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4.1.4 Establishing a Leadership Pipeline

The Bank has established talent pools for management at different levels and in various fields, enhancing the breadth and depth of talent reserves. Through the design of diverse training and development resources and the implementation of comprehensive support mechanisms, we invite supervisors at all levels to participate in leadership development. Tailored individual development plans are crafted based on different professional fields, language proficiency, and suitability analysis, combined with personal preferences and organizational needs, to identify development directions. Empowering talent to unleash their potential more flexibly enables the organization to adapt more agilely to future challenges, thereby laying the cornerstone for sustainable corporate development.

Talent Pool	Characteristics
Head Office Talent Pool	Promoting internal talent engagement and cultivating diverse integrated talents within the organization, we implement rotational career path planning based on individual traits, experiences, and organizational development. Each quarter, through talent development meetings, we focus on current development status and provide suggestions for the next steps, aiding employees in broadening their thinking scope and enhancing decision-making abilities. As of 2024, 12 employees have been promoted to senior managers positions, nearly 90% of whom possess cross-functional experience.
Personal Banking Channel Talent Pool	Providing differentiated training based on succession readiness levels by integrating resources from the head office and regional units to co-create diverse real-world practice scenarios that build job-ready talent. In 2024, 96% of newly appointed managers came from this talent pool. Practical training includes: <ul style="list-style-type: none"> Conduct audit as a one of team: Assigning talents to participate in internal audit to enhance daily management and risk control awareness. Acting branch manager: Establishing a mechanism of acting as a proxy for vacationing branch managers to assist talents in gaining early exposure to branch operations. Scenario-based branch management workshops: with channel executives acting as course instructors and examiners to enhance practical abilities and managerial skills through situational simulation.
Corporate Banking Channel Talent Pool	Enhancing cross-selling and collaborative marketing capabilities by selecting and promoting talent based on clear criteria. Designing personalized development paths that encourage potential talents to experience cross-client and cross-product rotations to strengthen professional skills and foster interdepartmental collaboration. In 2024, 100% of newly appointed managers had cross-client and cross-product rotation experience, and all were promoted from within the talent pool.
Young Talent Pool (CMA)	Developing future leaders through a goal-oriented learning roadmap focused on Personal Financial Planning and Legal Financial International, based on 2023's two core pillars. Strengthening awareness of development among reserved young talents cadres through cross-functional training rotations. Hosting large-scale cross-cohort and cross-functional networking events to break down silos, encourage diverse thinking, and build a strong, interconnected talent community that embraces continuous self-development.

4.2 Social Impact

In Taiwan, one out of every two people is a customer of Cathay FHC and its subsidiaries. Therefore, the Bank actively utilize the Group's resources to promote sustainable actions, with the vision of helping to build an inclusive and equitable society. We form alliances with diverse strategic partners to jointly advance social sustainability. Focusing on "Youth Empowerment" and "Supporting the Underprivileged," we aim to help young people and disadvantaged groups acquire knowledge and skills, enabling them to remain confident and self-reliant in the face of a rapidly changing social environment, and to achieve their personal goals. For details on the costs associated with social impact initiatives, please refer to Appendix [Table 6.1-16](#).

4.2.1 Youth Empowerment

The aging population and declining birth rates are reshaping demographics, demanding a more diverse set of skills from future generations. Organization for Economic Cooperation and Development (OECD)'s "Skills for 2030" report highlights three key abilities: cognitive thinking, social-emotional, and practical learning skills as crucial. To cultivate self-awareness, career reflection, and skill development among youth, bridging the gap between education and employment, and empowering them for the workplace, the Bank organizes the Cathay Youth Internship Program (CSP, CIP), and coding classes. We actively collaborate with universities across Taiwan, providing practical training during internships, engaging in business operations, understanding corporate strategies, and enhancing the potential of our talent pool. We aspire to expand our influence continually, driving positive developments in society and the environment.

4.2.1.1 Java Talent Development Program

The goal of this program is to recruit individuals interested in pursuing information-related careers but from non-traditional IT backgrounds, providing aspiring young people and job seekers without technical backgrounds with a pathway to build professional skills. Through a 15-week curriculum combining programming courses and hands-on training, the program equips participants with programming capabilities to serve as an entry point for junior IT talent in the financial sector. Given the strong outcomes of the previous two Java training cohorts, the program continued in 2024, admitting 31 participants and onboarding 28, with a final conversion rate of 78%, and the participants rated the course satisfaction at 4.9 out of 5.