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expected to achieve in my job”, “My coworkers and I have a good working relationship.”, “My working requirements and schedule allows me to balance work and personal life.”, etc. There were 5,057 effective questionnaires (the effective response rate was 57.9% with 2,518 male respondents who accounted for 49.8% and 2,539 female respondents who accounted for 50.2%). According to the results of the survey, the employees’ overall approval was highest for compensation and benefits. It was followed by employee engagement, corporate culture, connection with the Company during the COVID-19 pandemic, job & career, leadership, and the work environment. The overall score was 7.8 points, which was a significant increase compared to 6.4 points in 2019, particularly for compensation and benefits.

As the pandemic devastated the global aviation industry, CAL used the employee engagement survey to learn whether employees received the Company’s support during the pandemic and find out whether employees’ career plans have been changed by the pandemic. CAL also wanted to learn about the impact of the pandemic on employees’ willingness to be assigned to foreign branches and affiliates, and therefore conducted a survey of eligible managers and employees in non-supervisory roles in 2022 on their willingness to be assigned overseas. The response rate was 100%. Overall, 55% of the surveyed employees are willing to be assigned to overseas branches and 62% of the surveyed employees are willing to work in domestic affiliates. A more in-depth analysis of the management showed that 65% of the managers are willing to work in foreign branches and 83% of the managers are willing to work in domestic affiliates. The results showed that despite the pandemic and the mounting challenging employees

must face when they are assigned to overseas branches or affiliates, more than half of the employees are willing to accept new challenges for CAL and management personnel are also supportive. It is evident that the work ethics of CAL employees are not affected by the pandemic and they will stay with the Company through the difficulties.

CAL hopes to use the two types of surveys to learn about employees’ thoughts about the Company and their career development. We aim to work with employees to create a more harmonious, healthy, and sustainable company.



#### Protection of Employees' Rights during the COVID-19 Pandemic

The impact of the COVID-19 pandemic persisted in 2022 and caused significant losses to the global aviation industry. To take good care of its employees, CAL continues to implement policies to streamline manpower (temporary hiring freeze, relaxation of regulations on suspension of work without pay, manpower adjustments, and special project leave) with the joint efforts of labor and management. CAL also actively supports the government’s disease prevention policies, encourages employees to vaccinate, and provides necessary support (e.g., half a day of official leave on the day of each COVID-19 vaccination and allowing employees to take vaccination leave if they feel unwell within 3 days after the vaccination) and measures for separating employees in the office or work from home to protect employee health and ensure safety at the workplace.

#### 2-4-5 Healthy and Safe Workplace (GRI 403-1, 403-2, 403-8, 403-9, 403-10)

CAL adhere to the belief of “respect life, safety first”, according to the international certification standard ISO45001, discussed with labor representatives and signed by the chairman and general manager, the “Occupational Safety and Health Policy” was announced on December 1, 2016 and reviewed every year. The “Occupational Safety and Health Policy” was applicable to all employees, contracted employees, outsourced manpower and contractors in its own operations. CAL has established an Occupational Safety and Health Committee in accordance with law. The committee is tasked with the objective of preventing occupational hazards and protecting the safety and health of all employees by reviewing, coordinating, and making recommendations pertaining to safety and health related matters. The President acts as the chairperson. One deputy chairperson and one executive secretary are appointed. Members consist of vice presidents, occupational health and safety employees, engineers, and medical personnel from the designated divisions / departments as well as representatives appointed by labor unions. A meeting is held once every three months to review and analyze occupational incidents. All incidents are followed up and reported to the management so that related health management solutions can be subsequently developed. In 2022, one safety and health proposal was reviewed and discussed, which has been closed. Meeting minutes were published on the EIP website. A total of 144 occupational safety issues were reported, and all 144 were improved and closed with an achievement rate of 100%.

Occupational Safety and Health Policy

