

02

Caring for Staff

Material Topics in this Chapter

401 Employment

403 Occupational Health and Safety

404 Training and Education

405 Diversity and Equal Opportunity

409 Forced or Compulsory Labor

Why It's Material to Sinyi

Talent is the foundation of our business, and as such attracting outstanding talent and providing a healthy and safe workplace are both goals toward which we continue to strive. We regard our staff as partners in the business rather than simply assets, placing great importance on labor-employer relations, respecting and caring for our staff, provide a competitive system of overall compensation and benefits, and building a safe and healthy workplace environment. Sinyi cares deeply about the education, training, and development of our staff, respects diversity, provides equal opportunities, and encourages our staff to pursue higher goals. We provide comprehensive communications mechanisms and strive to eliminate all forms of forced or compulsory labor. By creating a happy workplace where all staff can strike a balance between work and life, we then enable our customers and themselves find the homes of their dreams.

HIGHLIGHTS

ASIA'S BEST
WORKPLACE
REPORTING2017 Asia Sustainability
Report Award (ASRA)

16.36%

Female Managers

Total of 366

applications for NT\$120,000
Second-Child GrantsTAIWAN iSPORTS
CERTIFICATIONReceived Ministry of Education's
Sports Administration

MANAGEMENT APPROACH 103-1 103-2 103-3

Core Targets and Vision

Sustainability Principle / Putting People First: Not Just Staff, Partners Also

Sinyi Realty's commitment to providing a good environment to ensure our staff enjoy job safety and professional growth remains constant. Beginning by putting people first, we strive to ensure that our staff enjoy a balance between physical health, mental health, and both financial and personal growth.

Building around the twin pillars of **"attracting great talent"** and **"creating a friendly workplace,"** we continue to enact staff-centered policies that will improve the working environment, making good on our commitment to the principle of **"Putting People First: Not Just Staff, Partners Also."**

Performance Highlights in 2017

Attracting Great Talent

We at Sinyi Realty have always considered our staff 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 to attract outstanding talent.

3,000

job openings / year

27.02

average training hours

34.26%

turnover

Creating a Friendly Workplace

We show our care for the physical and mental well-being of our staff through a systematic approach to health management, the building of a system of comprehensive benefits, and the creation of a safe workplace.

Cumulative total of **366**

NT\$120,000 Second-Child Grant applications

55

social clubs

6.54

injury rate



Certification / Ensuring a Friendly Working Environment through External Standards

Executive Yuan Health Promotion Administration's "Healthy Workplace Certification" health promotion label

Committed to promoting a smoke-free environment, implementing health promotion measures, and establishing a good working environment. (Effective 01/2016-12/2018)



Taipei City Government Department of Health "Excellent Lactation Room" certification

Guaranteeing women's right to breastfeed by setting up a lactation room. (Effective 09/2017-08/2020)



Ministry of Education's Sports Administration "Taiwan iSports Certification"

Encouraging staff to establish a habit of regular exercise and promoting a trend toward sports and physical activity. (Effective 10/16/2017-10/16/2019)



Corresponding to the Sustainable Development Goals (SDGs)

 In-depth reporting: page 24 [SDGs](#)

Sinyi supports the SDGs. These SDGs in particular are relevant to our work on caring for staff:



SDG3

Good health and wellbeing



SDG4

Quality education



SDG8

Decent work and economic growth

[p.39](#) Attracting Great Talent

[p.47](#) Creating a Friendly Workplace

Attracting Great Talent

103-1

103-2

103-3

Material Topics

401 Employment

404 Training and Education

405 Diversity and Equal Opportunity

2017 Goals

3000

 job openings/year

Accelerating talent cultivation and growth

40

 hours training on average

Strengthening the passing on of ideas and the training of talent at every level, systematically improving educational quality, expanding education and training, and rooting business philosophies more deeply.

<35%

 turnover

Sharing business results with staff and building staff capabilities

What We Achieved

3000

 job openings/year

Accelerating talent cultivation and growth

Ongoing

27.02

 hours of training on average

Adjusting training structure for new staff and managers

Ongoing

34.26%

turnover

A policy of high salaries, high development, and high care reduces turnover

Target Achieved

How We're Doing It

Responsibilities

Staff Care Group, Total Ethical Management Committee

Resources

HR: Human Resources Department, Organizational and Talent Development Department

Funds: Scholarships, Sowing Seeds on Campus Program, transfer funding, etc.

Grievance Mechanisms

Stakeholder Engagement section

Evaluation Mechanisms

Each year, we undertake organizational approval and job satisfaction surveys, Management Leadership Style Surveys, and policy implementation surveys

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. Such intangible assets also help boost the company's internal cohesion and are the greatest investment in sustainable operations.

Our Commitments

Sinyi views our staff as the company's most important partners, and as such, we seek out outstanding talent, providing an excellent work environment, and treating all staff fairly. To these ends, we employ a policy of high salaries, high development, and high care.

We are committed to corporate social responsibility, raising staff 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 competitiveness.

Specific Actions

Talent Development and Cultivation

- **Talent Recruitment** - Recruitment policy, Sowing Seeds on Campus Program
- **Training Programs** - Belief-oriented Talent Cultivation System, training programs at each level
- **Reasonable Remuneration and Promotion** - Salaries, performance bonuses, promotion system

Diversity and Inclusion

- **Diversity in Employment** - Female:Male ratio, hiring people with disabilities, post-retirement re-employment
- **Gender Friendliness** - Friendly and equal environment, elimination of discrimination, childbirth grants

Positive Labor-Employer Relations

- **Employment Overview** - HR structure, overview of new hires and departures
- **Transparent complaints channel and listening strategy**

Takeaways from the Full-time Internship Program



Ho-hsiu Tsai, Feng Chia University

When I started my four-month-plus internship, I was completely unfamiliar with the real estate industry. Now I have some understanding of the business. I am tremendously grateful to Sinyi Realty for their work with Feng Chia University to provide this opportunity. The manager at the branch would often tell me that in this industry, as long as you're not afraid of hard work, you will succeed. I kept that in mind throughout the internship, and whenever a customer needed me, I always worked to put them first. I have always believed that if you work hard to give the best service to every customer, when they need something, they'll think of you.

Responsive Measures

In line with the government's promotion of a plan for one year of industry-academia cooperation at tertiary level, through such cooperation with schools we focus on helping students develop the skills to make them the kind of people the industry needs. To this end, we are investigating lengthening internship periods in the future.

TALENT DEVELOPMENT AND CULTIVATION

Sinyi Realty has always put people first and viewed our staff as important partners, and with our policy of high salaries, high development, and high care, we encourage them to pursue higher goals.

Talent Recruitment

Recruitment Policy

Real estate agency is a job that demands a high level of professionalism and a passion for service, and sales staff make up 80% of our total staff. Every year we continue to attract talented people, aiming to provide the best possible service to our customers.

- **Considered Employment:** Only college graduates with no prior experience in real estate are hired. For their first six months, they receive a guaranteed salary of NT\$50,000 a month, giving them a chance to learn the ropes without worry
- **Innovative Recruitment:** With our 30-day Work Appraisal Program and NT\$50,000 guaranteed salary+NT\$50,000 transfer pay, we have transformed the labor-employer relationship. Even if new staff choose to leave, they can still take away work skills and their transfer pay.
- **Diverse Development Opportunities:** With operations in Taiwan, China, Japan, and Malaysia, the group is developing in diverse directions



For more information, please see the Sinyi Realty Talent Recruitment website at <https://hr.sinyi.com.tw/>

Sowing Seeds on Campus

To help students prepare themselves before graduation while also expanding the pool of potential talent, we work with several colleges to provide internship and scholarship opportunities, cultivating the talent the industry needs through:

Real Estate Practice Course	In cooperation with China University of Technology, we organized a Real Estate Practice Course, with a total of 54 students electing to enroll. In cooperation with Chung Yuan Christian University, we organized a Real Estate Management Seminar, with a total of 15 students electing to enroll.
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.
Full-time Internships	We recruit 27 interns from eight schools (Takming University of Science and Technology, China University of Technology, Kun Shan University, Chinese Culture University, Chang Jung Christian University, Southern Taiwan University of Science and Technology, National Pingtung University of Education, and Feng Chia University) through the Full-time Internship Program.
Sales Specialist Class	We provide free licensing classes for college students aged 20 or over, holding 10 such classes for 228 students in 2017.
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.

Sinyi Campus Seeds Project

In 2017, the Sinyi Campus Seeds Project organized licensing classes, expanding our full-time internship program to offer opportunities to students from other departments and majors.



1. Expanding Full-time Internship Program

Sinyi offers the full range of training and education opportunities to interns, along with a mentoring system, benefits, and leave, providing them with a strong foundation for their employment after graduation. During their internships, they also enjoy a level of pay better than that offered by the average public or private sector internship.

2. Real Estate Sales Specialist Licensing Courses

Sinyi works with schools and training institutions licensed by the Ministry of the Interior to hold 30-hour real estate sales training courses with an addition 10 hours of simulated workplace training to help students earn their professional licenses and understand the realities of the industry.



For more information, please see the 2017 Sinyi Campus Seeds Project Introduction and Interviews at <https://www.youtube.com/watch?v=ZoRlgE5cchU>

TRAINING PROGRAMS

Belief-oriented Talent Cultivation System

Establishing trust between agent and customer is fundamental to real estate agency, and as such the character of agents is crucial. Sinyi takes a long-term perspective on talent cultivation and development, offering courses in the skills and knowledge needed at each stage in staff careers to help them develop diverse skills and continue to learn and improve.

 For more information, please see the Sinyi Realty Belief-oriented Talent Cultivation System Structure at <http://csr.sinyi.com.tw/en/employee/employee.php>

Training Projects

New Employee Training Program

New employee training runs through the business of Sinyi in full, covering business concepts, professional real estate knowledge and skills, professional attitude, company systems and rules, and more. It includes both coursework and in-branch practical training, providing a solid foundation for newcomers and ensuring that they start out with a strong understanding of what the job entails and how it is to be done. We also provide a diverse guidance system that includes lectures, mentorships, management orientation, EAP staff assistance, and more. In addition, we conduct regular surveys and interviews to see how people are adjusting and give any help they need, personal or professional, in a timely manner.

Regional Service Training Camps

In order to improve the leadership skills of middle and senior management, as well as in anticipation of fostering the idea of “becoming representatives of the company,” every month we organize Regional Service Training Camps for middle and senior management. Over the course of one year, through themed discussions, gatherings, practical exercises, practical sharing, and other forms of interaction and guidance with the chairman and the general manager, the company’s managers are encouraged toward consistency of ideas with those of the company, integrating Sinyi’s philosophy into their management practice.

Branch Management Cultivation and Training

Sinyi is committed to opening as many branches as we have branch managers available. In 2017, we held a two-month branch management cultivation and training program for potential managers, with middle and senior management serving as lecturers and guiding students through lessons, practice sessions, counseling, and a final project exhibition. Through this, we are able to equip staff with basic management skills and ensure they are up to the task of branch management. We also encourage staff to take part in putting forward potential managers, fostering a fellowship of helpful and influential management.

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

404-1

SDG 4

SDG 8

In 2017, the number of training hours for base-level, middle, and senior management increased significantly compared with the previous year, primarily through a large number of leadership management training sessions. While the number of training hours for ordinary staff decreased, this was mainly due to the adjustment of newcomer training and teaching models, changing specialist and practical courses to be more appropriate to practical realities. In total, 107,386 hours of training were undertaken, for a per-person average of 27.02 hours.

 For more information on average training hours, please refer to Appendix: “Sustainability Performance Overview”

Lifelong Learning

404-2

In addition to providing internal training courses, the company also encourages staff to take control of their own education and participate in external training. To this end, we provide subsidies for such training and education, including graduate school degrees/credits, language study, and other specialist areas, as well as online learning resources.

In 2017, we helped staff study a total of 581 hours of foreign languages including English and Japanese, 8,005 hours of self-improvement courses, and 3,093 hours of EMBA or similar degree/credit studies, supporting a total of 445 people for 11,679 hours of external training.

Personal Story



EXECUTIVE SENIOR MANAGER HUA-HSIUNG CHANG, A HAPPY POST-RETIREMENT VOLUNTEER

Hua-hsiung Chang, an executive senior manager who retired from the 101 branch after 25 years of service, has continued to participate in Sinyi Volunteer Activities since, such as the Sinyi Charity Foundation/Dr. Red Nose Association “Little Pumpkin’s Spooky Party.” He also took an active part in forming the Sinyi Realty Retirees Club, keeping former staff in contact and working together even after retirement.

 For more information, please see this China Times portrait piece: <http://www.chinatimes.com/realtimenews/20180314001465-260410>

REASONABLE REMUNERATION AND PROMOTION SYSTEM

Salary and Incentives System

102-36

405-2

SDG 8

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

2. **Reasonable Remuneration:**

Sinyi Realty hires only those with a college degree or higher and no experience in real estate agency 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. In 2017, the salary of new secretaries on probation was raised from NT\$28,000 to NT\$29,000, rising to NT\$30,000 on commencement of formal employment. The salary adjustment quotas for each job level were revised, and outstanding retained talents were selected for promotion.

3. **Sales Staff:**

Our remuneration policy is based around a policy of propriety more than profit, and designed to encourage cooperation between members of teams. Newcomers in their six-month training period are provided a guaranteed salary of NT\$50,000, enable them to learn the ropes with peace of mind. Outstanding staff also have the opportunity to earn retention bonuses, encouraging them to work with us to create win-win situations.

4. **Administrative Staff:**

According to the Guidelines for Salary by Job Position, back-office staff receive salaries based on market standards, professional competency, and education. Each March, staff salaries are adjusted in line with market levels and external pay surveys.



For more information of salary and incentives system, please refer to <http://csr.sinyi.com.tw/en/employee/system.php>

Performance Management

404-3

SDG 8

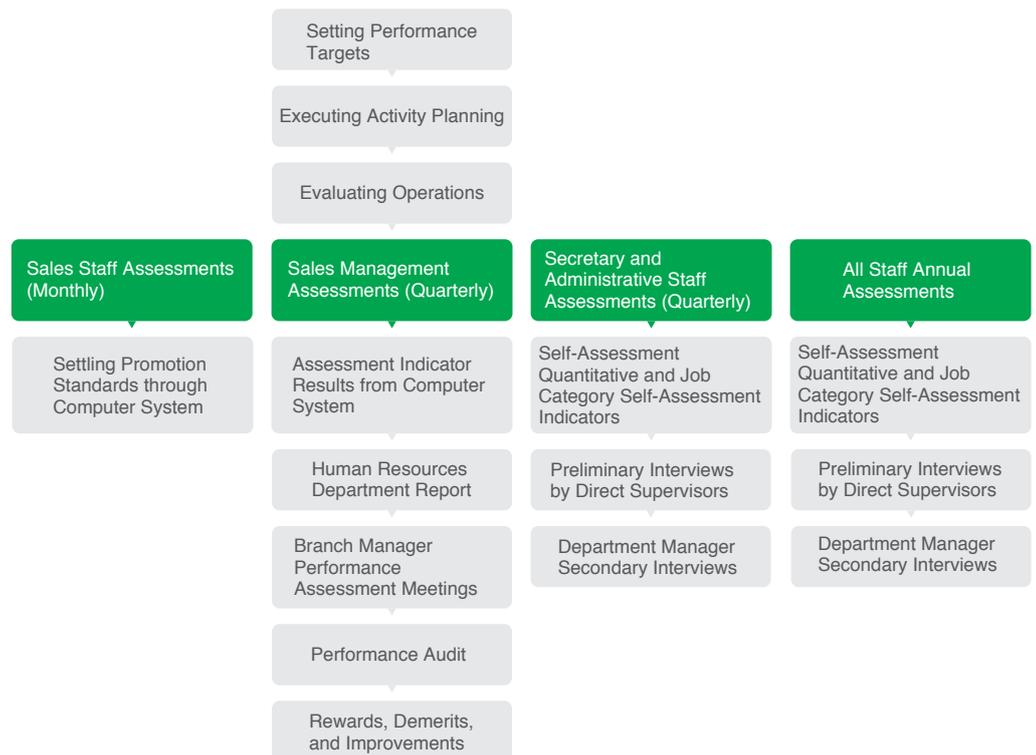
Sinyi Realty has established a comprehensive system of regular performance interviews and evaluations to help staff at all levels continue to grow.

Performance reviews for staff do not differ by gender, and 100% of staff 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.

End-of-year performance reviews vary in accordance with achievement of goals and assessments, with senior management having final say.

Performance Review Procedures



Promotion System

Sinyi takes cultivation of talent 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. Whether the bonus system, the promotion system, or selection of “Sinyi Gentlepeople,” one of our primary points of reference is the satisfaction of our customers.

Sales

To help staff follow the most appropriate career paths, we provide two tracks of development—one for specialists (sales-focused agents) and one for management (management from branch manager level up). 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 Chun-chi Chou personally participating.

Administration

Administrative staff promotions are done in accordance with the Administrative Staff Salary Adjustment and Promotion Proposal Guidelines and with reference to the Sinyi Group Administrative Staff 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.

Selecting “Sinyi Gentlepeople”



Each year, Sinyi Realty holds a “Sinyi Gentlepeople” selection event, displaying the lucky winners’ likenesses on big posters on the company’s “honor roll” wall. Selection for this honor depends not only on job performance indicators like having received zero complaints, being involved in no disputes, and having not been subject to disciplinary action, but also, beyond this basic threshold, on a full 360-degree review that also looks at how they have used their energy and enthusiasm to make the organization better. The standards are high, making this an honor even harder to get than that of top salesperson, and so it is looked upon as the highest honor in terms of service quality at Sinyi Realty. Only one or two people are selected each year—in 2016, two were chosen, in 2017 none, and in 2018, one received the honor.

For more information, please consult this interview with honoree Yu-jung Sung: <https://www.youtube.com/watch?v=qf7wQ7pOWEo>

HR Management Interview: HR Executive Senior Manager Hsu Chang



“SINYI TREATS STAFF LIKE FAMILY.”

~So says Hsu Chang, who has spent over 20 years with the company.

While the market may not look good right now, Sinyi nonetheless announced a full-scale increase in pay in early 2018

For a long time, Sinyi has taken pride in putting people first, caring about balance across all stakeholders, and creating virtuous cycles. We originally carried out salary adjustments every year. The large adjustment in early 2018 aims to attract more talent to the company, not only to supplement our HR needs, but also to create a better working environment and help our staff grow together with the company.

Providing High Base Salary and Building a Brand as a Good Employer to Attract Talent

In the early days, when Sinyi’s popularity was not great, we still provided high salaries, salaries that were quite competitive in the market.

After years of working with customers and among society, we have built a brand image that soars above industry standards. When choosing a job, talented people have long acknowledged the positive brand of Sinyi as an employer. When compared with other companies, we are an excellent company that our staff are proud to be part of and that offers competitive salaries.

Listening to Staff, Developing Innovative Strategies

Sinyi has for several years entrusted National Taiwan University with the task of surveying how our staff approve of the company and their satisfaction with their work, and we always keenly listen to their findings. In the beginning, we also classified management and staff together in the same category. However, many of the issues reflected in the surveys were ones the management themselves had produced, and so special samples were drawn from unit management for review to make the surveys more comprehensive, covering not only task-level issues, but also ones of leadership style.

Many of our new initiatives, such as the “Self Improvement Program” and “Learning Integration,” are the result of these annual opinion surveys. We continue to build and improve policies around these results to create a good working environment for our staff.

Emphasizing Diversity and Inclusion, Providing Equality of Opportunity

The Sinyi Group Code of Conduct contains regulations on diversity and inclusion, requiring that staff respect one another and that the company provide equality of opportunity in development and employment for each staff member with no differential treatment or discrimination. While male staff account for a high proportion of total staff due to the nature of the industry, we have always insisted on giving all staff equal opportunities. The corporate culture of Sinyi is one of openness to all genders, with male staff able to apply for parental leave without being looked at askance by their colleagues, for example. With gender boundaries increasingly blurred in modern society, we continue to take into account the needs of an ever more diverse community.

DIVERSITY AND INCLUSION

405-1

405-2

Sinyi Realty has always adhered to a diverse and inclusive talent strategy, placing great importance on diversity in all aspects of hiring and development, emphasizing work-life balance, and striving for equality of opportunity across genders. Our goal is to enable our staff to build their own dream homes and lives at the same time they help our customers do the same.

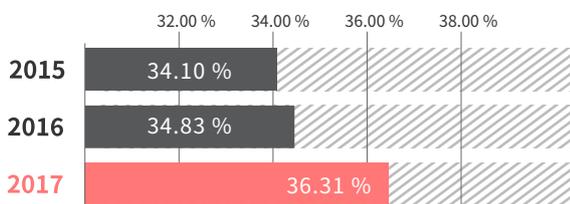
Diverse Employment

Increasing the Female:Male Employee Ratio

At the foundation of Sinyi's recruitment policy is the principle of equal rights, with no differential treatment by gender, ethnicity, age, political alignment, marital status, or family situation. As a result, we boast a diverse assemblage of staff.

Our staff totals 3,974 members, with 36.31% of that total being female. Of our 550 managers, women account for 90, or 16.36%. Due to the nature of the real estate industry, our early staff were primarily male, and as such the proportion of males in management is higher. In recent years, though, not only has the percentage of female staff seen constant growth, the percentage of female managers has also continued to rise.

The Percentage of Female Staff



The Percentage of Female Management



Staff with Physical or Mental Disabilities

We aim to create a workplace where anyone can work with enthusiasm. With consideration of circumstances, we strive to provide people with physical or mental disabilities job tasks that suit their capabilities and enable them to make the most of their potential, such as file management and mail work. We also cooperate with Taiwan Lighthouse, an organization that works with the visually impaired, to employ the services of visually impaired professional masseurs. In addition to providing more job opportunities for these people, their services also serve as a way for our staff to relieve stress while doing a social good.

In 2017, we employed a total of 47 people with physical or mental disabilities (including eight mildly disabled, five moderately disabled, and 17 markedly disabled). According to employment regulations, each markedly disabled person hired is counted as two people, hence the total of 47. Staff with disabilities account for 1.18% (47/3,974) of our total staff.

2017

Number of Staff with Physical or Mental Disabilities	47 people
Total Taiwanese Staff	3,974 people
Number of Atypically Employed Staff / Total Taiwanese Staff	74/3,974=1.86%
Number of Staff with Physical or Mental Disabilities / Total Taiwanese Staff	47/3,974=1.18%

Post-Retirement Rehiring System

404-2

Sinyi endeavors to create a corporate structure brimming with energy and provide a good environment for retired veteran staff members who have the will and the ability to continue to work with us. In our Guidelines for the Rehiring of Retired Staff, we have laid out a system aimed at helping those who have retired but wish to return to do so, providing a mechanism for their rehiring or transfer. In this way, even after retirement staff can make the most of their knowledge and skills, helping the company prosper and promoting the re-entry of retired staff into the workplace. Anyone who meets the criteria and is willing to continue to serve the company may apply.

GENDER-FRIENDLY POLICY

A Friendly Workplace Environment

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.

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

Rank	Total Salary	Monthly Salary	Variable Pay
Senior Management (Vice Presidents and Higher)	0.77 : 1	0.83 : 1	0.69 : 1
Middle and Base-level Management	0.94 : 1	1.04 : 1	0.86 : 1
General Staff	0.79 : 1	1.08 : 1	0.58 : 1

Note: Statistics for those employed for at least one full year as of 31/12/2017

Performance reviews for staff do not differ by gender, and 100% of staff undergo such reviews. In recent years, through sound training and an objective evaluation system, we have been able to constantly increase the proportion of female staff in management roles. For example, among the 23-person team responsible for sustainability reporting, 12 are female, and 75% of sustainability training hours are accounted for by women.

 For more information, please see the “Remuneration Mechanism for Board of Directors” and “Remunerative Rewards to Senior Management for Sustainable Operations” parts of the Corporate Governance chapter

Measures to Eliminate Workplace Discrimination

Sinyi Realty actively works to eliminate discrimination in the workplace, and so in line with regulations such as the Sexual Harassment Prevention Act and the Act of Gender Equality in Employment, we have set out the “Sinyi Realty Sexual Harassment Prevention, Complaints, and Investigation Guidelines.” We also regularly organize workshops on the prevention of sexual harassment and encourage staff to take part.

Second-Child Grants Program: First and Highest Such Grants in Taiwan

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 Ying-jeou Ma. As of December 2017, a total of 366 staff had applied for these grants, with a total of NT\$43.92 million expected to be paid out. Including first-born children, Sinyi has seen a total of 1,074 new faces join the Sinyi family.

 For more information on the number of “Sinyi Babies,” please refer to [Appendix: “Sustainability Performance Overview”](#)

Statistics on Employees Applications for Parental Leave and their Returns to Work 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 2017, our retention rate for both male and female staff was over 70%, demonstrating that Sinyi Realty supports both genders equally in their family commitments.

 For more information on parental leave and returns to work, please refer to [Appendix: “Sustainability Performance Overview”](#)

Gender Equality in Employment

In line with the Act of Gender Equality in Employment, we provide staff with varying levels of leave and assistance for pregnancy, childbirth, and parenting as needed. Such parental leave is available to both genders, and applicants can retain their job without pay for a set period and apply for reinstatement at the end. We also allow for breastfeeding time and provide lactation rooms, even having received an “Excellent Lactation Room” certification. In addition, we have in place plans and measures to protect maternal health as required by law, ensuring mothers can enjoy physical and mental well-being.

In addition to maternity grants, the company has also reached a cooperative agreement with national childcare organization Hess to provide enrollment discounts, reducing the load on staff raising young children. Our Happy Health Management Center also offers courses for new parents, along with a range of other assistance.



Teaching First Aid for Infants and Young Children

LABOR-EMPLOYER RELATIONS

Employment Overview

Human Resources Structure 102-8 405-1 SDG 8

As of the end of 2017, Sinyi Realty had a total of 3,974 staff, including 14 senior managers, 61 middle managers, 475 base-level managers, and 3,424 general staff. Due to the nature of the real estate agency business, male sales staff were somewhat greater in number than female 2,531 (63.69% to 36.31%). Sinyi only recruits sales staff with at least a Bachelor's Degree and with no prior real estate experience, and as such over 90% of our staff have at least a college education.



For more information on the distribution of employment contract and type, education levels, and age composition, please refer to [Appendix: "Sustainability Performance Overview"](#)

New Hires and Turnover 401-1

Of our total staff, 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 younger males. Departures are similarly structured, with the largest number being men under 30 years of age. In 2017, Sinyi Realty's saw an average turnover rate of 34.26% among overall staff. In order to effectively reduce the turnover rate and respond to environmental challenges, we are developing a coaching program for under-performing sales staff to help them focus on core skills and get mutual assistance through a team setting, regular guidance and care for new staff, and in-depth discussions between management and departing staff to help us understand their reasons and take a scientific approach to evaluating plans for improvement.



For more information on new hires and turnover structure, and annual turnover rate, please see [Appendix: "Sustainability Performance Overview"](#)

Employee Engagement and Communication Policy

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 discrimination, Sinyi has established a range of channels for communications, continually promoting the use of such.



For more information, please refer to the [Stakeholder Engagement section](#)

1. Official Complaints Mechanisms: (Platform for Sales and Administrative Staff Communication / Mr. Chou's Mailbox)

In 2017, a total of 105 comments submitted to the company, the majority of which were related to HR or IT. Of these, 100% were resolved, with relevant policies adjusted accordingly in light of staff opinions.

2. Labor-Management Organization 403-1

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 labor and the committee to discuss the rights and benefits due to our staff. The Committee is set up with one chairman, one director, and one deputy director, with a total membership of 29. This figure includes a total of 26 Sinyi Realty staff members, 0.65% of our total employees. Labor-management meetings are made up of 5 representatives from each side, with labor representatives accounting for 0.13% of our total employees.

3. Labor Issues and Complaints

In 2017, a total of four staff not presently working filed for labor dispute mediation with the competent authorities. The company formed a dedicated team to look into the details of the complaints and to represent the company in communicating with the staffers in mediation meetings. After reviewing the content, it was found that the company had handled matters according to rules and regulations and had not violated the relevant laws/regulations. As there were divergent interpretations between the company and the staffers, descriptions of the incidents were not consistent with the facts. Two of these disputes were not settled, while the other two resulted in settlements that took into consideration special circumstances.

Staff Opinion Survey 102-43

Each year, external consultants are commissioned to tailor survey composition and topics to the particular policy priorities of the year. All our staff are able to fully express their suggestions with regard to the organization's operations, their work, and management leadership style through these surveys, and we develop improvement measures to integrate into the next year's plan, ensuring the whole organization grows together.

■ Organizational Approval and Job Satisfaction Surveys:

After collecting opinions from nearly 80% of the group's total staff, we conducted in-depth analysis over the New Year and held workshops to discuss improvement measures. After improvement measures taken through 2016, the 2017 results showed across-the-board improvement.

■ Management Leadership Style and Policy Implementation Surveys:

These encourage managers to review their weaknesses and look at things from a new perspective. 2017, one of our major policy focuses was on making regional managers company representatives, and the results of the survey indicated that our managers had significantly improved their implementation of ideas and policies.



For more information on the results of the Organizational Approval and Job Satisfaction Surveys and Management Leadership Style and Policy Implementation Surveys, please refer to [Appendix: "Sustainability Performance Overview"](#)

Creating a Friendly Workplace

103-1

103-2

103-3

Material Topics

403 Occupational Health and Safety

409 Forced or Compulsory Labor

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 work toward lifelong health, happy lives, and ultimately, happiness.

Our Commitments

Sinyi works hard to help our staff seek a balance between their work and home lives, thus helping maintain innovation and development in the company and joyful accomplishment among the staff. In developing our workplace safety rules, we will continue monitoring and improving our actions, promoting ongoing education in health and workplace safety, and seeking to obtain related certifications. In this way, we enable our staff to prosper over the long term in confidence.

2017 Goals

Apply for **Certifications**
to continue to ensure a safe working environment

<5 Injury Rate

Reducing injury rate, ensuring staff safety and health, and reducing accidents

What We Achieved

Received **Certifications** Ongoing
Received "Taiwan iSports" and "Excellent Lactation Room" certifications

6.54 Injury Rate Ongoing

We will continue to reduce injury rate, with a total of 141 people requesting injury leave and 0 cases on occupational diseases

How We're Doing It

Responsibilities

Staff Care Group, Total Ethical Management Committee

Resources

Childbirth grants, Club Subsidies, etc.

Grievance Mechanisms

[Stakeholder Engagement](#) section

Evaluation Mechanisms

Regularly take part in external certification
Continue to monitor labor safety data and working hours / conditions

Specific Actions

Benefits and Retirement System

- Overall benefits system and formal employee benefits
- Retirement system

A Healthy and Safe Workplace

- Occupational safety organization
- Promotion of and training in safety
- Safety management results

Health Planning and Simple

- Dedicated Happy Health Management Center
- Reduce overwork and encourage positive work
- Diverse club activities

2017 Highlight: Honored with Taiwan iSports Certification

Over the past few years, the company has been awarded the Taipei City Government Department of Labor's Three-star Happy Businesses Award and the Ministry of Labor's Work-Life Balance Award for our focus on the physical, mental, and emotional well-being of our staff. In 2017, we also earned the Taiwan iSports certification from the Ministry of Education Sports Administration.

Sinyi long ago realized that the well-being of our staff is among our greatest assets, and to that end, we established the Happy Health Management Center, where health management professionals provide staff with consultations. In addition, every five years we hold a company-wide sports meet, with the most recent one held at the National Taiwan University Sports Center in 2016. This event not only helps our staff improve their physical strength through sporting activities, but also demonstrates the importance of teamwork. Beyond the sports meet, we also host exercise and sports clubs including a yoga club and a core muscle training club, along with a variety of sporting tournaments in which participants can fight for glory, such as basketball and slow-pitch baseball tournaments. With a thriving physical fitness culture, we also make creative use of the spaces available to us, using stairwells to host photography exhibitions to encourage staff to take the stairs more and setting up scales next to photocopiers so they can check up on themselves whenever they want. In addition, we hold regular internal seminars on exercise and fitness, and management leads by example through participating in marathons, hikes, and charity bike rides around Taiwan.

Sinyi Realty is profoundly aware that talent is the foundation of any business, and as such we have always been concerned with the health and well-being of our staff and with leading the way toward creating a company brimming with positive energy.



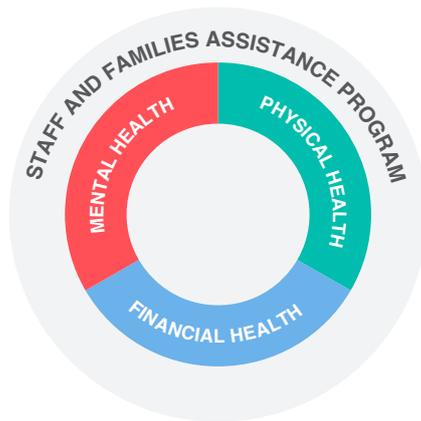
The winning teams from our basketball and slow-pitch softball tournaments received awards from the chairman at the monthly company meeting

Five-yearly Sports Meet

BENEFITS AND RETIREMENT SYSTEMS

Benefits System 401-2 401-3

In order to provide our staff with a better working environment, Sinyi Realty works to meet and surpass legal requirements regarding benefits, including offering discounts on service fees for buying and selling property, an employee stock ownership plan (ESOP), company-funded health checks, and more.



Physical Health

- Labor insurance
- National Health Insurance
- Dedicated Happy Health Management Center
- Full-time health management professionals
- Professional masseurs to provide stress-relieving massages
- Group Insurance
- **Various types of leave**
personal leave, sick leave, maternity leave, paternity leave, menstrual leave, family care leave, marriage leave, bereavement leave, injury leave, special leave, unpaid parental leave, etc.
- Company-funded Health checks
- Automotive Third-party Liability Insurance (limited to field staff)

Financial Health

- Labor pension
- Uniform subsidy
- Club subsidy
- Travel subsidy
- Managers celebratory / bereavement gift subsidy
- Relief aid for staff for weddings, bereavements, births, hospitalization, and emergencies
- Festival/Birthday gifts (vouchers)
- Entertainment fees for managers
- Staff Second-Child Grants
- ESOP
- Discounts on Service Fees for Property Purchases or Sales (incl. dependents)
- Training Subsidies
- Employee Bonuses

Mental Health

- Mental Health Checks
- Employee Assistance Program (EAP) (incl. dependents)

■ Comply with Govt. Regulations

■ Additionally Provided by Sinyi Realty and Applicable to All Staff (incl. fixed-term contract personnel)

■ Additionally Provided by Sinyi Realty and Applicable Only to Full-time Employees

Benefits Provided to Full-time Employees 401-2

For information on full-time employees benefits, please refer to <http://csr.sinyi.com.tw/en/employee/system.php>

Retirement System 201-3 401-2

Sinyi has set up a Labor Pension Fund Supervisory Committee, monthly pensions, and pension payout standards in accordance with relevant legislation such as the Labor Standards Act and the Labor Pension Act. In addition, the Sinyi Realty Guidelines for Retirement Pensions serve to lay out the appropriate procedures for payments and other related matters, while the Guidelines for the Rehiring of Retired Staff enable retired staff to continue to make use of their knowledge and skills. Starting in 2017, we plan to have the most senior managers of each unit show their appreciation to retiring staff for their service and contribution through the presentation of a souvenir under the Retiring Staff Appreciation Plan.

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.

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.

For more information on the Corporate Pension Fund Accounts, please refer to pages 273 through 274 of the 2017 Sinyi Realty Annual Report <http://img.sinyi.com.tw/u/file/2018/05/2566c8bf123f130a87b5eebb08d6a464.pdf>

For information on the retirement system, please refer to <http://csr.sinyi.com.tw/en/employee/system.php>

A HEALTHY AND SAFE WORKPLACE

Occupational Safety and Health Committee

403-1

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 the 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.



For more information on Committee makeup and responsibilities, meeting minutes, and other details, please refer to <http://csr.sinyi.com.tw/en/employee/workplace.php>

Safety Promotion and Training

403-3

Key Promotion Project—Traffic Safety:

Some 80% of Sinyi staff are sales staff who work directly with customers. The majority of these use scooters for transport, and as such, the majority of accidental injuries are caused by traffic accidents. To help prevent such accidents, we carry 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.

Disaster Evacuation Education and Drills:

Every 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.

Equipment Safety Checks and Workplace Safety Education:

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. In 2017, our Branch Emergency Response Procedures were also updated to serve as the basis of each branch's safety management. In addition, every month each sales region conducts regular workplace safety promotions.

Setting Up Automated External Defibrillators (AEDs):

We continue to hold training seminars on their operation to help staff understand the correct usage of AEDs and other things to look out for. In this way, should an emergency happen, we can be sure our staff are able to promptly make use of the valuable time available to save lives.

Health Seminars:

In 2017, we held a series of seminars on health topics our staff indicated a greater interest in during 2016 surveys, including handling stress, psychological care, healthy eating, and passion for work. We held a total of 13 sessions of these, with a total of 1,200 participants. We also held seminars on adult and infant CPR, AEDs, and the Heimlich Maneuver for a total of 89 participants.



Emergency Drills



CPR and AED Training



Fire Safety Seminars

Workplace Safety Analytics

403-2

SDG3

When employees are injured on the job, 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 2017, a total of 141 people applied for injury leave for a total of 2,385.5 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 incidents. Injury rate and lost day rate are calculated according to monthly reports to the Bureau of Labor Insurance.

In 2017, injury rate was 6.54, lost day rate was 56.43, and absentee rate was 0.76%.



For more information on accident statistics, injury rate, lost day rate, and absentee rate, please refer to [Appendix: "Sustainability Performance Overview"](#).

HEALTH PLANNING AND LIFESTYLES OF HEALTH AND SUSTAINABILITY (LOHAS) 409-1 SDG 8

The real estate industry is a highly challenging, highly stressful one. As such, creating a healthy and safe working environment is a fundamental requirement of corporate social responsibility. Through practical policies and investments of resources, Sinyi provides concrete evidence of our concern for and value of the health and safety of our staff.

Dedicated Happy Health Management Center to Care for Staff Health

The key to the company's sustainability lies in the happiness of the employees, and the primary foundation of such happiness is being healthy both physically and mentally. In 2015 Sinyi established the Happy Health Management Center, hiring full-time health professionals to strengthen our existing health management platform. By providing our staff with health checks that go beyond the legal requirements, as well as health consultations, tracking of improvement, vaccinations, and an EAP, we have laid out a plan to practically prevent against illness and to promote healthy living for our staff.

In 2017, we launched the "Sinyi Health Program—Protecting Lung Health" program, which included seminars on pulmonary health and smoking cessation, along with providing an internal app to provide staff with a variety of healthcare knowledge and information. Our health management platform saw a substantial increase in usage in 2017, almost tripling to a total of 66,673 uses. Courses for new staff also included stronger education on how to use our health management systems to get information, check health check reports, and book massages. In August we began making use of a depression scale, with new staff signing up on their first day and returning for a check after 30 days; if their scores surpassed a particular level, they were provided with EAP information. In Q2, we began company-funded health checks, with an increased number of partner hospitals (13), with a searchable system and online appointment booking available.

 For more information on the Happy Health Management Center's services, please visit <http://csr.sinyi.com.tw/en/employee/workplace.php>

 For more information on the usage of the EAP and the health management platform, please refer to [Appendix: "Sustainability Performance Overview"](#)

Shortened Working Hours for Improving Work / Life Balance 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

There are clear rules and regulations regarding staff attendance and breaks, and we are committed to complying with these. 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. 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 the allocation of working hours and make adjustments as necessary.

New Regulations for 2017

In line with 2017 amendments to the Labor Standards Act, specifically Articles 24 (overtime), 36 (regular leave/rest days), and 38 (annual leave), we have made adjustments to our own guidelines accordingly.

2. Adjusting Attendance Time

Sales staff of all branches are 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 get a better understanding of staff leave conditions, helping ensure their staff are striking a suitable work-life balance, preventing forced labor.

3. Optimizing the Leave System

Major Holidays: To encourage staff to go home for the holidays or travel with their families, all staff are given leave for Chinese New Year, and for Dragon Boat Festival and Mid-Autumn Festival, the company ceases operations, setting a precedent for the service industry of closing completely for all three major holidays.

Paid Volunteering Leave: 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.

Diverse Club Activities

We have formulated Guidelines for Employee Clubs and Organizations, providing activity subsidies and having the Employee Benefits Committee help 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. So far, 55 different recreational clubs have been established, with some 82% of them oriented toward fitness and sport.