Implementation of Diversity, Inclusion, and Recruit at TSRC

TSRC upholds the principle of equal opportunity and follows the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises. We hire personnel on the basis of professional competence and experience, and do not discriminate against gender, religion, or race, and implement gender equality. we devote efforts to hire and train local employees, and select professionals through an open process.

1. Strengthen TSRC's Sustainability Capability Management

Selection

Diversity and Equality
Uphold the principle of equal opportunity, and recruit staff based on professional ability and work experience.

Local Recruitment
When job applicants have the same qualifications, TSRC gives priority to local residents.

Diversified Recruitment
TSRC provides internship opportunities, open and transparent recruitment and well-organized new employee orientation to recruit appropriate talent.

▲ Refer to 3.1.1 Employee Structure

Recruitment

Fair Evaluation
Performance evaluation is conducted twice a year according to the Employee Performance Evaluation Regulations.

Equality and Transparency
The recruitment, performance evaluation, promotion, and salaries are based on staff's individual abilities and annual performance results. TSRC does not discriminate against age, gender, region, religion, marital status, and sexual orientation.

▲ Refer to 3.1.2 Talent Attraction and Empowerment-Performance Evaluation

Cultivation

Professional Learnin
TSRC organizes internal and external training courses and general education courses for employees in response to future changes in the market and environment.

ESG Competency Cultivation
TSRC promotes ESG general education for global employees and strengthen ESG strategies and goals.

Personal Development
TSRC promotes global employees to set personal development goals and managers assist them in creating a "golden triangle" personal development plan that meets their abilities, willingness, and company requirements to create a reserve of future talent.

Succession Cultivation
TSRC promotes the succession cultivation plan, take stock of the competency and technical needs to cultivate and retain professional talent.

▲ Refer to 3.1.2 Talent Attraction and Empowerment-Training, Learning, and Career Development

Retention

Rewards and Recognition
TSRC implement salary adjustment, promotion, bonus and reward mechanisms to retain outstanding talent. The mechanism adjusts according to the characteristics of the region where the company or subsidiaries are located.

Excellent Benefits
TSRC sets up proper benefits mechanism for employees to retain outstanding talent. The mechanism adjusts according to the characteristics of the region where the company or subsidiaries are located.

▲ Refer to 3.2.2 Employee Remuneration and Benefits-Employee Benefits
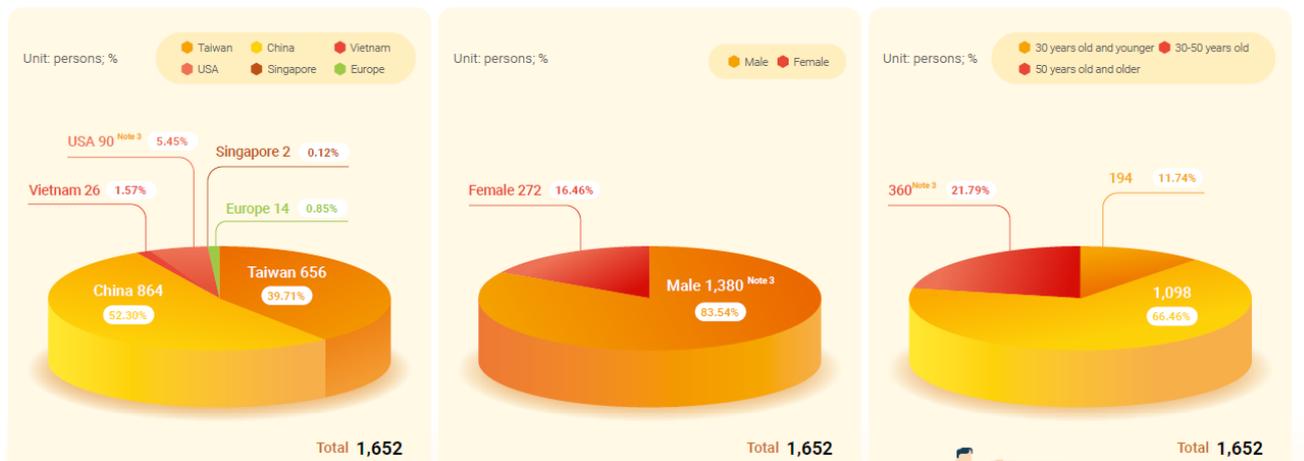
2. Employee Structure & Employee Remuneration

As of the end of 2023, TSRC had 1,652 permanent employees. TSRC is committed to promoting a Diversity, Equity, Inclusion (DEI) friendly workplace. TSRC is piloting a DEI disability appointment program. As a result, TSRC employs one visually impaired masseur as a temporary employee at Kaohsiung Factory.

In 2023, a total of 172 employees joined TSRC, accounting for 10.41% of the total permanent full-time employees, and the rate of new hires has remained stable in the past three years. The age distribution of new hires across the group was mainly between 30 and 50 years old, followed by those under age 30. Due to the nature of work in the chemical industry, male permanent employees

make up 83.54% of the total number of employees. In addition, there were 360 employees who were not directly employed by TSRC, such as dispatched workers and contract workers.

TSRC had 140 employees resign in 2023, and the turnover rate is 8.46%.The age distribution of the departed employees is mainly between 30 and 50 years old, followed by those under 30. Since 2021, TSRC has continued to optimize the recruitment process and enhance new employee training, as well as reinforce the ability of managerial leaders and managers to reduce the turnover rate. The turnover rate has been declining annually from 2021 to 2023, demonstrating the effectiveness of the measures. TSRC is planning more diverse and complete opportunities for career development to attract and retain outstanding talent.

📎 **Total Number of Employees (by Region)** 📎 **Total Number of Employees (by Gender)** 📎 **Total Number of Employees (by Age)**

Unit: persons; % Taiwan China Vietnam USA Singapore Europe

USA 90 [Note 3] 5.45% Singapore 2 0.12%
Vietnam 26 1.57% Europe 14 0.85%
China 864 52.30% Taiwan 656 39.71%
Total **1,652**

Unit: persons; % Male Female
Female 272 16.46% Male 1,380 [Note 3] 83.54%
Total **1,652**

Unit: persons; % 30 years old and younger 30-50 years old 50 years old and older
360 [Note 3] 21.79% 194 11.74% 1,098 66.46%
Total **1,652**

📎 **Number of TSRC Employees in 2023 (by Subsidiaries, Gender, Region, and Type of Employee Contract)**

Region		Taiwan	Mainland China				Vietnam	USA		Singapore	Europe	TSRC Group
(Unit: Number of employees)		TSRC	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam) Company Limited	TSRC Specialty Materials LLC	TSRC (USA)	Polybus	TSRC (Lux.)	
Full-time Employees	Male	546	299	294	97	55	12	67	1	2	7	1,380
	Female	110	41	34	22	22	14	22	0	0	7	272
Total of Full-time Employees (by subsidiaries)		656	340	328	119	77	26	89	1	2	14	1,652
Total of Full-time Employees (by regions)		656		864			26	90		2	14	1,652

📎 **Number of Non-employee Workers in 2023 (by Subsidiaries, Gender, and Regions)**

Region		Taiwan	Mainland China				Vietnam	USA	Singapore	Europe	TSRC Group
(Unit: Number of employees)		TSRC	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam) Company Limited	TSRC Specialty Materials LLC	Polybus	TSRC (Lux.)	
Non-employee workers	Male	58	64	87	27	8	7	63	0	0	314
	Female	6	8	10	4	3	4	11	0	0	46
	Total (by subsidiaries)	64	72	97	31	11	11	74	0	0	360

Ratio of Basic Salary and Remuneration of Women versus Men

	TSRC Corporation (includes Global Headquarter, Gangshan Factory, and Kaohsiung Factory)		Shen Hua Chemical		Nantong Industries		TSRC-UBE		Shanghai Industries		TSRC (Vietnam) Company Limited		TSRC Specialty Materials LLC		TSRC (LUX)	
Year	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Supervisors	72%	74%	101%	92%	56%	57%	50%	66%	80%	80%	No employees	No employees	86%	83%	None are female	None are female
Indirect Employees	97%	96%	69%	71%	69%	72%	64%	63%	75%	88%	178%	147%	74%	75%	62%	56%
Direct Employees	None are female	None are female	82%	87%	58%	66%	64%	65%	None are female	None are female	None are female	None are female	86%	69%	No employees	No employees

Note: please see the all above in detail in 2023 sustainability report.