

Fostering a Friendly, Healthy Workplace



6.1 Diversity and Inclusion

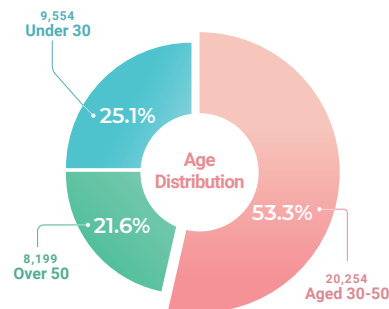
6.1.1 Employee Demographics and Workplace Equality

Fubon Financial Holdings has fostered a diverse and inclusive workplace built on mutual respect. Because Fubon's operations are based primarily in Taiwan, the vast majority of employees are hired locally in Taiwan and all senior managers are local residents. As of the end of 2020, Fubon had 38,007 full-time employees and 716 hourly workers, contract workers and temporary workers who accounted for 1.8% of the total workforce. A total of 288 foreign nationals from nine countries (including people hired locally at overseas offices) are employed legally, and they are given assistance in getting acclimated to the workplace environment in accordance with the "Regulations on the Permission and Administration of the Employment of Foreign Workers." Fubon also respects minorities and does not discriminate. In 2020, it employed 448 people with disabilities, accounting for 1.2 percent of the workforce. The total was 78 more than required by law. In addition, 294 Indigenous employees, accounting for 0.8% of the workforce, are given days off for "Indigenous festival leave" to allow Indigenous workers to return home for special ceremonies. Fubon will continue to make every effort to further foster a friendly workplace environment and workplace equality. As of the end of 2020, female participation in the workplace had risen across almost every group compared to 2019. Women accounted for 61.6% of all full-time workers and 55.2% of all managers, including 57.3% of all managers in revenue-generating functions, and they held 51.4% of all positions requiring STEM (science, technology, engineering, mathematics) skills.

Fubon Financial Holdings has incorporated United Nations sustainable development goal no. 5 – gender equality – into its human resources processes, ensuring that men and women are treated equally when recruiting, hiring, cultivating or promoting people. Those efforts to promote gender equality have been recognized both at home and abroad. Fubon was honored with a "Taipei City Workplace Gender Equality Certificate" in 2020, the first time the certificate, the first of its kind in all of Asia, was awarded. The Company also finished in the top 10 among Asian banks and first among Taiwanese banks for women employees as a percentage of total staff in Asiamoney's "2020 Leaders for Women Survey," indicating Fubon's emergence as a corporate benchmark for gender-friendly employers.

Note: Because employees hired locally at overseas offices are not covered by the human resource systems, covering salary, benefits, and training, used in Taiwan, they are not included within the statistical boundaries of this report.

2020 Employee Distribution		Managers		Non-managers		Total Employees	
		No.	Share of Total (%)	No.	Share of Total (%)	No.	Share of Total (%)
Men	Under 30	987	11.0	3,716	12.8	4,703	12.4
	30-50	1,997	22.2	5,182	17.9	7,179	18.9
	Over 50	1,037	11.6	1,668	5.7	2,705	7.1
	Subtotal	4,021	44.8	10,566	36.4	14,587	38.4
Women	Under 30	730	8.1	4,121	14.2	4,851	12.7
	30-50	2,430	27.0	10,645	36.7	13,075	34.4
	Over 50	1,808	20.1	3,686	12.7	5,494	14.5
	Subtotal	4,968	55.2	18,452	63.6	23,420	61.6
Total		8,989	-	29,018	-	38,007	-



53.3% of employees aged 30-50

We have great respect for employees of all age groups. As a rapidly growing organization that needs institutional knowledge to be handed down, Fubon Financial Holdings benefits from having more than half its workforce aged 30-50 because that group serves as foundation for maintaining our operating capacity.

Distribution of Female and Minority Employees

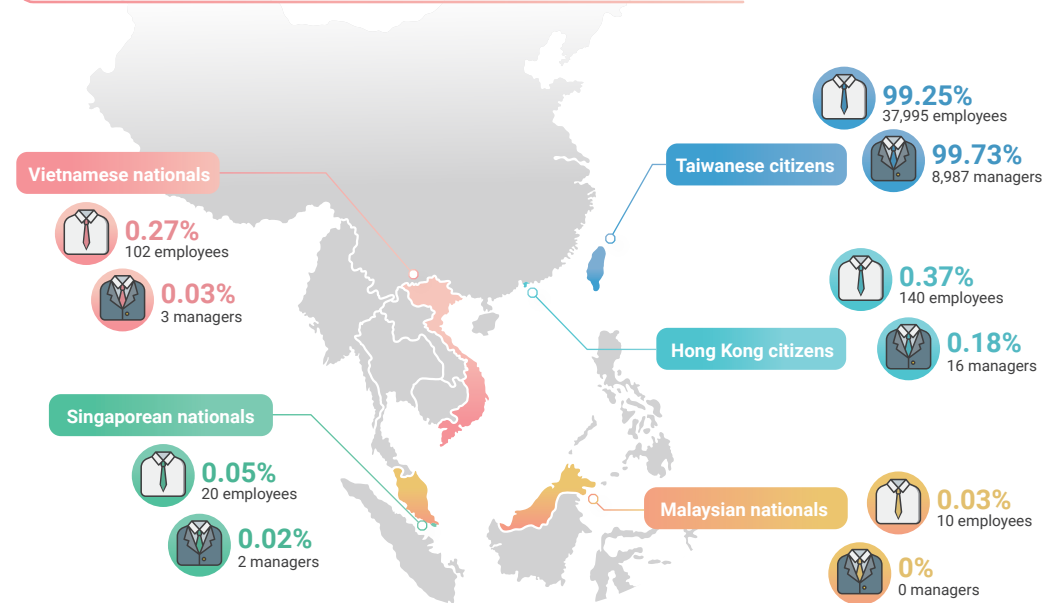
	2017	2018	2019	2020	
Women	Total female employees (share of total employees)	60.3%	60.8%	61.1%	61.6% ↗
	Female managers (share of total managers)	54.9%	55.3%	54.8%	55.2% ↗
	Share of women in top manager positions	38.7%	40.1%	39.5%	41.1% ↗
	Share of women in junior manager positions	56.5%	56.9%	56.4%	56.7% ↗
	Share of women in management positions in revenue-generating functions	56.0%	56.1%	55.9%	57.3% ↗
	Share of women in non-managerial positions	61.8%	62.4%	62.9%	63.6% ↗
	Share of new hires who are women	57.5%	55.1%	57.9%	54.4%
Minority Groups	Employees with disabilities (share of total employees)	1.4%	1.1%	1.1%	1.2% ↗
	Indigenous employees (share of total employees)	0.9%	0.8%	0.8%	0.8%

Note 1: Junior manager positions refer to managers at the section level; top manager positions refer to all managers from department-level managers to company president

Note 2: ↗ indicates a year-on-year rise from 2019

Note 3: Data for share of new hires who are women does not include Fubon Life outside sales agents.

Distribution and Share of Employees who Are Foreign Nationals (Share of total employees/share of total managers)



Note: Figures include employees hired locally by overseas offices; overall, the Fubon Financial Holdings organization has 288 foreign national employees from nine countries, of whom 24 are managers, or 8.3% of all foreign employees. The nine countries or territories from which at least 10 foreign employees originate are Hong Kong, Vietnam, Singapore, Malaysia, China, Indonesia, India, South Korea and the United States.

6.1.2 Talent Recruiting

Fubon Financial Holdings relies on a wide variety of recruitment channels and digital technology to hold campus and community recruiting events, and follows online public opinion to help shape recruiting messaging, attract top-notch talent, and optimize the selection process. The Company has collaborated with universities for more than a decade on academia-industry programs in which nearly 10,370 hours have been invested to nurture close to 650 students. Those who perform well in these programs or in internships are given priority when applying for full-time positions with Fubon.

In 2020, 1,534 new employees joined the Fubon organization, accounting for 10.0% of the workforce. Most of them were aged 30 or under, part of a generation of younger workers ready to be molded into professionals who have a passion for the workplace and will bring new energy to the Company's human capital. In recent years, the average cost of recruiting efforts has trended higher for several reasons, including business and organizational growth and the need for people with computing, data analytics, fintech and digital transition skills who are in short supply.

New Hire Demographics and Recruiting Costs

New hires		2017		2018		2019		2020	
		No.	Share	No.	Share	No.	Share	No.	Share
		1,768	11.8%	1,622	10.8%	1,954	12.8%	1,534	10.0%
Gender	Men	751	5.0%	728	4.9%	823	5.4%	700	4.6%
	Women	1,017	6.8%	894	6.0%	1,131	7.4%	834	5.5%
Age	Under 30	967	6.4%	846	5.6%	1,024	6.7%	809	5.3%
	30-50	756	5.0%	725	4.8%	881	5.8%	674	4.4%
	Over 50	45	0.3%	51	0.3%	49	0.3%	51	0.3%
Position	Top managers	4	0.0%	10	0.1%	10	0.1%	14	0.1%
	Junior managers	37	0.2%	39	0.3%	51	0.4%	38	0.2%
	Non-managers	1,719	11.5%	1,562	10.4%	1,779	12.3%	1,482	9.7%
Cost of recruiting new hires per person (NT\$)		10,138		10,450		12,473		15,503	

Note 1: Fubon Life's outside sales agents were not included in these figures because of the special nature of their jobs
 Note 2: New hires did not include Fubon Life outside sales agents; without Fubon Life outside agents, the total workforce consisted of 15,265 people as of the end of 2020.