

2.4 Human Resources

Highlight



Highest Social Score in the 2025 S&P Global CSA

Achieved the highest Social Dimension score in the airline industry in the 2025 S&P Global Corporate Sustainability Assessment (CSA), with full marks and the highest ratings in Human Rights, Safety, and Customer Relations.



Recognized as HR Asia Best Companies to Work for in Asia for 3 Consecutive Years

Received the 2025 HR Asia Best Companies to Work for in Asia award, marking the third consecutive year of recognition.



99.14% Union Participation Rate

Achieved an employee union participation rate of 99.14%.



Continued Support for the "TALENT, in Taiwan" Initiative

Continued to support the "TALENT, in Taiwan – Taiwan Talent Sustainability Action Alliance" on March 24, 2026, while investing approximately TWD 456 million in management and professional training programs.



TWD 24.28 billion Invested in Employee Compensation and Benefits

Invested TWD 24.28 billion in employee compensation and benefits.



Employee Training Investment of TWD 456 million

Invested approximately TWD 456 million in management and professional training programs to strengthen employee capabilities.

Management Approach

Material Issues

Occupational Safety and Health

Attracting, Cultivating, and Retaining Diverse Talent

Labor-Management Relations and Communication

Importance of Material Issues

CAL regards employees as family. We are always willing to communicate with respect and strive to reach a mutual understanding through negotiation. We endeavor to create a more harmonious work environment based on an equitable, cooperative, and mutually respectful relationship. In such a work environment, labor and management reach a consensus through open and transparent negotiations and are more willing to engage in positive communication on collective agreement issues. CAL values the safety and health of passengers, employees, and all stakeholders. In addition to promoting the systematic management of occupational safety and health, we are committed to reducing occupational hazards, creating a friendly, safe, and healthy workplace, and pursuing a sustainable future.

Commitment

We view our employees as our most valuable assets. CAL has improved and optimized working conditions and the work environment to establish a safe and growing workplace. CAL respects each individual labor union and communicates on their stated demands with empathy, views the labor rights of every employee as our first priority, and gives the same level of respect and resources to all labor unions by maintaining neutrality in accordance with laws.

Apart from regular labor-management meetings held by the Head Office and the China Airlines Employees Union (CAEU), a number of functional committees formed by management and CAEU have been established. CAL follows up and reports the results of follow-ups in the following meetings. CAL is dedicated to maintaining harmonious labor-management relations through open, efficient channels of communication, hoping that both the management and employees can work together to achieve equality and reciprocal outcomes.

Long-term Goals

**4 EDUCATION**

**5 GENDER EQUALITY**

**8 DECENT WORK AND ECONOMIC GROWTH**

**10 REDUCED INEQUALITIES**

2027

- Between 2026 and 2027, six internal aviation knowledge-sharing sessions were conducted, with a total participation of 600 attendees.
- The number of aviation management talents trained reached 50 in 2026–2027.
- The target proportion of female executives for 2026–2027 is 26%.

2030

- Between 2026 and 2030, CAL will conduct a total of 15 internal aviation knowledge-sharing sessions, with cumulative participation reaching 1,800 attendees.
- The cumulative number of CAL's aviation management talent training reaching 150 individuals by 2030.
- Percentage of female executives reaching 27%

2040

- Between 2031 and 2040, CAL will conduct a total of 30 internal aviation knowledge-sharing sessions, with cumulative participation reaching 3,600 attendees.
- The cumulative number of CAL's aviation management talent training reaching 400 individuals by 2040.
- Percentage of female executives reaching 30%

Management Mechanisms

- The meeting of the Corporate Sustainability Committee, at least twice a year
- The Talent Value Task Force reports the KPI progress to the Corporate Sustainability Committee, every quarter
- A labor-management meeting, at least once every three months on a regular basis
- The meeting of Occupational Safety and Health Committee, every quarter on a regular basis
- Formulate Occupational Safety and Health Management Plan, Safety and Health Management Self-Inspection Plan, Workers' Health service plan to implement every year
- A personal information protection management review meeting, every year on a regular basis

Note: Tigerair Taiwan has issued a standalone Sustainability Report. For more information, please refer to the Tigerair Taiwan Sustainability Report.

Objectives and Plans

Issue	KPI	2025			2026 Target
		Objectives	Performance	Achievement	
Occupational Safety and Health (IS)	Reduce the Frequency-Severity Indicator (FSI) by 5%	FSI 0.42	FSI 0.19	Above Target Value	FSI 0.42
	Pass the certification of occupational safety-related management systems	Passing ISO45001:2018, CNS45001:2018 and TOSHMS	Passed	100%	Passing ISO45001:2018, CNS45001:2018 and TOSHMS Regular tracking and auditing
Labor-management Relations	Convene labor-management meetings	4 times	6 times	100%	4 times
Labor Rights	Organizing training on sexual harassment prevention	1 time	1 time	100%	1 time

2.4.1 Human Rights Due Diligence

GRI 2-23, 2-24, 2-25, 406-1,412-1,412-2

To enforce the idea of human rights, CAL has established its human rights policies and management mechanisms based on the UN Guiding Principles on Business and Human Rights, international trends, and local laws and regulations. The establishment and amendment of CAL's Human Rights Policy require the signatures of the Company's Chairman and President. CAL's Human Rights Policy applies to CAL Group members, suppliers, partners, and all sites of operations. The Human Resources Task Force under the Corporate Sustainability Committee is responsible for the management of human rights management in order to enhance CAL's ability to respond to human rights risks in the value chain. In addition to ensuring CAL's

Unit in Charge

Corporate Sustainability Committee - Human Resources Task Force

Grievance Mechanism

Employee Relations Department:
Human Resources Division

E-Mail:
wecare@china-airlines.com



Stakeholder Contact

respect for human rights, CAL supported the government business and human rights campaign and signed the "Letter of Intent for Promoting Business and Human Rights in Taiwan" in November 2022. CAL joined hands with several other companies in signing the "National Action Plan on Business and Human Rights". CAL also requires suppliers to sign the Supplier Code of Conduct during procurement to ensure that suppliers meet CAL's Human Rights Policy.



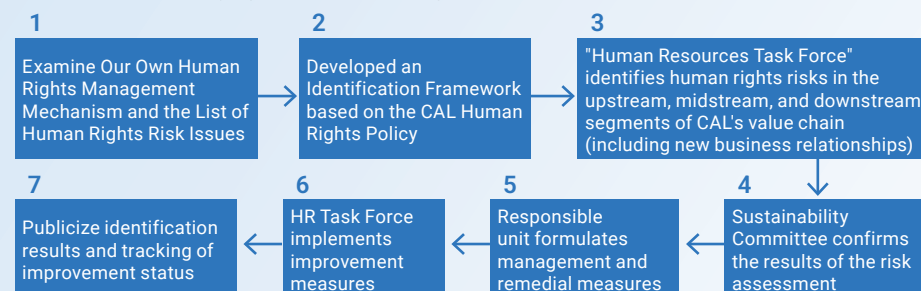
CAL's Human Rights Policy

Regulations and Procedures on Human Rights

<u>Employee Code of Conduct</u>	Employees should support company policies on human rights, fairly treat and respect for every employee, avoid infringing on the rights of others or become accomplices to human rights abuses. We not only implement policies to protect the human rights of employees, but have also established a management mechanism to ensure employee care. We do not use forced labor. We do not adopt race, gender, age, family, political affiliation, or religious beliefs as the criteria for employee assignment, performance evaluation, or promotion.
Human Resource Manual / Employee Complaints Regulation / Sexual Harassment Complaints and Disciplinary Actions Regulation	Proclaimed employee human rights protection includes basic stipulations, freedom of employment, humane treatment, and prohibition of discrimination or sexual harassment. In October 2025, the Company organized online training courses for sexual prevention and 10,479 employees completed the training.
<u>Sustainable Development Best Practice Principles – Child Labor Prohibited</u>	Hiring people younger less than 16 years old is strictly prohibited to ensure full compliance with legal minimum age for employment. To safeguard the physical and psychological health and safety of employees whose age are below 18, hazardous assignments are strictly prohibited.
<u>Supplier Code of Conduct</u>	Human rights standards were specified in the Supplier Code of Conduct include: 1. Prohibition of child labor / 2. Anti-discrimination / 3. Remuneration and working hours / 4. Freedom of labor / 5. Respect for freedom of assembly and association, and the right to collective agreement.
Anti-discrimination Policies and Courses	Front-line staff must attend anti-discriminatory policy courses for boarding passengers with physical and mental disabilities to ensure the interests of passengers.

In addition to complying with CAL Group's human rights policies, Mandarin Airlines has incorporated management measures for equality and anti-discrimination and whistle-blowing channels into their regulations and organized training on a regular basis. In 2025, Mandarin Airlines organized a "Mandarin Airlines and Me" workshop on sexual harassment prevention, a course on gender equality and friendly workplace and sexual harassment prevention for managers and regular employees, and safety and health training for preventing illegal infringement.

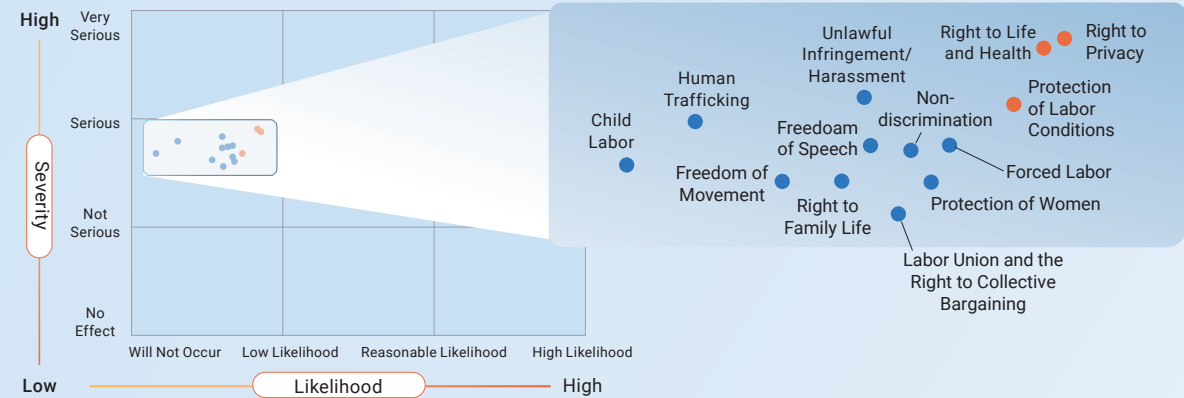
Procedures for Identifying Material Human Rights Issues



Human Rights Risks Identification Results

CAL has identified human rights risks independently in accordance with the United Nations Guiding Principles on Business and Human Rights. The Human Resources Task Force first selects material human rights issues of the year through internal and external stakeholder engagement and issues risk identification surveys to stakeholders in the entire value chain (no new business relationships were established in 2025, such as material mergers & acquisitions). In 2025, it analyzed the material human rights risk issues of the year based on 265 valid surveys, while reviewing the occurrence nodes of human rights risks and material risk issues throughout the value chain in order to perform human rights due diligence and develop mitigation and remedial measures. The overall human rights risk level for CAL in 2025 was low, but we are still responding to three relatively major risk issues, including the right to privacy, the right to life and health, and the protection of labor conditions.

Human Rights Risks Identification Results in 2025



Mitigation and Remedial Measures for Material Human Rights Risks

GRI 2-25, 406-1

In order to ensure the integrity of the human rights framework, CAL, in accordance with the United Nations Guiding Principles on Business and Human Rights on due diligence, worked with external consultants to develop and implement a human rights due diligence mechanism to review the mitigation and remedial measures for material human rights risk issues. Based on the three material risks identified, except that forced labor does not apply to the downstream of CAL's value chain, CAL has launched three major risk mitigation and remedial

measures at each node of the value chain for various groups (including own employees, women, children, indigenous people, migrant workers, third-party contracted labor, and local communities). CAL also adapted the measures for all locations of operations across the globe based on the regulations of the host countries (66 branch offices, coverage 100%). In response to potential risks, CAL adopts early warning and mitigation measures. Relevant information is described below.

Management of Material Human Rights Issues

Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Upstream	Supply Chain Partners	Right to Privacy	Formulated the "Personal Information Entrustment Management Procedure" to regulate the matters requiring attention and rights and responsibilities for product/service providers entrusted to handle personal information. The Privacy Protection Policy and Statement on CAL's official website also specify that when CAL provides the involved party's personal information to outsource suppliers, travel agencies, interline partners, and other specified third parties for use, it would require the third parties to comply accordingly.	CAL has established a sustainable supply chain management mechanism, and the high-risk sustainability issues of supply chain partners are audited, guided, and improved through review
		Right to Life and Health	- The "China Airlines Sustainable Supply Chain Management Policy Statement" and the "China Airlines Supplier Code of Conduct" have been established, requiring all suppliers to establish quality control systems to ensure the quality and safety of products or services. - For general products suppliers, there are quality assurance obligations in the terms of the purchase contract, stating that the supplier shall guarantee that its products are free from safety or hygiene hazards; if the nature of its products is inherently hazardous, warning labels and methods of handling should be prominently displayed	
		Protection of Labor Conditions	- CAL has established the "Policy Statement on Sustainable Supply Chain Management" and "CAL Supplier Code of Conduct," requiring all suppliers to adhere to the elimination of forced labor and the protection of labor freedom. - Kept abreast of the current status of critical suppliers management through the periodic supply chain sustainability risk survey - Through the 2025 Supplier Conference, CAL promoted guidelines on human rights and labor conditions.	

Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Midstream	CAL's Operations	Right to Privacy	CAL established a "personal data management system" in accordance with applicable laws and regulations and the ISO international standard framework, creating standard operating procedures for the collection, processing, and use of personal data, and adopting organizational and technical personal data security maintenance measures. It also provides relevant education and training and lectures for personnel to strengthen awareness of personal data protection.	CAL has stipulated the "Personal Data Breach Response Management Procedures" to address breaches involving inappropriate access, disclosure, or unauthorized use of personal data that damage the data subject rights, and has prescribed a contingency plan. The Company organizes response exercises each year to ensure the effectiveness of operating procedure.
		Right to Life and Health	- Established an Occupational Safety and Health Committee, which meets regularly every three months to review, coordinate, and make recommendations on safety and health related matters - CAL has been certified by ISO45001:2018, CNS45001:2018 and TOSHMS, and regularly conducts internal audits once a year as well as external tracking audits once a year. Through the risk management mechanism, risk classification is carried out according to each type of operation and job category. - The establishment of the "Occupational Hazard Management System" allows for the inquiry of historical occupational hazard-related information and facilitates statistical analysis to aid in the control and prevention of occupational hazards. - Provide employee health examinations that exceeded regulatory requirements to achieve the goals of early detection, early prevention, and early treatment - An "Employee Health Management System" has been set up so that employees can inquire about health check reports over the years, make appointments for physician consultation services, and record self-monitoring indexes to facilitate independent health management and disease prevention - Regularly provide free influenza vaccination every year, and offer multiple channels for vaccination (stationed at various workplaces, subsidized by external hospitals, and scheduled vaccination at the airport medical center) to take care of employees' health. In addition, multiple measures to strengthen measles protection are also promoted, including the provision of MMR vaccination and subsidy programs, in order to enhance measles immunity among employees in various positions. - In terms of aviation safety, CAL promotes a Safety Management System to prevent potential risks or hazards through continuous risk identification and management - Established a safety reporting system to encourage all employees to proactively identify possible safety impact factors and strengthen risk control	- CAL operates through the Occupational Safety and Health Committee and follows the guidelines of the ISO 45001:2018 and TOSHMS occupational safety and health management systems. Utilizing the "Occupational Accident Management System," CAL regularly conducts statistical analysis of the company's occupational accident cases and reports and tracks subsequent safety and health management plans. - Refer to 2.4.5 Health and Safety in the Workplaceix - Classified management based on health examination results, screening out high-risk groups and referring them to the Company's medical staff for one-on-one health care interviews to provide customized health guidance and referral to outpatient clinics - Conducted relevant investigations through the Safety Management System, continuously optimized management through risk identification and proactive actions, and established a containment mechanism - Through the safety reporting system, the progress of case handling is monitored and controlled, while a comprehensive and effective control mechanism has been established through statistical analysis of the data.
		Protection of Labor Conditions	- In our human rights policy, we declare a prohibition on forced labor. Additionally, our personnel operations manual and employee work regulations include procedures for employees to perform their duties. - Air crew scheduling adopts practices that exceed regulatory requirements, supported by fatigue management mechanisms and system monitoring. Regular review meetings are conducted to ensure continuous improvement and to prevent exceeding working hour limits. - Ground staff working hours are managed through shift scheduling or attendance systems to comply with legal limits (monthly overtime not exceeding 46 hours and daily working hours not exceeding 12 hours). - Held regular labor-management meetings at Head Office and each unit to negotiate labor conditions and welfare with employee representatives. - Jointly formed the Pension Committee and the Employee Welfare Committee with employee representatives, working together to protect employee labor rights and interests and enhance the workplace environment. - We operate various committees with employee participation to communicate on matters such as labor conditions, work environment, and workplace safety, and to ensure remedial improvements and preventive measures for the protection of rights.	Established a grievance reporting channel to ensure that employees are informed of the avenues available for seeking assistance for their labor rights and interests to be handled properly and immediately. Refer to ESG Appendix - Relevant Data Statistics of Human Resources / other matters
	Joint venture	Right to Privacy	- In accordance with the systematic standards of the Taiwan Personal Information Protection Management System, CAL has established comprehensive standard operating procedures to ensure that the collection, processing, and use of personal data comply with relevant regulatory requirements. - Conduct relevant training and seminars to enhance awareness of personal data protection.	Formulated a standard operating procedure in accordance with the "Personal Information Protection Management System" for collecting, handling, and using personal information to ensure regulatory compliance.
		Right to Life and Health	- Regularly conduct employee health examinations to achieve the goals of early detection, early prevention, and early treatment. - In collaboration with contracted health examination hospitals, CAL implements employee health management. Employees can access past health examination reports, schedule doctor consultation services, and record self-monitoring indices to facilitate self-health management and disease prevention. - Established an Occupational Safety and Health Committee, which meets quarterly to review, coordinate, and make recommendations on safety and health related matters - Launched a Safety Management System to prevent potential risks or hazards through continuous risk identification and management	- Based on regular employee health examinations, we have identified various high-risk groups. Our company medical staff provides health care and education or recommends further outpatient consultations. - Through the operation of occupational safety meetings and the implementation of various preventive measures and guidelines, we regularly conduct statistics and analyses of occupational hazards, followed by subsequent reporting and tracking. Through risk identification and proactive measures, we prevent and mitigate incidents in advance.

Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Downstream	Joint venture	Protection of Labor Conditions	- The personnel operations manual and employee work regulations include procedures for employees to perform their duties in compliance with the human rights policy. - Labor-management meetings are held regularly in accordance with the law to facilitate two-way communication and establish a mutually beneficial communication mechanism between both sides. Broad exchanges of views are conducted on various issues, such as labor conditions and the work environment. In addition, labor union representatives are invited from time to time to discuss various employee matters. - Jointly formed the Employee Welfare Committee with employee representatives, working together to protect employee labor rights and interests and enhance the workplace environment. - Flexible scheduling to reduce employee overwork; avoid compulsory overtime and respect individuals' willingness to work overtime.	Established a grievance reporting channel to ensure that employees are informed of the avenues available for seeking assistance for their labor rights and interests to be handled properly and immediately. Refer to Appendix/Relevant Data Statistics of Human Resources / other matters
		Right to Privacy	In order to create a trustworthy personal information protection and privacy environment for consumers, the Company complies with the Personal Data Protection Act of the R.O.C., the Regulations Governing Personal Data File Security Maintenance Plan and Processing Method for the Civil Aviation Enterprise, the European Union's General Data Protection Regulation (GDPR), and other applicable personal information privacy laws and regulations, and collects, processes, or utilizes personal information within the scope of the specific purpose authorized by the individual concerned in a reasonable and safe manner and ensure that the individual concerned can exercise the relevant rights conferred by the personal information law to inquire, modify, delete, restrict the use of, and withdraw consent	CAL has formulated a link for "Inquiry and Application for Personal Data Rights" and set the DPO mailbox for customers to consult and apply for personal data rights; we also respond to customers within the period specified in the Personal Data Protection Act
	Customers	Right to Life and Health	- In terms of aviation safety, CAL promotes a Safety Management System to prevent potential risks or hazards through continuous risk identification and management - In terms of in-flight food safety, CAL has established the "Caterer Selection Procedures", whereby local caterers can become CAL's in-flight meal suppliers only if they have third-party certificates related to food safety or certificates or proofs issued by local governmental health organizations - Implement pre-departure and in-flight meal quality verification, and carry out the relevant tasks in accordance with standardized service procedures. - Cabin crew members carry out cabin operations in accordance with the operations manual and safety procedures, and conduct case analyses during the annual emergency medical training to enhance onboard medical response.	- The Safety Management System is used to carry out relevant assessments and eliminate hazardous factors through risk control and safety assurance, in order to maintain the safety of passenger flights - CAL has set up the "In-Flight Medical Consultation Service", a system that allows passengers to obtain professional medical advice if they feel unwell during check-in, boarding or travel. With the support of the Taiwan Medical Association, CAL has also launched the "Caring Doctors on Board" program, which allows caring doctors to provide immediate and professional assistance in the event of an in-flight medical emergency
		Protection of Labor Conditions	Not applicable (customer is not employed, no labor condition issue)	Not applicable (customer is not employed, no labor condition issue)

Note: For more information on privacy management practices, please refer to the Privacy Management section of this report at 2-1-6.

In addition to the material human rights risks identified in 2025, CAL has always maintained an open attitude toward employees' membership in the union. As each CAL employee is an ex-officio member of the corporate union, they can freely participate in various union affairs or be directly selected as leaders in the union. CAL regularly holds negotiation meetings with the Employees Union to listen to the opinions of the union; employees can also join occupational unions outside the Company according to their own wishes, and CAL maintains an equally open attitude toward employees' membership in external occupational unions and does not resist substantive negotiations with any union.

CAL has established diversified communication channels, including regular labor management negotiation meetings, an employee care mailbox, a sexual harassment mailbox and associated grievance hotline, the "Speak Your Mind" Employee Portal, and Team+, an internal messaging software so that employees can put forward their opinions or suggestions. In addition, CAL has formulated the Employee Grievance Regulations. When employees' rights and interests are infringed or handled improperly, they can file a complaint in accordance with the regulations. If they disagree with the results of the complaint, they can also re-file the complaint to protect their rights. In 2025, there were a total of 15 grievances from CAL employees, which were

mainly about the use of concessional flight tickets and workplace harassment, and all of the complaints have been answered and closed, and there were no discriminatory incidents.

Employee Grievance Cases from 2023 to 2025

	2023	2024	2025
Performance Review	1	2	0
Concessional Flight Tickets	3	0	4
Leave of Absence	0	0	1
Disciplinary Actions	1	2	4
Occupational Disasters	0	0	0
Salary	1	0	1
Illegal Infringement at the Workplace	6	3	4
Others	2	4	1
Total	14	11	15

CAL is committed to eradicating sexual harassment. We conduct annual training courses on the prevention of sexual harassment for both new and current employees. Information on the definition and types of sexual harassment, as well as the company's complaint channels, is disseminated through posters on our website and in the workplace. Employees can file complaints via a dedicated sexual harassment complaint mailbox or hotline. For cases falling under the Gender Equality in Employment Act, the Human Resources Department will form an investigation team within seven days of receiving a complaint. This team includes an external lawyer. Upon completion of the investigation, a "Sexual Harassment Incident Investigation Report and Handling Recommendations" is prepared, and a complaint committee meeting is convened. The committee is composed of at least 50% female members. If sexual harassment is confirmed, appropriate disciplinary action or other measures will be decided, and psychological counseling may be offered to both parties as needed. If the perpetrator of the incident is not a CAL employee, CAL will assist the victim and provide legal aid. Mandarin Airlines requires all new employees to take the "Mandarin Airlines and Me" course, which includes maintaining a friendly workplace and sexual harassment prevention. Mandarin Airlines also published a statement about the ban on sexual assault and harassment and posted information on sexual harassment prevention on the EIP website. In 2025, CAL handled nine cases of sexual harassment. Depending on the severity of each case, personnel were either reassigned or given administrative penalties. Since March 8, 2024, in accordance with legal requirements, CAL has reported all received sexual harassment complaints through the Ministry of Labor's workplace sexual harassment reporting system. Mandarin Airlines had no sexual harassment incidents in 2025. To continuously prevent sexual harassment, annual employee training and related prevention courses are conducted, and informational posters outlining the definition, types, and complaint channels of sexual harassment are displayed in office areas.

Grievances Against Sexual Harassment from 2023-2025

	2023	2024	2025
Number of Grievances	6	8	15
Number of Filing	5	5	9
Category	Improper behavior		
Outcome	Administrative disciplinary actions		



CAL Employee Grievance
wecare@china-airlines.com

CAL Grievances against Sexual Harassment
(03) 399-8922
SHC@china-airlines.com



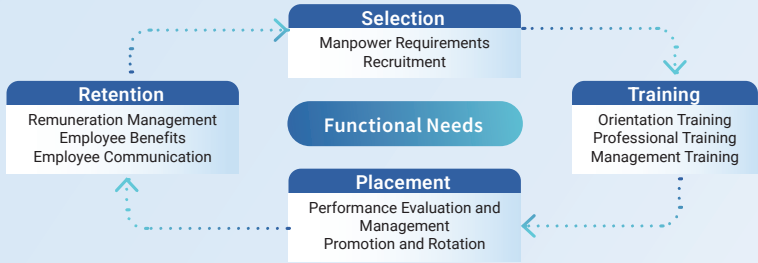
Mandarin Airlines Employee Grievance / Grievances against Sexual Harassment
(02) 2514-2050
SHC@email.mandarin-airlines.com

2.4.2 Recruitment and Retention

GRI 2-7, 2-8, 202-2, 401-1, 405-1

Human Resource Management System

CAL recruits and selects employees according to the needs of human resources and the duties required. The recruited employees receive orientation training based on their duties and take up their posts after passing orientation training. They also continue to receive related training. CAL conducts evaluates their performance on a regular basis. Outstanding performers will be rewarded or reported for promotion, and appropriate rotations will be arranged to enhance the abilities of talents. At the end of each year, employees will be rewarded based on Company's business performance. The Company has also established favorable employee benefits and multiple channels of communication. CAL regularly conducts employee engagement surveys, and continuously reviews feedback and makes improvement accordingly in order to increase employee retention.



Workforce Structure of CAL Group

As of the end of 2025, the total number of employees of CAL and Mandarin Airlines were 11,640 and 954, respectively. Compared to the number of employees in 2024, CAL added 122 employees and Mandarin Airlines added 0. The number of employees employed by the two airlines is in compliance with the regulations. CAL responded to flexible work requirements for basic ground service and employed 145 dispatched workers. [Refer to ESG Appendix - Detailed Workforce Structure Tables](#)

2025 Overview of CAL Group Employees

Employees	Total	Male	Female	Total	Male	Female
Full-time	11,530	5,637	5,893	949	449	500
Non-full-time	94	17	77	5	2	3
Temporary	16	14	2	0	0	0
Total	11,640	5,668	5,972	954	451	503
Interns	58	16	42	29	10	19
Interns not Included in the Number of Employees	Employs a total of 87 Indigenous individuals (44 males, 43 females) and 99 disabled individuals (69 males, 30 females).			Employs a total of 9 Indigenous individuals (0 males, 9 females) and 7 disabled individuals (4 males, 3 females).		

Note 1: Full-time employees are those whose contracted work hours are normal work hours.
Note 2: Non-full-time employees are those whose contracted work hours are lower than normal work hours.

Gender Equality and Diversity

We place great importance on gender equality. In 2025, female employees of CAL accounted for 51.31% of the total CAL workforce and 30.76% of all managerial positions were held by females. At Mandarin Airlines, female employees accounted for 52.73% of the total workforce, and 28.57% of the managerial positions were held by females. Due to the nature of the aviation industry, CAL has a higher demand for professionals in certain fields of expertise, leading to a male / female gap that is common in society. [Refer to ESG Appendix - Workforce Gender Diversity Target tables](#) CAL is committed to providing a comfortable work environment that is conducive of balanced career development for all employees, regardless of gender. In order to safeguard the well-being and right to work of female employees, when a female flight attendant is pregnant, she may apply for unpaid leave or request a transfer to ground services. Upon completion of maternity leave, she may then apply to resume her duties as a flight attendant. In addition, two breastfeeding rooms have been set up at CAL Park for female employees to use at any time. For our male employees, they may apply for 7-day paternity leave with full pay during childbirth. In addition, to help our employees achieve work-life balance, CAL has signed agreements with 7 daycare centers and kindergartens in 2025 to provide special discounts for CAL employees.

CAL values diversity in the workforce. In 2025, CAL employed 87 (0.74%) Indigenous employees and 99 (0.85%) employees with disabilities. In addition to our commitment to expanding employment among indigenous people, we have employed staff with disabilities at a higher proportion than prescribed by law since September 2015. We have redesigned job descriptions for employees with disabilities with a focus on improving working conditions and making adjustments to job requirements and career development. We also provide shuttle buses and regularly-scheduled health examinations for our employees with disabilities. In addition, we have signed long-term service contracts with visually impaired massage therapists to provide employees with free on-site massages, thereby providing job opportunities for the visually impaired and enhancing our employees' health at the same time.

Local Employment of CAL Group in 2025

The flight network of CAL spans across the globe, and a large number of job opportunities are available. This results in contributions to local employment and economic development. About 98.21% of all CAL employees are based in Taiwan. The composition of CAL's international employees includes foreign pilots from 22 countries, and flight attendants from Vietnam, Japan, and Thailand. We also employ local employees in 25 countries around the world. CAL endeavors to provide a friendly work environment for our international employees, with equal opportunities and benefits to our Taiwanese employees.

Workforce Diversity of CAL Group in 2025



Local Employment of CAL Group in 2025

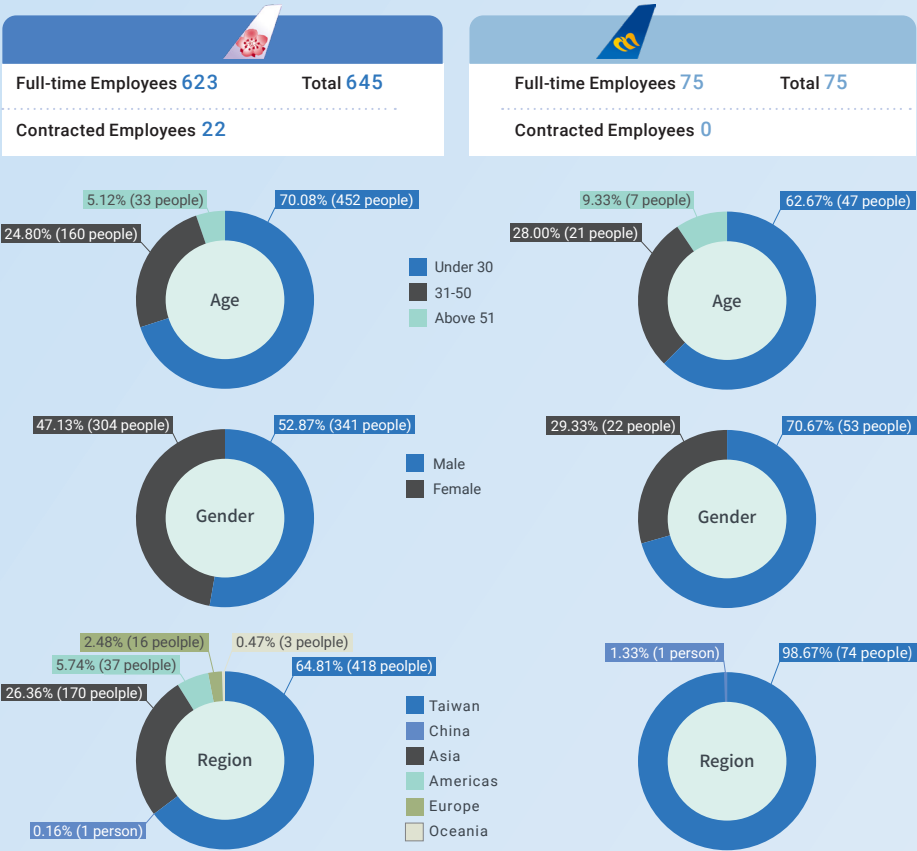
Region	Taiwan	China	Asia	Americas	Europe	Oceania	Taiwan	China
Employees	98.21%	95.27%	94.60%	63.07%	45.36%	35.90%	100.00%	75.00%
Management	100.00%	44.44%	40.57%	22.45%	11.54%	28.57%	100.00%	29.17%

Note: Local employees refer to employees of the local nationality.

Recruitment

Due to CAL Group’s business growth and fleet/flight network expansion in recent years, we have recruited in various areas to meet the requirements of our growing business. To fulfill our commitment to social responsibility, we continue to promote industry-academia collaboration programs and employ people with disabilities. In 2025, CAL recruited 645 employees, including 623 full-time employees and 22 contract employees, accounting for 5.6% of the total workforce. Mandarin Airlines recruited 75 full-time employees, accounting for 7.86% of the total workforce.

New Employees of CAL Group in 2025



Employee Turnover

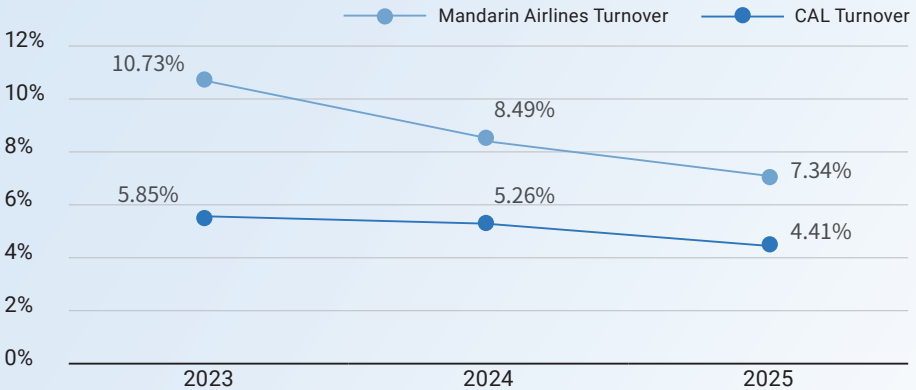
Over the past three years, the average employee turnover of CAL has been 5.17%. Each of our employees is protected by an employment contract, and each contract clearly sets forth provisions regarding rewards, disciplinary actions, and employment termination. In addition, rules concerning termination of employment and the number of days required for a notice of

resignation comply with the Labor Standards Act. With respect to locations where employee turnover rates are relatively high, we evaluate local labor-related regulations and wage levels and refer to comments made by resigning employees and local managers to see whether adjustments are needed in our salary and benefit practices. We also utilize internal systems and incentive programs to reduce turnover rates. [Refer to ESG Data and Appendix Employee Turnover Rate Table](#) In 2025, CAL’s total number of employee departures decreased slightly by approximately 0.85% compared to 2024. Among these, the involuntary turnover rate declined by 0.58%, while the voluntary turnover rate decreased by 0.27% compared to 2024. In recent years, CAL has not only focused on enhancing employee welfare but also continuously conducted management training to strengthen leadership. Additionally, CAL has organized refresher training for new employees to reinforce care and has consistently held diverse employee activities to improve cohesion. These efforts have contributed to improving the company’s talent retention, resulting in a lower turnover rate compared to last year. CAL will continuously optimize internal management to maintain low turnover.

At Mandarin Airlines, employee turnover in 2025 decreased by approximately 1.15% compared to 2024, mainly due to personal career plans with applications for retirement or resignation. Despite the decrease in the turnover rate, Mandarin Airlines will continue to provide diversified channels of communication for its employees and gradually enhance its employee benefit system to retain talent.

Employee Turnover Statistics of CAL Group for 2023-2025

Year	CAL Turnover	CAL Turnover (Voluntary)	CAL Turnover (Involuntary)	Mandarin Airlines Turnover
2023	5.85%	4.57%	1.28%	10.73%
2024	5.26%	3.63%	1.63%	8.49%
2025	4.41%	3.36%	1.05%	7.34%
Average	5.17%	3.85%	1.32%	8.85%



Employee Retention

Periodic Performance Evaluations Conducted on a Fair and Objective Basis

CAL has established a comprehensive performance management system, conducting employee performance evaluations three times annually. The evaluations cover all employees, except those who have not yet completed a specified minimum period of employment, ensuring 100% inclusion in the performance assessment. To provide positive feedback and support, CAL not only conducts regular evaluations but also implements a performance interview mechanism. Through these interviews, supervisors offer feedback on work performance, assist employees in identifying areas for improvement, and arrange agile conversations and support when needed. This approach fosters two-way communication and connection between supervisors and employees, enhances work engagement and organizational cohesion, and promotes talent development and sustainable corporate growth.

To ensure fairness and objectivity, each employee undergoes a multidimensional performance appraisal conducted by multiple supervisors. Performance ratings are assigned according to different job levels. In designing the evaluation criteria, in addition to common core competencies, specific competency indicators and assessment methods are established for each professional field to better reflect employees' actual work situations. For supervisors at all levels, besides competency indicators, concrete annual objectives (MBO) aligned with the company's business strategy are set to link performance with operational goals.

For flight attendants, besides the evaluations mentioned above, two-way performance feedback has been also adopted. Flight attendants who have worked for more than one year are evaluated and assigned ratings based on their attendance, reward / disciplinary actions, and performance within a reasonable range and based on employee classification to avoid subjective impressions which could detract from the impartiality of the performance evaluation.

At the same time, to motivate employees, CAL has established a "Group Bonus" mechanism. Units that demonstrate team spirit, integrate collective intelligence, utilize the full strength of group members, successfully accomplish major tasks, and make significant contributions to CAL, or whose achievements are exceptional and serve as exemplary models for all employees, may be recognized and awarded based on their contributions and accomplishments.

Sound Remuneration System

CAL annually provides competitive and reasonable compensation, related benefits, and insurance in accordance with its overall salary policy, operational performance, and revenue conditions. The company has established mechanisms for performance-based salary adjustments and promotion-related salary increases to cultivate and retain outstanding employees, ensuring that promotion processes adhere to principles of fairness and transparency. In the process of compensation planning and review, CAL regularly considers the company's operational status, minimum wage adjustments, price fluctuations, overall living standards, and industry salary levels. This comprehensive evaluation ensures that employee compensation is reasonable, competitive, and aligned with local living standards.

In addition, CAL offers a variety of allowances and benefits, including dividend bonuses, education and training, employee stock purchase plans, concessional flight tickets, and work subsidies. The

company also implements flexible welfare measures, such as retirement benefits, to meet the diverse needs of employees at different stages. These initiatives not only help strengthen the partnership between labor and management but also enhance employee satisfaction and retention. Employees' working hours and related labor conditions are managed in accordance with the applicable labor laws in each location, complying with local statutory working hours and relevant regulations.

To ensure long-term employee retention and optimal performance, in addition to annual bonuses based on operational conditions, CAL has implemented a system for gradually increasing work allowances linked to performance evaluations. Furthermore, the employee stock ownership trust includes a mechanism for annually increasing company incentive amounts, both capped at maximum proportions after five years.

2.4.3 Employee Development

GRI 404-1

Sound Training System and Framework Training Framework

CAL has established a sound training system and framework to train aviation professionals. We adopt diversified training methods, including on-site and online training courses, invest in training hardware and software. CAL values the functional development of employees and integrates fundamental aviation training with hands-on practice. In addition, CAL organizes management training and general aviation training in line with the Company's development strategy for all managerial levels and employees with potential on a regular basis to improve their horizons and expertise, enhance their knowledge and skills, help employees with different expertise understand each other, and foster cooperation between units.

The Training Advisory Committee has been established to plan annual education and training activities for all employees based on training requirements in the CAL training framework. The primary strategic goal of CAL's training and development program is to enhance employees' job skills. We use the existing training framework to ensure that all employees are equipped with skills to perform their duties and job functions.

CAL has established the Talent Development Committee, chaired by the President, with senior vice presidents serving as members. The Talent Development Committee is responsible for regularly reviewing and improving training for potential talents. Each department refers potential talents to the Talent Development Committee, which then determines their qualifications and development paths. During training, potential talents are provided with appropriate job rotations and management skill training to build their management capacity and experience. In addition to the annual talent recommendations, CAL also selects talents from different levels and sets up management improvement courses and management training courses. CAL provides two-year courses based on the ranks of the employees to continue to enhance their management skills. CAL has always sought out and successfully trained many potential talents to serve as unit chiefs both at home and abroad. CAL will continue to provide them with opportunities to develop their careers, in hopes of achieving corporate sustainability.

In 2025, CAL invested about TWD 456 million in employee training and development (the average amount was approximately TWD 39,200). The total number of training hours (including onsite and online courses) totaled approximately 427,700 (the average number of hours per employee was approximately 33.76 hours), and the completion rate of training reached 98.03%.  Refer to Training Statistics of CAL Group Table in the ESG Data and Appendix

Average hours and Average mount spent on training and development for CAL employee in 2022-2025

	2022	2023	2024	2025
Average hours per FTE of training and development	38.76	43.00	37.18	33.76
Average amount spent per FTE on training and development (Currency: TWD)	21,200	32,300	37,600	39,200

Training Framework				
	Skill Type	Orientation Training	On-the-job Training	Advanced Training
Strategic	Abilities required for employees to perform projects according to CAL business strategies	Organized ad hoc based on CAL's business operations and strategic development needs		
Professional	Qualities and skills required to perform specific duties or tasks	Basic Training for Various Professional Roles (divided into four main categories: Flight Crew, Maintenance, Operations, and Others)	- Model / class training - Annual retraining for each professional position	- Instructor training - Advanced job training (pilot in command / cabin manager / supervisor)
Management	Knowledge and skills required for managerial positions	New manager training	Management skill training	Senior management training / seminars
General	Knowledge, skills, and conduct required for every employee	"CAL and me" orientation training	Career experience camp	General aviation management training

Note: In addition to the above training programs, CAL encourages employees to participate in work-related trainings organized by the Ministry of Labor's Workforce Development Agency, by offering training allowances to employees who pay tuition at their own expense (20% of the full tuition).

Sound Internal Recruitment and Rotation System

CAL is committed to upholding the principle of assigning each staff member to an appropriate position. We offer regular job rotations and internal training courses to support employees' diverse development. Each department determines whether to rotate employees based on their labor needs. CAL has established an internal recruitment system, so that employees can participate in the selection processes in accordance with their wishes and career plans. This allows CAL to utilize its human resources in a flexible manner and ensures that employees are assigned to the most suitable positions, resulting in a win-win situation for both parties. The internal hiring rate this year (2025) was 58.74%, slightly higher than that of 2024.

To utilize management with flexibility and to ensure that they are assigned to the most appropriate positions with improved competency, CAL conducts a management review and rotation evaluation on a regular basis. Managers working in domestic departments and worldwide branch offices or joint venture companies for three years will be included in the management review and rotation evaluation based on relevant regulations.

Human Capital ROI

Through educational training, we can align our employees with the company's strategies and business objectives, fostering mutual growth and continuously enhancing corporate assets, thereby establishing a foundation for sustainable operations. In recent years, CAL has adopted the Human Capital ROI metric to estimate the returns generated from human capital investments and to serve as an indicator of the company's medium- and long-term performance.

Although 2025 saw rising operational costs related to inflation and oil prices, employee salaries and benefits also increased. However, due to the continued growth in demand for passenger and cargo services, the company's revenue increased significantly, resulting in an improvement in this metric compared to the previous year.

Human Capital ROI

	2022	2023	2024	2025
Human Capital ROI*	1.29	1.27	1.42	1.50

Note: Human Capital ROI = $\frac{\text{Income} - [\text{Operating expenses} - (\text{Salary} + \text{Benefits})]}{(\text{Salary} + \text{Benefits})}$

Details of Employee Development Programs to Accommodate the Company's Business Objectives for 2025

In alignment with CAL's operational development, talent cultivation, and retention needs, as well as in response to environmental changes such as digital transformation trends, we have conducted various related training and learning activities. Our ongoing talent development programs (Advanced Management Program and Management Training Program, each with a two-year training period) include courses on leadership development and digital transformation trends. These courses cover topics such as upward and downward communication, team morale enhancement, accountable leadership, and sharing of new technology application trends. Additionally, we have arranged for mentors to guide participants in their development and organized study groups and internal sharing sessions for mutual learning. The program has developed several leadership and management talents to lead teams, supplemented by offering various courses related to "diversity, equality, and inclusion" for employees at all levels (as detailed in the section on training to enhance awareness of "diversity, equality, and inclusion"). This has effectively reduced the voluntary turnover rate to 3.36% in 2025, down from 3.63% in 2024, and increased employee engagement [See section 2.4.4 on employee rights/communication/engagement](#). Regarding the promotion of employee digital transformation, CAL continues to conduct training courses on AI and big data application tools and organizes competitions to encourage employees to use AI-related tools as aids to improve their work skills and efficiency. In this way, we equip our staff to respond effectively to changes in the aviation industry.

Training to Promote Awareness of Diversity, Equality, and Inclusion

To create a positive workplace environment and promote a "diverse, equal, and inclusive" work setting, CAL continued to offer relevant courses in 2025. These included "Courage to Act and Agile Adaptation" retraining for domestic managers to enhance managers' diverse thinking and stimulate cross-team brainstorming and a collaborative atmosphere, and "Team Leadership and Combat Readiness" courses for frontline supervisors to enhance on-site leadership and communication skills. We also provided courses on "Cross-Departmental Collaboration" for all employees (regardless of full-time or part-time status). Additionally, we continued the Aviation General Knowledge Expert Sharing Series to raise awareness of different cultures and values across generations and departments, aiming to enhance mutual understanding, respect, inclusion, and promote knowledge inheritance within the Company. We increased offerings of various courses to improve work efficiency and skills for grassroots employees, including work management, business negotiation, and problem-solving, striving to provide self-development

resources for employees at all levels. Furthermore, in 2025, we continued the "Me and CAL" retraining for new employees who have completed one year, to assess learning and development progress and feedback, serving as a channel for care and two-way communication.

Industry-Academia Collaboration

CAL has a wealth of practical experience sound aviation training facilities and courses. We actively support the "Industry-Academia Collaboration for Technical Colleges and Universities and Talent Cultivation" initiative promoted by the Ministry of Education and we have promoted the campus talent development program since 2013. CAL has cooperated with colleges and universities nationwide to offer internship programs that last for six months to one year in a wide variety of fields. CAL also offers interns scholarships and allowances and arranges training courses for them. To begin an internship, interns are required to first complete the training courses. In recent years, career orientation seminars have also been held at relevant senior high and vocational schools to establish a solid foundation. CAL will continue to strengthen industry-academia collaboration and provide students with opportunities to gain aviation expertise and make their career plans, and thus help CAL recruit potential talents.

In 2025, operations gradually returned to normal, allowing us to resume various industry-academia collaborations (totaling 40 participants across 20 schools). In 2025, Mandarin Airlines conducted industry-academia collaborations (totaling 29 participants across 9 schools).

*Erratum: The number of industry-academia collaboration participants conducted by CAL in 2024 should be 43 employees from 16 schools.



Continuous Support for TALENT in Taiwan

Talent development has always been one of CAL's key objectives. To enhance the competitiveness of talent in Taiwanese society and in response to ESG trends and the global emphasis on talent, CAL announced on March 24, 2026, its continued support for "TALENT, in Taiwan." In collaboration with CommonWealth Learning and various Taiwanese enterprises, we are committed to promoting and advocating for sustainable talent development. CAL pledges to align with our operational strategies and enhance our products and services by continuously conducting professional training across various roles and preserving our corporate culture and values. In line with this year's (2026) alliance theme of "Diversity, Equality, and Inclusion", CAL's annual training will offer employees more resources for personal growth and learning, as well as opportunities for cross-departmental exchange. We aim for full integration and shared success among all employees, maximizing team performance and jointly achieving the company's sustainable development goals. We hope to use the project of hope for talent development to develop every worker, strengthen their professional skills, and create better career development and a brighter future.



2.4.4 Employee Rights

GRI 2-30, 201-3, 401-2, 401-3, 402-1, 405-2

CAL attaches great importance to the opinions and well-being of our employees. In addition to regular reviews of employees' salary and benefit and labor-management meetings, CAL has established a number of communication channels and activities to enhance cohesion. CAL also respects the independence of labor unions in accordance with the law and promotes positive communication with labor unions.

Employee Care

Salary and Benefits

CAL firmly believes that employees are the most valuable assets and that it is important to protect both employee benefits and shareholders' equity. For these reasons, CAL provides competitive salaries and benefits for all employees. The salary and benefit package of each employee will not differ according to gender, race, religion, political affiliation, or marital status. Whenever the minimum wage of a particular global location is raised, we promptly review our salary standards and make necessary adjustments in a timely manner. In 2025, CAL's average salary increase was 4.36%. Employees who are required to work overtime due to the nature of their employment received reasonable overtime pay in accordance with regulations. No employee was forced to work against his or her will.

Male:Female Salary Ratio of CAL Group in 2025 (Female Salary is 1)			
Category	Base Salary	Bonus	Remuneration
Business Operations	1.13	1.11	1.12
Flight and Cabin Crews	1.06	1.06	1.06
Maintenance Personnel	1.12	1.07	1.10
Others	1.14	1.09	1.12
Business Operations	1.03	1.08	1.06
Flight and Cabin Crews	1.39	2.70	2.27
Maintenance Personnel	1.13	1.25	1.20
Others	1.07	1.15	1.12

Note 1: Remuneration = base salary + bonus

Note 2: Female salary is 1 in this Salary Ratio Table.

Note 3: Flight and cabin crews: Flight and cabin crews include pilots and flight attendants, pilots were mostly male, while flight attendants were mostly female. Pilots' salaries are higher than flight attendants', resulting in a large difference in the male / female salary ratios. Others: others include executives higher than the rank of vice president, auditors, accountants, information technology personnel, and other employees that are not within the aforesaid categories.

Note 4: CAL: Base Pay: basic salary and other allowances; Remuneration: payments other than base pay (e.g., bonuses, incentive payments)

Mandarin Airlines (AE): Base Pay : basic salary; Remuneration: payments other than base pay.

In accordance with the Taiwan Stock Exchange Corporation Rules, CAL reports that in 2025 it employed 9,921 full-time non-managerial staff, an increase of 45 from the previous year. Total salary was TWD 23,345.149 million, with an average of TWD 2.353 million and a median of TWD 1.793 million. Compared to 2024, total salary increased by TWD 1,195.987 million, the average salary by TWD 110,000, and the median by TWD 71,000. (Details of the annual total compensation ratio are provided in the appendix)

Full-time Employees not in a Managerial Position	Number of people	Total Salary (TWD million)	Average Salary (TWD million)	Median Salary (TWD million)
Numerical Value	9921	23345.149	2.353	1.793
Difference from the Previous Year	↑ 45	↑ 1195.987	↑ 0.11	↑ 0.071

Note: Please refer to the Appendix [for more information on the gender pay gap analysis.](#)

Pension Scheme

CAL attaches great importance to the rights and interests of our employees. CAL reports the management of the pension reserve fund to the Labor Pension Reserve Supervisory Committee on a quarterly basis. Prior to the end of each year, CAL allocates the amount required for the following year based on actuarial calculations and relevant laws and regulations. In terms of allocation rates, the rate for the new labor retirement plan is 6%; the rate for the old labor retirement plan is 15%, which reaches the statutory upper limit, and this amounts have been fully allocated in accordance with Paragraph 2, Article 56 of the Labor Standards Act to ensure that employees receive the retirement benefits to which they are entitled.

2025 CAL and Mandarin Airlines Salaries, Benefits, and Labor Retirement Funds

Unit: TWD million

Item	Salary	Benefits	Pension Reserve Fund	Salary	Benefits	Pension Reserve Fund
2023	17,291	194	7,740	800	4.8	437
2024	20,756	197	8,469	990	5.3	465
2025	24,037	241	9,473	1,174	5.4	513

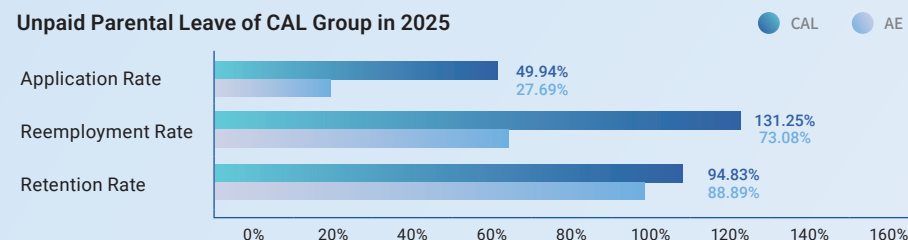
Note: Benefits offered by CAL / Mandarin Airlines included travel allowances, allowances for the elderly, scholarships for employees' children, Labor Day gift money, spring parties, and anniversary expenses.

Unpaid Parental Leave

CAL responds to the government's policy of parental leave without pay so that employees can take care of their families and work in peace. According to the Gender Equality in Employment Act, employees may apply for parental leave without pay for two years after their children reach the age of three; employees may apply for reinstatement before the expiration of the parental leave period according to family needs or career planning. In 2025, a total of 439 applications were received for leave without pay for baby-sitting.

In addition, employees are entitled to 8 weeks of paid maternity leave before and after giving birth, and may also apply for 7 days of paid paternity leave before and after their spouse's delivery. If the paternity leave falls on a business trip, regular holiday, or national holiday, the leave may be taken within 15 days from the day after the end of the business trip, and the overall system is designed to be more favorable than that required by the Gender Equality in Employment Act. [Refer to The Appendix Unpaid Parental Leave of CAL Group Tables](#)

Unpaid Parental Leave of CAL Group in 2025



Benefits for CAL Employees

Item	Explanation	Superior to Regulations
Unpaid Leave	Care for Family Members	Applicable when an employee's spouse or direct relative is seriously ill or when necessary. ✓
	Illness	Applicable when an employee is seriously ill and has not recovered after taking relevant leave in accordance with regulations. ✓
	Joining Family on Overseas Assignment	When an employee is assigned overseas, his/her dependents in the Company may apply for unpaid leave. ✓
	Advanced Education	All employees, regardless of school or discipline, must be enrolled in a discipline that is relevant to their current position or meets the needs of the company and is recognized by the Ministry of Education of the Republic of China. ✓
Benefits and Compensatory Leave	Each year, CAL grants its ground service personnel a total of 7 days of welfare compensatory leave for vacation arrangements (including 3 additional national holidays added in 2025 and 4 national memorial days observed without leave).	✓
Paid Sick Leave	The employee shall receive full salary for the first 5 days of sick leave without hospitalization each year; the employee shall receive half the salary from the 6th to 30th day. The employee shall receive full salary for sick leave with hospitalization for up to 45 days.	✓
Year-end Bonuses / Dividends	At the end of each year, a year-end bonus is allocated from CAL earnings. Employee dividends are also distributed in accordance with employee performance and CAL's yearly management goals.	✓
CAL Retiree Association	CAL has assisted its retirees and employees in establishing the CAL Retiree Association. The Retiree Association organizes quarterly activities to promote interchange between retirees. CAL also offers grants to the Retiree Association to provide positive assistance and encouragement.	✓
Employee Benefits	Employee benefits include wedding cash gifts, childbirth cash gifts, disaster subsidies, travel allowances, scholarships, allowances for the elderly, emergency loans, birthday cash gifts, Labor Day gift vouchers / cash gifts, and allowances for funerals.	✓
Paid Annual Leave Scheme	Number of days granted exceeds the provisions outlined in the Labor Standards Act. (All Annual Leaves were paid by CAL.)	✓

Item	Explanation	Superior to Regulations
Childcare	CAL has entered into preferential childcare contracts with 7 daycare centers across Taiwan to assist employees with childcare arrangements.	✓
Breastfeeding Environment	CAL provides friendly and welcoming breastfeeding (collection) rooms at the workplace to create a comfortable breastfeeding (collection) environment. For female employees who are pregnant or less than 1 year after giving birth, CAL provides guidance on doctor interviews, work suitability assessments, and hazard control suggestions.	✓
Group Health Insurance	Group health insurance covers medical, accident and serious illness insurance. Dependents may also be enrolled in the group insurance scheme at favorable rates.	✓
Commuting	Apart from regular commuter shuttles at fixed sites, there are also shuttle buses for shift workers, cabin crew members, and employees with disabilities stretching from Keelung, Taipei City and New Taipei City to Taoyuan and Zhongli.	✓
Flexible Working Hours	Ground employees in CAL Park who do not use the shuttle buses may, with the approval of their supervisor, apply for flexible work hours (up to one hour each day). Each application must be for a duration of at least three months.	✓
Concessional Flight Tickets	Employees and their dependents enjoy free and concessional flight tickets on CAL flights and code-shared concessional flight tickets from other airlines.	✓
Employee Stock Ownership Trust	Participation is voluntary. For employees who agree to join the employee stock ownership trust, a fixed amount is deducted from their monthly salary based on their pay grade.	✓
Resignation Program	Employees are eligible for CAL's resignation benefits if they apply for resignation after 10 years of service and meet the requirements.	✓
Psychological Counseling	The Company provides psychological counseling services to take care of the needs (such as coping with work stress) of employees, promote their growth, and increase their work satisfaction.	✓
Health Examinations and Promotion	CAL provides health examination items and frequencies that exceed regulatory requirements, covering advanced screenings for common cancer markers and cerebrovascular and cardiovascular diseases. Additionally, exclusive health checkup discounts are extended to employees' family members. A health risk analysis is conducted based on the medical examination results, with healthcare personnel providing personalized health guidance and necessary medical referral recommendations. At the same time, attention is given to the health needs of female employees during pregnancy and lactation through survey surveys and professional evaluation and interviews conducted by physicians. In addition, CAL continuously invites experts from various fields to conduct diverse health promotion activities and promotes vaccination for infectious disease prevention, thereby implementing employee health management and enhancing overall workplace health resilience.	✓
Sport Initiatives	CAL has sports facilities such as basketball courts and badminton courts in the Songshan Office. The Employee Welfare Committee also organizes sports competitions such as softball, basketball, badminton, table tennis, golf, and tennis to encourage everyone to exercise, and also provides subsidies for sports club activities.	✓
Job Transfer	Offer the opportunity for part-timers for application of transferring to full-timers	✓

Employee Communication

Each and every employee matters to CAL. We maintain multiple channels of communication with our employees, such as regularly scheduled labor-management meetings, and strive to find solutions to problems. We have established an employee care mailbox, a sexual harassment mailbox with an associated grievance hotline, and also a "Speak Your Mind" employee communication mailbox. In addition, our Team+ internal company messaging software enables employees to express their opinions and make suggestions at any time. When facing significant operational changes that will affect employees, CAL gives notice in compliance with relevant labor regulations and promptly communicates with labor unions and employees. Information on material issues and employee rights is made available on CAL's website or e-mailed to all employees. When employees express concerns about certain internal regulations or practices, CAL seeks to clarify the issue and communicate with the employees more frequently.

Diverse employee communication channels

- **Labor-management Meetings:** The head office holds regular meetings with representatives of the CAEU and all front-line units also convene meetings with the respective branches of the union.
- **Supervisor Mailbox:** CAL encourages employees to express opinions and give suggestions through the level 1 manager mailbox.
- **"Speak Your Mind" Employee Portal:** CAL encourages employees to express opinions and give suggestions through the "Speak Your Mind" Employee Portal on the Intranet.
- **wecare@china-airlines.com e-mail:** The Human Resources Division has set up a dedicated mailbox to provide employees with grievance channels and protect employee rights and interests.
- **Sexual Harassment Mailbox and Hotline:** CAL's Human Resources Department has established a confidential mailbox (SHC@china-airlines.com) and hotline (03-399-8922), with dedicated personnel handling cases.
- **Team+:** This internal company messaging system is offered to employees for free, to facilitate two-way communication and instant reporting to supervisors.

Note: In the event of a mass redundancy due to a major change in operations, CAL shall process related matters in accordance with the Act for Worker Protection of Mass Redundancy. Under general conditions, CAL shall, at least 60 days prior to the occurrence of the mass redundancy, inform the competent authority and other relevant agencies or personnel of its redundancy plan and announce it by publishing an announcement.

Labor Union

GRI 2-30

CAL cooperates with different labor unions and remains committed to communication and negotiation. We also show the same respect to all unions in accordance with law. As CAL continues to communicate with labor unions, CAL did not have any major labor disputes or strikes in 2025. In particular, the China Airlines Employees Union (CAEU), which has the highest participation rate of CAL employees, is a nationwide trade union of the aviation industry and a member of the Taiwan Confederation of Trade Unions. There are six subordinate branches under CAEU, which are classified based on the location of members / business:

Branch 1	Divisions in Head Office	Branch 4	Maintenance Division, Engineering Division, and Quality Assurance Division
Branch 2	Flight Operations Division	Branch 5	Taipei Branch, Ground Services Division, and Cargo Sales, Marketing & Services Division
Branch 3	Cabin Crew Division and In-flight Supply Chain & Marketing Division	Branch 6	Kaohsiung Branch, Kaohsiung Cargo Department, Kaohsiung Maintenance Group

There are six subordinate branches within the Mandarin Airlines Employees Union (MDAEU):

Branch 1	Divisions in Taipei Head Office	Branch 4	Customer Service Division (Taipei, Kinmen, Taitung, and Nangan)
Branch 2	Flight Operations Division and Operation Control Center	Branch 5	Engineering & Maintenance Division
Branch 3	Inflight Services Department	Branch 6	Customer Service Division (Taichung, Magong, Hualien, and Kaohsiung)

All employees of CAL, with the exception of the senior managers as stipulated in the union constitution, have joined the China Airlines Employees Union, and are governed by a collective agreement signed by both parties in 2002. The collective bargaining agreement was the first in the domestic aviation industry and the parties renewed the agreement for the seventh time on January 15, 2025. After CAL concluded negotiations with the Pilots Union Taoyuan, they signed a collective bargaining agreement on December 29, 2021. In January 2017, Mandarin Airlines entered into a collective bargaining agreement with the Employees Union. The agreement includes union assistance, labor-management cooperation, dispute resolution, employment and termination, working hours, leave and vacation, salary, allowances and bonuses, personnel transfers, rewards, disciplinary actions, benefits, training, and occupational safety and health clauses. The parties negotiate the renewal of the agreement every three years. Due to the continuation of a collective bargaining agreement before labor and management renew the contract, the stipulations concerning working conditions in the collective agreement remain applicable in accordance with the law during the transition period.

CAL / Mandarin Airlines cooperates and communicates with CAEU/MDAEU through various channels as a partner and based on mutual dependence, and the two parties have established various channels of communication over the years. All resolutions will be handled once they are reported. In addition, meeting minutes taken at labor-management meetings held at the Head Office are published and made available to all employees on CAL's website / Mandarin Airlines' website. CAL / Mandarin Airlines is dedicated to maintaining harmonious labor-management relations through open, efficient channels of communication. In 2025, CAL and CAEU held six labor-management meetings to ensure smooth communication between the two parties; in 2025, Mandarin Airlines held a total of four quarterly labor-management meetings with MDAEU in accordance with the law.

Union Participation Rate of CAL and Mandarin Airlines

Item	2022	2023	2024	2025
 Number of Participants	9,382	9,621	9,794	9,918
Participation Rate	98.41%	99.17%	99.14%	99.14%
 Number of Participants	747	829	902	923
Participation Rate	99.34%	98.57%	97.72%	99.78%

Note 1: The number of CAL participants refers to the number of people being members of CAEU in the year (including employees in Taiwan and expatriates); part-time and contracted employees are not included.

Note 2: The number of Mandarin Airlines participants refers to the number of people being members of MDAEU in the year (including employees in Taiwan below the rank of vice president (inclusive) and expatriate executives in mainland China); temporary employees (interns), hourly-paid work-study students, executives transferred from CAL, and employees in mainland China are not included.

Note 3: The collective bargaining coverage rate of CAL/Mandarin Airlines is equal to the labor union participation rate.

Employee Engagement

CAL has established diversified and unobstructed communication channels to listen to employees' suggestions attentively in line with its belief that employees are the Company's most important asset. Through an employee satisfaction survey, CAL understood employees' opinions of and needs for the Company and each unit, which served as a reference for CAL to provide a stable work environment. This would further increase employees' work efficiency and create a virtuous circle-based excellent corporate culture. CAL conducted an employee engagement survey in 2024, administered anonymously via an online survey by an external professional consulting firm. It covered six major dimensions: "Corporate Culture," "Leadership Culture," "Work and Development," "Employee Engagement," "Work Environment," and "Compensation and Benefits." The survey also included items related to job satisfaction, purpose, happiness, stress, psychological resilience, and multiculturalism. Examples of statements included: "I am proud to serve at CAL," "Overall, I am satisfied with my compensation," "My supervisor effectively communicates company policies and goals to colleagues," "My team's work atmosphere values diverse perspectives," "I am able to maintain a balance between work and personal life," and "I can manage and find outlets for the sense of powerlessness caused by unreasonable customer demands." A total of 6,161 valid surveys were collected (with a valid response rate of 61.6%, including 3,126 males accounting for 50.74% and 3,035 females accounting for 49.26%), representing the highest number in the history of the survey. Overall, compared to 2022, the effective response rate increased by 8.62%, with the number of valid respondents rising by 1,104. Compared to 2019 (the previous prior survey), the effective response rate increased by 16.95%, with the number of valid respondents increasing by 1,325. The results indicate that employees have become increasingly positive and optimistic regarding the employee opinion survey and CAL's subsequent improvement actions. The survey results show that overall recognition of salary and benefits ranked highest, followed in order by employee engagement, corporate culture and career development, leadership culture, and work environment. The overall score was 7.9, an increase from 7.8 in the previous survey conducted in 2022 (CAL's principle is to conduct the survey every 2 to 3 years), and a significant improvement compared to 6.4 in the 2019 survey, demonstrating continuous and steady progress. In this survey, the most significant improvement was observed in the recognition of work development and leadership culture.

In 2025, CAL organized several employee events, including six employee family visits (two of which were themed around the Double Ninth Festival to honor parents). These events introduced family members to our colleagues' work environment, fostering empathy among employees' families and a sense of shared prosperity with CAL. We also held corporate health and stress relief days, holiday care activities, and private movie screening events. Through these various activities, we enhanced employee well-being and addressed corporate sustainability issues. CAL provides a better workplace environment for its employees in three ways: "Work Side" to create a pleasant workplace environment, "Family Side" with family-friendly measures, and "Health Side" with physical and mental health promotion to create a positive and supportive workplace environment. Additionally, for new employees who have completed one year, we conduct the "Me and CAL" retraining program. This program not only assesses their learning and development but also provides support and gathers their suggestions for future improvement measures.

In addition, to enable colleagues to work more comfortably and conveniently and thereby improve work quality, CAL has made the existing women's trouser uniform available for selection by front-line service personnel since 2025. Further, effective December 4, 2025, CAL took the lead in allowing cabin crew to wear bezel eyeglasses on duty according to their own health needs, and, effective January 1, 2026, allowed cabin crew to purchase their own black athletic walking shoes, in order to create a friendly and happy workplace that also aligns with the current trend toward diversity, equality, and inclusion.



Awarded the HR Asia Best Companies to Work for In Asia in 2025

The Best Companies to Work For in Asia Award is organized by the veteran human resources professional magazine "HR Asia" and is a prestigious award in the field of human resources management in Asia. CAL has participated in the selection for three consecutive years and has distinguished itself with outstanding results from among 360 excellent companies.

CAL actively cultivates aviation industry professionals by providing comprehensive training programs and diverse career development opportunities, establishing smooth communication channels, and creating a healthy and safe workplace environment. We also offer competitive compensation and employee benefits. This year, we have been awarded the "Asia's Best Employer Award" for the third consecutive time, demonstrating our commitment to sustainable talent development as Taiwan's preferred airline. Together with our employees, we continue to achieve shared success and reach new milestones.



2.4.5 Healthy and Safe Workplace

GRI 403, 403-1, 403-8

International Safety and Health Management System
Dual Certification

In response to globalization and international labor development trends, CAL has implemented systematic management measures in accordance with domestic and international occupational safety and health standards to enhance the effectiveness of occupational safety and health management. Since 2016, CAL has established an autonomous occupational safety and health

management system, continuously enhancing its risk control capabilities and aligning with international management trends.

The Taoyuan head office obtained OHSAS 18001 and TOSHMS certifications between 2016 and 2018. In 2019, the system was transitioned and successfully certified under ISO 45001:2018, CNS 45001:2018, and the Taiwan Occupational Safety and Health Management System (TOSHMS). To ensure the effective operation of the occupational health and safety management system, CAL annually establishes a hierarchical management mechanism based on operational types and job categories in accordance with the "Internal Audit Management Procedures for Safety and Health." Regular internal audits are conducted accordingly. Additionally, CAL commissions the third-party certification body SGS to perform annual external follow-up audits to continuously review and improve management effectiveness.

In 2025, CAL's Head Office in the Taoyuan area and the Maintenance Division successfully renewed their ISO 45001:2018, CNS 45001:2018, and TOSHMS certifications in February and September, respectively. The scope of these certifications covers core operational areas including aviation transport management, passenger and cargo services, and aircraft maintenance operations. CAL's occupational health and safety management system applies to all workers within CAL's operational scope, including 10,313 employees (95.3%) and 505 non-employees (4.7%), achieving a total coverage rate of 100%. Overseas locations comply with local regulations and the Group's occupational health and safety management principles to ensure consistent management standards.

Note: The Taipei Branch and Kaohsiung Branch operate in accordance with the occupational health and safety management system standards of the Head Office Taoyuan area; the Maintenance Division has additionally obtained ISO 45001:2018 certification since 2022, with the scope of certification covering aircraft maintenance operations.

Strengthening the Risk-Based Tiered Management System.

Given the diverse nature of CAL's operations, the work content, environment, and potential hazard risks vary among employees. CAL conducts risk identification and assessment based on operational types and job categories, establishing a risk classification management mechanism as a critical foundation for occupational safety and health management. Through a systematic risk classification, workers are categorized according to their level of exposure to risk, ensuring that management resources are focused on high-risk operations and key groups.

The risk classification results are used not only as the basis for internal audit grading management and audit frequency planning but also for the design of training programs and health management measures. For high-risk operations and job categories, CAL has enhanced the content and frequency of professional safety and health training, while increasing the intensity of health monitoring and on-site inspections to promptly identify changes in risk. For job categories with relatively lower risks, appropriate management and tracking methods are implemented according to their risk characteristics to ensure the overall effectiveness of protective measures.

Category	Hazard Risk Classification	Job Type (Examples)
Category 1	Significant Occupational Risk	Maintenance personnel, flight crew, cabin crew, transportation staff, cargo loading personnel
Category 2	Moderate Occupational Risk	Information equipment, plant electrical and mechanical air conditioning equipment maintenance personnel
Category 3	Low Occupational Risk	Office administrators

Occupational Safety and Health Policy and Governance Commitment

GRI 403-4

CAL has established and announced its "Occupational Safety and Health Policy" in accordance with the ISO 45001 standard, with core principles centered on compliance with laws and regulations, effective risk management, employee engagement, continuous improvement, and support for physical and mental health. This policy applies to all employees, contract staff, outsourced personnel, and contractors within CAL's operational scope. To ensure the appropriateness and effectiveness of the policy, CAL conducts regular annual reviews and assessments. After discussions with labor representatives, the policy is jointly signed and announced by the Chairman and the President. The most recent revision was dated April 30, 2025.

Following the PDCA (Plan-Do-Check-Act) management cycle, CAL establishes annual management objectives based on its Occupational Safety and Health Policy. The key focus areas include:

- The Frequency Severity Index (FSI) remained below 0.42.
- The employee annual health examination participation rate reached over 70%.
- The health education completion rate for major abnormal cases reached over 80%.

Labor Participation and Communication Mechanisms

To promote worker participation in occupational safety and health-related decision-making, CAL has established the "Occupational Safety and Health Committee" in accordance with legal requirements. The committee is chaired by the President and comprises 52 members, including first-level supervisors, engineering and technical personnel, medical staff, occupational safety personnel, and workers' representatives. The proportion of workers' representatives exceeds one-third. The committee convenes quarterly to discuss, coordinate, and address employee concerns related to occupational safety and health issues, as well as occupational injury cases.

Note: The Taipei Branch, Kaohsiung Branch, and Maintenance Division have each established their own Occupational Safety and Health Committee in accordance with organizational structure. The President of each respective region or the Chief of the Maintenance Division serves as the Chairperson, and the committee membership complies with regulatory requirements.

In 2025, the Occupational Safety and Health Committee reviewed, coordinated, and addressed a total of 83 safety and health management initiatives, including 58 proposals submitted by various departments and 25 safety and health proposals from regional committee members. All items were fully implemented or improved, achieving a completion rate of 100%, demonstrating CAL's commitment to the continuous improvement of workplace safety and health.

The annual performance and management effectiveness related to these targets will be disclosed in subsequent sections to demonstrate CAL's ongoing commitment to improving occupational safety and health management and ensuring employee health and safety.

Five Major Goals of CAL's Occupational Safety and Health Policy

- 1. Compliance with Laws and Regulations:** Strictly adhere to occupational safety and health laws and standards related to operations.
- 2. Implementing Risk Management:** Identify and assess hazards while simultaneously controlling occupational safety and health-related risks.
- 3. Encouraging Employee Participation:** Provide necessary training and resources, and actively encourage employee engagement.
- 4. Commitment to Continuous Improvement:** CAL continuously enhances its occupational health and safety management system and conducts regular reviews and updates.
- 5. Physical and Mental Health Support:** Provide necessary resources and assistance to promote employees' physical and mental well-being.



Occupational Safety and Health Policy

Proportion of Labor Representatives in Occupational Health and Safety									Unit: %
2023	2024	2025	2025 Number of Labor Representatives	2025 Total Number of Committee Members	2024 Number of Labor Representatives	2024 Total Number of Committee Members	2023 Number of Labor Representatives	2023 Total Number of Committee Members	
33.33	33.33	33.33	5	15	5	15	5	15	

	2023			2024			2025		
	Labor Representation Ratio	Number of Labor Representatives	Total Number of Committee Members	Labor Representation Ratio	Number of Labor Representatives	Total Number of Committee Members	Labor Representation Ratio	Number of Labor Representatives	Total Number of Committee Members
Taipei Branch	36.36	4	11	33.33	3	9	33.33	3	9
Taoyuan Head Office	37.74	20	53	38.46	20	52	38.46	20	52
Kaohsiung Branch	35.29	6	17	37.50	6	16	37.50	6	16
EMO Park	34.78	8	23	34.29	12	35	42.86	15	35

Note: Labor representative proportion = (Occupational Health and Safety Committee labor representatives / Occupational Health and Safety Committee total members) × 100%

Participation and Communication through Multiple Channels

To promote proactive and continuous employee participation in occupational safety and health matters, CAL values employee feedback and two-way communication. CAL has established diverse, accessible, and effective communication and feedback channels to enhance workplace safety culture and management transparency. CAL encourages employees to promptly report potential hazards, abnormal incidents, and improvement suggestions through multiple platforms, including the Safety Reporting System (HSE type), the UIP Suspected Workplace Bullying Complaint Hotline, and the Occupational Safety and Health Portal. This ensures that all occupational safety and health information is disclosed in a timely manner, effectively communicated, and properly addressed. In 2025, a total of 191 occupational safety cases were reported through the All-Employee Safety Reporting System. All cases were incorporated into control measures and improvements were completed, achieving a 100% improvement completion rate.

Note: HSE (Health, Safety and Environment); UIP (Unlawful Infringement Prevention).

Through this mechanism, CAL not only enhances frontline personnel's engagement in risk identification and prevention but also establishes a bottom-up communication channel, enabling management to promptly grasp on-site safety and health conditions as a critical basis for continuous improvement of management measures. At the same time, CAL regularly compiles and analyzes relevant feedback, incorporating it into the operation and decision-making processes of the occupational health and safety management system. This ensures that employee opinions are effectively reflected in system improvements and risk control measures, further fostering a safe, healthy, and trustworthy work environment.

Enhancing Operational Safety and Improving Hazard Identification, Risk Assessment, and Accident Investigation

GRI 403-2, 403-9

Occupational Safety and Health Management System and Procedures

To enhance employee operational safety, CAL has established the "Occupational Safety and Health Management Rules" in accordance with relevant laws and regulations. In line with these regulations, CAL has developed related occupational safety and health management procedures, including the "Emergency Preparedness and Response Procedures," "Occupational Injury Reporting Procedures," "Occupational Accident Investigation and Management Procedures," "Management of Change (MoC) Procedures," and the "Occupational Injury Recognition and Assistance Program." These procedures are systematically implemented to promote and enforce various occupational safety and health management measures.

In addition, to ensure the safety and fundamental rights of employees, if any immediate danger is detected during the performance of their duties, employees may, following proper procedures, suspend operations or evacuate the workplace without facing any adverse consequences.

Hazard Identification and Risk Assessment Mechanism

CAL, in accordance with the occupational health and safety management system ISO 45001:2018, CNS 45001:2018, and TOSHMS standards, requires each unit to regularly conduct

workplace hazard identification and risk assessment based on the nature of their operations and the characteristics of their work environment. The assessment covers common types of occupational hazards over the years, including falls, collisions, falls from heights, cuts, turbulence, and commuting accidents. Relevant prevention and control measures have been fully implemented in accordance with internal management procedures. Simultaneously, each unit conducts comprehensive assessments and continuous improvements regarding potential physical, human factor, chemical, biological, psychosocial, and other hazards in the workplace. A summary is provided as follows:

- 1 Physical Hazard (Noise):** Suspected noise operation sites undergo environmental monitoring every six months; in 2025, monitoring results across all regions complied with regulations, with all management levels classified as Level 1 health management. In accordance with the Hearing Protection Program, CAL provides soundproof protective equipment and conducts regular training for employees working in high-noise risk areas. Special (physical) health examinations are arranged based on monitoring results.
- 2 Ergonomic Hazards:** In accordance with the "Ergonomic Hazard Prevention Program," a musculoskeletal disorder survey was conducted involving 334 individuals. The results indicated that one employee (office staff) was suspected of being affected. Based on on-site observations and interviews, the operational environment was assessed to have no ergonomic hazard risks.
- 3 Chemical Hazards:** CAL maintains a complete inventory of all chemicals used in accordance with regulations and manages hazard labeling and Safety Data Sheets (SDS) as required. The Maintenance Division is the primary unit responsible for the procurement, storage, use, and disposal of chemicals, all of which are conducted in accordance with regulations and internal procedures. Regular chemical safety education and operational briefings are conducted, and necessary personal protective equipment is provided to reduce exposure risks, ensuring operational safety and personnel health.
- 4 Biological Hazards:** CAL proactively provided influenza vaccination services, with 3,067 employees vaccinated in 2025, achieving a vaccination rate of 30.2%. Additionally, multiple measles protection measures were continuously promoted, including the MMR vaccination program. Besides designated-site vaccinations, subsidies for vaccinations at external medical institutions were also offered. The proportion of employees with measles immunity across all job categories significantly increased, showing an eightfold growth compared to the previous year.
- 5 Psychosocial Hazards:** In compliance with government regulatory revisions, CAL has completed the addition and amendment of the "Prevention Plan for Illegal Infringement during Duty Execution and the Complaint and Handling Regulations for Workplace Bullying among Employees," and has accepted related complaints. In 2025, there were a total of 55 workplace misconduct complaints at CAL, including 16 cases of sexual harassment, 39 cases of workplace bullying (violence), and zero cases of employment discrimination. All cases were properly handled in accordance with regulations to safeguard employees' physical and mental well-being.

Occupational Injury Reporting, Investigation, and Improvement

The company has established an Occupational Injury Management System to systematically handle the reporting of occupational injury incidents, case investigations, and root cause analyses. It also tracks the implementation of corrective measures to continuously enhance accident prevention and management effectiveness. In 2025, a total of 79 occupational accident investigation reports were completed (including 37 commuting accidents). All related corrective and improvement measures have been implemented, achieving a 100% improvement completion rate.

At the same time, CAL continues to promote the near-miss incident reporting system, encouraging employees to proactively identify and report potential risks in order to take preventive measures in advance. In 2025, a total of 27 near-miss incidents were reported, representing an approximately 35% increase compared to 20 cases in 2024. This demonstrates the continued strengthening of employees' risk awareness and proactive safety reporting culture at CAL.

Occupational Injury Performance and Trend Analysis

In 2025, CAL recorded a total of 42 occupational injuries, 37 commuting accidents, and 0 cases of occupational disease. The annual disabling injury frequency rate (FR) for all employees was 2.06, the disabling injury severity rate (SR) was 18, the frequency-severity indicator (FSI) was 0.19, and the absence rate (AR) was 1.42%. All related indicators are below the Ministry of Labor's announced average values for the air transportation industry from 2023 to 2025 (FR 3.59, SR 48, and FSI 0.41). This demonstrates that CAL has effectively reduced occupational hazard risks through high-risk operation controls, behavioral safety management, and enhanced education and training measures.

Refer to ESG Appendix - Comparing the Frequency-Severity Indicator

(FSI) in the Past 3 Years / Occupational Injury and Occupational Disease Statistics

Comparison of the Total Frequency-Severity Indicator (FSI) at Major Operational Sites Over the Past Three Years:

Years	Unit	Taoyuan Head Office	Maintenance Division	Taipei Branch	Kaohsiung Branch	Total
2023	FSI	0.37	0.13	0.09	0.75	0.33
2024		0.32	1.51	0.0	0.07	0.88
2025		0.21	0.04	0.0	0.62	0.19

Analysis of Occupational Injury Causes and Preventive Measures

An investigation and analysis of the causes of 42 occupational accidents across CAL in 2025 revealed that unsafe behaviors were the primary cause in 22 cases, followed by unsafe conditions in 13 cases. Additionally, there were 7 incidents of uncontrollable turbulence. The main types of occupational injuries include slips (trips) and falls, collisions and entanglements, cuts, falling objects, and sprains, indicating that human factors and operational environment safety remain key focuses of risk management. An analysis was conducted on the causes of 37 commuting accidents. The results showed that the majority, 22 cases, were due to

negligence by the other party's motor vehicle drivers; this was followed by 9 cases of self-negligence (such as falling while riding a motorcycle or walking). Additionally, there were 6 cases attributed to negligence by our own motor vehicle drivers. The primary mode involved in commuting accidents was motorcycles, accounting for 23 cases, reflecting that motorcycle incidents remain the main concern regarding commuting traffic risks.

To effectively prevent occupational accidents, CAL has identified common types of occupational hazards based on historical data. In addition to planning and implementing safety and health education and training, CAL continuously conducts workplace risk assessments and improves the working environment to systematically eliminate potential hazards. To further strengthen the management of commuting accident risks, CAL continuously plans and implements relevant occupational safety and health training as well as traffic safety awareness campaigns. These efforts aim to enhance employees' risk identification and self-protection awareness, thereby reducing the incidence of accidents.

(1) Main Hazard Mitigation Action Plan

Main Hazard Mitigation Action Plan

- ① To further enhance accident prevention effectiveness and deepen the safety culture, CAL continuously enforces rigorous controls over key occupational health and safety processes, including contractor management, procurement management, and Management of Change. All reviews and management operations are implemented in accordance with internal regulations. In 2025, CAL handled a total of 509 contract management cases, 51 procurement management cases, and 19 Management of Change cases, all of which were completed in accordance with internal regulations and control procedures. In addition, upon completion of contracted operations or the closing of procurement cases, vendor evaluations are conducted to identify suppliers with high occupational safety and health risks and to carry out regular audits. The evaluation results serve as an important reference for subsequent bidding and cooperation, thereby strengthening occupational safety and health management within the supply chain.
- ② In 2025, CAL proactively conducted accident investigations, completing 27 near-miss incident investigations and 79 occupational accident investigations (including 37 commuting accidents), totaling 106 cases. All investigations were completed with cause analyses and the implementation of corrective and improvement measures.
- ③ The construction of chemical management mechanism has been completed. Hazardous chemicals are posted with hazard labels, preparation lists, and disclosure safety data sheets, and necessary hazard prevention measures have been taken, with a completion rate of 100%.
- ④ CAL proactively conducts physical and chemical workplace environment monitoring every six months. The annual monitoring results across all regions comply with regulatory requirements. If monitoring results reveal abnormalities, the Occupational Safety Unit, together with the Medical Department and occupational medicine physicians, will conduct on-site visits for assessment and improvement. At the same time, necessary protective equipment will be additionally procured and training sessions conducted as needed to enhance employee hearing protection.

Education and Training on Occupational Safety and Health GRI 403-5

CAL has established the "Safety and Health Education and Training Management Procedure" to systematically plan and conduct safety and health education and training for new employees, current employees, supervisors, safety and health officers, and other related personnel. In 2025, CAL conducted a total of 111 training sessions, with 12,897 participants completing the courses, ensuring that employees at all job levels possess the necessary safety and health knowledge and skills to perform their duties. Specifically for supervisors and safety and health officers, CAL has enhanced professional training content, including workplace hazard identification methods, risk classification principles, occupational safety and health management program development, as well as occupational accident recognition and handling procedures. Concurrently, CAL provides guidance to all levels of units to implement risk assessment operations, plan and execute occupational accident prevention and improvement measures, thereby strengthening management's professional capabilities and responsibilities in occupational safety and health management.

In addition, CAL operates according to the five major objectives and related implementation measures of the occupational health and safety management system. Through regular annual internal and external audits, CAL continuously reviews the effectiveness of education, training, and management systems to effectively control occupational hazard risks, strengthen occupational disease prevention management, enhance occupational health and safety performance, and implement occupational safety policies. This ensures that employees can perform their duties in a safe, healthy, and comfortable working environment.

Annual Implementation Status of Education, Training, and Outreach Activities

Safety and Health Training for Newcomers:

In 2025, CAL conducted 46 general occupational safety and health training sessions for new employees, with a total of 845 participants completing the training.

Safety and Health Training for In-service Personnel:

In 2025, CAL conducted 37 occupational safety and health training sessions for employees, with a total of 9,302 participants completing the training.

Safety and Health Training for Supervisors:

In 2025, CAL conducted 13 safety and health training sessions for managerial personnel, with a total of 256 participants completing the training.

Other Related Safety and Health Education and Training:

In 2025, CAL participated in 15 external occupational safety training sessions and seminars, with a total attendance of 2,494 participants.

Safety and Health Promotion:

In 2025, a total of 105 safety and health advisories were issued.

Prevention and Mitigation of Health Impacts Caused by Work Activities GRI 403-7

The company established a comprehensive occupational safety and health management system to prevent and reduce the impact on worker health caused by work activities, and, based on the annual risk assessment results, continuously planned and implemented systematic prevention and control measures. These measures encompass operational environment monitoring, hazard identification and risk assessment, prevention of ergonomic hazards, and management of work-related health risks, all aimed at reducing the adverse health impacts of work activities.

Regarding physical, chemical, biological, and ergonomic hazards that may affect workers' health, CAL conducts regular workplace environment monitoring in accordance with regulations. Based on the monitoring results, CAL implements necessary engineering improvements, operational management, and personal protective measures. Additionally, through the Ergonomic Hazard Prevention Program and proactive investigations, CAL identifies risk exposures such as musculoskeletal disorders to inform improvements in work design and workload management.

In addition, considering the potential psychosocial health risks arising from work patterns and operational characteristics, CAL provides six free psychological counseling and support sessions annually. In coordination with health examinations and abnormal workload assessments, CAL offers medical consultations and health guidance to high-risk groups to reduce the risk of work-related illnesses. Through the continuous operation of the above prevention and control mechanisms, CAL effectively reduces the impact of work activities on health and promotes the physical and mental well-being of its employees.

Occupational Health Services, Worker Health and Promotion of Work-related Disease Prevention GRI 403-3, 403-6, 403-10

Health Risk Identification and Tiered Health Management

- ① CAL has established a dedicated medical department staffed with a professional healthcare team that exceeds regulatory requirements. The company employs occupational health nurses in accordance with legal standards and provides on-site physician services. In addition to providing employee health consultation services, the Medical Department assists CAL in conducting job selection, placement, and return-to-work evaluations based on the physical examination results of new hires. The department also promotes the "Workplace Maternal Health Protection" and "Prevention of Diseases Triggered by Abnormal Workloads" programs to ensure employee fitness and operational safety. By integrating employee health examination data with operational patterns, CAL conducts hazard assessments and identifies high-risk groups, thereby formulating corresponding improvement and follow-up management measures to ensure the protection of employee safety and health. In 2025, a total of 1,825 medical consultation cases were reviewed.
- ② In 2025, the Occupational Safety and Health Unit and the Medical Department collaboratively completed health risk classification management for 170 employees under maternal health protection. The Occupational Safety Department and various organizational levels were responsible for inspecting and improving workplace environmental hazards for these employees, while the Medical Department arranged physician consultations and provided

guidance on precautions and health education during work. A total of 157 individuals completed physician consultations or health guidance during the year, representing a completion rate of 93%. All assessment results were classified as Level 1 health management. In addition, the Company established four lactation (nursing/pumping) rooms equipped with bottle sterilizers and refrigerators designated for breast milk, and implemented access control systems with dedicated maintenance personnel to enhance user safety. Annual statistics showed the Company had 80 live births, yielding an annual birth rate of 20.1 per 1,000.

- ③ In 2025, the health examination participation rate was 96.8% (a total of 7,198 participants). For special operations health examinations, there were 418 participants with a 100% participation rate. Among those with significant abnormalities identified in the health examinations, 70 individuals were provided with health guidance and follow-up management, achieving a 100% completion rate. In addition, based on the results of health examinations, health risk classification management is conducted, and healthcare personnel provide personalized one-on-one health guidance and outpatient referral information.
- ④ If flight crew members experience any abnormal health conditions requiring a temporary suspension from duty, CAL will follow the Civil Aviation Act and relevant aviation personnel medical examination standards to submit the case to the Aeromedical Center for suspension, reinstatement evaluation, and subsequent procedures to ensure flight safety.
- ⑤ Based on health examination results and risk analysis conducted through an abnormal workload risk identification survey, 140 employees were identified as having a high 10-year risk of cardiovascular disease (13 flight crew and 127 ground staff), and 135 employees were identified as having a high occupational risk of cerebrovascular and cardiovascular disease (9 flight crew and 126 ground staff). All of these individuals proactively arranged physician consultations and health education guidance. To date, 66 have completed physician assessments and consultations, 91 cases are under continuous follow-up, and 10 cases have been closed due to resignation or retirement.
- ⑥ In managing work fitness for middle-aged and senior employees, CAL conducted work fitness assessments for a total of 186 individuals (13 flight crew and 173 ground staff) in conjunction with abnormal workload monitoring, senior management health care programs, and health promotion activities. Employees suspected of being overloaded have been provided with health education or included in subsequent follow-up.

Diverse Health Promotion Initiatives

- ① To encourage employees to develop habits of autonomous health management and disease prevention, CAL organizes a variety of health promotion activities and seminars based on health examination results, employee needs, and seasonal changes. These programs cover topics including weight management, nutrition, exercise, prevention of musculoskeletal disorders, and mental health.
- ② In 2025, CAL organized the "Age is a Mystery, Body is Invincible" health challenge for middle-aged and senior employees. A total of 41 employees participated, with a completion rate of 84%. Approximately 20% of participants achieved a weight loss exceeding 4 kilograms, demonstrating significant effectiveness in weight management.
- ③ Additionally, multiple health-promotion seminars and all-employee health activities were

conducted, covering the topic areas of nutrition, exercise, ergonomic injury prevention, and stress management. Overall satisfaction exceeded 90 percent, indicating that the health-promotion measures had received positive employee feedback.

- 03/07 ● A weight-loss specialist physician held a session entitled, "How Can Stress-Induced Weight Gain Be Addressed?" The "Breaking Free from Metabolic Syndrome" lecture had a total of 143 participants, and the overall satisfaction rate was 91%.
- 03/26 ● A nutritionist-led seminar titled "Building a Healthy Body That Can Eat Well and Stay Slim" was held, with a total of 104 participants. The overall satisfaction rate was 96.5%.
- 04/09 ● A sports coach workshop titled "Work Without Fatigue, Stronger Body!" was conducted. The "Comprehensive Exercise Seminar" was attended by a total of 84 participants, with an overall satisfaction rate of 93.4%.
- 07/29 ● CAL invited a professional physical therapist to conduct a health promotion seminar titled "Self-Care for Muscle and Bone Relief: A Physical Therapist's Guide to Using Resistance Bands and Massage Balls." A total of 103 employees participated, with an overall satisfaction rate of 93.2%.
- 08/06 ● A professional physical therapist was invited to conduct a health promotion seminar titled "Change Your Work Posture, No More Pain." A total of 93 employees participated, with an overall satisfaction rate of 93.2%.
- 08/25 ● CAL held a "CAL Park Health and Stress Relief Day" for all employees. The event featured six health-themed booths, including static human factor AI motion analysis, foot pressure testing services, electronic cigarette and drug abuse prevention education, massage and stress relief stations, and an AED and CPR first aid challenge station, accompanied by a mobile food truck. The overall satisfaction rate was 91.03%, with a total of 342 participants.
- 10/01 ● A professional physical therapist was invited to conduct a health promotion seminar titled "Avoiding Human Factor Injuries and Creating a Healthy Office Life." A total of 80 employees participated, with an overall satisfaction rate of 99%.

- ④ In 2025, we called on our employees to actively participate in a blood donation drive, collaborating with the Taiwan Blood Services Foundation - Hsinchu Blood Donation Center, and successfully collected over 80 bags, totaling 20,250 cc of blood.

Creating a Secure and Healthy Work Environment

- ① Due to frequent international exchanges, and to prevent communicable diseases from posing health threats to first-line employees and passengers that could escalate into public health incidents, the Company continued to promote infectious disease prevention and health protection measures. It established a "Vaccine Registration System" to enable colleagues to review real-time information about their own immunity, and offered free measles (MMR) vaccination to first-line employees as a proactive measure. The proportion of employees with measles immunity across all job categories has significantly increased, growing nearly eightfold compared to the previous year. In 2025, measles immunity rates were as follows: flight crew 69%, cabin crew 95%, and ground operations staff 74%. Additionally, CAL provides annual workplace influenza vaccination services. Considering the nature of

shift work, CAL offers employees multiple vaccination options, including regional on-site clinics, designated airport vaccination points, and subsidies for external medical facilities. In 2025, the overall influenza vaccination rate among domestic employees was 30.2%, with a total of 3,067 individuals vaccinated. This represents a slight increase compared to the 27.3% vaccination rate in 2024.

- ② In order to provide employee with more comprehensive health care, the company provided multiple examination items and screening frequencies that exceeded regulatory requirements. As the workforce's average age rose and the proportion of middle-aged and older employee reached 44%, beginning in 2023 the company added advanced screening items related to common cancers and cerebrovascular and cardiovascular diseases—such as gastrointestinal endoscopy, chest computed tomography, and cardiac ultrasonic examinations—to strengthen early disease detection and prevention. At the same time, employee dependents were also offered discounted health-check pricing, thereby broadening the impact of health-promotion efforts.
- ③ To provide employees with a safe working environment and immediate emergency medical support, CAL has installed automated external defibrillators (AEDs) on its aircraft in accordance with legal requirements. Additionally, AEDs are installed in all office locations at levels exceeding regulatory standards. CAL also regularly conducts CPR and AED training courses for all staff, ensuring that employees can promptly locate and proficiently operate AEDs in emergencies to maximize the critical rescue window. Additionally, CAL has a total of 311 first aid personnel, all of whom are registered on the corporate website for unit reference. The ratio of first aid personnel deployed also exceeds the minimum requirements for "workplace first aid personnel" as stipulated by regulations.
- ④ In order to encourage employees to actively and conveniently manage their own health and disease prevention, in addition to installing "tunnel-type" blood pressure monitors in each office to provide employees with the opportunity to measure their blood pressure and pulse at any time, and to develop the habit of self-health management, the Company has also established the "E-Employee Health Management System", which allows employees to check their health examination reports from previous years, make appointments for physician consulting services, and record their self-monitoring indexes at any time.



Future Plans

1. Recruitment

In 2026, CAL will continue to recruit flight crew members, maintenance personnel, and other relevant professionals in accordance with the business plan, strengthen industry-academia collaboration, and continue to hire people with disabilities to fulfill our commitment to corporate social responsibility.

2. Diversification

Over the past three years, CAL's female employees have accounted for 48.00% of the total workforce. The 2026 target is also set at 48.00%. In terms of CAL's female managers, the proportion has increased year by year over the past three years. In 2026, the target is set at 26%.

2. Employee Training

In 2026, CAL will have reached its 66th year. In addition to aligning with the company's operational strategies to continuously enhance product services and conduct professional training across various roles, our training focus will continue to be on "Innovation, Breakthrough, and Immediate Combat Readiness." We will plan and expand management and general competency courses, embedding the company's culture and values deeply while enhancing innovation. The planned courses include: general management competencies such as management seminars and team leadership readiness; professional competencies for roles like instructors and HR personnel; and general knowledge for all employees, including courses on aviation management, enhancing market sensitivity, cross-generational communication, and applying AI to improve work efficiency. We will also continue to optimize our management talent development mechanism to cultivate the talent needed for the company's future growth.

Mandarin Airlines established comprehensive training programs to increase the overall competitiveness of the Company, support the Company's overall strategic goals, comply with applicable laws and regulations, and train professional aviation talents. It uses online courses and other diverse learning methods to integrate fundamental aviation training with hands-on practice. Mandarin Airlines organizes management training and general aviation training in line with the Company's development strategy for all employees from time to time to enhance their knowledge and skills, help employees with different expertise understand each other, and foster cooperation between units.

4. Implementing Occupational Health and Safety Management System and Incorporating Occupational Safety and Health in Corporate Culture

Over the past three years, the proportion of female employees at China Airlines has remained stable at approximately 48.00%, with the objective of maintaining female workforce representation at 48.00% in 2026. Regarding management roles, the percentage of female managers has demonstrated a steady upward trend over the past three years; the Company will continue to track and review this metric, aiming to achieve a target of 26% by 2026.