> We rolled out "Songaixin Small-amount Whole Life Insurance" featuring low premium and whole-life protection. In 2023, we sold 3,963 small-amount whole life insurance policies and handled over 29,000 new contracts. Recognized with "Outstanding Performance Award in Aging Insurance Competition" by FSC in 2023.
<p>Economically Disadvantaged Groups</p>	Micro-insurance	<ul style="list-style-type: none"> SKL continues long-term commitment to vulnerable groups, collaborating with institutions including county and city government departments of social welfare, charitable organizations, and farmers' associations to provide premium assistance to economically disadvantaged, physically or mentally challenged, or groups with specific identities who qualify, assisting them in obtaining more comprehensive coverage. In 2023, we were honored with the "Micro-insurance Business Performance Award," the "Micro-insurance Disability Care Award," and ranked third in the life insurance industry by the Financial Supervisory Commission. In 2023, our concerted efforts yielded a commercial benefit of NT\$12.44 million, simultaneously benefiting over 88,000 individuals and providing over NT\$24.51 billion in coverage.
		<p>Young People</p>



For more information on our insurance products, visit the company website. [↗](#)

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5.2.2 Expanding Financial Services

SKL has been providing convenient and friendly financial services and tools to all demographics. Through accessible communication services, we ensure smooth communication for individuals with hearing or speech impairments. Our family contact network facilitates real-time policy check-ups for elderly policyholders and their families. Moreover, our senior service hotline enables our customer service personnel to deliver appropriate assistance. In 2023, we provided nearly 4,000 individuals with heartwarming experiences of friendly financial services.

Groups		Financial inclusive services	Results in 2023
Individuals with disabilities	 Hearing-impaired	<ul style="list-style-type: none"> Barrier-free communication Introduced industry-leading Sign Language Video Translation Service for policyholders with hearing and speech impairment to communicate smoothly through connection with professional sign language interpreters when requiring policy services at the counter. 	Since its launch in May 2021, the "Sign Language Video Translation Service" has handled two service calls by the end of the year.
	 Visually and physically impaired	<ul style="list-style-type: none"> Accessible website Set up a Friendly Financial Services Section  to reduce the barriers to online applications for people with disabilities Friendly environment Equip service locations with accessible passages, service bells, facility buttons with braille labels, guidance signs, as well as assisted facilities for wheelchair users at service counters Diversified service channels Provided online or on-site services via customer service hotline (0800-031-115) 	The Friendly Financial Services Section obtained the Accessibility 2.0 AA logo from NCC.
 The middle-aged and elderly		<ul style="list-style-type: none"> Family Contact Network SKL have taken the lead among our industry peers in introducing the "Family Contact Network" service, which allows individuals aged 65 and above with legal capacity to visit our customer service counter and designate a family member as their family contact person. Once authorized by the applicant, the designated family contact person can assist the applicant in understanding and managing their policy status, including accessing policy information and requesting reissuance of payment receipts. In the event of a major disaster where the applicant becomes uncontactable or specific notifications cannot reach them, SKL can also notify or contact the family contact person through this service to safeguard the economic security of the elderly. Furthermore, in response to the World Alzheimer's Day, and to address public concerns about aging and dementia, we have organized incentive activities to encourage elderly policyholders and their families to undergo policy check-ups promptly and understand their protection rights. 	<p>So far, a total of 75 policyholders have personally visited our counters, and 45 policyholders have proceeded to our LIFE Lab. for policy check-ups after completing the process to examine their protection rights.</p> 

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Groups	Financial inclusive services	Results in 2023
 <p>The middle-aged and elderly</p>	<ul style="list-style-type: none"> Friendly Care Tagging The Customer Information System (CIS) incorporates the CIS probe tag (CISPT), allowing counter staff and 0800 customer service personnel to anticipate potential obstacles that customers may encounter. They can then promptly provide care guidance and service measures. For example, when elderly customers visit the counter to terminate a policy or apply for a loan, the system immediately prompts a reminder to check if the customer has been a victim of fraud. This feature has also been recognized with two new patents from the Intellectual Property Office. Elderly service hotline With the initiative "Fast and Friendly Senior Services: No Hassle for Elderly Customers," customers aged 65 and above are prioritized for direct consultation without needing to navigate through IVR (Interactive Voice Response) options. Customer service personnel quickly identify customer needs through system information (e.g., friendly care tags, line navigation, customer IVR browsing history reminders), and then slow down their speech, respond patiently, and communicate in both Mandarin and Taiwanese, using the customer's preferred language. Policy-related information is explained in a conversational manner to reduce information gaps and enhance the customer experience through warm and appropriate service. 	<p>The usage rate of CIS Friendly Care Tagging service has reached 91%.</p>  <p>From December to February 2024, this service has already benefited 722 senior customers.</p>
 <p>Youth groups</p>	<ul style="list-style-type: none"> LIFE Lab.+ By offering a youthful and engaging visual experience and consolidating statistical data from various professional institutions, we enable users to generate customized life planning reports with simple inputs and rational calculation rules. These reports include detailed explanations of calculations, data sources, website links, and recent news articles, assisting users in conducting further needs analysis and protection planning, providing a clearer framework and establishing first-step correct insurance concepts for the public. 	<p>Assisted the young population aged 20-29 in completing 2,934 career planning reports.</p> 
 <p>Low income households</p>	<ul style="list-style-type: none"> Economic relief Concessional Policy Loan Project We help our policyholders to solve the problem of financial needs and to accompany them through possible financial uncertainties, so that they can have more flexibility in their lives and in the use of their funds. 	<p>The concessional policy loan project, available from January 1 to March 31, approved 267 applications, with a total loan amount reaching NT\$21 million.</p>

5.2.3 Strengthening Financial Literacy

To enhance financial literacy within society, SKL has strengthened internal training for our insurance agent, taking advantage of morning meetings to educate on how to help customers recognize fraud and to enhance awareness of fraud-related laws and regulations, with a total of 140 sessions held throughout the year. Externally, SKL has extended our services and allocates more resources to financially vulnerable groups, including students in remote areas, youth groups, and the elderly. By developing board game courses, professional financial courses, and seminars, we aim to raise awareness about finance, insurance, and fraud prevention through diverse channels.

In 2023, these initiatives benefited over 12,000 individuals, showcasing SKL's commitment to leveraging our core competencies in fostering financial inclusion.

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Financial literacy project	Results in 2023
<ul style="list-style-type: none"> High School Financial Literacy Course In collaboration with the Education Bureau of Taichung City Government and the Taiwan Association for Financial Literacy Promotion, we have co-organized financial education to promote financial literacy among teenagers across high schools at all levels. Financial experts and industry professionals are invited to provide insights into various aspects of finance, including financial management, entrepreneurship, investment, and FinTech. They simplify complex financial concepts to provide teenagers with a solid foundation in financial education and diverse learning opportunities, thereby increasing their competitiveness. 	<p>Since its inception, a total of 215 financial literacy courses have been conducted, with 418 hours of education provided. The post-course satisfaction rate is 4.3 out of 5. In 2023 alone, 11,018 individuals benefited from this initiative.</p>
<ul style="list-style-type: none"> Guardians of Wealth In partnership with social enterprise Re-U, we designed the "Guardians of Wealth" board game course to teach students through interactive gameplay. By incorporating real scam scenarios into the game through "insurance event cards," the game creates situations for fraud prevention. Through the role-playing and dice-rolling process, the course features easy-to-understand insurance concepts and engaging interactions, which help enhance students' insurance literacy, and integrate financial knowledge into their daily lives. The board game course extends beyond urban campuses into rural areas, helping teachers in those areas to overcome challenges in financial literacy education. Students can thus understand how insurance provides personal risk protection and learn about avoiding becoming victims of fraud by not disclosing cash or personal information to others. Furthermore, the teaching aids used in the game are made from laser-cut waste materials and recycled paper, giving them a sustainable purpose. 	<p>From May to December 2023, a total of 9 "Guardians of Wealth" courses have been conducted, benefiting 193 students.</p> 
<ul style="list-style-type: none"> SKL 165 Anti-Fraud Campaign  SKL's anti-fraud initiative encompasses fraud recognition, prevention, and intervention through awareness campaigns, transaction monitoring, and regular check-ins. By increasing customers' and employees' awareness and risk identification capabilities, these measures aim to minimize financial harm and loss caused by fraudulent activities. 	<ul style="list-style-type: none"> The annual quality audit of business operations identified 80 cases, involving interviews with 1,505 policyholders to ensure the accuracy of policy information and safeguard customer rights. By utilizing our official LINE account to share posts and push notifications, we aimed to promote fraud prevention knowledge and enhance customers' ability to recognize scams. The campaign reached 190,000 users over five days, with 71,000 opens and 16,000 clicks. Notably, the highest open and click-through rates were observed among individuals aged 75 and above.
<ul style="list-style-type: none"> Seminars on preventing elderly fraud Recognizing the varying levels of familiarity with digital payment tools among our elderly policyholders and the evolving nature of fraud techniques in recent years, SKL held anti-fraud seminars across Taiwan to bolster elderly policyholders' awareness and share prevention strategies. These seminars, aligned with the principles of fair treatment of customers, provided a platform for face-to-face interaction where we could actively listen to the voices of our policyholders and share the convenience and benefits of digital tools. 	<p>In 2023, five seminars were conducted, equipping 100 elderly policyholders with practical anti-fraud knowledge and strategies.</p> 

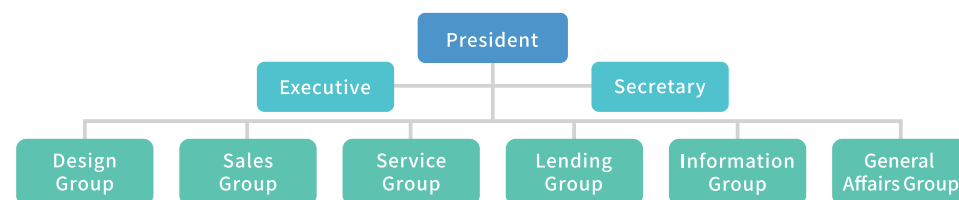
5.3 Fair Treatment and Customer Experience GRI 2-26、417-1、417-2、417-3

SKL upholds the spirit of "Friendly Service," "Ethical Business," and the "Principle for Financial Service Industries to Treat Customers Fairly" as the core values and behavioral guidelines to establish a corporate culture centered around "fair treatment of customers," and to further enhance the accessibility, usability, service quality, and consumer rights protection of financial services. By continuously promoting fair treatment of customers, implementing financial inclusive practices, and fostering social common good, SKL constantly promotes financial insurance knowledge to enable consumers to understand the importance of insurance. Additionally, proactive measures are taken to provide more in-person or digital care services to elderly and disabled policyholders, demonstrating our commitment to fair treatment of customers as we strive to become the most trusted leading life insurance brand among policyholders.

5.3.1 Realizing Fair Treatment of Customers

A. Treating Customers Fairly Committee

SKL amended the "Fair Treatment of Customers Policy" and the "Strategy of Treating Customers Fairly" in 2019, as well as established the Treating Customers Fairly Committee, which consists of six working groups and three supervisory units responsible for supervising the implementation of the fair treatment of customers and reporting the results to the Board of Directors for deliberation on a regular basis. To protect the rights and interests of our policyholders, we have implemented a top-down culture of treating customers fairly, making it one of the Company's DNA. In 2023, the Treating Customers Fairly Committee met four times to review and report matters related to the Principle of Treating Customers Fairly. The chief compliance officer of the head office reported to the Board of Directors on the business of the Principle of Treating Customers Fairly twice.



B. Fair treatment education and training

To establish a culture of fair treatment, SKL regularly conducts compliance education and training for all employees to strengthen their legal compliance awareness. These sessions cover topics such as the Financial Consumer Protection Act, Principle for Financial Service Industries to Treat Clients Fairly, financial inclusive, and the insurance rights of individuals with disabilities. In 2023, we achieved a 100% completion rate for these training programs. In addition, tailored training programs are provided based on practical needs for different levels and roles within the company. In 2023, we engaged external lecturers to organize ten face-to-face training sessions for directors, executives, and employees in charge of fair treatment of customers. Board directors also completed courses on "Integrity in Business, Fair Treatment of Customers, and Financial Friendliness, AML/CFT Regulatory Trends," and "Principle for Financial Service Industries to Treat Clients Fairly." These training sessions continuously enhance the understanding of fair treatment and friendly finance among board directors and senior management.

C. Initiatives and achievements in enhancing fair treatment

SKL is dedicated to promoting fair treatment of customers, adhering to the "Principle for Financial Service Industries to Treat Clients Fairly." In 2023, the Company integrated fair treatment principles, financial inclusive services, and elderly care into evaluation criteria and implemented several initiatives, achieving notable results:

	Aspect	Initiatives
<p>Bridging the digital divide and safeguarding the rights of the elderly and individuals with disabilities</p>	Sales	• Launched medical material subsidies and long-term care incremental products to enhance senior protection.
		• Evolved elderly outreach materials for clearer and easier-to-read product information.
	Claims	• Established horizontal communication and engagement to accurately confirm the understanding of elderly customers.
		• For elderly policyholders who are illiterate, use third-party witnesses as substitutes for signatures.
	Service	• Offered online claims estimation with the system proactively initiating friendly reminders tailored to elderly customers' needs.
		• Provided special care for elderly policyholders: Implemented ATM loan assistance and manually reviewed recordings of interactions with elderly policyholders.
• Established the Family Contact Network to safeguard the economic security of the elderly.		
• Set up a senior citizen service hotline with priority access for the elderly.		
Digital	• Showed care for diverse communities: Offered multilingual interpretation services for new immigrants and supported employment opportunities for disadvantaged families.	
	• Engaged members of the Financial Ombudsman Institution in seminars discussing elderly complaint cases to thoroughly analyze disputes in elderly consumer interactions.	
Sales	• Organized seminars on preventing elderly fraud, inviting elderly policyholders to share their knowledge on scam prevention.	
	• Collaborated with Tamkang University's Office of Disability Services to develop the first "Comprehensive Solution to Friendly Services for the Visually Impaired Provided by Financial/Insurance Industry" in Taiwan.	
Service	• Expanded the Customer Information System (CIS) with the "Friendly Care Tagging" service for financially vulnerable customers, adding a single customer view and customer journey data to shorten query times.	
	• Implemented FIDO identity verification, making password-free security more reliable than traditional passwords.	
Sales	• Introduced flexible policy combinations and digital group purchasing options tailored to the insurance habits of younger generations.	
	• Promoted the concept and services of policy evaluation through LIFE Lab, both online and offline.	
Service	• Provided special phone care for newly adult customers (18-19 years old) when they requested policy cancellations.	

Awards and Honors of Fair Treatment

Recognized for Excellence in Fair Customer Treatment Principles by FSC (ranked top 25% among insurance companies)



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5.3.2 Customer Service and Communication

SKL is dedicated to understanding and meeting customer needs through our "3D customer service policy." This policy includes providing passionate service ("Do With Passion") by actively listening to customers, leveraging digital technology to offer diverse and inclusive digital services ("Do By Technology"), and enhancing the professionalism of customer service personnel ("Do Things Right") through the internationally recognized BSI Certification, as well as technology empowerment, to streamline processes and improve service efficiency in hopes of delivering a customer experience that can be truly felt. By integrating the Net Promoter Score (NPS) to measure customer satisfaction and loyalty, we ensure that customer feedback informs service improvements. Through various initiatives, the overall Net Promoter Score (NPS) for 2023 reached 89.2%, and customer satisfaction for claims stood at 90.5%. Customers have experienced an improvement in service quality.

3D Customer Service Policy

Do With Passion |
 Do By Technology |
 Do Things Right

A. Services for major disasters

Services	Description	Results
International disaster relief	<ul style="list-style-type: none"> Activated international disaster relief immediately when policyholders needed assistance in an emergency while traveling overseas. 	From 2013 to 2023, SKL processed 77 international disaster relief cases at the amount of NT\$39.57 million.
Emergency / disaster care	<ul style="list-style-type: none"> Typhoon/disaster protection: In the event of typhoon or disaster, five types of policyholder care services will be activated, including proactive assistance in compensation and care, waiver of capital fee for policy reissuance, premium payment grace, preferential interest payment for policy loans, and home loan principal extension. Major accident condolence: provided care and consolation money for policyholders encountering major accidents. 	In 2023, we initiated the emergency response mechanisms once.

B. Optimizing Customer Service

1.0800 Customer Service Hotline

SKL has a customer service hotline (0800) in place to quickly provide customers with accurate information and regularly conduct customer satisfaction surveys to enhance the quality of service. We also organize training courses and conduct regular inspections to keep the quality of service stable and improve customer satisfaction. In 2023, we served nearly 470,000 incoming calls, and out of a sample of 50,000 respondents, the service satisfaction rate was 94.3%. Most of the callers made inquiries about policy administration (preservation, premium, and the content of the contract). The NPS for our 0800 Customer Service Hotline was 89.4% in 2023, indicating a high level of customer satisfaction and recognition of our service quality.

	0800 Customer Service Hotline	2021	2022	2023
Service Satisfaction Rate		88.1%	95.8%	94.3%
NPS		80.1%	81.6%	89.4%

2. Smart Customer Service Center

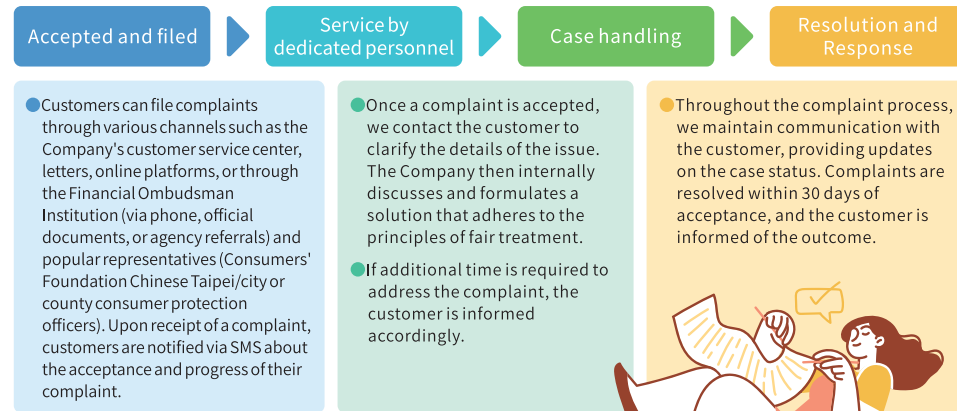
SKL established the industry-first "Smart Contact Center," which provides the customer service personnel with one-stop support through various smart functions, allowing users to receive the best quality of service anytime, anywhere and at will. In 2022, SKL implemented an "AI training center" that uses natural language processing (NLP) models to initially handle inquiries. This system generates AI learning rate reports, which are then professionally fine-tuned by trainers, using another specialized AI model, the "Training, Sorting, and Analysis Tool." This tool provides a comprehensive view of outlier sentences, various engine response statuses within the system, and changes in vector indexing mechanisms, ensuring a dynamic and clear presentation of knowledge distribution. This "AI managing AI" technology keeps SKL at the forefront of technological service advancement.

In 2017, our customer service got certified to "Royal Mystery Shopper (RMS)" and "ISO 10002:2018 Customer Satisfaction Management System," making SKL the first in the life insurance industry to obtain these two certificates from the BSI. (Please refer to Appendix)

C. Responding to Policyholder Feedback Attentively

For complaints lodged by policyholders, we have complaint handling procedure and grievance mailbox to handle policyholders' complaints. After receiving policyholders' complaints, the dedicated department will investigate them immediately and follow up on the cases to get back to the policyholders in a timely manner. With the effective control and response, the rankings of the weight and the comprehensive score on the grievances have improved greatly, showing that the results have rolled in.

SKL's complaint handling procedure



In 2023, SKL initiated a comprehensive plan to enhance the effectiveness of complaint management. This plan encompasses three main aspects: developing training programs for complaint handling personnel, strengthening advocacy within business units, and optimizing the complaint system 2.0, so as to improve the management capabilities of business personnel, streamline the complaint handling process, and reduce external complaints.

Proportion of Ombudsman Cases and Average Processing Days of Disputes over Claims and Non-claims Cases in the Past Three Years (SASB : FN-IN-270a.2)

Type of case	2021		2022		2023	
	Claims	Non-claims	Claims	Non-claims	Claims	Non-claims
Proportion of Ombudsman Cases (%)	0.035	0.032	0.032	0.031	0.028	0.03
Average processing days	1.02		1.02		1.13	

Source: Financial Ombudsman Institution (published once every year)

5.4 Innovative Digital Services

Following the trend in digital finance, SKL strives to promote the application of various digital and insurance technology, optimize administrative efficiency, and improve customer experience, with "Digital sales support, Enhancing service experience, and Technological process applications" as our digital innovative strategies. We prioritize people and leverage technology to innovate customer experiences, enhancing accessibility and usability while reducing interaction barriers. Our focus is on automating processes to improve service experience smoothness and efficiency. The development progress and implementation performance of relevant projects are regularly reviewed in key performance review meetings and digital finance monthly meetings to ensure the timeliness and quality of service development. In 2023, we acquired one digital finance-related patent, bringing our total to 36, and received recognition through various external awards.

Looking forward to the future, SKL will continue to promote the change of digital innovation service model, and provide the omni-channel customer service. In addition, we will be absorbed in incorporating ESG into our core business operations in four aspects: product development, operational process, talent development, and sustainability.

Awards and Honors of Digital Innovation

"Brain Magazine Agency & Advertiser of the Year - Excellence":
Best Brand of the Year, Social Innovation Award, Brand Manager of the Year



"International Innovation Awards (IIA) 2023" in categories of
Organization & Culture, Product, and Service & Solution



"Excellence in Digital Finance Award" in the 2023 Excellence and
Best Rating Survey by Excellence magazine



20th National Brand Yushan Award :
Best Popular Brand, First Product



SKL Digital Services

Strategy	Solution	Content	Results in 2023
 Digital sales support	Mobile app innovative interaction services	<ul style="list-style-type: none"> "Mobile Commerce" app, the digital aid for business The "Shin Kong Life" app combines various business services with policyholder health management and more, providing convenient self-service. 	<ul style="list-style-type: none"> Mobile e-visit, e-insurance, e-payment, e-contract change and e-claim are readily available for external agents Totaling 664,000 downloads of the Shin Kong Life app
	Smart Insurance Policy Health Check	<ul style="list-style-type: none"> Utilizing Optical Character Recognition (OCR) technology, the policy contents can be instantly recognized through a camera lens, quickly completing policy health checks and consolidating coverage summaries. Revamped report format with unique digital characters exclusive to the Company. A new protection indicator was introduced to quickly reveal coverage gaps 	<ul style="list-style-type: none"> Served approximately 1.17 million customers; made approximately 1.18 million plans 
	Comprehensive revamp of the investment-linked proposal	<ul style="list-style-type: none"> The newly redesigned investment-linked proposal is now accessible across various devices such as smartphones, tablets, and PC computers. It offers a simplified and intuitive user interface while the integration of form and report functionalities streamlines the overall user experience. 	<ul style="list-style-type: none"> Reinforced support for agents and diversified channels to facilitate business expansion, improve service efficiency, and provide better marketing support
 Enhancing service experience	FIDO identity verification service	<ul style="list-style-type: none"> Replaced passwords with biometric identification to address password forgetfulness FIDO verification utilizes encrypted public-private key authentication, offering enhanced security compared to traditional login methods Designed for cross-screen verification, adhering to the principles of fair treatment and financial inclusion 	<ul style="list-style-type: none"> Utilized for platform logging in or various online transactions such as policy loans, fund conversions, and more. SKL is the first in the life insurance industry to launch this service. FIDO usage accounted for 40% of app logins after its launch
	Mobile experience for a convenient life	<ul style="list-style-type: none"> Mobile version of authorized electronic funds transfer service (eDDA) "Mobile Phone Code Verification" for applying for online insurance services In line with SKB's "Code Verification" service, allowing customers to perform identity verification and apply for services at convenience stores 	<ul style="list-style-type: none"> Mobile authorized transfer service: Already used 150,000 times Mobile Phone Code Verification application rate: 79% Quick ID Verifications: 417
	Optimized customer experience in the member area	<ul style="list-style-type: none"> The area features a sleek and intuitive user interface. Usability tests are conducted with customers to observe their actual interaction experiences for enhanced design accordingly. The "FIDO Passwordless Transaction Authentication" service is integrated, facilitating cross-device transaction verification. 	<ul style="list-style-type: none"> Membership count: Accumulative, 1.06 million people Annual transaction volume: 82,800 transactions

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Strategy	Solution	Content	Results in 2023
	Monitoring of customers' digital tracks through smart customer services	<ul style="list-style-type: none"> "Smart digital customer service center," the telephone customer service The online "Shin's Smart Customer Services 2.0" has been optimized in conjunction with the Company's revamped intranet, assisting sales in quickly obtaining accurate information. An AI training center has been established to enhance training efficiency, and a question and answer feedback service has been developed to better understand customer needs 	<ul style="list-style-type: none"> Telephone service for simple data change: served 93,000 individuals Smart reminder service: served 7,000 individuals Smart Customer Services Chatbot "Shin" 2.0: 394,000 individuals 
 Technological process applications	Claims risk screening system	<ul style="list-style-type: none"> Claims risk analysis system: The architecture of the analysis system and the analysis information platform are constructed to improve the hit rate during an investigation. When the inspection rate drops and the case detection rate increases, the system will come into play, thereby improving the overall investigation performance and preventing fraudulent claims Advanced risk analysis system for expedited claims: Quantifies the risk of claims and improve the accuracy of case classification 	<ul style="list-style-type: none"> Claims risk analysis system <ul style="list-style-type: none"> (1)The claim inspection rate ^(Note 1) : 1.7% (2)The claim detection rate ^(Note 2) : 31.6% Advanced risk analysis system for expedited claims <ul style="list-style-type: none"> (1)Average processing time for normal cases : 1.1 days (2)Average monthly number of reviewed cases per person : 438
	E-task integration platform	<ul style="list-style-type: none"> Based on the scenario of "agent servicing customer," the platform is designed to enhance mobile services for external agents by providing an intuitive one-stop sales support tool through cross-system integration and the optimization of multiple apps. Customer data is consolidated using a unified customer ID, allowing agents to access comprehensive service lists and track the progress and performance of each service from a single interface. Supervisors have additional access to tools for managing the activities and performance reports of their subordinates 	<ul style="list-style-type: none"> Agent usage rate: 98% Number of cases regarding maintenance of customer rights: Nearly 160,000 cases, ensuring uninterrupted premium payments Number of new contract customers, securing revenue: 12,000 persons; premiums translated: NT\$977 million 
	AI-enabled smart address correction	<ul style="list-style-type: none"> The smart address correction engine and verification rules utilize the PAPAGO navigation system and a commercial building address database to compare and ensure address accuracy, and to effectively prevent financial frauds Secured a new patent from the Intellectual Property Office (IPO), marking Taiwan's first patented customer communication data governance system 	<ul style="list-style-type: none"> Successfully identified nearly 570,000 communication addresses, ensuring the accuracy of customer addresses and guaranteeing the delivery of important correspondence to their mailboxes
 Patent achievements	CIS customer data integration system	<ul style="list-style-type: none"> SKL was the first life insurance company to utilize internal big data. Within the system, we introduced the "Friendly Care Tagging" feature, enabling service personnel to identify vulnerable customers and provide timely care to protect their policy rights 	<ul style="list-style-type: none"> Awarded for the patent "Friendly Care Tagging Customer Service Assistance System" by IPO Customer service and counter staff rated various functionalities of the CIS system with a satisfaction rating of 4.6 stars (maximum 5 stars)

Note 1: Claim investigation rate = Number of cases investigated/Number of cases concluded. Investigation refers to the procedure in which ombudsmen assist in reviewing medical records or medical information and checking accidents or current situations.
 Note 2: Claim clear-up rate = Number of cases solved/Number of cases investigated.
 Note 3: For more information on our insurance products, visit our Sustainability website [☞](#)