

3. Social Responsibility

Guided by our mission to *“Empathize with others and bring the world’s best to Taiwan while sharing Taiwan’s best with the world,”* the Regent Hotels Group actively supports and enhances the communities we serve through philanthropic initiatives and environmental stewardship—aiming to achieve sustainable operations and long-term value creation.

The Group is dedicated to building a low-risk, injury-free workplace while upholding gender equality and providing inclusive employment opportunities without discrimination. We emphasize talent development and career advancement programs that preserve our corporate culture and core values, promoting empathy and excellence in everything we do. Through community engagement and sustainable practices, we strive to foster inclusive, safe, resilient, and sustainable cities and communities in line with the United Nations Sustainable Development Goals (SDGs).

■ Sustainability Strategy Framework

Occupational Safety and Health :

To achieve our “Zero Occupational Accidents” vision, the Group has established a cross-departmental Occupational Safety and Health Committee in accordance with the Occupational Safety and Health Act to oversee all safety management affairs. Regular fire evacuation, first-aid training, and emergency drills are conducted to enhance employee preparedness and safety awareness. Workplace environmental monitoring and health examinations are implemented, with special attention given to the needs of mothers and senior employees. Flexible work arrangements and job adjustments are provided to create a healthy, risk-controlled, and inclusive working environment for all.

Employee Care and Talent Retention :

The Group promotes a transparent and fair recruitment system and strengthens workplace inclusiveness through gender equality training, welfare policies, and human rights risk assessments. Special programs are designed to support middle-aged and disadvantaged employees through job redesign and competency development, fostering a caring and equitable workplace environment.

Talent Development and Career Growth :

The Group advocates for diverse learning and development strategies, including the iGPS Career Navigation Program, digital learning platforms, cross-property training rotations, and internationally certified programs. AI-assisted learning and British-style butler training systems are integrated to enhance employees' practical capabilities, professional resilience, and service excellence, strengthening overall professional and operational quality.

Community Engagement and Philanthropy :

Community engagement and philanthropy are central to the Group's sustainability agenda. We are committed to local co-creation and cultural participation initiatives aligned with the UN SDGs, showcasing our Corporate Social Responsibility (CSR) in action. Through charitable activities and environmental initiatives, we support and uplift the communities we serve—building inclusive, safe, resilient, and sustainable societies for all.

3.1 Occupational Safety and Health

Performance Results

- The Group recorded a total of 36 occupational injury cases, a 38% decrease compared to the previous year, with 429 total lost days and an occupational injury rate of 20.606 per 1,000 employees.
- The Group's hotels conducted 24 AED and CPR training sessions, with a total of 1,057 participants.
- The Group's hotels held 79 fire drills and safety education sessions, involving 4,552 participants.
- Workplace environment monitoring results all complied with regulations, and case-specific adjustments were implemented for employees with special needs.

Future Goals

Short-term Goals	Medium to Long-term Goals
• Enhance employees' safety awareness and increase training frequency	

Future Goals

Short-term Goals	Medium to Long-term Goals
	• Establish a more comprehensive occupational safety management system, reduce the incidence of workplace injuries, and improve employee health indicators. • Through systematic implementation and continuous improvement, achieve sustainable, safe, and healthy workplace objectives. • Develop a risk-oriented health care mechanism to enhance support for middle-aged, senior, and maternal employees.

Impact

Silks Hotel Group firmly believes that employees' physical and mental health are the cornerstone of high-quality service and sustainable operations. The safety and health of employees, suppliers, and contractors are considered significant sustainability issues. The Group is committed to creating a safe working environment, enhancing operational efficiency and guest satisfaction, and upholding the philosophy of "people-oriented and life-respecting."

Policy Commitment

To realize the vision of "Zero Occupational Accidents," the Group has established an Occupational Safety and Health (OSH) management system in accordance with the Occupational Safety and Health Act. A dedicated committee, chaired by the General Manager, is responsible for overseeing system operations and ensuring regulatory compliance. Safety culture has been fully integrated into all hotel operations and extended throughout the supply chain, working with partners to strengthen risk prevention and accident mitigation capabilities. This demonstrates the Group's commitment to achieving the United Nations SDGs on health and well-being and decent work.

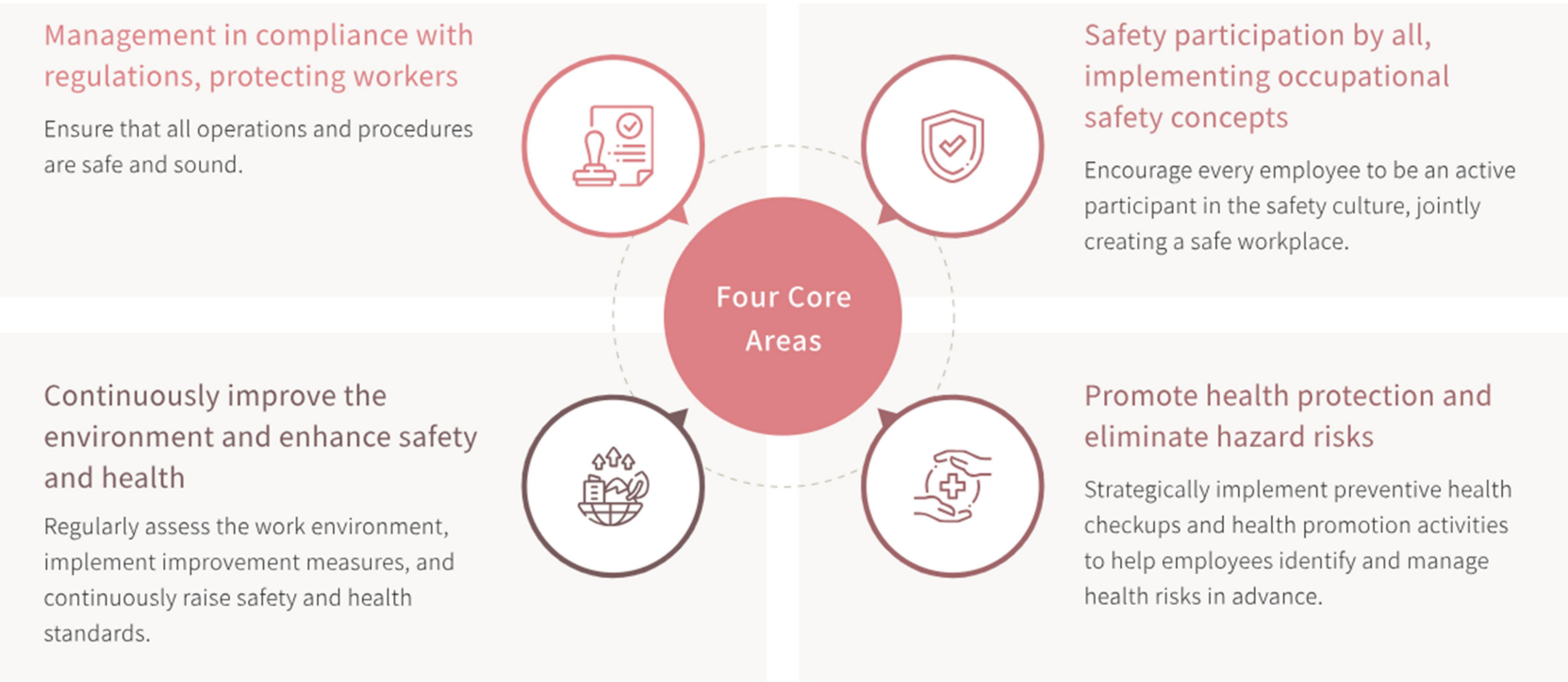
Actions Taken	• Education, Training, and Emergency Response Management A cross-departmental OSH committee has been established to coordinate safety management, conducting fire evacuation, first aid, and other training and drills to enhance employees' emergency response capabilities and disaster awareness. • Occupational Environment and Employee Health Workplace environment monitoring and health checks are implemented, with attention to the needs of maternal and middle- to senior-aged employees. Flexible working hours and job adjustments are provided to create a healthy workplace where all employees participate and risks are controllable.
Evaluation Mechanisms	• Management reviews are conducted annually to assess performance and the achievement of objectives. • The Sustainability Committee continuously monitors the implementation and progress toward these goals.
Stakeholder Engagement	The Group holds regular meetings to communicate occupational safety and health (OSH) issues with stakeholders. Key information is disclosed in real time through notice boards and the Silks University App, and results are included in the Sustainability Report, demonstrating the Group's commitment to and practice of transparent communication, risk disclosure, and responsible governance.

The Group, in accordance with the Occupational Safety and Health Act, has established the "Occupational Safety and Health Committee," chaired by the Chief Operating Officer. Members include department heads, dedicated safety and health personnel, and labor representatives. The committee is responsible for reviewing, promoting, and supervising the formulation and implementation of occupational safety and health policies. This system not only complies with regulatory requirements but also demonstrates the company's core values of "people-oriented and respect for life."

We also collaborate with suppliers and contractors to implement safety standards, strengthening overall risk control and accident prevention mechanisms to ensure workplace safety and health, in alignment with the United Nations Sustainable Development Goals (SDGs) 3: Ensure healthy lives and promote well-being, and 8: Promote decent work and economic growth.

3.1.1 Occupational Safety and Health

Silks Hotel Group has established a management mechanism in accordance with the ISO 45001 Occupational Health and Safety Management System standard, tailored to operational needs and continuously adjusted in line with legal requirements to enable autonomous management and continuous improvement. The policy covers the following four core areas:



3.1.2 Occupational Accident Prevention and Health Protection Management

To reduce occupational accident risks and enhance workplace safety, the group implements occupational accident prevention mechanisms and health promotion measures. Through institutionalized training and on-site management, employees’ risk awareness and response capabilities are strengthened.

- Regularly conduct occupational safety training and emergency response drills to enhance employees’ self-protection awareness.
- Perform risk analysis and preventive improvement measures based on past incidents, such as improving traffic flow planning and environmental facilities, and strengthening traffic safety education.
- Promote health protection action plans including overwork prevention, maternal protection, post-accident return-to-work assistance, and on-site medical services to promote workers’ physical and mental health.

Additionally, the group actively cooperates with the Ministry of Labor’s “Middle-aged and Senior Job Redesign Subsidy Program,” optimizing workflows and introducing assistive devices to help middle-aged and senior employees extend their careers and reduce occupational injuries caused by physical strain. In medical emergencies, in accordance with the “Regulations on Necessary Emergency Rescue Equipment in Public Places,” the company installs Automated External Defibrillators (AEDs) and regularly holds AED operation and CPR (cardiopulmonary resuscitation) training courses.

2024 AED and CPR Training Sessions at Each Hotel				
	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko
Total Number of Courses	18	2	2	2
Total Participants	949	40	27	41
Total Training Hours	1,878	40	54	82

■ Emergency Response Management

The group has established an “Emergency Response Management Procedure” to identify and respond to various potential emergencies and incidents. This procedure applies to all employees, related activities, and workplaces. A series of educational training programs and disaster drills have been planned and implemented. The training includes not only theoretical learning but also practical exercises and simulations covering fire evacuation, emergency evacuation, and basic first aid skills. After training, issues discovered during the process (such as insufficient planning, equipment defects, or incomplete response measures) are comprehensively reviewed, and the emergency plans are continuously revised and optimized to ensure their effectiveness and practicality.

The core purpose of all drills is to familiarize employees with emergency response procedures and safety operation standards. Each hotel has established an emergency incident response team led personally by the hotel general manager, who swiftly responds during the early stages of an incident, prioritizing personnel safety and effectively reducing potential losses caused by fires or other disasters.

The hotels conduct dynamic drills for evacuation, firefighting, reporting, and sheltering twice a year, with training lasting no less than four hours, and invite local fire departments for on-site guidance. Additionally, quarterly disaster evacuation drills are held to ensure every employee possesses disaster escape and response capabilities.

3.1.3 Occupational Environment and Employee Health

The group is committed to creating a safe, healthy, and human-rights-respecting work environment through institutionalized management and proactive preventive measures. Regarding workplace unlawful acts and occupational hazard risks, a comprehensive prevention and response mechanism has been established, with continuous efforts to strengthen management effectiveness and transparency.



Environmental Monitoring and Safety Practices

The Group conducts regular workplace environment monitoring in accordance with the Regulations for the Implementation of Occupational Safety and Health Workplace Monitoring, covering indicators such as high temperature, noise, and carbon dioxide levels, while strengthening safety and health awareness campaigns. Abnormal values are promptly reviewed and corrected. Monitoring reports are posted publicly and archived for reference, ensuring employees work in a healthy and safe environment.

✓ 2024 Work Environment Monitoring Results:

- Regular workplace environment monitoring focuses on key indicators such as high temperature, noise, and carbon dioxide concentration. If any measurements approach the legal limits, prompt corrective actions are initiated.
- The monitoring results across the group's hotels all comply with regulatory standards.
- Additionally, fixed anti-slip strips were installed on stairways frequently used by employees to reduce slip incidents.



Storage and Management of Hazardous Substances in the Environment

To ensure the safe use of chemicals and control environmental risks, Silks Hotel Group has established a Chemical Product Management SOP, covering 68 chemical products across multiple departments, all of which have SDS available for reference. Regular training is conducted to enhance employees' awareness and emergency response capabilities. For liquid spill risks, a dedicated SOP is in place, regularly reviewed and updated by the Engineering Department. Spill incidents can be promptly handled and reported, ensuring the safety of both the environment and personnel.



Physical and Mental Health and Welfare Promotion

The Group is committed to creating a workplace that cares for employees' physical and mental health, providing comprehensive services from pre-employment medical examinations to regular health check-ups. Enhanced health monitoring is implemented for high-risk positions and night-shift personnel, with nurses following up on high-risk cases. A medical office staffed with physicians and nurses provides health education and emergency

medical support. Work arrangements are adjusted based on assessments, with special care for pregnant and middle-aged to senior employees, realizing the vision of a healthy workplace.



Prevention of Illegal Harm and Occupational Accidents

Through regular review by the Occupational Safety Committee, the health protection plan is evaluated, and corrective actions are proposed for unmet targets to strengthen employer-employee health consensus. Key initiatives include: rolling plan adjustments and announcements, caring for maternal protection cases, enforcing work hours and leave management, providing health measures according to job duties, implementing return-to-work mechanisms and rehabilitation counseling, and maintaining records of workplace physician services.

Additionally, in collaboration with the Ministry of Labor, job redesign for middle-aged and senior employees is promoted to improve work environment, reduce occupational hazards, and enhance employment stability and welfare.

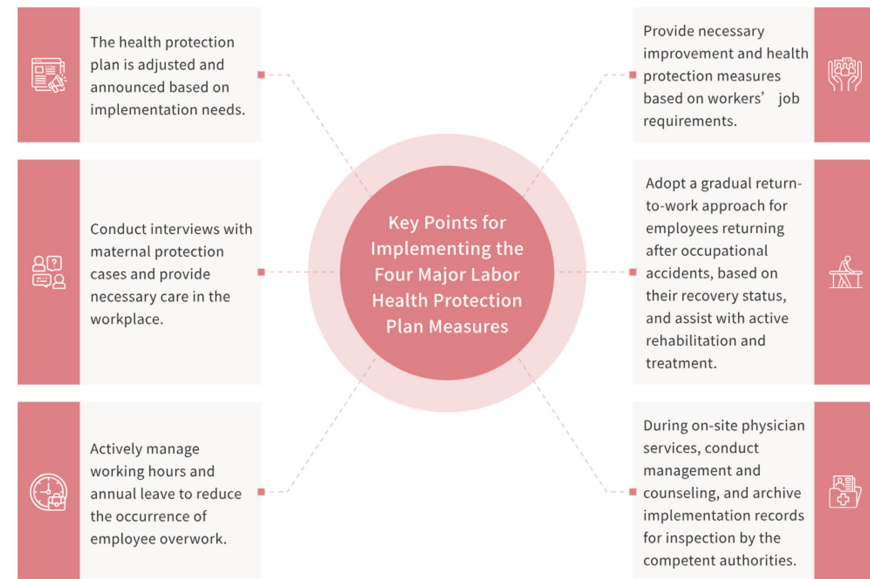
Silks Hotel Group is committed to creating a safe, respectful, and fair workplace, actively preventing and properly addressing all types of unlawful workplace harassment and other improper conduct, including sexual harassment, verbal abuse, discrimination, and psychological pressure. In accordance with the Occupational Safety and Health Act, we have established the Prevention Plan for Illegal Harassment During Work Execution, and strengthened employee reporting channels and handling procedures. The privacy and rights of both victims and reporters are fully protected, and any form of retaliation is strictly prohibited.

■ Health Protection and Workplace Enhancement

The Group collaborates with the Ministry of Labor's Job Redesign Center to implement the "Job Redesign Subsidy Program for Middle-Aged and Senior Employees," helping workers reduce occupational hazards and health risks while enhancing employment stability. Through the acquisition of assistive tools that improve work efficiency and safety, and the optimization of work processes, the workplace environment is effectively enhanced to prevent occupational accidents and promote employee well-being.

■ Key Points of Measures Implementation

- Health protection plans are adjusted on a rolling basis according to actual implementation needs and publicly announced.
- Individual consultations and necessary workplace care and support are provided for maternal protection cases.
- Working hours and annual leave systems are actively managed to reduce the risk of employee overwork.
- Work improvements and health protection measures are implemented based on the nature and requirements of different operations.
- A gradual return-to-work mechanism is adopted for employees recovering from occupational injuries, supported by active rehabilitation assistance.
- Onsite occupational physicians are engaged to provide management and counseling, with proper execution records maintained for regulatory inspection.



■ Occupational Accident Prevention

Through regular safety training and emergency response drills, employees' awareness of occupational safety and self-protection capabilities are enhanced. Detailed analyses are conducted and preventive measures are implemented, such as strengthening traffic safety education and improving the physical layout of workplaces, to reduce accident rates and safeguard employees' health and safety.

In 2024, Silks Hotel International Group recorded a total of 36 occupational accidents, a 38% decrease compared to 2023. Specifically, Taipei Silks and Tainan Silks experienced reductions of 18 and 2 cases, respectively; Just Sleep Hotels saw an increase of 4 cases; and Taroko Silks reported 7 cases due to the 403 earthquake (including one commuting fatality). With active promotion of occupational safety education, accident types such as traffic incidents, falls and collisions, cuts, and burns all decreased by over 50%.

The Group is committed to fostering a workplace environment that cares for employees’ physical and mental health by providing comprehensive health examination services for all staff. These services range from basic pre-employment checkups to regular health screenings during employment, including general assessments as well as specialized tests for specific occupational risks. We pay special attention to the health of employees in high-risk roles and those working long-term night shifts, arranging nurse consultations for high-risk individuals identified in health exams to provide reminders and guidance on medication, diet, and daily living.

To further support the holistic development of employees, we have established a well-equipped medical room staffed with an onsite physician and dedicated nursing personnel, offering health education, disease prevention, and emergency medical care services. Through regular workplace safety and health risk assessments, the Group also adjusts work environments and job duties according to employees’ health conditions and actual work needs. Special accommodations, such as flexible work arrangements and health care support, are provided for pregnant employees and those of middle and older age to safeguard their occupational safety and well-being.

The Group is committed to creating a safe, respectful, and fair workplace environment by actively preventing and properly handling various types of workplace illegal harassment incidents, including sexual harassment, verbal abuse, discrimination, and psychological oppression. We have established

Occupational Injury Rate

Occupational Injury Rate	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko	Total
Total Days of Absence	53	175	25	176	492
Total Working Days	266,992	53,389	90,421	42,912	456,609
Absence Rate	0.0198	0.3277	0.0276	0.4101	0.0939
Occupational Accident Rate per 1,000 Employees	11.865	24.681	32.719	3.461	20.606
Disabling Injury Frequency	5.618	11.704	16.126	20.3905	9.917
Disabling Injury Severity Rate	24.813	409.659	33.597	84.657	118.188
Total Injury Index	0.373	2.189	0.736	1.313	1.082

an "Illegal Harassment Prevention Plan in the Course of Duty" in accordance with the Occupational Safety and Health Act, strengthening employee reporting channels and handling procedures to fully protect the privacy and rights of victims and reporters, strictly prohibiting any form of retaliation.

2024 Results and Continuous Improvement

During the reporting period of this report, except for an incident at Silks Place Taroko involving a labor penalty for violation of Article 13, Paragraph 2 of the Gender Equality in Employment Act, no major reports of discrimination or harassment were received at other locations.

Following the incident, the company has continuously promoted and strengthened gender equality awareness among supervisors and employees, aiming to cultivate correct behaviors and mindsets among colleagues and foster harmonious relationships between genders.



Maternal Health
Protection and
Prevention Plan



Human Factor Hazard
Prevention Plan



Workplace Illegal
Harassment
Prevention Plan



Overload-Induced
Illness Prevention
Plan

3.2 Employee Care and Talent Retention

Performance Results	Future Goals		Future Goals	
- Regent Taipei received the HR Asia "Best Companies to Work for in Asia" award and was consecutively awarded the "Happiness Enterprise Gold Award" by 1111 Job Bank for four years. - Employee salaries exceed the statutory minimum wage by more than 12%. The annual average R12 survey score increased to 3.94, reflecting enhanced employee workplace recognition. - The number of participants in the employee stock ownership plan grew to 296, accounting for 18.8% of the workforce. - Employment for vulnerable groups: a total of 30 employees with disabilities and 30 employees aged 65 and above were hired.	Short-term Goals	Medium to Long-term Goals	Short-term Goals	Medium to Long-term Goals
	- Reduce turnover and fill manpower gaps. - Strengthen onboarding training and care mechanisms. - Improve new employees' integration speed and satisfaction. - Optimize benefits to promote retention.		- Build an inclusive workplace culture. - Promote gender and generational integration. - Strengthen internal promotion and talent development systems. - Establish a high-quality corporate brand that attracts top talent.	

Impact

Facing drastic changes in the labor market and manpower shortages, Silks Hotel Group actively adjusts its organizational structure and work models, reviews internal policies, and strives to reduce turnover risk and improve retention rates, ensuring service quality and operational stability.

Policy Commitment

Guided by the value of "treat others as you would like to be treated," Silks Hotel Group promotes fair recruitment, equal pay for equal work, and career development, fostering a diverse and inclusive workplace, upholding human rights, and aligning with SDGs 5, 8, and 10.

Actions Taken	By establishing transparent and fair recruitment mechanisms, promoting gender equality training and supportive welfare policies, and implementing human rights risk assessment surveys, Silks Hotel Group strengthens management systems and fosters workplace inclusivity. The Group also provides job redesign and competency support for middle-aged, senior, and vulnerable groups, creating a friendly and supportive work environment.
Evaluation Mechanisms	Through employee satisfaction surveys (R12 questionnaire), happiness index, tracking of retention and reinstatement rates, as well as analysis of gender ratios and pay equity, Silks Hotel Group continuously monitors organizational health. Data analysis is used to assess policy effectiveness and to iteratively adjust human resources strategies.
Stakeholder Engagement	Silks Hotel Group has established a transparent, two-way communication mechanism, promptly addressing employee feedback through labor-management meetings, general staff meetings, and grievance systems to ensure fairness and confidentiality. Guided by the principle of "treat others as you would like to be treated," the Group is committed to creating a friendly, diverse, and development-oriented workplace, continuously attracting and retaining top talent. The Group has also been awarded the "Happiness Enterprise Gold Award" by 1111 Job Bank, demonstrating excellence in talent management and workplace well-being.

Through labor-management meetings, employee assemblies, online surveys, and grievance mechanisms, the Group has established a transparent, two-way communication system with employees. All complaints are handled promptly by dedicated personnel to ensure fairness and confidentiality. Policies are regularly reviewed to improve workplace fairness and employee engagement.

The Group upholds the core philosophy of "treating others as we wish to be treated" and is committed to creating a warm, friendly, and development-oriented workplace, viewing employee well-being and sustainable operations as key drivers of long-term corporate growth. Through

diverse and forward-looking talent strategies, the Group continues to attract and retain outstanding talent, promoting diversity and inclusion, equal opportunities, and career development to fulfill its “people-oriented” commitment.

These efforts have also gained social recognition. Since 2020, we have won the “Happy Enterprise Gold Award” from 1111 Job Bank for four consecutive years and have stood out in the leisure and entertainment services category, demonstrating our excellence in workplace happiness and talent management. We have internalized the spirit of “treating guests like family” into our organizational culture and extended it to internal management, creating a safe, fair, respectful, and hopeful work environment where every employee can realize their potential and achieve personal value.

At the same time, the Group’s development direction actively aligns with the United Nations Sustainable Development Goals (SDGs), particularly showing concrete actions and results in the following three core goals:

- SDGs 5: Gender Equality — Ensure equal pay for equal work, no gender discrimination, and create diverse and equal employment opportunities.
- SDGs 8: Decent Work and Economic Growth — Provide competitive salaries and fair, transparent promotion channels to protect employee rights.
- SDGs 10: Reduced Inequalities — Guarantee equal opportunities and personal freedoms for all employees, rejecting any form of discrimination and unequal treatment.

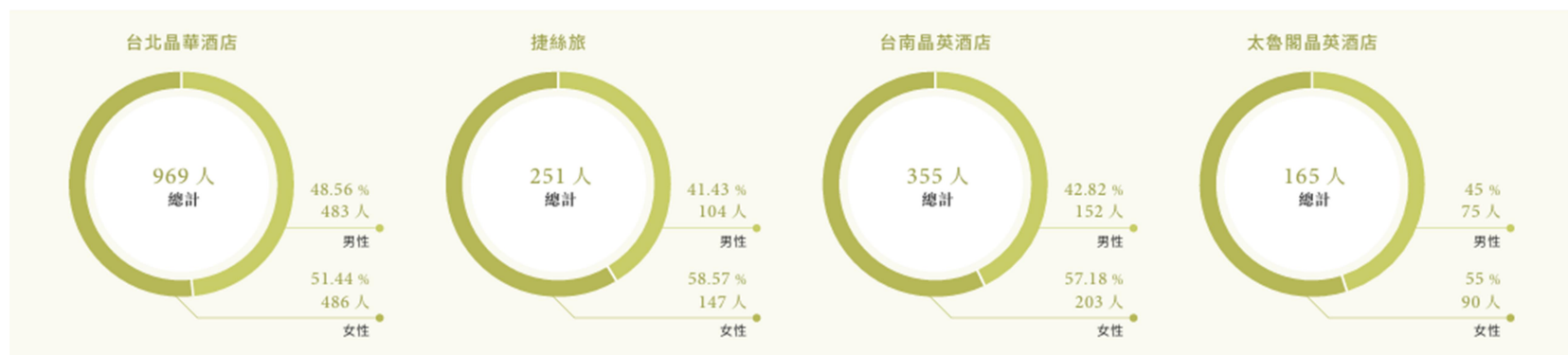
3.2.1 Employee Recruitment and Diversity &Inclusion

The Group recruits potential talent through diverse channels (such as job banks, campus partnerships, job fairs, industry-academia collaboration, and internal referrals). Upholding the principle of fairness, we hire individuals with the required competencies without discrimination based on nationality, gender, race, disability, or other factors, and strictly prohibit child labor, forced labor, and workplace harassment. We provide a fair and non-discriminatory recruitment process, employing staff from diverse backgrounds, including disadvantaged groups (such as the elderly, Indigenous peoples, and persons with disabilities).

Disadvantaged Employment: A total of 30 employees with disabilities and 30 employees aged 65 or above were hired, with suitable job positions designed for them and relevant support resources provided.

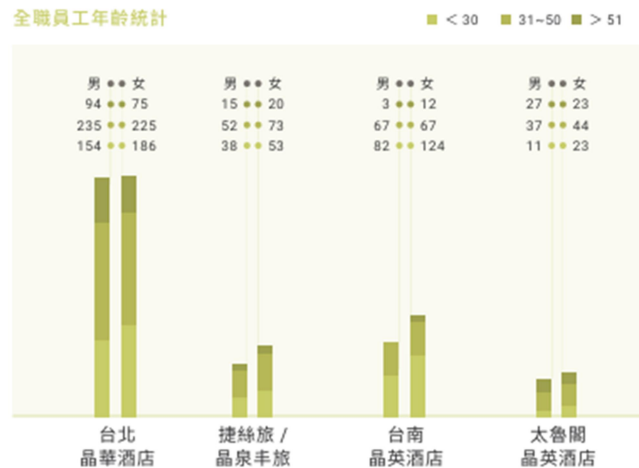
Regent Taipei received the HR Asia “Asia’s Best Employer Brand” award, scoring particularly high in the categories of “Think, Feel, Act,” “Diversity, Equity & Inclusion,” and “Sustainable Work Environment,” demonstrating its commitment to talent development, workplace happiness, and efforts to create a friendly and equitable work environment.

■ Full-time Employee Gender Statistics



■ Full-time Employee & Age Statistics

全職員工年齡統計

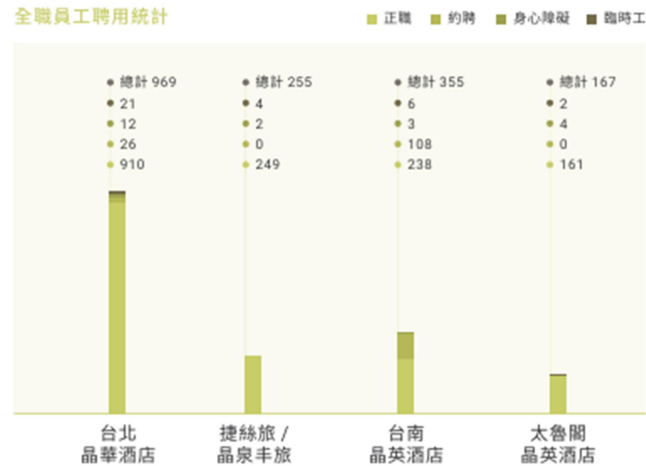


New Employees Employment & Age Distribution

新進員工 / 年齡分布

類別	新進員工						新進實習生					
性別	男			女			男			女		
年齡 / 歲	< 30	31~50	> 51	< 30	31~50	> 51	< 30	31~50	> 51	< 30	31~50	> 51
台北 晶華酒店	46	47	7	46	32	6	75	0	0	85	0	0
捷絲旅 / 晶泉丰旅	15	17	2	24	25	10	11	0	0	18	0	0
台南 晶英酒店	29	7	0	38	12	4	43	0	0	105	2	0
太魯閣 晶英酒店	3	5	4	2	4	2	4	0	0	3	0	0

■ Full-time Employee Employment Statistics



Age distribution of former employees

離職員工 / 年齡分布

類別	申請離職						留職停薪						申請退休			
	男			女			男			女			男		女	
年齡 / 歲	< 30	31~50	> 51	< 30	31~50	> 51	< 30	31~50	> 51	< 30	31~50	> 51	31~50	> 51	31~50	> 51
台北 晶華酒店	98	52	6	131	47	6	32	3	0	17	3	0	0	5	0	5
捷絲旅 / 晶泉丰旅	14	8	4	31	16	5	6	1	0	2	1	0	0	0	0	0
台南 晶英酒店	29	8	0	35	17	2	3	0	0	2	5	0	0	0	0	0
太魯閣 晶英酒店	23	22	7	21	10	5	0	1	0	0	2	0	0	1	0	3

3.2.2 Compensation and Benefits

The Group is committed to providing market-competitive compensation and comprehensive welfare systems. We regularly review industry salary trends to ensure a competitive salary system, viewing this as a key strategy to attract, motivate, and retain outstanding talent. Comprehensive compensation not only acknowledges employees' work but also serves as an important foundation for improving quality of life and workplace happiness. (The remuneration of the highest governance body, the Board of Directors, is disclosed in Section 2.1 Corporate Governance.

Industry salary trends are reviewed annually, and salary grade exchanges and comparisons are conducted with peer hotels to ensure fairness and reasonableness of the compensation system. Currently, the Group's base salary exceeds the statutory minimum wage by 12%. Even temporary and part-time staff are remunerated in accordance with the "Labor Standards Act," safeguarding the basic rights and living needs of all employees.

■ Compensation Policy

Differentiated pay based on responsibilities and performance: Salary determinations are based on employee job content, performance, and contribution, with differentiated salary adjustments and bonus distribution.

Market-competitive compensation: The overall compensation system and reward mechanisms are regularly reviewed to ensure competitive advantages within the industry.

Gender equality principle: Full implementation of equal pay for equal work, with salary determinations and promotion standards conducted openly, fairly, and without discrimination.

■ Average Salary Ratio between Male and Female Employees

	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko
	2022	2023	2024	
General Staff	1:0.94	1:0.92	1:0.95	
Mid-level Management	1:0.91	1:0.92	1:0.94	
Senior Management	1:0.71	1:0.71	1:0.75	

	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko
	2022	2023	2024	
General Staff	1:0.95	1:0.97	1:0.96	
Mid-level Management	1:0.93	1:0.91	1:0.91	
Senior Management	1:0.67	1:0.93	1:1.12	

	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko
	2022	2023	2024	
General Staff	1:0.95	1:0.93	1:0.95:1	
Mid-level Management	1:1.07	1:1.94	1:0.4:1	
Senior Management	NA (No male senior executives during the reporting period)			0.98:1

	Regent Taipei	Just Sleep	Silks Place Tainan	Silks Place Taroko
	2022	2023	2024	
General Staff	1:1.01	1:1	1.1:1	
Mid-level Management	1:0.89	1:0.88	1.1:1	
Senior Management	NA (No male senior executives during the reporting period)			

■ Salary Information for Full-time Employees Not in Managerial Position

Unit: Thousand NT Dollars

Note : Data source is the parent company

Year	2022	2023	2024	Difference Over the Past Two Years
Number of Employees / Annual Average	1,170	1,248	1,245	-3
Average Employee Salary / Per Person	645	699	710	+11
Median Employee Salary / Per Person	535	571	589	+18
Total Employee Salary Amount	755,071	872,208	884,258	+12,050

■ Friendly Workplace and Employee Care

All employees of the Group enjoy labor and health insurance, maternity/paternity leave, and other related employee benefits.

A Staff Welfare Committee has been established, and multiple employee care measures are promoted simultaneously:

- Basic statutory protections: Complete provision of labor and health insurance, maternity/paternity leave, occupational injury insurance, and other statutory benefits.
- Diverse welfare measures: Employee stock ownership plan, club activities, corporate competitions, employee travel, annual dinners, year-end and performance bonuses.
- Health and recreation facilities: Annual health check-ups, infirmary, library, staff cafeteria, lounges, and overnight dormitories are provided.
- Supportive environment for childbearing: Lactation rooms are set up, and maternity check-up leave, maternity leave, and parental leave with job protection are offered.
- Support for middle-aged and senior employees: Job redesign is promoted, workflows improved, and assistive devices introduced to create an age-friendly workplace.
- Employment of disadvantaged groups: Suitable job opportunities are provided for elderly and disabled employees, and related facilities are optimized to facilitate daily work and life.

In compliance with the “Gender Equality in Employment Act,” both male and female employees can apply for maternity/paternity and parental leave. Apart from considering employees’ personal affairs or family factors, the Human Resources Department also negotiates with department supervisors to provide appropriate leave options for employee applications.

In 2024, the Silks Hotel Group had a total of 37 male and 32 female employees applying for parental leave with job protection. That same year, the actual number of employees returning to work after parental leave was 22 males and 25 females, with a return-to-work rate of 68%. In 2023, the number of employees applying for parental leave and returning to work was 3 males and 10 females, all having worked for at least one year by 2023, with a return-to-work rate of 84.6%.

■ Retirement System and Employee Stock Ownership

The retirement policy applies to all formally employed staff. According to the Labor Pension Act, 6% of employees’ monthly salary is contributed to their individual labor pension accounts. Employees who have worked for over 15 years and are at least 55 years old, or have worked for over 24 years (better than the 25 years required by the Labor Standards Act), or have worked for more than 10 years and are at least 60 years old, are eligible to apply for retirement benefits. The pension payment methods for the old and new systems are determined by the Labor Standards Act’s relevant retirement regulations. Retirement planning advice is also provided to employees approaching retirement.

If a labor contract needs to be terminated due to conditions stipulated by the Labor Standards Act (such as operational changes), the notice period is as follows:

More than 3 months but less than 1 year of employment: 10 days' notice

More than 1 year but less than 3 years of employment: 20 days' notice

More than 3 years of employment: 30 days' notice

In case of position changes, direct supervisors will negotiate with employees before the change is announced and implemented, only proceeding upon consent.

To encourage employee stock ownership trusts, full-time or part-time employees with at least one year of service are eligible to join. Employees participating in the trust deduct a fixed amount from their salary monthly, and the company's Welfare Committee contributes a matching subsidy at varying ratios to form the trust fund, allowing employees to enjoy dividends like shareholders. In 2024, 296 employees participated in the stock ownership trust, accounting for 18.8% of total employees.

The Welfare Committee organizes domestic and international staff trips annually and subsidizes monthly club activities such as hiking, running, book clubs, and ukulele groups. Annual spring banquets are held to promote employees' physical and mental well-being and interdepartmental bonding. Additionally, group sports competitions and book clubs are held irregularly. Benefits include wedding gifts, condolence money, birthday gifts, holiday bonuses, and emergency relief funds. Welfare Committee expenses for 2024 amounted to NT\$3,212,000.

There are also "Performance Bonus Distribution" and "Year-End Bonus Distribution" policies aimed at motivating employees to achieve company performance goals and generate profits.

■ Enhancing Employee Happiness and Cohesion

Silks Hotel Group values positive communication mechanisms and diverse reward systems, striving to build a workplace culture that motivates participation and boosts employee recognition and happiness.

- New Employee and Intern Evaluation System

- ✓ To help new hires integrate quickly, the company conducts a performance review within three months of employment, assessing work performance and on-the-job training results with feedback.
- ✓ Interns are mainly evaluated on attitude, learning outcomes, and hours worked. Outstanding interns are offered full-time positions after graduation to cultivate potential talent.

- Model Employee and Reward System

To encourage outstanding performance, the following reward mechanisms are in place:

- ✓ Each department nominates outstanding performers monthly, with supervisors selecting the “Model Employee” of the month.
 - ✓ Model Employees may compete for the “Employee of the Year” award, with their achievements publicly recognized and posted on the company’s internal website.
 - ✓ Awards are presented during the annual spring banquet to boost morale and pride.
- ✧ Awarded employees receive accommodation vouchers, meal coupons, or cash bonuses as incentives.

■ Employee Happiness and Workplace Satisfaction Surveys

The company regularly conducts the “R12 Questionnaire” and “Happiness Index Survey” to comprehensively understand employee job satisfaction and mental state. The questionnaire covers four areas: retention willingness, work expectations, organizational identification, and overall satisfaction. Survey results serve as important references to optimize workplace policies and employee welfare strategies, helping supervisors and employees review career goals and current work conditions, identify improvement areas, effectively reduce burnout, and enhance resilience and job performance.

By the end of 2024, the overall average R12 questionnaire score was 3.94, up 0.07 from the previous year, indicating a stable upward trend and accumulated effectiveness in team management. Intern scores slightly declined, possibly related to new hire adaptation periods and turnover; thus, onboarding counseling and care mechanisms are being strengthened to help interns integrate more quickly.

Regarding the Happiness Index, full-time employees showed a slight increase, continuing a positive atmosphere, while intern scores declined somewhat. Most employees identified “team atmosphere” and “work environment” as major positive factors, while “workload” was the most common negative factor. Departments are requested to review task assignments and manpower distribution to optimize workload.

Overall, despite short-term score fluctuations, the long-term trend remains positive. The company will continue communicating with departments to clarify key issues, set next-stage R12 goals, and promote ongoing employee happiness improvements.

Intern score declines related to adaptation and turnover will be addressed by strengthening onboarding, counseling, and care mechanisms to facilitate faster team integration.

3.2.3 Human Rights Protection and Diversity & Inclusion

In response to global sustainability governance trends and new regulations such as the EU Corporate Sustainability Due Diligence Directive (CSDDD), promoting Diversity, Equity, and Inclusion (DEI) has become a core strategy for respecting human rights, strengthening resilience, and enhancing international competitiveness. It is also an important practice for corporate social responsibility. DEI management has been incorporated into human rights policies and due diligence disclosures, aligning with the United Nations Sustainable Development Goals (SDGs) SDGs 5 (Gender Equality), SDGs 10 (Reduced Inequalities), and SDGs 17 (Partnerships for the Goals).

The Silks Hotel Group upholds the core values of respecting human rights and promoting diversity and inclusion, dedicating itself to creating a safe, equal, and dignified working environment. Following international standards such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, the Group has established a Human Rights Management Policy. In accordance with domestic laws and international best practices, the Group continuously reviews and improves related systems and measures to build a fair, dignified, and inclusive workplace, fully implementing DEI values.

■ 2024 Silks Hotel Group Human Rights Due Diligence (Human Rights Risk Assessment Results)

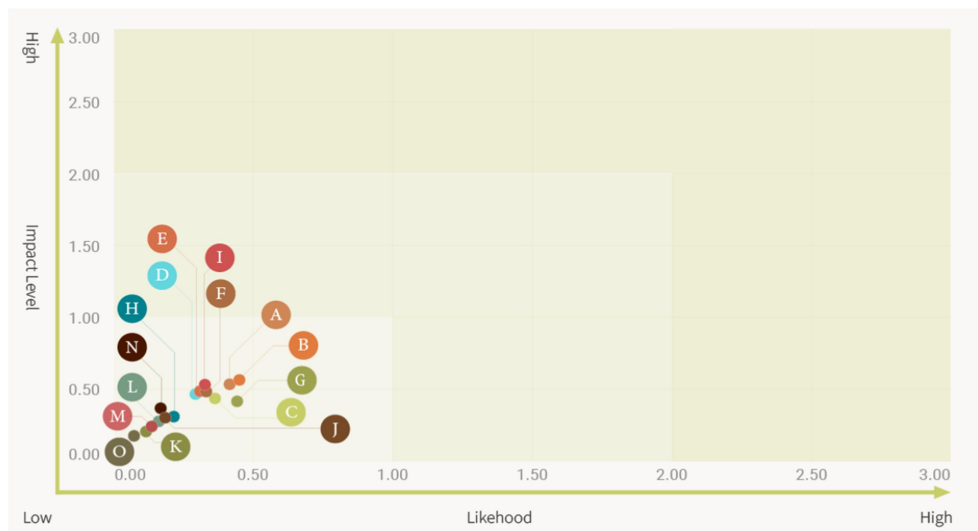
Referring to international human rights conventions, relevant guidelines, and human rights due diligence reports from benchmark enterprises, the Group consolidated related human rights risk issues and assessed potential human rights risks throughout the value chain, incorporating these into the human rights risk assessment process.

In 2024, an internal human rights risk assessment was conducted via an online survey targeting employees. The questionnaire evaluated the “likelihood” and “severity” of various human rights risk issues.

A total of 442 questionnaires were collected in the 2024 internal employee human rights risk assessment survey. Based on the results, a “Human Rights Risk Matrix” was produced, categorizing human rights risks into three levels:

According to the 2024 employee human rights due diligence results, no human rights issues were identified at or above the moderate risk level. The Company will continue to conduct human rights risk assessments and implement prevention and mitigation measures for related risks.





- A Protection of working and labor conditions
- B Right to health - Health protection measures
- C Freedom of speech and expression - Providing channels for speech and expression
- D Personal freedom and safety
- E Privacy protection
- F Right to health - Providing occupational safety and health training
- G Right to family life - Not harming the right to family life
- H Freedom of speech and expression - Protecting freedom of speech and expression

- I Non-discrimination - Promotion
- J Non-discrimination - Recruitment
- K Forced labor
- L Freedom of assembly and association - Protecting freedom of assembly and association
- M Freedom of assembly and association - Establishing collective bargaining mechanisms
- N Right to family life - Providing childcare support and benefits
- O Child protection

Likelihood (0–3 points)

- 0 = Will not occur
- 1 = Low likelihood (1%–30%)
- 2 = Moderate likelihood (31%–60%)
- 3 = High likelihood (over 61%)

Severity (0–3 points)

- 0 = No impact
- 1 = Not serious
- 2 = Serious
- 3 = *Very serious*

■ Creating a Diverse and Inclusive Workplace

To realize gender equality and cultural diversity, Silks Hotel Group implements fair treatment principles throughout recruitment, employment, compensation, training, and promotion processes. The Group strictly prohibits any discrimination based on gender, age, nationality, race, religion, political stance, disability, or other factors. It adheres to the principles of “equal pay for equal work” and “equal opportunity for promotion,” and bans child labor, forced labor, sexual harassment, and workplace bullying, ensuring every employee is equally respected.

The Group actively promotes a family-friendly workplace by providing statutory maternity, paternity, and parental leave benefits, establishing lactation rooms and gender-friendly restrooms, and promoting nearby childcare collaborations and postpartum support systems to help employees balance

career and family. Gender equality and diversity training courses are conducted for management and supervisors to strengthen workplace gender awareness from the top down.

Cooperating with multiple educational institutions, the Group offers internship opportunities to students to enhance youth employability, strictly preventing illegal employment and any form of forced labor, thus safeguarding workplace equality and personal freedom. Through institutionalized management and an open communication culture, the Group continuously enhances corporate image and social trust, expanding brand influence.

■ Labor-Management Harmony and Human Rights Protection

Silks Hotel Group is committed to fostering a diverse, equal, and human-rights-respecting work environment. Through institutionalized management and transparent communication, the Group continuously strengthens labor-management harmony and workplace ethics culture. It has established comprehensive “Work Rules” and “Code of Ethics” that clearly regulate employment, working hours, wages, leaves, rewards and punishments, retirement, and other related systems. New hires undergo orientation training, confidentiality agreements are signed, and regular internal promotions are held to enhance employee awareness and compliance with company policies and workplace norms. Regarding gender equality and human rights protection, the Group complies with the “Gender Equality in Employment Act” and the “Sexual Harassment Prevention Act” by setting up complaint and investigation mechanisms. It formulates “Sexual Harassment Prevention Handling Guidelines,” employee compensation and welfare promotion systems, and regularly reviews and revises related policies to ensure fairness, justice, and safety in the workplace.

In compliance with Article 30-1 of the Labor Standards Act, all attendance, leave, and absence systems are negotiated between labor and management, strengthening lawful employment and workplace safety, and eliminating any form of discrimination, harassment, or improper treatment. Through comprehensive welfare policies, training, and career development systems, the Group enhances employee retention and satisfaction, realizing mutual trust and sustainable win-win labor-management relationships.

■ Employee Empowerment and Economic Human Rights Practice

To enhance employee participation and sense of belonging, the Group actively promotes the Employee Stock Ownership Plan, encouraging employees to participate in the company’s long-term development and share operational results. This initiative strengthens employees’ identification with and responsibility toward the company and concretely practices economic human rights. By promoting shared prosperity, the Group fulfills its social responsibility and commitment to economic inclusion, working with employees to build a sustainable future.

■ Supply Chain Human Rights Risk Management

Human rights protection extends to supply chain management, requiring long-term partners to sign labor and human rights clauses and be included in supplier evaluations and regular audits. This prevents illegal employment, child labor, and forced labor. The Group promotes cooperation partners to jointly practice social fairness and labor dignity, building a responsible value chain together.

■ Continuous Improvement and Information Transparency

The Group regularly reviews the implementation of human rights policies, continuously improving and updating them based on the latest laws, regulations, and best practices. By focusing on major social issues, data analysis, and surveys, the Group examines its operations, value chain, and related activities to identify and assess risk groups and potential human rights risks, formulate mitigation measures, and continuously monitor and improve implementation results. The Group keeps updating its human rights management system and conducted human rights-related training in 2024, with a total of 5,099 training participants and 9,432 training hours.

Through surveys and data analysis, attention to social issues, internal audits, risk identification, and mitigation plans, the Group ensures all stakeholders are properly protected, fulfilling its commitment to sustainable development.

■ Employee Communication and Grievance Mechanisms

The Group respects employees' legally protected rights to association and assembly and provides diverse internal communication and grievance channels, including:

- Labor-management meetings and employee assemblies
- Email feedback channels
- Sexual harassment prevention hotline
- Reward and performance grievance systems
- Silks University APP platform
- Official website stakeholder area and anonymous feedback mechanisms



All complaints are promptly handled by dedicated HR personnel, ensuring confidentiality, fairness, and accessibility, promoting two-way labor-management communication and harmony. Through sound human rights systems, welfare policies, stable compensation, education and training, and performance evaluations, the Group builds a healthy and safe working environment where every employee can confidently realize their potential and contribute to a sustainable culture of mutual learning and shared growth.

3.3 Talent Development and Career Growth

Performance Results

- In 2024, Silks Hotel Group recorded a total of 67,204 hours of in-person training across 11,622 participants, along with 3,366 online course participants.
- Silks Place Tainan obtained WSET and SSI certifications, strengthening expertise in wine and spirits; meanwhile, AI co-learning programs and cross-property rotation effectively enhanced employees' digital literacy and career development.
- The Group's training and development programs have significantly improved employees' professional skills and career competencies, further elevating service quality, enhancing market competitiveness, and strengthening brand value.

Future Goals

Short-term Goals	Medium to Long-term Goals
• Strengthen digital capabilities and practical skills. • Promote training programs for frontline staff and supervisors. • Enhance immediate operational readiness and service excellence.	

Future Goals

Short-term Goals	Medium to Long-term Goals
	• Establish a sustainable talent development system and deepen cross-brand rotation. • Design career pathways for Generation Z and foster organizational culture inheritance to strengthen the Group's competitiveness.

Impact

With the rapid growth of digital transformation and the demand for high-end services, the hospitality industry faces higher requirements for talent quality. Confronted with labor shortages, generational differences, and intense competition, the Group continues to adjust competency requirements and training mechanisms to ensure employees can respond promptly to changes, maintain service quality, and sustain operational efficiency.

Policy Commitment

The Group is committed to building a "learning organization" that fosters lifelong learning and career development for all employees. Through mechanisms such as coaching-based leadership, digital co-learning, and industry-academia collaboration, the Group advances SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth), cultivating hospitality professionals equipped with both expertise and cultural literacy.

Actions Taken	The Group promotes diversified learning strategies, including the iGPS career navigation program, digital learning platforms, cross-property rotations, and international certification courses. At the same time, AI-enabled co-learning and the British butler system are introduced to enhance employees' practical capabilities and workplace resilience, thereby strengthening professional skills and elevating service quality.
Evaluation Mechanisms	The Group evaluates training effectiveness using key performance indicators such as total training hours, participant numbers, online engagement, and course completion rates. In addition, R12 survey results and employee feedback are continuously monitored to track outcomes. For the medium and long term, succession planning progress and the improvement of competency gaps serve as key measures of effectiveness.
Stakeholder Engagement	The Group actively establishes interactive platforms through internal training feedback, cross-departmental communication meetings, and industry-academia collaboration to understand employee needs and adjust course content. Specialized programs are developed in cooperation with domestic and international schools, and the Group participates in government training initiatives, strengthening stakeholder engagement and collaborative talent development.

The tourism industry's core competitiveness stems from quality products and outstanding service. To enhance customer experience and satisfaction and maintain a leading position in a highly competitive market, Silks Hotel Group continuously promotes comprehensive talent development programs, systematically strengthening employee competencies and service excellence through professional training and learning.

Adhering to the philosophy of “growth through learning,” the Group provides diverse educational resources, including common core courses, professional knowledge and skills training, and extends to management and personal development programs beyond work duties, encouraging employees to continuously improve.

Our efforts in talent development and creating a happy workplace have gained international recognition, winning the “Asia’s Best Employer Award,” highlighting the Group’s excellence in human resource development and sustainable governance.

3.3.1 Talent Development and Corporate Sustainability

To respond to industry development trends and challenges, Silks Hotel Group continuously invests resources in career development plans, focusing on three main pillars: Talent Recruitment, Competency Enhancement, and Succession Planning, establishing a comprehensive and sustainable talent development framework.

We actively attract potential employees, systematically strengthen the professional competencies of existing staff, and launch succession programs for key positions to ensure a steady transfer of talent capabilities. Through this integrated human capital development strategy, the Group can meet future operational needs and continue to provide high-quality service to customers, moving toward sustainable business operations.

- Talent Recruitment

We actively participate in government job fairs to attract talents from diverse backgrounds, including fresh graduates, individuals re-entering the workforce, and career changers, to meet the needs of various roles.

- Employee Competency Enhancement

We continuously strengthen employees’ professional competencies by planning diversified training courses, including common skills development, professional knowledge and practical skills training, as well as management and leadership development programs to support comprehensive growth.

- Succession Development and Corporate Culture Inheritance

We actively cultivate high-potential employees through focused training programs, enhancing their core competencies and management skills to prepare future successors. A complete succession system is established to ensure organizational stability and cultural continuity.

■ Nurturing Future Talent, Fulfilling Sustainability Commitments

In response to the dual trends of digital transformation and high-end service demand, the Group continuously strengthens its internal training system. Through a series of learning courses combining technology application, professional practice, and international certifications, employees' competencies and competitiveness are systematically improved. Course designs closely align with industry development trends and operational needs, covering areas such as AI tool utilization, digital skills enhancement, international etiquette standards, and professional knowledge of fine beverages. These help employees keep pace with the times and expand their career horizons.

These training initiatives not only demonstrate the Group's long-term commitment to talent development but also echo the United Nations Sustainable Development SDGs (SDGs) 4 (Quality Education) and 8 (Decent Work and Economic Growth), implementing lifelong learning and sustainable skills strategies within the company to build a resilient and professional hospitality team.

■ Refined Service, Sustainable Hospitality

To deepen the high-end service experience, the Group has introduced a private butler service system originating from the UK, training hundreds of professional butlers during the period. This series of courses focuses on consistent and rigorous service standards and etiquette, strengthening butlers' sensitivity to details and their ability to provide comprehensive personalized service, building a professional team capable of delivering tailored experiences.

Training covers both personal demeanor and professional skills, ranging from speech and manners to guest service and luxury reception procedures, comprehensively elevating the overall team standards. At the same time, the Group inherits the delicate spirit of Japan's top "Okami" (female innkeeper) culture, designing a series of foundational food and beverage training courses for new employees. These cover pouring etiquette, tray handling skills, and beverage knowledge, strengthening practical operations and professional image at the frontline.

Through these systematic and progressively layered training programs, participants not only learn how to build deep connections with guests but also plan personalized service improvement plans, further realizing hospitality experiences that exceed customer expectations. This talent development strategy comprehensively enhances the service quality of butlers and food & beverage supervisors across the Group's hotels, consolidating the Group's leadership position in the high-end hospitality market and embodying the core value of "Refined Service, Sustainable Hospitality."

“Refined Service, Sustainable Hospitality” and Sustainable Development Goals (SDGs) Mapping Table

SDGs Goal	Sub-item Number	Corresponding Clause	Implementation Actions	Concrete Outcomes
SDGs 4 Quality Education	4.3	Provide equal and affordable technical and vocational education	Establish systematic training courses based on British butler service and Japanese "Okami" culture, covering etiquette, communication, and professional skills	Employees receive high-quality, practical vocational training, effectively enhancing service literacy and professional abilities
	4.4	Enhance learning opportunities for skills needed for employment and entrepreneurship	Train hundreds of professional butlers; design practical training covering tray skills, beverage knowledge, and pouring etiquette to strengthen service capabilities of frontline and mid-level staff	Employee skill upgrades lead to more attentive and refined customer service, improving overall reception standards
	4.7	Empower knowledge and skills needed for sustainable development, including human rights, cultural diversity, and culture of peace	Focus on training in demeanor, communication, and cultural sensitivity, incorporating respect, integrity, and care, emphasizing deep connections with guests	Enhancing employees' service attitudes to be more people-oriented and comprehensive, building a workplace culture rooted in the spirit of sustainable service

■ Talent Development and Certification

To enhance the professionalism of food and beverage services and deepen customer experience, Silks Place Tainan continuously promotes the cultivation and development of professional talent. Under the guidance of expert consultants and international certification bodies, the food and beverage team actively participates in systematic training and practical exercises, progressively obtaining international certifications, including WSET (Wine and Spirit Education Trust) and SSI (Sake Sommelier Institute).

Through strengthening expertise in wine and spirits, service staff can flexibly tailor experiences to customers' preferences, creating personalized food and wine pairings that add value to service and deliver an exceptional and memorable dining experience. This not only demonstrates employees' dedication and pursuit of professionalism but also reflects the Group's commitment to sustainable talent development.

“Talent Development and Certification” and Sustainable Development Goals (SDGs) Mapping Table

SDGs Goal	Sub-item Number	Corresponding Clause	Implementation Actions	Concrete Outcomes
SDGs 4 Quality Education	4.4	Enhance learning opportunities for employment and entrepreneurship skills	Collaborate with international certification bodies to assist employees in obtaining WSET and SSI certifications	Employees acquire globally recognized professional qualifications, improving employment and promotion opportunities
SDGs 8 Decent Work and Economic Growth	8.2	productivity with focus on high value-added activities	Employees apply beverage knowledge in high-end food and beverage service, enhancing overall service value and customer satisfaction	Strengthen the professionalism and brand image of the F&B department, boosting revenue and competitiveness
	8.6	Reduce the proportion of youth not in training or employment	Provide on-the-job training and professional certification opportunities to attract youth to the F&B industry	Cultivate stable core talents, reduce turnover rate, and enhance industry attractiveness

■ Digital Advancement: AI Collaborative Learning

The Group actively promotes digital transformation and employee skill upgrading by launching the "AI Collaborative Learning" course series. Topics include ChatGPT, STYLAR.ai, Excel, and digitalizing meetings, helping employees master artificial intelligence applications and digital tool operations.

“Digital Advancement: AI Collaborative Learning” and SDGs Alignment Table

SDGs Goals	Target Number	Corresponding Clause	Implementation Actions	Concrete Outcomes
SDGs 4 Quality Education	4.3	Provide equal and affordable technical and vocational education	Offer free internal training courses, providing employees opportunities to learn AI tools and digital skills	Lower learning barriers, promote equitable distribution of educational resources within the company
	4.4	Increase opportunities for learning skills needed for employment and entrepreneurship	Teach practical applications of ChatGPT, STYLAR.ai image generation, Excel operation, and digital record tools	Strengthen employees’ digital transformation capabilities, enhancing workplace competitiveness and creativity
SDGs 8 Decent Work and Economic Growth	8.6	Reduce the proportion of unemployed and untrained youth	Encourage all employees to participate in digital transformation training, practicing lifelong learning	Promote internal talent retraining and upgrading, reducing skill gaps
	8.9	Promote sustainable tourism and local employment	Design courses aligned with hotel operations, enhancing smart service capabilities	Support digital upgrading and sustainability of talents in hospitality, improving customer experience and industry resilience

■ Industry-Academia Collaboration and Innovative Talent Development

The Group continues to deepen industry-academia cooperation and expand the New Southbound exchange platform, continuing to offer New Southbound special classes in the 2024 academic year. The New Southbound classes attract international students from countries including Indonesia, the Philippines, and Malaysia to complete their university studies in Taiwan. Combining theory with practical training, students undertake cross-department and cross-property internships at Group hotels during their studies to facilitate early career integration. The first

batch of students is prioritized for internships at the brand-new hotel “Wellspring by Silks Beitou,” which combines hot spring therapy with leisure and resort experiences. Moving forward, the Group will continue to systematically promote the nurturing mechanism for overseas Chinese and foreign students, injecting diverse and high-quality new talent into the hospitality industry.

3.3.2 Diverse Training and Sustainable Legacy

■ Building a Comprehensive Talent Development System

The Group continues to promote diversified education and training courses to comprehensively strengthen employees’ professional abilities and core competencies. On-site courses cover a broad range of areas, including “Coach-style Leadership” training for leaders, a “Care Series” focusing on employee mental health, “SOP Operation Process Training” to enhance work standardization, and “Fire and Disaster Prevention Basic Training” to strengthen safety awareness. Additionally, detailed training is provided for foundational skills in food and beverage service, guest service management, and housekeeping operations, ensuring all departments maintain professional standards and excellent work efficiency.

In terms of online learning, we actively develop multilingual learning resources (Chinese, English, Japanese, Indonesian) and promote company-wide participation in the “4DX Execution Discipline” program, helping employees focus on goals, enhance execution, and take accountability for results. In response to industry digital transformation trends, weekly “AI Co-learning” courses are launched to assist employees in mastering artificial intelligence and digital tool applications, boosting workplace competitiveness.

In 2024, physical career training courses had a total participation of 11,622 people, accumulating 67,204 training hours (excluding new employee orientation).

The Group launched the new “iGPS Career Navigation Map” program, helping employees explore the most suitable career paths based on their personalities and interests. This two-year rotation and learning journey includes the “iExplore GPS” program designed for new graduates, and the “iBreakthrough GPS” program for employees with 3 to 5 years of industry experience. Selected participants can choose to rotate across three locations or three different job roles within the Group within 24 months, gaining cross-functional or cross-brand practical experience and broadening their career perspectives. Employees who complete the iGPS program will become key reserve talents for future general managers and department heads.

In response to the United Nations’ forecast that Generation Z will comprise nearly 40% of the workforce by 2030, the Group has adjusted its talent strategy to create a workplace environment from the perspective of Generation Z. It emphasizes experiential learning and the process of value realization, guiding young employees to discover their talents and passions at work and gradually achieve personal fulfillment.

■ Sustainable Talent Strategy: Three Key Actions to Promote a Learning Organization

To strengthen sustainable talent cultivation, we continuously implement the “4DX Execution Discipline,” which includes: “Focus on wildly important goals,” “Act on lead measures,” “Keep a compelling scoreboard,” and “Create a cadence of accountability.” These help employees concentrate on priorities, courageously take responsibility, and align with the organization’s core mission, building a high-performance, collaborative learning team.

Faced with a younger and more diverse workforce, the Group redefines supervisory roles by introducing “Coach-style Leadership” training, replacing the previous command-style management model. This new approach emphasizes care, companionship, listening, and inspiration, assisting supervisors in leading their teams through dialogue to discover potential, help employees recognize blind spots in thinking, change behavior patterns, and improve overall performance.

Additionally, we actively enhance the Silks digital learning platform app and the “Regent Talk” training courses. In 2024, online courses reached a total of 3,366 participants. Combining the convenience of mobile devices and personalized learning mechanisms, the platform provides a timely, flexible, and efficient learning environment for all employees, promoting the overall quality of the organization to a higher level.

■ Total Training Hours (Analyzed by Job Level and Gender)

Hotel	Regent Taipei		Just Sleep /Well Spring		Silks Place Tainan		Silks Place Taroko	
Gender	Male	Female	Male	Female	Male	Female	Male	Female
Supervisors	1,171	1,230	176	245	495	488	2,040	5,305
Employee	3551.7	3,727.9	658	1,029.5	1,905	2,526	22,032	24,493
Total Training Hours	9,680.6		2,108.5		5,414		53,870	

3.4 Community Care and Philanthropy

Performance Results

Through active community participation and public welfare practices, Silks Hotel Group has established a positive image in the community, enhanced employee engagement, and continuously received multiple social responsibility awards. In November 2023, the Group launched the Sustainable Tourism Earth Check certification program, making Regent Taipei the first five-star hotel in Taiwan to comprehensively implement sustainability goals. In April 2024, the Group was awarded the Bronze certification, reflecting recognition of our long-term efforts and achievements, and we continue to strive towards obtaining the Silver certification.

Future Goals

Short-term Goals

Medium to Long-term Goals

- Expand the scale and impact of public welfare activities to improve the quality of life in the community.
- Enhance environmental awareness and the practice of resource recycling.

Future Goals

Short-term Goals

Medium to Long-term Goals

- Become a leading brand in promoting sustainable community development.
- Achieve deep integration of community resources and mutually beneficial symbiosis.

Impact

Silks Hotel Group deeply recognizes the importance of corporate social responsibility in establishing sustainable development. Through public welfare activities and community care programs, the Group actively engages in community improvement efforts and directly contribute to achieving the United Nations Sustainable Development Goals.

Policy Commitment

Silks Hotel Group is dedicated to supporting and improving the communities the Group serves through public welfare activities and environmental practices, while also contributing to the development of inclusive, safe, resilient, and sustainable cities and communities.

Actions Taken	Silks Hotel Group collaborates with local groups to regularly organize events such as the charity cooking event at the Hualien Dawn Center and co-organize the "Sustainable Charity Christmas Market" with the Taipei Rapid Transit Corporation. The Group promote energy-efficient equipment and eco-friendly cleaning products, implementing green procurement strategies to reduce environmental impact.
Evaluation Mechanisms	Through regular project evaluations and community feedback, Silks Hotel Group assesses the effectiveness of public welfare projects and community service activities, ensuring continuous improvement and alignment with community needs.
Stakeholder Engagement	Silks Hotel Group maintains regular communication with community neighborhoods, partners, and government agencies to ensure that our activities genuinely meet the needs of the community. Our transparent and open communication strategy strengthens trust and cooperation with stakeholders.

Silks Hotel Group deeply understands the importance of corporate social responsibility in establishing sustainable development, especially in the tourism industry. We are keenly aware of our close connection with local communities, the environment, and customers. This chapter demonstrates how our group actively improves and supports the communities we serve through diverse public welfare activities and community care programs, effectively responding to the United Nations Sustainable Development Goals (SDGs) and fulfilling the role of local responsible actors in the hospitality industry.

The group deeply understands the importance of corporate social responsibility in establishing sustainable development, especially in the tourism industry. We are keenly aware of our close connection with local communities, the environment, and customers. This chapter demonstrates how our group actively improves and supports the communities we serve through diverse public welfare activities and community care programs, effectively responding to the United Nations Sustainable Development Goals (SDGs) and fulfilling the role of local responsible actors in the hospitality industry.

■ Correspondence of various projects and activities with SDG goals and service focuses:

SDGs 10 (Reduced Inequalities): Focus on vulnerable groups through charity markets, employment training, and accommodation support to promote social inclusion;

✓ SDGs 11 (Sustainable Cities and Communities): Participate in community greening, barrier-free design, and cultural activities to create inclusive and resilient urban spaces;

- ✓ SDGs 12 (Responsible Consumption and Production): Continuously promote plastic-free transformation, energy-saving facilities, and local sustainable procurement to implement green operations;
- ✓ SDGs 13 and 15 (Climate Action and Life on Land): Organize environmental education and ecological conservation activities such as firefly-watching tours and solitary bee hotel experiences to promote public awareness and participation in nature conservation;
- ✓ SDGs 4 and 8 (Quality Education and Decent Work): Empower through arts education, vocational training, and community talent development;
- ✓ SDGs 14 and 17 (Life Below Water and Partnerships for the Goals): Combine hospitality donations and cross-sector collaboration to promote marine sustainability and social connection, realizing joint impact creation with stakeholders.

Additionally, targeting SDGs 1, 2, and 3 (No Poverty, Zero Hunger, Good Health and Well-being), we have long promoted public welfare programs such as meals for the elderly, laundry care, and charity cooking.

Through these concrete actions, the group demonstrates its long-term commitment to society and the environment, embodying our belief and practice as a responsible brand.



■ 2024 Social Sustainability Projects



Continuous Giving Back, Public Welfare Practices

• 9th Annual Charity Cooking Event

The "Qixing Chefs Charity Cooking Event at Hualien Liming Welfare Center" was led by Executive Chef Chen Chun-Sheng of Regent Taipei. Together with the charity cooking team and volunteers, they brought an unforgettable gourmet feast to the teachers and students of the Liming institution on October 20 and 21, while also promoting community solidarity and support, delivering genuine warmth and care to disadvantaged groups.

A total of 23 volunteers participated, including hotel chefs, teachers, media professionals, and entrepreneurs. In addition, 11 suppliers sponsored ingredients valued at NT\$100,000. Community Park Adoption Program and Neighborhood Care.

• Community Park Adoption Program and Neighborhood Care

Regent Taipei has adopted Park No.4 in Zhongshan District for over 20 years, consistently investing in landscape greening and artistic lighting maintenance. The park has become an important venue for community residents' daily leisure and festive activities. The hotel also collaborates with local leaders to regularly provide meals to low-income households and elderly residents living alone, while sponsoring snacks, meals, or manpower support for various community events. These efforts actively promote community inclusion and care for disadvantaged groups, demonstrating the company's long-term commitment to local well-being.

In 2024, the total expenses for park maintenance and neighborhood care amounted to NT\$685,000, representing a 14% increase compared to 2023.



Number of participating
volunteer team
members

23
people

Sponsored ingredient
cost

NT\$ 100,000



Total related expenses

NT\$ 685,000

Increase compared to
2023

14 %

- Silks Places’ Commitment in Disaster Relief

On April 3rd, the devastating Hualien earthquake struck the area, with the Silks Place Taroko located in the hardest-hit zone. Immediately after the quake, the hotel demonstrated corporate resilience and humanitarian care by proactively opening its facilities as a temporary shelter, providing safe accommodation and hot meals, fully supporting the basic living needs of those affected. Hotel staff also volunteered as emergency responders, assisting with onsite order maintenance and resource allocation, showcasing strong crisis response capabilities and timely social responsibility.

Supported over 500 stranded guests. Cultural and Tourism Public Welfare Activities.



Assisted over
500 people

- Cultural and Tourism Public Welfare Activities

Regent Taipei has long supported Taipei City Government initiatives related to culture, tourism, and social welfare. The hotel actively participates in local arts, festivals, and tourism promotion events, strengthening the city's cultural foundation and tourism appeal, while fostering community vitality and industry development. These efforts highlight the company's commitment to public affairs and its vision of a sustainable and inclusive city.

In 2024, expenses for cultural public welfare activities totaled NT\$17,500,000, representing a 140% increase compared to 2023.



Public welfare activities cost NTS	Increase compared to 2023
17,500,000	140 %

- Charity Christmas Market

On November 30, Regent Taipei hosted the "Charity Christmas Market," collaborating with Michelin-starred chefs to combine festive gourmet offerings with a charity sale of second-hand tableware and food ingredients. All proceeds from the event were donated to the “Children Are Us Foundation” , enabling the public to enjoy fine food and shopping while also contributing to a good cause.

This event, supported by suppliers who sponsored charity sale items, featured a total of 16 stalls and attracted over 1,000 participants, including residents of Zhongshan District's Kangle Village, travelers, and the general public. The



Charity sale proceeds
NT\$ 200,000

charity sale raised a total of NT\$200,000, all of which was donated to the Children Are Us Foundation, demonstrating the power of collective goodwill between the company and society.

Just Sleep Caring Laundry - Spreading Warmth with Travelers



Expanding Love, Social Participation

- Just Sleep Caring Laundry - Spreading Warmth with Travelers

Just Sleep Taipei Ximending, Jiaoxi, and NTU Respect Hall have long promoted the "Caring Laundry" charity initiative, donating all laundry detergent income from self-service laundry facilities to the Taiwan AIDS Foundation to support programs for the underprivileged. Donation boxes are also placed in the hotels, inviting guests to contribute during their stay, spreading warmth and kindness along their journey.



- Art Charity Sale Empowering Youth with Disabilities

Silks Place Tainan invited artist Chen Cong to the Rui-Fu Center for the Mentally Challenged to host a creative workshop, guiding young participants in completing artworks that were later transferred onto drawstring bags. These, along with sustainable okara gingerbread and handmade snacks, were sold at a charity sale, with all proceeds donated to support the center's operations—integrating art participation with philanthropic action.



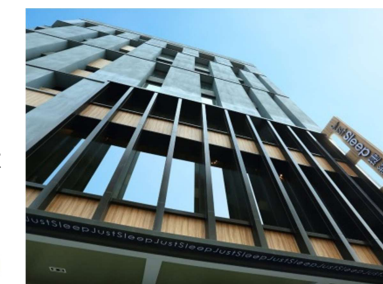
By combining art education, care for the underprivileged, and green consumption, the initiative demonstrates the Group's proactive commitment to diversity, inclusion, and sustainable development.

- Green Energy and Environmental Protection

All hotels under the Just Sleep brand utilize high-efficiency, energy-saving appliances and actively implement energy management and carbon reduction measures. For each room per night, NT\$10 is donated to the Environmental Quality Education Foundation to support environmental education

Annual donation

NT\$ 20,000



initiatives, encouraging guests to participate in green actions during their stay and fostering awareness for a sustainable future for the next generation. In collaboration with guests, the hotels create low-carbon, eco-friendly lodging experiences, with a total donation of NT\$20,000 to the Environmental Quality Education Foundation.

- Silks Place Taroko: Solitary Bee Hotel Workshop

Continuing its environmental sustainability experience programs, Silks Place Taroko offers guided tours introducing the local solitary bee ecology and invites guests to create their own "solitary bee hotels," actively contributing to biodiversity conservation and deepening environmental education. Through these environmental experience courses and ecological tours, the program enhances public knowledge of nature and ecology, raising environmental awareness and promoting sustainable stewardship.



- Sustainable Tourism

Just Sleep actively promotes green transportation concepts. The NTU and Ximen branches launched the "Explore Taipei" program, offering guests a 24-hour Taipei Metro pass upon check-in to encourage public transit use and reduce carbon footprints. The Jiaoxi Silks Place Qiongfeng integrates local culture and environmental protection, launching a Sustainable Marathon program that provides branded eco-friendly water bottles, promoting plastic reduction and reuse. Overall, the brand advocates GO GREEN travel, encouraging guests to use low-carbon transportation such as trains or buses to Jiaoxi, with the added incentives of booking discounts and eco-friendly water bottles, jointly practicing green travel and environmental stewardship.



Through programs like "Explore Taipei," the Sustainable Marathon, and "GO GREEN Travel," Just Sleep provided over 300 nights of green lodging experiences in 2024, attracting more than 810 participants. These initiatives actively promote low-carbon transportation and sustainable tourism, demonstrating the company's strong commitment to climate action and sustainable urban development.



Charity for Women and Children, Showcasing Culture

- Just Sleep Christmas Charity: Spreading Love Across Borders

Upholding the principle of "taking from society, giving back to society," the Group has consecutively held international Christmas charity events for eight years, inviting underprivileged children from rural areas abroad to participate. The events have reached locations including Hong Kong, Thailand, and the Philippines, effectively enhancing brand international recognition. Additionally, the Group collaborates with the Taiwan Care Home Association to make year-end donations supporting disadvantaged communities.

The activities have cumulatively engaged 240 children, demonstrating the company's ongoing commitment to the education of underprivileged children and social participation, fulfilling its sustainable development commitments.



Number of children participants

240 people



Innovative Ingredients, Local Sustainability

- Silks Place Tainan: "Mountain, Land, Sea" Sustainable Island Dining

The "Mountain, Land, Sea – Sustainable Island Dining" event was created collaboratively by Chef Peng Tian-en from AKAME, Pingtung, and Chef Yang Bo-wei from Sinasera 24, Taitung, using the dining table as a medium to promote sustainability through cuisine. Through cross-disciplinary learning and exploration of local ingredients and cultures from mountains, land, and sea, the event encouraged participants to reflect on the connection between daily life and the environment. The event attracted over 100 participants, including local farmers and fishers, food culture researchers, and general consumers.

