



# INNOVATION

Talent recruitment and retention / Innovation and digital finance /  
Customer relationship management / Financial inclusion

## ∴ 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.

- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience



## 4. Nurturing Diverse Talents

SKL treat every employee as an important asset for business sustainability. We recruit outstanding talents and put the right people in the right place, hope to be a benchmark company that provides quality products and services for policyholders. We also strive to create a safe and friendly work environment to take the best care of our employees.

### 4.1 Diverse Recruitment

Innovation knows no boundaries, our human strategy is to continuously strengthen competency and ensure the sustainable development of talents, balanced scorecard for business planning, and function-oriented key performance indicators. We have made and implemented the overall human resources management plan covering the selection, employment, cultivation, and retention of talents to ensure the sustainable development of employees in the organization.

#### 4.1.1 Building an Inclusive Workplace | GRI 2-7、2-8、401-1 |

#### A. Employment Status

SKL attaches great importance to diversity in the workplace. Our workforce mainly comprises Taiwanese employees, and all of our senior executives are Taiwanese. In 2022, we had 2,633 office staff and 6,999 insurance agents, totaling 9,632 full-time employees (excluding commission-only sales representatives); 28% of our employees were male and 72% female.



#### 2022 Employee Structure

Unit: Person

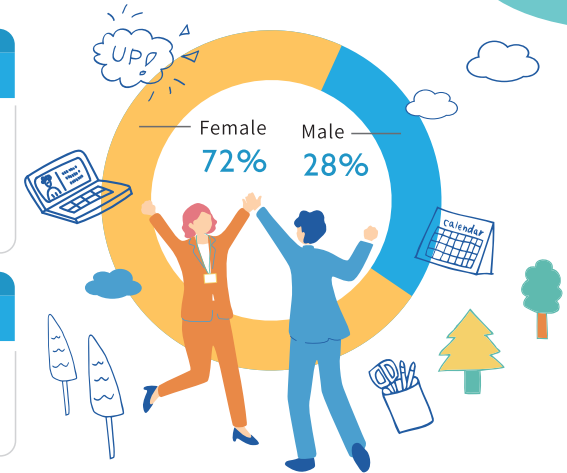
##### Number of People

Office Staff	2,633
Insurance Agents	6,999
Full-time	9,632

Unit: Person

##### Number of People Percentage

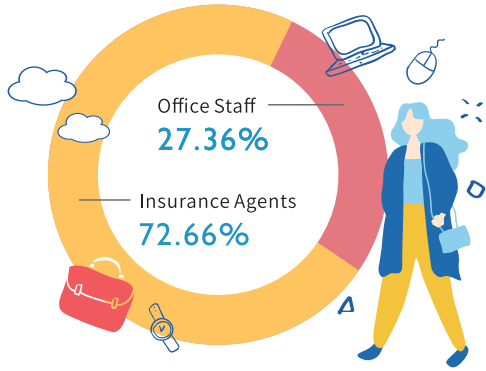
Female	6,938	72%
Male	2,694	28%



Category	Office Staff					Insurance Agents					Total	
	Taiwan	Overseas	Taiwanese	Foreign National	Subtotal	Taiwan	Overseas	Taiwanese	Foreign National	Subtotal		
Female	Full-time	1,610	1	1,611	0	1,611	5,327	0	5,327	0	5,327	6,938
	Unofficial	23	0	23	0	23	3,383	0	3,383	0	3,383	3,406
	Subtotal	1,633	1	1,634	0	1,634	8,710	0	8,710	0	8,710	10,344
Male	Full-time	1,019	3	1,018	4	1,022	1,672	0	1,672	0	1,672	2,694
	Unofficial	30	0	30	0	30	495	0	495	0	495	525
	Subtotal	1,049	3	1,048	4	1,052	2,167	0	2,167	0	2,167	3,219
Total	Full-time	2,629	4	2,629	4	2,633	6,999	0	6,999	0	6,999	9,632
	Unofficial	53	0	53	0	53	3,878	0	3,878	0	3,878	3,931
	Subtotal	2,682	4	2,682	4	2,686	10,877	0	10,877	0	10,877	13,563

Note 1: Regular employees are full-time employees.

Note 2: Unofficial office staff refer to temporary workers, student workers, interns and masseurs. Unofficial insurance agents refer to the commission-only sales representatives who contract with SKL, accounting for nearly 30% of all employees.



### 2022 Full-time Employee Structure

Unit: Person

	Female	Male	Percentage
● Office Staff	1,611	1,022	27.36%
● Insurance Agents	5,327	1,672	72.66%

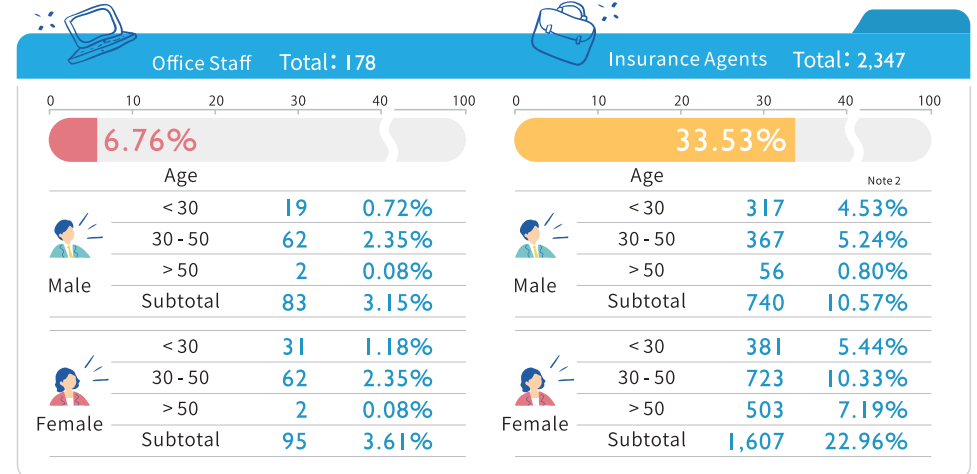
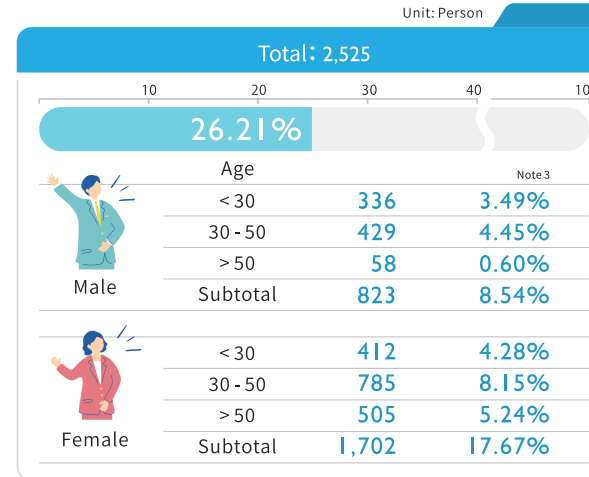
Gender	Age	Office Staff						Insurance Agents					
		Senior-level managers	Mid-level managers	Junior-level managers	Management Subtotal	General employees	Proportion of each Age group <sup>Note 2</sup>	Senior-level managers	Mid-level managers	Junior-level managers	Management Subtotal	General employees	Proportion of each Age group <sup>Note 2</sup>
Male	< 30	0	0	6	6	93	1.03%	-	-	71	71	469	5.61%
	30 - 50	13	83	136	232	408	6.64%	-	-	263	263	678	9.77%
	> 50	46	53	46	145	138	2.96%	-	-	27	27	164	1.98%
	Subtotal	59	136	188	383	639	10.63%	-	-	361	361	1,311	17.36%
Female	< 30	0	0	2	2	201	2.11%	-	-	43	43	594	6.61%
	30 - 50	3	56	66	125	885	10.49%	-	-	328	328	1,791	22.00%
	> 50	8	23	58	89	309	4.13%	-	-	341	341	2,230	26.69%
	Subtotal	11	79	126	216	1,395	16.73%	-	-	712	712	4,615	55.31%
<b>Total</b>		72	215	314	599	2,034	27.36%	-	-	1,073	1,073	5,926	72.66%
Proportion of each Category <sup>Note 3</sup>		0.75%	2.23%	3.26%	6.24%	21.11%		-	-	11.14%	11.14%	61.51%	

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 2022



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 secondments.

Note 2: Turnover rate of office staff and insurance agents = (Number of office 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 2022.

## B. Equal Employment

SKL is absorbed in shaping a corporate culture that values diversity and gender equality in the workplace. By hiring employees of different groups, we can have diverse perspectives and insights, injecting innovation and vitality into the organization.

### (1) Maintaining the Rights of People with Disabilities and Indigenous Peoples at Work

We value the rights and interests of people with disabilities and indigenous peoples at work by taking the following measures:

- Employ people with disabilities more than required by law. In 2022, we employed 125 people with disabilities.
- Draw up the "Regulations for Incentive for Increased Recruitment of Indigenous employees" to provide employment opportunities for indigenous peoples. In 2022, we made incentive payments amounting to NT\$11.58 million.
- Provide additional one-day special leave and NT\$6,000 for indigenous employees to return home for annual festival. In 2022, we provided NT\$384,000 to 64 indigenous employees

#### Diversity in Employment

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

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



### (2) Valuing Gender Equality

SKL places much emphasis on gender equality and does not discriminate based on gender or sexual orientation. We attach importance to the workplace participation of female employees, not only for gender balance, but also for bringing diversity of perspectives to the company. The results of the performance evaluation in 2022 showed that more female employees were high performers than male employees. This echoed with our positive arrangements for female employees.

#### Statistics of Female Managers in 2022

	Number of People	Percentage
Senior-level managers	11	15.7%
Mid-level managers	79	36.7%
Junior-level managers	126	40.1%
Sales Department managers	712	66.4%





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 the Next Generation

### A. Insurance Agent Recruitment Plan

Project/Program	Description	Results in 2022
Young Manager Training Program	 Hire outstanding young talents as management associates to funnel younger generations into entry-level managers	Hired 200 people
New Talent Training Project	Strengthen the recruitment of low-performing units to attract people who want to change their jobs to work in the insurance industry	Hired 95 people
Young sales Representative Manager Training Program - Sky Promotion Project	Help representatives improve sales skills, develop the organization, and get promoted to managers through a sound training, financial aid, and reward system	18 newcomers
Elite Representative Manager Training Program	Recruit experienced sales representatives and help them thrive in the Company within a year	7 newcomers
Digital Recruitment	Create a certain level of online presence to expand recruitment sources through FACEBOOK exclusive fan pages and digital media.	 FB posts exposure: 871,000 times FB posts reach: 879,000 times

### B. Industry-University Collaboration Program

- We provide opportunities for college students to visit our company and learn about SKL's business philosophy and operations.
- We provide students with hands-on practice in the business operations of an insurance company through our experienced office and sales personnel to turn them into insurance talents. In 2022, SKL cooperated with 123 departments in domestic colleges and universities. A total of 280 students participated in our industry-university collaboration program, with a spending of approximately NT \$2.12 million.

### C. Internship Programs

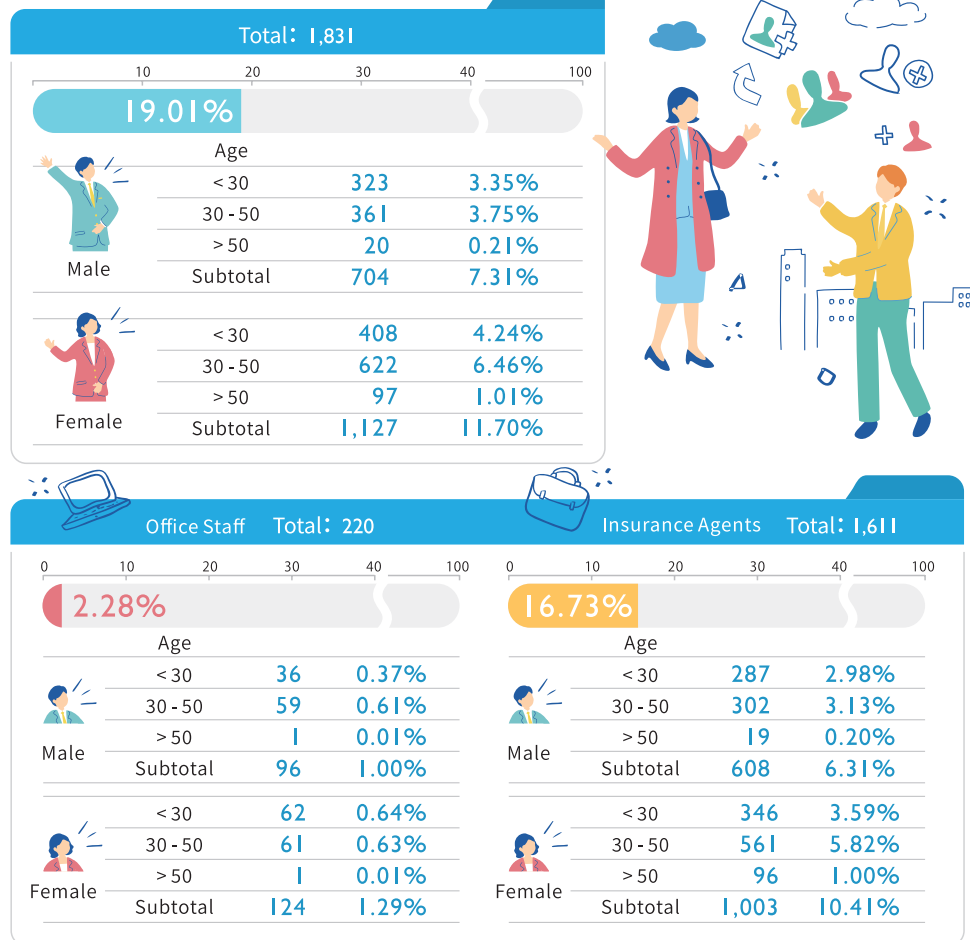
Every year, SKL organizes internships, summer internships, insurance courses, corporate visits, and other projects to share knowledge and experience with students in a series of courses and activities, helping students to understand themselves and plan for their futures.

In 2022, we invested NT\$2.16 million in our internship programs that attracted on 4 students in the summer internship, 13 in the industry-university collaboration program, and 10 in the IT internship program. 5 students participating in the IT internship program worked for SKL after graduation.



## New Full-time Employees in 2022

Unit: Person



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 2022.

## 4.2 Nurturing Talent

## 4.2.1 Training Strategies and Programs | GRI 404-2 |

As part of our core vision, we place emphasis on the value of human life. Treating every employee as an important asset of the Company, SKL recruits outstanding talents and puts the right people in the right place. In 2022, the outstanding talent retention rate reached 96.2%, and the newcomer retention rate was 78.2%.

Based on the annual business strategy - Provide the Excellent Experience and Become a Sustainable Corporate, SKL set the annual training programs to deliver remarkable business results. We also had ad hoc training programs in place to impart professional knowledge to our employees and teach them to think creatively and adapt to digital finance, thus fulfilling talent cultivation and development.

## Sound training system

## Complete training and career development plans for employees at all levels

- The training system is divided into two categories: sales (sales personnel) and administration (office staff). It is designed to meet the training needs of core personnel in various categories and establish a diversified learning mechanism to explore career development paths.
- In 2022, we organized 520 sessions of learning map training, and 14,733 people completing the training with the satisfaction score averaging 4.89 (five-point scale).



## Leadership team

- We continuously strengthen the depth of internal talent bench and expand the coverage of leadership pipeline to comprehensively enhance management competencies.
- From 2011 to 2022, we trained a total of 864 office staff and promoted 253 of them, with a promotion rate was 29.3%; We trained 390 insurance agents and promoted 190 of them, with a promotion rate of 49%.
- In 2021, we initiated the High-Potential Talent Nomination and Development Program, which involves regular tracking, review, and adjustment of candidates on an annual basis. 109 insurance agents were nominated for the training. 25 of them were promoted, with a promotion rate of 22.9%. We trained 42 insurance agents and promoted 10 of them, with a promotion rate of 24%.



## Certification allowances

- To encourage employees to pursue further education independently and pass professional certification, SKL offers allowances for related training courses and certification examinations.
- Allowances cover application fees, annual membership fees, foreign language training fees, EMBA and in-service master's program (including master's programs) fees.
- We also offer certification incentives, continuing education allowances, and study leave.
- In 2022, we allocated NT\$25.48 million to certification allowances and incentives.
- The decline in the number of 1-3 insurance certificates among insurance agents can be attributed primarily to the establishment of SKPIA, which resulted in the transfer of license ownership from SKL to SKPIA for some employees. Except for MDRT and IDA, which indicate the number of applicants in the current year, the professional certificates in the table on the right represent the cumulative total.

Category		2021	2022
Office Staff	Life insurance certification	9,295	8,948
	1. Life insurance agent certification examination	19,032	15,448
Insurance Agents	2. Non-investment-type life insurance in foreign currency examination	15,047	12,611
	3. Investment-type life insurance examination	10,851	9,143
	4. Million Dollar Round Table (MDRT)	360	191
	5. International Dragon Award (IDA)	247	176
	6. Registered Financial Consultants (RFC)	119	139
	7. Associate Financial Planner (AFP)	92	104
	8. Certified Financial Planner (CFP)	82	98
	Subtotal	55,125	46,858

## Diverse training pipelines

### Talent exchange program

- We provide a diversity of flexible talent exchange programs after confirming with employees about their career plans and willingness to participate.
- We provide talents in every function with opportunities to delve into their fields and even other financial sectors and take up management positions and even get promoted to executives.

### Online training platforms

- In 2022, we introduced the online education and training platform "Hahow for Business" with a training budget of NT\$3.75 million. It provides the opportunity to learn and apply knowledge without geographical limitations, as well as strengthening professional abilities. To encourage employees to learn online, we launched a learning leave system. Employees who read eight hours on the online platform are eligible for one-day study leave, with a maximum of two days per year. In 2022, more than 1,800 employees achieved their learning leave goals, accumulating a total of 57,000 hours of learning on the platform.
- Employees are encouraged to use fragmented time to learn on the "Commonwealth Leader Campus" (CWLC) to stay competitive at work. In 2022, we were honored to receive the "Super Star Award" in the Annual Corporate Learning Awards organized by the CWLC. The results have been remarkable.

Reading status of various courses on the external training platform in 2022

hahow	Headcount	CWLC	Headcount
Diversity in Life	7,931	AI/Big Data	9,202
Foreign Languages for Business	928	Management Competencies	41,906
Programming Languages	794	Political-Economic/Industry Trends	31,419
Visual Design	697	Marketing/Business Development	6,655
Business Management	3,322	Language Learning	10,037
Digital Marketing	1,019	Communication and Expression	52,291
Data Analysis	837	Legal and Financial Basics	3,507
Workplace Skills	5,744	Efficient Work	9,363
Total	21,272	Total	164,380

### External training at home and abroad

- In 2022, 1,713 employees took training courses based on the nature of business activities they engage in.

## Connecting to international financial development

### Bilingual training

- In 2022, our expenditure on English learning for employees amounted to NT\$2.23 million. Methods of English learning included English contests and e-sports, online learning platforms and APP, and TOEIC tests.
- In 2022, the average TOEIC test score of all employees increased by 20 points.



## Digital talent development

Risk	The wave of financial technology has sent the insurance industry down a path to transformation.		Kirkpatrick Model
Opportunity	Talent training plans are rolled out in the insurance industry in response to the wave of financial technology.		
Eight Talent training strategies for Fintech	Develop AI innovation collaborations and organizing digital finance seminars	<ul style="list-style-type: none"> <li>Assign employees to take training courses at Taiwan AI Academy on a regular basis.</li> <li>Implementing the annual strategic focus of "Digital Innovation, Sustainable Succession" and keeping abreast of important trends in digital transformation of business management, we collaborated with Taiwan AI Academy to organize a business performance verification workshop: to effectively improve the recognition rate of Smart Customer Services Chatbot "Shin" and to improve the precision of signature recognition and interpretation through consultant guidance.</li> <li>We invited the Deputy General Manager of Financial Services Group of Microsoft Taiwan to deliver a presentation on "Implementing Green Finance through Digital Transformation." By leveraging Microsoft's next-generation financial innovation technologies and cloud-based solutions, we aim to drive innovative transformations for customers in the financial industry in Taiwan.</li> <li>In partnership with CommonWealth Magazine, we organized a digital finance seminar titled "Metaverse + Web 3.0 Trends: Envisioning Future Applications in Finance and Insurance." This seminar explored the concept of the metaverse from three perspectives and delved into its potential applications in the finance and insurance sectors.</li> </ul>	L4
	Carry out the Spark Heroes Digital Training Program	<ul style="list-style-type: none"> <li>SKFH selected employees who are agile, bold, and collaborative (ABC) to train them to think strategically, be professional, be adaptive, be relationship-led, and keep moving through various programs. They were seeded to assist SKFH group with digital transformation.</li> </ul>	L3
	Assign employees to attend Fin & Tech and Bellwether on a regular basis	<ul style="list-style-type: none"> <li>We sent a total of five employees to participate in the Information Security Training Program, Cybersecurity and Information Security Executive Program (CISE), Cloud Architect Professional Certification, and Financial Security Talent Development Program.</li> <li>We opened up opportunities for employees to freely enroll in FinTech-related courses, including the Financial Digital Transformation Workshop, Fin&amp;Tech Transboundary Salon, and the Financial Industry Talent Development Program, with a total training duration of 655 hours.</li> <li>Promoted the participation of 153 employees in Bellwether's FinTech online and offline courses/forums.</li> </ul>	L3
	Continue online courses of Taiwan Academy of Banking and Finance (TABF)	<ul style="list-style-type: none"> <li>We continue to work with TABF to offer a series of FinTech digital courses, organizing a mandatory and elective system to encourage all employees to take digital courses such as "AI Development Trends and Applications" and "FinTech and Regulatory Sandbox".</li> </ul>	L3
	Develop talents in technology, social media, and big data	<ul style="list-style-type: none"> <li>Promoted the digital and financial literacy test and provided cloud-based training resources for insurance consultants.</li> <li>Integrated Heart-SFA (Sales Force Automation) with iPad to provide a diversity of user-friendly e-services.</li> <li>Organized lectures on new knowledge and industry trends to familiarize employees with the application and development of the Internet of Things and big data in the insurance industry.</li> </ul>	L3
	Set up a dedicated organization to reform the big data process	<ul style="list-style-type: none"> <li>Reformed the process through technology, social media, and big data analytics and cultivated talents in FinTech.</li> </ul>	L4
	Organize workshops on leading change to replicate success quickly	<ul style="list-style-type: none"> <li>Carried out new product development training through workshops.</li> <li>Held RFC certification training to improve financial expertise and quality of service.</li> </ul>	L4
	Digital Insurance Agent Program	<ul style="list-style-type: none"> <li>Integrate the use of digital tools at every level of in-person training programs.</li> <li>Utilize online live streaming to broadcast application scenarios.</li> <li>Held a nationwide PASS test in January, 2023.</li> </ul>	L5



## 4.2.2 Training Input and Output | GRI 404-1 |

### A. Employee Training Input

SKL treats every employee as the most important asset of the Company. In addition to launching strategic products, we recruit and develop young talents through the business transformation program. Each year, we invest in a world of training resources to boost our insurance agents' productivity. In terms of digital service, we continue to train talents in digital finance to provide customers with a diversity of user-friendly smart financial services. In 2022, we allocated NT\$25.48 million to certification allowances and incentives.

#### Employee Training Output in 2022

		Unit: Hour			
		Office staff	Insurance agents	Total hours	Hours per capita
Male	Senior-level	4,479	-	4,479	76
	Mid-level	11,354	-	11,354	83
	Junior-level	19,840	27,256	47,096	86
	Subtotal	35,674	27,256	62,930	85
	General Employees	45,470	149,942	195,412	100
Female	Senior-level	1,596	-	1,596	145
	Mid-level	8,122	-	8,122	103
	Junior-level	10,943	50,962	61,905	74
	Subtotal	20,661	50,962	71,623	77
	General Employees	122,025	366,454	488,479	81
<b>Total</b>	<b>223,830</b>	<b>594,614</b>	<b>818,443</b>	<b>85</b>	



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 office staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (either office 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.

### Employee Training Expenses

		Unit: NT\$			
		Office staff	Insurance agents	Total Expense	Expense per capita
Male	Senior-level	1,049,132	-	1,049,132	17,782
	Mid-level	2,389,280	-	2,389,280	17,568
	Junior-level	3,079,861	3,727,115	6,806,976	13,771
	Subtotal	6,518,273	3,727,115	10,245,388	13,734
	General Employees	10,649,693	3,280,165	13,929,858	7,144
Female	Senior-level	373,800	-	373,800	33,982
	Mid-level	1,864,595	-	1,864,595	23,602
	Junior-level	1,875,787	6,824,065	8,699,852	10,382
	Subtotal	4,114,182	6,824,065	10,938,247	11,787
	General Employees	28,580,083	9,620,853	38,200,936	6,356
<b>Total</b>	<b>49,862,231</b>	<b>23,452,199</b>	<b>73,314,430</b>	<b>7,612</b>	



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 office staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (either office 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.

### B. Results of Key Training Projects

A diversity of training courses are designed based on the needs of office and sales personnel at work to train employees to become insurance professionals.

In the wake of the pandemic, our training courses went virtual. We also added courses on digital service and trading to improve insurance agents' capabilities of working as a team and adapt to digital transformation.

## Project name

## Digital Insurance Agent Program

## AI Digital Talent Training Program

## Project overview

Building on the Agent+ projects from 2015 to 2019, we have been expanding digital platforms and resources since 2020. In 2022, we promoted the six fundamental skills for digital agents to enhance the effectiveness of precise marketing on the business end and to improve the digital accessibility of customer services, while gradually achieving the mission to reduce paper usage and carbon emissions for ESG purposes.

## Business Benefits

- Integrate data analysis to facilitate precise marketing:
  - Business opportunity systems have been integrated and a customer dashboard was added to the E-secretary app frequently used by sales agents. Agents can use the filtering mechanism on the customer dashboard to identify suitable business targets and recommend appropriate insurance products. This allows daily visits to be converted into successful transactions, thus achieving the business performance goals through precise marketing.
  - The authority for managing the Power BI platform has been extended to district managers, allowing the front-line business supervisors to track and view the business activities of their subordinate group leaders through Power BI. This enables them to monitor the use of customer dashboards by group leaders to execute initiatives such as customer activation, inflow of funds from matured policies, as well as management of the quarterly customer lists. According to data statistics, the sales agents who frequently use customer dashboards and the business managers who habitually use Power BI as a management tool have significantly improved their performance.
- Integrate digital services to provide convenience for customer operations:
  - In July 2022, we launched the Instant Insurance Policy Health Check service to simplify the existing process and create a "Smart Insurance Policy Health Check System" based on the concept of capturing policies with just one snap. It accelerates the policy documentation process, freeing up agents from cumbersome tasks and allowing them to focus more on communicating with policyholders and providing professional services.
  - The Marketing Quick Access Station has consolidated various resources such as supplementary marketing content, product introductions, insurance knowledge, current news, and recruitment propaganda. This convenient one-stop platform enables sales representatives to access and share information easily, leading to more effective customer management and closer relationships.

## Applicable subject

All insurance agents

## Training results (Kirkpatrick model L1-L5)

- L1 Reaction: Satisfaction score for trainings: 4.89 (out of 5)
- L2 Learning: Starting from the first half of 2022, in-person courses (for new employees and newly promoted managers) had been fully implemented, and in the second half of the year, online trainings (68 live streaming sessions in total) were promoted. The completion rate was 100%, and in January 2023, a nationwide PASS test was held.
- L3 Behavior: (1) The number of policy plans filed by the OCR Instant Smart Insurance Policy Health Check reached 42,416, with a utilization rate of 92% among insurance agents.  
(2) In 2021, the share of e-agents reached 48.8%, and 56.1% in 2022.
- L4 Results: The number of policy plans generated by the OCR Instant Smart Insurance Policy Health Check reached 703,866, serving a total of 459,650 customers.
- L5 Return on Investment: ROI 5.91



Digital transformation is an important management trend. In order to maximize organizational synergy, we encourage employees to participate in courses at Taiwan AI Academy, jointly organize seminars, promote operational performance workshops, and exchange technology with the SKFH R&D team, to implement organizational performance and demonstrate results.

- Acquire key professional skills and rapidly accumulate practical experience through a solid and comprehensive external training program.
- Jointly organize seminars with Taiwan AI Academy to understand industry application cases and learn from benchmarking examples to achieve paradigm transfer.
- Brainstorm with consultants to produce the best solutions through the workshop model.
- Exchange technology and collaborate with the SKFH R&D team to examine problems and data together, formulate and achieve effective optimization strategies.



Employees from departments related to digital service applications

- L1: 1. Satisfaction score for lectures: 4.6 (out of 5)  
2. Satisfaction score for workshops: 4.3 (out of 5)
- L2: 100% completion rate
- L3: Developing and continuing utilizing workflow solutions.
- L4: After the implementation of AI signature recognition,
  - The accuracy rate of the form increased from 49% to 56.7%.
  - The manual signature comparison time for the original unit (8 identities, multiple policy documents with signatures) was reduced from 10-20 seconds to within 2-4 seconds.
  - 30-60 seconds of manual signature comparison time was saved for each underwritten case, and for approximately 500,000 new policy cases each year, 4166 hours of work hours can be saved annually.
- L5: Return on Investment: ROI 2.50

### 4.2.3 Talent Development | GRI 404-2、404-3 |

#### A. Performance and 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 2022, the evaluation rates for both formal employee performance and professional development reached 100%.

#### B. Job Rotation Program

To optimize the use of human resources, we connect the Company's development with an employee's career development. Each year, we conduct a survey of employees' willingness to transfer to new posts. Through job rotations, we adjust job descriptions and the work environment appropriately to improve our employees' competence and productivity at work. In 2022, our internal job rotation rate reached 83%.

Method	Description	2022 Number of People
Job rotation	Employees who serve in departments or special positions for a certain period of time may apply for job changes across departments or positions to inspire new enthusiasm at work or meet management needs.	385
Internal recruitment	Job vacancies of departments are promptly announced on the Intranet. Employees can apply for these job vacancies according to their personal interests and career plans.	183
Reservation for transfer	When there is no expected vacancy, employees may make reservations for transfer according to their personal needs. They may take up a post when the position becomes vacant.	7

#### 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 2022, 115 retirees were re-employed.

## 4.3 Happy Workplace

### 4.3.1 Creating a Corporate Culture that Values Diversity, Effective Communication, and Gender Equality

#### A. Protecting employees' human rights

When recruiting and approving salaries, SKL will not discriminate based on gender, race, physical condition, religion, political stance, marital status, and union stance; in addition, we prohibit the employment of children under the age of 16 to eliminate possible forced labor.

If there is a major change in business operations, SKL will act by Article 16 of the Labor Standards Act to protect the rights and interests of employees. We also attach great importance to labor rights. In response to internationally accepted basic labor rights conventions, our human resources policies cover human rights topics such as employees' rights to work and freedom of association to maintain the dignity and privacy of all employees. Every year, SKL cooperates with SKFH to conduct human rights due diligence to mitigate and remove potential human rights risks.

#### Gender Equality Mechanisms

Item	Description
Policy	Set up the policy statement and grievance, investigation, and handling mechanisms for sexual harassment prevention
Training	Publicize the Sexual Harassment Prevention Act and organize training
Whistle-blowing	shinkong113@skl.com.tw
Review	Review internal systems annually and amend internal regulations as necessary

#### Results in 2022

- Continued publicizing sexual harassment prevention and operating the whistle-blowing system
  - On October 11th, "International Day of the Girl," in 2022, we broadcast a promotion on the prevention of sexual harassment to promote gender equality in the workplace on our online streaming platform.
- Organized 2 sessions of publicity for workplace violence prevention and sexual harassment prevention for 0.4 hour in total; all employees attended the sessions.
- Received no reported case
- Conducted the review in all operations

## B. Paying Attention to the Voice of Employees

At SKL, various open platforms are in place to enhance labor-management communication. The following communication mechanisms and results serve as the basis for the annual review and evaluation of employees' human rights:

Mechanism	Action
Labor-management meeting	<ul style="list-style-type: none"> <li>Establish labor unions in Taipei City, New Taipei City, Hsinchu City, Taichung City, Nantou County, Yunlin County, Changhua County, and Kaohsiung City without a collective bargaining agreement</li> </ul>
Grievance	<ul style="list-style-type: none"> <li>Set up the Employee Complaint Response Team and the Major Labor Dispute Handling Team</li> <li>Draw up the "SKL Employee Complaint Handling Regulations" and build a workplace where communication prevails over confrontation.</li> </ul>
Employee survey and employee symposium	<ul style="list-style-type: none"> <li>Conduct employee surveys regularly to understand employees' identification with and comment on the Company</li> <li>Base the survey results on external standards, strengthen consensus, plan improvement actions.</li> </ul>
Employee feedback mailbox	<ul style="list-style-type: none"> <li>Set up an employee feedback mailbox <a href="mailto:speaklouder@skl.com.tw">✉: speaklouder@skl.com.tw</a>, through which employees' voices will be accepted by a dedicated person and submitted to the top management</li> </ul>
Intranet feedback area	<ul style="list-style-type: none"> <li>Set up a comment section on the Intranet, to which a dedicated unit is responsible for responding, to allow employees to seek advice immediately and conveniently</li> </ul>
Unlawful infringement handling mechanism	<ul style="list-style-type: none"> <li>We have established the "Prevention of Illegal Infringement at Work Plan" and published the "Written Declaration Prohibiting Illegal Infringement in the Workplace" on our internal company website. These serve as standards for establishing behavior norms.</li> <li>We have implemented the "Complaints and Disciplinary Measures for illegal Infringement at Work" to address complaints related to physical, verbal, psychological, and sexual harassment in the workplace. We have set up a dedicated investigation team responsible for conducting investigations. Dedicated complaint mailbox <a href="mailto:SKL1999@skl.com">✉: SKL1999@skl.com</a></li> </ul>



### Results in 2022

- Communicated harmoniously with the unions in regular meetings (quarterly) instead of negotiation or mediation of labor disputes
- Received 2 employee complaints (including consulting and referring cases to business units for handling)
- Reported 4 labor disputes
- Completed the annual employee survey in 2022
- Allowed employees to respond through private mobile devices to ensure their privacy
- Located the user interface and data storage in the consultant company's system to keep employees' responses strictly confidential
- Received no employee feedback or proposal
- Continued to communicate with employees using the comment section
- A total of 2 complaints were received, and 1 substantiated.

## 4.3.2 Establishing a Good Employee Compensation and Welfare System

| GRI 2-20、2-21、201-3、401-2、401-3 |

### A. Employee Compensation System

At SKL, we compensate employees based on their positions, performances, and competence, regardless of gender. We guarantee the basic living of new agents without experience by offering a monthly allowance worth NT\$4,800 before they are officially employed. We are one of the few companies in the industry that provides basic wages for insurance agents. A salary adjustment is guaranteed to new recruits for the first three years. Professional and technical incentives and bonuses are also granted to free new recruits from worry, motivating them to improve their professional competence. To ensure good corporate governance, maintain stable business management, and enhance market competitiveness, we have commissioned professional consultants to review and optimize our compensation system to facilitate the continuous improvement of overall performance. Additionally, an audit committee composed of independent directors has been established to provide oversight through the review of compensation proposals and to fulfill its supervisory role.

#### Employee Compensation and Benefits

Category	Description
Performance bonus	Distribute a performance bonus based on the Company's yearly earnings and operating results and an employee's annual performance and contribution to the organization. To further incentivize the achievement of performance goals by sales agents and regional managers, we have also established a special performance bonus scheme for insurance agents.
Professional and technical bonus	Grant professional and technical allowances and bonuses
Special performance bonus	Formulate regulations for the distribution of special performance bonuses based on the nature of business and distribute the bonuses according to the achievements
Employee compensation	Allocate 1% of the remaining amount as employee compensation if the Company makes a profit in a year

**Results in 2022**

- 39 employees cited or rewarded for outstanding performances
- Distributed NT\$326,000 in individual bonus
- Distributed NT\$1.39 million in department bonus
- 10 office staff and 26 sales personnel were selected as outstanding employees (granted medals and gifts by the President and top-level managers)

#### Female-to-male Compensation Ratio in 2022

	Fixed compensation ratio (female/male) median	Fixed compensation + variable compensation ratio (female/male) median	Fixed compensation ratio (female/male) median	Fixed compensation + variable compensation ratio (female/male) median
Senior management	94.88%	92.52%	109%	110%
Middle management	101.26%	106.14%	100%	103%
Junior management	95.53%	121.37%	104%	112%
General Staff	84.73%	83.78%	82%	82%

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 2022.

#### New Recruit Salary Range Compared with Local Minimum Wage

	Female	Male
Entry-level employees	1.25 : 1	1.25 : 1

Note 1: Entry-level employees refer to new employees without work experience and they should hold a bachelor's degree (office staff only; there is no difference in salaries between male and female insurance agents).  
 Note 2: The minimum wage refers to NT\$24,000 announced by the Ministry of Labor, which took effect on January 1, 2022.  
 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.

SKL attaches great importance to employee benefits. We design employee benefits according to positions to reasonably reflect the needs of different positions. We have also established the Employee Welfare Committee according to law, as well as a commissary, to plan and promote employee welfare.

## B. Employee Benefits

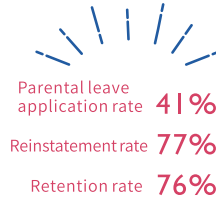
Benefits	Summary
Leave	<ul style="list-style-type: none"> <li>Annual leave, marriage leave, bereavement leave, official leave, occupational injury leave, paternity leave, maternity leave, sick leave, menstrual leave, paid personal leave, family care leave, pregnancy checkup leave, natural disaster leave, epidemic prevention leave, etc.</li> <li>The pay standards for marriage leave and bereavement leave are better than the requirements prescribed in the Labor Standards Act.</li> </ul>
Insurance	<ul style="list-style-type: none"> <li>Labor insurance, national health insurance, and group insurances with preferential rates, as well as annual health examination for office staff and insurance agents.</li> <li>For employees who purchase group term life insurance, SKL adds insurance coverage by 30% fully at the Employee Welfare Committee's expense.</li> <li>Commission-only sales reps who cooperate with SKL may choose freely whether to enroll in group accident insurance.</li> </ul>
Retirement	<ul style="list-style-type: none"> <li>We have established the labor pension system in accordance with the "Labor Standards Act" and the "Labor Pension Act" and set aside the amount in full to pension employees. For the amount of pension set aside in 2022, refer to the financial statements for 2022 (P.81~85).</li> <li>Give souvenirs and other benefits that are better than the standards of labor laws when employees are eligible for retirement.</li> <li>Assist employees in making their retirement plans, develop exclusive annuity insurances, and offer incentives for employees to purchase insurance to encourage employees to make early retirement plans.</li> </ul>
Healthcare	<ul style="list-style-type: none"> <li>Provide regular health examinations, station physicians to give health checkups and medical advice, and offer hospital subsidies due to disasters, discounts for medical treatment and hospitalization, health lectures, CPR training, and epidemic prevention supplies (influenza vaccines, hand sanitizers, and thermometers).</li> <li>Encourage employees to participate in sporting activities and clubs such as tennis, table tennis, yoga, basketball, badminton, mountaineering, and Tai chi to stay healthy.</li> </ul>
Marriage and childbirth	<ul style="list-style-type: none"> <li>Set up breastfeeding rooms for breastfeeding during working hours, allow for flexible working hours for childcare, and provide childcare discounts and a sound unpaid parental leave for raising child(en) mechanisms to protect employees' rights and opportunities at work.</li> <li>In 2022, we distributed maternity benefits worth NT\$4.08 million to 204 employees.</li> <li>In 2022, we distributed parenting grants worth NT\$5.27 million to 527 employees (up to NT\$30,000/child).</li> </ul>
Maternal healthcare	<ul style="list-style-type: none"> <li>To ensure the physical and mental health of female employees after they become pregnant, give birth, or start breastfeeding, we have formulated the "Maternal Health Protection Program". During the protected periods, our on-site health service nursing personnel will evaluate their work-life balance and physical and mental well-being, ensuring their health, safety, and psychological needs are met. Additionally, during each of these three stages, the employees are provided with abundant gifts for both mother and baby.</li> <li>In 2022, we provided 84 sets of gifts for mothers, 90 sets for babies, and 73 as nurturing gifts.</li> <li>For 2023, we have planned the "Shin Kong 60 Baby Gifts" project and allocated a budget of NT\$960,000.</li> </ul>
General expenses	<ul style="list-style-type: none"> <li>Wedding and funeral subsidies, housing loan discounts, automobile and motorcycle loan subsidies, birthday and three Chinese festival bonuses, children's scholarships, laptop subsidies, long-distance transportation and accommodation subsidies, employee cafeteria, and laundry service.</li> <li>We grant iPad subsidies worth NT\$2,000/person and iPad Pro subsidies worth NT\$10,000/person for section directors and above (including project managers). In 2022, 888 and 12 employees respectively received iPad and iPad Pro subsidies.</li> </ul>
Self-learning	<ul style="list-style-type: none"> <li>To develop talents and improve their professional skills, we have formulated the "Regulations for the Distribution of Professional and Technical Incentives" and provided certification incentives, continuing education allowances, subsidies for registration fees and annual membership fees, and study leave, hoping to encourage employees to pursue further education independently.</li> <li>In 2022, we allocated NT\$25.48 million to certification allowances and incentives.</li> </ul>
Employee relations	<ul style="list-style-type: none"> <li>Hold lucky draws at the year-end party, provide club activity subsidies and travel allowances, and organize staff commendation meetings to enhance employee relations</li> </ul>
Others	<ul style="list-style-type: none"> <li>We roll out the "LOHAS Winner Variable Annuity" and an employee stock ownership trust (ESOT) to help employees make early retirement plans. By offering subsidies for purchasing stock and annuity, SKL prepares employees for retirement through saving and investing.</li> <li>In 2022, we subsidized NT\$2.80 million to the LOHAS Winner Variable Annuity and NT\$75.84 million to employee share ownership trust.</li> </ul>



## Unpaid Parental Leave in 2022



Item	Office Staff		Insurance Agents		Total
	Male	Female	Male	Female	
Number of employees eligible for unpaid parental leave in 2022 (A)	79	153	45	398	675
Unpaid parental leave applicants in 2022 (B)	7	125	23	125	280
Parental leave application rate = (B)/(A)	9%	82%	51%	31%	41%
Employees who should be reinstated in 2022 (C)	1	49	15	118	183
Reinstated employee in 2022 (D)	1	38	9	92	140
Reinstatement rate = (D)/(C)	100%	78%	60%	78%	77%
Reinstated employees in 2021 (E)	1	28	10	88	127
Retained for at least one year after returning to work in 2021 (F)	1	25	6	64	96
Retention rate = (F)/(E)	100%	89%	60%	73%	76%



Note 1: "Number of employees eligible for unpaid parental leave in 2022" refers to number of employees who have taken maternity and paternity leave within four years (2019-2022).

Note 2: "Employees who should be reinstated in 2022" refers to number of employees who applied in 2010 and should be reinstated in 2022, who applied in 2021 and should be reinstated in 2022, and who applied in 2022 and should be reinstated in 2022.

Note 3: "Reinstated employees in 2022" refer to number of employees who applied in 2020 and reinstated in 2022, who applied in 2021 and reinstated in 2022, and who applied in 2021 and reinstated in 2022.

Note 4: Retention rate in 2022 = (Number of employees continuing to work for one year after reinstatement in 2021)/(Number of employees reinstated in 2021).

Note 5: Employees not reinstated included those who continued to apply for parental leave without pay.



## 4.4 Occupational Health and Safety

### 4.4.1 Strengthening Physical and Mental Health

SKL attaches great importance to the health and safety of all employees. Striving to create a safe workplace, we introduced the occupational health and safety management system (ISO 45001), making us the first insurance company in Taiwan to get certified to ISO 45001. Based on the concept of full protection, the PDCA cycle has been adopted to keep occupational health and safety under control within the organization.

#### A. Occupational Safety and Health Committee | GRI 403-4 |

SKL has an Occupational Safety and Health Committee in place, consisting of a total of 11 members including occupational safety and health management personnel, relevant department heads and labor representatives. There are 4 labor representatives, which exceeds one-third of all members as required by law. The Committee meets every quarter and invites employees to participate in the revision of occupational safety and health policies and plans. It also holds consultations, and provides information and proposal discussions related to occupational safety and health to ensure that health and safety programs operate in line with employees' needs and the Company's expectations. In 2022, the Occupational Safety and Health Committee reviewed/followed up 62 occupational safety and health matters, provided recommendations for four matters, and tracked two matters.

#### B. Occupational Safety and Health System (ISO 45001) Certification | GRI 403-1、403-8 |

At SKL, we hold ourselves to standards that surpass regulatory requirements. In 2019, we proactively obtained ISO 45001 certification for our corporate headquarters' management system. The initial certification covered a workforce of 1,050 individuals. The scope of certification activities was the operation and work environment with the premise that SKL can control and have an impact on workers. The certification was renewed in 2022. Since the inception of our management system, we have implemented operating procedures that apply to all SKL workplaces and employees across Taiwan. We have outlined a plan to apply for both ISO 45001 and TOSHMS certifications for all our workplaces throughout Taiwan by the end of 2023, in the hopes of achieving a system coverage rate of 100%.

#### C. Process and Results of Occupational Health and Safety Management

SKL consider our employees as a crucial asset to our company. We are committed to maintaining their physical and mental well-being and creating a work environment that fosters a healthy work-life balance. To achieve this, we follow the P-D-C-A management cycle in all aspects of workplace health and safety, from identifying relevant risks to planning, implementing, and evaluating various health promotion activities.



Based on health check-up analysis, results and evaluations of various occupational health and safety plans, company internal control, internal/external audits and review results of the occupational safety management system, SKL continue to utilize systematic management and combine organizational policies to devise optimization and improvement measures, or list target plans for monitoring and management.

Action

Plan

We use systematic management to analyze employees' health needs from their health check-ups while identifying operational risks through hazard identification and risk assessment. We then report the results to the labor representatives in the Occupational Safety and Health Committee meetings, where relevant proposals are discussed. Accordingly, occupational safety and health management personnel, health managers, and consulting psychologists will work together to plan, and draw up sufficient budget for annual implementation tasks, activities and programs, to continuously refine and optimize management measures.

Check

Do

PDCA



Mental health

Investigation

- Self-assessment of illegal infringement from supervisors
  - Post-course, post-activity satisfaction questionnaire
- Report
- Illegal infringement complaint report

Health promotion

Analysis

- Health check results, hazards and high-risk groups
- Questionnaire analysis for high risk groups with abnormal workload
- Questionnaire analysis on repetitive musculoskeletal tasks and occupational health
- Maternal health protection self-assessment checklist

Investigation

- Post-lecture, post-course, post-activity satisfaction questionnaire

Workplace safety

Monitoring

- Office carbon dioxide environmental monitoring
- Water quality testing for drinking machines
- Testing for Legionella in cooling towers

Audit

- Occupational health and safety management system and internal/external audit verification system
- Workplace night shift safety and health audit
- Illegal infringement environment evaluation of various units

Report

- Accident/false alarm incident report
- Safety and health corrective measures

Workplace safety

Organization/Personnel

- Quarterly meetings of the Occupational Safety and Health Committee
  - Appointment and training of Class A occupational safety and health supervisors in each unit
  - Appointment and training of first aid personnel in each unit
- Environment
- Installation of first aid kits in each unit
- Education and Training
- In-person education and training for new employees
  - Online courses for existing employees
  - Sensitive awareness training for newly promoted supervisors to prevent workplace violence

Health promotion

Competencies

- Quarterly/monthly health education promotion
  - In-person/online health seminars
- Behavior
- Annual healthy BMI activities for all employees
  - In-person/online sports courses
- Autonomy
- Annual health check-ups that exceed legal requirements in years and items.
  - Self check-up in "Shin Kong iHealth" stations via apps

Happy

Mental health

Three-level preventive practices

- Level 1: Mental health lectures for employees, lectures on psychological competencies for management
- Level 2: Departmental wellness check-ups, illegal infringement prevention, employee assistance programs, management consultation for supervisors
- Level 3: Management and consultation for employees with special mental issues



## (1) Identification and Matrix of Workplace Health and Safety Risks | GRI 403-2、403-3、403-10 |

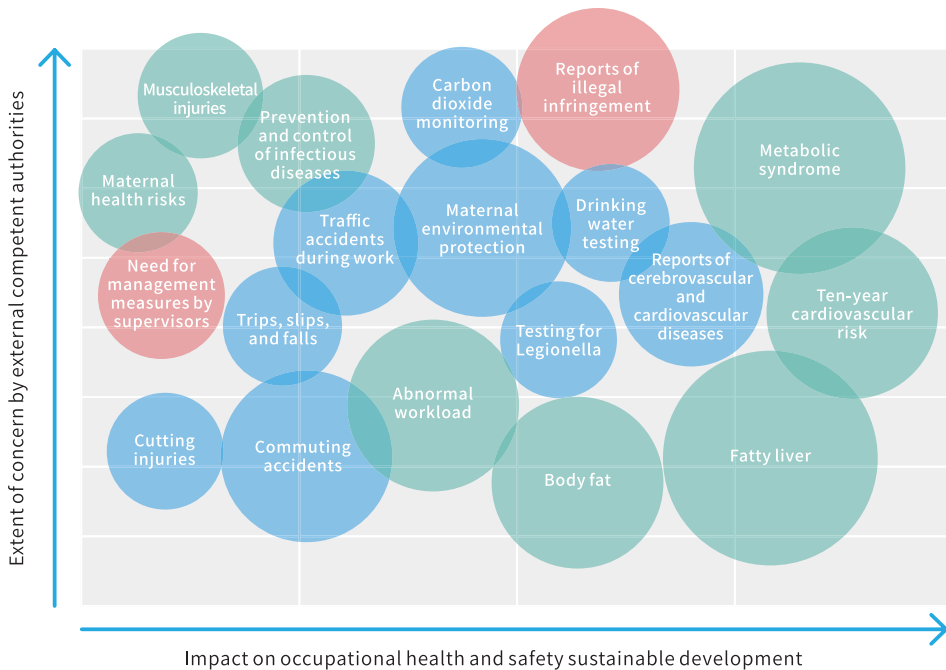
To effectively carry out workplace hazard risk identification, enhance workplace safety and health, and promote health, we have established procedures for hazard identification and risk assessment. We identify hazards for all operations that may cause harm or accidents to personnel. For risks that are intolerable, we develop target plans for tracking and control, and track improvements using corrective measures to ensure the continuous effectiveness of the management system.

### Results of workplace health and safety risk identification

Risk Type	Assessment items	2022 identification results
Operational risks	Hazard identification and risk assessment	<ul style="list-style-type: none"> <li>We conducted annual regular review, identifying 37 operational tasks and evaluating the probability (P) and severity (S) of hazards using existing protective measures. Risk levels were determined, and 1 target plan for tracking and improvement of intolerable risks has been developed and completed.</li> </ul>
Environmental risks	Drinking water quality	<ul style="list-style-type: none"> <li>We engaged the inspection agencies approved by the Environmental Protection Administration to inspect the water quality of water dispensers in offices nationwide. On average, 167 drinking water dispensers were tested every quarter, and the water quality test results met the standards.</li> <li>For 1 location that uses groundwater, nitrate nitrogen and arsenic are tested every quarter, and continuous monitoring is conducted.</li> </ul>
	Cooling towers	<ul style="list-style-type: none"> <li>We conducted regular inspections of Legionella in the water of air-conditioning cooling towers in summer to ensure the health of workers in buildings equipped with central air-conditioning. A total of 47 cooling towers were tested, and the test results met the standards.</li> <li>If there is a consistently high frequency of non-compliance for five consecutive years, additional tests are conducted every spring.</li> </ul>
	Office air monitoring	<ul style="list-style-type: none"> <li>We engaged the technicians of operating environment monitoring agencies approved by the competent authority to monitor CO2 emissions in offices; on average, 386 locations were tested every six months and the monitoring results were in line with the standards.</li> <li>To ensure good air quality in the workplace that surpasses legal requirements, offices with carbon dioxide levels exceeding 1500 ppm were monitored and tracked, and measures to improve air conditioning and office ventilation efficiency were developed.</li> </ul>
	Supervisor safety inspections	<ul style="list-style-type: none"> <li>In response to dispersed workplaces, we have established "Regulations for Management of Occupational Safety and Health Supervisors" and related operating guidelines. Supervisors in various workplaces were assigned to receive Training for Type A occupational safety and health supervisors to ensure awareness of safety in the work environment. Workplace inspections were conducted every three months, and a total of 329 records were randomly checked by occupational safety and health management personnel.</li> </ul>
Physical and mental health risks	Maternal health protection programs	<ul style="list-style-type: none"> <li>Occupational safety and health management personnel conducted risk assessments of environmental and job-related factors in various departments. Some units were assessed as level 2 due to the potential impact on maternal and infant health, mainly related to long periods of sitting, work stress, and traffic accidents. Improvement measures were carried out through care and promotion, while others were assessed as level 1.</li> <li>A semi-active approach was used to include the target population in management. Occupational health service nurses reviewed employee self-assessments and conducted care interviews with a total of 182 individuals. Occupational medicine specialists completed interviews and assessments for risk classification a total of 164 times, all classified as level 1 health risks. Information on applying for maternal gifts is provided during the care process.</li> </ul>
	Prevention of musculoskeletal disorders induced by repetitive operations	<ul style="list-style-type: none"> <li>A questionnaire survey on musculoskeletal disorders and job-relatedness was conducted to screen high-risk individuals suspected of having hazards, experiencing hazards, or diagnosed with diseases.</li> <li>For high-risk employees, health guidance was provided by physical therapists/occupational health service nurses, and after changing office chairs, their soreness and discomfort were alleviated and improved.</li> </ul>
	Prevention of abnormal workload	<ul style="list-style-type: none"> <li>Based on the roles of employees, 145 individuals were selected as high-risk subjects with abnormal workloads that might contribute to disease. Risk levels were assessed through evaluation questionnaires, and physician consultations or health guidance were arranged for all participants, achieving a completion rate of 100%.</li> </ul>
	Prevention of workplace illegal infringement	<ul style="list-style-type: none"> <li>According to organizational objectives, a comprehensive evaluation of various work environments and interviews with supervisors should be completed at all business locations within three years starting from 2022, to identify environmental and operational risks. In the first year, the coverage rate has reached 46%.</li> <li>Section managers or above filled out the "Self-Assessment Form for Workplace Illegal Infringement" and were provided with management consultation channels. A total of 42 supervisors expressed their desire to resolve existing personnel management issues through management consultation.</li> </ul>

**(2) Occupational Safety and Health Risk Matrix** | GRI 403-2、403-4、403-9 |

Combining the causes of accidents in recent years, employee health examination and environmental monitoring results, and impacts caused by various sources of risk, we have created an occupational safety and health risk matrix and developed countermeasures accordingly to protect the health and safety of all employees.



Note: The evaluation method for the risk matrix is defined as follows: The size of each circle is determined based on the frequency of occurrence, abnormality rate, and the assessed level of impact on the company, using historical statistical data.

**occupational safety and health risk matrix and responsible manager**



occupational safety manager



health manager



consulting psychologist

**D.Implementation of Workplace Health and Safety Plans** | GRI 403-5、403-6 |




In 2022, based on the tracking and analysis of historical data, we have identified modern lifestyle diseases (such as fatty liver, three-hypers disease, and metabolic syndrome) as well as commuting traffic accidents as the main health and safety risks for SKL. In response to this, we have developed a series of activities in our occupational safety and health management plan and employee health management program to address these risks. We encourage managers to lead and actively participate in various health and safety activities, aiming to strengthen employees' awareness of health and safety and promote a culture of health and safety within the company.

**(1) Health and Safety Psychological Programs for Employees** | GRI 403-5、403-6、403-7 |

Every year, SKL conduct health check-ups for management/employees, providing each employee with four ultrasound imaging examinations. The Company covers the cost, and there are additional health check-up items that exceed regulatory requirements. At the same time, a risk classification management standard has been established based on the results of the health check-ups. In-house dedicated occupational health service nursing personnel are responsible for implementing a care and follow-up management system for each risk level. They assess the condition of employees and make timely referrals to occupational doctors, physical therapists, or other relevant professionals.

To help employees maintain good physical and mental health, we have developed a "Health Management Program" in accordance with labor health protection regulations. We provide contracted on-site health services that are superior to regulations. Physiologically, we have arranged on-site medical services in 34 locations. Nurses provide health services twice a month, while physician services are arranged as per the demand. We have established six health centers within the company, employed responsible labor health service nurses to carry out health promotion, planning and management. In terms of psychology, in addition to cooperating with professional institutions to provide an Employee Assistance Program (EAP), colleagues enjoy five psychological consultations per year. We also have full-time psychologists within the company who provide real-time psychological counseling services for supervisors and employees. Annually, we implement mental health promotion programs based on the needs of the company and employees, providing relevant counseling services tailored to employees and supervisors of different levels.

In addition, annual health promotion competitions are held nationwide to enhance employees' health knowledge, habits, behaviors, and team cohesion. Regular health, disease, safety, and epidemic prevention educational materials are published on the company's internal website to provide all employees with knowledge and skills related to health, safety, and epidemic prevention.

Potential Source of Risk	Priorities in 2022	Result in 2022
Fatty liver, metabolic syndrome, and abnormal BMI	<p>We conducted the "2022 Weight-loss Challenge" and health competition to promote a lifestyle of exercise, breaking away from a sedentary lifestyle and stimulating the innate desire for movement. The competition involved individual and team challenges with monthly milestones. The activities included:</p> <ul style="list-style-type: none"> <li>Monthly step goals: 150,000, 200,000, and 250,000 steps</li> <li>Participation in online and in-person courses: 18 sessions with 2,629 participants</li> <li>Health quizzes and interactive sessions: 4 sessions</li> <li>Health education materials: 4 pieces with 20,742 views</li> </ul>	<ul style="list-style-type: none"> <li>A total of 425 participants completed the race, resulting in an average completion rate of 68.85% for advancing to the next round.</li> <li>A total of 377 individuals successfully achieved weight loss, resulting in a total reduction of 1194.2 kilograms. On average, each person lost 3.2 kilograms. This is a fourfold increase compared to the previous year.</li> <li>A total of 322 individuals successfully achieved fat loss, resulting in a total reduction of 654.4%. On average, each person reduced 2%.</li> <li>The event accumulated a total of 440 million steps, with each person averaging 10,000 steps per day. This is equivalent to approximately 211 laps around Taiwan.</li> </ul> 
The three-hypers, Cerebrovascular and cardiovascular diseases, cancers, and Diseases and damages caused by abnormal workload <sup>Note</sup>	<ul style="list-style-type: none"> <li>We conducted regular employee health check-ups and implemented a classification management system based on the advice of occupational specialists. A high-risk care list was established and 3,417 individuals were monitored.</li> <li>On-site health services were provided by occupational doctors and nurses.</li> <li>Identify abnormal workload-promoting high-risk groups for diseases. Therefore questionnaires were administered to confirm the risk levels and face-to-face interviews and guidance by occupational specialists were arranged.</li> <li>Giving out health education materials: "It's Cold Outside! Are You Keeping Warm Enough?" and "Who Made Insulin the Villain?"</li> </ul>	<ul style="list-style-type: none"> <li>The health examination participation rates are as follows: for managerial positions, it is 82.8%; for general administrative staff and junior-level managers, it is 91.3% (including sales representatives, which accounts for 87.9%).</li> <li>The classification management system of health care is as follows: there are 632 individuals under 0.5-level management, 1,897 individuals under 1-level management, and 888 individuals under 2-level management. In total, there are 3,417 individuals being tracked.</li> <li>145 individuals at high risk of developing diseases due to abnormal workload were identified. Only one individual required consultation, and no adjustments to his work was necessary. He also maintain his original job.</li> <li>On-site health services were provided by occupational doctors and nurses. There were a total of 668 service sessions, and 1,356 service hours.</li> </ul>
Maternal health protection <sup>Note</sup>	<ul style="list-style-type: none"> <li>Pregnant employees, who become pregnant, give birth, or start breastfeeding, will receive regular care from on-site occupational health service nurses, who evaluate their work-life balance and physical and mental well-being, ensuring their health, safety, and psychological needs are met. Additionally, during each of these three stages, the employees are provided with abundant gifts for both mother and baby.</li> <li>Two parenting seminars: "Embarking on a Journey to Fitness: Postpartum Sculpting and Relaxation" and "A Lesson for Parents: Child Gender Equality Can't Wait."</li> </ul>	<ul style="list-style-type: none"> <li>The number of reported cases was 267.</li> <li>In 2022, we provided 84 sets of gifts for mothers, 90 sets for babies, and 73 as nurturing gifts.</li> <li>Songshan Financial Building was certified as "Excellent Breastfeeding Rooms".</li> </ul> 
Mental issues	<ul style="list-style-type: none"> <li>Incorporating the concept of mental health into the workplace, the internal psychologists annually evaluate the needs of employees through the analysis of common psychological issues identified through the use of the Employee Assistance Program (EAP) by employees, and design psychological health promotion programs that are suitable for employees.</li> <li>In 2022, the Psychological Housekeeper project was launched for the first time, providing five main topics for employees to apply for online/face-to-face counseling sessions with our internal counseling psychologists. The topics included: "Balancing Work and Family - Taking Care of Myself", "Enneagram Personality Test and Analysis", "Dream Interpreter - Understanding Your Subconscious", "Don't Let Insomnia Overwhelm You", and "It's Not You, It's Your Emotions".</li> </ul>	<ul style="list-style-type: none"> <li>A total of 165 individuals participated in four lectures and five major psychological topic consultations, with an average satisfaction rating of 4.7. The most of participants provided feedback expressing a desire for more time and advanced courses.</li> </ul> 
Workplace violence <sup>Note</sup>	<ul style="list-style-type: none"> <li>To enforce a zero-tolerance policy for illegal infringement in the workplace, we regularly review the prevention plan for employees who experience illegal infringements in the performance of their duties. This year, we will add stalking and harassment as a new type of illegal infringement. Additionally, to expedite the complaint handling process, we have revised the Complaints and Disciplinary Measures for illegal Infringement at Work.</li> </ul>	<ul style="list-style-type: none"> <li>We received two internal reports of illegal infringements this year, of which one was substantiated. In addition to necessary disciplinary actions, the individuals involved were also provided with management counseling to prevent recurrence.</li> </ul>
Musculoskeletal injuries <sup>Note</sup>	<ul style="list-style-type: none"> <li>In coordination with health check-ups, a questionnaire was provided to 2,308 employees at risk of repetitive musculoskeletal diseases. A total of 70 employees with suspected harm based on the previous assessment (<math>\geq 3</math>) were identified. After receiving care and guidance from the occupational health service nursing personnel or receiving physical therapy services, all of them experienced relief and improvement.</li> <li>Physical/occupational therapists make regular visits to local health centers, providing consultations, health education, lectures, and on-site visits for 2-2.5 hours per month.</li> </ul>	<ul style="list-style-type: none"> <li>In the previous injury and illness questionnaire assessment, there were individuals who appeared to be at risk. However, after receiving care, guidance, or physical therapy services from the labor health service nurses, all of them experienced relief and improvement in their condition.</li> <li>A total of 152.5 hours of physical therapy service were provided, serving a total of 287 individuals.</li> </ul>

Note 1: The prevention of emerging occupational injuries and diseases stipulated in Paragraph 2, Article 6 of the Occupational Safety and Health Act and the prevention of hazardous to maternal health in Article 31 of the same act are statutory requirements.

Note 2: Except for maternal health protection and health examinations for existing employees, all health promotion activities are provided for our full-time employees and the commission-only sales representatives.

Note 3: In 2022, a new category, 0.5-level management, was added to the health care classification system to represent a low-level of health risk. Individuals classified under this level will receive health monitoring and care from the district health management nurses within a six-month period. The definitions for other levels are as follows: 1-level management represents a moderate-level of health risk, and individuals in this category will receive health monitoring and care from the district health management nurses within a four-month period. 2-level management indicates a high-level of health risk, and individuals in this category will be advised to seek medical care within two months by the district health management nurses. If necessary, they will be referred to contracted occupational specialist.

Note 4: To effectively assist employees in relieving musculoskeletal discomfort, starting from April 2018, regular consultations with physical/occupational therapists have been provided at various health centers across different locations.

## We have heard the voices of stakeholders

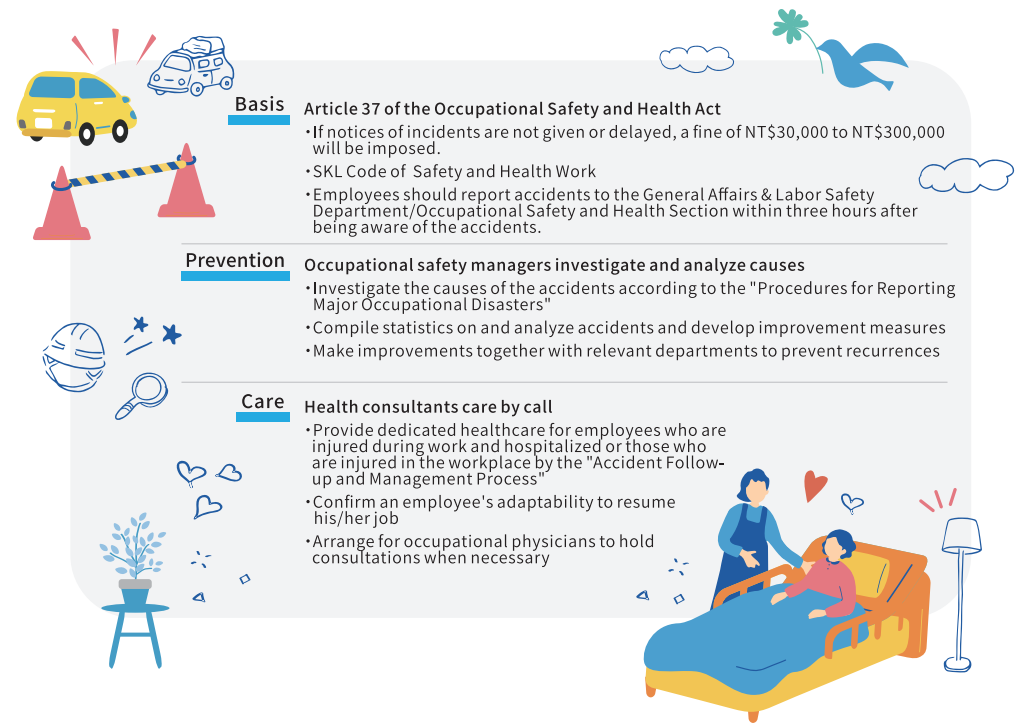
During the process of tracking and managing high-risk individuals identified in the risk classification after health check-ups, we found that many sales agents have a need for weight loss. They often faced difficulties in choosing healthy food due to frequent dining out. They hoped to increase their knowledge of healthy eating and selecting nutritious food. Therefore, in 2021, we conducted a small-scale trial of a fun healthy diet competition. The participation and response from employees were enthusiastic. As a result, in 2023, we have planned to expand the "Jungle Battle" healthy diet competition, aiming to enhance knowledge about healthy eating and translate it into healthy eating behaviors through interesting activities.



## (2) Traffic Accident Reporting Mechanism | GRI 403-9 |

SKL have established an accident management mechanism to mitigate workplace safety accidents through prevention measures and post-incident care.

Most of our occupational diseases are caused by traffic accidents, but the notification of the accidents occurred at the time of closing to getting off work or on the way to visit customers on holidays might be delayed. Given this, we established an "Occupational Accident Reporting Service" app with internal communication software for employees to report any incidents timely through diverse channels so that the Company can provide necessary care and resources in a timely manner.



### Statistics of Occupational Accident in 2022

Item	Office staff	Insurance agents
Total hours worked	5,270,000	3,998,000
Number of occupational injury deaths	0	0
Proportion of occupational injury deaths	0	0
Number of serious occupational injuries	0	0
Proportion of serious occupational injuries	0	0
Number of recordable occupational injuries	1	4
Proportion of recordable occupational injuries	0.38	0.29
Number of occupational disease deaths	0	0
Proportion of occupational disease deaths	0%	0%
Number of recordable occupational disease cases	0	0



#### Note:

1. The proportion of occupational injury deaths = (Number of deaths due to occupational injuries/Total hours worked) × 1,000,000.
2. The proportion of serious occupational injuries = (Number of serious occupational injuries/Total hours worked) × 1,000,000.
3. The proportion of recordable occupational injuries = (Number of recordable occupational injuries/Total hours worked) × 1,000,000.
4. Type of occupational injury: The number of occupational injuries totaled 5, all of which were temporary disability due to traffic accidents. Related healthcare services were provided for all employees.
5. Type of occupational disease: None.
6. Total hours worked = Total number of employees' scheduled working hours (Total number of employees × Annual working days × Daily working hours).
7. Serious occupational injuries include death due to occupational disasters, total permanent disability, and permanent partial disability.
8. We prepared this table based on the monthly occupational disaster report published by the Occupational Safety and Health Administration, Ministry of Labor. In 2022, we received no application from unofficial employees.

### (3) Safety and Health Training | GRI 403-5 |

To effectively safeguard the safety and health of our employees, SKL identify training needs based on important indicators such as legal requirements, job nature, and positions, and arrange corresponding training courses to address these needs:

#### Supervisory level

##### Basic courses

- In response to dispersed workplaces, supervisors are assigned to receive 42 hours of "Training for Type A occupational safety and health supervisor" and undergo six hours of in-service training every two years. We have 253 certified supervisors across Taiwan to ensure that all supervisors are well-informed about occupational safety and health regulations.
- We organized a general education course for supervisors titled "Promotion of Awareness on Workplace Illegal Infringement" to enhance their understanding of types of illegal infringement and correct handling procedures.

##### Advanced courses

- Every year, we provide six hours of occupational safety and health education training courses for newly promoted supervisors with the aim of enhancing their knowledge of occupational safety and health and the Company's safety and health management system. The average satisfaction rating for the courses was 4.8 (out of 5)
- For newly promoted supervisors, the average satisfaction rating was 4.8 (out of 5) for the course "Enhancing Sensitivity to Workplace Illegal Infringement" and 4.9 (out of 5) for the course "Adjustment and Preparation for New Supervisors".

#### Employee level

##### General education courses

- All new employees should receive general safety and health education training, which is conducted by occupational safety and health management personnel for administrative staff, and includes additional courses on psychological topics.
- Every year, we provide 1 hour of in-service safety and health education training courses, which cover workplace safety instructions, hazard identification to enhance awareness, and firefighting and emergency response.

##### Special training

- AED+CPR training was organized for centralized buildings, with a participation rate of 90% of employees in those workplaces. In addition to the existing safe place certification received by the SKL Tower, the Xinban Financial Building and Tainan Canal Building also obtained the "Safe Place Certification" in 2022.
- Emergency medical technicians are designated in each unit and shift throughout Taiwan, totaling 395 personnel. They are provided with three hours of in-service education training every three years in accordance with regulations to ensure emergency response capabilities in all workplaces.

### (4) Contractor Safety Management | GRI 403-7 |

SKL have established the "Regulations on Contractor Work, Change, Safety and Health Management," which incorporates identification assessment forms, safety and health commitment statement, and hazard factor notification forms as necessary requirements for entering the workplace or signing contracts. We also require suppliers to sign the "SKL Supplier's Commitment Statement" to promote environmental sustainability and uphold basic human rights.

## 5. Excellent Customer Experience

SKL is committed to creating a high-quality and comprehensive insurance service journey for customers through the development of innovative financial services, the promotion of digital transformation, and the continuous implementation of treating customers fairly.

### 5.1 Diversified Products

#### 5.1.1 Innovative Financial and Sustainable Products | GRI 417-2 |

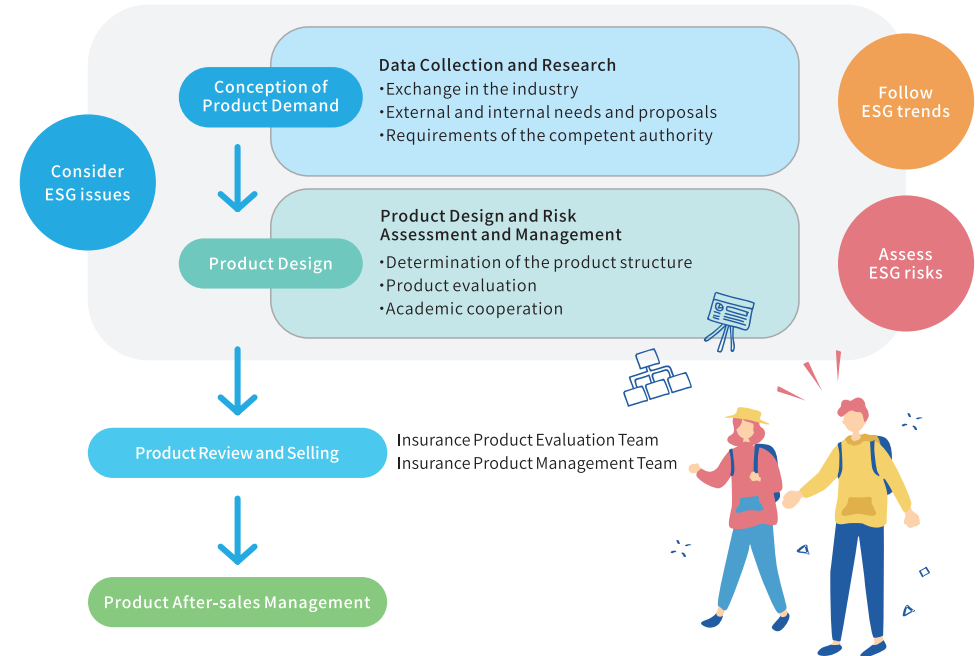
In response to sustainability/ESG trends, changes in the social structure, policyholders' needs, and advancement of underwriting technology and product development, SKL is constantly developing and rolling out insurance products that fit fellow citizens' career plans. We also stick to the following principles to ensure compliance and protection of consumer rights, including:

- We design and develop insurance products by the relevant laws and regulations and hold "Insurance Product evaluation Team" meetings before the sale of products to implement consumer rights protection.
- We also pay close attention to ESG trends and incorporate ESG topics into the development process. Establish an inclusive product design evaluation system that reflects the fair treatment of customers and provides user-friendly financial services for policyholders.

In 2022, SKL rolled out 8 general protection-type products and 9 health and accident insurance products to encourage the public to maintain their health and improve risk management capabilities.



#### Product Development and Design Process



## Awards and Honors

## SKL Peace of Mind Lifetime Medical Health Insurance Rider

We have introduced the first plug-in air pollution policy to address the health risks posed by air pollution and the COVID-19 pandemic. It provides specific protection for the lungs and emphasizes key medical benefits for specific hospitalizations, surgeries, and other medical expenses.

"Innovative Design of the Year"  
in the 17th Golden Torch Award



## SKL Hao Shi Guang Insurance Plan

Designed from a youth perspective, it offers the concept of "small premiums for big coverage," providing a selection of six major regular insurance coverage options, including hospitalization, surgery, reimbursement, accidental injury coverage, long-term care, and life insurance. The plan can be renewed after ten years, ensuring uninterrupted protection.

Top Honor for product  
in National Brand Yushan Award






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
<b>Develop ESG Trend Products</b> 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	Continuously sold the upgraded "Plug-in Air Pollution Rider Clauses", which strengthened the lifelong coverage for the heart and lung, including two major lung diseases (pulmonary fibrosis and chronic obstructive pulmonary disease). By the end of 2022, 1,445 policies were sold, with an approximate premium income from new contracts of NT\$ 7.7 million.
	Food Safety Insurance Product	Introduced the industry's first "Food Safety Lifetime Medical Health Insurance Rider," which covered hospitalization and surgical expenses due to digestive system diseases. By the end of 2022, 254 policies were sold, with an approximate premium income from new contracts of NT\$ 1.4 million.
<b>Health Promotion</b> 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	To encourage nationals to take charge of their own health management, we launched several spillover-effect policies. In 2022, we sold 52,622 spillover-effect policies, premium reached NT\$1.3 billion. By the end of 2022, the total number of valid insurance policies was approximately 81,000. Policyholders took a total of 1.6 billion steps and used 22,000 times of gym.

## 5.1.2 Inclusive Financial Products | GRI203-2 |

SKL responds to SDGs 1.4 and 8.10, follow the “Shin Kong Financial Holdings inclusive financial policy” and implements “Treating Customers Fairly” principles to achieve inclusive growth. We attach importance to the needs of various groups and strive to provide a diversity of well-developed products and services to expand access to insurance and financial services for all.

Benefited Group	Type of Product	Results
 <p><b>Seniors and people with disabilities</b></p> <p>In response to the aging and childless society, to satisfy the investment and retirement plans of policyholders, and to enhance the life protection of the nations, SKL launched a variety of insurance plans that enable flexible retirement planning.</p>	<p><b>Long-term care insurance</b></p> <p><b>Reimbursement insurance</b></p> <p><b>Retirement planning insurance</b></p> <p><b>Retirement Preparation Platform</b></p> <p><b>Small-amount Whole Life Insurance</b></p>	<ul style="list-style-type: none"> <li>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.</li> <li>We continued to sell "SKL Ho-Hu-An-Hsin Reimbursement Benefits Rider" and "SKL Tseng-An-Hsin deductible Reimbursement Benefits Rider."</li> <li>Launched the "SKL Perfect Winner (Foreign Currency) Variable Annuity Insurance" and "SKL Annual Diamond Foreign Currency Interest-Linked Return of Premium Lifetime Insurance" to provide retirement planning options for the public.</li> <li>We launched a variety of exclusive products in "FundRich Good Retirement Protection Insurance Platform" to publicize the concept of enhanced protection.</li> <li>We rolled out "Songaixin Small-amount Whole Life Insurance" and "My Only Small-amount Whole Life Insurance" featuring low premium and whole-life protection.</li> <li>In 2022, we sold 5,010 small-amount whole life insurance policies and handled over 25,000 new contracts.</li> </ul>
 <p><b>Economically Disadvantaged Groups</b></p> <p>SKL provided micro-insurance to strengthen basic protection for vulnerable groups.</p>	<p><b>Micro-insurance</b></p>	<ul style="list-style-type: none"> <li>Dedicated efforts in promoting micro-insurance, benefiting over 46,000 individuals in 2022 and providing over NT\$14.18 billion in coverage.</li> <li>Continued collaboration with institutions including county and city government departments of social welfare, charitable organizations, and farmers' associations to provide premium sponsorships for micro-insurance, implementing social policies that cater to the economically disadvantaged.</li> <li>We won the "Micro-insurance Business Performance Award" and "Micro-insurance Disability Care Award" in the Insurance Competition held by the Insurance Bureau, Financial Supervisory Commission (FSC)</li> </ul>
 <p><b>Young People</b></p> <p>SKL designed the optimal insurance products with high protection and low unit prices for young people with small capital.</p>	<p><b>Exclusive insurance for young people</b></p>	<ul style="list-style-type: none"> <li>We launched "SKL Hao Shi Guang Insurance Plan" to design the optimal insurance plans according to the needs in every life stage.</li> <li>We have sold 141,000 "Huoli series" products.</li> </ul>

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



## 5.2 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. Our digital transformation strategy is centered on improving customer relationships, operational efficiency, and application diversification. SKL puts people first and is empowered by technology to create an innovative customer experience by increasing the accessibility and applicability of services, lowering the threshold for interaction, and introducing streamlined service flows and automated processes.

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.

### 5.2.1 Developing Digital Finance - Improving Customer Relationships

#### Results of SKL Innovative Digital Services

Diverse accessible channels	Innovative insurance enrollment experience	User-friendly payment inquiry services	Convenient claims application processes	Timely response to customers
<ul style="list-style-type: none"> <li>SKL LINE official account</li> <li>Life Lab. LINE official account</li> <li>SKL Insurance Policy Appraiser</li> <li>SKL official website</li> </ul>	<ul style="list-style-type: none"> <li>Light Speed Insurance, mobile e-insurance</li> <li>Paperless life underwriting</li> <li>Online insurance enrollment</li> <li>E-policies</li> </ul>	<ul style="list-style-type: none"> <li>SKL eFCS payment platform</li> <li>SKL app</li> <li>SKL website member area</li> <li>E-statements</li> </ul>	<ul style="list-style-type: none"> <li>Conservation/Claims Insurance Blockchain Consortium</li> <li>Claims e-pass services</li> <li>MyData platform</li> </ul>	<ul style="list-style-type: none"> <li>Smart digital customer service center</li> </ul>



#### A. Diverse Accessible Channels

##### (1) SKL LINE Official Account

SKL recognized the customer stickiness to LINE in Taiwan, and took the lead among our peers by bringing customized insurance services to our official LINE account. The platform is positioned as a "service center in the pocket," which provides ultra-intimate one-to-one exclusive services, such as policy/remittance notice, policy loan/repayment, bill payment, and inquiry services personnel. In 2022, we introduced multiple features such as medical claims calculation, surrender value calculation, and electronic policy download, making our pocket service center more comprehensive and providing satisfying experiences for our customers. Once policyholders link their membership information, they can access up to 32 personalized services. To expand our official account's friend list and create brand loyalty, SKL have periodically launched prize-giving feedback activities, encouraged discussions, and increased interactions and engagement, resulting in rapid growth in our friend list, surpassing 4.26 million within three years and ranking first in the industry. The usage of our LINE services also grew 1.6 times during the same period. These digital efforts have won us the "National Brand Yushan Award - Best Product Award."

- In 2022, the number of SKL LINE friends exceeded 4.26 million, with the total click-through from all services on APP accumulating nearly 340,000 times.
- Won the "National Brand Yushan Award - Best Product Award," "CSEA Excellent Customer Service Award," "Wealth Magazine Taiwan Financial Award," "Greater China Contact Centre Alliance (GCCA) Award," "Digital Singularity Award," & "Advertiser of the Year - Excellence" for LINE Customer Service Center.
- Our customer satisfaction topped 50% very satisfied.



Amid the COVID-19 pandemic, we encouraged policyholders to use self-service digital financial tools. To enhance our services, we optimized LINE functions such as Policy Loan/Repayment Inquiry and LINE PNP and designed campaigns (e.g., games and point accumulation events), hoping to improve the accessibility and usability of financial services with the popularity of LINE. In 2022, we launched the "New Contract Underwriting Notification" service, which successfully passed the patent application for the "Transaction Service PNP", further solidifying our digital service milestones on the LINE official account.

##### (2) Life Lab. LINE Official Account

In 2018, SKL established the LIFE Lab., a new type of insurance experience store, and launched the LIFE Lab. LINE official account at the end of the same year. The account primarily provides answers to common customer questions and various activities, such as insurance consultations, new contract planning, lecture registration, and MGM marketing activities. Customers can also be guided by dedicated online customer service personnel to complete relevant processes. As customers gradually become accustomed to online self-service while face-to-face consultations with insurance agents become less frequent, the LIFE Lab. maintains a comfortable distance while providing warm and personalized services, making each customer feel like they have an insurance consultation expert at their fingertips, offering real-time consultation services.

While most LINE community platforms in the life insurance industry focus on optimizing digital customer service, the LIFE Lab. LINE official account is committed to providing interesting insurance knowledge articles and objective professional insurance consultations. In addition to using over 200 scenario-based automatic reply modules to respond to customer inquiries in real-time, the official account also offers online text consultations and video consultations with dedicated personnel. By responding promptly and effectively, it not only addresses customer complaints in a timely manner but also enhances customer satisfaction and increase their loyalty to the brand.

In 2022, the number of LIFE Lab LINE friends exceeded 220,000.



### (3) SKL Insurance Policy Appraiser

In 2022, the LIFE Lab. extended its use of OCR technology and developed the "SKL Insurance Policy Appraiser" web page for insurance policy evaluation. This initiative attracted customers in the digital age who wanted to independently assess their insurance policies. By integrating OCR technology into the web page, customers can upload photos of their policies or manually enter policy information for appraisal. The Appraiser then generates a personalized and simplified analysis, allowing the general public to assess the coverage of their insurance policies on their own. Even individuals without any policies at hand or without any coverage planned can utilize the web page's exclusive life risk assessment tool to identify their top three essential coverage needs.



## B. Innovative Insurance Enrollment Experience

### (1) Remote platform applications

#### Light Speed Insurance, Mobile E-insurance, and Paperless Life Underwriting

The impact of the COVID-19 pandemic has driven a new trend of remote "contactless" insurance purchasing. SKL have upgraded digital insurance services and accelerated the application of various remote services. SKL launched an exclusive "video recording platform," which enables insurance applications with video identity authentication and electronic signature technologies. Through mobile e-insurance integration, customers can complete the insurance application process in just three simple steps without any physical contact with insurance agents. The SKL "Light Speed Insurance" service emphasizes a hassle-free experience for customers. It does not require the download of any software and can be accessed through any mobile device. Identity verification is conducted via SMS, and policy documents can be signed using electronic signatures. The entire process is paperless, with no data storage, ensuring a fast and convenient service experience while also promoting epidemic prevention measures and carbon footprint reduction through paperless operations.

Furthermore, in 2022, SKL took the lead in the industry by pioneering the "electronic signature of the confirmation consent form for mobile insurance application." Customers only need to choose the "electronic document option" to sign the confirmation consent form before applying for mobile insurance. They can then authenticate their identity using their own mobile phones and obtain an electronic certificate for signing the consent form. The completed consent form, along with the insurance application and related documents, is encrypted and sent back to the Company's server without any paper documentation throughout the process. This allows customers to easily and conveniently complete the mobile insurance application process. SKL ensures customer rights and protection by adopting the secure mechanism of MobileID authentication in the identity verification process. Through 4G/5G networks and data comparison with telecommunication industry records, the user's personal information is verified to be consistent with the registered mobile number. Identity authentication is thus strengthened. The electronic documents of consent forms are encrypted using the customer's private key to ensure the integrity and non-repudiation of the signed data. Personal data protection is further enhanced through the "BS10012 personal information management" certification. When the signed insurance application data and consent forms are transmitted to the Company's server system, they are simultaneously deleted from the mobile devices, providing customers with peace of mind and high-quality secure financial insurance services.

In 2022, we have expanded the application scenarios of remote platforms to the investigation process, creating an "information non-retention paperless life underwriting" system. By integrating the digital life underwriting process with the investigation operations, we provide a convenient platform for life underwriting personnel to handle cases, conduct investigations, and reach conclusions all in one system. This approach aligns with service scenarios and meets the demands of usability, information security, and personal data protection. By incorporating innovative features, it assists life underwriting personnel in reducing inconveniences during the digital transformation process. The digitization of life underwriting results and the automatic integration of key data into the underwriting interface enhance efficiency. In response to policyholders' needs for social distancing during the pandemic, life underwriting operations are conducted through remote video conferencing. This significantly saves commuting time for investigation operations and improves the efficiency of underwriting.



客戶不必下載視訊軟體，只要透過簡訊進行身分認證(MID)，以電子簽章簽署要保文件，輕鬆簡便e指搞定。

Since its launch in November, nearly 500 life underwriting cases have been completed



## (2) Online Insurance Application

SKL offers online insurance products more than ten for customers to choose from. We communicate with customers digitally by explaining the characteristics of products through video clips, so that customers can understand the acceptance rules and products easily. Various insurance products are provided online to meet customers' needs for protection.

In 2022, we underwrote 21,388 online insurance policies with premiums reaching NT\$12.6 million.

## C. User-Friendly Payment Inquiry Services

### (1) SKL eFCS Payment Platform

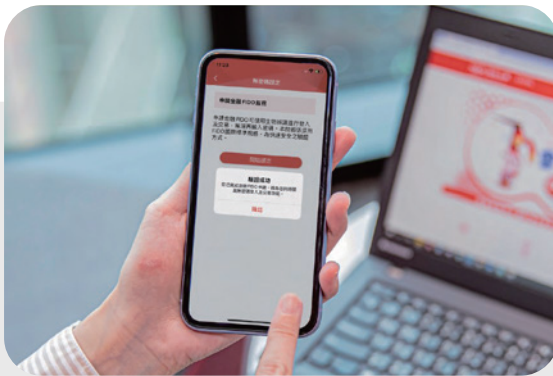
In response to the digital service trend and the government's promotion of cashless transactions, SKL kept up with the times to create the "SKL eFCS payment platform" in 2022 in collaboration with Taiwan Clearing House and SKB to make payments more convenient, in addition to the existing payment options available through the SKL website member area, SKL app, LINE official account, and smart payment machines. This platform introduced eFCS scan-to-pay and instant payment services. Policyholders who receive self-payment notices can open their mobile banking or electronic payment apps and scan the three-part barcode on the notice to complete the payment. They can also conveniently access the Taiwan Clearing House's e-payment app to instantly check and pay their premiums on their mobile devices.

### (2) SKL APP

Policyholders can download "SKL APP" through their mobile devices. In addition to convenient self-service and spillover-effect insurance policies integrated with health management, two new security features, "FIDO Passwordless Transaction Authentication" and "APP Guard Security Protection," have been added. These features enhance customer login authentication experience, strengthen transaction security, and provide mobile network security monitoring to safeguard customer personal data.



Since its launch, SKL APP has been downloaded 520,000 times, with a monthly usage of 260,000 times and an average of 120,000 policyholders logging in.



## (3) SKL Website Member Area

By building innovative digital services centered around consumers, SKL not only bring greater convenience to customers' financial experiences but also demonstrate commitment to a paperless environment. The digital platform of SKL follows the development path of "beginning with authentication and ending with fund flow." SKL was the first in the industry to introduce a MID mobile phone verification service, enabling customers to become our online members quickly by entering their mobile phone numbers. After customers become our online members, they can apply for various services online, including policy loans, policy changes, claims, and changes in credit card transactions.



By the end of 2022, the total number of SKL website members reached 960,000, and transactions of the current year up to 770,000, 78.3% of them were through mobile phone verification.

SKL continued to win the National Brand Yushan Award for providing various online authentication services.

## D. Convenient Claims Application Processes

### (1) Conservation/Claims Insurance Blockchain Consortium & Claims E-pass Services

SKL is actively constructing and developing an insurance technology platform that follows the "single application, mutual document exchange" model. This allows policyholders to enjoy a fast and convenient service where their applications are synchronously processed by multiple insurers. It is complemented by the "claims e-pass services", which extend to medical institutions and eliminates the need for paper-based documents such as diagnosis reports and expense proofs. Furthermore, policyholders can undergo online digital identity verification and utilize electronic signatures to achieve a paperless claims process. This provides policyholders with a systematic claims and payment service, reducing operational risks and shortening processing times.

After launching online in 2020, the "Digital Policy Deposit" developed by SKL has undergone e-policy verification and deposit via the third-party verification agency "Insurance Technology Sharing Platform". All insurance and changing (conservation) process were recorded by the platform as a future reference for any subsequent digital policy authenticity disputes to ensure the protection and rights of policyholders and insurance companies. In December 2022, SKL became the first company to offer certification and record-keeping for various types of policies.

In June 2022, an insurance policy statement service was launched on the insurance technology shared platform. Once registered, policyholders can access the insurance policy statement to conveniently view all their personal insurance information and application records, overcoming the challenges of storing physical policy documents.

In collaboration with the Life Insurance Association's "claims e-pass services", SKL provides policyholders with a systematic claims and payment service, reducing operational risks and shortening processing times, ultimately enhancing customer satisfaction. By the end of 2022, SKL also introduced "Claims Blockchain Consortium 2.0: Mobile/Online Claims Application with Digital Identity Authentication" for trial purposes. This, along with the "Mobile e-Claims" feature, allows insurance agents to process claims applications using tablets instead of paper-based applications. Data is recorded in real-time, and combined with image file transmission, it achieves the benefits of fast review and shortens claims processing time. Customers can experience an evolved service quality due to the numerous conveniences provided.

## (2) Personalized Data Autonomy (MyData)


SKL value fair customer treatment and have become the "first in the life insurance industry" to successfully integrate claim services with the personalized data autonomy (MyData) platform provided by the National Development Council. This integration aims to provide policyholders with more convenient and expedited financial services. When policyholders apply for claims online, through the MyData platform, after the applicant completes identity verification and gives consent, their household registration data and family relationship information will be provided to our company as supporting documents for the claims application. In the future, when policyholders apply for digital claims services through the official website's member area, they can authorize the MyData platform on the application page. This eliminates the need for paper-based proof documents, allowing policyholders to access more convenient financial services.



## E. Timely Response to Customers

### (1) Smart Customer Service Center

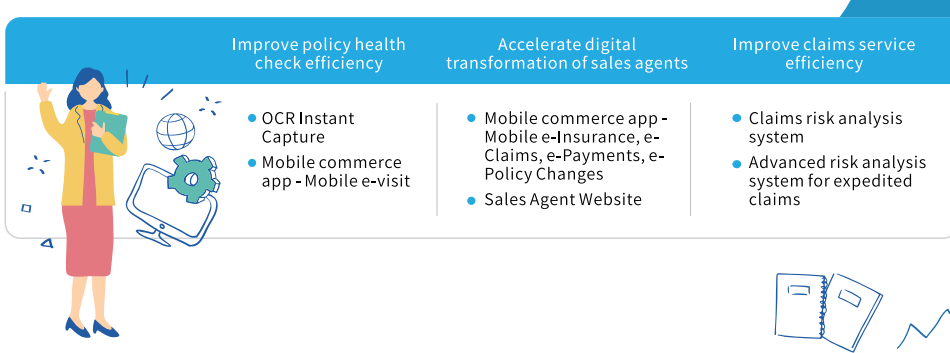
SKL established the industry-first "Smart Contact Center," which provides the customer service personnel with one-stop support through various smart functions, allowing users to receive the best quality of service anytime, anywhere and at will.

Smart Service	Description	Results
Voice Recognition System	<ul style="list-style-type: none"> <li>Provide service precisely through voice recognition technology</li> <li>Provide real-time management information</li> </ul>	 <ul style="list-style-type: none"> <li>Simple policy changes by phone: 108,000 times</li> <li>Smart reminder service: 5,700 times</li> </ul>
CRM Big Data Analysis	<ul style="list-style-type: none"> <li>Automatically convert massive recordings into structured indexes with the speech analysis system to mine valuable information</li> <li>Delve into the thoughts and needs of policyholders through visual analytics</li> </ul>	
AI Smart Customer Service	<ul style="list-style-type: none"> <li>Incorporate the knowledge of insurance into "Shin's" database</li> <li>"Shin 2.0": We lead the industry in adopting GOOGLE's latest algorithms, and introduce a new UI/UX design, allowing policyholders to receive personified service from "Shin".</li> <li>Build AI training center to improve tuning performance; develop Q&amp;A feedback service to understand customers' voice more accurately.</li> <li>Acquired new patents for multi-turn dialogue business setup, editing and design.</li> </ul>	

- Smart Customer Services Chatbot "Shin" 2.0: 320,000 individuals served
- Satisfaction rate of "Agent Shin" dedicated to agents: 98.1%
- Shin's for customers satisfaction up to 91.2%
- Obtained new patents for business development with multi-turn dialogue and editing methods.
- Continuously get certified to Royal Mystery Shopper (RMS) and ISO 10002:2018 Customer Satisfaction Management System.
- Consecutive winner of the CSEA Excellence in Customer Service Awards for "Best Application of Intelligent Systems" category

## 5.2.2 Insurance Technology Applications - Improving Operational Efficiency

### SKL Results in Optimizing Digital Operational Efficiency



### A. AI Integration for Improved Policy Health Check Efficiency

#### (1) OCR Instant Capture

By leveraging optical character recognition (OCR) and natural language processing (NLP) technologies, SKL developed the "Smart Insurance Policy Health Check System." This system simplifies complex tasks for agents, accelerates the document creation process, and allows agents to focus on communication and providing professional services to policyholders. Since its implementation, the system has analyzed the coverage data of over 20,000 different households, ensuring that each SKL policyholder receives the most suitable coverage and insurance amount. In addition, SKL has launched the "Instant Capture Project," which enables sales agents to scan and photograph insurance policies from various companies with a single shot. With the assistance of AI technology, the system consolidates the coverage overview and completes the policy health check, significantly improving service efficiency.

Since its launch, it has served approximately 420,000 customers and generated around 650,000 planning proposals



### B. Digital Empowerment, Accelerate Digital Transformation of Sales Agents

#### (1) Mobile Commerce App

With a commitment to developing green financial insurance services, we aim to provide customers with high-quality, low carbon financial services, making insurance more relevant to their lives. To enable digital empowerment for sales agents, we introduced the "e-agent service certification mechanism." This initiative aims to observe various digital service transaction indicators and encourage agents to transition into digital agents through project promotion and specialized training activities organized by administrative units. As of 2022, the adoption rate of e-agent has reached 56.1%, accelerating the efficiency of post-sales policy services and reducing resource consumption.

Mobile Tool	Number of Tools Used	Usage rate (%)
e-insurance policies	195,842	68%
e-notices	2,449,847	77%
e-Insurance <sup>Note 2</sup>	177,920	93%
e-Claims <sup>Note 1</sup>	297,650	76%
e-policyholder service	165,051	38%
e-Benefit Payment	87,402	83%

Note 1: The scope of Mobile Business app is limited to SKL channels.  
Note 2: Mobile e-Insurance includes statistics for life insurance and accident insurance policies

## (2) Sales Agent Website

The "Sales Agent Website" is a highly visited website, serving as an essential online support system for sales agents. It provides various services such as product information, new contract reporting system, administrative notifications, performance/commission inquiries, administrative inquires, operation guidelines, and form downloads. In 2022, the website underwent a redesign with five main objectives:

- ◆ Creating a new user interface and content structure, resulting in an overall agent satisfaction rate of 83%
- ◆ Improving the user-friendly login page
- ◆ Implementing responsive web design (RWD): to enhance the user experience across different devices, leading to a 5% increase in NPS satisfaction after the redesign
- ◆ Strengthening personal information protection measures: achieving a 100% completion rate for 66 permission control functions
- ◆ Reorganizing and categorizing various system functionalities: resulting in a 20% decrease in monthly inquiries received from agents through the 0800 hotline.

## C. Utilize Technology to Improve Claims Service Efficiency

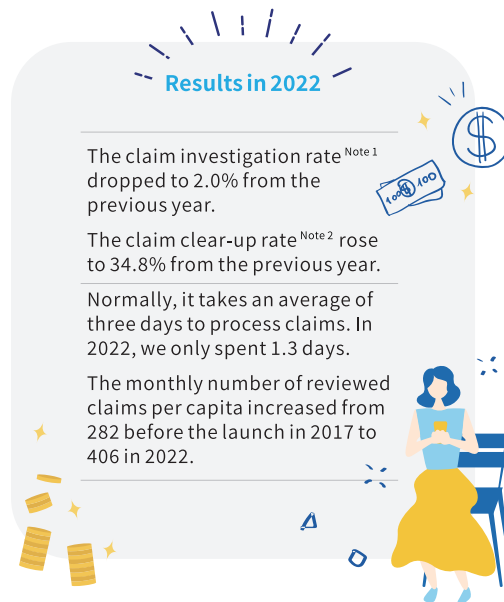
### (1) Claim Risk Analysis System

SKL has established the "claim risk analysis system," which distributes cases immediately, reviews cases online, and shortens processing time to quickly settle policyholders' claims. In 2022, SKL achieved 91.1% customer satisfaction with claims.

Tool	Description
Claim risk analysis system	<ul style="list-style-type: none"> <li>● Analyze the characteristics and trends of rejected claims to improve the hit rate of investigations and prevent fraudulent claims.</li> <li>● The decrease in the claim investigation rate and the increase in the claim clear-up rate indicate that the overall investigation performance improves and the claims loss decreases.</li> </ul>
Advanced quick claim risk analysis system	<ul style="list-style-type: none"> <li>● Analyze the characteristics and trends of quick claims settlement cases based on the established high-risk model to improve the overall performance and reduce the cost of claim settlements.</li> </ul>

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.



## 5.3 Fair Treatment of Customers | GRI 2-26 |

SKL uphold the spirit of "friendly service" and "ethical business" to enhance the accessibility, usability, service quality, and consumer rights protection of financial services. We are committed to promoting fair treatment of customers, implementing inclusive finance, and achieving social benefits and provided the most reliable service for the public, hoping to become the most trusted brand in the life insurance industry.

Through various initiatives, the overall Net Promoter Score (NPS) for 2022 reached 82.8%, and customer satisfaction for claims stood at 91.1%. Customers have experienced an improvement in service quality.

### 5.3.1 Implement the Principles of Treating Customers Fairly

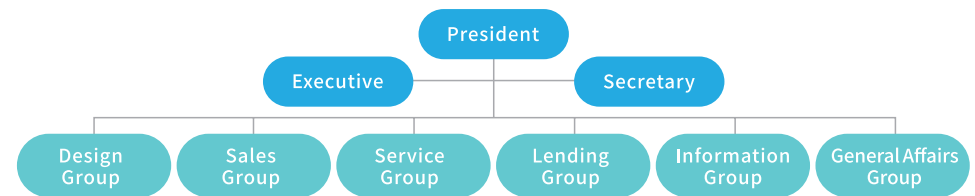
| GRI 417-1、417-2、417-3 |

SKL follow the "Principle for Financial Service Industries to Treat Clients Fairly" as the core values and behavioral guidelines to establish a corporate culture centered around "fair treatment of customers." With continuous promotion of financial insurance knowledge, consumers are made aware of the importance of insurance. Additionally, proactive measures are taken to provide more in-person or digital care services to elderly and disabled policyholders, demonstrating the commitment to fair treatment of customers.

### A. Treating Customers Fairly Committee

#### (1) Policies, Regulations, and Operations




We 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 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.



#### (2) Results in 2022

- ◆ The Treating Customers Fairly Committee met four times in 2022 to review and report matters related to the Principle of Treating Customers Fairly.
- ◆ In 2022, 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.
- ◆ In addition to annual training for all employees, we engaged external lecturers to organize 11 face-to-face training sessions for directors, executives, and employees in charge of fair treatment of customers to deepen the awareness of treating customers fairly from top to bottom.
- ◆ In 2022, SKL was ranked in the top 25% of outstanding financial institutions according to the evaluation by the FSC.

## B. Fair Treatment of Customers Intensive Measures


<p>Product design</p>	<ul style="list-style-type: none"> <li>Developed insurance products that fit various needs:             <ul style="list-style-type: none"> <li>SKL continued to develop related products, including basic protection, spillover policies, microinsurance, small-amount whole life insurance, policy-based insurance, in-kind benefits.</li> <li>Included specific medical devices common to the elderly in the coverage; with flexible payment for long-term care insurance, such as single payment and monthly payment.</li> <li>Designed readable product publicity and videos, and held "Insurance Product Review Team" meetings before selling and "Terms Discussions" meetings after selling to reduce the policyholders' doubts about the policy terms.</li> </ul> </li> </ul>	
<p>Solicitation and marketing</p>	<ul style="list-style-type: none"> <li>Prevented and protected the elderly from financial exploitation:             <ul style="list-style-type: none"> <li>Strengthened the operation of Know Your Customer (KYC) and Know Your Product (KYP) in various channels and included it in the evaluation. We also promote KYP practices externally to make it easier for senior citizens to understand the contents of insurance products. In the event of KYC or KYP violations, improper marketing to senior customers, or other violations, disciplinary actions will be taken and benefits will be recovered.</li> <li>We have implemented labeling and reminders specifically for customers aged 65 and above in the customer dashboard, making it easier for sales agents to identify the elderly customer segment and handle related procedures according to relevant regulations.</li> </ul> </li> <li>Built a "fraud prevention and risk control model for insurance agents" to prevent insurance salesmen from misappropriating policyholders' money through detailed analysis with AI technology, and received recognition for a new patent from the Intellectual Property office, MOEA.</li> </ul>	
<p>Customer service</p>	<ul style="list-style-type: none"> <li>Optimize Customer Information System (CIS), and took out a patent, to provide services for people with different types and levels of disabilities.</li> <li>The first in the industry to launch the "Mobile Identity Recognition Service." Policyholders can become online members of SKL and apply for online insurance services by verifying their real identity using their mobile phone number.</li> <li>Elderly customer fraud prevention campaigns and digital-friendly seminars were conducted. We created a Taiwanese version of the insurance fraud detection animation video to allow attendees at seminars to learn about the three principles of fraud prevention and convenient digital payment channels in a relaxed atmosphere.</li> <li>The Smart Address Project: In order to address the practical issues of new policy applications and contract modifications where incorrect or non-existent addresses are provided, resulting in the failure of related notifications to be delivered accurately, a "Smart Address Verification" mechanism has been developed, aims to enhance the accuracy of policyholder address information, and strengthen data quality of communication information. The system is capable of verifying whether the input address exists in the Ministry of the Interior's household registration system and whether it is the latest address. It also provides suggested address prompts. This allows customers to verify and use the correct address for new policy applications and policy contract changes in a timely manner. The system has also applied for a new type of patent for its application in insurance operations.</li> <li>Policy review: SKL combined OCR and NLP technologies to develop the latest "Smart Insurance Policy Health Check System." With the assistance of AI, customer policy status and coverage gaps can be analyzed with just a few photos. In fulfilling the duty of maintaining attention and loyalty and practicing fair customer treatment, SKL transform complex insurance products and coverage into simple and easy-to-understand formats. This ensures that every SKL policyholder can enjoy the most suitable coverage and insurance limits.</li> <li>Our official website has a dedicated section for fair customer treatment and a Financial Friendly Service section 財 that holds the Accessibility 2.0 Double-A logo</li> <li>We have pioneered the "Sign Language Video Translation Platform" to facilitate seamless communication for individuals with hearing and speech impairments.</li> <li>To deepen our commitment to age-friendly, dementia-friendly, visually impaired-friendly financial services, and reinforce customer service processes, we have collaborated with Duofu Care &amp; Service, Taiwan Alzheimer's Disease Association, and the Tamkang University Resource Center for the Visually Impaired to provide education and training to customer service personnel and specialists across our branches in the northern, central, and southern regions.</li> <li>We proactively visited and provided services to policyholders aged 99 and above, offering friendly care, helping them understand their own policies and updating their contact information to safeguard their rights and interests.</li> <li>We organized digital-friendly seminars for elderly policyholders, engaging in face-to-face communication to promote awareness and collect feedback, consolidating anti-fraud concepts and preventing financial exploitation.</li> </ul>	
<p>Claims</p>	<ul style="list-style-type: none"> <li>Combined the claim review notice with the government's long-term care information and established a self-checking mechanism.</li> </ul>	
<p>Grievances</p>	<ul style="list-style-type: none"> <li>Disposed of disputes over solicitation of people aged 65 and above:             <ul style="list-style-type: none"> <li>Added warning signs to the grievance system.</li> <li>Reviewed the causes with the underwriting department and developed improvement measures.</li> </ul> </li> </ul>	

## C. Responsible for Marketing and Publicizing

In addition to disclosing information on the design, selling, and promotion of insurance products 100% in compliance with the statutory requirements, our product terms and conditions have been developed in accordance with the demonstration clauses provided by the competent authority, and reviewed according to legal procedures.





- ◆ Following the "Regulations on the Management of Information Disclosure by Life Insurance Companies," 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 insurance 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 that product specifications or publicity. In addition, fonts or risk warnings have been fully disclosed in accordance with relevant regulations to protect the rights and interests of consumers.
- ◆ Have the "Business Solicitation processing and Procedures System" in place to ensure the interests of the Company and policyholders through strict controls on the misappropriation of premiums.

- ◆ Launch the "fraud prevention and risk control model for insurance agents" to prevent the abnormal solicitation of insurance agents, misappropriation of premiums, improper marketing, and improper persuasion of policyholders through risk warnings.
- ◆ 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.





In 2022, we had one case not complying with relevant laws and regulations on marketing communication. We have reviewed the case and made concrete improvement plans 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. 

## D. Friendly Insurance Services

Social responsibility in the insurance industry is keeping society stable. As a player in the insurance industry, SKL strives to provide friendly insurance services in response to the inclusive finance policy. We have designed a series of friendly insurance services, so that all groups of people can enjoy financial services equally. 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.

Type of Customer	Service	Mechanisms for Financial Inclusion	Results in 2022
 Disadvantaged people	Friendly financial services	<ul style="list-style-type: none"> <li>• Accessible website: Set up a friendly financial service official website area  to reduce the barriers to online applications for people with disabilities.</li> <li>• Barrier-free communication: We led the insurance industry with the launch of the "Sign Language Video Translation Platform" (LOY) for individuals with hearing and speech impairments. When policyholders with hearing and speech impairment went to the counter for policy service, they can connect with professional sign language interpreters through the "Sign Language Video Translation Platform" (LOY) to communicate smoothly.</li> <li>• Barrier-free environment: Equip operations with barrier-free passages, service bells, or guidance signs, as well as assisted facilities for wheelchair users at service counters.</li> <li>• Diversified service channels: Provided online or on-site services via customer service hotline (0800-031-115).</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly financial service official website area obtained the conformance level AA for WCAG 2.0.</li> <li>• "Sign Language Video Remote Interpreting Platform". From the start in May 2021 until January 2023, a total of 2 service calls have been made.</li> </ul> 
	Insurance education	<ul style="list-style-type: none"> <li>• Invited experts to share their professional knowledge in such fields as wealth management, leisure, as well as physical and mental health on a regular basis.</li> <li>• We collaborated with the Tamkang University Resource Center for the Visually Impaired to conduct "Visually Impaired Friendly Financial Education and Training," to strengthen customer service processes, ensure the financial security and rights of disadvantaged groups, so as to enhance the friendly service competence of our personnel to provide appropriate customer guidance with the most heartfelt financial services.</li> </ul>	<ul style="list-style-type: none"> <li>• We held 20 "SKL Beautiful Life" lectures, (including 5 online live streaming) attracting a total of 3,624 participants.</li> <li>• We organized three online training sessions. A total of 311 individuals were trained, there was an 86% satisfaction rate regarding services related to dementia and an 88% satisfaction rate regarding the concept of visual accessibility services.</li> </ul>
 Emergency/ disaster-affected policyholders	International disaster relief	<ul style="list-style-type: none"> <li>• Activated international disaster relief immediately when policyholders needed assistance in an emergency while traveling overseas.</li> </ul>	<ul style="list-style-type: none"> <li>• From 2013 to 2022, SKL processed 64 international disaster relief cases at the amount of NT\$33.41 million.</li> </ul>
	Emergency/disaster care	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Major accident condolence: provided care and consolation money for policyholders encountering major accidents.</li> </ul>	<ul style="list-style-type: none"> <li>• In 2022, when Typhoon Hinnamnor struck, SKL immediately launched the "Typhoon Protection" policyholder care service to help policyholders cope with the typhoon disaster.</li> </ul>



Type of Customer	Service	Mechanisms for Financial Inclusion	Results in 2022
 <p>The elderly</p>	SKL long-term care website	<ul style="list-style-type: none"> <li>Set up the SKL long-term care website 老: to pass on knowledge of long-term care, use of social welfare resources, insurance, medical personnel interviews, and healthcare information, as well as encourage the exchange of ideas, so as to increase the public awareness of long-term care.</li> </ul>	<ul style="list-style-type: none"> <li>The website received 870,000 visitors, among which about 680,000 were unique visitors. The direct traffic reached 22%, while organic search traffic reached 71%. Notably, 70% of the visitors are aged 25~54, effectively providing information needed by young and middle-aged people.</li> </ul>
	Providing Sound retirement planning through group synergy	<ul style="list-style-type: none"> <li>Combining SKFH Group's resources, we provided policyholders with comprehensive protection after retirement, from economic security, safety, medical treatment at home, and healthcare to aging, set up Taiwan's first all-age care room with an area of 4.5 ping (14.85 square meters) at Taipei Station LOHAS Future Pavilion, and built "Jasper Villa Banqiao," a healthy and safe residence for the elderly after retirement featuring healthcare services.</li> </ul>	<ul style="list-style-type: none"> <li>Jasper Villa Banqiao won the Symbol of National Quality (SNQ), becoming the first retirement-specific residence in Taiwan to bear the SNQ.</li> </ul>
	Caring for the elderly and providing appropriate services	<ul style="list-style-type: none"> <li>Collaborating with Duofu Care &amp; Service, we have jointly launched the "Senior Citizen Workshop" education and training program to provide more caring and diversified services for senior citizens; in collaboration with the Taiwan Dementia Association, we organized the "Dementia Elderly Treatment Guide" training program to provide more appropriate services for senior citizens with dementia.</li> <li>SKL visited our elderly policyholders before the Double Ninth Festival and presented them with care gifts, wishing them a happy holiday. During these visits, we also assist the elderly in understanding their policy status and updating their contact information to ensure their rights are protected. We strive to fulfill the principles of inclusive finance.</li> <li>SKL planned to launch the "Family Contact Network" service project. This project establishes diverse communication channels, allowing elderly individuals to have their family members assist them in managing their policies, thereby preventing financial exploitation, fraud, and reducing unpaid premiums. It also aims to enhance effective communication and achieve the goal of elderly care. This service will be officially launched in March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>The "Senior Citizen Workshop" education and training program has trained 52 service personnel to understand the needs of the senior citizen community and to enter the world of the elderly through the experience of wearing a Ponzu bag, making the senior citizen service more empathetic.</li> <li>3 training sessions of the "Customer Service Guidance for Elderly with Dementia" were conducted, with a total of 311 participants.</li> <li>We provided care to a total of 192 elderly policyholders, with an overall in-person visit rate of 44%. A total of 84 policyholders were visited (including 20 who have passed away.)</li> </ul> 
 <p>COVID-19 affected policyholders</p>	Epidemic prevention and relief	<ul style="list-style-type: none"> <li>In response to COVID-19, SKL encouraged policyholders to use digital service channels more often to reduce exposure risks, and provides services such as premium/borrowing interest deferral, online quick clearance EXPRESS, and various claim settlement measures. We also offered a NT\$30,000 epidemic prevention care gift to policyholders who have been diagnosed with the disease and are working as health care workers.</li> <li>SKL self-organized three concessional policy loan projects (borrowing rate: 1.5%~3.0%) on our own initiative for policyholders affected by the pandemic, as well as the "Economic relief Concessional Policy Loan Project" (borrowing rate: 1.28%) in line with the government's disaster relief policy.</li> </ul>	<ul style="list-style-type: none"> <li>In line with the policy of the government, a total of NT\$382.12 million were granted to policyholders under the "Concessional Policy Loan Project," among which NT\$39 million, or 10%, were granted by SKL, ranking fourth in the industry.</li> <li>SKL organized four concessional policy loan projects in 2022, and 15,220 policyholders applied, with the total concessional policy loans amounting to NT\$7.592 billion.</li> </ul>
 <p>Young people</p>	LIFE Lab.	<ul style="list-style-type: none"> <li>SKL launched the LIFE Design+ app and web version, through this digital tool, we compile statistical data from different professional organizations, allowing young people to simply enter their information and obtain a career planning report with transparent data and similar customer data. The report uses reasonable calculation rules and includes detailed calculation descriptions, data sources, website links, and recent news reports to help youth have a clearer framework for future needs analysis and security planning.</li> </ul>	<ul style="list-style-type: none"> <li>Life Design+ uses a cute and young visual experience to make young people who are not interested in insurance more willing to try it, and presents a professional and complicated life journey with an easy-to-read visual process, which becomes the first step for young people to build a proper insurance concept. In 2022, LIFE Design+ assisted the young population aged 20-29 in completing 3,430 career planning reports.</li> </ul>
	Financial education	<ul style="list-style-type: none"> <li>SKL collaborate with non-profit organizations, government agencies, and schools to co-organize financial education programs. These initiatives aim to promote financial literacy among high school students at all levels, featuring lecture content planned according to grade level, from the simple to the deep. Experts in finance and industry professionals are invited to share their financial vision in areas such as financial management, entrepreneurship, venture capital, and FinTech. Through these programs, students can choose a variety of topics according to their interests and gain a better understanding of financial concepts, which helps them in their future academic and career planning endeavors.</li> </ul>	<ul style="list-style-type: none"> <li>In the 111 academic year, we collaborated with high schools such as Taichung First Senior High School, Taichung Girls' Senior High School, Wen-Hua Senior High School, Keelung Girls' Senior High School, and Datong High School, providing 19 lectures and nearly 200 class sessions. The provided lectures include introductory financial literacy courses for first-year high school students, courses on financial and economic topics for second-year students, and advanced courses on financial and economic topics for third-year students. In 2022, we impacted at least 3,000 individuals, and we can expect the collaborative learning benefits among teenagers to spread to their peers.</li> </ul>

### 5.3.2 Customer Service and Communication

Shin Kong Life attends to customer needs carefully. Adopting a "3D" customer service policy (i.e., Do With Passion, Do By Technology, and Do Things Right), we dedicate ourselves to listening to customers, rolling out a full range of accessible insurance services, and offering BSI-certified customer service. Technology has empowered SKL to improve various service flows, providing customers with a premium experience.

SKL introduced Net Promoter Score (NPS), using customer feedback to measure the customers' evaluation of our services and make important decisions to improve the quality of service.



#### A. Optimizing Customer Service

##### (1) Listening to the Voices of Policyholders

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 2022, we received nearly 500,000 calls through our 0800 customer service hotline, and 95.8% of the callers were satisfied with our customer service. Most of the callers made inquiries about policy administration (preservation, premium, and the content of the contract). In 2022, the NPS of SKL customer service hotline (0800) increased from 80.1% in 2021 to 81.6%.

Customer Satisfaction Survey	2020	2021	2022
Customer satisfaction rate	88.6%	88.1%	95.8%



In 2016, 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.

##### (2) Innovative Counter Service Experience

We have incorporated the LIFE Lab. with SKL in Taipei and New Taipei administrative centers, creating a modern and professional storefront image to provide customers with a fresh experience from first glance. Upon entering the store, customers are greeted by dedicated staff who will inquire about the purpose of their visit and assist with filling out relevant documents or using self-service machines, saving time on administrative operations. Inside the store, there are two digital tools installed with the "LIFE Design+" career planning app, which allows individuals to outline their dream blueprint and proactively raise awareness of risk avoidance based on their insurance needs at different stages of life. The consultation area is designed to be diverse, providing a comfortable, reassuring, and private environment for every customer who visits.



#### B. Responding to Policyholder Feedback Attentively

For complaints lodged by policyholders, we have a 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.

##### Proportion of Ombudsman Cases and Average Processing Days of Disputes over Claims and Non-claims Cases in the Past Three Years

Type of case	2020		2021		2022	
	Claims	Non-claims	Claims	Non-claims	Claims	Non-claims
Proportion of Ombudsman Cases (%)	0.034	0.037	0.035	0.032	0.032	0.031
Average processing days	1.02		1.02		1.02	

Source: Financial Ombudsman Institution (published once every year)