

2. Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent

Main Theme 2 Creating a Healthy Workplace and Protecting Employees Wellbeing

Management Approach

GRI 103-1 GRI 103-2 GRI 103-3

Sustainability Principles
The Talent → Quality
→ Performance Cycle

Innovative Recruitment Approach
50+50

97
NT\$120,000
Second-Child Grants

37.83
Hours
Average Training Hours

The Meaning of Material Topics to Sinyi and Sinyi's Major Contributions toward the SDGs

Human Capital is our most important asset in fulfilling our business strategy. As such attracting outstanding talent and providing a healthy and safe workplace have both been goals toward which we continue to strive.

3 GOOD HEALTH AND WELL-BEING



Ensure healthy lives and promote well-being for all at all ages.

By 2030, halve global deaths from road traffic accidents. Achieve university health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all. By 2030, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases.

Sinyi has established a "Happy Health Management Center," systematizing care for staff health and safety and providing a diverse range of considerate benefits, demonstrating to our staff how important they are to Sinyi. We also regularly organize traffic safety, fire safety, and first aid training courses, aiming to reduce the number of staff injured due to traffic accidents. On top of this, through the Sinyi Health Program, we provide systematic assistance in the prevention of AIDS, give staff the medical care help they need, and ensure that they enjoy healthy bodies and work-life balances. In this way, staff will be able to fully unleash their own potential and grow as individuals, which in turn will help the company grow with them.

4 QUALITY EDUCATION



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Sinyi reaches out to campuses to help young people get an early and deep appreciation of corporate sustainability and the skills needed in the real estate industry. This not only helps these young people prepare well for their careers while also creating more opportunities for Sinyi to recruit outstanding talent.

8 DECENT WORK AND ECONOMIC GROWTH



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

Sinyi offers competitive overall compensation and a comprehensive system of benefits, enabling our staff to enjoy the training they need and providing systems of communication and verification that help reduce any and all forms of compulsory or forced labor. And with regard to long-term development, we have established a salary and incentives system that includes the first high-security monthly salary for newcomers and our New Talent Oriented Program. Through these, we hope to provide fair employment relations and adequate work opportunities.

Material Topics :

401 Employment

403 Occupational Health and Safety

404 Training and Education

405 Diversity and Equal Opportunity

409 Forced or Compulsory Labor

Responsibilities

Employee Care Group, Total Ethical Management Committee

Policies

Letting Employees Share in Profits through Long-term Development and Strong Salary System

Our compensation system is based around the concept of "cooperative division of labor," not only providing a guaranteed monthly salary of NT\$50,000 for the first six months and a "high pay, low bonus" system that provides for high monthly salaries and monthly performance bonuses for our agents, but also encourages teamwork through team-based incentive payments. Over the longer term, we also provide retention bonuses and employee stock holdings, encouraging employees to grow together with the company. Since 1988, one-third of after-tax net profits are set aside for end-of-year employees bonuses and performance bonuses, a concrete realization of the spirit of profit sharing.

Training Talent from Scratch and Communicating Corporate Culture

In order to more fully convey our corporate culture, Sinyi exclusively hires real estate agents with no prior experience, training talent from scratch. With a comprehensive support and education system, we can accelerate the growth of employees vision and ability, equipping them to become important long-term professional partners with the Sinyi Group. Having established structured training modules, we have strengthened the transfer of training and make our training lessons more than just classroom lectures, but rather also practical experiences, helping employees lay a foundation of knowledge that they can put to use in the workplace.

Setting up the Happy Health Management Center and Providing Systematic Care of Staff Health

In 2015 we established the Happy Health Management Center, hiring full-time health managers to optimize our existing health management platform and provide timely care of the physical and mental health of our staff. The goals of the center are to provide quality health checks, hold first aid training, and strengthen workplace health and safety education, all with the intent of ensuring staff physical and mental health, reduce workplace accidents, and create a healthy, happy, and accident-free workplace.

Commitments

Sinyi Realty's commitment to providing a good environment to ensure our staff enjoy job safety and professional growth remains constant, as does our dedication to their total well-being, heart, body, and soul. We consider our staff our partners, and strive to attract the best talent. We are dedicated to creating a healthy workplace and protecting the well-being of our staff.

Concrete Actions and Results

Accomplish Ongoing

Strategic Direction	2016 Goals	2016 Actions	Status
Attracting High-Quality Talent	Widely Recruiting Talent with 3,000 Job Openings each Year	Launching the 30-day Work Appraisal Program	Continuing to Provide 3,000 Job Openings
	Average of 30 Hours of Training Per Person	Continue Optimizing Training System	Average of 37.83 Hours of Training Per Person
	Increasing Number of Digital Lessons	Strengthen Digital Learning	Holding 183 Online Classes
	Reduce Turnover Rate to Within 35%	Continue Providing 1/3 of After-Tax Net Profits to the Sharing of Operating Results with Staff	Turnover Rate of 34.9%
Ensure Health and Well-Being	Optimize Leave System to Promote Work-Life Balance	Adjust Vacations for Chinese New Year, Dragon Boat Festival, and Mid-Autumn Festival to Prevent Forced Labor	Implement New Vacation Policy for Chinese New Year, Dragon Boat Festival, and Mid-Autumn Festival in Branches across Taiwan
	Ensure Employees Health Reduce Injury Rate within 5 Years	Sinyi Health Program Launch Monitoring and Improvement Plants for Four Workplace Preventions Program	Injury Rate: 5.26

Future Strategic Goals

In 2017, we will continue to monitor and improve the Four Workplace Preventions Program and participate in Safe Places certification, giving our staff a health and safe place in which to work. In addition, to further provide for the cardiopulmonary health of our staff, we will provide information and articles on the subject, hold seminars, and provide classes for colleagues who want to quit smoking. In terms of global norms, working hours in Taiwan are still very long, and excessive overtime has become a long-term social issue. Sinyi Realty aims to prevent overwork by employing a proactive monitoring and management system for working hours.

Strategic Direction	Future Goals	Achievement Deadline
Attracting High-Quality Talent	Innovative Recruitment Approaches, and Increasing Talent Numbers Continuing to Provide 3,000 Job Openings a Year	Ongoing
	Promote the Merit 50 Movement to all Regions	2017
	Integrating Company Resources to Strengthen Digital Communications	2017
Ensure Health and Well-Being	Actively Cultivate Talent and Increase Rate of Transition to Formal Employment	2017
	Hold New Volunteering Family Picnic Days to Combine Charitable Work with Improving Staff Unity	2017
	Monitoring and Analyzing Working Hours to Reduce Risk of Overwork	2020
	Sinyi Health Program: Cardiopulmonary Health Project	2017
	Pass "Safe Places" Certification	

Caring for Staff

2.1 Our Vision - The Talent→Quality→Performance Cycle

Main Theme 1 : Viewing Employees as Partners and Attracting Quality Talent

We at Sinyi Realty have always considered our employees to be partners in the business, and we hope that they will be able to grow alongside the company. As such, we provide competitive levels of compensation and a comprehensive system of benefits to attract outstanding talent. Given the high-pressure nature of the real estate industry, employee turnover is higher than in most other industries. As such, we have made unceasing efforts to boost retention through various innovative policies.

Main Theme 2 : Creating a Healthy Workplace and Protecting Employees Wellbeing

Our commitment to providing a good environment to ensure our staff enjoy job security and professional growth has been a constant in Sinyi Realty, and we intend to continue these efforts alongside our staff into the future. We show our care for our staff through a systematic approach to health management, the provision of a system of competitive compensation and comprehensive benefits, and the creation of a safe workplace.



【Employees Interview】



Innovative Recruitment Group

With our New Talent Oriented Program launched, we continue to seek out partners that agree with Sinyi's business philosophy. To do so, we have set up the Innovative Recruitment Group, which aims to develop innovative, long-term channels for recruitment that will help the company recruit excellent partners and help drive sustainable organizational development. The Group continues to push the envelope, shaping an atmosphere of comprehensive communication and courageous innovation and attempting to use all available methods and channels to understand how job seekers think.

Innovative thinking and head-on tackling of challenges in regard to our impact on the employment environment are how Sinyi is able to constantly drive forward.

Group member Ya-ching Yang: "Working with the Group has been great. Of course, sometimes it can get stressful, but the Group has created a space where we can speak our minds and where any and all ideas can be exchanged to try and inspire one another. In the process, we get a better understanding of project goals and causes, and as a result everyone is fully committed to putting things into action."



Caring for Staff

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2.2 Viewing Employees as Partners and Attracting Quality Talent

Executable Goals	
3,000 job openings each year	Ongoing
40 hours training on average	2020
100% response rate of opinion communication platforms	Ongoing
Performance Highlights	
37.83 average employees training hours	
4.04 points of average score in the Management Leadership Style Survey	
100% response and resolution rate of grievance mechanism	
Action Plan	
Sharing Profits with Employees through a Competitive Salary System	
Establishing a Belief-oriented Talent Cultivation System and Strengthening Digital Learning	
Attracting Sufficient Outstanding Talent who can Grow with the Company	

Our Commitments

Sinyi views our employees as the company's most important partners, and as such we seek out outstanding talent, providing an excellent work environment, and treating all employees fairly. We are committed to corporate social responsibility, raising employee awareness, motivation, and drive for creativity and innovation. In this way, we shape a unique organizational culture, increasing the market value of our staff, attracting and retaining talented people, and increasing the company's competitiveness.

Meaning to Sinyi

Harmonious labor relations are the foundation of business development. Through structured training modules, we are able to ensure that our staff can provide an ongoing driving force for the company, tap into their potential, and grow together with Sinyi. By equipping our staff with professional knowledge and skills, we can in turn provide the best real estate trading services to the community. In addition, through promoting volunteerism, members of the Sinyi family not only hone their professional skills, but also showcase their warm-heartedness. Our staff is thus able to better appreciate giving back, and such intangible assets also help boost the company's internal cohesion and is the greatest investment in sustainable operations.

2.2.1 Recruitment

2.2.1.1 Talent Recruitment Policy

1. A Careful Start :

Only Using Sales Staff with No Real Estate Agency Experience
Sales staff account for 80% of Sinyi Realty's total employees. Whether they're fresh college graduates entering the workforce, middle-aged people looking to change careers, members of Aboriginal tribes, or people looking for a second job, as long as they have a college degree and no experience with real estate agency, everyone is welcome to join the Sinyi Realty family. Real estate agency is a job that demands a high level of professionalism and a passion for service, and as such it requires a long-term and ongoing investment in talent.

2. New Talent Oriented Program : 30-day Work Appraisal Program

When hiring new staff with no prior experience and a college-or-higher education, or hiring those changing career tracks, we also provide a guaranteed NT\$50,000 monthly salary for the first six months, ensuring these new hires can feel at ease as they learn about the real estate industry and develop the service skills needed to keep customers satisfied. On top of this, in April 2015 we introduced the 30-day Work Appraisal Program, which includes not only the NT\$50,000 guaranteed salary, but also an NT\$50,000 transition payment. Through this, we invite young people to explore the possibility of a career in the unfamiliar real estate industry and make a responsible decision about their futures.

Sinyi Realty is actively engaged in global expansion, not only setting up service locations in China and Japan, but also, in 2016, expanding into Malaysia. In addition to internal channels for development for our staff, we also aim to hire staff with an international perspective, a passion for service, and a positive, driven attitude, providing opportunities for development not only in Taiwan, but also in China, Japan, and Southeast Asian nations.

2.2.1.2 Sowing Seeds on Campus: Internship Program

To help students prepare themselves before graduation while also expanding the pool of potential talent, since 2016 we have worked with several colleges to provide internship and scholarship opportunities.

1. Sinyi School Scholarships: A full scholarship for two MBA students, as well as the Sinyi Realty Business Sustainability Grant and both domestic and international volunteering grants.
2. Real Estate Practice Course: In cooperation with China University of Technology, we organized a Real Estate Practice Course, with a total of 49 students electing to enroll.
3. Industry-Academia Cooperation: In cooperation with National Yunlin University of Science and Technology and Songshan High School of Commerce and Home Economics, we launched a seven-year industry-academia cooperative project, enrolling 43 students through written applications and interviews.
4. Full-time Internships: We have provided full-time real estate agent internships for 29 students in real-estate-related departments at four schools (Takming University of Science and Technology, China University of Technology, National Central University, and Kun Shan University), giving them the opportunity to put their lessons to practical use and acquire real-world experience.

In 2017, we took this a step further with the Sinyi Campus Seeds Project, founding certification classes and expanding our full-time internship program to offer opportunities to students from other departments and majors.

2.2.2 Talent Development and Cultivation

2.2.2.1 Training Programs: Belief-oriented Talent Training

Establishing trust between agent and customer is fundamental to real estate agency, and as such the character of agents is crucial. Sinyi has always attached great importance to education and training, believing that while such training may be expensive, not training staff is even more costly. The company will pay the price for poor quality service, a price that would far exceed the cost of any education and training. Sinyi takes a long-term perspective on talent cultivation and development, offering courses in the skills and knowledge needed at each stage in employee careers to help them develop diverse skills and continue to learn and improve.

Sinyi Realty Belief-oriented Talent Cultivation System

Target	Intensive Training			On-the-Job Training	Personal Growth
	Ranked Training	Functional Training	Project Training		
Section Managers or Higher	Rong Lessons Mian Lessons	Innovation School		Cross-Unit Job Experience	External Training (Job Responsibility Courses, Foreign Language Courses, Credit/Degree Studies) Independent Studies (Book Studies, Conferences/Seminars, Clubs)
Region/Department Management	Regional/Department Regional/Department	Business Philosophy Studies Professional Sales Training Professional Executive Training Professional Secretarial Training	STM Training Practice into Action Studies Quality Management Training Internal Course Instruction Training Real Estate Agent Examination tuition	3C Tuition Model Studies Meeting Styles and Culture Studies and Training Work Rotation and Unit Internships Project Studies (cross-team/-field) Deputy Training Mentorships	
Branch/Group Management	Regional/Department Branch/Group New Branch/Group				
General Staff	Branch/Group General Staff Skills New Staff Education and Training (Sales/Secretarial/Executive)				

- Note :
- Project Training was the key training for the year, applicable to all staff, and has its focus adjusted each year based on that year's work.
 - On-the-Job Training is a training system developed for the company to promote and encourage training in management operations on site.

Training Programs

Major Program 1

180-Day New Employee Training Program

Real estate is a people-oriented industry, and the character of our staff is a crucial influence on quality of service. Sinyi's top priority is the cultivation of talent, and to this end Sinyi offers new staff 180 days of training, providing them a guaranteed salary during the time to help them learn confidently. Training covers areas including Sinyi's business philosophy, rules and regulations, professional knowledge and skills, and attitude, weaving Sinyi's philosophy through the entire program to ensure that new staff set out with the correct understanding and the ability to thoroughly put that into use.

Major Program 2

Regional Service Training Camps

Sinyi attaches great importance to the passing on of ideas, and so in 2016, to help boost management leadership, we held regular regional management service training camps focusing on "becoming employees' ideal managers." Through topical discussions, the wisdom of the crowd, practical drills, and sharing of experience, these aimed to help management integrate Sinyi's philosophies into their approaches to management and their staff.

Major Program 3

Sinyi Volunteers - Re-learning Empathy in Service

Volunteer service is one of the alternative training methods Sinyi employs, and through it, our staff are able to re-familiarize themselves with what service really means. This also gives each member of our staff opportunities to experience different ways of life and to learn to look at community affairs with empathy. Thanks to this, they are able to rediscover their passion for their work and to experience a different side of society, energizing their service skills.

Training Hours GRI 404-1 SDG 4 SDG 8

Over the past three years, there has been a gradual increase in the average number of training hours. In 2016, middle and senior management, as well as ordinary staff, all saw an increase in their training hours over the previous year, with the most notable increase coming from our 180-day training program courses in our various branches, as well as from our regional training camps for management.

Average Training Hours (excl. online courses)

	2014			2015			2016			
	Number of Directors	Group Total Hours	Average Hours for Group	Number of Directors	Group Total Hours	Average Hours for Group	Number of Directors	Group Total Hours	Average Hours for Group	
Rank	General Staff	3,511	83,284	23.72	3,350	78,425	23.41	3,365	140,283	41.69
	Base-level Management	474	4,653	9.82	493	7,792	15.81	483	6,374	13.20
	Middle Management	57	336	5.89	49	689	14.06	60	1,484	24.73
	Senior Management	17	182	10.71	17	313	18.41	14	233	16.64
Gender	Male	2,697	55,882	20.72	2,576	57,471	22.31	2,556	96,029	37.57
	Female	1,362	32,225	23.66	1,333	31,539	23.66	1,366	52,345	38.32
Total	4,059	88,455	21.79	3,909	87,219	22.31	3,922	148,374	37.83	

Note - Source: Sinyi e-Schools Training and Education System Data, 2014-2016 (01/01-12/31)

Note - Totals for 2015 and 2016 include sum of branch training lessons

2.2.2.2 Lifelong Educational GRI 404-2

In addition to providing internal training courses, Sinyi also encourages staff to participate in external training, including degree/credit studies at graduate school, language learning, or ongoing education in other fields. Through such efforts, our staff is able to increase their knowledge and skills, equipping themselves with diverse skills for facing the future and staying ahead of future development demands. To support self-guided learning among our staff, we provide tuition support for external training, and to ensure the training is effective, when applying for external training, we are strict in our requirement for staff to fully consider the goals of their chosen course and the expected results, requiring them to write a reflection within two months of completing their chosen courses. And since learning knows no place or time, we also provide tuition grants for online education.

In 2016, we helped employees study a total of 1,505.5 hours of foreign languages including English and Japanese, 11,852 hours of self-improvement courses, and 2,536 hours of EMBA or similar degree/credit studies, supporting a total of 456 people for 15,893.5 hours of external training.

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2.2.3 Remuneration and Performance System

2.2.3.1 Salary and Incentives System GRI 102-36 GRI 405-2 SDG 8

1. Sales Staff

• A Salary and Incentives Policy that Focuses on Right not Profit, A High Guaranteed Monthly Salary

Sales staff receive a fixed monthly salary based on a standardized system built around job level, while performance and team task accomplishment bonuses are granted to individuals and teams accordingly.

• Team Bonuses Tied to Quality

After transitioning to formal employment, sales staff's salary is composed of base salary, individual bonuses, and team bonuses, promoting intrateam cooperation. Outstanding staff also have the opportunity to earn retention bonuses, encouraging them to stand beside us long-term and create win-win situations.

• Long-term Employment Bonus System

For the first half year, Sinyi offers a fixed salary in hopes of reducing losses during that early period, where attrition is highest, while also encouraging worry-free learning. To encourage staff self-improvement and to inspire them to push their abilities and potential toward higher goals, on 1 January 1998 we set out the Agent Education Incentives Guidelines, aiming to make staff see how much the company cares about their ongoing career plans. Sales staff that reach a set standard of performance in a three-calendar-year period are eligible for an Outstanding Staff Retention Bonus (renamed in 2006) of between NT\$250,000 and NT\$1.5 million based on their performance. Our hope is that this will help staff get on board with Sinyi's philosophy and grow alongside the company.

2. Support Employees

According to the Guidelines for Salary by Job Position, back-office employees receive salaries based on market standards, professional competency, and education. Each March, employees' salaries are reviewed and an external salary survey conducted, with salary standards adjusted in line with market levels.

3. Sharing the Fruits : One-third of Net Profits Shared with Employees

If the company enjoys a profit in a given year, one-third of after-tax net profit is set aside for end-of-year employees bonuses and annual performance bonuses, a concrete realization of the spirit of profit sharing. The amount received by each person differs according to the results of their performance evaluation.

4. Reasonable Compensation : Starting Salaries for New Staff, 2016 (by job category)

Sinyi Realty hires only those with no experience in real estate agency and a college degree or higher for our sales staff, providing a guaranteed monthly salary of NT\$50,000 for the first six months, a higher starting standard than other industries will offer to newcomers and higher than the minimum wage set in Taiwan in 2016. (In 2016, Taiwan's monthly minimum wage is NT\$20,008, with minimum hourly wage adjusted on 1 October 2016 from NT\$120 to NT\$126.) New staff are hired through procedures set out in the Hiring Management Guidelines.

Job Category	New Sales Staff		New Secretarial Staff	
	Female	Male	Female	Male
Average Starting Salary	50,000	50,000	28,000	28,000
Gender Ratio of Average Starting Salary	1	1	1	1
Ratio of Average Starting Salary to Taiwanese Minimum Wage, 2016	2.50	2.50	1.40	1.40

GRI 405-2 Ratio of basic salary and remuneration of women to men

There are no distinctions in salary by gender across our entire staff, with any differences attributable to difference in job category or level. Support staff salaries vary by expertise, education, and market standards. The larger proportion of the salary structure for sales positions is accounted for by variable pay, while the large proportion of the salary structure for support staff is accounted for by fixed salaries.

Rank	Total Salary	Monthly Salary	Variable Pay
Senior Management (Vice Presidents and Higher)	0.81 : 1	0.79 : 1	0.85 : 1
Middle and Base-level Management	0.88 : 1	0.98 : 1	0.80 : 1
General Staff	0.84 : 1	1.05 : 1	0.62 : 1



Note : Statistics for those employed for at least one full year as of 31/12/2016

For more information, please see Section 1.3.3 Salaries and Incentives for Senior Management and Sustainable Operations

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2.2.3.2 Performance Management GRI 404-3 SDG 8

In order to help employees at all levels continue to grow, Sinyi Realty has established a comprehensive system of regular performance interviews and evaluations. Performance reviews for employees do not differ by gender, and 100% of employees undergo such reviews. Staff dispatched abroad are reviewed in line with local assessment systems, and contracted staff in accordance with their contracts. Managers at all levels undergo full training in performance interviews and assessment in order to provide staff with guidance, support, and career counseling to help them grow.

Management regularly conducts performance reviews and improvement reviews with regard to staff, setting goals accordingly. The results of performance reviews are also used as the basis for promotions and salary adjustments. End-of-year performance reviews vary in accordance with achievement of goals and assessments, with senior management having final say.

2.2.3.3 Promotion System

Sinyi takes cultivation of talent extremely seriously, and as such provides a transparent system of promotions and opportunities, employing a "no double yellow lines, passing at any time" policy that does not depend on length of employment. We provide two tracks of development—one for specialists (sales-focused agents) and one for management (management from branch manager level up), for staff to choose from as suits them. Sales and management alike start from the bottom, rising through the ranks through sufficient management training and as they acquire the skills necessary for each management level. Each year, regular selection of store and regional management is conducted, with Chairman Chou Chun-chi personally participating. Our hope is that every member of the Sinyi family will be able to find the right place for them and realize their dreams with us.

Support staff promotions are done in accordance with the Support Staff Salary Adjustment and Promotion Proposal Guidelines and with reference to the Sinyi Group Support Employees Employment Standard and Responsibilities, through observations of performance and potential. The skill levels and potential for development are assessed in line with their performance evaluations, length of employment, and merits/demerits, and promotions proposed accordingly.

2.2.4 Labor Relations

2.2.4.1 Complaints Mechanism and Communication Channels

In order to understand the views and feelings of our staff with regard to organizational development or policy implementation and to provide a work environment free from sexual harassment and gender discrimination, we have established a multilingual channel for communications, continue to promote the use of such communication channels, and ensure that communications mechanisms operate smoothly. Such efforts help employees resolve issues regarding personal rights, unfair treatment, or other matters, enabling staff to immediately have their positions addressed and creating a workplace free from barriers to communication.

1. Communication Channels

Should ethical concerns arise or should they have any opinions regarding internal or external issues pertaining to the company, all stakeholders are free to share their suggestions, clear up concerns, or address misconduct.

For more information, please refer to the Stakeholder Engagement section of the chapter on Material Topics Management

2. Formal Complaints Mechanism

A total of 232 matters were filed through the formal complaints mechanism in 2016, most related to personnel, education & training, or customer service. 100% of these were resolved, with relevant policies adjusted in line with staff opinions. For example, leave rules were adjusted in response to the 2016 amendment of the Labor Standards Act, setting working hours to 40 hours per week. From 2016, where traditionally the service industries regard holidays as major sales periods, we have established a formal policy of giving staff of all branches Taiwan-wide time off for Dragon Boat Festival, Mid-Autumn Festival, and Chinese New Year, encouraging them to go home and spend time with their families, increasing the quality of both their home lives and their work.

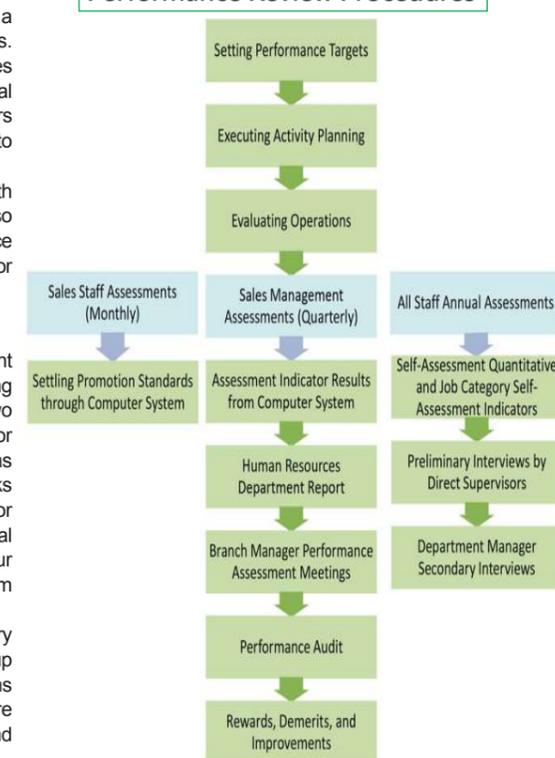
GRI 403-1 3. Labor-Management Organization

Sinyi Realty strives to protect the rights and interests of our employees, and while we have not unionized, we have established an internal Employee Welfare Committee and hold quarterly labor-management meetings, enabling representatives of each side to undertake discussions regarding the rights and benefits due to our staff. The Committee is set up with one chairman, one director, and one deputy director, and a total membership of 29. This figure includes a total of 26 Sinyi Realty staff members, 0.77% of our total employees. Labor-management meetings are made up of 5 representatives from each side, with labor representatives accounting for 0.15% of our total employees.

4. Labor Issues and Complaints

In 2016 a total of three non-active staff members applied for labor dispute mediation to the competent authorities. Upon receipt of these applications, the company promptly set up dedicated groups to investigate and handle the content of said disputes, accepting invitations for mediation meetings from the relevant units and facilitating communication between representatives of the company and the affected staff. After investigations, the company followed the relevant procedures as set out in corporate guidelines to handle the issues. It was found that there was no violation of applicable laws, and due to perceptual differences with the company and resulting discrepancies between descriptions of the issues and the facts of the matter, mediation was unsuccessful in two cases. In the remaining case, a reconciliation was established due to considerations of the affected staff member's particular circumstances.

Performance Review Procedures



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2.2.4.2 Employment Status

HR Structure **GRI 102-8** **GRI 405-1** **SDG 8**

As of the end of 2016, Sinyi Realty had a total of 3,922 employees, including 14 senior managers, 60 middle managers, 483 base-level managers, and 3,365 general staff. Due to the nature of the real estate agency business, male sales staff were somewhat greater in number than female (65.17% to 34.83%), while female managers accounted for 15% of total management. In 1986, Sinyi adjusted our staffing strategy, recruiting only college graduates. As such, over 90% of our staff hold at least Bachelor's degrees.

New Hires and Turnover **GRI 401-1**

Of the total staffing of Sinyi Realty, sales staff account for approximately 80%, and while there is no gender bias in hiring, due to the nature of the industry new hires tend to largely be young males. Departures are similarly structured to the overall staff structure, with the largest number being men under 30 years of age. Real estate agency is a somewhat challenging line of work, demanding not only long hours but also a heavy workload. The situation in the industry in 2016 was even more seriously challenging in 2016, and during that year Sinyi Realty's overall staff saw an average turnover rate of 34.9%.

To take effective measures to reduce turnover and respond to these challenges, the company has launched a counseling program for low-performing staff, helping them investigate issues and focus on developing core skills and competencies. Through teamwork, our staff aims to provide mutual assistance, fostering unity and confidence in their work. For new hires, teams hold regular care and counseling, helping them adjust to the workplace environment. Additionally, the company also asks managers in charge of units, or HR management, to conduct face-to-face interviews with departing staff in order to better understand their reasons for leaving, and to follow up with statistical analysis of those reasons.

Distribution of Employment Contract and Type (2014-2016) **GRI 102-8**

Region	Year	2014				2015				2016			
		Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
	Employment Contract	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Taiwan	Total	1,337	2,659	24	18	1,292	2,549	40	19	1,314	2,535	51	16
	Part-Time	0	0	13	16	0	0	12	13	0	0	15	10
	Full-Time	1,337	2,659	11	2	1,292	2,549	28	6	1,314	2,535	36	6
China (Abroad)	Total	1	20	0	0	1	8	0	0	1	5	0	0
	Part-Time	0	0	0	0	0	0	0	0	0	0	0	0
	Full-Time	1	20	0	0	1	8	0	0	1	5	0	0
Total		1,338	2,679	24	18	1,293	2,557	40	19	1,315	2,540	51	16

Note : Temporary Staff - Personnel on contracts of designated term. Part-time Staff - Masseurs, nighttime/holiday operators, customer and information services holiday phone staff, agency services (incl. handling water, power, gas, and phone transfer applications). China region middle management dispatched from Taiwan.

Educational Levels (2014-2016)

	2014		2015		2016	
	Number of Directors	Percentage (%)	Number of Directors	Percentage (%)	Number of Directors	Percentage (%)
Total Employees	4,059	100.0%	3,909	100.0%	3,922	100.0%
Pre-Bachelor's	261	6.4%	266	6.8%	271	6.9%
Bachelor's Degree	3,460	85.2%	3,321	85.0%	3,324	84.8%
Master's Degree	335	8.3%	319	8.2%	324	8.3%
Doctorate	3	0.1%	3	0.1%	3	0.1%



Note : Pre-Bachelor's (incl. high school and vocational school graduates) - specialist staff (masseurs, drivers, operators, etc.) or senior staff (hired prior to the 1986 adjustment of employment policy to hiring only college graduates or higher) Bachelor's Degree - Includes both two-year (post-Associate's) and four-year programs.

Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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Sinyi Realty Employees Age Group (2014-2016) **GRI 405-1**

Year	Type	Senior Management (VP or higher)		Middle Management (Regional managers)		Base-level Management (Store managers)		General Staff		Total
		Female	Male	Female	Male	Female	Male	Female	Male	
2014	Total Employees	4	13	4	53	63	411	1,291	2,220	4,059
	30 or over (incl.)	0	0	0	0	16	39	705	1,132	1,892
	Percentage (%)	0.0%	0.0%	0.0%	0.0%	25.4%	9.5%	54.6%	51.0%	46.6%
	31-50 (incl.)	3	8	4	49	47	369	439	800	1,719
	Percentage (%)	75.0%	61.5%	100.0%	92.5%	74.6%	89.8%	34.0%	36.0%	42.4%
	51 or over (incl.)	1	5	0	4	0	3	147	288	448
2015	Total Employees	4	13	2	47	72	421	1,255	2,095	3,909
	30 or over (incl.)	0	0	0	0	14	38	742	1,196	1,990
	Percentage (%)	0.0%	0.0%	0.0%	0.0%	19.4%	9.0%	59.1%	57.1%	50.9%
	31-50 (incl.)	2	4	1	43	57	376	508	880	1,871
	Percentage (%)	50.0%	30.8%	50.0%	91.5%	79.2%	89.3%	40.5%	42.0%	47.9%
	51 or over (incl.)	2	9	1	4	1	7	5	19	48
2016	Total Employees	3	11	4	56	77	406	1,282	2,083	3,922
	30 or over (incl.)	0	0	0	0	13	37	723	1,112	1,885
	Percentage (%)	0.0%	0.0%	0.0%	0.0%	16.9%	9.1%	56.4%	53.4%	48.1%
	31-50 (incl.)	0	3	2	48	63	360	547	948	1,971
	Percentage (%)	0.0%	27.3%	50.0%	85.7%	81.8%	88.7%	42.7%	45.5%	50.3%
	51 or over (incl.)	3	8	2	8	1	9	12	23	66
2016	Percentage (%)	100.0%	72.7%	50.0%	14.3%	1.3%	2.2%	0.9%	1.1%	1.7%

Note : Total Employees = (Annual Total at Beginning of Year + Annual Total at End of Year) / 2 Staffing statistics listed by end of year.



New Hires and Turnover Structure (2014-2016) **GRI 401-1**

Gender	Age Bracket	Region	New staff						Departed staff					
			2014		2015		2016		2014		2015		2016	
			Number of Director	Percentage (%)										
Gender	Male	898	63.82%	803	62.39%	904	64.43%	854	65.39%	905	64.92%	922	67.35%	
	Female	509	36.18%	484	37.61%	499	35.57%	452	34.61%	489	35.08%	447	32.65%	
Age Bracket	30 or under (incl.)	1,210	86.00%	1,101	85.55%	1,174	83.68%	983	75.27%	1,034	74.18%	1,022	74.65%	
	Over 31 to Under 50 (incl.)	183	13.01%	182	14.14%	221	15.75%	321	24.58%	359	25.75%	338	24.69%	
	51 and Over	14	1.00%	4	0.31%	8	0.57%	2	0.15%	1	0.07%	9	0.66%	
Region	Taipei/Taoyuan/Hsinchu	947	67.31%	856	66.51%	852	60.73%	919	70.37%	932	66.86%	857	62.60%	
	Central Taiwan	237	16.84%	222	17.25%	235	16.75%	197	15.08%	243	17.43%	209	15.27%	
	Southern Taiwan	223	15.85%	209	16.24%	316	22.52%	190	14.55%	219	15.71%	303	22.13%	
Total		1,407	100%	1,287	100%	1,403	100%	1,306	100%	1,394	100%	1,369	100%	

Note : New hires are cumulative for the year.

Note : Turnover Rate = Cumulative Total of Departures for Year / ((Total Employees at Beginning of Year + Total Employees at End of Year) / 2)

Note : Central Taiwan - Central region and administrative areas. Southern Taiwan - Tainan, Kaohsiung, and administrative areas.

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Turnover Rate by Year (2014-2016) GRI 401-1

Year	2014	2015	2016
Average Turnover Rate across All Employees	32.1%	35%	34.9%

Note : Turnover Rate = Cumulative Total of Departures for Year / ((Total Employees at Beginning of Year + Total Employees at End of Year) / 2)

2.2.4.3 Employee Opinion Surveys

To effectively collect the opinions of our staff to use as a reference for future policy improvements, Sinyi Realty commissions external consultants to conduct customized surveys of all staff each year.

Since 2009, these consultants have interviewed all levels of management and staff in depth, adjusting for sales or support roles, and designing appropriate surveys. In addition, the company also undertakes Management Leadership Style Surveys of all staff, adjusting for structure and issues. Through these surveys, staff can express their thoughts regarding management leadership style and help management review and improve any perceived gaps between management and staff.

Individual scoring results reflect how subordinates view the daily management style of their supervisors, and can provide those supervisors with a reference for adjustment; average scoring results, meanwhile, can serve as a reference for departments regarding organizational operations. Based on the results of these surveys, managers and units can propose measures for improvement and integrate reviews into the following year's goals. Through this virtuous cycle of planning, execution, review, and action, we are able to improve the overall effectiveness of our leadership and help the organization and our staff grow simultaneously.

Below are the average scores of management leadership style surveys for 2014-2016 :

Year	2014	2015	2016
Support Management	3.47	3.65	3.60
Sales Management	3.88	3.95	4.17
Overall Average	3.83	3.90	4.04

Note : Each year, the surveys are structured around a Likert-type five-point scale, with questions organized around that year's policy focuses, with minor adjustments. As the kinds of work pursued by sales staff and support staff at Sinyi Realty are quite different, their scores are calculated separately; by thus eliminating the impact of these differences, the overall averages are thus more representative.

As sales staff account for a far greater percentage of our total staff, in the past Sinyi's support management were somewhat undertrained, and the structure of past Management Leadership Style Surveys was more one-sided. To address this, in 2016 through regional training camps and conferences on business philosophy, we created a space for shared discussion between support and sales management, balancing past policy biases toward sales. Additionally, the structure of the surveys was diversified to include "Encouragement and Motivation," "Team-Oriented Leadership," "Tendency to Selfless Cooperation," and other such elements, facilitating review by support management of the results in order to determine places for improvement and helping them pursue such improvements and stabilization of leadership quality.

As for sales management, in 2016 their surveys focused on four major areas, namely "Daily Management," "Talent Cultivation," "Implementation of Philosophy," and "Policy Promotion." Through routine meetings with regional management and monthly meetings of branch management, we were able to bring together all levels of management to jointly discuss policy direction and implementation, helping management understand policies more fully, incorporate them into their own values, and realize them everyday staff communications channels, getting everyone on the same page and pursuing year-on-year growth in survey scores.



Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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2.3 Creating a Healthy Workplace and Protecting Employees Wellbeing

Executable Goals	
<5 Injury Rate	2017
Obtaining various certifications	2017
we will also pursue "AED Safe Places" certification	
Planning and implementing "Happy Workplace Passport"	2017
Performance Highlights	
290 accumulation Second-Child Grant applications	
Major holiday leave policy implementation	
to encourage work-life balance	
5.26 Injury Rate	
Action Plan	
Promote Health Programs including Sinyi Health Program and Four Workplace Preventions Program	
Optimize Mechanisms for Leave and Encouragement of Healthy Work Lives	
Put in Place Health and Safety Training to Create a Healthy and Safe Workplace	

Our Commitments

Sinyi works hard to help our employees seek balance between their work and home lives, thus helping maintain innovation and development in the company and joyful accomplishment among the employees. In developing a safe workplace, we will continue monitoring and improving our actions, promoting ongoing education in health and workplace safety while also seeking to obtain related certifications. Only by helping our employees accomplish a balance between work and home lives will we truly have employees who can confidently enjoy their work and help the long-term development of the company.

Meaning to Sinyi

Modern society is fast-paced, with issues like overwork and on-the-job accidents frequent. As we consider talent the foundation of the company and strive to put people first, Sinyi has implemented relevant regulations to promote the health and safety of its staff, encouraging them to achieve work-life balance and enjoy lifelong health, happy lives, and ultimately, happiness.

Certifications

Received "Healthy Workplace Certification" from Health Promotion Administration, Ministry of Health and Welfare
We are committed to a smoke-free environment, implementing health promotion measures, and creating an excellent working environment, and thanks to this we were able to receive the Health Promotion Administration's Healthy Workplace Certification, valid from 01/2016 through 12/2018.

Received "Excellent Breastfeeding Room" Certification from Department of Health, Taipei City Government

To protect the rights of breastfeeding female employees, we have set up breastfeeding rooms and earned the Taipei City Government Department of Health's Excellent Breastfeeding Room certification, valid 09/2014 through 08/2017.

2.3.1 Benefits and Retirement

2.3.1.1 Benefits System GRI 401-2 GRI 401-3

Whether governmentally mandated—e.g. labor insurance, pension system, categories of leave (personal, sick, maternity, pregnancy checkup, paternity, menstrual, family care, marriage, bereavement, occupational sickness, special, or unpaid parental leave)—or other benefits provided by Sinyi Realty—e.g. service fee discounts when buying or selling property, ESOP, training subsidies, public health checks, specialist health management, professional massages, employee assistance program (EAP)—a wide variety of benefits are available to all Sinyi employees. Of these, only the service fee discounts, ESOP, training subsidies, and public health checks are not applicable to employees on term contracts.

Benefits limited to formal employees are laid out in detail in the relevant table. All employees (excluding those on term contracts) can enjoy benefits including: group insurance; the Happy Health Management Center; professional stress-relief massages; uniform subsidies; club subsidies; travel subsidies; celebration/bereavement subsidies from management; marriage, bereavement, birth, hospitalization, or emergency relief; annual and birthday gifts (vouchers); and entertainment fee for supervisor. All Sinyi Realty employees in the Taiwan region can enjoy the aforementioned benefits in line with the applicable principles.

First and Highest in Taiwan: Second-Child Grants

Sinyi Realty aims to lead by example, and so in 2013 we put in place our Second-Child Grants Program to stimulate the birth rate. This program received a personal letter of appreciation from the Minister of the Interior and words of praise in a Facebook post and Chinese New Year's Speech by former President Ma Ying-jeou. As of the end of December 2016, a total of 290 employees had applied for these grants, with an expected NT\$34.8 million in payouts. In the time since the implementation of this program, the number of second children born to the Sinyi family has grown year on year, from 72 in 2014 to 84 in 2015 and 97 in 2016.

In addition to maternity grants, the company has also reached a cooperative agreement with childcare organization Hess to provide study discounts, reducing the load on employees raising young children and helping them focus worry-free on their work.

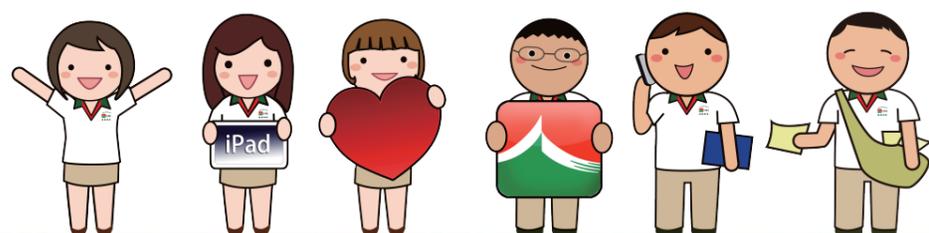
Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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Benefits Provided to Full-time Employees **GRI 401-2**

The following benefits not only provide to Sinyi Realty formal employees or dependents, Tier 1 suppliers are also applicable to enjoy. Except the automotive third-party liability insurance is limited to sales staff.

Benefit Category	Benefit Content	Notes
Insurance	Group Insurance (Applicable to all employees, including term contract personnel)	Total coverage valued at NT\$5 million, including fixed-term, injury, medical, peace-of-mind fixed-term health, cancer, and occupational hazard insurance, along with discounts on insurance for employees dependents.
	Automotive Third-party Liability Insurance (limited to sales staff working at branches)	With the potential for unfortunate accidents in the course of carrying out their jobs, sales staff are provided with automotive third-party liability insurance in order to reduce the risk of damages incurred by staff and the risk of joint liability on the part of the company.
Health Care	Physical Health Checks (Formal employees only)	Each time staff complete two years with the company, they are entitled to one public health check. Staff aged 40 or above are eligible each year, and new hires receive a free physical examination upon commencement of employment. Staff dependents can also enjoy discounts on these same health checks.
	Mental Health Checks (Formal employees only)	In addition to physical health checks, since 2011 staff have also been provided with mental health checks, with staff filling out online mental health questionnaires and providing individual reports to external consultants, helping our staff better understand their mental health as well as their physical health. For those staff experiencing mental stress that exceeds a set standard, professional consultants will contact them and provide individual counseling to help them improve their situations.
	Employee Assistance Program (Formal employees and dependents only)	To help staff deal with non-work factors that may be interfering with them, we have followed the lead of Western trailblazers and, as of May 2006, established our own employee assistance program (EAP). With outside consultants ready to provide individual counseling services focusing on career, family, sexual relations, physical or mental stress, finances, or legal issues, staff can call a toll-free 0800 number and book a consultation. Through this, we hope to help our staff enjoy physical and mental health and a strong work-life balance. Since 2008, we have extended this program to also apply to dependents of staff, taking further responsibility for caring not only for our staff, but also for their families, letting staff focus more on their career development.
	Childbirth Grants for Employees (Formal employees only)	Employees who have completed a year of employment who have a second (or later) child are entitled to a grant of NT\$120,000 per child, paid out in monthly installments over the course of a year.
Stock Holdings	ESOP (Formal employees only)	Sinyi is the only listed real estate company to offer employees a share of their earnings, with bonuses of between NT\$500 and NT\$700 paid out each month in line with each staff member's investment.
Other	Discounts on Service Fees for Property Purchases or Sales (Formal employees and dependents only)	1. Service Fee Discounts when Buying Property (1) Employees and their spouses and dependent children will not be charged service fees when commissioning the company for property purchases. (2) The parents of employees and their adult children will receive a 50% discount on service fees on property purchases, 0.5% of the total price. 2. Service Fee Discounts when Selling Property Employees and their spouses, parents, and children will enjoy a discounted service fee of 2% of total price when commissioning the company to sell property.
	Training Subsidies (Formal employees only)	To encourage employees to pursue further education, we subsidize 50% of tuition fees.
	Employee Bonuses (Formal employees only)	When the company enjoys a profit after annual settlements, cash or stocks will be granted to staff with one full year of employment and at the project manager level or above.



Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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Statistics on Employees Applications for Parental Leave and their Returns to Work **GRI 401-3**

The company is in full adherence to all relevant laws and regulations with regard to staff applications for unpaid parental leave, and all staff who apply for such leave may apply for reinstatement to their previous positions upon the completion of their leave period. In 2016, our retention rate for both male and female staff was over 80%, and when looking at the gender breakdown of such retention, we see that Sinyi Realty supports both genders equally in their family commitments.

Type	Gender	2014	2015	2016
Number of Employees that Were Entitled to Parental Leave	Male	221	270	240
	Female	142	146	138
	Total	363	416	378
Number of Employees that Took Parental Leave	Male	27	26	28
	Female	40	43	44
	Total	67	69	72
Number of Employees Due to Return to Work after Taking Parental Leave (A)	Male	20	16	33
	Female	20	18	38
	Total	40	34	71
Number of Employees that Did Return to Work after Parental Leave (B)	Male	13	12	10
	Female	16	10	28
	Total	29	22	38
Return to Work Rate (B/A)	Male	65%	75%	30%
	Female	80%	56%	74%
	Total			
Number of Employees Returning from Parental Leave in the Prior Reporting Periods (C)	Male	1	13	12
	Female	5	16	10
	Total	6	29	22
Number of Employees Retained 12 Months after Returning to Work Following a Period of Parental Leave (D)	Male	0	12	10
	Female	4	15	8
	Total	4	27	18
Retention Rate (D/C)	Male	-	92%	83%
	Female	80%	94%	80%
	Total			

Note: Return to Work Rate = Number of Employees that Did Return to Work after Parental Leave (B) / Number of Employees Due to Return to Work after Taking Parental Leave (A) x 100

Note: Retention Rate = Number of Employees Retained 12 Months after Returning to Work Following a Period of Parental Leave (D) / Number of employees returning from parental leave in the prior reporting periods (C) X 100

2.3.1.2 Retirement System **GRI 201-3 GRI 401-2 GRI 404-2 SDG 3**

In order to help our staff with their pension payments and other related matters, Sinyi has established the Sinyi Realty Retirement Pension Guidelines, which apply to all staff hired and paid by the company. When eligible, staff can apply for voluntary or compulsory retirement from the company. Pension payment standards are set in accordance with the guidelines set out in the Labor Standards Act and the Labor Pension Act. In line with the Labor Standards Act, the company has set up a Labor Pension Fund Supervisory Committee to manage reserves set aside for pension payments, and in accordance with the Labor Pension Act, such funds are to be paid out monthly.

- Labor Standards Act Retirement System** : Each month, in accordance with workers' total wages, a suitable amount is paid into retirement reserves via Corporate Pension Fund Accounts set up with the Bank of Taiwan.

For more information: Please see page 165, 212-213, 232-233 of the Sinyi Realty Annual Report <http://img.sinyi.com.tw/u/file/2017/05/e34eafe9e1433f118b76fc90c2b8c9f7.pdf>

- Labor Pension Act** : Each month, the company pays 6% of each individual's wage into individual pension accounts set up by the Bureau of Labor Insurance. Those who wish to voluntarily pay into their pension accounts can also have a specified amount deducted each month from their pay and paid into their individual pension account with the Bureau of Labor Insurance.

- GRI 404-2** The company has also formulated Guidelines for Reemployment of Retired Colleagues, aimed at providing assistance to retired colleagues who wish to continue making use of their professional knowledge and skills to help the organization develop. Any of those who are eligible and wish to continue their service may apply.



Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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2.3.2 Health and Safety

2.3.2.1 Occupational Safety and Health Committee GRI 403-1 GRI 403-4

The company has set up an Occupational Safety and Health Committee, as well as establishing the roles of Occupational Health and Safety Executive and Occupational Health and Safety Manager. The role of Occupational Health and Safety Executive is served by HR managers. The Occupational Safety and Health Committee has organized research, coordination, and recommendations on the subject for the company, as well as on traffic safety. The committee is made up of 10 people, with 4 staff representatives, 40% of the total. The committee meets once every three months.

2.3.2.2 Safety Promotion and Training GRI 403-3

As 80% of company staff are sales staff involved in direct customer service, the majority of staff use scooters to get to and from work, and sales staff often need to leave the branch to serve customers during work hours, there is a relatively high chance of traffic accidents. To help prevent such accidents, the company carries out occasional traffic safety promotions, reminding staff to follow the road code, always wear full-face helmets when riding, to ensure their licenses are valid, and to ride only vehicles they are licensed for. Offices also undertake regular power safety checks, checks of air conditioning equipment and monitoring systems, disinfection, cleaning, and reinforcement of non-smoking regulations, helping ensure all staff can enjoy a safe and comfortable working environment.

To strengthen the knowledge of disaster prevention and evacuation among our staff, each six months we hold fire safety seminars and emergency evacuation drills. During said drills, we also provide education on the operation of fire safety equipment along with fire safety seminars, further strengthening fire safety awareness and protecting the safety of individuals and groups.



Fire Safety Seminars and Evacuation Drills

Emergency Drills

Fire Safety Seminars

In order to provide a safer, more secure working environment, we have set up Automated External Defibrillators (AEDs) and continue to hold training seminars on their operation to help staff understand the correct usage and other things to look out for. In this way, should an emergency happen, we can be sure our staff are able to seize that most important time for saving lives, thus creating a work environment in which all can enjoy peace of mind. In 2016, we held a total of 16 AED and CPR training sessions for a total of 1,017 trainees, not only furthering our staff's first aid abilities, but also providing an additional layer of safety and care for the lives of our staff and customers.



AED Setup Announcement

CPR and AED Training

Health and Leadership Communication Seminar

Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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2.3.3 Workplace Safety Analytics GRI 403-2 SDG 3

When employees are injured, they are granted leave as appropriate in accordance with the relevant guidelines and the particulars of the situation, and we assist them with applying for labor insurance accident compensation. In 2016, a total of 122 people applied for injury leave for a total of 1,980 injury days, and there were 0 cases of occupational diseases.

Staff injuries are primarily identified in accordance with definitions by the Bureau of Labor Insurance, including traffic accidents (incl. to work, from work, and during work), falls, injuries while on dispatch, injuries due to impact by objects, etc., and do not include Mercurochrome incident. Injury rate and days lost to injuries are calculated according to monthly reports to the Bureau of Labor Insurance.

Accident Statistics (2014-2016)

Year	2014		2015		2016	
	General Work Injury	Occupational Disease	General Work Injury	Occupational Disease	General Work Injury	Occupational Disease
Number of Deaths	0	0	0	0	0	0
Lost Work Days	A total of 125 people requested injury leave which totaled leave of 2,917.5 days		A total of 114 people requested injury leave which totaled leave of 1,693.5 days		A total of 122 people requested injury leave which totaled leave of 1,980 days	



Note : Lost work days - Number of work days taken as leave between accident occurrence and return to work.

Injury Rate (2014-2016)

	2014	2015	2016
Male	5.89	3.79	5.23
Female	5.68	6.72	5.22
Total	5.82	4.79	5.26

Note : Injury rate = (Total No. of Injury Incidents / Total Working Hours) x 1,000,000

Lost Day Rate (2014-2016)

	2014	2015	2016
Male	92.81	45.98	74.43
Female	51.10	65.03	51.26
Total	78.81	52.48	66.36

Note : Lost Day Rate = (Lost Work Days / Total Work Hours) x 1,000,000

Absentee Rate (2014-2016)

	2014	2015	2016
Male	0.47%	0.38%	0.42%
Female	1.16%	1.15%	1.10%
Total	0.70%	0.64%	0.65%

Note : Absentee Rate = (Days Absent / Total Work Days) x 100
Note : Includes days absent due to sick leave, menstrual leave, and work injury leave

2.3.4 Health Planning and Lifestyles of Health and Sustainability (LOHAS) GRI 409-1 SDG 3

Real estate agency is a highly challenging, high-pressure job. Out of consideration of basic requirements of providing a safe and healthy working environment and of corporate social responsibility, Sinyi Realty not only provides legally mandated labor and health insurance, but also invests in group insurance for staff, provides free physical and mental health checks, offers activity subsidies, encourages staff to form or join clubs and club activities, and has enacted an employee assistance program. Through such practical policies and investments of resources, we provide concrete evidence of our concern for and value of the health and safety of our staff.

Key Topic 1 Dedicated Happy Health Management Center to Care for Employees Health

Sinyi Realty firmly believes that the key to business sustainability is happy staff, and happiness begins with physical and mental health. As such, in 2015 we set up a unit dedicated to taking care of the physical and mental health of our staff, the Happy Health Management Center, with dedicated nursing and medical professionals who put their expertise to use in providing treatment and information on healthcare to our staff. In their efforts to provide health management, they have established several checkpoints for our staff:

1. Health Consultation : Providing healthcare information and individual consultation services.
2. Health Checks and Followup : Providing regular health checks and, in the event of irregularities, providing advice and followup to affected staff.
3. Promoting Health through the Sinyi Health Program : Organizing health seminars and conducting surveys and consultancy.
4. Health Management Platform : Staff can make use of the platform to get an understanding of their health records and learn new things, or to book massages or health consultations.
5. Prevention Plan : Planning and implementing Four Workplace Preventions Program.
6. Immunization Service : Subsidized immunizations offered at set locations.
7. Employee Assistance Program : Confidential counseling services are provided by external professional counselors.



Online User Statistics for Health Management System	Year	2014	2015	2016
	People	21,710	48,515	72,882

Caring for Staff

Main Theme 1 Viewing Employees as Partners and Attracting Quality Talent
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Key Topic 2 Shortened Working Hours for Improving Work/Life Balance GRI 409-1

Some 80% of Sinyi Realty's staff are sales staff, and due to the nature of the work, peak service periods tend to be when most people have finished work or during weekends. Long weekends and multiday holidays are also prime service periods. Given these facts, there is a high risk of working in excess of usual hours.

1. Overtime Management Mechanism

With regard to the rest and attendance of our staff, Sinyi Realty has set out clear guidelines concerning leave management, business travel management, and overtime management. Leave and overtime guidelines are in line with legal requirements. Sales staff and managers, as "professional workers with designated responsibility" as per Article 84-1 of the Labor Standards Act, are required to sign agreements upon commencement of work that are then to be approved by the competent authorities. Leave and overtime conditions are to be in line with said agreements. Support staff overtime conditions are in line with relevant legal provisions, and do not exceed 46 hours per month. Should work demands require an extension of working hours, management must first obtain the consent of the affected staff. In addition, we have established the "Program for the Prevention of Diseases Caused by Abnormal Workloads," screening high-risk staff in coordination with the annual health checks and alerting the relevant manager(s), who shall then review allocation of working hours and make adjustments as necessary.

2. Adjusting Attendance Time

Sales staffs of all branches have, since 2009, been subject to the "start an hour later (10 am)" policy for Monday through Thursday, giving them an extra hour in the mornings to be with their families. Through the leave management system, management can also review and get a better understanding of staff leave conditions, helping ensure their staff are striking a suitable work-life balance and taking action to prevent forced labor.

3. Optimizing the Leave System

Since 2016, Sinyi Realty has had in place a new policy providing sales staff from branches across Taiwan time off during the three major holidays - Dragon Boat Festival, Mid-Autumn Festival, and Chinese New Year—encouraging staff to spend time with their families at home or on trips. In addition, every person is given one day of paid leave to volunteer, being actively encouraged to get outside of work and involved with the community, experiencing the joy of helping others and fostering a virtuous cycle. This not only makes staff more satisfied with their work, but also helps them in their pursuit of career development and promotes health home lives.

Key Topic 3 Diverse Club and Activities

Sinyi Realty has formulated Guidelines for Employee Clubs and Organizations, providing activity subsidies (NT\$5,000 per quarter, up to a maximum of NT\$15,000 for large-scale events), with the Employee Benefits Committee helping fund interdepartmental friendly activities, subsidize travel, and aid with activities budgets. Through such actions, we encourage every unit and its staff to organize and hold a variety of leisure, travel, and club activities.

Currently there have been a total of 58 recreational clubs of various types established, with staff spontaneously organizing a range of healthy activities, including hikes, cycling, and various ball sports. 2016 marked the 35th anniversary of Sinyi, as well as the return of our five-yearly athletic meet. Staff have opportunities through this variety of events and activities to relax their bodies and minds while also bonding with others, fostering a more positive energy in the company and creating a more joyful atmosphere.



Caring for Staff

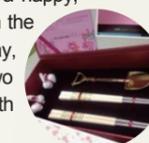
Highlights



35 Years of Sinyi : Happy Families Carnival 2016

35th Anniversary Celebration : Family Day and Group Wedding

With 2016 marking Sinyi Realty's 35th anniversary, unlike traditional year-end festivities, we organized "Happy Group Wedding" and "35th Anniversary Celebrations" segments, building the entire event around the theme of "Recipe for Unlimited Happiness." This was to symbolize the happiness Sinyi aims to bring to all through its unlimited future development and our commitment to becoming a happy, trustworthy company. We invited couples preparing to walk down the aisle to accept the blessings of the Sinyi family on New Year's Day, preparing special golden shovels, two pairs of chopsticks, and two symbolic rabbits for the newlyweds, all symbols encouraging the birth of healthy children.



"Run, Sinyi!" : 35th Anniversary Athletic Meet



To encourage healthy bodies and minds in our staff, every five years we hold a group athletic meet, encouraging everyone to form teams and participate in a variety of competitions, which also helps build bonds as tight as family between everyone. September saw us hold the "Run, Sinyi!" event for the 35th-anniversary athletic meet, with all units and branches of the company sending representatives to take part, a total of 3,000 people.

Highlights



Taiwan's Only Real Estate Course that Starts in Vocational School

In 2016, Sinyi Realty signed an industry-academia cooperative plan with National Yunlin University of Science and Technology's Department of Finance and Taipei City's Songshan High School of Commerce and Home Economics, aiming to sow in the young students the fundamental concepts and capabilities of the real estate industry. These efforts also link together with internships and, after evaluation, formal employment, integrating learning and practice and seeking to cultivate talent that will be ready to work straight out of school. **This is Taiwan's only such program to start with vocational school education, link to college studies, and then on to employment, creating a valuable platform for the education of real estate agents and managers.**

With many students from economically disadvantaged circumstances needing to work while they study, and thus often missing internship opportunities, this program reserves 1/2 of the available positions for underprivileged students, selected through recommendations. Students that pass the evaluations can then choose to pursue National Yunlin University of Science and Technology's Program in Real Estate Industry, then later go on to join Sinyi, ultimately tying theory and practice together.

In order to further enhance the students' practical experience, Sinyi Realty also provides them with opportunities for summer internships. Students in each class are invited in the summer vacations ahead of 11th and 12th grades to apprentice at head office, getting an insight into how the various departments operate, as well as of fundamental legal and real estate valuation concepts. In the summer vacations ahead of freshman and sophomore years, and during the second semester of junior year, formal internship opportunities are available, further reinforcing their understanding of real estate regulations, marketing, land taxation, and practical sales skills.

Staged	Timetable
Vocational School Stage	2/1/2016-7/2017
Vocational Student Apprenticeships	7/2016 (three days, summer vacation ahead of 11th grade)
	7/2017 (three days, summer vacation ahead of 12th grade) Apprenticeships are unpaid.
Bridging Education National Yunlin University of Science and Technology Internships	8/1/2017-7/2021
National Yunlin University of Science and Technology Internships	7/2018 (two months, summer vacation ahead of freshman year)
	7/2019 (two months, summer vacation ahead of sophomore year) Full-day internships on specified days of the week from second semester of junior year Internships are paid, and intern enjoy all the benefits of formal employees