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Talent management is the most important factor that empowers the world's top companies to outperform their peers. Critical talents are an important strategic resource for enterprises, and they are enterprise value creators and an important cornerstone for companies' continuous operation and growth. Considering employees as its most important assets, ASUS works with them to elaborate on collective wisdom and develop individual and team potentials and interests. We shape the corporate culture, cultivate key talents, acquire technologies and capabilities in key areas. We also create an open and innovative R&D culture and a creative environment to stimulate the vitality and imagination of our employees. ASUS believes in a people-oriented corporate philosophy of "Inspire, Motivate and Nurture Employees". We are committed to pursuit high-performance organization and outstanding talents, establish a comprehensive remuneration and benefit program, and cultivate and develop diverse talents as a human resource development strategy to create shared value for enterprises.

Actions

Design Thinking Competition

Implemented annual Design Thinking competition

Disaster Simulation Drills and Exercises

Organized 8 sessions of disaster simulation drills and exercises

Employee Opinion Survey

First time to conduct employee opinion survey

Performance



World's Best Employers

Evaluated as one of the world's best employers by Forbes for three consecutive years (2020-2022)



Top 100 High-wage Enterprises

Remunerations and benefits beyond the statutory requirements and ranked among the Top 100 high-wage enterprises in Taiwan



Gold Award in Corporate Health Responsibility

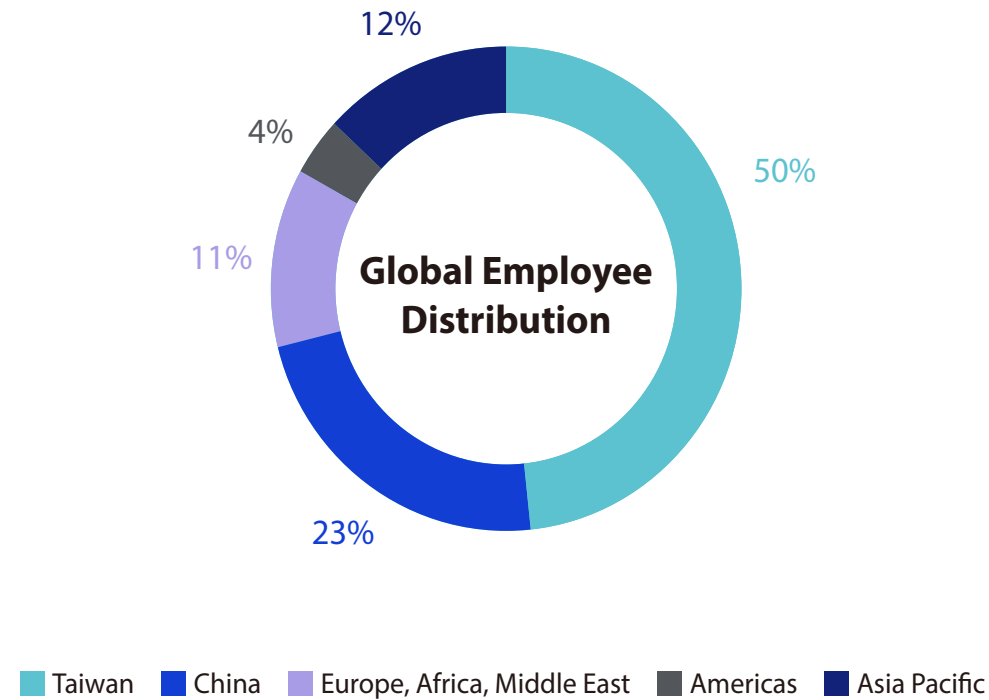
Awarded the Gold Award in Corporate Health Responsibility held by Common Health Magazine in the group of companies with over 5,000 employees

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Employee Policy

Structure of Manpower

ASUS has established operating bases in more than 70 countries around the world, including Asia-Pacific region, Europe, Americas and Africa. The number of global employees is about 16,340, including about 8,106 in Taiwan where the head office is located and about 8,234 in the overseas regions. With the expansion of product lines and business territories, the number of employees grew by approximately 7% compared to 2021. In Taiwan, where the corporate headquarters is located, the growth rate was the largest with approximately 9%, followed by China with approximately 5%, and other overseas regions with approximately 4%.



■ Taiwan ■ China ■ Europe, Africa, Middle East ■ Americas ■ Asia Pacific





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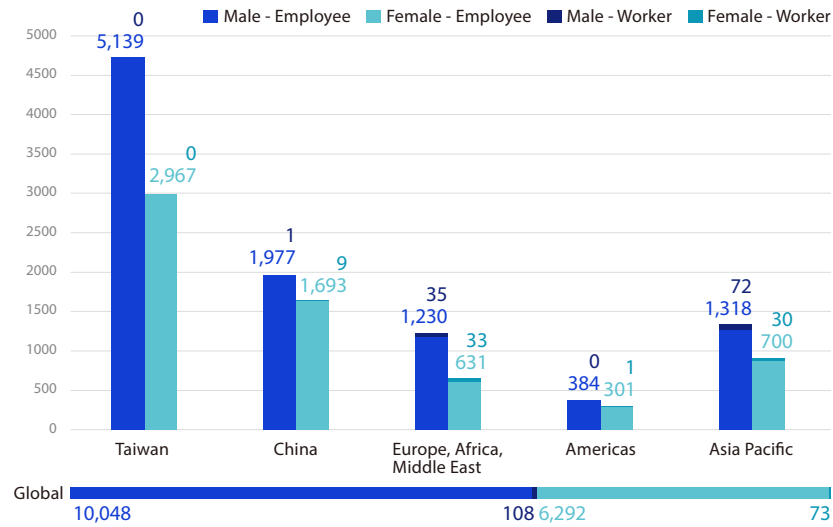
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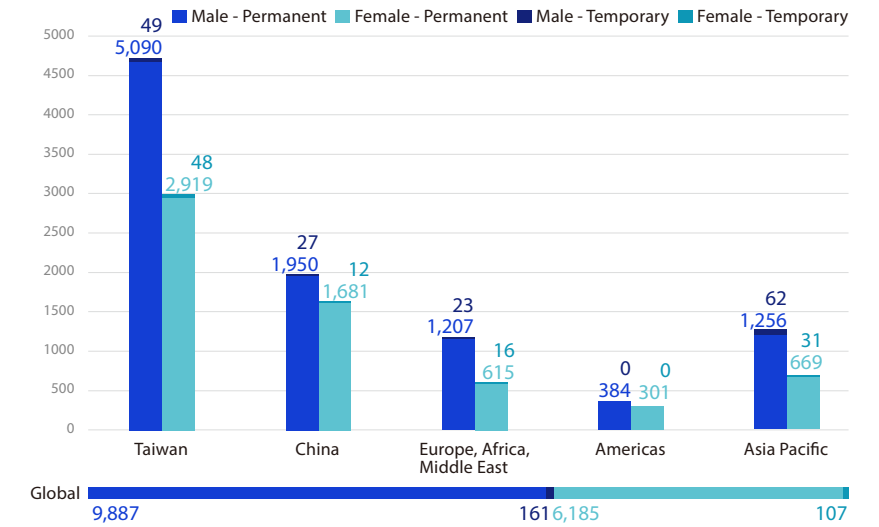
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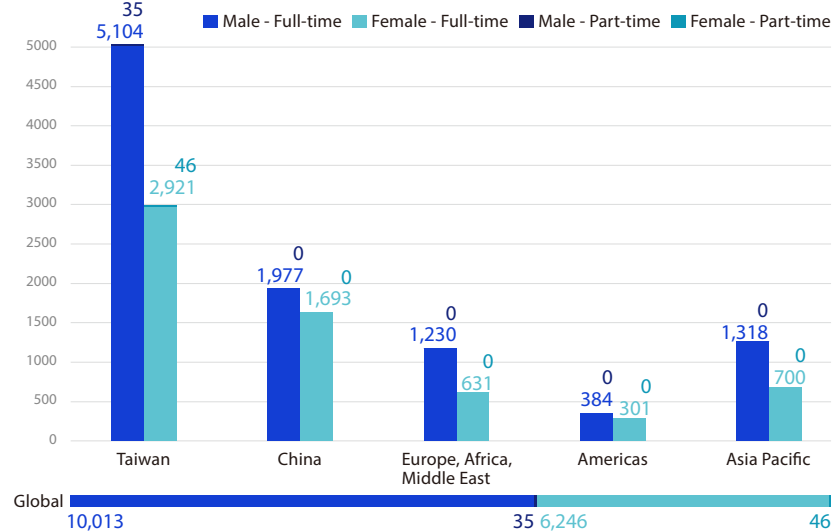
Workforce Composition



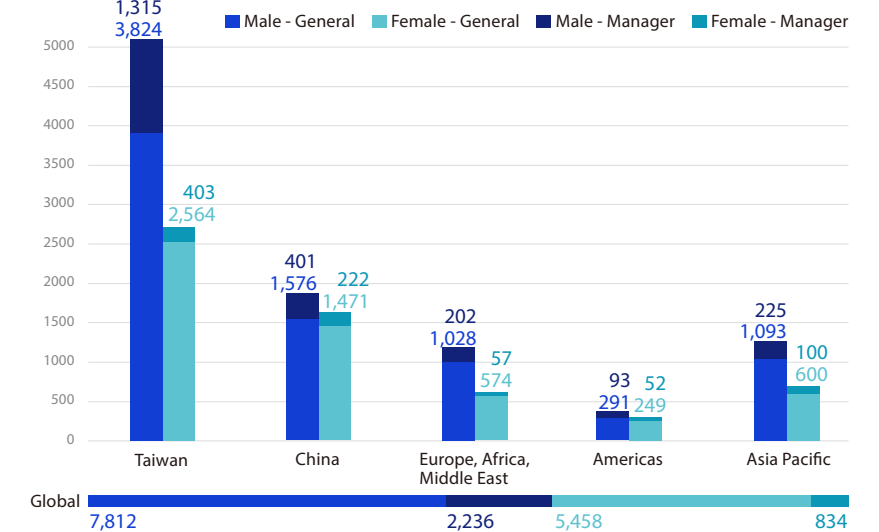
Contract Type



Employment Type



Employee Type



¹ Worker : dispatched staffs and representative staffs. The job categories for dispatched staffs include: clerical staff, cleaning staff, administrative assistant, customer service/maintenance assembler. Representative staffs are responsible for market research. The majority of workers are dispatched staffs.

² Temporary employee and part-time employee are defined as hourly paid employees who work irregular hours and who work fewer hours than full-time employees.



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Remuneration Policy

Candidates with identical backgrounds will have identical starting salaries regardless of gender, religion, political view, and marital status. We review the remuneration against the industry level, ensuring that the pay is competitive and attractive to the talents. At the Taiwan headquarters, the starting salary of entry-level personnel is superior to the statutory requirement. ASUS has established the Key Talent Retention Bonus Program to retain key positions and high-performing talents with excellent performance and development potential, and to nurture ASUS's management cadres and professional functional talents to further enhance the competitiveness of the company. The ratio of male and female standard starting salary and remuneration compared to local minimum wage was 1.07:1 in 2022. Comparing the wage of male and female with same job level, the ratio for general employees was about 1:0.78, while for management level was 1:0.79.

Human Rights

ASUS values "people-oriented" and does not discriminate against employees based on race, gender, age, political affiliation, religion, or disability. We follow the local legislation as well as the minimum age requirements. ASUS publicly discloses the "[Human Rights Policy](#)" on the website in accordance with the Universal Declaration of Human Rights of the United Nations. ASUS values gender equality. The proportion of global female employees was 38.5% and global female managers was 27.2%. Although the majority of employees in the IT industry are male due to the characteristics of the IT industry, there is no employment discrimination or any unfair treatment based on gender.

Due Diligence and Management : ASUS conducts annual due diligence to assess potential human rights risks in accordance with the Company's Human Rights Policy and the Employee Code of Conduct. The assessment mainly includes topics such as people with physical and mental disabilities, female employees, workplace safety, prohibition of discrimination, and prohibition of child labor. We track any high-risk events and take improvement actions.

▼ To implement ASUS' human rights policy, human rights-related training is provided to employees worldwide, and the number and percentage of training hours are listed below :

Region	Taiwan	China	Europe, Africa, Middle East	Americas	Asia Pacific
Total Training Hours	32,068	18,473	2,281	8,839	6,769
Percentage of employees trained	99.4%	97.1%	96.8%	96.7%	95.0%

* Please refer to [CH07 Responsible Manufacturing](#) for Supplier's human rights protection policy





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Employee Communication

Open Communication

ASUS continues to actively expand diversified communication channels to enhance employee relations. By holding regular communication activities, employee opinion mailbox and employee engagement surveys, we build the transparent communication between ASUS and employees, and their suggestions are used as the driving force for improvements to safeguard the rights and interests of each employee.



Employee Opinion Survey

ASUS implemented the Employee Opinion Survey for the first time in 2022, which was conducted by Willis Towers Watson. Through a "systematic and data-based" approach, we can truly understand the real work experience of our employees, identify the company's strengths and opportunities, and use the survey results to develop action plans that are expected to effectively enhance the engagement of our sustainable employees.

The 2022 employee opinion survey included all employees in Taiwan headquarters, with a valid response rate of 80%. From the results, we found that the company's strengths (analyzed by using the Willis Towers Watson Taiwan High-Tech Model and the Taiwan Model as the main benchmarks, and the Global High-Tech Model as a secondary benchmark): employees agreed that ASUS is a good company to work for; in terms of diversity and inclusion, most employees agreed that the company supports a diverse workplace and can express their opinions openly and honestly within the company.

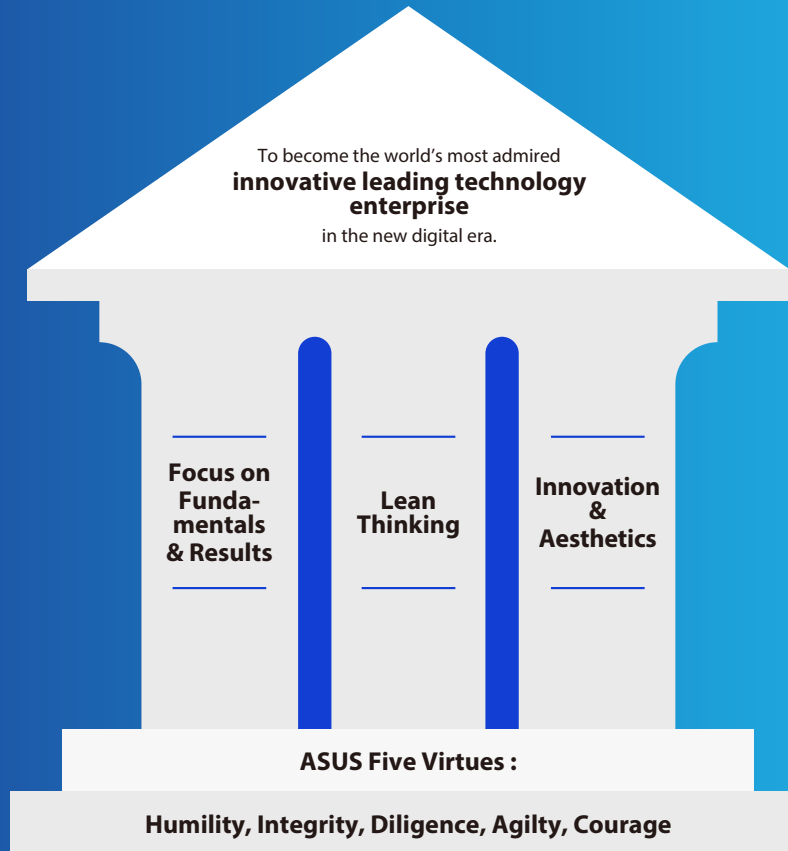
Based on the survey results, ASUS also launched an action plan to strengthen employees' confidence in decision making and implementation of values, and to adjust compensation and benefit programs:

- Establish a smooth two-way communication mechanism within the company to enhance the understanding and confidence of employees in the decision-making process
- Set clear values and encourage all supervisors to lead by example in their daily work to implement the company's values
- In terms of compensation and benefits, the salary structure of some basic/junior employees was adjusted from a variable salary basis to a fixed salary basis, and the monthly disposable salary was increased to facilitate more effective use by employees.
- It is expected that we will implement employee stock ownership plan and Hybrid Work Model for some staff in 2023 to enhance staff motivation and happiness.



Cultivating and Developing Talents

Talent is the cornerstone of a company's success. ASUS believes that only every employee can fully demonstrate ASUS DNA: ASUS 5 Virtues, Focus on Fundamentals & Results, Lean Thinking, Innovation and Aesthetics, and the strengths in his or her job can achieve the vision of "becoming the world's most admired innovative leading technology enterprise in the new digital era," and provide valuable contributions to humanity.



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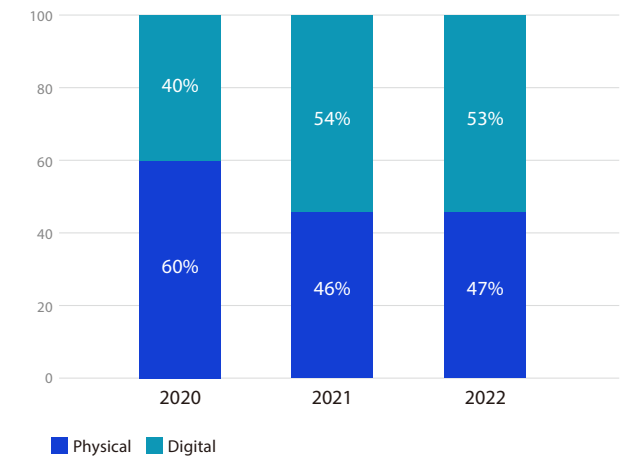
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The total number of employees of ASUS in 2022 were 16,340 (at the end of the year), the total training hours of ASUS Group were 385,456 hours, and the average training hours per person were 24 hours. The overview is as follows :

Category	Training Hours per Employee	
Gender	Female	23
	Male	24
Employee Category	General employee	24
	Junior supervisor	21
	Mid-level supervisor	23
	Senior supervisor	10
Age	<30	44
	30~50	18
	>50	14
Training Category	Physical courses	11
	Online courses	12

2020-2022 Total Training Hours (Physical + Digital)





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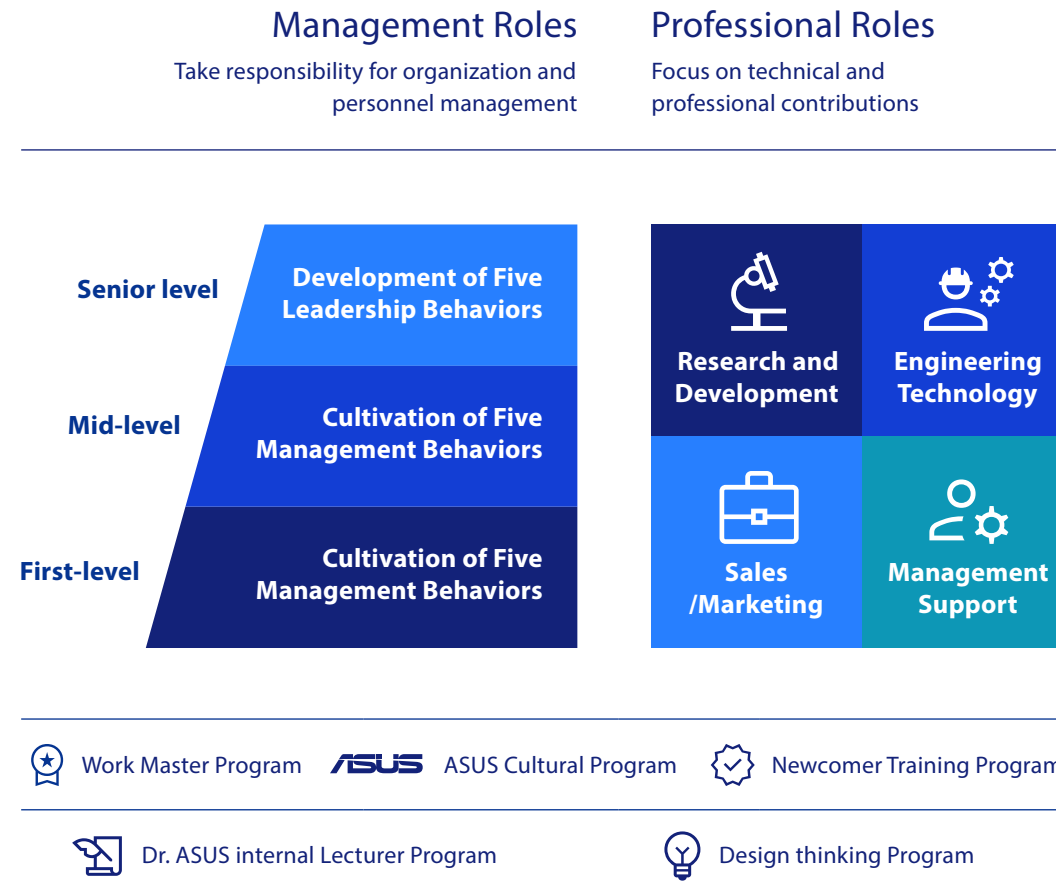
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Talent Cultivation and Development Framework

Linking the corporate culture, core values and global strategies, the Talent Development System is divided into three dimensions, including "core values", "management leadership" and "professional skills". We provide various training courses and digital self-learning resources for senior-level, mid-level, first-level managers and general employees to foster diverse talents.



Management Skills

Based on the competency standards set by each management function and global job evaluation, ASUS has established a comprehensive management training map, including cooperation with academia mini-EMBA program, internal senior management experience transfer, and external management trend convergence. In 2022, a total of 10,190 hours of training were provided to strengthen the management mindset and leadership of executives and lead their teams to achieve the operational strategic goals given by the company.

Professional Skills

ASUS divides professional skills into four areas: research and development, engineering technology, sales/marketing, and management support. We identify the skill requirements for each position to develop the roadmap of professional training, technology and trend seminars, and strategic training programs. In 2022, a total of 5,071 hours (63% in research and development, 22% in management support, 9% in engineering technology and 5% in sales/marketing) were spent in 1,418 professional training courses organized by the department itself.

Core Competitiveness

ASUS cultural transformation focuses on the Wisdom for a Complete Corporate Transformation of "transform and evolve, trust in radical truth and transparency, and embrace idea meritocracy and foster collective wisdom". The company's corporate philosophy and common values are conveyed and implemented in its daily work through a global cultural communication website, diversified courses, online and offline activities, and integrated into the management mechanism. In 2022, there were 165 training courses for newcomers, ASUS culture courses, and work master courses, with a total of 26,138 training hours; since 2007, we have trained 501 Dr. ASUS internal instructors to convey our expertise and experience.



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Development of Digital Learning Courses

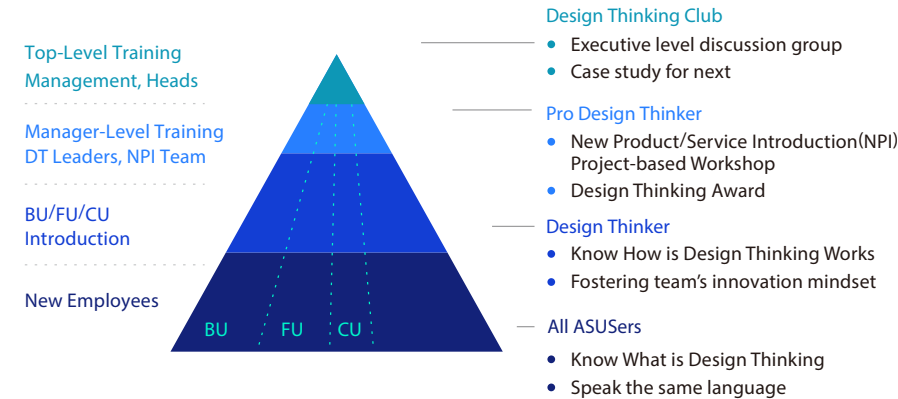
In response to corporate governance and sustainability, digital learning courses are developed to standardize contents and then be delivered in local languages to convey important policies or messages in a short time. Courses include: "The ASUS Way" talks about ASUS culture and values, "Information Security Education" enhances the information security awareness of all employees and delivers Information Security guidelines, "Ethics and Code of Conducts" is supplemented by the promotional card with unfair competition and bribery prevention guidelines and is required annually as a reminder to the employees. The "Information Security Education" and "Employee Code of Conduct" courses are reinforced through annual global retraining to remind employees to comply with them, with a 100% completion rate in all regions.

Key Talent Cultivation Project

Design Thinking Talent Cultivation

Design Thinking is a human-oriented design spirit and method that considers the needs of users and the feasibility of technology and business, using bold innovation, embracing the concept of beauty, and constantly creating a pleasant full-life experience for users.

The talent development under the concept of Design Thinking is to design different levels of training programs according to the depth of application and the targeted employees, turning design thinking into the culture, ability and common language of all ASUS employees.



Course Name	Employee Code of Conduct		Awareness on Information Security		The ASUS Way	Design Thinking
	Newcomer Requirement	Annual Retraining	Newcomer Requirement	Annual Retraining	Newcomer Requirement	Annual Retraining
Category						
Language	12	15	18	18	16	18

ASUS encourages employees to use design thinking in their daily works through monthly/quarterly application and sharing session, annual competition and selection, and award mechanism, motivating internal communication and cohesive innovation atmosphere, and promoting the spirit of bold experimentation in design thinking and the importance of experience learning.

Key Performance in 2022 :

- ASUS developed multimedia digital teaching materials in 18 languages, promoted by headquarters to overseas colleagues
- The annual training targets are Sales PM section and departmental supervisors, and a total of 1,792 employees have completed the training.
- 6 groups participated in the 4-month 2023-2025 Product and Service Innovation Workshop
- Annual competition teams across business units and executive teams practiced product and service innovation

In 2022, we added the "Best Pit Treader Award" selection. The Pit Treader Award is not a consolation award for failure in a challenge, but an honorary award for being a pioneer and making a breakthrough. Because we believe that every innovation, even if the results are not as good as expected, is paving the way for a moment of future success. The finalists included four teams in the Product Innovation category, four teams in the Business Innovation category, and seven teams in the Best Pit Treader Award. The teams came from BU/CU/FU, highlighting that design thinking can not only be implemented in products, but also in services, fully embodying the spirit from Design Thinking to Design Doing.





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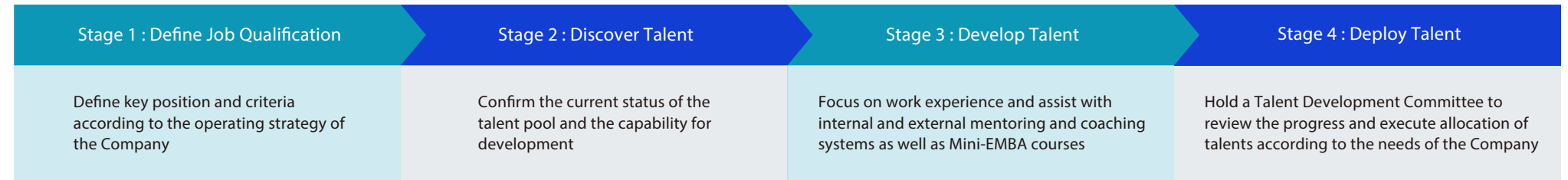
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People Growth Program (PGP)

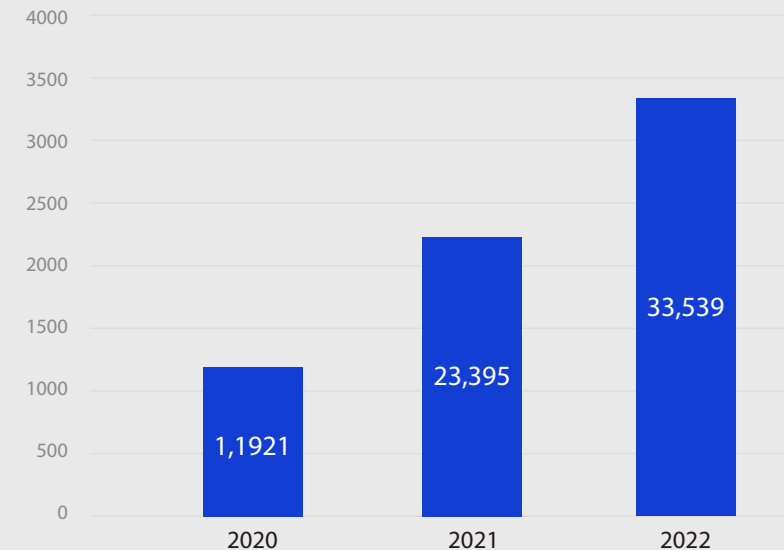
In order to cultivate high-level management and π-shaped skills, we structure leadership development plans to build up the operational capabilities of potential employees. This inspires innovative thinking and promotes interdepartmental collaboration. In 2021, a total of 93 potential senior executives was selected to participate in the training, and they continued to develop in the long-term through work projects and personal development plans.



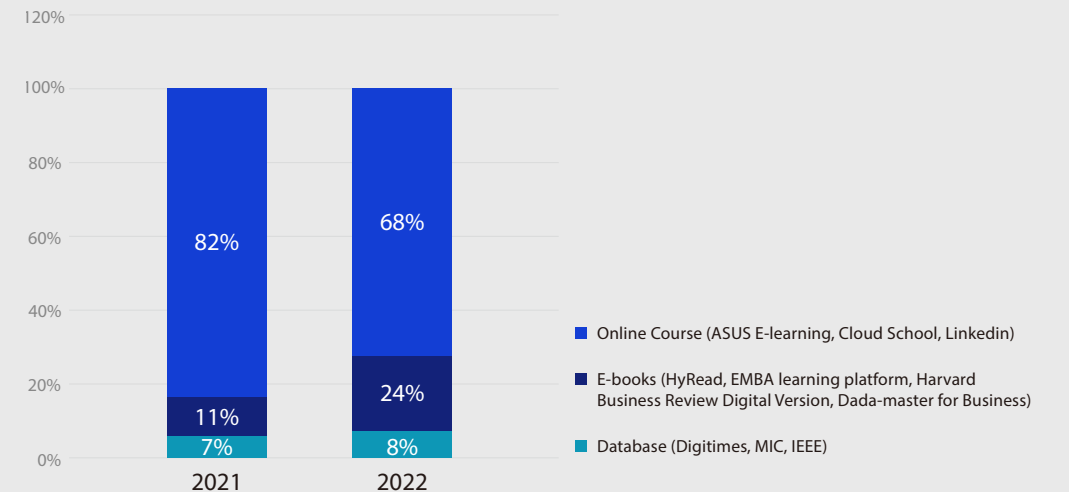
Introduction of Digital Learning Resources

ASUS has introduced diversified digital learning resources to encourage employees to learn and grow independently. The cumulative number of users of each type of resource has reached 10,144 participants.

The cumulative annual usage of self-study resources



2020-2022 Self-study resource annual usage

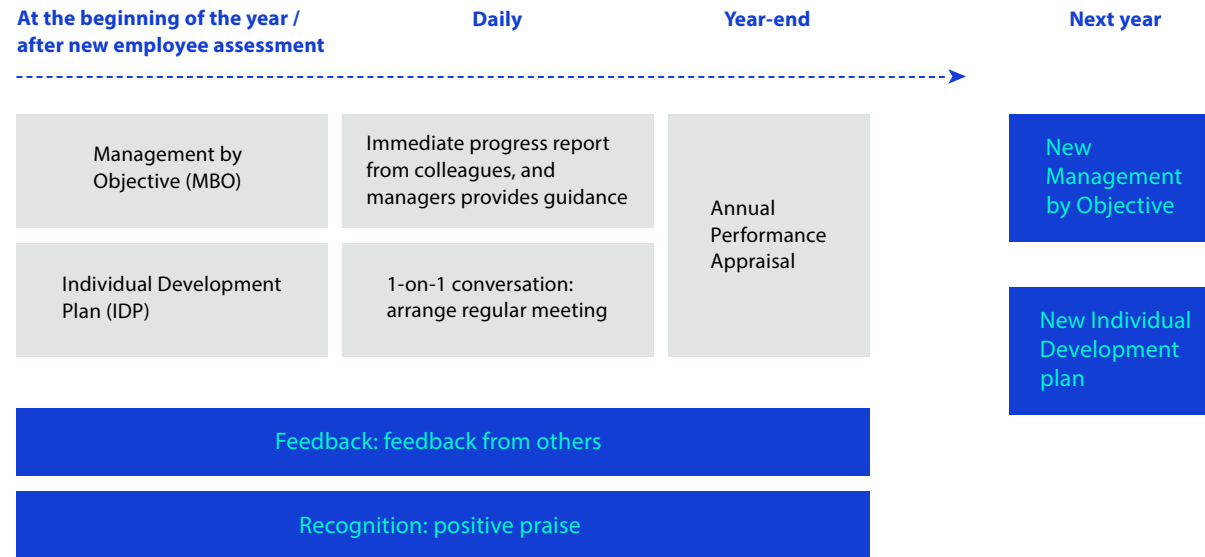


Individual Appraisal Management and Development

In order to achieve effective implementation of the company's operational goals from the top-down, ASUS conducts regular performance appraisals for all employees every year, with the focus on the overall assessment of past performance and review of items for improvement to establish the direction and goals for the next stage of development. In addition, the results of performance appraisal will be used as a reference for promotion, capacity development and compensation.

For employees whose performance does not meet expectations, ASUS provides performance improvement plans to guide employees to focus on improvement priorities and make necessary job adjustments based on individual capabilities. In addition to providing care and support to employees who are unable to improve their performance, we also have a comprehensive employee placement assistance program, including the payment of severance pay in accordance with the law, and the provision of necessary assistance and related resources, such as personal career development counseling and outplacement referral assistance.

- ▼ ASUS' annual performance management and development cycle is illustrated below and includes annual goal and personal development plan, immediate progress reporting and feedback to counseling, and year-end performance evaluation.



Thoughtful Benefits

Benefit Package Beyond the Statutory Requirement

ASUS offers a diverse and flexible welfare system. In addition to the social insurance required by the regulation, group insurance is also planned, and the coverage is extended to the families of employees. Meanwhile, multiple benefits are provided, including meal supplements, birthday gifts, and health examination allowances, etc. In addition to paid sick leave and personal leave, employees are also provided with number of days of happiness leave each year, allowing them to plan their own time off to manage their work-life balance.

Paid Sick Leave Happiness Leave	Flexible Working Hours	Subsidy	Group Insurance	Welfare Activities
<ul style="list-style-type: none"> • People at the relevant level and above are entitled to 30 days of paid sick leave and 14 days of paid leave (includes 7 days of family care leave) • The company grants an indeterminate number of days of happiness leave each year, allowing employees to plan their own time off 	<ul style="list-style-type: none"> • Flexible Clock In Hours 07: 30 ~ 09: 30 • Flexible Clock Out Hours 16: 30 ~ 18: 30 • Implementation of Hybrid Work Model in Overseas Subsidiaries 	<p>Meal Expense, Birthday Voucher, Maternity Pension, Wedding and Funeral, E-coupon, Health Examination, Scholarship for Employee' s Child, and Employee Parking Subsidy, etc</p>	<ul style="list-style-type: none"> • Group insurance includes life insurance, accident insurance, medical insurance, and cancer insurance, etc • Parents, spouses and children are entitled to a group insurance premium plan 	<ul style="list-style-type: none"> • Department Gathering • Sports, leisure, art and other diversified community • ASUS Happy Farm • Family day, arts and cultural activities, small farmers' market

Stable Retirement Contribution System

In accordance with the provisions of the "Labor Standards Act" and the "Labor Pension Act", employers should contribute 6% of the salary to the new personal pension account as labor pension fund on a monthly basis, in order to contribute to the special account of the Supervisory Committee of the Retirement Reserve of Labor for saving and spending.

Healthy Workplace

Five-Star Psychological Care



The Employee Caring Hotline :

Provides immediate assistance to employees, and the joint consultation services provided by professional colleagues and external consultant experts give employees psychological and emotional support or stress relief solutions related to employees' work, life and health. In the event that employees suffer from accidental injuries, hospitalization or major disasters, we also activate emergency relief and assistance depending on the circumstances of each case and give employees and their family appropriate care.

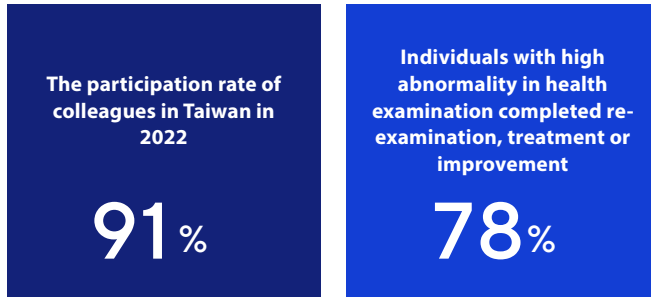
Employee care website :

Published information including work stress relief, positive thinking and information helpful for employees' work or personal life. Designed for assisting employees in selfmanagement and achieving a balanced work-life development, the website delivered care messages along with stress relief advice. In addition, emergency relief and care services are made available to provide employees with customized resolutions for colleagues in need of long-term care on top of solicitude payments, as a means to render personal assistance and support and to enable employees and their families to feel the love and care of the ASUS family.

Employee Assistance Program, EAP :

The EAP incorporates multiple communication channels and assistance and counseling solutions. It assists employees to solve personal issues that may affect work productivity and offers supervisors with professional management consultation services to help them resolve crisis and management issues. In order to improve the comprehensiveness of employee care, the employee relations also provide emergency medical referrals and assistance for employees and their families.

Health Promotion



Employee Health Check

ASUS adheres to the business philosophy of "inspire, motivate, and nurture employees," by providing annual health check-up service, which is superior to the provisions set out in the "Regulations Governing the Labor Health Protection," to its employees. In addition, any abnormality discovered in the check-up is analyzed, managed and tracked according to the level of severity. Doctors and nurses regularly monitor the abnormality, assist in medical referrals, and promote various health promotion activities. We believe this could help employees to have a healthy body.

ASUS provides occupational disease prevention and consultation with professional medical specialists for employees, and developed a health management platform to carry out ergonomic hazards, maternity protection, overwork and abnormal health check-ups³ so as to filter at-risk groups. Intervention care would be offered by nurses, occupational safety personnel, and human resources personnel, and were necessary, clinical consultations would be arranged to execute the prevention and management of occupational diseases. Occupational specialists have stepped in to improve and follow up with personnel with ergonomic, maternity and overwork in 2022.

³ Special health check items included ionizing radiation, dust, organic matter and excessive noise.

Five-Star Fitness Center

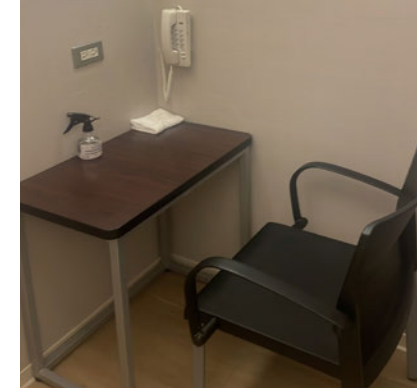
To balance employees' work and life, ASUS has a combined court for different sports, heated swimming pools (adult pool, children's pool, and spa pool), gym, sauna chamber, aerobics classroom, shower rooms, and outdoor sunbathing site, which motivates employees to exercise before and after work and to exercise with peers on holidays to alleviate work stress.



Caring for Female Employees

Since 2010, ASUS has continued to provide good breastfeeding facilities. In 2019, ASUS optimized the environment of the breastfeeding facilities by changing the door control and setting up interdependent rooms; in 2022, we installed emergency phones in each independent space to enhance the privacy and safety of breastfeeding. In 2022, 2,750 women of childbearing age were assessed for workplace safety and health risks, and health education and promotion were completed. In addition, 74 pregnant mothers were provided with operational risk identification, health education and doctor consultation services, as well as good pregnancy gifts, special lounge chairs for pregnant mothers and car parking spaces to make mothers feel sweet and happy. In 2022, the return-to-work rate for females after parental leave in Taiwan and after maternity leave in China was 70% and 100%, accordingly; the retention rate for females after returning to work for 12 months in Taiwan and in China was 91% and 78%, respectfully. The high return to work rate and retention rate in Taiwan and China show that ASUS would not force females to leave due to pregnancy or parenting and that it is committed to providing a gender equality environment.

▼ A thoughtful and highly respecting privacy breastfeeding environment



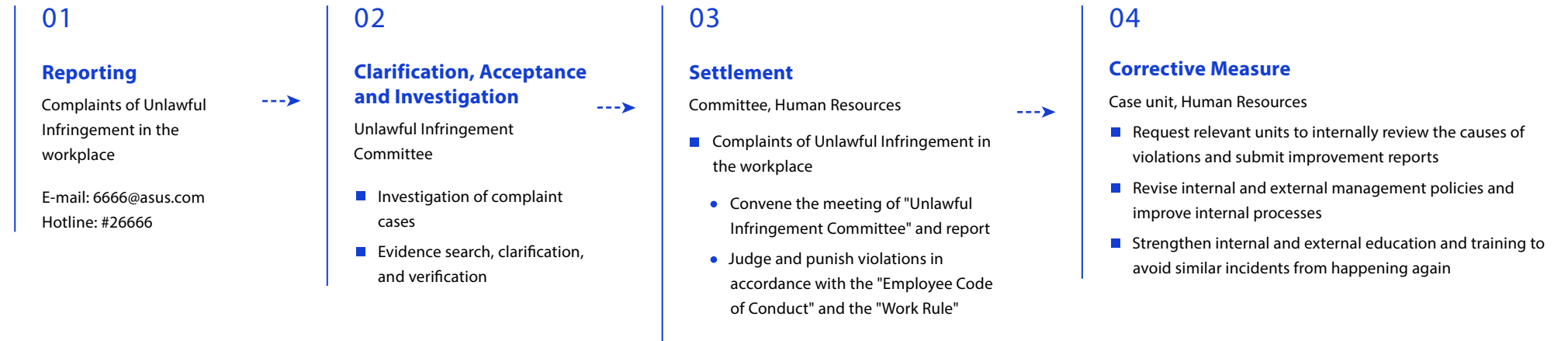
Left: Independent breastfeeding room with the emergency phone
Top right: There are sterilizers and wash basins in the breastfeeding facilities

Bottom right: One breastfeeding room per person

Prevention and Emergency Mechanism of Unlawful Infringement

ASUS is committed to establish a friendly working environment through raising the gender awareness and the prevention of sexual harassment and workplace violence. It is the responsibility of all employees to help ensure that the working environment is free from these threats. We also formulated the Administrative Measures for the Administration of Complaints and Corrections in the Execution of Duties, and established grievance channels to ensure victims receive support for lawsuits of workplace violence and sexual harassment. If the complaint is substantiated by the Committee, the Committee may refer to the Company's code of conduct and impose sanctions according to the severity of the case. If the fact involves criminal liability, the Committee may also refer the matter to the judicial authorities.

The process for handling unlawful infringement complaints is as follows:



In 2022, there were three cases of unlawful infringement complaints, which were not substantiated due to insufficient evidence.

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Operational Health and Safety Management

To boost, with an eye on encouraging participation of all employees and achieving effective communication, ASUS established an "Occupational Safety and Health Committee" comprising 18 working level and management members (including 10 working level representatives). Meetings are convened quarterly to review the relevant safety and health issues stipulated in the laws and regulations, including the contents of occupational disaster investigation reports, operating environment monitoring results, safety and health education and training and annual audit results.

Operational Health and Safety Risk Identification

Every year, ASUS invites SERASUS members from various departments and Safety&Health Dept. to jointly conduct the "Environmental Consideration and Safety and Health Risk Identification". At the same time, with an objective two-way view, the past occurrences, potential hazards, current affairs issues, annual audits or incidents reported by stakeholders of various departments are reviewed, and the "Annual Material Environmental Considerations and Intolerable Risks" are determined by the composite rating.

Occupational Safety and Health Response Drill

ASUS has been promoting the "Workplace GO Safety Incentive System" through safety and health hazard identification, education and training, disaster prevention simulation exercises, and full employee participation and "zero disaster" goals to enhance workplace safety awareness and ensure workplace safety. ASUS collaborated with local fire departments to hold drills and experience activities in 2022 and had completed 8 drills for earthquake, infectious disease, typhoon and flood, chemical disaster, myocardial infarction, etc.

▼ Identification Results of Annual Material Environmental Considerations and Intolerable Risks in 2022 :

Source of Hazard	Environmental Impact or Hazard Factor	Mechanisms of the Control, Protection or Prevention
Procedures of the product research and development	Risk of failure to notice anomaly in battery during disassembly	Education and training, establishment of standard operating procedures, provision of personal protective equipment, etc.
Vibration impact test	Possibility of generation of unacceptable noise level	Regular special physical (health) checks, setting up of personnel monitoring office, monitoring of the working environment and provision of personal protective equipment
Recreational activities	Mishaps occurring during large-scale activities such as competitions and parent-child activities	Environmental risk assessments prior to activities
Chemicals added to the swimming pool	Environmental risk assessments prior to activities	Color distinction for chemical barrels, monitoring of working environment and provision of personal protective equipment for the executive staff, etc.
Emergency response	Insufficient awareness of personnel emergency response	Establish emergency response plan and conduct drills regularly



ASUS jointly organized a large-scale exercise and experience activity with the Taipei City Fire Department



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06 Climate Action

07 Responsible Manufacturing

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10 LOHAS Workplace

- Employee Policy
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11 Governance

Appendix

Operation Environment

ASUS has established an exclusive EHS (Environment, Health & Safety) team to assess the possible environmental impact from company activity for compliance with relevant regulations. To improve corporate performance for environmental protection, the administration team has set strict specifications and continued to promote improvement programs, which helped us to reduce environmental impact to a minimum and head towards the goal of "Zero pollution." As ASUS overseas offices are leased offices, information on waste, waste water, and water is not available. Therefore, the reporting boundaries of the following information are the headquarters and repair centers in Taiwan.

Waste Management and Zero Waste to Landfill

Waste is a heavy burden. Failure to deal with it properly will cause huge costs to the government, enterprises and society. Therefore, we expect to achieve zero waste and move toward the direction of the circular economy. ASUS waste could be classified into general wastes and hazardous wastes. The hazardous wastes mainly include R&D materials and waste, which are treated and recycle by qualified recyclers; the general wastes mainly include daily garbage from employees, which are main reused after adequate recycling. The portion that cannot be recycled will be processed with incineration or landfill.

Since 2015, ASUS had initiated the "Zero Waste to Landfill" program in the Headquarters by adopting UL ECVP 2799- Zero Waste to Landfill standard, which tracks waste flow with quantified index and confirms adequate procedures on waste recycling, reuse and conversion instead of direct land-filling.

Water Resource Management

Regardless of whether it is to maintain life or business operations, the dependence and demands for water resources have grown, but the problem of insufficient water resources and risks has have also increased over the years. In ASUS, the consumption of water resources mainly covers daily water for general office staff and the source comes from municipal supply while the risk of operation affected by water resources is relatively lower. Based on CSR, numerous water-saving measures are conducted for effective administration on water resources. In 2022, the Ligong Building of the Headquarters obtained the ISO 46001 Water Resource Efficiency Management System Certification.

To achieve these, as well as improving usage efficiency and reducing wastage on water resources, we have implemented numerous measures in software and hardware. Hot spots of higher water consumption in Taiwan undergo analysis and statistics on significance, which will serve as records for long-term tracking. Moreover, a water recycling and reuse facilities were erected at the Headquarter, which collected overflowing water for toilet use and plant maintenance. The source of waste water is mainly office sewage, which is normally drained into a specified sewage treatment system as per government regulations, thus it is not in the scope of disclosure.

