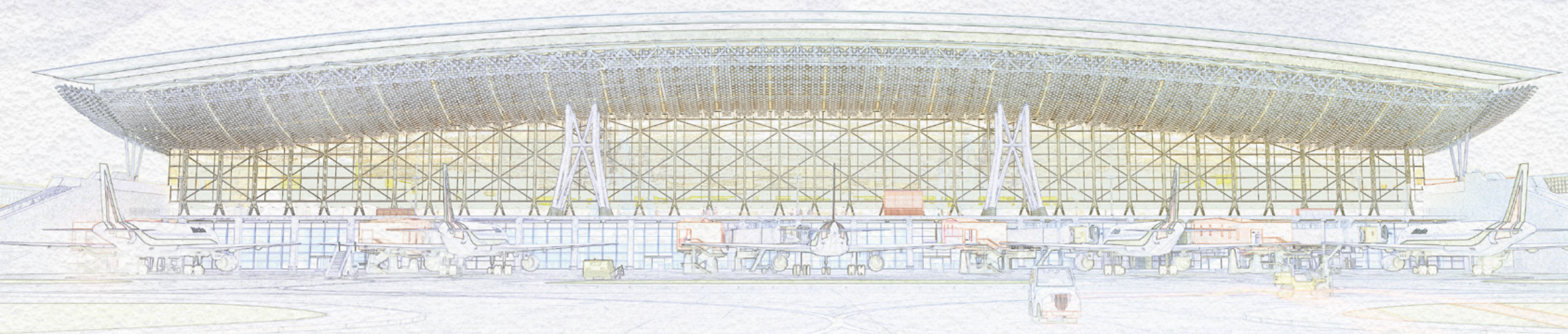


2020

CSR



CORPORATE SOCIAL RESPONSIBILITY REPORT



桃園國際機場股份有限公司
Taoyuan International Airport Corporation Ltd.

About this Report	001
Letter from the Chairman	003
Annual Awards	004
Strategies and Objectives of Sustainable Development	005
Stakeholder Communication and 2020 Sustainability Material Topics	009



Strengthening Governance and Safeguarding Integrity 015

1.1 About TIAC	020
1.2 Strengthening Governance	024
1.3 Ethical Management and Legal compliance	026
1.4 Supplier Management	031
1.5 Set a Foothold Internationally	033



Sound Operations, Abide by Safety Standards 036

2.1 Airport safety management	038
2.2 Risk Management	048
Special Feature I	055
Special Feature II	060
2.3 Emergency Response	063
Special Feature III	066



Creating In-depth Service by Actively listening to Customers 069

3.1 Service Quality	071
3.2 Professional and Care	079
3.3 Smart Innovation	083
3.4 Cross-Industrial Collaboration	092



Low Carbon Commitment, Long-term Cultivation of Sustainable Action. 095

4.1 Extraordinary Sustainability Achievements	097
4.2 Managing Climate Change Risk	099
4.3 Environmentally Friendly Airport	103
4.4 Environmental Sustainability Management	109



Creating Value for Prospects with Friendly Workplace 119

5.1 Human Resource	123
5.2 Safe and Healthy Workplace	125
5.3 Talent Cultivation and Benefits	136
5.4 Social Feedback and Participation	147

Appendix I: GRI Standard Reference	158
Appendix II: Material Topics GRI Standards Comparison Table	165
Appendix III: Independent Assurance Report	166



About this Report

Serving as the aviation gateway to Taiwan, Taoyuan International Airport Corporation, Ltd (hereinafter referred to as TIAC or the Corporation) endeavors to deliver the finest and most innovative services to passengers by upholding five core values as operational cornerstones: Security, Integrity, Passion, Innovation, and Professionalism. Aside from maintaining operations and improving corporate governance, TIAC puts more emphasis on the economy, society, environment and the development and care of employees, and forms smooth communication channels with stakeholders concurrently. TIAC strives to create a sustainable and sound business environment and actively fulfills our corporate social responsibilities. TIAC manages Taiwan Taoyuan International Airport (hereinafter referred to as TTIA), functioning as a regional hub in East Asia. TIAC spearheads TTIA to becoming the beginning of Taiwan's connection to the world, creating pride and glory for the national gateway, while driving Taiwan to continuous advancement.

■ Reporting Period, Boundary and Scope

This report covers the TTIA area and presents all information and data on economic, environmental, and social performances between January 1st and December 31st, 2020.

■ Report Writing Guidelines and Principles

Upon compilation of and research on important domestic and foreign economic, environmental, and social issues, TIAC identified issues of stakeholder concerns through material analysis and interviewed each department to understand the effectiveness of implementation. These issues are the core components of this report. This report was prepared in accordance with the Global Reporting Initiative's (GRI) Core standards.

■ Basis for Data Calculation

TIAC's financial data was quoted from the preliminary report of TIAC's Financial Statement of Subsidiary Agencies. Final accounts rest with auditing authorities and the currency unit used for calculation was New Taiwan Dollar (NTD). Our ISO 14001 Environmental Management System, ISO 14064-1 Greenhouse Gas Inventory, and ISO 50001 Energy Management System were verified by a third-party certification organization.





Report Quality Management Process

1

Report Compilation

The comprehension and accuracy of the information in this report was confirmed by each department, then compiled and edited into the first draft by the CSR Committee Executive Secretariat Unit (Corporate Development Department).

2

Internal Review

The first draft was then provided to each department by the CSR Committee Executive Secretariat Unit (Corporate Development Department) for review of information accuracy and comprehension.

3

External Review

External verification of this Report was conducted by the British Standard Institution (BSI) and Ernst & Young respectively in accordance with:

- * GRI Standards: Core option
- * AA1000AS v3
- * Stipulations of No. 1 of the Statements of Assurance Engagements Standards ("Assurance Engagements Other than Audits or Reviews of Historical Financial Information") (Limited Assurance)

4

Finalization

This report was revised according to suggestions from the independent third party, and was submitted to the CSR Committee for review and finalization.

Publication

TIAC periodically publishes CSR reports on our official corporate website.

Latest Date of Release: August 2021

Next Date of Release: August 2022

Contact Information

If you have any advice or suggestion on this report, please feel free to contact us. :

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桃園國際機場公司 CSR 專區



Letter from the Chairman

2020 marked the 10th anniversary of TIAC as well as the most challenging year since its opening. In the face of difficulties caused by the Covid-19 pandemic on airport operations, TIAC continued to uphold its customer-centric philosophy, overcame all challenges, and carried out preventive measures with utmost caution to prevent the spread of the virus. The fact that Taiwan is one of the few places in the world where the pandemic is effectively under control demonstrates TIAC's efforts and determination to safeguard our national gateway. This achievement also allowed the world to see Taiwan from a different perspective.

At the guardian of our border, TIAC joined forces with the Airport Service Alliance to practice pandemic prevention measures, including disinfection of vehicles that bring passengers home, security personnel that provide guidance and increased patrol, and cleaners for deep and intensive disinfection. Airport stakeholders are a tightly connected community of life that fought the pandemic side by side, providing passengers with the safest and seamless epidemic prevention services. Our achievement in epidemic prevention was recognized home and abroad. TIAC was awarded "Epidemic Prevention Medal" by President Tsai Ying-Wen. We also received "The Voice of the Customer" Recognition from the Airports Council International (ACI).

With sustainable development as the goal, TIAC continued to act proactively in the areas of governance, environment and society in 2020, including the resurfacing of the north and south runways, and the upgrading of wireless network from Wi-Fi 4 directly to Wi-Fi 6 to effectively promote contact-free services. Our response to environmental

concerns is the "Smart water resources management IoT system installation project", which won the first place (Platinum accolade) in the Airports Council International (ACI) Asia-Pacific Green Airports Recognition (GAR) in the over 35 million passengers per annum category. Moreover, TIAC implemented the Task Force on Climate-related Financial Disclosures' (TCFD) recommendations on climate risk assessments, making it the first in the global aviation industry to receive a Climate-related Financial Disclosure Conformity Statement from British Standards Institution (BSI). TIAC also supported local arts and cultural activities, and through the exhibition called the Window to Taiwan at the airport, provided passengers with in-depth demonstration of Taiwan's arts and culture. Our first CSR report released in 2020 after intensive communication with stakeholders, received Gold Award for Taiwan Corporate Sustainability Awards' (TCSA) Corporate Sustainability Report Award in the transportation industry category.

TIAC insists on corporate governance, supports sustainable social and environmental development, and offers the finest service quality from customers' perspectives. TIAC never slackens in the face of the pandemic; rather, we continue to develop a smart airport and implement further sustainable development. TIAC deeply appreciates the efforts of all staff and the Airport Service Alliance for safeguarding our country over the past year, and for the persistent pursuit of excellence and growth in times of difficulty. In the post-pandemic era, we hope to create brilliance and splendor once again at TTIA and let the world see Taiwan together!

Taoyuan International Airport Corporation
Kuo-Shian Lin, Chairman





Annual Awards



Skytrax

- No.18 World's Top 100 Airports
- No.3 World's Best Airport (40 million ~ 50 million passengers annually)
- No.8 Asia's Best Airport
- No.7 Asia's Best Airport for Staff Service
- No.10 World's Best Airport Security
- No.2 World's Best Immigration Service
- No.8 World's Best Airport for Baggage Delivery
- No.9 World's Best Airport for Staff Service
- No.8 World's Best PRM and Accessible Facilities



CommonWealth Magazine

TIAC had the highest profitability rate among the top 100 service industry companies in the 2020 survey of 2,000 major enterprises.



Airports Council International (ACI)

The Voice of the Customer Recognition
Airport Health Accreditation certificate
TICA's "Smart water resources management IoT system installation project" won first place (Platinum Accolade) in the Asia-Pacific Green Airports Recognition (GAR) in the over 35 million passengers per annum category



British Standards Institution (BSI)

Sustainability Resilience Excellence Award
First company in the global aviation industry to receive BSI's TCFD conformity statement



The 20th Public Construction Golden Quality Award

The "Taoyuan International Airport Terminal 1 and its surrounding air-conditioning system renovation project" received Honorable Mention Award in the facility category



US Luxury Travel Magazine "Global Traveler"

2020 Leisure Lifestyle Award selected TTIA as the 4th Best Airport for Layovers



13th Taiwan Corporate Sustainability Awards (TCSA)

Gold Award in the transportation industry category



National Critical Infrastructure Drill

Received double honors: Unit Excellence Award and Best Commander Award



Taiwan Geography Information Society

Taoyuan Airport Construction Management Online Platform received "Gold Map Award"



Health Promotion Administration, MOHW

Healthy Workplace Certification - Health Promotion Badge



Strategies and Objectives of Sustainable Development

TTIA serves as a gateway for the nation. To “become an international air hub that drives development in the aviation industry” is the guiding principle of TTIA. The vision of the Corporation is to “creating pride and glory for the gateway to the nation and transforming Taoyuan Airport into a gateway airport connecting the world with heart.” TIAC continues to uphold the five core operational cornerstones of “Safety, Integrity, Passion, Innovation, and Professionalism”, and puts in maximum efforts on the following tasks. Positioning TTIA as a hub in Eastern Asia and facilitating the sustainable development of Taiwan's society as a whole is among the Corporation's most important corporate society responsibilities.

- Establishing a stable and secure service system for achieving optimal operating efficiency
- Aligning with international standards and showcasing Taiwan's culture of diversity
- Pursuing innovation and utilizing smart technology
- Implementing corporate governance and creating a sound and sustainable business environment; Implementing corporate social responsibility
- Giving full consideration to employee value and shaping a corporate culture of trust and integrity.

■ Medium to long-term planning and business strategies for sustainability development

The vision of Taiwan's air transport is “to become an international air transportation hub and to drive the development of the aviation industry”. Under this vision and taking into consideration Taiwan's geographic location, its industrial development and policy trends, and TTIA's unique advantages, TIAC envisions itself to become “the transportation hub in East Asia for passengers, services and goods between Asia-Pacific and North America. With this vision in mind, TIAC established five main medium to long term development goals and corresponding operation strategies: "Efficiency: Transit hub," "Service: Operation Center," "Sustainability: Safe Airport", Visionary: Smart Airport," and "Vitality: Aerotropolis."

Moreover, through the five medium to long-term development goals, and by utilizing its core capabilities and resources, TIAC works to assist the realization of the Sustainable Development Goals (SDGs) established by the United Nations.





Service · Operation Centre

- Provide sufficient development opportunity for air cargo and enhance the competitiveness of international logistic services. Furthermore, to secure the development of related industries and the position of TTIA as the hub of the Asia-Pacific region.
- Facilitate the liberalization and internationalization of trade with the introduction of the Free Trade Zone, and to connect international supply chain and promote industrial upgrading via the smart logistics.
- Strengthen industrial operation environment and service measures, to establish the Asia-Pacific cargo & logistic, aviation services, and international business centers.



Medium to Long-term Goals



Sustainability · Safe Airport

Efficiency · Transfer Hub

- Use existing aviation rights to strengthen the density of route network at Taoyuan Airport, and create OD and transfer traffic; fully support the needs of airline operators that relate to airport development.
- Enhance airport service facilities and efficiency to attract transfer passengers. Increase airport infrastructure and capacity, enrich tourism service capacities, enhance passengers experience.



Visionary · Smart airport

- Utilize Internet of Things (IoT), artificial intelligence, and big data, build the integrated airport decision center, and ensure airport safety and security. Strengthen the AOC (Airport Operation Centre) functions. In addition to airside operations and dispatching services, key units for airport operation and security mechanism should also be integrated to formulate an information exchange platform and provide alerts at the early stage of incidents.
- Intelligent approaches are implemented at the passenger experience and airport operation aspects to achieve the goal of increasing passenger satisfaction and optimizing airport operation efficiency. Passenger experience includes self-service check-in, self-service bag drop, intelligent information service, etc. Airport operations include airport security, building information management, etc.



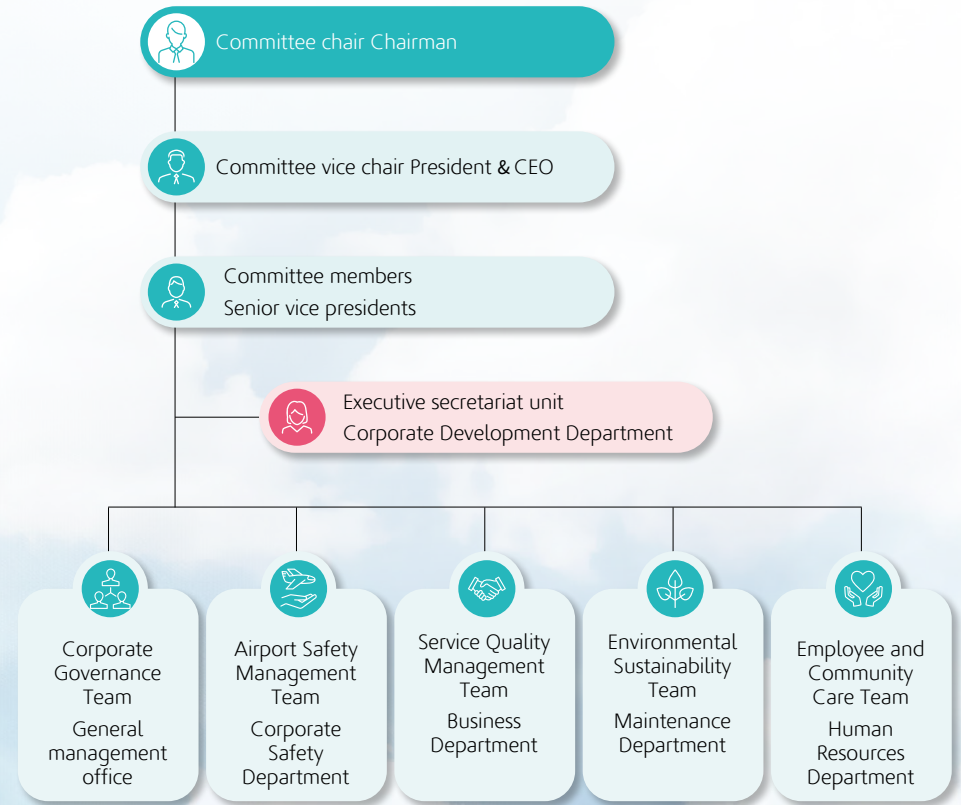
Visionary · Smart airport

- Strengthen service facilities and functions to build recreation base for local citizens. With advances in public transportation systems, TTIA becomes increasingly connected with neighboring cities, and TIAC plans to add facilities such as restaurants, malls, and observatories to strengthen functions for local recreation.
- Collaborate with other industries within Taoyuan Aerotropolis and establish friendly relations with surrounding cities to drive the development of Taoyuan Aerotropolis and help achieve mutual benefit.



Corporate Social Responsibility (CSR) Committee

The “TIAC Code of Practice for Corporate Social Responsibility” was formulated by TIAC in 2019 to fulfil corporate social responsibilities and implement sustainable corporate operations, continuously enhance economic, environmental, and social performance, thereby achieving sustainable development targets. It also established the CSR Committee, which is responsible for formulating CSR policies and goals, implementing and evaluating CSR indicators, and reviewing annual CSR reports. The TIAC Chairman serves as the Committee chair, while the President & CEO serves as the vice chair, and TIAC senior vice presidents serve as Committee members. Five executive teams with corresponding management performance targets have been established under the Committee: the “Corporate Governance Team,” the “Airport Safety Management Team,” the “Service Quality Management Team,” the “Environmental Sustainability Team,” and the “Employee and Community Care Team.” The Committee generally convenes a meeting at least once every six months, but a meeting can be convened at any time as necessary.





Executive Team under Corporate Social Responsibility Committee



Corporate Governance Team

- 1 Organizational planning and strategy development
- 2 Corporate governance
- 3 Ethical corporate management
- 4 Internal audit
- 5 Legal compliance
- 6 Protect the rights and interests of shareholders and enhance information transparency
- 7 Other related items



Airport Safety Management Team

- 1 Airport risk management and internal control
- 2 Airport safety and security
- 3 Information security
- 4 Establishment of CSR website, including updating and maintenance of website information
- 5 Other related items



Service Quality Management Team

- 1 Passenger rights
- 2 Supplier management
- 3 Flight coordination and management
- 4 Smart airport
- 5 Other related items



Environment Sustainability Team

- 1 Environmental management policies and targets
- 2 Energy and resources circulation management
- 3 Green procurement
- 4 Climate change issues
- 5 Other related items



Employee & Community Care Team

- 1 Friendly working environment
- 2 Occupational health and safety
- 3 Social inclusion
- 4 Corporate image and marketing ethics
- 5 Stakeholder engagement
- 6 Other related items

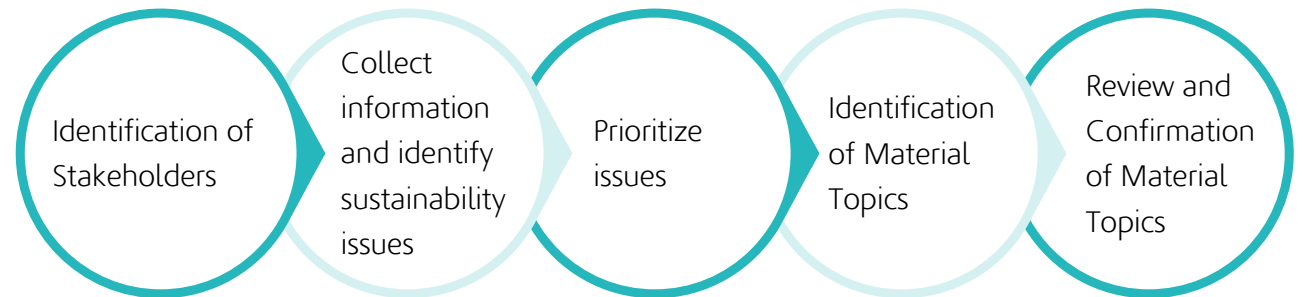


Stakeholder Communication and 2020 Sustainability Material Topics

To manage all stakeholders' suggestions for the sustainable operation, TIAC adopted a systematic material topic identification procedure to examine issues that concern stakeholders the most or have a higher degree of impact on the Corporation's sustainable operation. Topics selected became the structure of this report. The following is the procedure for the identification of material topics:

Stakeholder Identification and Engagement




The five principles (Dependency, Responsibility, Tension, Influence, and Diverse Perspectives) of the AA1000 Stakeholder Engagement Standards (SES) were used during the stakeholder identification process utilized by TIAC. Seven main stakeholders were identified. TIAC's main stakeholders for 2020 were employees, passengers, aviation sector operators, government, collaborating partners (for example, suppliers, contractors, and on-site companies), media operators and neighboring residents.







Various communication channels are used by TIAC to interact with these stakeholders and understand their needs. Communication methods and frequency of communication with these seven stakeholders are shown in the table below.





	What it means for TIAC	Issues of Concern	Method of Engagement (Communication Frequency)	Engagement Results (Communication Effectiveness)
 Employees	<p>TIAC considers employees to be important assets and the key to sustainable operations.</p>	<ul style="list-style-type: none"> · Labor relations · Airport service and service experiences · Airport safety 	<ul style="list-style-type: none"> · Labor-management meetings (quarterly) · Occupational Health and Safety Committee meetings (quarterly) · Health consultations (immediate) · Grievance hotline and mailbox (immediate) · Automation system (non-periodic) 	<p>Apart from employing existing methods of engagement, TIAC has also established Employee Assistance Programs (EAPs) and other activities and projects that effectively plan and implement selection and retention mechanisms to enhance employee commitment and facilitate harmonious relationships between labor and management.</p>
 Passengers	<p>Passenger recognition and feedback for TIAC are the driving force behind TIAC's continuing development of innovative services.</p>	<ul style="list-style-type: none"> · Airport services and service experiences · Smart airport · Airport Safety 	<ul style="list-style-type: none"> · Passenger mailbox (several per day) · Feedback forms (several per day) · Direct phone calls / letters (immediate) · Passenger satisfaction surveys (annual) 	<p>Despite drastic reduction in passenger volume due to the COVID-19 pandemic; TIAC upheld its service quality, and continued to improve through passengers' feedback received in the feedback mailbox and other means.</p>
 Aviation sector operators	<p>TIAC equipment and services help to meet the operational needs of airline operators, who work with TIAC to build a sustainable value chain for the aviation industry.</p>	<ul style="list-style-type: none"> · Airport safety · Airport service and service experiences · Indirect economic impacts 	<ul style="list-style-type: none"> · Business-related coordination meetings (non-periodic) · Official documents (non-periodic) · Telephone / E-mail (non-periodic) 	<p>Periodic communication regarding airport traffic volumes where related issues are discussed and coordinated.</p>



	What it means for TIAC	Issues of Concern	Method of Engagement (Communication Frequency)	Engagement Results (Communication Effectiveness)
 Government	TIAC governance principles and actions are guided and supervised by government authorities.	<ul style="list-style-type: none"> · Airport service and service experiences · Airport safety · Smart airport 	<ul style="list-style-type: none"> · Mailbox for heads of Government, Yuans and Ministries (frequent daily correspondence) · Review and Audit Meetings (non-periodic) · Visits to the Legislative Yuan (non-periodic) · Various communication meetings (non-periodic) · Visit and forums (non-periodic) · Official documents (non-periodic) · Phone / E-mail / Letter inquiries (non-periodic) 	Top-ranked among state-owned enterprises evaluated by personnel institutes under the Ministry of Transportation and Communications (MOTC) in 2020; TIAC uses various methods of engagement to meet government policy requirements.
 Collaborating partners	All service experiences at TTIA stem from the joint efforts of TIAC and collaborating partners.	<ul style="list-style-type: none"> · Labor relations · Airport service and service experiences · Airport safety 	<ul style="list-style-type: none"> · Work safety related meeting (quarterly) · Business-related coordination meetings (non-periodic) · Contract performance review meeting (monthly) · Formulation of related management system (non-periodic) · Official documents (non-periodic) · Phone / E-mail / Letter inquiries (non-periodic) 	In 2020, TIAC hosted a total of 12 contract performance review meetings to evaluate monthly contract performance, adjust passenger services and operations as needed, and promote the latest airport policies and relevant work requirements.
 Media operators	The media acts as a bridge for communication with the general public and is also a partner that monitors and drives progress at TTIA.	<ul style="list-style-type: none"> · Airport service and service experiences · Airport safety · Labor relations 	<ul style="list-style-type: none"> · Press conferences (on average twice per quarter) · Press releases (on average 10 times per month) · Other media interviews and exposures (at least 20 times per year) 	TIAC published 90 newspaper and magazine articles, 100 press releases, conducted 35 TV interviews, and held 7 regular press conferences to report on TIAC's current status and achievements to the public.
 Neighboring residents	TIAC is attentive to the living environments and life quality of neighboring residents.	<ul style="list-style-type: none"> · Indirect economic impacts · Community investment and engagement · Noise monitoring 	<ul style="list-style-type: none"> · Assist the Department of Environmental Protection in Taoyuan to conduct irregular noise monitoring activities and various communication meetings (non-periodic) · Phone calls / E-mails / Letter inquires (non-periodic) 	After assisting in the monitoring of noise, TIAC collected feedbacks from local residents. 11 sessions of joint inspection meetings were held in 2020.





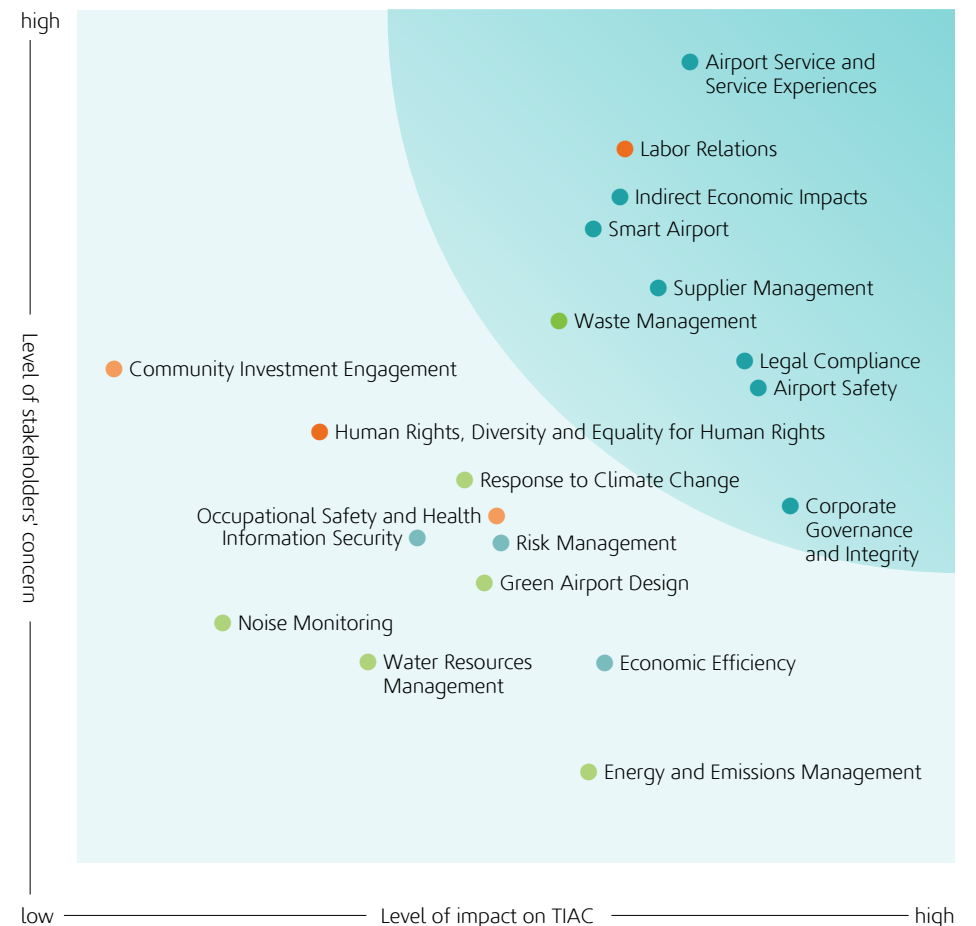
Collect Information and Identify Sustainability Issues

In order to disclose aforementioned stakeholders' concern and expectation, and respond to the opportunities and challenges of sustainable operation that confronted TIAC, the Corporation analyzed and identified various sustainability-related issues from requirements and regulations such as national policies, GRI guidelines, international trends, industrial benchmark and annual corporate goals. TIAC compiled a total of 20 sustainability issues covering corporate governance, airport safety management, service quality management, environment sustainability, employee and social care aspects.

■ Prioritize Issues and Identification of Material Topics

Through a questionnaire, TIAC learned about the levels of concern stakeholders have regarding these 20 sustainability issues. At the same time, the same questionnaire was distributed among internal managers, to understand the level of impact the 20 sustainability issues have on TIAC. The questionnaire required that each issue be ranked differently. Should all issues curtail the same score, that response would be deemed invalid. In 2020, TIAC received 273 responses from stakeholders, of which 245 were valid, giving a validity rate of 89.7%. 19 responses were from managers, all of which were valid. Through rigorous analysis and ranking, the result of 2020's material topics matrix is shown in the following chart. The closer an issue is to the top-right corner,

the higher level of impact it has on TIAC sustainable operation and concern from stakeholders. This year, TIAC listed a total of 9 material topics: airport service and service experiences, labor relations, indirect economic impacts, legal compliance, airport safety, smart airport, supplier management, corporate governance and integrity and waste management.





Review and Confirmation of Material Topics

Compared to the material topics in the previous year, there were four new items in 2020, namely indirect economic impacts, supplier management, corporate governance and integrity, and waste management. On the other hand, risk management and energy and emissions management were removed from the list, indicating a shift in stakeholders concern focus on TIAC. The Corporation take the adjustments and impacts of the material topics seriously, to ensure information disclosed in this report was in line with stakeholders' issues of concern, and through doing so, to demonstrate our commitment to corporate social responsibility.

Material Topics	Significance	Specific topics of GRI standards	Corresponding chapters	Impact boundary on value chain							
				Internal		External					
				TIAC	Employee	Collaborating Partners	Neighboring residents	Government	Passengers	Aviation operators	Media operators
Airport service and service experiences	TIAC emphasizes airport service quality and service satisfaction levels which enhance operational efficiency and service standards.	Customized topic	3.1 Service quality 3.2 Professional & Attentive	●	○	○			○	○	▲
Labor relations	TIAC attaches great importance to employee rights and obligations and works to protect both employers and employee rights.	GRI 202 GRI 401 GRI 402	CH5 Friendly Workplace, Creating Co-prosperity	●	○						
Indirect economic impacts	TIAC works on Terminal III and the Third runway to expand throughput and promote national development and local prosperity.	GRI 203	1.5 Taking the International Stage	●		○	▲	▲	○	○	
Legal compliance	TIAC fully implements all governmental policies and ensures that all employees comply with laws and regulations.	GRI 307 GRI 419	1.3 Safeguarding Good Faith and legal compliance	●	▲	▲	▲	○		▲	





Material Topics	Significance	Specific topics of GRI standards	Corresponding chapters	Impact boundary on value chain							
				Internal		External					
				TIAC	Employee	Collaborating Partners	Neighboring residents	Government	Passengers	Aviation operators	Media operators
Airport safety	Airport safety is one of TIAC's most important missions and responsibilities, and TIAC strives to achieve a goal of zero hazards and zero accidents.	Customized topic	2.1 Airport safety management	●	○	○		▲	○	○	▲
Smart airport	TIAC aligns with international standards and strives to operate a smart airport which enhances operational efficiency and passenger satisfaction.	Customized topic	3.3 Smart innovation	●		▲			○	○	▲
Supplier management	As TICA's normal operations depends on suppliers, contractors, among other partners from the Airport Alliance, it is critical to have proper management.	GRI 308 GRI 414	1.4 Supplier Management	●	○	▲				○	
Corporate governance and integrity	TIAC upholds the principle of integrity, implements corporate governance, and believes that only integrity can bring sustainable operation and well-being to the people.	Customized topic	1.3 Good Faith Principle and Legal Compliance	●	○			○			
Waste management	Epidemic prevention was a major challenge in 2020. Appropriate handling of foreign waste was TICA's main lesson.	GRI 306	4.4 Environment Sustainability Management	●	○				○	○	

● : Direct impact ○ : Contributing to impact ▲ : Directly related to the impact through business relations



CH1

Strengthening Governance and Safeguarding Integrity

Highlights

- Cargo volume grew 7.35% compared to 2019, making it the highest in Asia.
- Awarded ACI's “The Voice of the Customer” 、 “Airport Health Accreditation certificate” Recognition

Summary

TIAC was confronted with unprecedented challenges during the COVID-19 pandemic; however, with “Epidemic Prevention”, “Relief”, “Stimulus” and “Repair” as core tenets, TIAC actively promoted and carried out various operations, and through the implementation of corporate governance, TIAC achieved the following principles: “Protection of Shareholder Rights and Pursuit of Corporate Sustainable Development”, “Focus on Stakeholders”, “Integrity Operation Management and Effective Monitoring”, “Implementation of Market Mechanisms and Strengthening of Information Transparency” and “Local Co-prosperity”. TIAC braved all challenges, treasured every opportunity, and continued to drive Taiwan forward via every path leading to the sky.





Material topic: Corporate governance and integrity, legal compliance

Policies and Commitments

Continued adherence to government policies and promotion of relevant projects while strengthening an organizational culture of ethics and legal compliance which strives to prevent legal violations and reduce legal compliance risks.

Goals

Short term

- Continuous improvement of the corporate governance system and enhancement of information transparency.
- Timely revision of corresponding internal regulations when external regulations change.
- No major violations of social, environmental, or economic laws and regulations.

Medium and Long-term

- Strengthen the functions of the Board of Directors and communication with stakeholders, implement corporate governance, enhance information transparency, and pursue high standards of ethical behavior to achieve the sustainable operation vision.
- Design internal control systems in accordance with the “Regulations Governing Establishment of Internal Control Systems by Public Companies” , providing relevant training courses and promoting anti-corruption concepts for corporation employees to pursue high standards of ethical behaviors.

Grievance mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “Contact Us” page on our website.

Specific Actions

Strengthened Corporate Governance

- Directors' average attendance rate of Board meetings was 89.46%.
- Convened Corporate Social Responsibility Committee meetings, and reported to the Board of Directors non-periodically.
- Disclosed financial and non-financial information periodically on the official website.





Specific
Actions

Improved legal compliance

- Continued adherence to government policies to promote and assist in the smart airport and Taoyuan Aerotropolis project.
- Continued tracking of national legal requirements. Should there be changes in the law which impacts internal policies, TIAC reviews and revises internal regulations in accordance with said legal changes.

Strengthened ethical management

- No major integrity violations in 2020.
- Regularly held educational and promotional anti-corruption events. In 2020, TIAC organized in total 2 events with 270 participants.
- Released 6 volumes of “Anti-Corruption Newsletters” in 2020.
- Established a Terminal 3 Integrity Platform to disclose information in relation to various construction plans.

Evaluation
Mechanisms

- Compiled quarterly statistic reports of litigation cases for review, while assessing the frequency, quantity, and types of cases the corporation is involved in.
- Convened periodic and non-periodic Board of Directors' meetings, to review and approve TIAC's vision, mission, and operation strategies, and to review the corporation's performance.
- Conducted annual risk assessment of internal control systems.
- Performance evaluation system.
- "Guidelines for Appointment and Assessment of Directors and Supervisors and Other Important Duties" by Ministry of Transportation and Communications and its Affiliates.





Material Topic: Supplier management

Policies and commitments

In compliance with the Government Procurement Act, TIAC adopts fair and open procurement procedures, improves procurement efficiency and effectiveness, implements supplier management, ensures that the quality of procurement, delivery schedules and contract prices meet legal requirements, and become mutually beneficial partners with suppliers.

Goals

Short-term

- Ensure that each step of procurement comply with the Government Procurement Act, arrange timely invitation to tender, tender opening and contract-awarding, and improve procurement efficiency and functions.

Medium and Long-term

- Ensure that suppliers' products are of right quality, on schedule and within budget, be in control of suppliers' status, and improve procurement performance management.

Grievance Mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “Contact Us” page on our website.

Specific actions

- TIAC has a set of “Procurement Operation Guidelines” which the Corporation reviews periodically and non-periodically and updates according to the law, to ensure legal compliance of corporate procurement operation.
- TIAC holds procurement education training annually. Procurement staff must attend trainings responding to their job, or obtain professional procurement certificates.
- Suppliers' compliance with Government Procurement Act and other regulations are included in tendering documents. Please refer to Chapter 1.4 Supplier Management for more details.

Specific actions

- The assessment team conducts random checks on the current status of each project and service quality performance managements. The team adopts field survey or face-to-face review according to the Corporation's "Engineering Survey Procedures" and "Labor Assessment Procedures" to ensure efficiency of contract performance and supervision, and to enhance quality of procurement.

The assessment team informs relevant departments and contractors items requiring further monitoring for improvement, and/or are not in compliance with regulations, sets a deadline for improvement, and conducts follow-up reviews.





Material Topic: Indirect economic impacts

Policies and commitments

With “Port and City Cooperation” as the goal, strengthen integration and develop relationship between airport and city to facilitate mutually beneficial co-prosperity.

Goals

Short-term

- Strengthen airport service facilities and functions to build a recreation base for the city, and to optimize the efficacy of Taoyuan Aerotropolis.

Medium and Long-term

- Collaborate with other industries within Taoyuan Aerotropolis and build amicable relationships with surrounding cities to promote the development of Taoyuan Aerotropolis and a mutually beneficial situation for co-prosperity.

Grievance mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “Contact Us” page on our website.

Specific actions

- Continued strengthening of commercial services and recreational features of TTIA.
- Collaborate with industries within Taoyuan Aerotropolis to promote its development.

Evaluation mechanisms

- Monitor environment-related data in relation to the airport (such as noise and air pollution) as per government regulations.
- Review and revise Park Outline Plan depending on the development at least every 5 years.





1.1

About TIAC

Taoyuan International Airport Corporation, Ltd. (TIAC) was established in accordance with the “International Airport Park Development Act” and the “Act of the Establishment of State- Run International Airport Park Corporation Limited.” TIAC’s main task is to develop, operate, and manage International Airport Park (including the Airport Zones and the Free Trade Zone within or adjoining to the Airport Zone.).

Located in Taiwan's Taoyuan City, TTIA connects with Asia's five main airports within an average minimum flight time of 175 minutes. TTIA is not only the transportation hub for East Asia aviation, it is also the first choice of air transportation for the Taiwanese. On November 1, 2010, TIAC was officially transformed from an administrative agency (Taoyuan International Airport Office) to a state-owned enterprise, and was renamed “Taoyuan International Airport Corporation, Ltd.” This transformation provides TTIA an opportunity for TIAC to reinvent itself and has great historical significance on the development and operation of airports in Taiwan. Since the transformation, TIAC has actively implemented corporate management and concepts, and continually introduces innovative and heartwarming services to build a brand which aims to “Connecting the World with Heart.”

■ Connecting the World with Heart

Taken from the first alphabet of “Taoyuan Airport” , TTIA's logo is a cross made of four interconnecting “T” s of different colors and directions. This demonstrates the concept of TTIA being an East Asia hub and at the core of the world. The intersecting latitude and longitude lines convey the idea that TTIA is the base that connects the world. The colors represent the spirit of the TTIA brand: vitality, diversity, and brilliance.

■ Meanings of the 4 “T” s



<p>TAIWAN, TAOYUAN, TPE Think globally footing locally to the world</p>	<p>TRANSFER Eco-friendly environment leading on Asia- Pacific hub</p>	<p>TRANSFORM Commit to innovation keeping on progressing</p>	<p>TOUCHING Customer satisfaction passing on passion and warmth</p>
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Future Prospect

Support the globalization of Taiwan's industries is an important mission of TIAC. The objective for 2040 is to steadily improve and strengthen the Corporation's software and hardware stage by stage, in hope that TIAC steps up from East Asia's transportation hub as a key player in the global air transportation industry.

Looking forward, TIAC will invest 244.9 billion NTD in the airport's aviation and non-aviation projects. In line with the core project plan of Taoyuan Aerotropolis, the Corporation will gradually complete the construction of the Terminal 3 area, and the major construction of the third runway.

Once the objectives of the 2040 phase are achieved, TIAC will be able to serve 82.18 million passengers annually, with a cargo throughput of 4.02 million tons, and 440,000 takeoffs and landings. Overall, it

is estimated to bring 1,100 billion NTD for Taiwan's economy. TIAC's potential in driving economic growth is immeasurable.

Beneath the clouds, our vision is a tune that changes with time. As the outset of Taiwan's journey onto the world stage, TIAC's will always be evolving. Through ceaseless advancement, TIAC braves all challenges, treasures every opportunity, and continues to drive Taiwan forward via every path leading to the sky.

World Flight Destinations

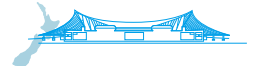
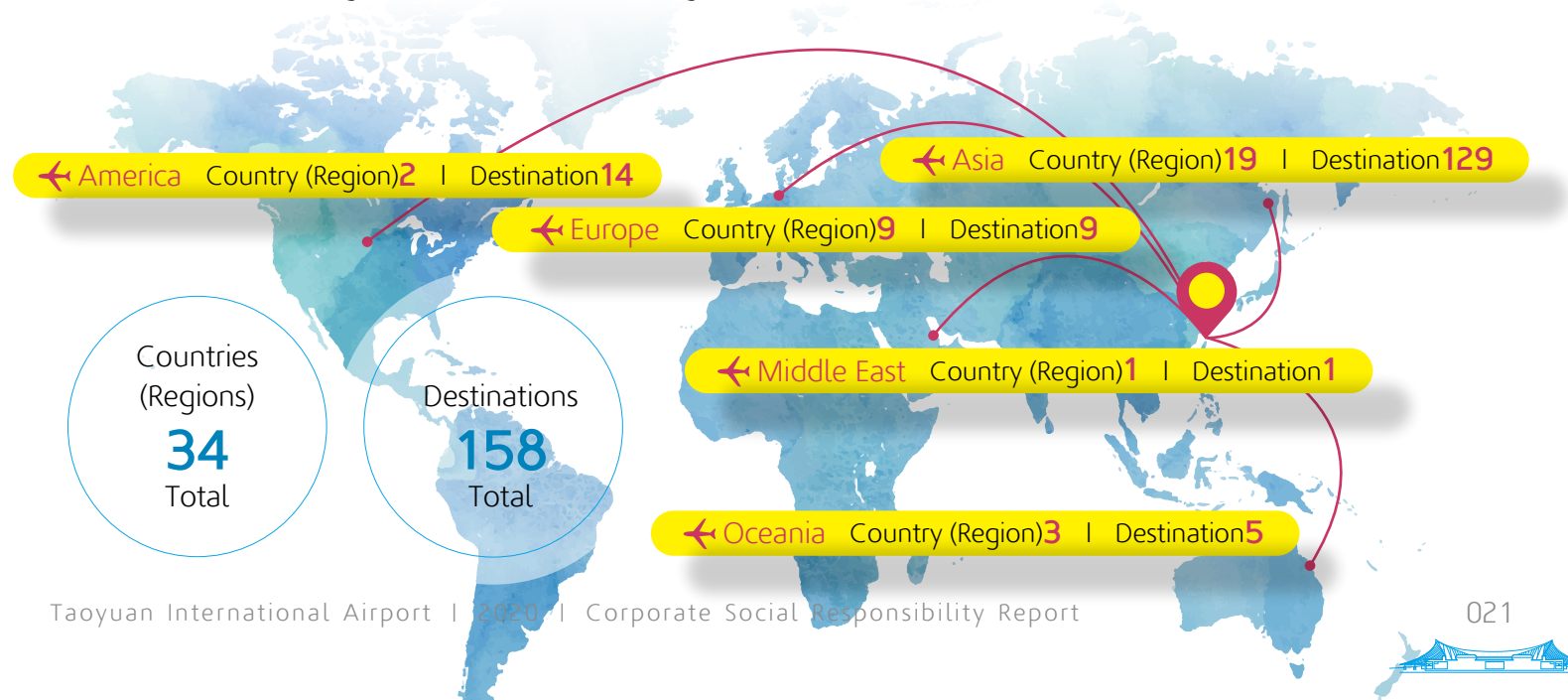
TIAC plans to work together with various public and private organizations to maximize TTIA's geographic advantages. In 2020, TTIA's passenger volume reached 7,438,325 people, and cargo volume reached 2,342,714 tons. TTIA's flight destinations spanned 34 countries and regions, 157 cities, and 94 airlines.

TTIA 2040 Milestone

Passenger Volume
82.18 million pax

Cargo Volume
4.02 million tonnes

Aircraft Movement
440,000 movements





Financial Performance

The Covid-19 pandemic hit the globe hard in 2020. According to a report released by the International Air Transport Association (IATA) in early February, passenger volume dropped 66 percent, a record-low, in 2020 compared to the previous year. The global aviation industry saw a loss of 119 billion USD. Due to the pandemic, many countries

implemented strict border control in early 2020; major international airlines temporarily ceased operation, resulting in sharp decline in aircraft movement and passenger volume. With the dire situation in the aviation market, TIAC had negative growth in its general business performance. The gross revenue was 11.686 billion NTD, 50.31% lower than last year, and the net loss was 1.908 billion NTD.

Financial Performance over last 3 years

Unit: In 100
Millions of NTD

Item	2018	2019	2020
Operating revenue	217.21	234.14	115.81
Non-operating revenue	0.92	1.02	1.05
Total revenue	218.13	235.16	116.86
Total operating expense (included income tax)	145.46	154.38	135.94
Net income	72.67	80.78	(19.08)
Contribution to CAA Operating Fund	38.70	43.02	-
Allocation to local governments	8.49	9.44	-
Government agency retention	25.48	28.32	-
Appropriations by enterprising agencies	-	-	(19.08)

Unit: In 100 Millions of NTD

Item	2018	2019	2020
Landing fees ¹	43.0	47.1	31.7
Concessions fees	80.5	90.3	43.0
Rents	18.9	18.4	18.8
Airport service fees	50.9	53.5	7.7
Equipment & ground handling fee ²	22.2	23.1	13.2
Other revenue	2.6	2.8	2.5
Total	218.1	235.2	116.9

Note1: This includes landing fees, demurrage charges, apron usage fees charged to airline catering services, and so forth.

Note 2: This includes environmental charges, jet bridge rental fees, baggage handling system usage fees, airport ground handling service charges, charges to carriers that conduct their own ground handling, aircraft fueling facility fees, parking charges, and so forth.



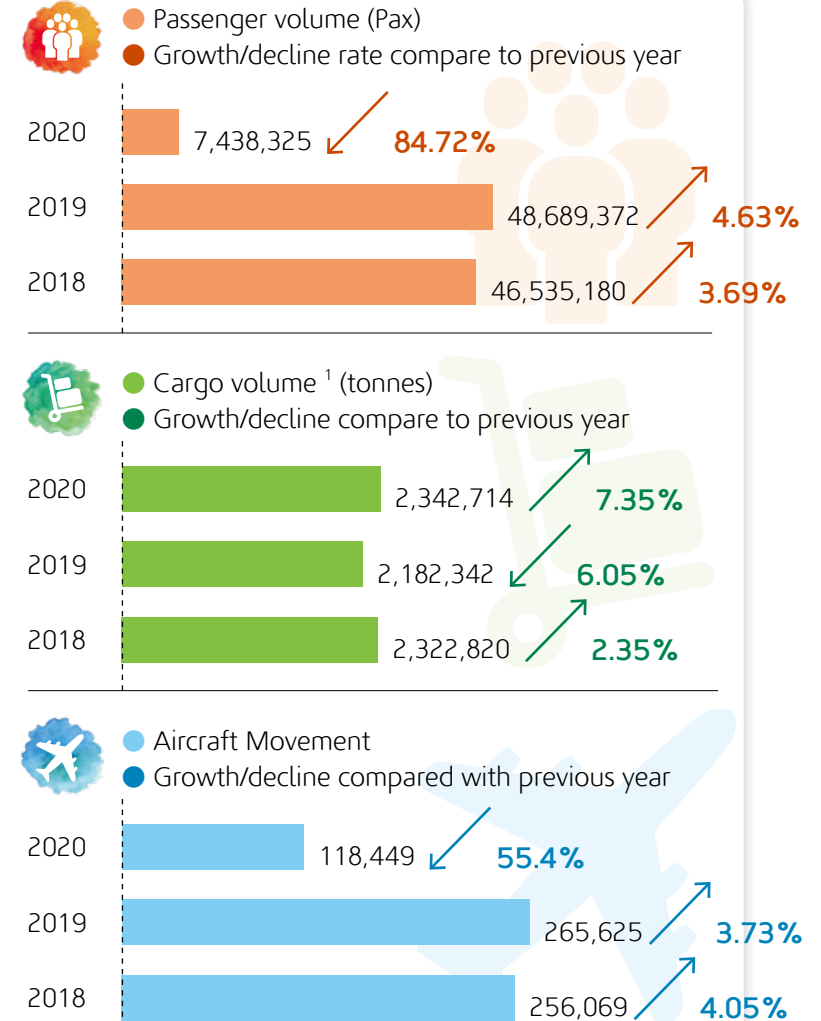


Passenger Volume, Cargo Volume, and Aircraft Movement

Due to the pandemic, countries around the world have implemented epidemic prevention measures and border control, resulting in a decline in TIAC's passenger volume. As home quarantine and social distance policies fell into place, consumer behavior began to change. Growth of cross-border e-commerce, transportation demands for epidemic prevention and medical supplies, in addition to transfer needs triggered by US-China trade war, all caused cargo volume to grow. Located at the heart of Central Asia, flight lengths between TIAC and Northeast Asia, Southeast Asia, the Greater China Economic Zone, and the North America Economic Zone are appropriate. Furthermore, with sufficient flights and transportation capacity, TIAC took advantages of its position as a hub and brought a 7.35 % growth in the overall cargo volume compared to the previous year, ranking the first in Asia while also breaking the Corporation's record since its founding.

TIAC was confronted with unprecedented challenges during the pandemic. However, the Corporation focused on four main objectives: “Epidemic Prevention”, “Relief”, “Stimulus”, and “Repair”, actively implemented and executive various operations. In 2020, TIAC carried out 48,000 sanitization operations, its epidemic prevention fleet took 182,000 trips, transported 198,000 passengers, achieving border epidemic prevention and its mission to protecting the gateway to the nation; Additionally, TIAC planned in advance for 13 projects, of which 12 infrastructural constructions have been completed, including terminals and runways. The surface renovation of the south runway is slated for completion by the third quarter in 2021. Taoyuan International Airport was awarded the Airport Health Accreditation certificate from Airports Council International (ACI) in 2021, which once again demonstrates our diligence in protecting the gateway and consistence in upholding our duties on the frontline of epidemic prevention, and combatting the pandemic alongside the world.

Passenger Volume, Cargo Volume, and Aircraft Movement for the Past Three Years



Note 1: Including import and export of mails





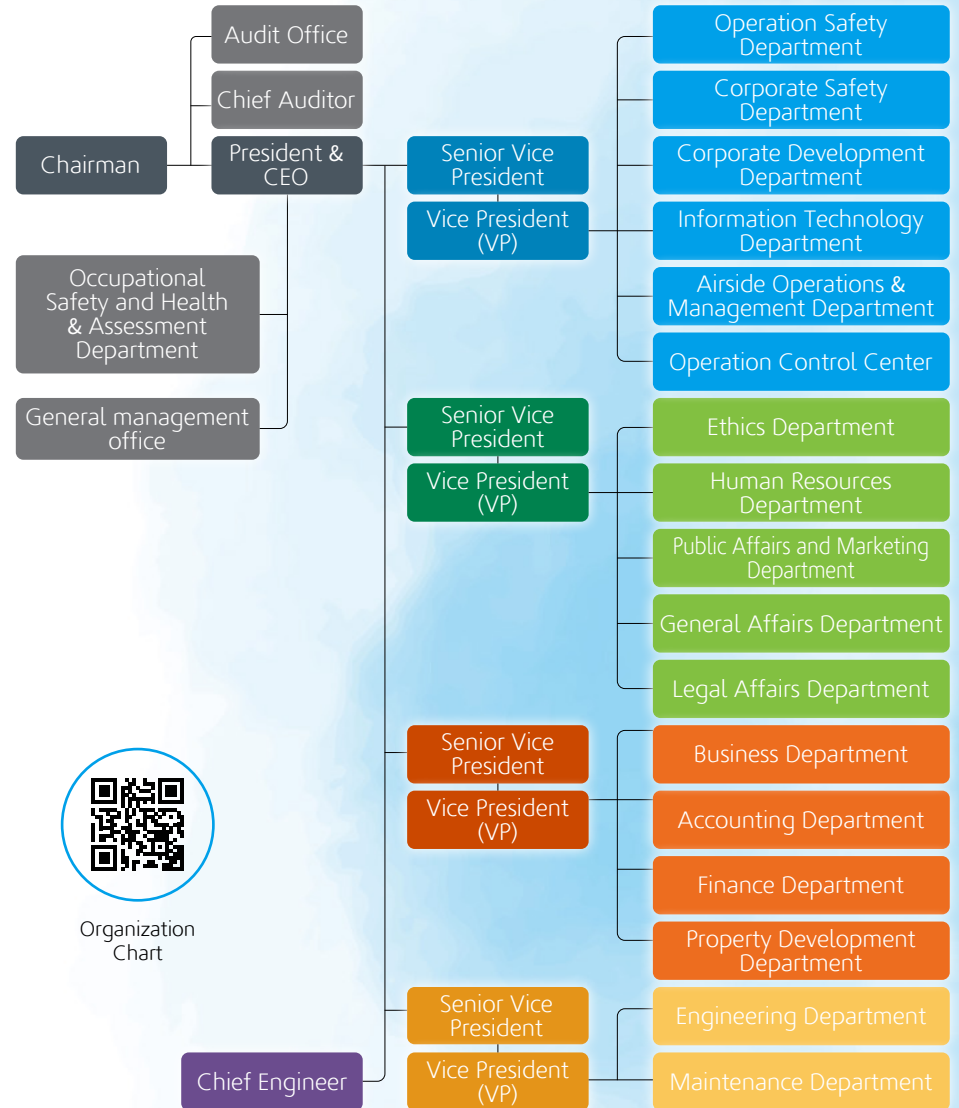
1.2 Strengthening Governance

“Protection of Shareholder Rights and Pursuit of Corporate Sustainable Development,” “Focus on Stakeholders,” “Ethical Management and Effective Supervision,” “Implementation of Market Mechanisms and Strength of Information Transparency,” as well as “Facilitating Inclusive Local Development,” are all governance principles that have been practiced by TIAC through implementation of corporate governance and establishment of a culture which gradually strengthened our position in the international market and national competitiveness.

Corporate governance of TIAC encompasses six aspects:

- 01 Implementation of Internal Control and Audit Systems.
- 02 Improvement of Financial Systems.
- 03 Strengthening of Board Functions and Operational Efficiency of the Board of Directors and Supervisors.
- 04 Disclosure and Increased Transparency of Corporate Transformations and Material Information.
- 05 Protection of Governmental Interests and Utilization of Supervisor Functions.
- 06 Focus on Stakeholder Rights.

1.2.1 Organizational Structure Organization Chart

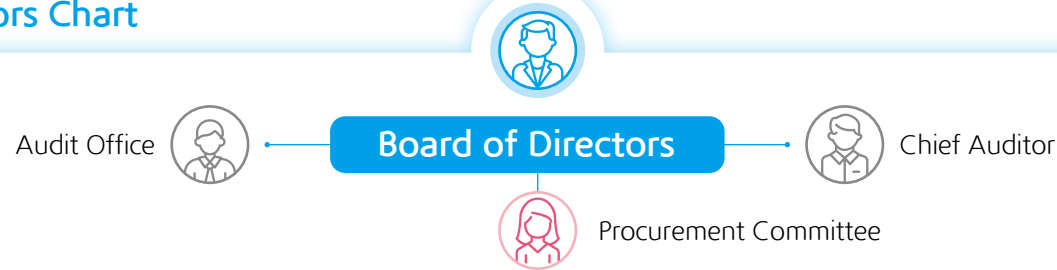


Organization Chart





1.2.2 Board of Directors Chart



Members

TIAC's Board of Directors is formed in accordance with the Articles of Incorporation, comprising of 13-15 members appointed by the Ministry of Transportation and Communications (MOTC). For the list of the Board of Directors and their educational background and work experience, please refer to TIAC's official [website](#).

Responsibilities

- Review and evaluation of the charter of Airport Corporation and the organization bylaw of the board of directors.
- Approval of the organization charter of Airport Corporation
- Review and evaluation of Airport Corporation's capital adjustment and stock issuance.
- Review and evaluation of Airport Corporation's annual business direction, plan, budget, and financial statement.
- Review and evaluation of Airport Corporation's investments and reinvestments.
- Review and evaluation of guarantor ships or loans on the property of Airport Corporation.
- Appointment and dismissal of Airport Corporation's general manager and vice general manager.
- Review and evaluation or approval of Airport Corporation's personnel regulations.
- Approval of Airport Corporation's business regulations.
- Approval of Airport Corporation's internal control system.
- Approval of establishment and change or revocation of domestic and foreign branch offices of Airport Corporation.
- Review and evaluation of matters prescribed in the Airport Act as to be presented to the Ministry of Transportation and Communications for approval.
- Review and evaluation or approval of other matters as defined in Airport Corporation charter or related regulations.

Operation

Convene at least once every quarter. A total of 7 meetings were convened in 2020. The attendance rate was 89.46%.

Advanced study

Directors and supervisors attended further studies related to business management, operation management, important government policies, rule of law and honest government, environmental education and relevant issues, for a total of 180 hours, 10.6 hours per person on average.





Information on 2020 Board of Directors

Directors (individual directors included) and supervisors

	Number of men	Percentage
♂ 30~50 years old (included)	0	0%
♂ 51 years old (included & above)	13	72.22%
(11 directors, 1 supervisor)		
	Number of women	Percentage
♀ 30~50 years old (included)	0	0%
♀ 51 years old (included & above)	5	27.78%
(3 directors, 2 supervisors)		

Procurement Committee

Member

Comprised of 3-5 people, assigned by the Board of Directors.

Responsibilities

Support the Board of Directors regarding the deliberation of the Corporation's major procurement projects (Over 2 billion NTD on construction work procurements, over 400 million NTD on property procurement, and over 200 million NTD on service procurement.)

Operation

To enhance meeting efficiency, strengthen the management and supervision requirements of corporate governance, and protect rights of stakeholders, major procurement projects will be reviewed by the Procurement Committee before reporting to the Board of Directors.



1.3 Ethical Management and Legal compliance

1.3.1 Ethical Management

TIAC is committed to setting a goal of establishing a culture of ethical management. Anti-corruption policies and targets have been formulated according to the Ethics Guidelines for Civil Servants and the Ethical Regulations for Procurement Personnel, and TIAC has also established mechanisms with timely handling of legal violations and improper behaviors.

Taking into account instructions from competent anti-corruption authorities and annual plans developed from the previous year, TIAC actively proposed various measures to prevent corruption, management anti-corruption risks, case reviews and investigations, maintenance of agencies' safety and confidentiality of public affairs. Apart from training on laws and regulations internally to colleagues and actively promoting several measures in the Sunshine Act, TIAC regularly holds anti-corruption training activities (twice in 2020, reaching 270 participants) and conducts project investigations and reviews on high-risk operations, and arranges for the creation of the Terminal III anti-corruption platform, to reduce the corruption risk for major procurement cases, and build a culture of integrity.



Ethical management platform





For purposes of improving integrity performance and overall service quality, TIAC continues to conduct satisfaction surveys regarding integrity in recent years. At the end of 2020, TIAC conducted its "2020 Government Integrity Survey" with 276 contractors that had previously participated in procurement projects

(including procurement of construction work, service, and property), and received 127 valid responses. Results showed that 97.6% respondents had confidence in the Corporation's continued efforts in promoting ethical work behavior, a drastic uptick from the 85.2% in the previous year.

Anti-corruption education activities

To strengthen colleagues fundamental concept and knowledge of the law regarding corruption, and to enhance colleagues' awareness on legal compliance and the rule of law, TIAC invited the Prevention Section Chief, Department of Civil Service Ethics, Ministry of Transportation and Communications, Lai Pei-Ying to speak at a lecture in 2020, giving speeches on topics such as "Ethical Guidance for Public Servants" and "Ethical Procurement Principles". Lai explained cases indicating inflated figures on "public servant's reimbursement of pocket fee" while reimbursing overtime work fee, business trip expenses etc. to avoid breach of law due to temporary greed.



Integrity Communications

To enhance anti-corruption communications, strengthen colleagues' understanding of the concept, and create a platform to aggregate and share knowledge, TIAC published 6 volumes of Anti-Corruption Newsletters in 2020. The content of said newsletters include latest amendments to the law and case analysis, as well as news and issues, profiles, common aviation knowledge, daily information safety and security, consumer protection information, protection & defense concepts, and travel news.



Promotion of Ethics

TIAC provides information regarding laws and regulations on integrity and ethics and case analysis on multimedia info-boards, the Ethics webpage, and its single portal bulletin for staff and the general public so as to maintain the agency's anti-corruption reputation. Prior to the three major public holidays in Taiwan, TIAC asks colleagues to comply with anti-corruption and ethics regulations, to truthfully log-in ethics related reports, and to remind colleagues to carry out operations fairly so as to gain public trust.





Painting with Love, Planting Roots of Integrity

To promote a culture of integrity and maintain an ethical government image, TIAC participated in Taiwan Tobacco & Liquor Corporation's "Devotion with Love – Protecting Homes with Integrity" event at the plaza in front of Warehouse No. 346, Taipei Beer Factory in 2020. TIAC set up an interactive tent with a core message to "Paint with Love, Plant Roots of Integrity" and completed a Tree of Integrity with the public, promoting the anti-corruption message through photos posted on Instagram or Facebook.



Corruption Risk Assessment

TIAC has established a corruption risk assessment system which separates corruption risks into the following levels: "Low corruption risk," "Medium corruption risk," and "High corruption risk." Following an investigation of risk events by TIAC's Ethics Department, monitoring of all departments was strengthened and anti-corruption concepts were constantly disseminated to enhance employee awareness and prevent risks. TIAC handles all incidents involving a violation of the Corruption Regulations and all violations of the Anti-Corruption Act in accordance with the law and hold those responsible to account. No major anti-corruption event occurred in 2020.

Anti-corruption grievance reporting channels:

- ✉ Anti-corruption mailbox for Ethics Department: PO Box 13, TIAC
- ✉ Email: tiacst@mail.taoyuan-airport.com
- ☎ Anti-corruption hotline: +886-3-273-5712
- 📠 Fax: +886-3-273-5788

Anti-corruption risk levels	Type	Method of handling
Low corruption risk	<ul style="list-style-type: none"> • Violation of TIAC's Ethics Guidelines for Civil Servants 	Submit to administrative handling.
Medium corruption risk	<ul style="list-style-type: none"> • The administrative procedures were not yet complete • The procedures for management of contract performance were not yet complete 	Strengthen monitoring business promotion of relevant units.
High corruption risk	<ul style="list-style-type: none"> • Violation of the Anti-Corruption Act 	Handle in accordance with legal procedures and hold relevant personnel responsible for administrative damages.





Terminal 3 Anti-Corruption Platform



In order to effectively strengthen prevention mechanism of corruption in major construction projects, TIAC established an “Anti-corruption platform for Terminal 3” section on the TIAC website which discloses all relevant construction project information in a transparent manner to eliminate corruption risks and establish a culture of ethical management. The three main goals of TIAC’s anti-corruption platform are to establish high quality and respectful working environment, integrate and utilize the power of external supervision, and assist the projects to be completed on time with expected quality and without flaws.

- 
Transparent and open information disclosures
 TIAC discloses “origin, content, and benefits” of all construction projects and provides regular updates on project progress.
- 
Incentivize reports of legal violations
 TIAC encourages the public to report legal violations and provide information on reporting hotlines and strengthen advocacy on handling channels for various authorities.
- 
Media contact and communication
 TIAC releases information relating to progress of procurement proposals, interactions with external parties, issues of concern, and project status with media reference from time to time.
- 
Seminars and liaison meetings
 TIAC convenes liaison meetings to present project contents regularly; reasons for establishing the TIAC anti-corruption platform; challenges in bidding, contract revision, and contract management stages; potential risks; feedback from the public; and disputes with participating legal, investigative, anti-corruption, or engineering units and jointly discuss solutions.
- 
Handling of corruption incidents
 In the event of a violation of TIAC’s Ethical Guidelines for Anti- Corruption, TIAC will be able to describe relevant incidents and methods of handling to judicial units and the Public Construction Commission at any time through exchange meetings, and related information will also be sent to all colleagues.
- 
Participate in all stages of the procurement process
 TIAC has joined the procurement procedure review team, and participates in supplier discussion meetings and contract revisions meetings to fully understand the progress of procurement proposals and other relevant information.
- 
Coordinate appeals and disputes assistance
 TIAC’s anti-corruption platform coordinates and guides suppliers in voicing doubts according to legal procedures to avoid private lobbying, allowing TIAC to keep abreast of disputes and related evidence, and collects similar cases which can be provided to the authorities for further handling.





1.3.2 Internal Control

In order to achieve governance efficiency, provide reliable information, ensure regulatory compliance, and protect the safety of Corporation assets, TIAC internal control systems have been in accordance with the “Guidelines for Internal Control and Supervision of Government Units” and the “Regulations Governing Establishment of Internal Control Systems by Public Companies”. All internal control standards and procedures are implemented by TIAC employees following Board approval to facilitate sound governance and reasonable achievement of the following targets:



Three lines of defense for internal control system



Operating units and department director

- 1 Annually review operational targets, relevant risks, and effectiveness of corresponding controls in internal control systems.
- 2 Implement risk assessments and self-assessments of internal control.
- 3 Internal control systems and relevant regulations are vigorously observed, and timely reviewed.



Supervisory units and senior management

- 1 Review current material issues and identify potential risks.
- 2 Monitor the establishment of effective internal control systems in all departments, and integrate and implement said systems.



Internal audit

- 1 Implement risk-oriented audit processes and provide suggestions for improvement of internal control systems.
- 2 Review self-assessment results for internal control systems in all units.
- 3 Track implementation of improvement plans for internal control systems.



Management of Internal Audits

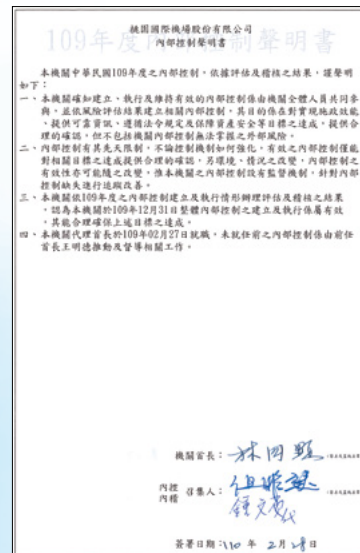
TIAC assists the Board of Directors and Managers in checking and auditing the defect of internal control system within effective scope of internal audit and measuring operational effect and efficiency, also giving due advice for improvement for assurance of effective performance of the system and for subsequent review and correction.

Internal audits in accordance with the Implementation Directions for Internal Audit Systems and periodically compiles annual audit plans which are submitted to the Board for discussion and implemented following Board approval. The Corporation's chief auditor makes regular reports to the Board regarding implementation progress of audit plans, deficiencies of internal control systems, and follow-up of improvements to abnormalities. Internal control deficiencies and abnormalities discovered during audits are disclosed in audit reports and improvement progress is tracked; quarterly improvement reports are compiled until said items have been improved.



Ethical
management
platform

Statement of internal
audit system by TIAC



To ensure achievement of the internal control system, TIAC proposes annual self-assessment plans and promotes self-assessment procedures in all units. The results of self-assessments discovered deficiencies, and suggestions are reported to the Board and a “Statement on Internal Control System” is then issued. To enhance quality and competency of audits, TIAC requires audit staffs take at least 30 hours of professional training, including attending forums annually, to enhance professional knowledge.



1.4

Supplier Management

As a state-owned enterprise, TIAC's procurement activities are in compliance with the Government Procurement Act, and through fair and transparent procedures to enhance procurement efficiency and the purpose of legislation, and to implement supply chain management; additionally, as TIAC is a downstream industry, our suppliers mainly provide labor, financial, and engineering services. Besides, there are several dozen on-site companies that coexist with the TIAC. TIAC commits to compliance with national regulatory requirements, implementation of governmental procurement regulations, and active focus on the legal compliance of collaborating partners regarding environmental, labor, and occupational health and safety regulations. TIAC works with all contractors to shape a high-quality workplace.





Supplier Policies and Commitments

In compliance with the Government Procurement Act, and adopts fair and open procurement procedures.

Ensures the quality of procurement, delivery schedules, and contract prices meet requirements

To become co-exist and co-prospering partners with suppliers

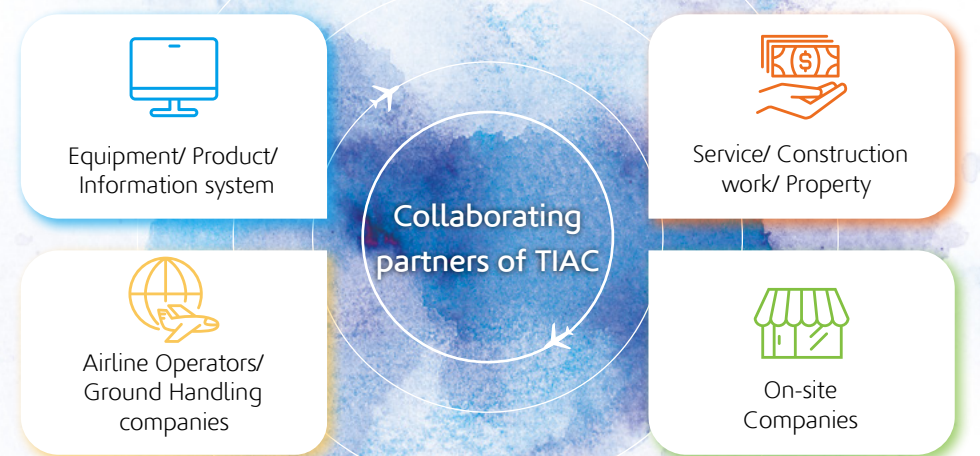
Participating Conditions for Suppliers

TIAC has showed through bidding files that, suppliers should follow government sourcing regulations and related measures. Related measure as follows:

- Suppliers cannot break the environmental protection regulations, and should source government approved environmentally friendly products, domestic renewable energy or products that are produced using renewal energy as a certain percentage of raw materials in the first place.
- Suppliers should fulfill energy saving and emission reduction during contract and conduct related files (e.g. ISO14064-1, ISO50001, Airport Council International (ACI) certification program), to strengthen sustainable awareness.
- Suppliers should follow the protection of disabled people's rights regulations, indigenous people working right protection regulations, and sourcing regulations, when they hire people of these categories.
- Employees hired by suppliers should follow regulations of the labor standard act and the occupational safety and health act. To enhance safety and hygiene in the working environment of Taoyuan

International Airport, TIAC creates “contract supplier safety and hygiene management measures” , to ensure safety to our staff and workers of contract suppliers. Furthermore, TIAC fulfills management in every working stage. To know more about contract supplier management, please see 5.2 secure and healthy working environment.

- Suppliers should follow the regulations of TIAC. If any supplier is against the regulation and result in facility damages, suppliers other than contract or rules with special penalty, will face penalty as follows: First time, deduct 1% of the contract fee that month; second time, deduct 5% of the contract fee that month; third time, deduct 10% of the contract fee that month, and accelerate each time. If suppliers further create negative news, reports, internet criticism, effecting reputation of our company, they will receive further penalty of 1 to 5 times.
- Based on the contract, if suppliers break any regulations, they will be withdrawn from the contract.



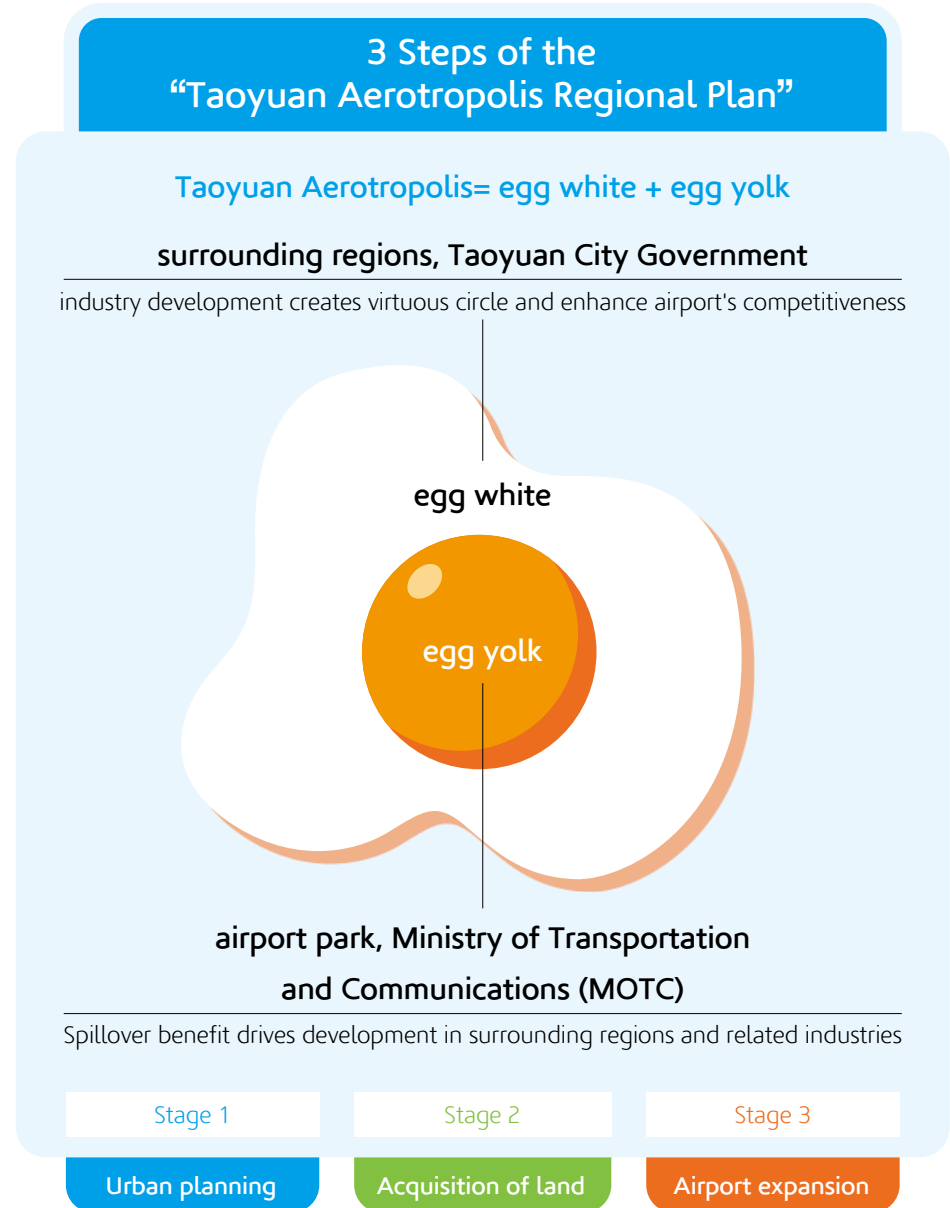


1.5 Set a Foothold Internationally

1.5.1 Taoyuan Aerotropolis Plan

To strengthen national competitiveness and prosper regional industries and economy, the Taiwanese government formulated the “Taoyuan Aerotropolis Regional Plan” . The Executive Yuan integrated cross department resources and established a Taoyuan Aerotropolis Regional Core Plan Project Team to carry out various measures. TIAC is in cooperation with the government's public policies, to stimulate the economy and build an aviation industrial chain through the activation of the Aerotropolis, hoping to become the core drive of regional prosperity and a maintenance service base for East Asia commercial aircrafts through integrating the Aerotropolis' industrial land. It is estimated that in 2040, TIAC will reach an international passenger volume of 82 million people, and cargo volume of 4.02 million tons.

The Taoyuan Aerotropolis Regional Plan is divided into three stages: urban planning, land acquisition, and expansion of airport facilities. The plan will set TTIA as the core and expand externally. TIAC will continually follow the plans of the Ministry of Transportation and Communications (MOTC) and Taoyuan City Government in creating development for surrounding regions and industries, strengthening the airport's overall competitiveness.





1.5.2 International Exchange Events

For the purposes of enhancing TIAC operating standards and align them with those of other airports around the world, TIAC actively participates in international exchange activities and seeks membership in international organizations such as the Airports Council International (ACI). TIAC has participated in international airport surveys (such as ASQ and Skytrax) and organized numerous international exchange activities including signing of sister airport agreements, welcoming international VIPs, and hosting international forums. These international exchange activities facilitate collection of new industry knowledge and allow TIAC to obtain visionary insights and issues relating to the aviation industry which can be used to analyze operational strengths and weaknesses for better decision-making and strategy formulation.

In addition, in order to keep abreast of trends of international development, TIAC actively develops international flight routes. Flight development strategies in recent years have mainly focused on positioning TTIA as a hub of Southeast Asia to Northeast Asia, Southeast Asia to North America, and Oceania to Europe. The rising popularity of overseas travel, and strong demand of flights to Europe, Australia, and India have led the highly frequent flight needs. TIAC also strives to facilitate discussions with airline operators in Europe, Australia, and India through international aviation forums.

TIAC actively participates in regional and global flight route development forums, inviting foreign airlines to establish bases in Taiwan while simultaneously increasing TTIA's recognition and reputation within the international aviation industry to strengthen market competitiveness.





Achievements of international exchange events

Cooperation with international airports

Japan's Takamatsu airport consultant committee in 2020

TIAC's then Senior Vice President Jerry Dan attended Takamatsu airport's consultant committee in January 2020, advising on Takamatsu airport's operational activities and airline development. Dann also suggested routes between Takamatsu and Southeast Asian countries or Australia with a layover at TTIA. Dann not only marketed his management experience at the TIAC but also deepened and the basis for future relationships.



President of Takamatsu Airport (second from the right) exchanged gift with Mr. Dann (first from the right)

Perspective on the air travel industry in the COVID-19 crisis through video seminar

In the face of the pandemic's impact on aviation industries, IATA consulting team collected mass amount of data and hold online seminars based on current crisis, future possible developments, and the "new normal" phenomenon. The team also invited airline companies, airport operators, and government supervising agencies to share and exchange information and ideas

Receiving international guests

In January 2020, TIAC received guests from Japan's Niigata Airport, a Narita Airport networking group, Malaysia airport, and Canada's Vancouver Airport.

International Forum

USA RSA Conference 2020 information security seminar

RSA Conference 2020 is the main seminar in the Americas and one of the biggest information security seminars in the world, attracting more than 50,000 participants globally every year. Apart from having the most forward-thinking industrial leaders to deliver speeches, innovative methods to adopt industrial technology and security are also shared at the seminar. This seminar is not only a center for conveying latest information on technological security, but also serves as a platform for information security peers to compete and collaborate. Through the seminar, TIAC enhanced its professional capacity which can be used to strengthen the Corporation's information security.



RSA Conference 2020 information security seminar





CH2

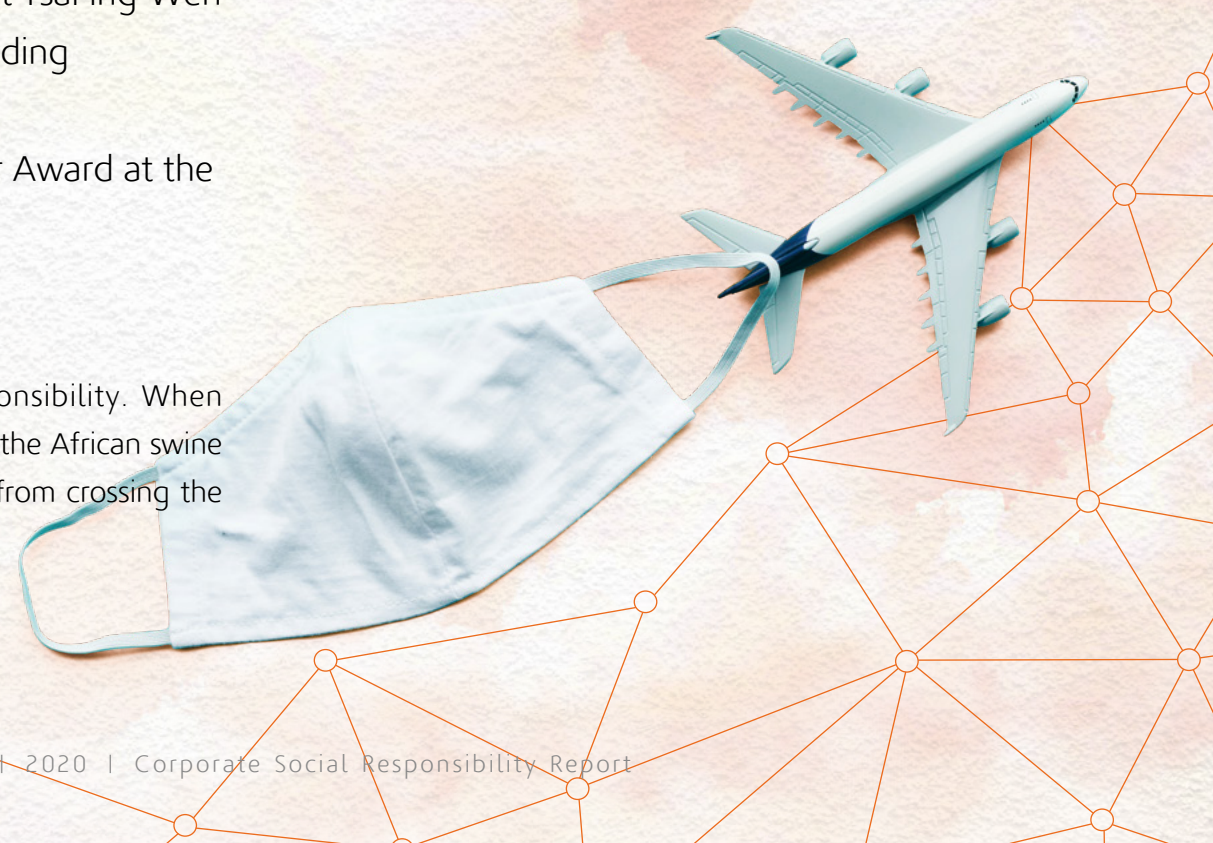
Sound Operations, Abide by Safety Standards

Highlights

- Conducted 8 disaster drills and exercises
- Information security accounted for 22.27 % of the total budget on information
- Received an epidemic prevention award from President Tsai Ing-Wen
- Implemented epidemic prevention technologies, providing passengers with convenient “contact-free” services
- Received Unit Excellence Award and Best Commander Award at the “National Critical Infrastructure Protection (CIP) Drill”

Summary

Airport safety is TIAC's most important mission and responsibility. When confronted with challenges such the covid-19 pandemic and the African swine fever, TIAC took care of every detail diligently, to keep the virus from crossing the borders, safeguarding our people's health.





Main topic: Airport safety

Policies and Commitments

TIAC provides appropriate resources to support safety management systems, implement safety training, and encourage effective safety reporting and information exchanges. Safety management is the main responsibility of all management executives and staff to attain TIAC's corporate culture.

Goals

Short-term

- Ethical handling of hazard reports and elimination of hazard factors.
- Review safety performance monthly and track improvement progress through safety review committee meetings.

Medium and long-term

- Promote TIAC's corporate culture of safety and impartiality.

Grievance mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “[Contact Us](#)” page on our website.

Specific actions

- 8 disaster drills and exercises in 2020.
- 6 off-site situational educational training and special disaster prevention and response exchanges, of which 450 people attended.
- 3 disaster prevention and preparedness trainings: “disaster prevention awareness training board game workshops” and “disaster prevention awareness scenario board game camps”, in which 270 people attended.
- TIAC obtained ISO 27001:2013 (Information Security Management System, ISMS) certification and held five information security courses for all employees each year.
- TIAC organized 45 flight safety training sessions, in which 2,089 people attended.

Evaluation mechanisms

Regular inspections of all safety management systems and facilities, and evaluation of safety performance and objectives through TIAC's Safety Committee, which also provides reviews and proposes improvement measures.





2.1

Airport Safety Management

The core mission of TIAC is to maintain the highest standards of safety. While providing services, TIAC is fully committed to the establishment, implementation, maintenance, and continued improvement in relevant strategies and operational procedures, working to ensure that all aviation activities are carried out with appropriate resources, aiming at achieving the highest standards on safety and regulatory compliance.

2.1.1 Airport Safety Management System

TIAC is regulated by national policies, requirements, and international standards for the management of airside and landside safety. A Safety Management System (SMS) has been accordingly formulated to TIAC's colleagues, the Aviation Police Bureau, the Air Navigation and Weather Services, airline operators, and ground handling companies at TTIA, for the purposes of ensuring that all of the aforementioned units have a clear understanding of airport safety procedures. TIAC further requires all internal management and colleagues to bear the responsibility of adhering to the highest safety performance standards.

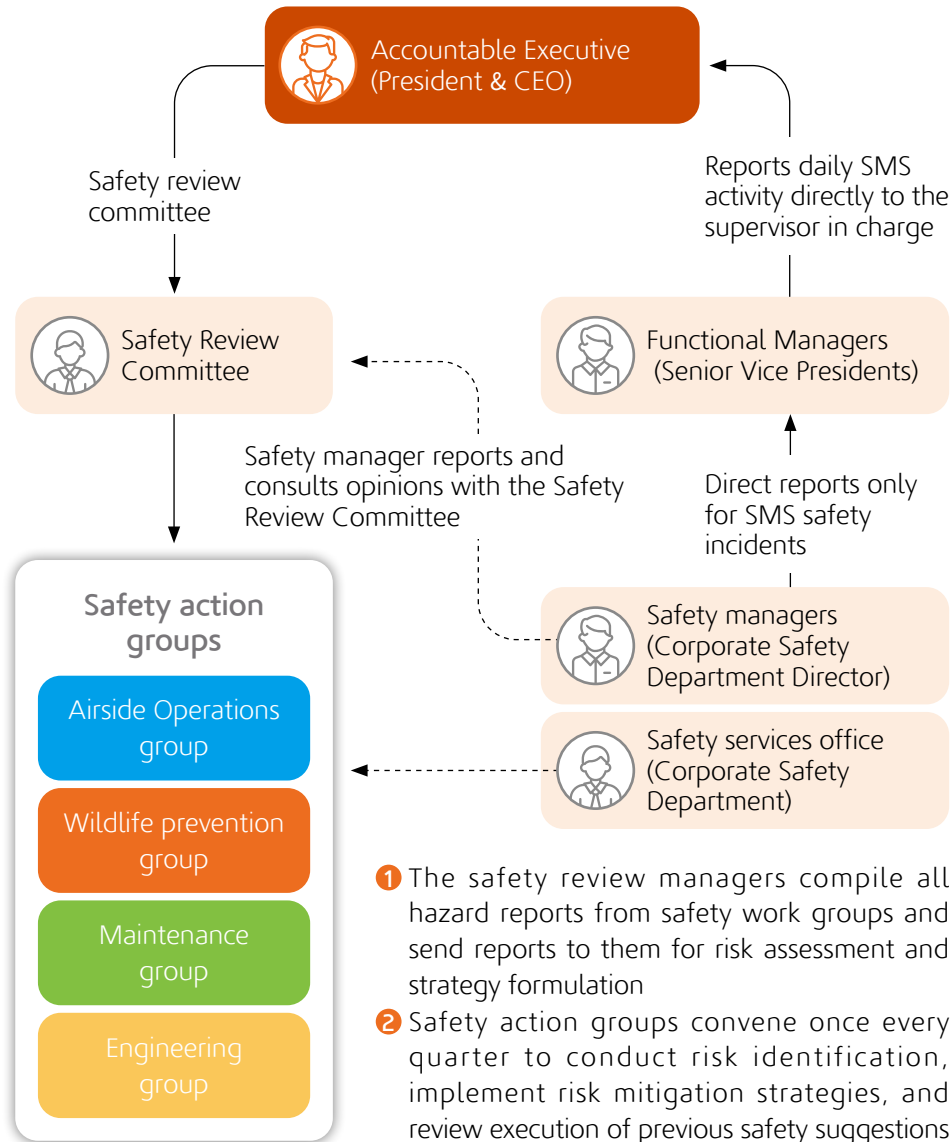
For effective management and fulfilment of airport safety, TIAC holds three “Safety review Committee” meetings each year. (Due to Covid-19, of the 3 meetings in 2020, 1 was conducted in-person while the others were through online information distribution.) The President & CEO of TIAC acts as the Committee's supervisor in charge, and other Committee members include executive managers, the Aviation Police Bureau, the Air Navigation and Weather Services, airline operators, and ground handling companies. The Committee is responsible for reviewing and formulating safety policies, resource allocations, and high-level issues relating to safety performance, and to decide on the following subjects:

- 1 Ensure the effectiveness of the Corporation's safety management system
- 2 Monitor that all improvement measures are executed appropriately and timely
- 3 Monitor safety performance based on the Corporation's safety policy and safety goals
- 4 Ensure proper use of relevant resources, to achieve better safety performance than required by law





Safety Management System and Organizational Chart



Operation Control Center (OCC)

An Operation Control Center (OCC) has been established by TIAC for monitoring airport safety, strengthening safety of airport procedures, and enhancing operational efficiency. OCC is responsible for management of airport operations, notification of abnormal/hazardous incidents, and emergency handling of various incidents at landside for 24 hours each day.

- CCTV monitoring: 24 hours monitoring, plus display of main areas on the screen walls.
- Patrol: security personnel conduct patrols at each terminal every hour, and report to the OCC should any abnormal event arise.





Safety performance indicators and actual performance (Mild standards)/ per 10,000 takeoffs and landings/ per 10,000 air bridge operations/per 1,000 construction personnel / airplane operation per 10 thousand flights		2021 Normal Value	2021 Alert Value	2020 Normal Value	2020 Alert Value	2020 Actual Value
1	Vehicle overrun aircraft incidents	0.87	1.99	0.93	1.51	0.93
2	Speeding incidents of vehicles or other ground support equipment	0.87	2.15	0.39	0.83	0.84
3	Accidents of vehicles or other ground support equipment	2.27	3.82	1.11	2.11	2.45
4	Bird strike	0.39	1.55	0.90	1.45	0.50
5	Violation rate of construction personnel	0.13	0.27	0.09	0.2	0.14
6	Improper use of air bridge or equipment failure	0.08	0.37	0.07	0.31	0.17
7	Failure of floodlights or GPS coordinate signs	0.31	1.03	0.68	1.55	0.34

Safety performance indicators and actual performance (Severe standards)/ Below 2 per rolling five-year average per million takeoffs and landings	2021 normal value	2020 normal value	2020 actual value
1 Five-year rolling average of aircraft re-takeoff/unable to takeoff due to runway incursions caused by vehicles or other ground equipment (Actual incidents / 5 annual total takeoffs and landings* one million)	2	2	3.54

Safety performance indicators and actual performance (Severe standards) Below 2 per 100,000 takeoffs and landings	2021 normal value	2020 normal value	2020 actual value
1 Rate of aircraft shut down for maintenance caused by improper ground operations or equipment failure	2	2	1.68





2.1.3 Airport Hazard Handling

TIAC is committed to developing and encouraging a culture of integrity in providing notifications of aviation safety incidents. TIAC collects, analyzes, and shares information related to aviation safety incidents, to identify possible hazards, adapts appropriate risk mitigation measures, and also provides feedback of handling results to informants. To eliminate and reduce operational hazards that could impact safety performance at TTIA, hazard identification and safety risk management procedures (including a hazard notification system) have been established and implemented by TIAC.

	2018	2019	2020
Airside facility	29	64	48
Landside facility	7	7	10
Security incidents	1	1	4
Airside operation	13	18	13
Flight operational management	3	0	0
Bird strike	0	0	0
FOD (note)	2	5	10
Other	1	1	11
Total	56	96	96

Note: Abbreviation for Foreign Object Damage.

Statistical information on the main topics of year 2020 are as above. Upon receiving safety issue reports, personal information of the reporting person will be redacted. The report will then be handed to safety managers for preliminary review. After compilation and statistical reviews, all cases were categorized as simple cases (maintenance and repair). Following hazard identification and risk assessment procedures carried out by safety work groups, and notifications were handled by relevant units responsible for reporting on implementation progress and notifying the reporting personnel upon completion. TIAC encourages all on-site companies and airline operators to report safety issues however trivial or significant, making it possible for TIAC to manage and eliminate all safety issues and enhance safety at TTIA. With our encouragement, the annual number of notifications relating to safety issues has gradually increased every year, indicating a solid airport safety culture valued highly by our stakeholders.

The hazard issues reported in 2020 contained 48 cases relating to airside facilities (e.g. damaged and cracked taxiway surfaces, blurred parking bay lines, inadequate or inconspicuous reflectors or warning signs) and 13 cases related to airside operations (such as traffic flow issues, failure to operate in accordance with standard operation procedures etc). TIAC insists that “no personnel should be penalized for hazard reports made through the hazard report system, except for incidents where relevant regulations and procedures were purposely violated or ignored.” The Corporation continues to track and monitor all improvement measures. Should the number of violations exceed safety performance values, heavier penalties will be imposed, and repeat offenders will be subject to legal action.





Prohibition of pigeon-raising around the airport

Article 3 of Regulation on the Prohibition of Pigeon-raising around Civil Aeronautics Administration stipulates that pigeon-raising is banned in the 5km radius to the center of the airport (the center being the middle of the two sides of the runways) and 35 degrees on both sides.

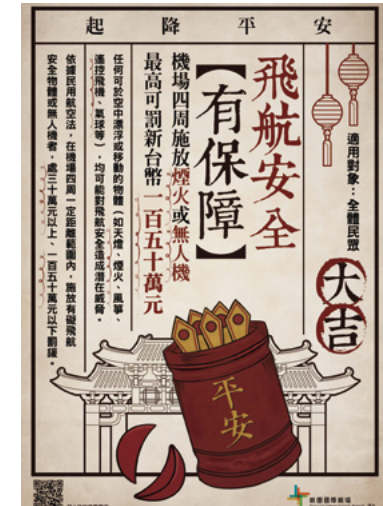
TIAC propagates the threat of pigeon-raising to airport safety to local residents non-periodically, and patrols the prohibited areas for new establishments. Irregular patrols and inspections are also conducted on pigeon houses beyond the prohibited areas that may still affect airport safety.

Prohibition of pigeon-raising around the airport

1 Advocacy: Cooperation with Civil Aeronautics Administration and implementation of the 3Es (Education、Engineering、Enforcement) policy:

- a Creating a section regarding the prohibition of flying objects that affect aviation safety (including aerial camera and remote-control drone).
- b Creating infographic of the area of prohibition

- c Increasing awareness at drone hotspots around the airport, joined efforts with airport and local police for inspections and advocacy at airplane-watching hotspots and shops. Field inspection on one hand helps accelerate investigations, on the other raises aviation security awareness to avoid breach of law by residents and shops. We also posted airport safety flyers at the hotspots



- d Requesting local governments to place warning signs in local parks

2 Install interfering facilities

- a Assigning two interfering guns to airport affairs personnel. Airport and local police use the guns to interfere with the drones. Duty command center notices local police who then assigns personnel to locate the flyer and the drones that had automatically returned or landed on the spot.
- b Upon discovery of a drone, request airport police to preserve evidence, which is later reported to the Civil Aeronautics Administration.





3 Educational training

TIAC invited the Aviation Police Bureau, New Taipei City Police, and Taoyuan City Police to the 2020 “remote control drone prevention drill and education training”. The training included lectures on joint prevention, as well as outdoor lessons to fly drones and interfering guns simulation trainings on TTIA's 05R lanes.



Bird Strike Prevention

To prevent bird strikes, TIAC cut off trees around the airport, set up bird net over ditches, studied bird patterns, improved vegetation, and worked with the Aviation Police Bureau to drive away birds.

TIAC worked with Wild Bird Society of Taoyuan, predicted and published information regarding bird activities on our official website every month, including active bird types, active area, flying

height, active time etc. The type of bird with the highest risk is the Cattle Egret, which is bigger in size. Every year between April to May and August to October, tens and hundreds of Cattle Egrets fly through or rest in the airport. After years of study, TIAC cut the grass around the runway at night, to avoid turning the soil and attracting Cattle Egrets to forage during the day. TIAC found that Cattle Egrets do not like high grass, therefore TIAC kept the grass around 30 cm high around the runway to avoid birds from lingering and affecting aviation safety.

In 2020, TIAC built a 4 to 6 meters high net for Black-shouldered Kites on agricultural lands around the airport. These birds can eliminate rats for farmers and the nets can attract them from the airport. Moreover, aviation police use all sorts of methods to drive birds away from the airport, including with whistles, buzzers and shotguns 4 times a day (dawn, morning, afternoon, dusk).



Wild animal activity announcements



Set up bird nets over ditches




Build nets for Black-shouldered Kites






2.1.4 Information Security Management


Rapid advances in technology have made it inevitable that all of TIAC's business operating environments are now connected with information technologies. Because of this connectedness, all information systems are required to operate continually without interruptions to ensure smooth operations throughout the course of daily use. A rigorous information security management mechanism and four information security management targets, confidentiality, integrity, accessibility, compliance to law, have accordingly been established by TIAC.




Confidentiality
Confidentiality must be maintained for any information stored, processed, or transmitted within the information systems.



Integrity
Any information stored, processed, or transmitted within the information systems must be protected to prevent tampering, manipulation, or hacking during operation processes.

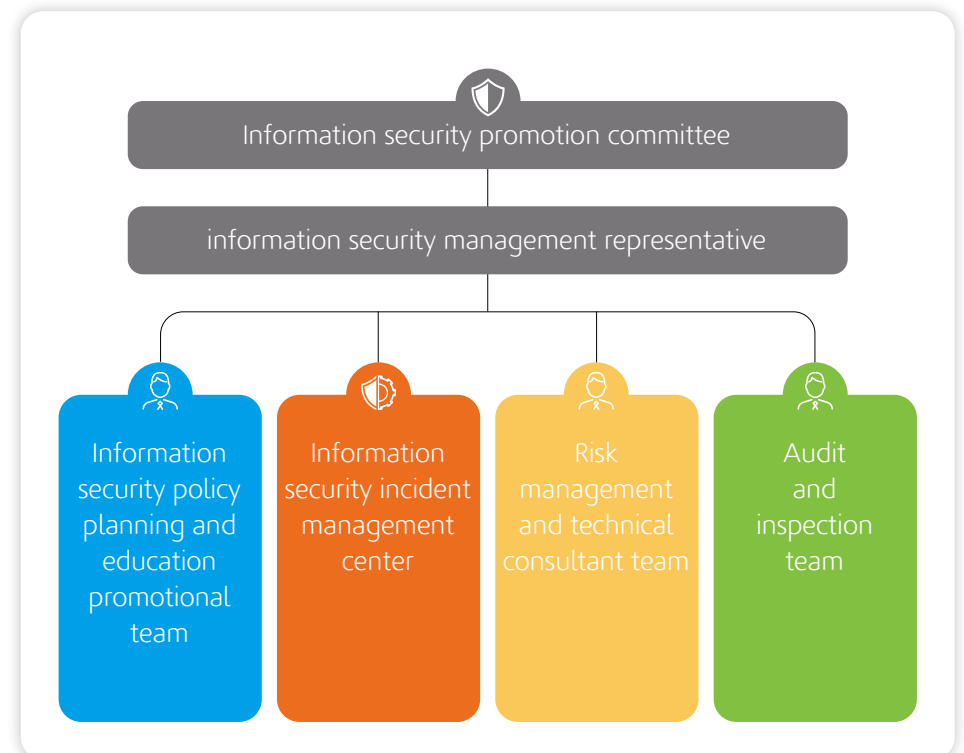


Availability
Ensure that information and systems continue to operate without error, and that legitimate users seeking to use information systems can receive appropriate responses promptly to complete their service needs.



Compliance
Ensure compliance with information system establishment laws and information security regulations.

TIAC took information security seriously and increased its budget from 16.21% in 2019 to 22.27% in 2020. A management system was established based on ISO/IEC 27001 information security management systems, which obtained ISO27001:2013 verification in 2019. TIAC also set up an Information Security Promotion Committee responsible for the management, inspection, implementation, review, and advocacy related to information security. Senior vice presidents serve as the information security management representatives, and convene information security management and review meetings each year.





TIAC conducts risk evaluation, information security checkup, and safety examinations every year, including information security checks on internal hosts, user devices, and network equipment (including network architecture, malicious network activity, malicious activity on user computers, malicious activity on server hosts, and review of security settings) and vulnerabilities improvements. Additionally, TIAC also organizes three-hour information security courses for all colleagues and above 12 hours for professional personnel every year. TIAC hosted five sessions in 2020.



2.1.5 Aviation Safety Training and Promotion

Aviation safety is not simply the responsibility of TIAC, but rather the responsibility of all TTIA stakeholders. Each year, TIAC hosts relevant training and promotion activities targeted specifically for internal and external stakeholders, to enhance understanding and awareness of airport safety issues. Thus, TIAC is able to build an airport safety culture. In 2020, TIAC hosted 45 sessions, in which 2,089 people attended.

“National Critical Infrastructure Protection (CIP) Drill” seminar series

Sessions

1

Participants

96

Target audience : TIAC's colleagues, contractors, and on-site companies

AED training

Sessions

28

Participants

934

Target audience : TIAC's colleagues, contractors, and on-site companies



Security pass training

Sessions

3

Participants

303

Target audience : TIAC colleagues with access pass



Aviation security training

Sessions

4

Participants

194

Target audience : TIAC colleagues





Safety management system (SMS) training

Sessions

5

Participants

197

Target audience : Staff with airside driving license

Airport slot educational training

Sessions

2

Participants

183

Target audience : TIAC colleagues

Civil aviation act educational training

Sessions

2

Participants

182

Target audience : TIAC colleagues



Flight safety you should know

Even though we can't travel during the pandemic, aviation safety must still be maintained!



- * Pigeon-raising and flying objects that could affect aviation safety are banned around the airport
- * Direction of the lights are limited around the airport
- * Please do not pass on false information that could risk aviation safety
- * Do not bring dangerous items on the plane or through luggage
- * Use of cellphones and electronics are restricted on the plane



In 2020, TIAC canceled all aviation safety promotional activities due to the pandemic, as instructed by the Central Epidemic Command Center. Those activities, including Flight Safety Promotion-Airport Experience Tours, Selection of flight safety ambassadors and quizzes, and outdoor public promotional activities, were displayed by video on the screens at the airport and on social media instead.





2.2 Risk Management

TTIA is the most important international airport in Taiwan. Because of this, improper handling of hazards or risk issues can lead to serious impacts on the image of TIAC and Taiwan. Risk management procedures and appropriate management measures have been formulated and implemented in order to pursue the highest standards of airport safety and achieve TIAC's mission of sustainable development; progress on these procedures and measures are tracked and reviewed each year.

2.2.1 Risk Management System

Considering the factors such as the nature of jobs, scale, and quantity of people involved, TIAC established an appropriate and effective internal management system based on risk and importance principles with cost-effectiveness and the government's internal management concept framework. The system was approved by the Board of Directors and carried out by all staff.



Risk identification

Targets for each operational level are formulated based on overall targets and operation types. Risk assessment mechanisms in the "Risk Management and Crisis Handling Operation Manual" issued by the National Development Council are used as a reference to set these targets. Identified risk items may potentially impact achievement of overall targets and targets for each operational level which have been set in accordance with responsibilities

and corresponding control objectives involved in the procedures for each operational level. A list of risk management items is compiled by TIAC



Risk analysis

After risk identification, impact levels and probability of each risk item are analyzed based on scope of potential impact and probability of occurrence.



Risk assessment

Following risk analysis and consideration of manpower, resource, and organizational environments, TIAC determines classifications of risk items based on impact levels and probability. Currently, no risk items are identified as high or extremely high. Moderate-risk items have all been reduced to low-risk levels, mitigating their impacts on TTIA.

Risk Level

Assurance



Low risk

Responses and handling are conducted in accordance with existing control procedures



Moderate risk

Scope of management responsibility should be clearly defined.



High risk

Management is required to supervise, formulate plans, and provide resources for relevant items.



Extreme risk

Management is required to take immediate action.





Control System

TIAC has a control system for every risk (include operation procedures, main points of control, instruction files and information etc.). Every unit in charge is responsible and must conduct self-evaluation on implementation effectiveness at least once a year, to ensure the lower risk .

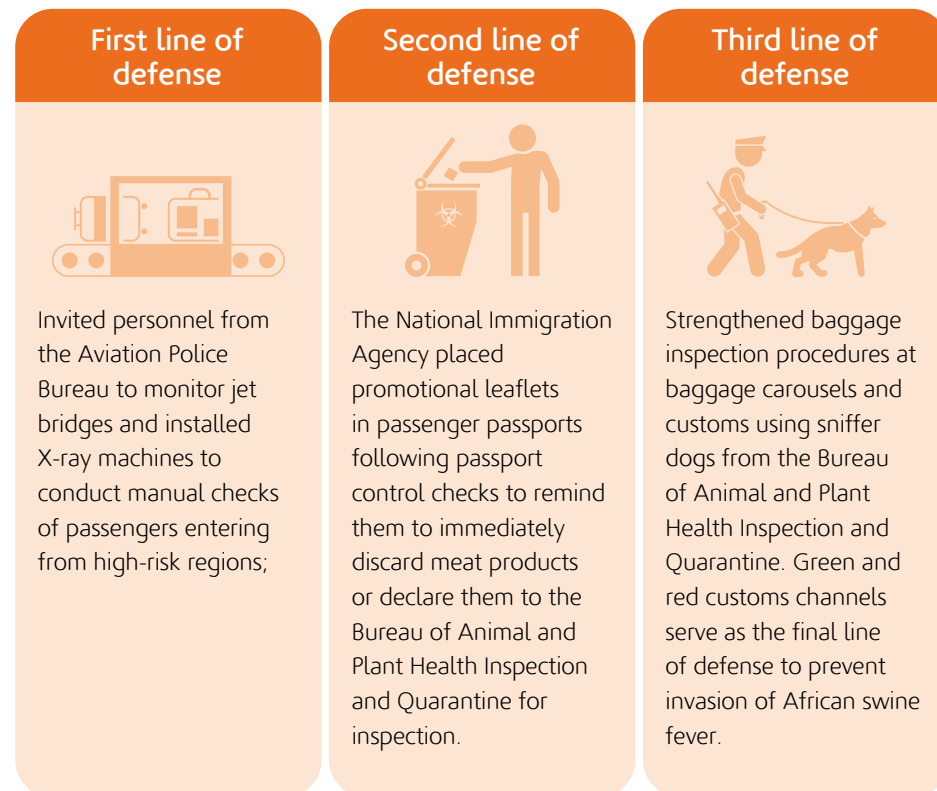
Risk cycle category	Management objective
Operation and receipt cycle	TIAC plans to formulate airport development and operational plans which will control flight operations, manage transportation and storage of aviation fuel, manage on-site companies and passenger services, ensuring continued operations at TIAC.
Purchase and payment cycle	In order to effectively manage TIAC's suppliers and contractors, TIAC conducts audits at all stages of procurement to ensure that construction, financial, and services projects adhere to government and corporate regulations, and to avoid legal violations or improper behaviors from suppliers and contractors.
Safety and security cycle	TIAC considers airport safety to be an important mission and responsibility. TIAC not only adheres to international standards and regulatory requirements of governing authorities, but also actively implements various management measures for handling hazards/abnormal items, security management, and occupational health and safety to ensure the safety of colleagues, on-site companies, and passengers.
Construction management cycle	TIAC is currently conducting several construction projects. To prevent accidents during construction, TIAC implements management and contingency plans through the entire life cycle of these projects.
Salary and wage cycle	TIAC does not conduct any production or manufacturing activities. The main responsibility of the Corporation is to serve passengers and manage on-site companies. All employees are considered important Corporation assets, which is why TIAC implemented complete human resource management plans and measures to retain talent.
Finance cycle	TIAC manages loans, corporate bonds, and other securities to ensure appropriate short- and long-term usage of funds. Financing of corporate bonds and other securities, and adherence to repayment plans for loans prevent financing problems from occurring.
Property and equipment cycle	To prevent improper handling or damages to assets and equipment, TIAC has implemented operational procedures for asset acquisition, storage, recording, maintenance, insurance, leasing, and disposal, so as to protect TIAC interests.
Investment cycle	Investment plans and mechanisms to assess benefits are proposed prior to investments to ensure that they adhere to TIAC corporate needs. TIAC also manages investment targets and data relating to investment profits and losses so as to maximize investment benefits.
Information system cycle	TIAC uses many systems and programs, necessitating strict control of all information and systems, establishment of corresponding user access permissions, and periodic implementation of risk assessments and information security checks to ensure information security.
General control activities	TIAC has formulated corresponding control plans for all internal management systems and mechanisms supported by internal controls and audits to ensure that all operations adhere to legal requirements and corporate regulations.





2.2.2 African Swine Fever (ASF) Prevention Policies and Measures

TIAC has committed to active adherence to the African swine fever (ASF) policies of the Central Emergency Operation Center since the outbreak of the ASF and strengthened prevention measures against virus invasion. All inbound passengers are reminded not to carry meat products so to avoid fines. Three lines of defense were set up in accordance with government policy:



As of March 2021, 13 countries in Asia have reported cases of African swine fever. Taiwan and Japan are the only countries in East Asia where no cases have been reported. This shows that our prevention measures have so far been effective. According to the emergency response center, meat products unlawfully brought in and or thrown away by passengers continue to show positive testing result for African swine fever, indicating high risk of invasion of the disease. TIAC will continue to follow national policies and to enhance epidemic prevention measures.





2.2.3 COVID-19 Prevention Policies and Measures

Following the COVID-19 outbreak in early 2020, TIAC has fully cooperated with the Central Epidemic Command Center and the Ministry of Transportation and Communications in terms of pandemic prevention tasks. These tasks include transportation plans for chartered flights of returning nationals, passenger and terminal protection, adjustment of aircraft parking bays, support for quarantine units and policy dissemination, coordination of personal protective equipment (such as masks) quantities, organization of cleaning staff to strengthen terminal disinfection processes, installation of temporary screening stations, planning of passenger flows, dissemination of various pandemic prevention and health education concepts, and coordination of pandemic prevention shuttle buses. During the implementation of these various pandemic prevention tasks, TIAC worked closely with all on-site companies and expended all efforts in preventing COVID-19. TIAC's main pandemic prevention measures were as follows:





TIAC actively propagated all on-site companies to follow epidemic prevention measures issued by the Centers for Disease Control in response to Covid-19 and conducted health management. The instructions include “public transportation guide” , “big commercial premises guide” , and “business operation maintenance guide.”



TIAC set up Line groups for instant communication and latest news updates between TTIA's on-site companies.



TIAC tightened access management, adjusted several terminal entrances, measured body temperature, encouraged hands sanitization, and ensured masks are worn. A person whose temperature is over 37.5 Celsius degrees will be prohibited from entering the terminal. At the same time, TIAC set up infrared thermometers before security screenings. Those who measure over 37.5 Celsius degrees will not be allowed on the plane. This double-check method was established to ensure the health of all personnel.



TIAC implemented health management procedures for staff and personnel working on official businesses. It increased cleaning and disinfection frequencies of public spaces and coordinating personnel protective equipment of all operational units, adjusting and optimizing air flow of air-conditioners to ensure good air circulation. TIAC also extended installation of alcohol spray and sanitizer dispensing equipment in all major hallways, elevator entrances, terminal exits and entrances, and toilets.



TIAC disseminated pandemic prevention information to passengers and the general public via broadcasts and digital billboards messages in arrivals and departures halls, check-in counters, immigration checks, and baggage claim areas.



To ensure the safety of passengers and environments, TIAC implemented the following:

1. implemented the “Airport Transportation Program for Quarantining Personnel,”
2. launching pandemic prevention taxi fleets where all drivers signed voluntary consent forms prior to operations,
3. arranging for doctors from the Taiwan Centers for Disease Control to provide training and health education for all on-site personnel and drivers
4. strengthening cleaning and disinfection measures of all cars and parking areas, as well as driver awareness of personal protection measures.

TIAC further formulated the “Operational Procedures for Disinfection of Pandemic Prevention Taxis” to provide a reference for taxi drivers. Standard cleaning and disinfection procedures were carried out at the beginning of the day, before passenger trips, during passenger trips, and after passengers had alighted. Drivers were required to report back to their respective taxi fleets and await inspection after completing cleaning and disinfection procedures. Taxis were prohibited from carrying passengers when returning to the airport. Drivers were further required to keep all windows fully open to maintain air circulation and prevent possible infections.





Outdoor containers and equipment
for specimen collection and testing



Airport security personnel maintaining
public order



Passenger inspection area is separated
from staff working area to prevent
contact and ensure safety of staff



Cleaners training to enhance epidemic
prevention



Guiding passengers to ensure 1.5m
social distance



Cleaning and sanitizing passengers'
check-in luggage



Epidemic prevention front line-
cleaning staff



Epidemic prevention front line-
security



Epidemic prevention front line-
medical staff

Special bathrooms arranged for
different passengers and staff





TTIA Epidemic Prevention Center Provides Latest Information for Passengers

For around-the-clock service, TTIA Terminal 1 and 2 departure service center worked three eight-hour shifts, providing passengers with information in Chinese, English, Japanese, among other languages, epidemic prevention transport, and arrival and departure services. At the beginning of the outbreak, epidemic prevention center staff received thousands of phone calls daily and provided the public with the most up-to-date responses. It is because of their work that TTIA managed to safeguard the national gateway. We follow the government's instructions to keep the public from worrying.



Sanitizing a baby carriage



The service center helping passengers earnestly

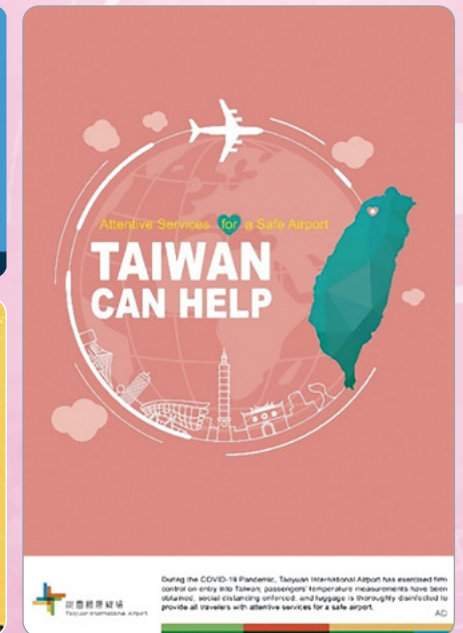


Service center access control



Epidemic prevention frontline- departure service center

Due to the seriousness of the pandemic, TIAC maintained communication with passengers regarding details of the epidemic prevention procedure. We followed instructions from the Central Epidemic Command Center and TTIA's prevention policies, provided instantaneous and correct information on our social media platforms. Meantime, high standard propaganda on epidemic prevention was published in magazines and the news, allowing the public to understand and be more at ease with TTIA. Additionally, TIAC advertised our epidemic prevention measures on foreign media such as Air Business, Anna Aero, and Future Airport, showcasing the thoughtfulness TIAC demonstrated in our prevention measures while creating a positive image as a safe and reassuring international airport.





TIAC's Inevitable Duty: Blocking Covid-19

2020 was a difficult year as Covid-19 spreader globalwide. Countries implemented various epidemic prevention and border control measures starting February 2020, which resulted in a decline in global air traffic. TTIA was no exception.

Even so, TIAC understood its duty at the frontline of epidemic prevention was to block the virus from entering national borders and safeguard the people's health. TIAC integrated the units and their limited resources at TTIA, and carried out government policies effectively and in a timely manner, safeguarding the national gateway. The Corporation established four main operation points during the pandemic: epidemic prevention, relief package, stimulus package, and reparation.



Epidemic prevention

guard national front line with safety, convenience, and strict defense

Epidemic prevention charter flights - supporting charter and semi-charter flights' return Taiwan, organizing subsequence transport

In order to bring home Taiwanese citizens abroad, the government negotiated terms for charter flights while TIAC was responsible for assisting the Central Epidemic Command Center in building inspection stations at Taoyuan airport, providing wireless communications, safety cares, and other support. TIAC took on-flight passengers' temperature, completed inspection procedures, and confirmed that passengers had no fever or other symptoms. Afterward, TIAC transported passengers with tour buses to quarantine sites. Those with symptoms were sent to hospitals via ambulances. All luggage was sanitized in the inspection station upon arrival. In 2020, TIAC supported 24 charter- and semi-charter flights, serving more than two thousand passengers.

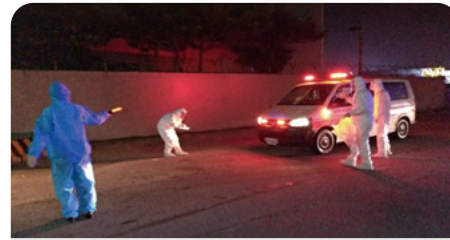


February 21st, 2020 Inspecting the Diamond Princess charter flight





February 3rd, 2020, first charter flight returned to Taiwan from Wuhan



Disinfecting an ambulance that transported returning passengers



Paying respect to our warriors who work at the frontline of the nation

Establish epidemic prevention fleet and subsidies

TIAC adhered to MOTC's policy of "Airport to Residence Transportation Services for Home Quarantine": starting March 4th, 2020, arriving passengers subjected to home quarantine are not allowed to take public transportation. TIAC arranged a fleet of epidemic prevention vehicles to bring passengers to their residences, quarantine hotels or inspection centers for quarantine. In 2020, TIAC transported 188,470 passengers.

To encourage taxi and tour bus operators, MOTC offered a special program providing subsidies to transportation operators who transport home quarantine subjects on top of what passengers pay. To ensure taxi drivers received subsidies swiftly, TIAC increased manpower to work with the taxi driver's association to pay them on the same day. A single service point was set up to assist drivers in 2020, the subsidy for the epidemic prevention fleet reached 197 million NTD.



Epidemic prevention front line- quarantine car crew

Relief plan- stabilize society, ensure employment, and support business owners to maintain operation

Many aviation-related industries were greatly affected by the spread of Covid-19 globally. MOTC provided many relief plans to support businesses overcoming hardships. In the spirit of unity, TIAC launched relief plans 1.0 and 2.0 in response to government policy, temporarily suspending the collection of land use fees and providing several subsidies for the civil "aviation industry", "general aviation industry", "catering industry, ground handling industry", "airport commercial service facility industry and the maintenance industry". Moreover, TIAC launched relief plan 3.0 to subsidize water and electricity bills and airport quarantine fleet for on-site companies, and employee salary, public service facility fee, and operation subsidies" for the commercial service and facility industry.



Minister Lin Chia-lung inspecting the operation of the epidemic prevention fleet



An epidemic prevention fleet hero who received subsidy






Relief plan

stabilize society, ensure employment, and support business owners to maintain operation

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 Budget arrangement and epidemic prevention related operations of Taoyuan Airport

 MOTC arranged sightseeing and relief/stimulus area during Covid-19





Stimulus

■ create new sightseeing spots, promote businesses opportunities during pandemic

We think about revitalizing domestic economy when the pandemic is under control and mitigated. Upon the aviation industry' proposal of “fly around the island, see Taiwan in the air” – a semi-traveling abroad idea, and with support from MOTC, TIAC put full effort in cooperating with and integrating the Aviation Police, National Immigration Agency, Taipei Customs, Bureau of Inspection and Quarantine, and Centers for Disease Control to complete the first traveling-around-Taiwan plan during the pandemic. The plan commenced from August 6th, 2020 and has launched 25 trips, with 5,046 participants.

Other than the aforementioned stimulus plan, TIAC proactively held several summer events and tours for people to have fun at TTIA. Moreover, TIAC cooperated with TTIA's industry development association on advocating “Let's go! One day trip at Taoyuan Airport” activity. Through holding such events, TIAC attracted many people to visit, stimulating the airport's economic activities. Please refer to [5.4.4 in the report regarding airport economy stimulus events](#).



Reparation

■ planning ahead for facility replacements; seizing opportunity for non-stop constructions

Under the limit of current air lanes and terminal capacity, Taoyuan Airport needs to ensure normal operation and maintenance of facilities. To maintain the facilities, TIAC only does reparation at night time or non-rush hours, or extend reparation plan. Due to the pandemic in 2020, passenger capacity and flights have greatly declined. TIAC moved our future reparation ahead to 2020, speeding up 13 construction projects which will bring approximately 26 billion NTD from effectiveness benefits and create 13.1 thousand jobs. Please refer to [3.2.1 of the report for airside reparation plan](#).

TIAC stood firm in our dutiful positions. During the pandemic, TIAC organized 240 stationed units, over 30 thousand people joined epidemic prevention work. TIAC followed government policy on epidemic prevention, supported the Centers for Disease Control with epidemic prevention measures at the airport such as providing space, arranging route, maintaining order of arriving passengers, disinfecting areas, and arranging epidemic prevention fleet. TIAC worked hard to support charter flights returning Taiwan, remained open for transferring passengers, and advocated epidemic prevention measures. To ensure smooth, effective, and timely epidemic prevention measures, TIAC held numerous internal and public meetings for communication, coordination, and organization. Additionally, TIAC cooperated with Central Epidemic Command Center- personnel to prevent the spread of the pandemic.





Received Epidemic Prevention Medal from President Tsai Ing-wen in appreciation of the hard-working heroes

As the pandemic spread globalwide, resulting in decline in air traffic, TIAC's workload grew. Apart from the regular tasks, TIAC pulled more manpower, resources and time to cooperate with government's border epidemic prevention measures. From the door to the nation to our homes, TIAC strived to provide the safest and seamless services to

our passengers. TIAC staff were not only exposed to the risk of infection, but had to work diligently with little rest.

President Tsai awarded TIAC the Epidemic Prevention Medal at "Covid-19 prevention documentary and epidemic prevention medal ceremony" on September 27th, 2020. We are grateful for all our colleagues' hard work during the pandemic, and will continue to safeguard the frontline at TTIA in keeping the honor and duty the medal represented.





Special Feature II Technological Epidemic Prevention

Even though Taoyuan International Airport's passenger traffic declined due to Covid-19, the pandemic created an opportunity for digital transformation. During the pandemic, TIAC drew out an epidemic prevention strategy, introduced epidemic prevention

technology, and provided “contact-free” service for passengers. The changes include optimization of entry process, digital entry inspection system to speed up passenger report, enhancement of airport's wireless signal, analysis of hotspot gathering, check on the frequency of sanitizing, and organization of quarantine car crew. Under difficult circumstances, TIAC continue to protect the health and safety of our people.





Facility upgrade, supporting epidemic prevention

Crisis brings opportunity. Even though the pandemic greatly affected aviation industry, TIAC seized this opportunity to enhance TTIA's hardware and software equipment. TIAC upgraded each terminal's wireless internet from Wi-Fi 4 to Wi-Fi 6. It is not only 8 times faster, but can also support the increasing amount of usage. Additionally, with the Wi-Fi upgrade, many related tasks could be completed faster. Cleaners were able to instantaneously control passenger traffic and usage of bathrooms through smartphones or iPads, and arrange disinfection work and hygiene products accordingly.

In response to the pandemic, we accelerated self-service machines to reduce human contact. The frequency of passengers using online check-in, self-check-in, and self-luggage drop facilities increased greatly.



Self-service
check-in



Self-service
luggage drop



Self-service
custom
clearance



Smart scheduling of epidemic prevention fleet

Airport taxis were managed manually in the past. Drivers must go to TTIA Terminal2 parking lot and wait on-site. Upgraded technology improved service quality, and the taxi shift management system increases drivers' salary. Apart from replacing the manual system with a digital one, TIAC also introduced a scheduling app for drivers to receive a number in advance, without entering the airport and waiting for long time. This reduced the unnecessary contact, saved time and gas money, and most importantly improved effectiveness. It also created more jobs for taxi drivers and improved the arrangement of parking spaces in the airport. Additionally, the information of the shift scheduling system is public and transparent. All drivers must follow the rules to get a number to pick up passengers, achieving fair, reasonable and effective management.

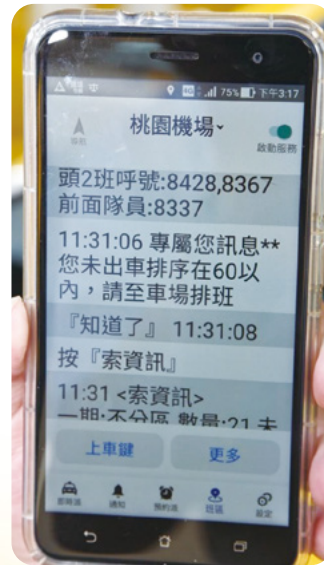
After Taoyuan Airport introduced smart scheduling system, taxi drivers are able to get a number on the App









When the pandemic comes to an end in the future, TIAC plans to add the function of reserving returning trips. It will improve service for our passengers, and raise income for transportation operators. Meanwhile, the freed-up space at the parking lot can be used by out-bound passengers, improving the situation where securing a parking space was hard during peak season in the past.

Scheduling system will automatically remind drivers to go to the airport at suggested time, so drivers can use their time flexibly.



Smart restroom

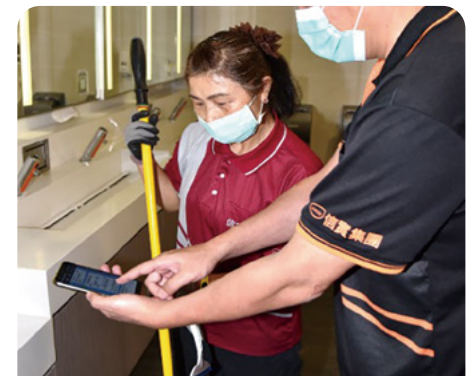
TIAC selected 73 most frequently used bathrooms in the terminals and renovated them based on the most common feedbacks. The bathrooms were completed in July 2020, becoming the first and biggest state-owned-private-run agency to introduce the new system. The system reduces social contact during the pandemic, and allows for controlled cleaning and sanitizing according to traffic:

<p>Human flow</p>  <p>If human flow increases, it informs staff to enhance cleaning</p>	<p>Odor</p>  <p>through detection of ammonia and hydrogen sulfide, the system monitors the quality of air through actual data to ensure bathrooms are free of odor.</p>	<p>Humidity</p>  <p>Sensors were installed on the sinks and ground. Any water stain or puddle will be reported through the system.</p>	<p>Amount of toilet paper</p>  <p>When the amount of toilet paper is below 5% (around 1cm), the system will inform staff to refill.</p>
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Every piece of information is reported through the internet and the case will remain until a report showing improvement is done. Every report of abnormality is recorded and stored on the host computer's drive for further analysis.



Sensor for toilet paper amount



Situation of toilet use can be checked on phones



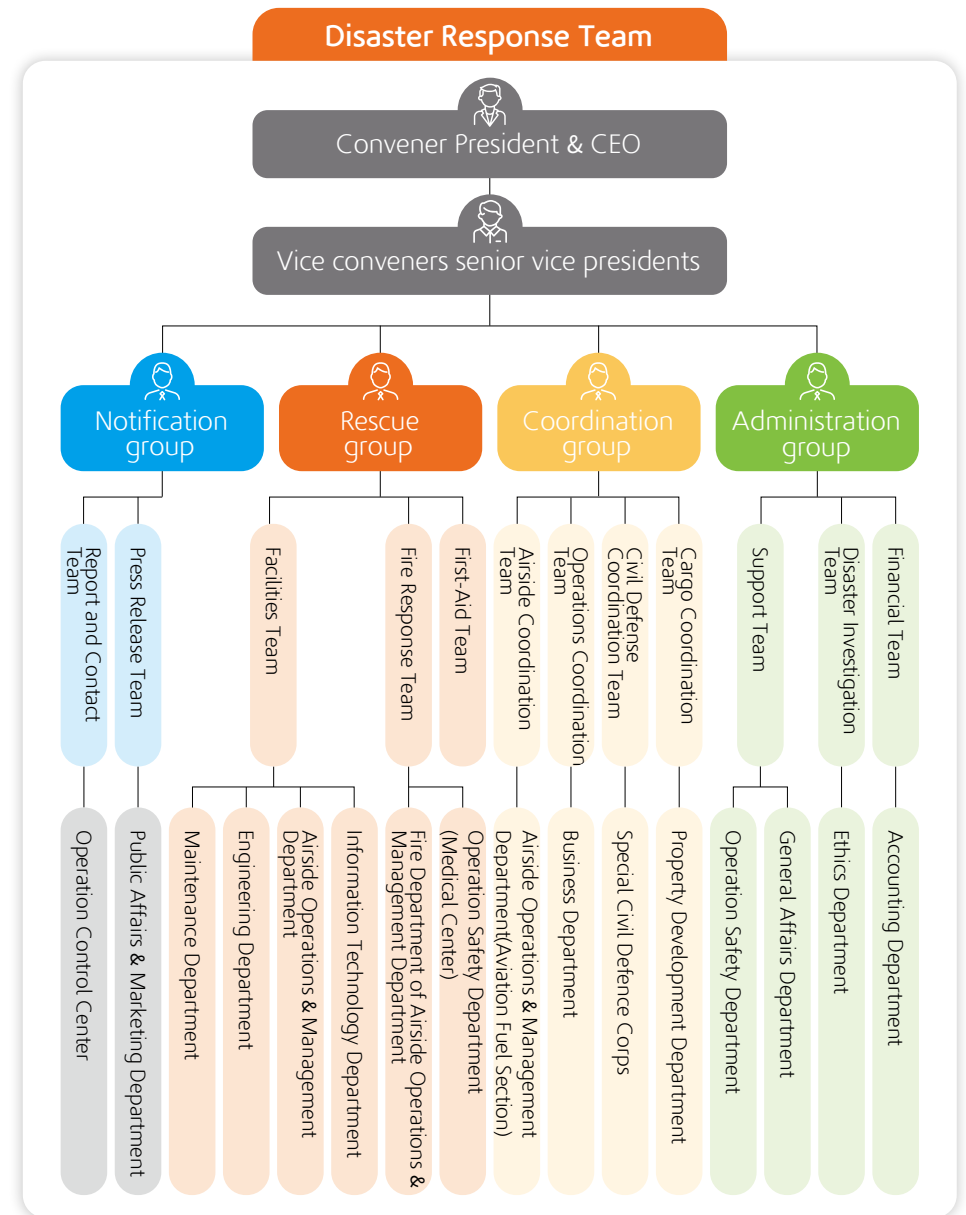


2.3

Emergency Response

As airport disaster prevention plans involve a wide scope of aspects as well as expertise on specific issues, TIAC establishes a Disaster Prevention and Response Operation Plan, a disaster response command system, and emergency response procedures for various disasters to ensure continued operation of air transportation, protect the safety of passengers and operations personnel, and facilitate rapid and effective responses when disasters occur. Disaster categories include in these programs encompass natural disasters such as typhoons, floods, earthquakes, and droughts; and those incidents relating to major fires, air disaster, toxic chemicals, biological pathogens, radiation, hijacks, sabotage or bomb threats, emergency aircraft rescues, takeoffs and landings, blackouts, mechanical failures, information security, man-made hazards, terrorist attacks, and navigation lighting etc.

Upon occurrence of disasters, TIAC immediately initiates emergency disaster notification procedures and informs the Operation Control Center (OCC). Timely notifications of disaster status are delivered to the CEO, senior vice presidents, all airport managers, supervisory units, and relevant airport operations units through various communication tools. Following this, necessary response measures are adapted in accordance with emergency response procedures to prevent further expansion of disasters, minimize impacts of emergency incidents, and ensure airport operations return to usual as soon as possible.





Disaster Response Team

TIAC hold disaster prevention drill every year. Not only our staff, but TIAC also invited Civil Aviation Administration, Aviation Service General Department, Disease Control Agency, Aviation Police Agency, Taoyuan City Government Fire Department, airport medical center, airway companies, and ground companies to participate. The following are important topics of 2020 disaster prevention drill:

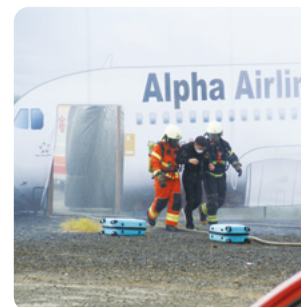
- 1 Terminal 2 unusual power cut emergency response drill
- 2 Poisonous chemical substance or radiation disaster rescue drill
- 3 Airplane firefighting drill
- 4 Air crash disaster rescue drill
- 5 Windstorm and flood emergency response drill
- 6 Airport disaster rescue mobilization recall plan- daytime unexpected mobilization recall educational training
- 7 Airport disaster rescue mobilization recall plan- night time unexpected mobilization recall educational training
- 8 National Critical Infrastructure Protection (CIP) Drill

2020 Off-site air disaster prevention and response exercises

To enhance the capability of air crash emergency response, TIAC and the Taoyuan City government did an accident simulation drill at the parking lot next to Taoyuan international baseball field on September 21st, 2020. TIAC simulated an air crash caused by mechanical breakdown on its way to Taoyuan International Airport. The purpose of

the drill is to build good teamwork between the disaster response team from local government and the TIAC.

This drill focuses on the connection between city government, military, TIAC and civil groups (drill participants reached 4,000). The methods of drill include building air crash accident response system and emergency situation contact and report. The actual drill starts from firefighting team moving to the place of accident immediately after receiving emergency call. Then TIAC did drills including passenger escape, transporting injuries, traffic control of alerted scene, injuries transport after level inspection, placement of the victims, passenger property search, civil charity appealing the injured, and air crash response measures of TIAC and airway company.





Windstorm and flood emergency response drill

The setting of the drill starts where the Taipei aviation weather center received typhoon warning, and TIAC carries out “typhoon prevention response team” following standard operation process. Moreover, airlines, local government disaster relief unit, and disaster relief firms carry out disaster relief measures toward windstorm, flood preparation, response and recovery together. TIAC also introduced epidemic prevention operation with drill and plan subjects of drill, considering that TIAC is in the middle of Covid-19 outbreak. Subjects include pre-disaster preparation, response team establishment and operation, disaster announcement and contact coordination, disaster emergency response measures, and disaster recovery strategy.



Bridge tying work



Interlock pile fixation

National Critical Infrastructure Protection (CIP) Drill

Taoyuan International Airport is an important infrastructure of Taiwan. To enhance the competency of emergency response, TIAC conducts many drills of national critical infrastructure protection (CIP) under the instruction of Executive Yuan Homeland Security office. TIAC simulated 13 situations including natural disaster, information safety,

and terrorist attack. TIAC coordinated with airport customs, immigration agency, disease quarantine, aviation police, and other central, local, military, police, firefighting, with over 30 units and over 200 people joining. Participating units review every emergency report, response process, and commanding competency of managers based on various situations. Afterward, they receive order from evaluation committee under various scenarios, and make proper response to each scenario.

Through conducting drills, TIAC is able to verify the defence completeness of Taoyuan Airport based on security system, response process, and operation of the command center. Also, TIAC can find out potential problems and improve them. Scenario drills enable us to confirm our adequacy of disaster response plan and system. Moreover, TIAC can enhance and maintain Taoyuan Airport's operation and tenacity under disastrous cases through improving disaster recovering operations based on system, regulations, and budget.

In 2020, TIAC drill performance was evaluated as “premium” unit by the Executive Yuan. The CEO won the “best commander” award, which gave us double pride and recognition of our organization competency and tenacity under tough situations.





Assisted in Taoyuan City Government's disaster prevention measures

Besides handling airport's disaster prevention and rescue work, TIAC is also responsible for supporting firefighting and medical rescue applied by outside unit (including Taoyuan City firefighting department rescue command center) based on inside firefighting capacity.

SCI Pharmtech. Inc. in Taoyuan City encountered big fire on 20th December 2020, caused by chemical solvent explosion. The fire was hard to put out. TIAC received call from Taoyuan city command center, asking for help from our aviation firefighting crew. TIAC sent two airport chemical foam cars to the site immediately to put out the fire.

To build tenacity of the airport, the Special Civil Defence Corps integrated TTIA's stakeholders and proposed the “disaster prevention warrior” concept and “disaster prevention awareness and human resource training” to enhance coordination between sub-groups and line teams, achieve self-rescue, mutual rescue, and public rescue, and to enhance capacity to respond to complex disasters.

In 2020, the Special Civil Defence Corps held several educational trainings, emergency care, and unexpectedly mobilized the teams for training. Additionally, the Corps introduced “relocation scenario training and special disaster response exchange visit”, “board game workshop of disaster prevention awareness training”, and “scenario board game camp of disaster prevention awareness”. Training activities focused on simulations and interactions to gain knowledge about disaster prevention.



Special Civil Defence Corps

As the nation's critical infrastructure, TTIA is bound by the Civil Defense Act to establish a Special Defence Corps in respond to disasters including natural and man-caused, communication network hazards and bio-pathogen diseases. The Special Defence Corps regrouped the state-owned-private-run units in TTIA into 18 sub-groups and 13-line teams according to their features.



Taoyuan International Airport Special Civil Defence Corps





Relocation scenario training/ special disaster prevention response visit

1 Man-made disaster- terrorist attack, chemicals, radiation, animal and plant disease, and bio pathogen: visits ground forces chemical radiation training center

To prepare for disasters like Covid-19 and African swine fever, TIAC visited the training center to learn more about how the ground forces do chemical analysis, inspection, and isolation on bio pathogen. Now the place is used for the operation of big inspection machine car, which serves as reference for Special Civil Defense Corps' future operation. 107 people participated in 2020.



2 Natural disaster- windstorm, flood, and earthquake, fire: visits to Taoyuan city disaster prevention education building

Visitors experience fire, earthquake and smog through VR and practice on fire extinguisher and water extinguishing. It enhances disaster

prevention knowledge of participants based on the airport's possible disaster. There were 4 sessions in 2020, with 237 participants.



Starting 2020, new firefighters of the TIAC Airside Operations & Management Department visit Taoyuan firefighting administration training center, especially disaster prevention education building 3F oxygen consumption training rooms, air respirators training rooms, and physical training rooms to enhance disaster prevention capacity.



3 Man-made disaster- explosion and bio pathogen- Covid-19: visits to Taoyuan city Sha Yang Ye robot factory

To learn innovative technologies such as IOT (internet of things), block chain, smart rescue, and epidemic prevention robots, members of





the Special Civil Defence Corps visited robot factories to gain disaster prevention knowledge, understood the wide range of application of robots, including for rescue, accompany, performance, combat, culture and creativity, and for service. The robot technology could be introduced to TIAC's disaster prevention plan in the future. It could improve the detection of disasters, allow for advance preparation, and mitigate human injury in dangerous areas. 106 people participated in the visits in 2020.



Disaster prevention awareness board game workshop/ disaster prevention awareness scenario type board game camp

TIAC recognized that regular educational training can fail to incite interest and active participation. Therefore, we invited outside board game expert TIAC's BALA board game club, and Ming Chuan University's Graduate School of Urban Planning and Disaster Management to create vivid, interesting, and interactive board games corresponding to each units' needs for disaster prevention preparation, harm mitigation, response, and recovery from disaster through simulations close to their work place.

In February 2020, TIAC organized workshops to collected feedback, adjusted rules of the games, and discussed methods of promotion. Two more board game camps were held in May and August, where the fire fighter department from the aviation affairs department was invited. Disaster prevention concepts were conveyed through the fun and vivid games to strengthen the disaster response capability of each sub-group and line team. A total of 270 people participated in the events in 2020.



Disaster prevention awareness board game workshop



Disaster prevention awareness scenario type board game camp

Future plans include developing a model set for TIAC disaster board games and TTIA simulation interactive learning experience and educational trainings (without script), supplemented by “disaster prevention training 3.0 - professional disaster prevention warrior certification” , to keep enhancing our Special Civil Defence Corps' disaster prevention capacity.





CH3

Creating In-depth Service by Actively listening to Customers

Highlights

- Introduction to technological epidemic prevention measures
- Charter flight plans to assist the return of Taiwanese
- Airside and landside repair program
- Temperature-controlled cold chain service
- E-commerce freight services

Summary

Serving as the gateway to the nation, TIAC plays a vital role in the face of the global COVID-19 pandemic. In cooperation with the Central Epidemic Command Center, TIAC carried out epidemic prevention tasks, successfully prevented and controlled the pandemic in 2020, drawing the world's attention to Taiwan. In addition, TIAC continues to improve our hardware and build a Smart Airport, hoping to provide better service to passengers from around the world once the pandemic settles down.





Material topic: Airport services and customer experiences Smart airport

Policies and Commitments

Under the impact of COVID-19 in 2020, apart from continuously providing top-quality services, TIAC enhanced immigration control measures and infused technology into epidemic prevention measures, which were of great importance. Through the comprehensive strengthening of digital infrastructure, TIAC enhanced passengers' service experience and is devoted to protecting the national gateway.

Goals

Short term

- Perfect epidemic prevention technologies.
- Provide monthly survey results to the operating units for reference.
- Implement pilot projects relating to passenger experience.

Medium and long-term

- Complete strategy map for smart airport development.
- Continue to implement the procurement for airport service quality surveys, studies on passenger characteristics and passenger services, service performance indicators each year. TIAC regards passenger feedback as a priority for continuous enhancement of passenger service experiences.

Grievance mechanisms

Please refer to "Communication with stakeholders and 2020 Material Topic" Chapter for negotiations with various stakeholders, or visit the "[Contact Us](#)" page on our website.

Specific actions

- Build a digital airport environment to effectively prevent and control the pandemic and safeguard national security.
- Implementing the procurement for airport service quality surveys, studies on passenger characteristics and passenger services, service performance indicators.
- Organization of lectures relating to smart services in airports and talent training.

Evaluation mechanisms

- TIAC convenes quarterly meetings relating to projects on passenger characteristics and key performance indicators to report results and discuss plans for improvement.
- TIAC reviews key service performance indicator standards during the meeting to determine whether standards are reasonable and challenging



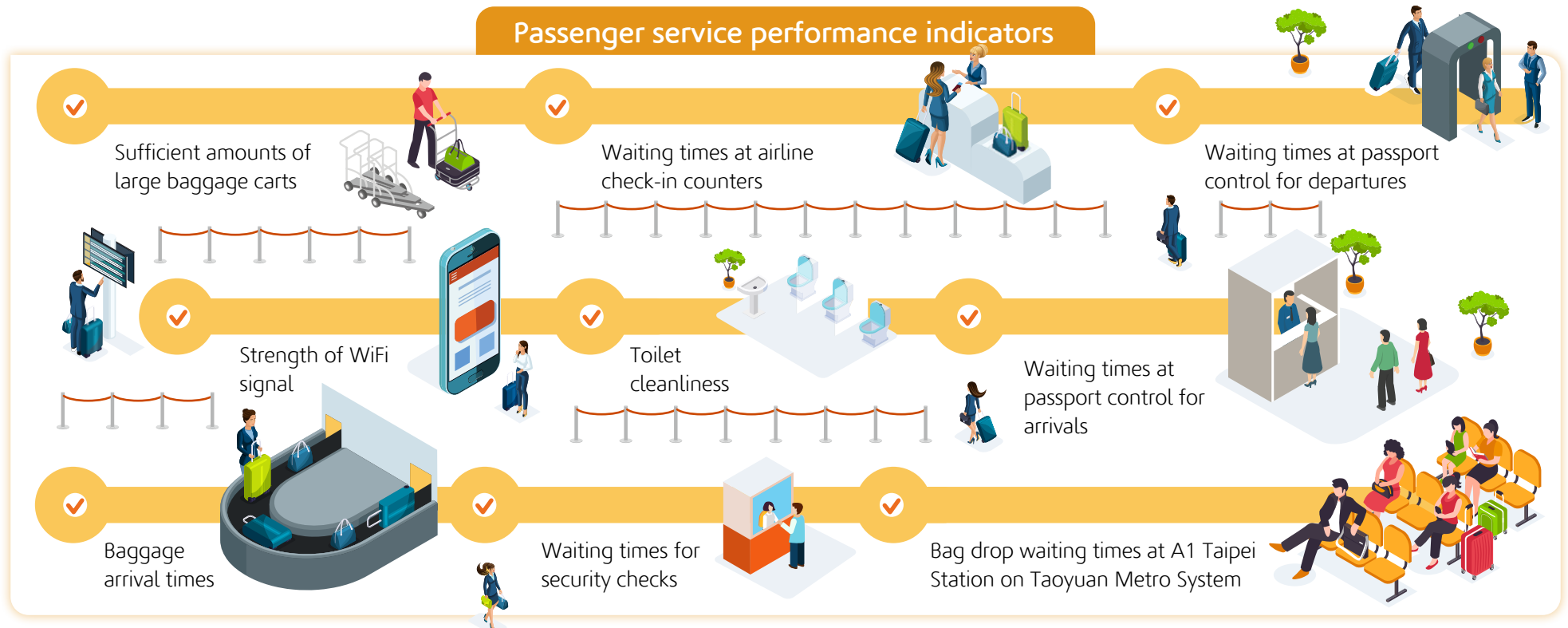


3.1 Service Quality

In 2020, under the influence of COVID-19, TIAC will still insist on service quality to build a friendlier smart airport. TIAC has established nine major performance indicators to keep abreast of airport service quality and make timely improvements that enhance airport services. Relevant data is used to review service performance; this data also provides a reference for formulating airport action plans and measuring

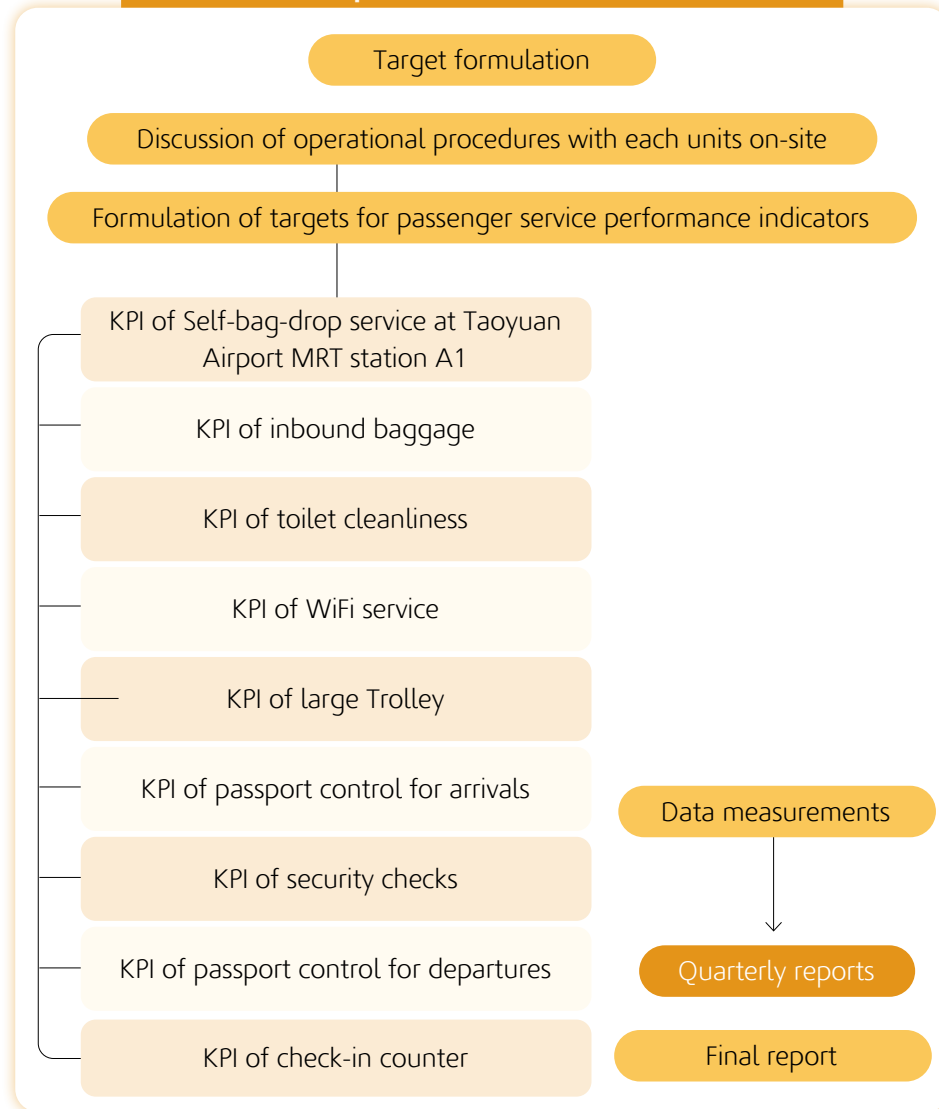
whether TIAC's operating strategies have met existing targets.

In 2020, under severe impact from the pandemic, inbound and outbound passenger traffic of TTIA greatly decreased. TIAC turned crisis into opportunity: TIAC actively invested more than NTD 1.12 billion in construction funds to repair and upgrade airport facilities and accelerate a number of construction projects. We will provide more comprehensive facilities and considerate services to welcome passengers from all over the world with the highest specifications and new features after the epidemic.





Process chart for assessing passenger service performance indicators



3.1.1 Service Models

In order to improve TIAC's service quality and enhance competitiveness, the Corporation selects “Internal Service Model” and “Airport Service Model” every year to set examples for our colleagues. Those with extraordinary performance in promoting airport services, timely handling of major incidents, or other outstanding work can be recommended and selected by each unit. TIAC announces our role models and their feature stories to the public, such as: Best in Disease Control Service, Ground Attendants, Flight Safety Ambassadors, Lost and Found Master, Gentle Airport Wheelchair Pushers, Border Guard Identification Master, etc. In 2020, we selected 26 role models. In addition to heart-warming stories in print, TIAC shot a series of short films about service role models, introducing their daily work and their positive and responsible attitude. We invite you to take a look at TIAC's prides by scanning the following QR code:





Model story: CDC nurse Wang Guozhen - At the frontline of pandemic prevention to protect the country

“I still have to quarantine when I go back to my own country?”
“How long is this going to take? My time is precious!” Some of the passengers awaiting border entry inspections shouted at the staff. Dressed in her all white quarantine gear, goggles, surgical mask and gloves, nurse practitioner Wang Guozhen from the Northern District Control Center of the Centers for Disease Control explained with patience in spite of the sweat running back her back to keep emotions and sentiments from infusing the inspections lines. TTIA's CDC Service Model Wang safeguards the frontline, catching several foreign transmissions at the airport through stringent inspections. Wang helps mitigate the risk of community infections, precious time for pandemic prevention and preparation for the country.

Wang said that “while the pressure is great to stand at the frontline safeguarding the health of the people, it makes me feel warm and appreciated when passengers who received home quarantine notices returned to the airport to express gratitude to me for airport personnel's hard work.”

As a nurse practitioner, she not



only carried out quarantine work for inbound passengers, but also gave full play to her strengths to assist in emergency incidents at the airport. She continued to uphold her original intention to stick to her post, showing patience, love and empathy, and made joint contributions to pandemic prevention with her colleagues on the front line.

More Videos on Airport Service Models in 2020





3.1.2 Diversified Services

TIAC designed the airport based on people's five senses: sight, hearing, smell, touch, and taste. TTIA's friendly service personnel, beautifully themed boarding gates, and delicious and affordable cuisine are all the reasons why the airport frequently receives acclaim from international evaluations. TIAC continues to aestheticize the airport's public spaces through the incorporation of arts and culture. We also strive to align itself with other international benchmark airports and considering the reduction of unnecessary broadcasts to build a “peaceful airport” , which provides the most comfortable and enjoyable environment for passengers.

Create the exclusive “National fragrance of Taiwan” of international airport inspired by the experience of five senses



Creating a unique “National fragrance of Taiwan” with local elements, building a relaxed airport atmosphere for passengers to remember TTIA differently.

Coming from a “five-senses” viewpoint and to enhance passengers' experience, the Corporation debuted the “National fragrance of Taiwan” . The Fragrance was designed based on the forests, temples and tea culture in Taiwan, taking essences from



Deputy Minister Qi Wen-Zhong experiences the “National fragrance of Taiwan”

the wood and tea to holistically outline the aroma. Taiwan cypress, coniferous forest and cedar are used to weave the aroma of mountain forest and bring people's minds away from the hustle and bustle of the world. The warm smell of the incense places one's imagination in the quiet time with the fine smoke curling up. The accompanying tea fragrance symbolizes the ubiquitous tea drinking culture in Taiwan, fresh and elegant yet full of different levels of unique aroma, creating a quiet, calm, relaxed airport atmosphere. In response to the activity “Year of Mountain Tourism” promoted by the Ministry of Transportation and Communications in 2020, we hope to attract more people to the mountains with the “National fragrance of Taiwan “, Start the Post Pandemic Era, and spend more time outdoors.





Taoyuan City Early Check-in Counters in both A1 and A3!

Early check-in counters at airport express stations are seen as an extension of the airport terminals. TIAC had been promoting early check-in and self-service luggage service in the city since the beginning of 2017. Passenger traffic and the number of luggage checked-in at A1 Taipei Main Station have steadily increased year after year. In order to continue the promotion of A1 Station and its early check-in, the service counters have been equipped with fully automated facilities and assisted with staff to make it more convenient for passengers and provide better quality service since February 10, 2020. So far, a total of 9 airlines provides check-in services at A1 station. With the opening of the New Taipei City MRT circular line, four airlines begin providing early check-in services at A3 New Taipei Industrial Park Station since January, 31, 2020. Passengers from Xinzhuang, Banqiao and Xindian have a more convenient and smart option for travelling abroad



- 1 Take your luggage to Taoyuan Airport MRT In-Town Check-in (ITCI).
- 2 Check-in with your passport at the Kiosk and retrieve your boarding pass.
- 3 Put your luggage into the self-service luggage drop.
- 4 Scan your boarding pass.
- 5 Affix the luggage slip automatically printed from the machine on your luggage.
- 6 Close the luggage, and retrieve a receipt.
- 7 Make sure your luggage passed through the X-ray machine.
- 8 Head to Taoyuan International Airport for boarding.

Downtown check-in service





Set up the third generation of e-Gate



To speed up passenger clearance, TIAC donated 14 third-generation e-Gate Enrollment Systems to the Immigration Department for our people and foreigners to use. After facial recognition, the clearance time can be reduced to 5-7 seconds, greatly improving the efficiency of the rush hour.

Free Charging Service



There are more than 500 free charging stations in TTIA. Some charging stations even come with sofas or USB sockets which provide more comfortable service. Terminal 2 also has lockable charging stations that allow passengers carrying luggage to safely charge their phones.

Themed boarding gates



TIAC has collaborated with duty-free shops to create themed boarding gates with distinctive styles, thus showcasing Taiwanese culture at the 38 boarding gates and 34 waiting areas in Terminal 1 and 2. Themes encompasses local Taiwanese customs, art and culture, natural environments, and special exhibitions.

Mobile libraries

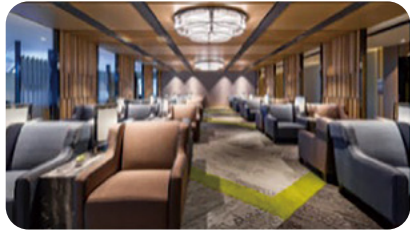


There are a total of three libraries and reading rooms in Terminal 1 and 2, containing more than 2,000 eco-friendly books, 400 Chinese and English e-books, audio-visual children's books, as well as comfortable sofas that make it convenient for passengers from all over the world to relax and read. TTIA also has two e-library observatories that make it possible to view planes while reading e-magazines.





VIP lounges and shower cubicles



In 2016, TTIA was ranked first place in Skytrax's World's Best Independent Airport Lounges, overturning the stereotype that lounges should only be used by business travelers. Both Terminal 1 and 2 have free 24-hour Plaza Premium Lounges with shower cubicles, resting areas, lactation rooms, changing rooms, and prayer rooms that can be used by all passengers and meet the needs of different groups who need to rest at the airport.

Stress relief areas



TTIA continued to receive acclaim in 2019 and was ranked at sixth place on the Sleeping in Airports website. TTIA makes large-scale replacements of massage chairs in Terminal 2 and added nearly 200 new-generation electric leather recliners to TTIA's lounge areas.

Transit movie theater



The movietheater has installed in the transit area of Terminal 1 is a heartwarming service that frequently amazes passengers. The movie theater not only contains recliners and massage chairs, but also plays movies from time to time to keep passengers from being bored even during long wait times.

Aircraft observation deck



The observation deck on the south side of Terminal 2 is the biggest publicly accessible observation deck in Taiwan.

The observation deck allows for unobstructed observation of taxiing, takeoffs, and landings of passenger and freight planes from close quarters. The observation deck on the north side of the terminal overlooks the Taiwan Strait, Zhuwei Fishing Harbor, and the Rainbow Bridge. The beautiful view of takeoffs and landings during sunsets make this the best place for observing flights and flying lessons.





Food courts and shops



In order to strengthen service quality, TIAC provides passengers and airport personnel with abundant and varied dining options, actively introducing cuisine from all countries as well as local delicacies. The food court in the basement of Terminal 2 reopened on May 2019, providing Taiwanese, Japanese, Korean, and Western foods within brand-new facilities and spaces, bringing better airport dining experiences to passengers. The food court has served around 3.16 million passengers in 2019 since its reopening. TTIA's shopping center on the fifth floor contains a food court with a decor reminiscent of Dadaocheng Temple Street, a scenic restaurant with breathtaking views, and Michelin restaurants; Passengers can watch takeoffs and landings while enjoying a variety of gourmet dishes.

Comprehensive upgrade of airport digital infrastructure

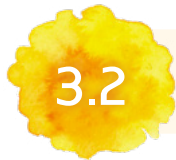
In 2020, TIAC replaced the old wireless communication network equipment and comprehensively improved the Airport network efficiency, covering public areas such as Airport buildings, boarding gates and parking lots. More than 550 high-efficiency base stations were installed. Effective increase of the network's carrying capacity, the transmission rate of networked mobile phones and mobile devices can reach more than 1.2Gbps. Not only can passengers use the airport wireless network service more smoothly, it is also more convenient for the airport to implement smart equipment control. TIAC is working with telecom operators to build a 5G network, which is expected to be completed by June 2021. In the future, Wi-Fi 6 and 5G mobile network will be combined to ensure high-quality connectivity with high speed, low latency and high frequency bandwidth. More ICT-related smart applications will be introduced to improve staff efficiency and optimize passenger satisfaction. For example, with big data and flow thermal analysis, relevant management interfaces can be integrated and provided for CIQS (note) public sectors or business partners, subsequently offering a more diversified, immediate and extensive service, and





allowing flexible adjustment for appropriate operating energy, providing better service for passengers. In addition, TIAC uses new technology and related analysis management interfaces to keep track of the movements of passengers, providing a variety of instantaneous application services at all times. Note: CIQS stands for customs inspection (Customs), Immigration, Personnel Quarantine, Animal and Plant Quarantine (Quarantine), Safety inspection and aviation security.

runways and the limited terminal capacity, the normal operation and maintenance of the facilities must be taken into account simultaneously. Therefore, maintenance can only be partially improved at night and during non-peak hours or extended repair plans. Due to the pandemic in 2020, passenger traffic and flights had significantly reduced. TIAC therefore carried out the original repair plan scheduled for the future years ahead, and invested NTD 3.92 billion in the airside and landside repair plan, including lighting and air conditioning equipment in the new terminal, comprehensive strengthening of the airside facilities, and planning and paving of the north and south runways. It is expected that after the pandemic, TTIA will welcome passengers from all over the world with better facilities, better service, higher standards and a new look.



3.2 Professional and Care

TTIA has won numerous awards and is highly recognized in the international airport competition. Despite the impact of the COVID-19, we continued to replace and repair our equipment. Furthermore, the voice of every passenger has also prompted us to double down on efforts to optimize the content of service and promote various innovative projects with a professional and thoughtful attitude.

3.2.1 Start the airside and land side repair plan

Since TIAC has been in charge of TTIA operations, passenger traffic volume has repeatedly reached new heights. However, the airport has been in use for more than 40 years. Under the constraints of both the

Planning in Advance, Replacing the Old Airside Constructions

Construction Projects	Estimated date of completion	Actual completion date
South runway resurfacing	110/12/31	110/Before Q3
North runway resurfacing	110/09/30	109/09/10
Strengthening airside facilities - Q Taxiway (B5, B6) and NP Taxiway (A1-A4)	110/07/31	109/07/31
Terminal 1 air bridge replacement	110/06/17	109/06/04





Seizing the Moment, Construction Nonstop Landside Constructions

Construction Projects	Estimated date of completion	Actual completion date
Public area ceiling and floor renovation	109/12/31	109/11/30
Underground baggage handling zone bathrooms renovation	109/09/30	109/08/01
Terminal 2 check-in counter baggage facilities replacement (Counter 10, 11 and 20, 21)	109/10/20	109/07/14
Terminal 1 air-conditioning equipment renovation (B1-B9 hallway)	109/06/30	109/06/02
Terminal 2 arrival hall counters and surrounding improvement	109/09/30	109/06/08
Terminal 1 B5, B6 waiting area and bathrooms improvement	109/09/30	109/05/26
Passengers holding rooms and Terminal 2 public affairs counter's shading equipment improvement	109/09/30	109/05/25
Terminal 2 air-conditioning equipment update and other minor improvements	109/07/27	109/05/20
Terminal 2 5th floor observation deck windbreak room project	109/05/31	109/04/17

3.2.2 Satisfaction rating

TIAC's "Study on TTIA Passenger Characteristics and Passenger Services" included satisfaction evaluations of all TTIA services and facilities, which were subsequently used to gain full understanding of outbound airport travels and flight experiences. In 2020, TIAC conducted face-to-face interviews with 6,289 passengers and used the results to propose plans for improvements and targets to advancement. Satisfaction levels on airport services and facilities were as follows:

Satisfaction	Evaluation item
99.7%	Politeness and helpfulness of airport staff
92.3%	Restaurants/dining facilities provide good value for money
97.2%	Convenience of banks/ATMs/currency exchange facilities
94.7%	Wireless networks/Wi-Fi
99.4%	Convenience and adequate number of toilets
99.2%	Comfort level of departure lounges
92.2%	Restaurants/dining facilities
97.0%	Shopping facilities
95.3%	Products provide good value for money
96.9%	VIP lounges
99.5%	Toilet cleanliness





3.2.3 Passenger Complaints and Suggestions

TIAC is committed to an honest, open, prompt and positive response toward passenger complaints. Every passenger is welcomed to send comments and suggestions to the mailbox. We will respond within the shortest possible time. In 2020, we received a total of 1,648 complaints via TIAC's passenger mailbox, 686 via mailboxes of heads of government departments, 359 via passenger comment forms, 48 relayed from public departments, 5 from direct passenger calls or letters, and 28 from abnormal events report forms. All of which were properly handled and responded.

Passengers mailbox

3.2.4 International Airport Evaluations

World airport evaluations

Launched in 1999, the Skytrax world airport awards conducts independent evaluations on passenger feedback relating to airport check-in, arrival and departure proceedings, security checks, shopping, and immigration procedures. Passengers can fill out evaluation forms online. The awards are not sponsored by external parties and therefore evaluation results are considered to be objective and highly valuable within the industry. In 2020, TTIA's performance received several recognition, ranking top 10 for “World's Best Airport Security”, “World's Best Airport Staff”, and “World's Best PRM/Accessible Facilities” in Skytrax evaluations. TIAC is committed to providing the top quality

service, comfortable space and advanced equipment for its passengers, and to progress with time, let the world see us, while pushing Taiwan towards the world.

TTIA has ranked top three in the world amongst airports with 40 to 50 million annual passenger traffic for four consecutive years. TTIA has also received high scores on specific evaluations of airport services, such as cleanliness, speed of immigration procedures, and security checks. Many other renowned airports are included within the same category, including Hongqiao Airport in Shanghai, Mumbai Airport in India, and other benchmark airports. In the future, TIAC will focus on addition and renovation of TTIA infrastructure, including significant upgrades to passenger service facilities in terminals and continued optimization of service quality and passenger experiences.





■ Airports Council International (ACI)

In the face of the difficulties of operating an airport brought by the COVID-19 pandemic, TIAC continues to uphold the passenger-centric service philosophy to overcome all challenges. TIAC actively implements various epidemic prevention measures to safeguard the national gateway and passengers' health, and at the same time, participate in ACI/ASQ airport service quality survey. Airports Council International (ACI) recognized TIAC's continued efforts to listen to the passengers during the severe pandemic, and awarded it with “The Voice of The Customer” recognition (Airports Council International Listening to Passengers Award).

TTIA faced unprecedented challenges during the pandemic. Although it suffered a loss due to the sudden drop in passenger volume, it still completed its task at the frontlines of pandemic prevention. TIAC was able to win such recognition with the efforts of all partners and staff, including the pandemic prevention fleet thoroughly disinfecting the vehicles after returning passengers home, security personnel guiding passenger traffic and increasing patrols, cleaning staff enhancing cleaning efforts, implementing temperature measurement policy throughout the airport. Every unit had to fulfill its duty, put full efforts into cooperating with the government's pandemic prevention instructions and the TIAC's coordination plans in order to successfully blocking the pandemic and safeguarding people's health. TIAC would like to take this opportunity to thank all partners for their support.

The pandemic is ever-changing, and while it can be expected that traffic would not pick up soon, TIAC continues to consider the needs of the passengers, and strives to provide top quality service. We pursue excellence and growth in times of difficulty, and seized the opportunity to push forward infrastructure and major constructions, including the renovating of the surface of the runway, and accelerating the construction of the Terminal 3. TIAC will present itself in an entirely new look post-Covid-19, providing passengers with safe and comfortable journeys, and allowing citizens and passengers alike to feel the efficiency and warmth of the TTIA.





3.3 Smart Innovation

In accordance with the global trend of intelligent technology, the TIAC is moving forward on the aspect of digital transformation, creating the business philosophy of Smart Airport, improving operating efficiency and passenger satisfaction, and strengthening international competitiveness. TIAC regularly holds Smart Airport promotion committee meetings to expand domestic and international exchanges of Smart technology and promote the development of the transportation technology industry, innovative business models and localization of the industry.

3.3.1 Smart Airport Application

Application of Flight Operation System (FOS)

Aviation management is at the forefront of airside safety and management, ranging from apron management, aircraft take-off and landing, flight planning and even emergency rescue. The Flight management System (FOS), one of the most critical information systems for TIAC, manages comprehensively the need of information of its aviation department. With this automatic system, operations of more than 700 flights can be managed by one aviation management personnel in 3 hours. Flight take-off and landing, border entry and exit, luggage turntable, business services and staff scheduling of the public sector are also dependent on the FOS system. In addition, the system is also connected with the tower and other units of the software system, essentially serving as an information exchange platform.

Apron management and allocation

- 1 Apron scheduling management for tomorrow
- 2 Instant apron management for today

Expected objectives and benefits for the airport

- 1 Operation mode from print to automatic.
- 2 Time needed for daily flight scheduling management: Originally several personnel are required. After automation, 3 hours from 1 personnel is required per day.





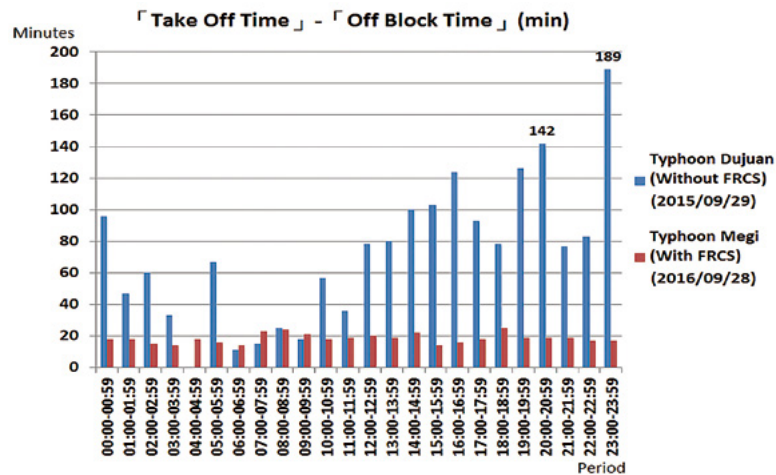
Large-scale flight system

(Flight Re-scheduling Control System,FRCS)

Handles large-scale transportation in typhoons or other abnormal weathers. Restores airport operations to normal through an orderly and efficient approach.

Expected objectives and benefits for the airport

In the case of Typhoon Dujuan, prior to FRCS, an aircraft took an average of 71 minutes to push from the rear to take-off. After FRCS, taking Typhoon Megi as an example, the average time was drastically reduced to 20 minutes.



3.3.2 Enhance airport digital infrastructure

In order to provide passengers with comfortable and convenient airport services after the pandemic, TIAC comprehensively upgraded the airport's digital infrastructure in 2020, hoping to become a world-class Smart airport and a key hub in East Asia before the official opening of Terminal 3.

Goals achieved in 2020

- 1 Replaced the old wireless network equipment to enhance the airport network performance, enhancing the efficiency of various applications and passenger service satisfaction.
- 2 Through new technology and related analysis and management interface, TIAC can keep track of passenger trends and provide diversified application services.

scope

Terminal 1 and 2, P1~P4 parking lot and office area outside the station

Facility construction lay out

A total of 495 high-efficiency Wi-Fi 6 indoor base stations and 60 Wi-Fi 5 outdoor base stations, together with the 5G networks built by telecom operators, providing the digital base of the airport





The Corporation launched the “Scheme to Incentivize Airlines Usage of Airport Digital Facilities” , to facilitate the usage of big data technology by airlines and other airport stakeholders. We also introduced digital integration and application strategies, including docking information sources to improve the prediction accuracy of the company's official website, digital billing platform, to enhance airport automation facilities, such as the usage rate of self-service luggage check, automatic customs clearance, stable Wi-Fi network speed, and airport APP use for flight and airport transportation information.

In addition, TIAC also strengthens the network management system, establishing the back-end network management platform, active monitoring service, the reward system and troubleshooting as soon as possible. We adjust the wireless Internet access efficiency, information collection and access homework, passengers and instant control equipment status and usage in each period and record the relevant information available.



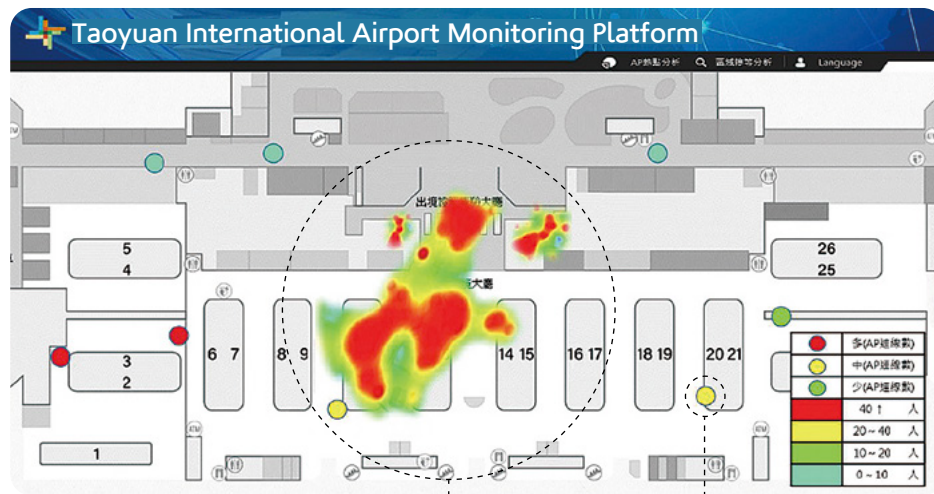


Application planning 1: Wi-Fi AP connection hot spot analysis/flow thermal analysis

Hotspot analysis mainly uses Wi-Fi AP connection information. The system platform obtains each region's Wi-Fi AP connection data via the wireless network controller, including users' phone MAC address, network segment, connection rate and connection time, etc., and connects the

location of the Wi-Fi AP and presents it within the airport with GIS.

Thermal analysis of human flow: Using the Wi-Fi indoor positioning system, the location points are used as the result of spatial analysis to generate a heat map.



<p>Thermal analysis of human flow</p> <ul style="list-style-type: none"> • Monitor human flow with Wi-Fi indoor positioning technology • Generate a heat map with GIS • Show human flow using color scale 	<p>Wi-Fi AP Connection Hotspot Analysis</p> <ul style="list-style-type: none"> • Demonstrate AP locations with GIS • Show number of AP connections using color scale
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Airport Management Unit

Range of application

- * Evaluation of AP set up locations
- * Simultaneous birds' eye-view observation of crowd flow
- * Basis for crowd flow planning

Manage a distributed workforce effectively

Regular Passengers

Range of application

- * Choice of areas with less AP connections
- * Avoiding crowds

Missing people and notification

Airport Businesses

Range of application

- * Instantaneous monitoring of crowd flow
- * Planning of employee schedules
- * Choice of business location

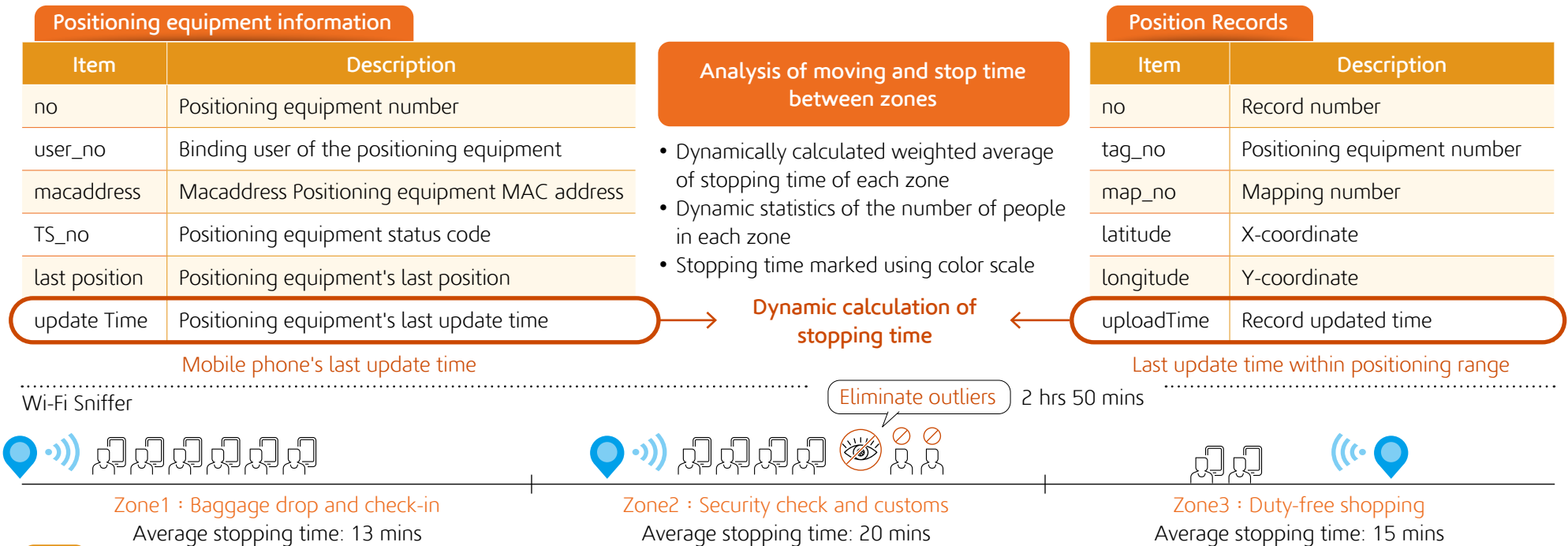




Application planning 2: analysis of moving and stopping time of each zone

The provision of information strengthens transportation and passenger management by effectively using the Wi-Fi indoor positioning system and information such as MAC address and connection time.

Through collection and calculation of the duration passengers spend in various areas, TIAC evaluates and uses these data as a reference for airport operation management.



Airport Management Unit

Applications

- * Simultaneous monitoring of time required for passengers to go through security check and customs
- * Visualized presentation of stopping time at each zone
- * Provide objective evaluation mechanism
- * Basis for evaluation of flow planning, equipment additions and adjustments

- CIQS – Custom, Immigration, Quarantine and Security
- Airport companies – departure and arrival zones
- On-site units baggage drop and check in zones, shopping zones





3.3.3 Smart Passenger Transport: Self-driving Vehicles

In charge of the Smart Area Pilot Program, TIAC completed the self-driving shuttle test drive in 2020, which will be evaluated and subsequently launched. The shuttles showcase the gateway's high-tech application capability, and provide passengers with more human and smart service. A staff will be assigned to each shuttle bus for manual control at all times. The self-driving function of the tested vehicles and their smart parting functions can solve issues such as forgetting the car location in the parking lot, or looking for your car with numerous luggage. When it comes to traveling with the elderly and children, the consideration of the self-driving services we provide is all the more obvious.



- ① Self-driving shuttle bus testing to allow passengers experience smart facilities in the future, demonstrating the nation's smart image through innovative technologies
- ② The test simulations include road turns, obstacle identification and deceleration, stop, stop in and out of the station etc.

In the future, TIAC hopes to combine airport staff self-driving transportation with 5G application, smart speaker and smart KIOSK interactive service, and automatic transit service between parking lot and terminal. TIAC intends to build a smarter airport transportation service through continuous trials and effort.

Experimental Condition Description Self-driving vehicle shuttle service

Step 1 Parking

Park the car at P4 parking lot (C63, C64, C65, C66 only)

Step 2 Return and Retrieve

After returning to Taiwan, wait for the shuttle at the waiting area at Exit 51 that takes passengers to the parking slots



Parking spaces in Area C

C63 C64 C65 C66

Step 3 Take the self-driving shuttle to the parking slot

Upon boarding, enter the parking zone number in the screen on the shuttle. The system will show the information of your parking zone. Press confirm and the shuttle will automatically start up to transfer passengers to the parking slot

Step 4 Take the self-driving shuttle back to Terminal 2

Upon boarding, press the "return" button on the screen, the shuttle will then bring passengers back to Terminal 2 Exit 51 from the parking slot



Screen panel in car



Image of entering parking slot



Image of self-driving route



Image of return to the terminal



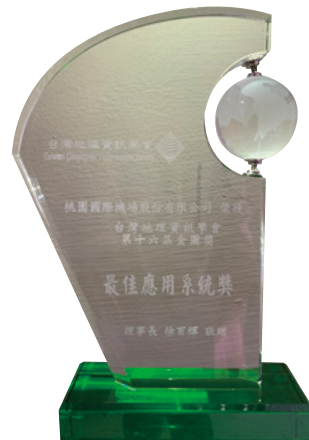
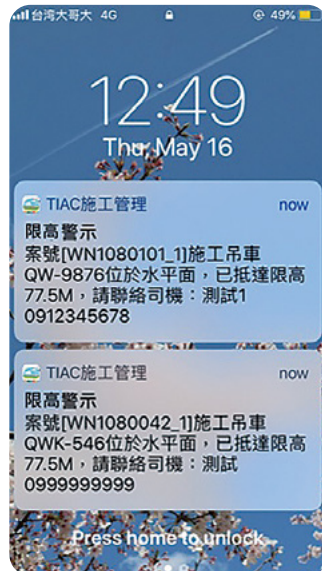


3.3.4 Establish an online platform for the construction management of the airport park

In order to enhance construction management of the airport park and improve the construction quality, TIAC set up an online platform, which was awarded the Application System Award of the “Golden Chart Award” by the Taiwan Geographical Information Society. The platform uses GIS (2D/3D), LBS and APP technologies, where colleagues can obtain spatial information, GIS pipeline information, infographics and internal decoration reviews. The platform enables TIAC to effectively manage information on time and space of construction areas, and observe the overall construction progress of the park. Through the integration of safety management, the platform improves lateral



“Construction Management APP” affirmed by Gold Chart Award



information transparency, integrates build limited geographic maps and information, and records the trajectory of large operations instantly. In accordance with the 3D height restrictions stipulated by Civil Aviation Administration and International Civil Aviation Organization (ICAO), construction personnel uses push notifications on the platform for reminders and at the same time enhance airside flight safety.





3.3.5 Vision and Strategy of Smart Airport

Looking to the future, TIAC will continue to strictly abide by values of safety, quality, efficiency, and greenness while improving its services.

With the upgrading of Terminal 2 gradually reaching completion and Terminal 3 construction, TIAC's primary task at present is to build a world-class smart airport which can successfully acts as a hub in Eastern Asia.

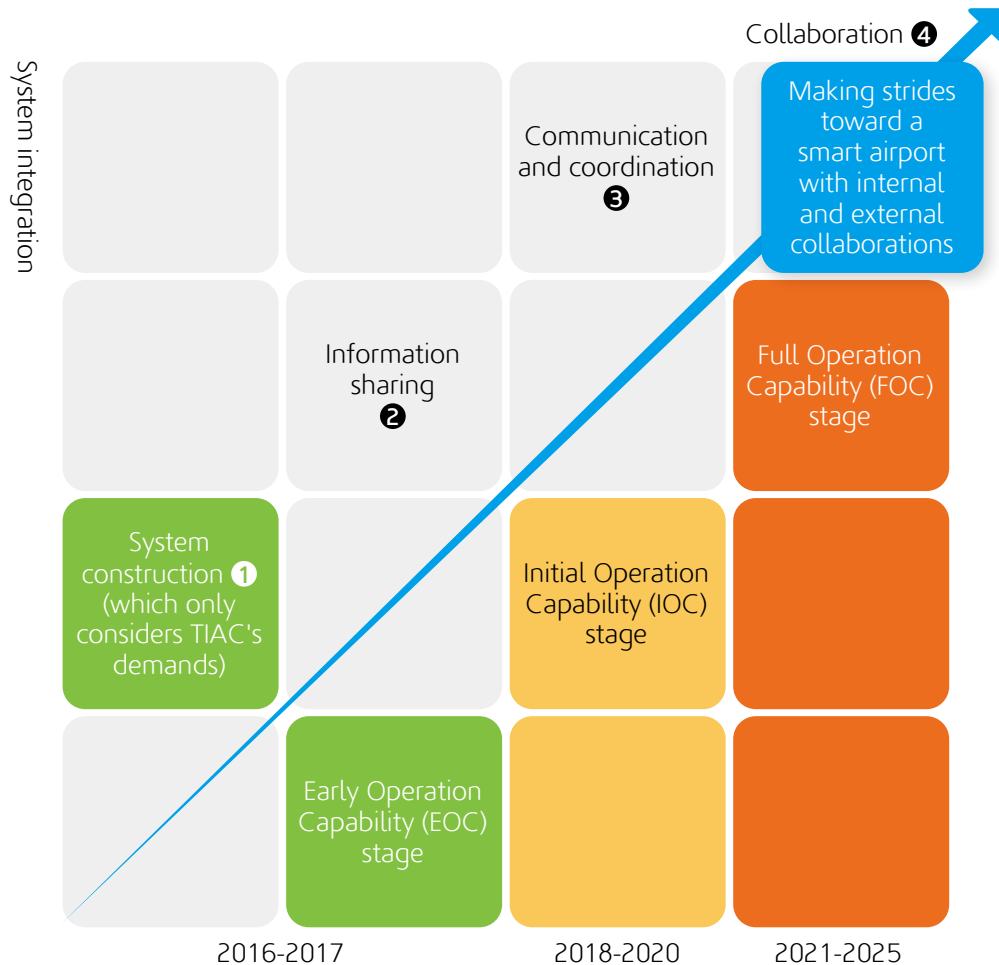
Vision	Strategy
Showcase the combination of technology and art and culture	With the theme of "Impression of Taiwan", Lounge D of Terminal 2 of TTIA will use Taiwan video display, artificial intelligence and other information and communication technologies to create a sound and light display and sightseeing experience of Taiwan technology, green energy and natural ecological landscape, so that passengers can understand Taiwan culture through intelligent technology.
Improve smart infrastructure to create a good environment for future development.	<ul style="list-style-type: none"> ① Build smart software and hardware infrastructures to create a good environment ② Establish information sharing platforms to enhance decision-making efficiency. ③ Smart dimming LCD windows can control the sun-light to save energy, reduce consumption and improve indoor comfort.
Expand smart technological applications and drive innovative industrial developments.	Integrate smart technologies to enhance passenger experiences as well as operational and management efficiency of air and sea ports.
Promote export-oriented smart industrialization of airports	<ul style="list-style-type: none"> ① Obtain opportunities through diverse channels. ② Adjust smart technologies in accordance with legal regulations and administrative resources to promote applications of smart technology. ③ Collaborate with the Taiwan External Trade Development Council to expand TIAC's industrial trade markets. ④ Establish interdepartmental coordination reports that integrate administrative resources and connect, share, and simplify cross-institute information integration processes. ⑤ Review personal information, intellectual property, and national security laws through TIAC's interdepartmental coordination reports to solve problems (such as information sharing and confidentiality) of smart technology applications.
Strengthen science and technology for pandemic prevention to protect the safety of passengers	<ul style="list-style-type: none"> ① Intelligent service robot and intelligent image analysis. ② Zero contact for pandemic prevention and safety of electronic baggage tags.





Ten-year blueprint for smart airport information system

The BEACON technology was introduced to TTIA in 2015, as well as other smart technology measures and a ten-year development blueprint. Hardware equipment upgrades and software system optimizations are going to allow passengers to enjoy the technological and smart services at all times.



① Short-term (2016~2017)

This stage is mainly building information and communication infrastructures, main applications, and integrated database. This stage is termed the Early Operation Capability (EOC) stage and is focused on enhancing “information sharing” capabilities.

② Mid-term (2018~2020)

Integration of various applications and functions needed for information and communication services to realize online service functions that can be utilized with one click while establishing integrated databases to facilitate information sharing. This stage is termed the Initial Operation Capability (IOC) stage and focused on ensuring communication and coordination capabilities, and integration of different services provided by specific information systems.

③ Long-term (2021-2025)

Integration of information and communications services in different fields relating to smart airport to realize an online one-stop-shop and operational procedures as well as continued expansion, improvement, and integration of smart airport applications and functions. This stage is termed the Full Operation Capability (FOC) stage and focuses on ensuring collaboration capabilities, including communication and collaboration between different categories of information systems and their operating systems.





3.4 Cross-Industrial Collaboration

Temperature controlled cold chain logistics services

Due to the impact of the pandemic, the passenger volume and transportation services of airports decreased globally. TIAC is constantly tracking the progress of the latest vaccine development, and has begun to plan the transportation conditions, facilities and coordination conditions of various units under different conditions, such as -70 degrees and 2-8 degrees temperature controlled cold chain. TIAC has invited the Centers for Disease Control of the Ministry of Health and Welfare, the Department of Customs Affairs, the Aviation Police Bureau, the airlines, the contracting industry, the air cargo terminal, the customs broker and so on to hold three coordination meetings. TIAC also reported to the Civil Aeronautics Administration and the Ministry of the Transportation and Communications to simplify the import process, to facilitate the rapid entry of vaccines and maintain the health of the Taiwanese people. A total of first batch 117,000 AZ vaccine doses of were transported to Taiwan. The transit was carried out according to the coordination committee meeting minutes and in cooperation with relevant units, and delivered safely and rapidly under the most secure and temperatures-controlled environment and under the protection of aviation police personnel to the refrigerated warehouses designated by the CDC.

The Corporation's geographical advantage as an international

transportation hub has been demonstrated in various aspects such as cross-border e-commerce, cold chain logistics, cross-strait freight forwarding, aviation material maintenance and distribution, etc., attracting nearly 2,000 logistics companies to set up here. In 2018, the Council of Agriculture planned to build cold chain logistics in Taoyuan Agricultural Logistics Park, which has been approved by the Executive Yuan. In the future, it is expected to effectively adjust the balance between supply and demand of domestic agricultural products and move toward a new model of innovative agriculture.

Air and sea combined transport to create the advantages of cargo collection and transshipment

Located in densely-populated East Asia and with vigorous commercial activities, Taiwan has a geographical advantage to utilize air and sea transport to ship a large number of goods to Taiwan for entrepot trade or to set up overseas cargo warehouses in Taiwan, thus becoming a favorable transportation node to neighboring countries. With abundant capacity and numerous daily flights to high-consumption markets in North America and Europe, national airlines can facilitate the efficiency of air transport by using all-cargo or belly cargo aircraft. In the future, the industrial base will be expanded, and a “new freight park and new free trade port zone” covering over 100





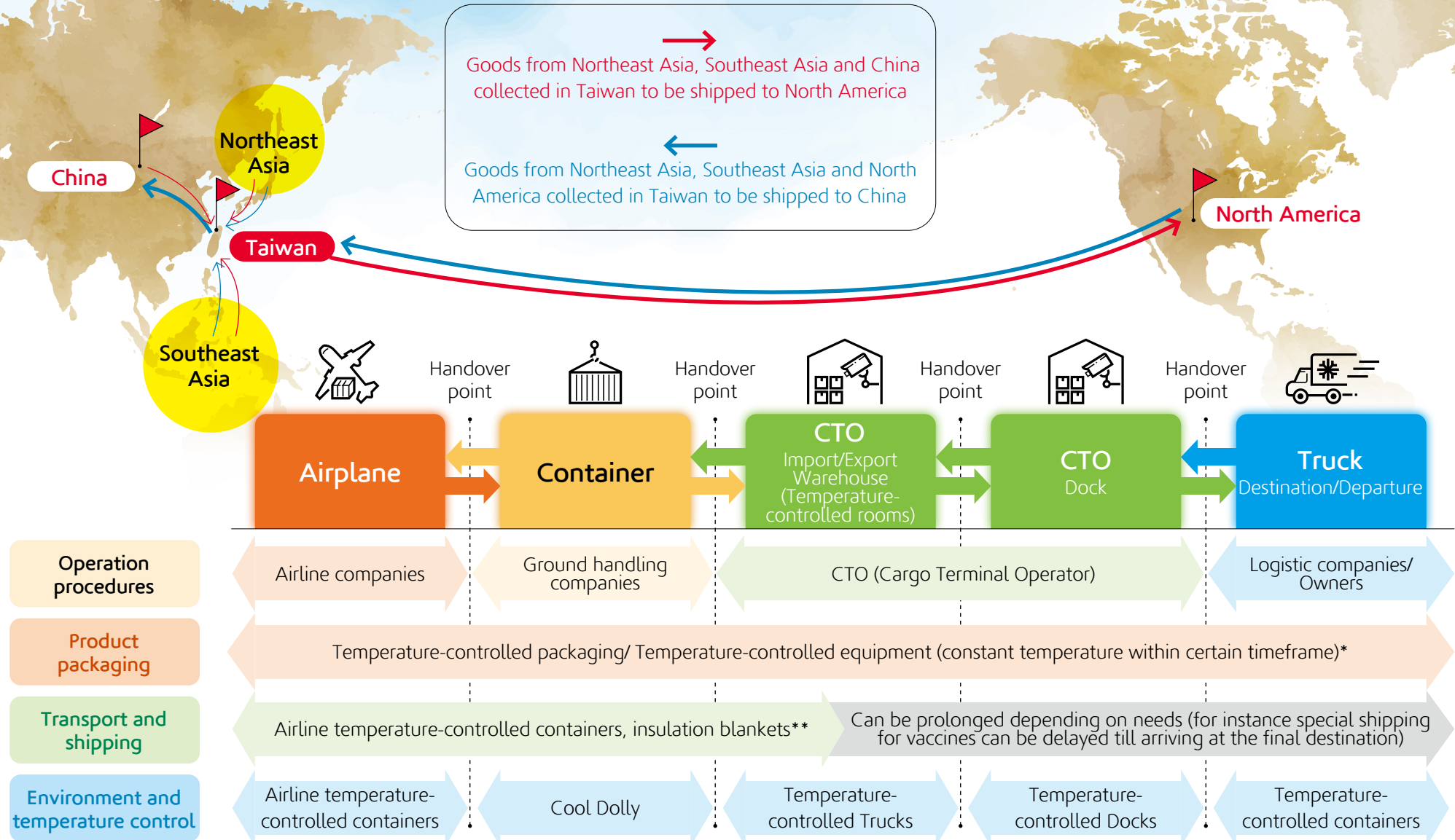
hectares will be built, hardware will be built, commodity processing opportunities will be cultivated, to help industrial upgrading, and increase cargo volume and create revenue of the industry.

After joint visits with cross-border logistics (Combined air and sea transport) and Taiwan International Ports Corporation (TIPC), we plan to combine the “new free trade port area” with regions just 20 minutes away from Taipei. TIPC has already set 4 hectares of land for “sea-air freight forwarding warehouse in demonstration base” , with fast shipping, after receiving components into the “new” free trade port assembly, simple processing, to improve the product value after further air export.

In 2020, TIAC has cooperated with Taiwan international Ports Co. and Chunghwa post co. to jointly implement emerging cross-

border e-commerce cargo transit logistics models that combine sea-air freight, cargo forwarding, postal forwarding, and overseas shipping warehouses. And in December, a forum co-hosted with the Ministry of Transportation and Communications-” Inauguration of the post-epidemic era-Industrial cooperation between Taipei Port, TTIA and the postal park” , invited industry, government and academic representatives to analyze Taiwan's logistics integration and development direction. We hope that through the discussion, in the post-epidemic era, the sea, air, and postal parks will work together to strengthen the convenience and international connectivity of passenger and cargo transportation and logistics services, attract more companies to invest in Taiwan, and enhance new business opportunities for the development of the logistics industry.





*Packaging or temperature control equipment are purchased by owners or contracted businesses and logistic companies for paid provision

**Airline temperature-controlled containers and insulation blankets are offered on a user pays principle. Equipment is provided by airline companies.





CH4

Low Carbon Commitment, Long-term Cultivation of Sustainable Action

Highlights

- TIAC implemented the Task Force on Climate-related Financial Disclosures' (TCFD) in 2020, making it the first company in the global aviation industry to receive BSI's TCFD conformity statement
- 74 collaborating partners (including on-site companies and airline operators) participate in the “ Plan for Joint Participation in Carbon Reduction ” at TTIA
- TIAC's “ Smart water resources management Internet of things (IoT) installation project ” won the first place (Platinum accolade) in the Airports Council International (ACI) Asia-Pacific Green Airports Recognition (GAR) in the over 35 million passengers per annum category.

Summary

While the overall passenger volume dropped significantly in 2020 due to COVID-19, TIAC actively promoted and implemented various energy and resource management projects, including the improvement of airport infrastructure in terminals and concourses, and the replacement of drainage facilities in the passenger concourses to drive the reduction of airport energy and resource consumption. TIAC received a Level 3 Airport Carbon Accreditation (ACA) and won first place (Platinum Award) in the Asia-Pacific Green Airports Recognition program from Airports Council International (ACI).

TIAC upholds the spirit of sustainable growth and environmental protection, exerts corporate value and influence, and expends full efforts in protecting the earth.





Material Topic: Waste Management

Policies and Commitments

In order to achieve environmental protection, pollution prevention, the Corporation maximizes the use of resources and its reuse rate through optimization of waste management.

Goals

Short term

- Enhance the efficiency of incinerators and regularly update or add monitoring systems for pollution prevention equipment.
- Immediate incineration of waste, no excessive piling, reduce the chance of environment pollution.

Medium and Long-term

- Increase the treatment rate of incineration bottom ash (IBA) to 30%, in line with the EPA's IBA management regulations.
- Increase waste reuse rate year by year.

Grievance mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “[Contact Us](#)” page on our website.

Specific actions

- The renovation of Incinerator No. 4's primary combustion chamber and pollution prevention equipment was completed in 2020.
- Updated the monitoring system of the incinerator's pollution prevention equipment and installed an additional Continuous Emission Monitoring Systems (CEMS). When required, two incinerators can work simultaneously to prevent excessive piling.

Evaluation mechanisms

- TTIA obtains the Environmental Management Systems ISO14001 verification each year.
- Incinerator No.4 has been certified and supervised by Taoyuan Municipal Environmental Protection Bureau for legal operation, and has obtained permits for the fixed pollution source operation, waste disposal plan and self-disposal.

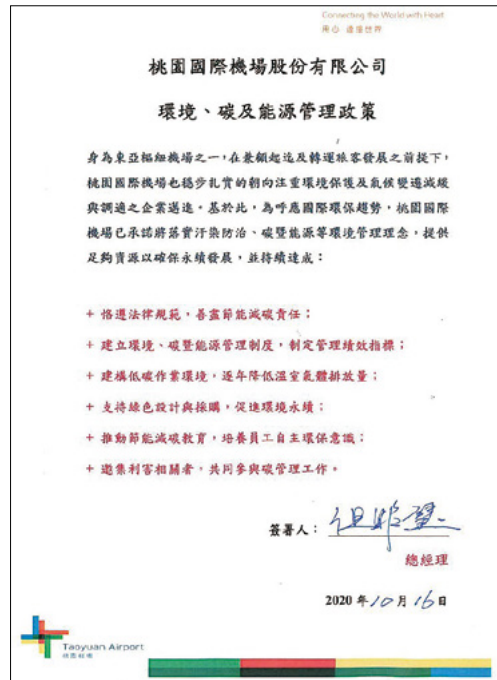




4.1 Extraordinary Sustainability Achievements

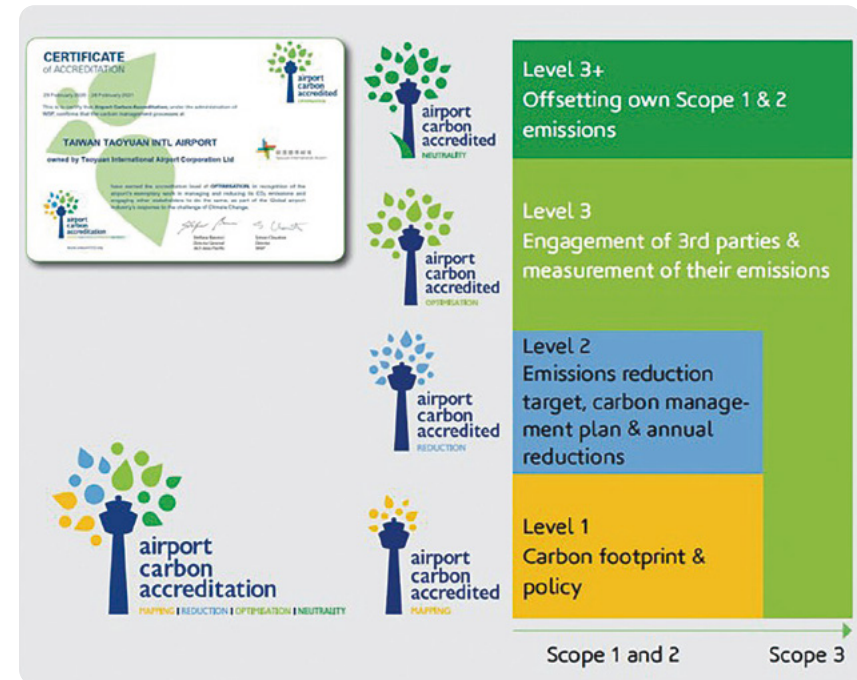
TIAC not only pursues the highest standards of excellence in service and optimization of operational efficiency, but also spares no effort on environmental sustainability issues. While actively promoting all aspects of a green airport, hoping to mitigate climate change impacts, TIAC works to protect the planet as the corporation continues to grow. Our various energy and resource management projects have received global recognitions, including improvements in infrastructure at terminals and concourses, replacement of drainage systems in passenger halls, as well as the promoting of resource consumption reduction of the airport as whole, bringing the power of corporate value chain into play. In 2020, an "Environmental, Carbon and Energy Management Policy" was formulated, demonstrating TIAC's determination in achieving sustainability.

Environmental, carbon and energy management policies



Airport Carbon Accreditation (ACA) of Airports Council International (ACI)

Since 2015, TIAC has actively participated in ACI's Airport Carbon Accreditation (ACA) program. After years of effort, TIAC was recognized in 2020 by ACI and received ACA Level 3 accreditation: Optimization. Facilitated by ACI, the ACA program is the only globally recognized certification on airport carbon emissions management. In Asia, 59 airports have earned ACA certification, of which only 33 have been accredited Level 3 or above, including Hong Kong International Airport, South Korea's Incheon International Airport, and Japan's Kansai International





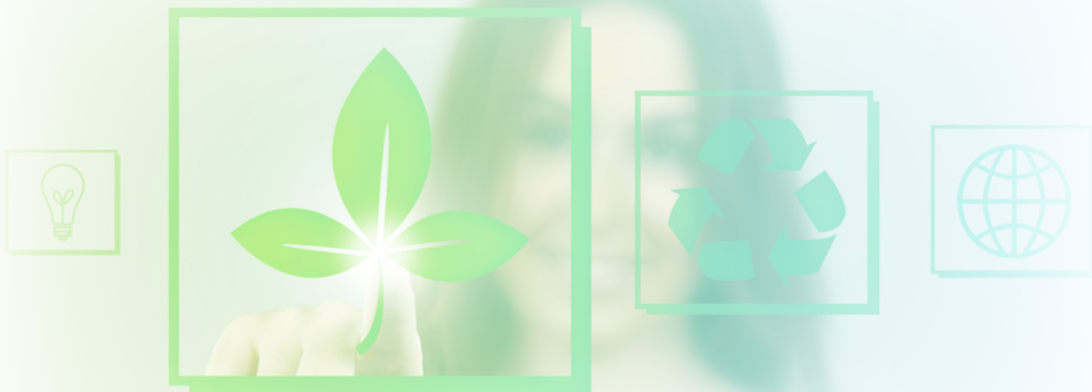
Airport, Osaka International Airport, and Narita International Airport. Whether internationally renowned airports that serve as tourism hubs introduce concrete sustainable carbon reduction plans has become the issue of global focus. Airports participating in the ACA program must disclose data regarding its greenhouse gas (GHG) emissions and obtain verification for the information. Moreover, airports must introduce plans to gradually reduce GHG emissions and raise awareness on sustainability among on-site companies, passengers, and employees. Airports are certified according to the results of an independent evaluation and only after their management effectiveness have been confirmed.

Throughout 2020, TIAC worked vigorously to perfect airport facilities and enhance the efficiency of the use of energy and other resources, mainly through vehicle electrification, reconstruction of incinerators, pollution prevention equipment, and air-conditioning systems, replacing electricity equipment, and implementing a technology transfer program for lighting systems.

■ Asia-Pacific Green Airports Recognition (GAR) of Airports Council International (ACI)

To minimize aviation-caused environmental impacts, ACI propagates best practices for environmental sustainability in the Asia-Pacific region. Furthermore, to applaud members with extraordinary environmental achievements, ACI distributes to its airport members at the beginning of every year a self-assessment survey regarding their environmental policies and a series of issues such as noise, ground transportation, air quality, water, waste, energy, GHGs, biodiversity, land and water pollution. Accordingly, ACI hosts a themed contest annually, which airports in the Asia-Pacific region can enter at liberty. Contestants are evaluated on awareness of environmental protection practices, participation from senior-level executives, cost effectiveness, eco-efficiency, innovation, stakeholder participation, and applicability.

In 2020, TIAC's "Smart water resources management IoT system installation project" won the first place (Platinum accolade) in the over 35 million passengers per annum category. Receiving first-place for two consecutive years shows TIAC's wholesome efforts in improving energy and resource equipment. More importantly is the dissemination of sustainability values throughout TIAC and beyond: from senior-level executives to employees, as well as to airline operators and on-site companies at TTIA. All of these parties fully cooperated with TIAC to save energy, reduce waste, reuse resources, and worked to contribute to sustainability.





2020 ACI Platinum “Smart water resources management IoT system installation project”

TIAC plan and promote the “Smart water resources management IoT system installation project” under the instruction of the Senior Vice President since 2016. Through the deployment of the cloud electronic patrol system and Standard Operating Procedure (SOP), TIAC promoted intelligent management operations of water supply and drainage facilities, effectively improving equipment reliability and processing efficiency. Additionally, through integration of resources of partner manufacturers and provision of comprehensive trainings, TIAC achieved three main objectives: advancement of maintenance and management standards of airport water facilities and equipment, implementation of pre-emptive maintenance to replace post-fault repairs and improvement of the efficiency of patrol inspections. In 2020, TIAC's "Smart water resources management IoT system



installation project" won the first place (Platinum accolade) again in the over 35 million passengers per annum category.

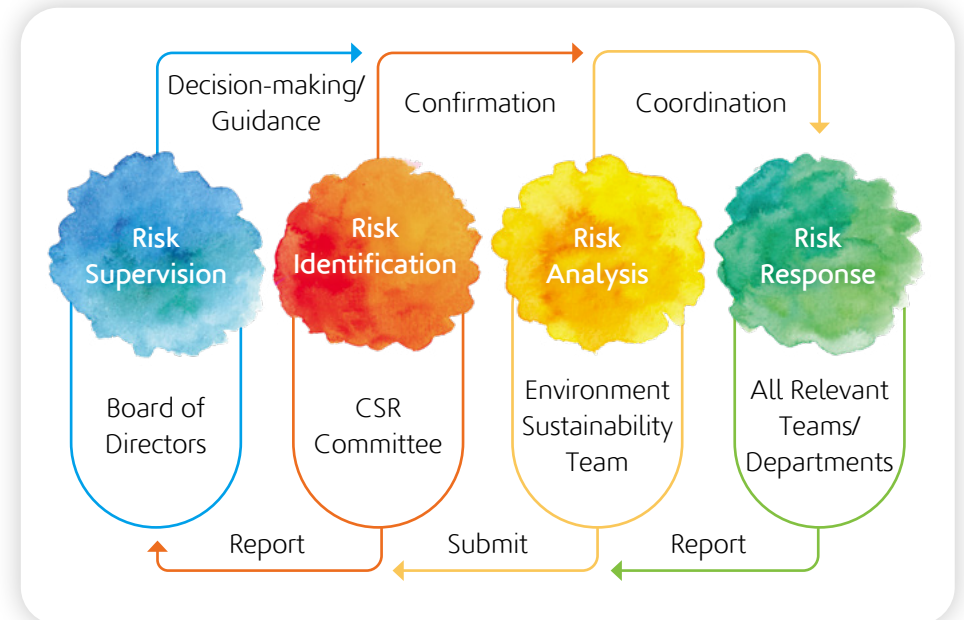
TIAC's “Smart water resources management IoT system installation project” won the first place (Platinum accolade) in the over 35 million passengers per annum category.



4.2

Managing Climate Change Risk

To meet global aviation industry's climate target and in response to the frequent climate incidents in recent years, TIAC implemented the Task Force on Climate-Related Financial Disclosures (TCFD) instructions formulated by Financial Stability Board in 2020, to preemptively handle climate change risks management. The proposal to adopt TCFD instruction was passed by a CSR Committee resolution in its first session in 2020, after which climate-related issues (including climate-related indicators and targets) and the progress of TCFD implementation will be periodically reported to the Board of Directors and the CSR Committee.





The CSR Committee, chaired and coordinated by the company's chairman, is tasked to oversee TIAC's climate change risk identification process, formulate company strategies, supervise implementation, and evaluate performance. The Environment Sustainability Team is charged with various responsibilities related to climate issues: compile domestic and foreign trends of energy saving, carbon reduction and

climate-related issues; report to the CSR Committee annually on the results of climate change-related actions; and assist TIAC chairman with the supervision and realization of sustainability, formulation and implementation of action plans, and the building of corporate integrity.

Abstract of TIAC Practices corresponding to “Governance” , “Strategy” , “Risk Management” and “Metrics and Targets”



- * In March, 2019, the Board of Directors passed a resolution setting the company's target for “Safe airport carbon reduction and climate change adaption” .
- * Implemented TCFD in 2020 to identify the climate change risks TIAC confronts.
- * Discuss results of the implementation of climate change actions at the annual CSR Committee meeting chaired by the chairman.



- * Identify short, medium- and long-term climate-related risks and opportunities; Using the TCFD framework, analyze the impact of relevant risks and opportunities on company business, strategies, and financial planning.
- * Consider the resilience of company strategies under different climate-related scenarios.



- * Drawing on the TCFD framework and ISO 31000 Risk Management Guidelines, analyze the probability of risks and their impacts for risk ranking and determine risk treatment.
- * TIAC has a set of rules concerning the overall risk management in its “Internal Control System” , in which the “Abnormal Incidents Response and Operational Interruption Prevention Management” stipulates the operational procedures and management highlights for tsunamis, wind disasters, and droughts (water cuts).
- * Compile an overall “internal control system self-assessment report” (including climate change issues) of the Corporation for president and chairman every year, and to the Board of Directors upon approval.

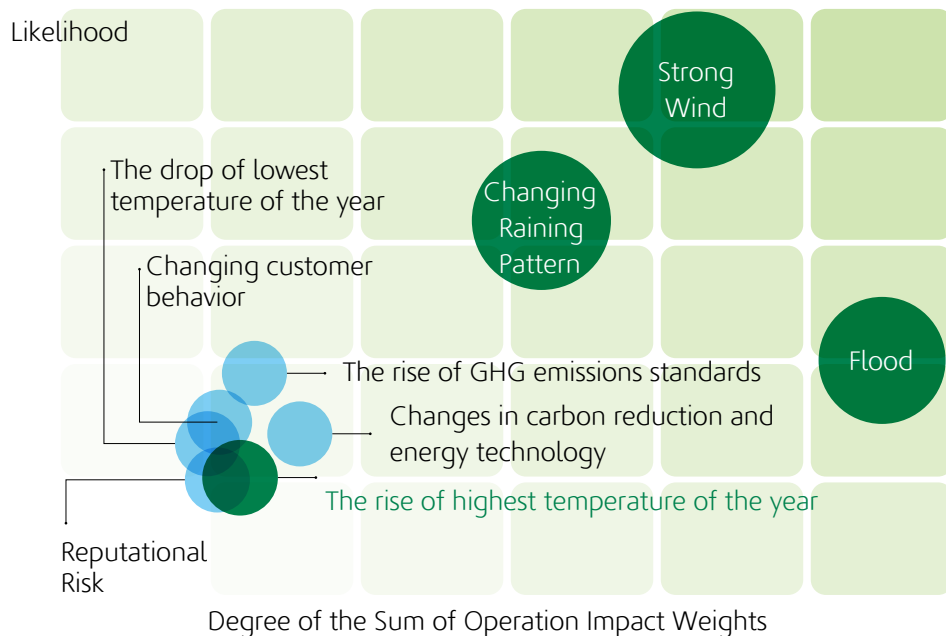


- * Set the target for GHG emissions per passenger.
- * Adopt several actions in the third runway construction plan to reduce climate-related risks and vulnerability, to enhance airport's adaptability and resilience.
- * Conduct annual examinations and verifications of scope 1 and scope 2 GHG emissions; examine scope 3 GHG emissions to determine and manage the source of emissions.
- * Promote the “Plan for Joint Participation in Carbon Reduction” and invite on-site companies to participate in the carbon reduction plan.





Based on the TCFD framework, TIAC divided climate-related risk into Transition Risk (including policy and legal, technology, market, and reputation) and Physical Risk (including acute and chronic). TIAC also created a list of issues of risks and opportunities through aggregation of global industry risk management reports to compare and establish linkage with internal departments' corresponding responsibilities. In 2020, the Corporation conducted climate change risk assessments and identified nine climate-related risks. Through cross-analysis of the possibility of occurrence and the degree of operational impact, the impact hazard has been estimated as below. The degree of impact is shown by size of the circle in the matrix chart, focusing on three high risks and one moderate risk items.



Item	Category	Climate-Related Risk	Risk Issues	Risk Level	Material Financial Impact	Risk Management Decision
1	Physical Risk	Acute	Strong Wind	High	✓	Control
2	Physical Risk	Acute	Flood	High	✓	
3	Physical Risk	Chronic	Changing Raining Pattern	High	✓	
4	Physical Risk	Chronic	The rise of highest temperature of the year	Moderate	✓	Mitigate
5	Transition Risk	Technology	Changes in carbon reduction and energy technology	Low		Accept
6	Transition Risk	Market	Changing customer behavior	Low		
7	Transition Risk	Policy and Legal	The rise of GHG emissions standards	Low		
8	Transition Risk	Reputation	Reputational Risk	Low		
9	Physical Risk	Chronic	The drop of lowest temperature of the year	Low		





Impact and response measures of climate change risks

Risk Item	Impact Details	Financial Impact	Countermeasures
Strong Wind	Cause the interruption of TIAC's operations, affect company facilities (such as air bridges), and ground transportation interruption, thereby reducing revenue.	ICAO concluded that in the design of airport runway length, one of the important considerations is high temperatures. Due to high temperatures, some aircraft may not be able to reach the maximum take-off weight, and even damage the runway at the same time.	To reduce interruptions of operations due to strong wind, TIAC has relevant response measures as follows: <ul style="list-style-type: none"> • Conduct typhoon prevention preparations and coordination meetings prior to typhoon seasons every year. • In the case of large-scale abnormal flight dispatch, a meeting will be convened to discuss the dispatch details. • Monitor the wind speed at the parking apron; conduct bridge tie-ups or suspensions when the wind speed reaches certain limits, and adjust the parking area and apply for flight announcement issuances when necessary.
Flood	Flooding and changing raining pattern could submerge underground infrastructures and the ground transportation system and interrupt public infrastructure, causing the suspension of operations.	During the construction and design of the third runway, TIAC spent 4.931 billion NTD on drainage construction and renovation to ensure the runway would not have short-term accumulation/storage of water conditions.	Regarding the flood control and drainage of TTIA, the Third Runway Construction Project considered the Runway Control Elevation Plan, Drainage Plan, and Extreme Climate Response Plan, and designed according to the estimated flood level of the neighboring streams during the 200-year return period. There should be no short-term accumulation/storage of water on the runway.
Changing Raining Pattern			
The rise of highest temperature of the year	ICAO concluded that in the design of airport runway length, one of the important considerations is high temperatures. Due to high temperatures, some aircraft may not be able to reach the maximum take-off weight, and even damage the runway at the same time.	Initially, TIAC decided to adopt a relatively sufficient runway length in the designing of the third runway construction plan, to ensure flight safety; however, after further considering the factors of climate change, the runway length was extended. The total cost was 35.805 billion NTD.	In constructing the third runway, TIAC reserved a margin for risks of climate change in the design of runway length and runway pavement. For example, the runway pavement adopts a rigid pavement as the base of the third runway construction and planning to face the risks of climate tolerance, service life, ease of maintenance, proficiency in construction technology, and life cycle cost.





First in the global aviation industry to receive a TCFD Conformity Statement

Climate change has become an inevitable global trend. ICAO also called on the aviation industry to reduce its carbon emissions by 50% in 2050 compared to 2005. To effectively implement climate change mitigation and adaption, and to achieve the goal of a Sustainability and Safe Airport, TIAC applied and received a TCFD conformity statement from an international third-party verification institution, making it the first in the global aviation industry. TIAC hopes to, by its influence, drive the domestic aviation industry and state-owned enterprises in the nation to achieve sustainable development goals together.



TIAC is the first in the global aviation industry to receive a TCFD Conformity Statement



TCFD Conformity Statement



4.3

Environmentally Friendly Airport

4.3.1 Green Airport Culture

In 2017, TIAC formulated a plan for collaborated efforts in carbon reduction. By the end of 2020, the number of participating on-site companies had risen from 59 to 74. Through training and communication, parties involved in the plan carried out practices to save energy and reduce carbon emissions, such as using pre-conditioned air (PCA) and fixed electrical ground power (FEGP), and ground handling companies' using electric luggage trolleys. TIAC shares new information on sustainability and environmental protection on a regular basis with on-site companies.

Environment education

TIAC aims to become a leading sustainable airport in the Asia-Pacific region. Apart from energy and carbon reduction practices, TIAC works vigorously to communicate and promote environmental protection and green policies. For instance, TIAC puts out posters regarding saving energy, sustainability, and environmental protection at lounges, arrivals and departures halls, and bathrooms; the company encourages employees to take the stairs instead of elevators; restaurants at the airport do not provide disposable utensils and straws unless requested as per government policy. Through a variety of awareness-raising methods and the countless passengers, TIAC extends its corporate influence and





conveys the spirit of sustainability.

To join forces and achieve reduction with on-site companies, TIAC invited near 50 representatives from airport stakeholders to attend a seminar on the aviation industry's environment sustainable governance in 2020, where attendees learned about environment protection and energy-saving governance, implementation strategies and performance. It also gave on-site companies an opportunity to understand the connection between the airport and sustainability.



Seminar on "the aviation industry's environment sustainable governance"

Eco-Friendly Planning of Terminal 3

Serving as the gateway to the country, TIAC plays an important role in connecting it with global economy and trade. Responding to the rapid growth in passenger, cargo volume and overall economy in the Asia-Pacific region, TIAC began planning the construction of Terminal 3. To increase TIAC's service capacity, facilitate development of surrounding area, and enhance the overall competitiveness of the country, the construction was design with macroscopic and prospective thinking in an aim to create a world-class passenger terminal where high-quality services and user experiences can be found. Multiple eco-friendly environmental projects targeting the main terminal building (TB), energy generation center (EGC) and multifunctional office building (MO1) in the terminal 3 and benefits are as follows:





Metrics	Eco-friendly Environmental Project	Description
<p>Daily Energy Saving Metric</p>	<ul style="list-style-type: none"> • Air-conditioning Energy Saving • Lighting System Energy Saving • High Insulation Design • Energy Saving Windows 	<ol style="list-style-type: none"> 1 Examples of items adopted: high-efficiency frequency conversion ice water main engine; closed cycle cooling water tower; heat recovery of circulating water of cooling water tower, etc. 2 In addition to natural lighting, the construction design plans to use low energy consumption lighting equipment. 3 Using high thermal insulation design to reduce the burden of air condition system and lower the energy consumption. 4 Using energy saving windows that are both efficient on lighting and heat insulation, to reduce energy use and loss.
Metrics	Eco-friendly Environmental Project	Description
<p>Water Resource Metric</p>	<ul style="list-style-type: none"> • Water-saving Faucet • Sewage Disposal • Rainwater Recycle 	<ol style="list-style-type: none"> 1 Using water-saving faucets in the public areas of Terminal 3 and the multifunctional building, such as restrooms. 2 The maximum wastewater volume during the operation of Terminal 3 is 5,600 cubic meters per day. After processed by the west sewage disposal plant, the recycle rate is over 45%. 3 This project plans set up rainwater reservoirs in the underground or raft base of buildings such as the third terminal, multifunctional building, energy center and ancillary parking lots, with a capacity of approximately 2,860 cubic meters, collecting low-polluted rainwater from roofs or paved areas (not including the running chute area). The rainwater reserved will mainly use as cleansing water and water for landscape irrigation after filtration and disinfection.



Greenhouse Gas Reduction Metric	<ul style="list-style-type: none"> Solar Photovoltaic Panels Electric Vehicles and Charging Facilities TIAC Greenhouse Reduction Planning 	<ol style="list-style-type: none"> Plan to install solar photovoltaic panels with a total capacity of 800 kilowatts (kWp) on the roof of the boarding hall. The generated power will be used by street lights in the airport area and lighting equipment in the terminal building. Adhering to the policy to encourage eco-friendly transportations, at least 10% of the current shuttle buses on the air and land sides, and other operating vehicles within the airport will be replaced with electric vehicles. Even more, this project plans to set up at least 20 electric vehicle charging parking grids and special parking spaces for gasoline-electric hybrid vehicles in the parking lot of the future multi-purpose building, providing free charging services for passengers and employees, therefore encouraging them to use clean green energy vehicles. The overall planning of greenhouse gas reduction work of TIAC (including Terminal 1 and Terminal 2) is based on the Airport Carbon Accreditation (ACA) issued by the Airports Council International (ACI) as environment management strategies for long-term improvement of the airport environment. According to its management approach, it has planned to begin the carbon inventory work of Terminal 1 and Terminal 2, and that of Terminal 3 after the completion and operation to fully understand the carbon emission of the airport and continually execute the carbon reduction, and move towards the phased goal of optimizing carbon emissions and management efficiency.
Waste Reduction Metric	<ul style="list-style-type: none"> Local renewable resources and building materials Waste Recycle Rate Raise to 25 % 	<ol style="list-style-type: none"> Based on the principle of Cradle to Cradle, TIAC plans to use local resources and building materials mainly, and select reusable resources. Increase the recycling rate of waste resources in Terminal 3 area through propaganda and the addition of classified trash bins.
Metrics	Eco-friendly Environmental Project	Description
Indoor Environment Metric	<ul style="list-style-type: none"> Smart Building Design Water-based Eco-friendly Paint 	<ol style="list-style-type: none"> The plan incorporates smart building designs, such as: automated indoor temperature monitoring and adjustment systems; smart electric sidewalks and elevators; automatic sunshade design, etc. Using water-based environmentally friendly paint to reduce environmental pollution.
Green Building Metric	Green Building and Intelligent Building Labeling Planning	<p>The building is required by law to obtain the Green Building Labeling with a standard above the basic qualification level. As the future gateway to the nation and a landmark architecture in the country, this building is a pioneer and has made a commitment as early as the designing stage to obtain the gold-level label in the environmental impact assessment.</p>





4.3.2 Green Procurement

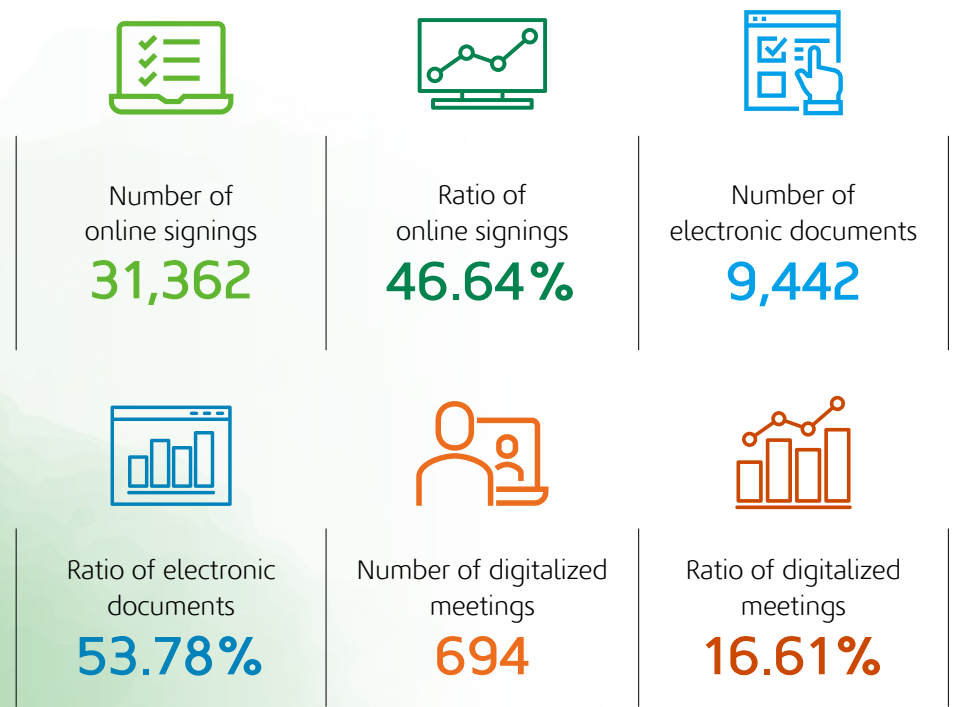
TIAC endeavors to include green action at even the most minor levels of operation. Products with green environmental protection labels are given priority when procuring office supplies. Following products have green environmental protection labels and are currently used by TIAC:



Apart from these products, TIAC's outstanding green procurement performance in 2020 obtained 74.32 points in an online review conducted by the Environmental Protection Administration's Green

Living website. The total amount of green procurement in 2020 was up to NTD \$3,016,817. The extraordinary achievement highlighted the fact that TIAC uses large amounts of products with green environmental protection labels and strives to reserve resources for the betterment of society as a whole.

TIAC fully promotes digitalization of official documents and paperless meetings. This is facilitated through a number of measures, including online signing of official documents, digital exchange of official documents, online meetings, and electronic billboards. TIAC's specific achievements were as follows: :







4.4 Environmental Sustainability Management

In order to assist aviation companies in managing transportation services and procedures and energy issues efficiently, TIAC established an environmental and energy management system based on ISO14001 and ISO50001 International standards to facilitate the continuous improvement of the company's environmental and energy performance.

4.4.1 Greenhouse Gas and Energy Management

Energy Usage

As a member of the public transportation service industry, TIAC does not manufacture any products itself. The use of energy mainly

stems from external electricity purchase, and on-site and ground handling vehicles. In order to reduce emissions and create an eco-friendly environment, the company has since 2016 implemented a vehicle electrification plan. In 2020, TIAC purchased three hybrid electric vehicles. In the future, TIAC will prioritize electric vehicles to reduce fossil fuel usage and GHG and air pollutants emissions. Since 2020, entrance passes for the underground luggage handling area are only issued to electric vehicles. Starting 2021, only electric vehicles will be allowed to pass through said area.

To keep abreast of and reduce energy usage, TIAC continues to obtain ISO 50001 energy management system verification every year. While diesel fuel usage grew in 2020 due to the use of portable emergency generators, all other products dropped significantly compared to previous years due to the pandemic. Energy usage and heating values for the past three years are shown in the following table:

Energy usage over the past three years

Year		2018		2019		2020	
Energy	Unit	Active Usage Data	Heating value (GJ)	Active Usage Data	Heating value (GJ)	Active Usage Data	Heating value (GJ)
Diesel (mobile source)	liter	36,346	1,278	35,532	1,249	31,730	1,116
Diesel (stationary source)	liter	278,991	9,810	197,513	6,945	10,190	358
Vehicle gasoline	liter	57,721	1,885	49,837	1,627	43,701	1,427
Purchased electricity	GJ	195,184,594	702,657	197,908,965	712,464	178,209,716	666,473
Total	GJ	715,629		722,286		669,374	

Notes: Heating values are calculated in accordance with the "Greenhouse Gas Emission Coefficient Table (Edition 6.0.4)" issued by the Environmental Protection Administration, Executive Yuan.



TIAC continues to procure hybrid electric vehicles and electric vehicles to reduce GHG emissions and air pollution.





Greenhouse Gas Management

With great focus on the issue of GHG emissions, TIAC takes stock and inspects its GHG emissions every year and has obtained ISO 14064-1 external verification. The company's GHG emissions for the past three years are shown in the following chart. The amount of unit emission per passenger rose in 2020, resulting from the significant drop in passenger

volume caused by the pandemic. Airports Council International (ACI) had announced that GHG emissions data of 2020 will only be used for future reference and will not be used for evaluations. In the future, TIAC will continue to act proactively in response to energy-saving and carbon-reduction trends through various relevant projects.

TIAC's GHG emissions for the past three years

Year	Unit	2018		2019		2020	
		Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2
Emissions	TonsCO ₂ e	14,893.44	104,033.39	18,541.13	100,736.32	9,983.60	94,232.90
Percentage for the year	%	13%	87%	16%	84%	10%	90%
Total	TonsCO₂e	118,926.83		119,277.46		104,216.51	
Emissions per passenger	Kilogram CO ₂ e/person	2.56		2.45		14.01	

- BSI completed ISO14064-1 external verification in July 2021.
- Emission coefficients for fugitive emission sources including gasoline, diesel, refrigerants, or incinerator combustion were calculated based on the "Greenhouse Gas Emission Coefficient Table (Edition 6.0.4)" issued by the Environmental Protection Administration, Executive Yuan. GWP values were taken from the IPCC Fourth Assessment Report (2007).
- Electricity emission factors were calculated using the electricity coefficient of 0.509 kg CO₂e/kWh released by the Bureau of Energy, Ministry of Economic Affairs in 2019.
- GHG emissions were calculated using the inventory scopes in the Act for Operational Control; starting from 2019, the emissions from incinerator waste incineration will be included in the direct process emissions source.
- Point 2 to 4 above are identical to GHG emissions mentioned in this report.





TIAC's GHG emissions by emissions type in 2020

Scope Category	Scope 1				Scope 2	Total Emissions (Tons-CO ₂ e/year)
	Stationary combustion emissions	Mobile combustion emissions	Fugitive emissions	Process emissions	Indirect energy emissions	
Emissions Amount	366.56	187.30	4,271.11	5,158.63	94,232.90	104,216.51
Percentage of Total %	0.35%	0.18%	4.10%	4.95%	90.42%	100.00%

Note: BSI completed ISO14064-1 external verification in July 2021.

TIAC's GHG emissions by GHG type in 2020 (Scope 1 and 2)

Percentage of various emission sources	Carbon dioxide (CO ₂)	Methane (CH ₄)	Nitrous oxide (N ₂ O)	Perfluorocarbons (PFCs)	Hydrofluorocarbons (HFCs)	Sulfur hexafluoride (SF ₆)	Nitrogen trifluoride (NF ₃)	Total
Emissions (Tons CO ₂ e/ year)	99,939.37	1.37	5.57	-	4,270.19	-	-	104,216.51
Percentage	95.90%	0.00%	0.01%	0.00%	4.10%	0.00%	0.00%	100.00%

In 2018, TIAC inventoried indirect emission sources for Landing and Take-off (LTO) cycles, APU usage, ground support equipment (GSE), and employee travel and commutes for the purpose of expanding understanding of GHG management. The total scope 3 GHG emissions in 2020 were 648,802.56 tons CO₂e, as shown in the table below:

Emission type	Fuel and energy related activities	Business travel	Employee commuting
Greenhouse Gas Emission (Tons CO ₂ e/ year)	648,017.51	5.87	779.19

Note: BSI completed ISO14064-1 external verification in July 2021





GHG emissions by GHG type in 2020 (Scope 3)

Percentage of various emission sources	Carbon dioxide (CO ₂)	Methane (CH ₄)	Nitrous oxide (N ₂ O)	Perfluorocarbons (PFCs)	Hydrofluorocarbons (HFCs)	Sulfur hexafluoride (SF ₆)	Nitrogen trifluoride (NF ₃)	Total
Emissions (Tons CO ₂ e/ year)	640,256.21	4567.12	3979.22	-	-	-	-	648,802.56
Percentage	98.68%	0.70%	0.61%	-	-	-	-	100%

2013 was first year where TIAC began conducting GHG. Using that figures as a foundation, TIAC established a 2% annual reduction target for emissions per passenger. TIAC's GHG emissions in 2013 were 110,400 tons CO₂e, and emissions per passenger were 3.43 kg CO₂e. The number of passengers dropped significantly in 2020 due to the COVID-19 pandemic, and the Airports Council International (ACI) has announced that greenhouse gas emissions in 2020 will only be used for future reference and will not be used for evaluations. In the future,

TIAC will continue to act proactively in response to energy-saving and carbon-reduction trends through various relevant projects. Through the formulation of energy management performance indicators, management and collaboration with on-site companies, review and replacement of major equipment, and implementation of energy and carbon reduction policies and low-carbon operations to reduce carbon emissions, TIAC completed the following energy-saving and improvement measures in 2020 which is estimated to save 1,272 tons CO₂e in emissions per year:

Carbon reduction projects and benefits in 2020

Item number	Project title	Improvements	Time of completion	Expected carbon-reducing benefits (tons CO ₂ e/year)
1	Energy efficiency improvement of air conditioning system	Replacement of air-conditioning boxes in T1 north-south corridor, waiting room and triangle machine room	June 2020	391
2	Energy efficiency improvement of lighting system	Replacement of P3, P4 parking lot lighting equipment	September 2020	881
Total carbon-reducing benefits				1,272





4.4.2 Waste Management

Waste from TIAC is mainly composed of two categories: the first being old equipment and utensils, and trash from passengers and employees (for example bottles, metal cans, and glass); and the second being trash removed from airplanes by airlines operators. As trash on the airplanes comes from abroad, they are processed through an incinerator especially installed for this purpose at TTIA to prevent infection from foreign bacteria. This incinerator also takes care of combustible trash from airport terminals, duty-free shops, restaurants, and different airline operators. The average daily waste managed through this incinerator is around 30 to 40 tons.

In order to better manage waste generated by the incinerator and enhance combustion efficiency, TIAC launched several renovation projects between end of 2018 and 2020:

TIAC renovation of incinerator No.4 's primary combustion chamber and related pollution prevention equipment

- 1 Improving and replacing heat exchangers : The purpose of heat exchangers is to recycle used heat and provide for the prevention equipment's catalytic reactors, taking advantage



Replacement of Heat Exchangers

of the energy created by heating up air to enhance efficiency and effectively reduce emissions of nitrogen oxides and dioxin pollutants. By raising the temperature of flue gas, it can prevent the generation of white smoke which may affect aviation safety and trigger negative public perceptions. This renovation project replaced plate-fin heat exchangers to enhance efficiency and reduce pollutant emissions.

- 2 Improving and replacing fly ash conveyors : The fly ash conveyors had become worn and damaged over many years, often causing furnaces to shut down. This renovation project greatly improved incinerator operations.
- 3 Inspecting and replacing dust collector funnels : The incinerator is drawn by an inductive fan to generate negative pressure in the flue. The exhaust gas is guided by the negative pressure and discharged from the chimney to the atmosphere. Holes on the dust collector bags will cause overload on the inductive fan, increase power consumption. The bag filter funnel has been updated, and the effect of energy saving and carbon reduction has been obtained.

- 4 Improving of waste crushers : As TIAC's incinerator is a small to medium rotary kiln incinerator with a small waste inlet, waste needs to be broken down before



Inspection and repairs of Baghouse funnels





incineration to avoid blockages. This repair project upgraded crusher equipment and enhanced incinerator efficiency.

- ⑤ **Upgrading and improving of continuous emission monitoring systems** : As the opacity monitors and flow rate monitors on continuous emission monitoring systems were worn out after long years of use, they often malfunctioned. TIAC therefore upgraded these two instruments to ensure that monitored exhaust gas values could comply with environmental protection regulations. In 2020, TIAC conducted quarterly flue gas inspections to ensure adherence with standard values (80 ppm for sulfur oxides and 180 ppm for nitrogen oxides).

TIAC's waste composition is shown in the table below:

Waste composition and ratios in 2020

Category		Weight (Tons)	Resource recycling ratios	Percentage of total
General waste		5,505.04	-	98.75%
Recycled materials	Newspaper	34.04	49.02%	0.61%
	Glass	25.53	36.77%	0.46%
	PET bottle	3.04	4.38%	0.05%
	Aluminum cans	1.48	2.13%	0.03%
	Metal can	5.35	7.7%	0.1%
Total recycled resources		69.44	100%	1.25%
Total		5,574.48	-	100%

4.4.3 Air Quality Management

Indoor air quality

More than 40 million passengers travel through TTIA every year. As a large indoor public space, TIAC must monitor and manage air quality as required by EPA's Indoor Air Quality Act and its sub-laws. TIAC monitors the air at the at main areas, including arrival and departure halls, dining areas, and stores for carbon dioxide, formaldehyde, bacteria, and aerosol particles (<10 μm). The safe levels set by law and sampling points are as below:

Indoor air quality indicators

Items	Standard Value	Number of sampling points in the airport	Monitoring situation in 2020
Carbon dioxide (CO ₂)	1,000 ppm /8 hours	4	Did not exceed standard levels
Formaldehyde (HCHO)	0.05 ppm /1 hours	4	Did not exceed standard levels
Suspended particles (PM10) with a particle size less than or equal to ten microns (μm)	75 μg/m ³ /24 hours	4	Did not exceed standard levels
Bacterial	1,500 CFU/ m ³	4	Did not exceed standard levels





Air Pollution Prevention and Control

Air pollutants generated from transportation to and from the airport, within the airport, and from aircraft taxiing have an impact on the environment. To lower air pollution levels in surrounding regions, TIAC advocates the use of public transportation, works to reduce idle vehicle time, and updates electric vehicles in the airport. Moreover, as the incinerators at TTIA emit air pollutants when running, TIAC set up several measures to monitor emissions and reduce the generation of pollutants. (Please refer to Section 4.4.2 Waste Management.)

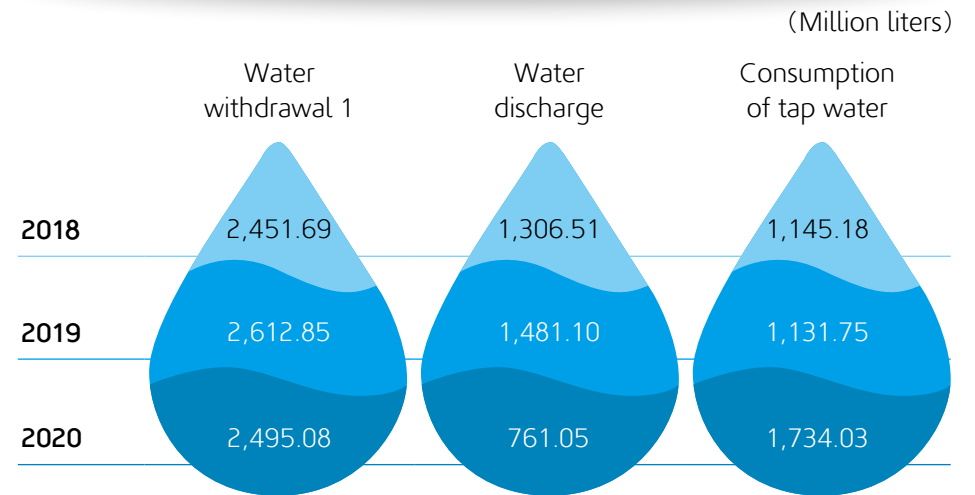
4.4.4 Water Resource Management

Household and irrigation constitute the bulk of water usage in TIAC; the said usage mainly stems from passenger and employee cleansing, plant maintenance, and water for cleaning airport buildings and grounds. Most water used are from tap water supply system; there is no large-scale usage of natural waters or underground water. Wastewater generated in airport toilets are carefully recycled and retained to water the 4,200 trees on airport grounds following processing through sewage treatment plants. As for drinking water equipment and pressurized water tanks, TIAC implements maintenance and management measures including advanced prevention, enhancement of monitoring efficiency, as well as standardized procedures for handling abnormal items. These highly important measures not only enhance service quality and water supply efficiency, but also reduce waste of water resource right at the very source. In addition to enhance service quality, improve the water supply

efficiency and to manage the usage of water from its source to reduce waste, TIAC added recycled water meters in 2020, with a total recycled water volume of 20,962 tons and a recycling rate of 0.58%.

TTIA's water consumption and water discharge conditions for the past three years are shown in the table below. Water consumption of all airport units is carefully managed by TIAC, which are reviewed and continuously improved annually.

Water resource consumption for the past three years



Notes: Only a little part of TIAC's water source comes from underground water, mostly used for plants and dust prevention: main water supply comes from the water corporation.

TIAC conducts quality inspection and monitoring of water discharge in accordance with law, and relevant personnel has obtained national qualification certificates ("Level A Qualified Certificate for Exclusive





Personnel of Wastewater Treatment” and “Supervisory Personnel in Charge of Specified Chemical Substance Operations”). A laboratory has been established for periodic inspection of wastewater samples which tests suspended solids, biochemical oxygen demand, chemical oxygen demand, and pH values. Zero fines were incurred for serious leakages or legal violations in 2020. TIAC pollution monitoring indicators and inspection results for discharge water are shown in the table below:

Water pollution indicators in 2020

Items	Standard value	Monitoring result in 2020
Suspended solids (SS)	30 mg/l	Did not exceed standard levels
Biochemical oxygen demand (BOD)	30 mg/l	Did not exceed standard levels
Chemical oxygen demand (COD)	100 mg/l	Did not exceed standard levels
pH value	6~9 mg/l	Did not exceed standard levels

Sewage disposal project and benefits in 2020

Project title	The Improvement of Sewage Disposal Plant Efficiency
Improvement	Sewage Disposal plant biological pond and related facilities improvement project
Time of completion	November 2020
Expected Sewage Disposal benefit	The concentration of ammonia nitrogen in wastewater (mg/L/yearly average) decreased from 26.4 to 10

4.4.5 Noise Monitoring and Management

TIAC is the nation's critical infrastructure, with a convenient transportation network and busy flight schedules, serving tens of thousands of passengers every day. As the aviation industry flourishes with globalization, passenger and flight volume continue to grow. Aviation noise, including the noise aircrafts make during takeoffs and landings, as well as the noise of people, vehicles, cargo loading and unloading, and airport constructions is an issue of concern to society and residents.

Takeoff and landing volumes are closely monitored by TIAC and specific areas have been designated for test runs and engine testing. Additionally, test runs are prohibited from 00:00 to 06:00. Apart from aircraft pushback procedures, TIAC also forbids the use of auxiliary power units (APUs) at the northeast aircraft bays for cargo planes to reduce the impacts of airport noise on residents.

Currently, TIAC has a total of 18 fixed monitoring stations in the Luzhu, Dayuan, Guanyin, Xinwu, and Zhongli districts to monitor noise. Professional personnel were invited to conduct comprehensive analysis of wind directions, seasons, ground noise, and aviation noise; this information was further used to compile quarterly noise monitoring reports. TIAC allocates “rebates” and “noise control fees” to the Taoyuan City Government each month to handle aviation noise prevention and distribution of rebates, and provide references for planning of aviation noise control zones. Apart from the aforementioned measures, TIAC proactively maintains close relations with local governments and residents to fulfill its mission of inclusive society.





2020 TIAC Noise Monitor Result

Civilian Petition

TIAC collaborated with the Department of Environmental Protection of Taoyuan City to conduct a site investigation of people's complaint. If the scene is noisy, TIAC will move a fixed monitoring station to the petitioned site for long-term monitoring.



Aviation noise petition on-site investigation

Compensation

- Paying the compensation to Taoyuan City Government, which is 2/15 of the landing fee, it is charged according to the maximum take-off weight of each aircraft
- Paying the Noise Prevention Fee to Taoyuan City Government, it is charged according to the maximum take-off weight and take-off volume of each aircraft.

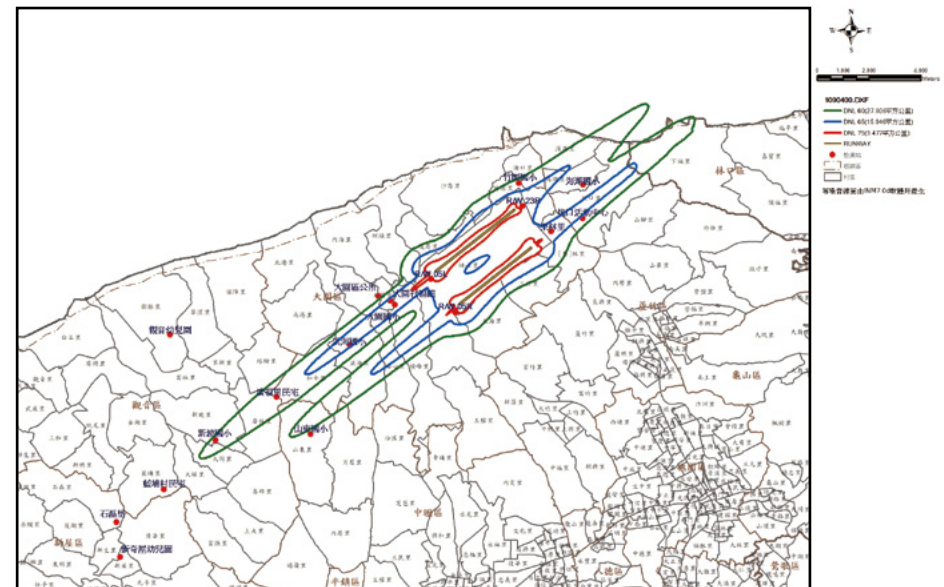
Noise Monitoring Report

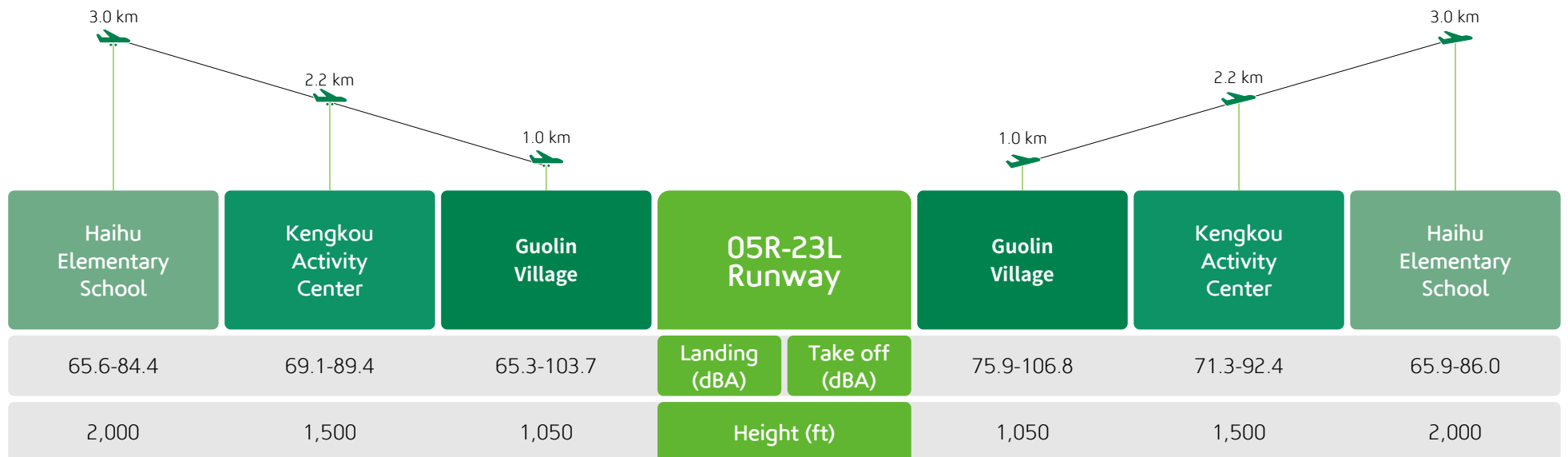
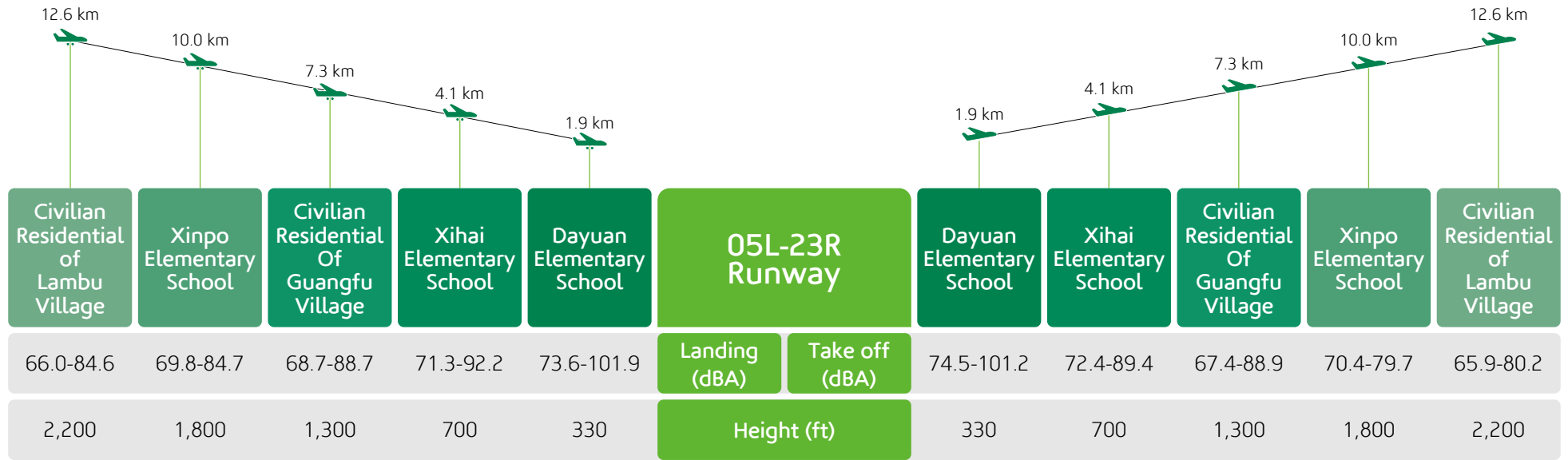
Provide Noise Monitoring Report to Taoyuan City Government as the reference to delimit the noise prevention zone (review every 2 years).



For more information on noise prevention standards, monitoring materials or announcements, please use the Taoyuan City Government Environmental Protection Bureau's exclusive website for noise or scan the QR Code.

2020 TIAC Images of crossing height and noise level







CH5

Creating Value for Prospects with Friendly Workplace

Highlights

- Invested NTD 14.5 million in staff training, with a total of 13,634 participants and 40,540 training hours.
- Announced a policy on occupational safety and health.
- Signed “Declaration of workplace violence prevention”
- Average pay gap between male and female is close to 1:1
- 100% absence return rate and retention rate of unpaid parental leave for raising children
- Awarded “Badge of Accredited Healthy Workplace”

Summary

TIAC believes in caring, understanding and supporting the needs of our employees; we are devoted to creating a friendly workplace and providing better work environment, benefits and salaries, which helps enhance employees' sense of identity and allows them to carry out their job functions under a healthy mental and physical condition, be more productive and creative, thus achieving a mutually beneficial situation.





Material Topic : Labor Relations

Policies and Commitments

As a world-class airport in Taiwan, providing the best services to passengers from all countries is the most important mission of TIAC. Service quality is determined by the professionalism and quality of TIAC colleagues, which are considered to be one of the most important assets. Effective recruitment and retention plans, talent management, and employee development are all implemented according to corporate strategies for enhancing employee commitment and harmonious labor-management relations. TIAC considers creation of a happy workplace to be an important goal.

Goals

Short-term

- Annual planning of employee assistance program (EAP) activities such as EAP lectures, retraining for employee care workers, professional EAP courses for managers, and lectures for employee care workers.
- Unit learning hours for each employee was 20 hours.
- Ensure that the human resource regulations are reasonable and comply with legal regulations to enhance management of employee relations and to maintain a harmonious labor-management relationship.
- Implement recruitment and selection procedures to ensure that the quality of new recruits align with the corporation's development needs.

Medium and long-term

- Upgrade human resource management systems to provide timely management information.
- Manage job functions to balance professional training and development needs of various positions.
- Establish reserve talent pools to cultivate key personnel for airport management.
- Periodically revise collective labor-management agreements to maintain labor-management relations.
- Build a TIAC College to strengthen training effectiveness and functions of airport industrial talent.





Grievance
mechanisms

Please refer to “Communication with stakeholders and 2020 Material Topic” Chapter for negotiations with various stakeholders, or visit the “[Contact Us](#)” page on our website.

Specific
actions

- TIAC hosted a total of four labor-management meetings.
- TIAC established and implemented a cloud platform (eHRD platform) for management of talent training, development, and digital learning.
- TIAC organized EAP activities including lectures and training courses as well as a family day and a Halloween event at our childcare center.
- TIAC invested a total of 14.50 million NTD in personnel training; 13,634 employees participated in an accumulated 40,540 hours.

Evaluation
mechanisms

TIAC conducts annual assessments of annual business performance in accordance with annual Ministry of Transportation and Communications personnel business performance appraisals. TIAC also facilitates reviews and adjustments based on the results of annual internal audits.

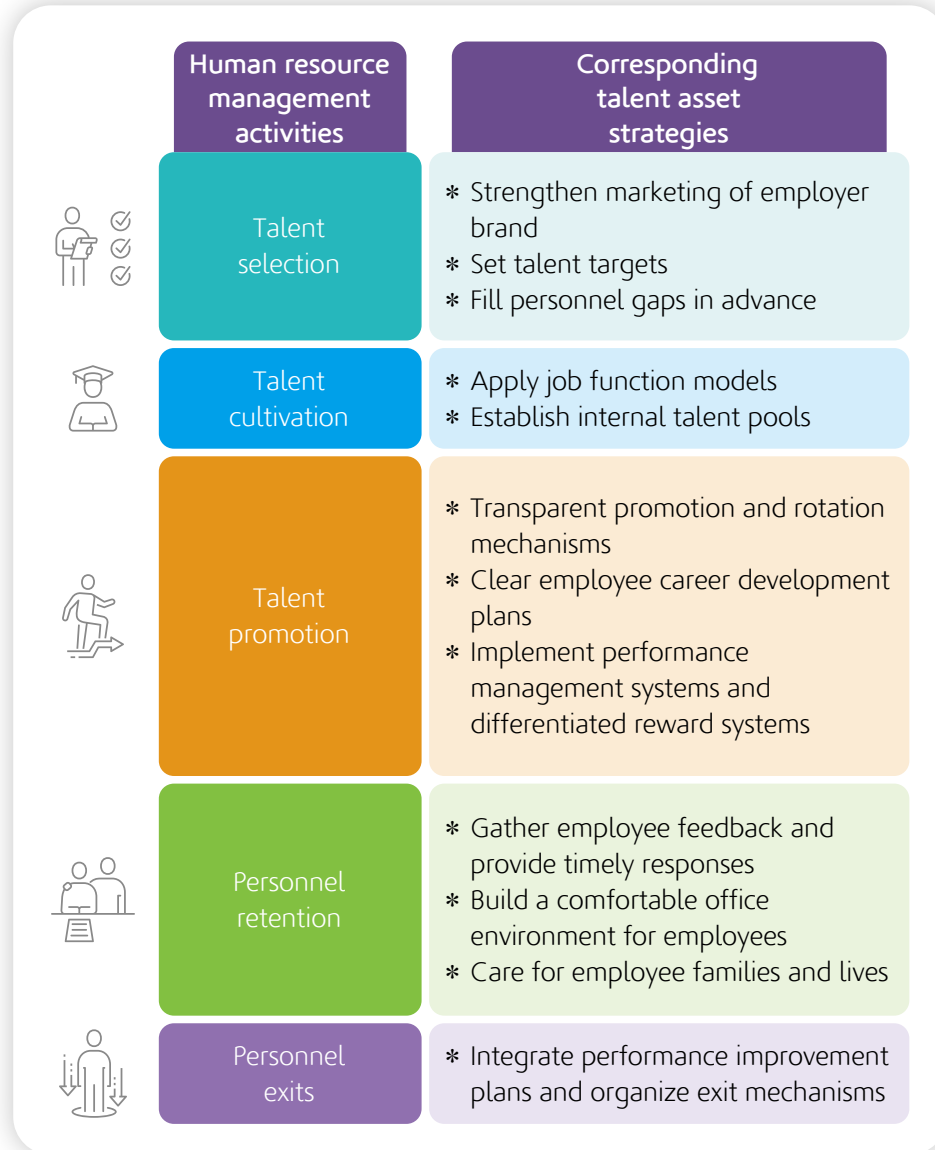
As a world-class airport in Taiwan, TIAC's most important mission is continual provision of the best services to passengers from all countries. Service quality is generally determined by the professionalism and quality of TIAC colleagues, which is why TIAC considers its employees to be highly important Corporation assets. Creation of a pleasant workplace has been established as a goal of ultimate importance.

The employee value proposition set out by TIAC emphasizing the “building of individual employee successes to realize a mutually beneficial result” for the express purposes of achieving the ideal workplace and competitive environment. Proposed talent asset strategies and the Corporation's unique five core function models allow TIAC colleagues to continually improve and enhance their personal competitiveness, which in turn brings benefits for TTIA.

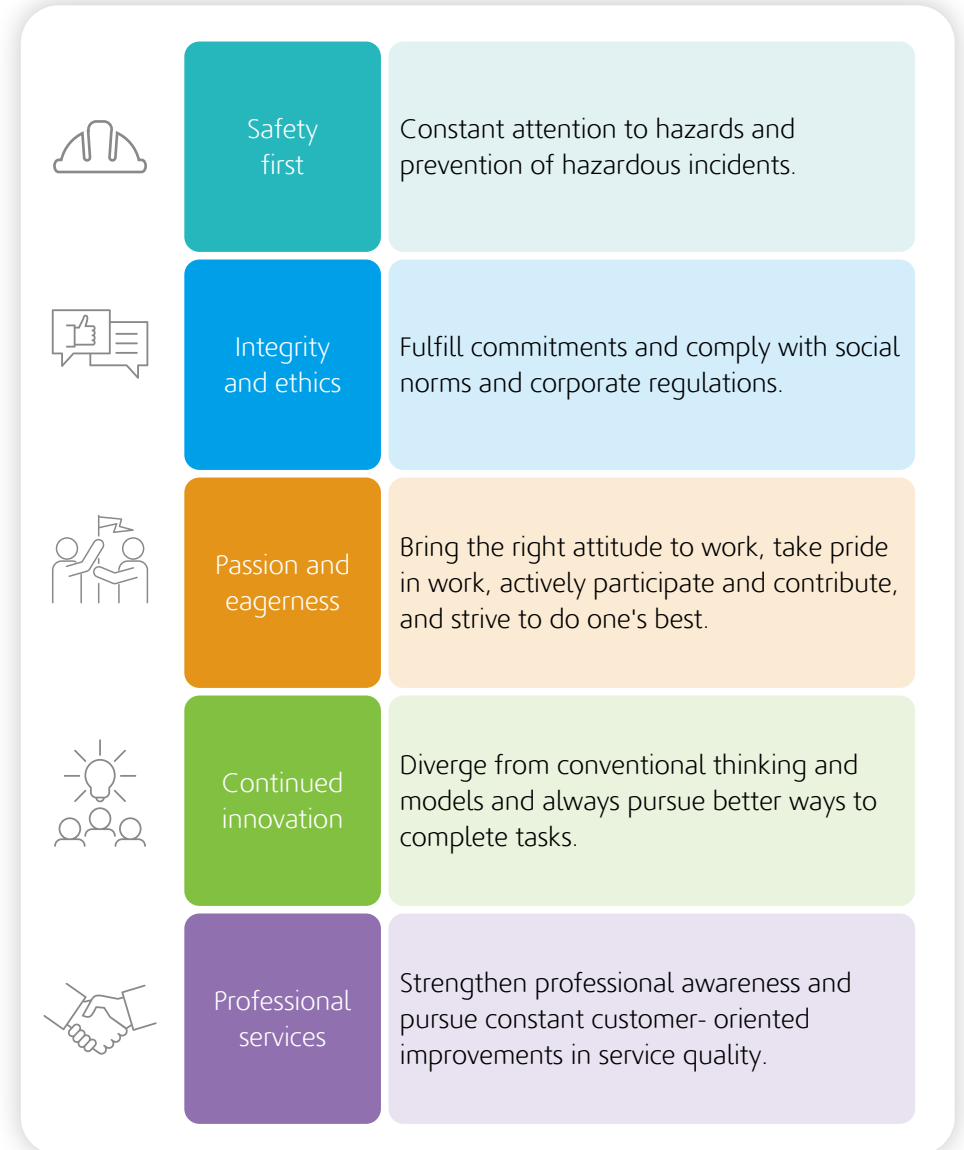




Talent Asset Strategies



Five Core Function Models





5.1 Human Resource

5.1.1 Personnel Composition

TIAC is a state-owned enterprise and is overseen by the Ministry of Transportation and Communications. As such, all employees of TIAC

are full-time personnel; there are no contract employees. In 2020, TIAC employed a total of 648 personnel; the personnel structure was as shown in the table below.

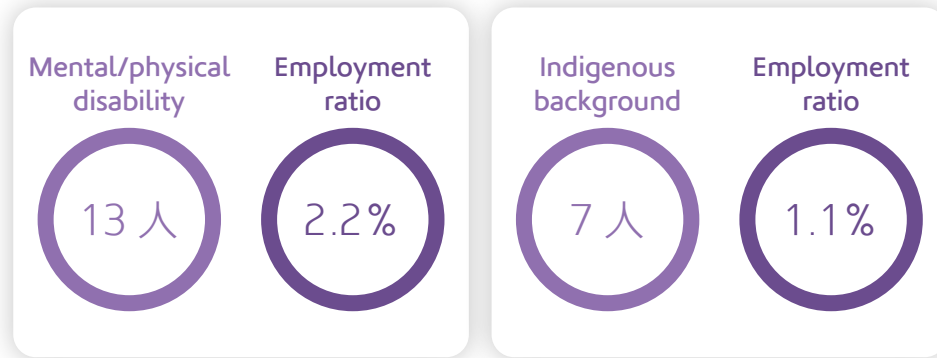
Personnel Composition Structure in 2020

Year		2020					
Category	Type	Male		Female		Total number of people	
		Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Employee composition	Full-time employees	447	69%	201	31%	648	100%
	Contract employee	0	0	0	0	0	0
Employment Type	Management	62	10%	25	4%	87	13%
	Non-management	385	59%	176	27%	561	87%
Age	18-30	31	5%	39	6%	70	11%
	31-50	288	44%	120	19%	408	63%
	51 above	128	20%	42	6%	170	26%
Education level	Doctorate degree	5	1%	0	0%	5	1%
	Graduate degree	148	23%	86	13%	234	36%
	Bachelor degree	167	26%	89	14%	256	40%
	College degree	52	8%	14	2%	66	10%
	High school or below	75	12%	12	2%	87	13%





Employees with mental/physical disabilities or from indigenous backgrounds are recruited with strict adherence to government policies. Corporation resources are fully involved during the process. Provision of these job opportunities and work environments allow these employees to utilize their talents and greatly enhance their quality of life. The following table is a summary of their employment status.



5.1.2 Personnel Recruitment and Retention

New hires are the fundamental basis of an innovative and energetic company. Corporation personnel is difficult to recruit through the open job market due to the many issues associated with the aviation industry. Many Corporation positions require specific expertise, which is why recruitment of external personnel is concentrated solely on entry-level positions. We also integrate personnel training programs, the establishment of talent pools, and construction plans for major airport facilities to develop a long-term plan for management talents required by TIAC.

TIAC recruits annually according to business requirements of each unit, including engineering management, air-side management, operations management, and administrative management etc. TIAC is required to recruit new employees through self-conducted or outsourced open selection processes in accordance with the Administrative Law of State-Owned Enterprise. Apart from announcing recruitment procedures on its official website, TIAC also recruits employees through general job banks. TIAC does not discriminate for any reason and treats all candidates with the utmost fairness. In 2020, 67 new employees were recruited, accounting for 10.3% of the total employees (new hire rate).

The employees of TIAC have a sense of centripetal force and identity towards the company, and most employees worked until retirement. 15 employees exited from TIAC in 2020, accounting for 2.3% of the total number of the employee (turnover rate). TIAC always seeks to understand the reasons why employees exit as the basis for improvement. It also continuously improves human resource policies and measures based on employee feedback to provide superb workplace environments for TIAC's colleague.





■ Statics of the New Recruits / the Exited (retired) Employees in 2020

	Age	Number of new recruits	Ratio	New hire rate	Number of exited (retired) employees	Ratio	Turnover rate
Male	18-30	8	12%	10.3%	0	0%	2.3%
	31-50	22	33%		1	7%	
	51 above	2	3%		11	73%	
Female	18-30	20	30%		0	0%	
	31-50	12	18%		0	0%	
	51 above	3	4%		3	20%	
Total		67	100%		15	100%	

* New hire rate=Number of new recruits/ (Number of the employees of last year+ Number of the employees of this year)/2

* Turnover rate=Number of exited (retired) employees/ (Number of the employees of last year+ Number of the employees of this year)/2

* Number of the employees in 2019 is 613, while the number of the employees in 2020 is 648



5.2

Safe and Healthy Workplace

TIAC established an “Occupational Health and Safety Committee” to promote workplace safety, incident prevention, work environment improvement and protect the health of the employees.

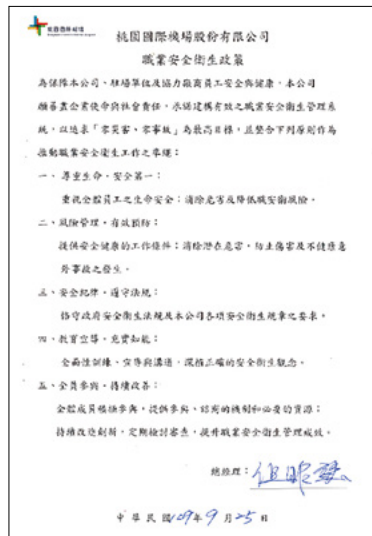
The President & CEO serves as the Committee chair and oversees meeting affairs, while Committee members are composed of managers from relevant offices, union representatives, occupational health and safety personnel, and medical personnel. Among them, union representatives account for one-third of Committee members, who represent the employees to participate in reviewing, coordinating, and recommending occupational health and safety matters. The Occupational Health and Safety Committee convenes once every quarter, and held 4 meetings in 2020.





TIAC issued an occupational safety and health policy in 2020, aiming to pursue the ultimate goal of zero hazards and zero accidents with 5 principles:

- 1 Respect Life, Safety First
- 2 Risk Management, Effective Prevention
- 3 Safety Discipline, Regulatory Compliance
- 4 Education and Promotion, Knowledge Enrichment
- 5 Full Participation, Continued Improvement



To prevent the employee from any physical or mental violence that causes diseases when engaged in work, the President & CEO has signed “declaration of workplace violence prevention” in 2020, which stipulates zero tolerance of any kind of workplace violence, including physical violence, mental violence, verbal violence and sexual harassment.

TIAC workplace violence consultation and grievance channel:

- Occupational Safety and Health & Assessment Department
- Hotline : 03-2733395
- osho@mail.taoyuan-airport.com
- Human Resource Department
- Hotline : 03-2733896
- sha@mail.taoyuan-airport.com





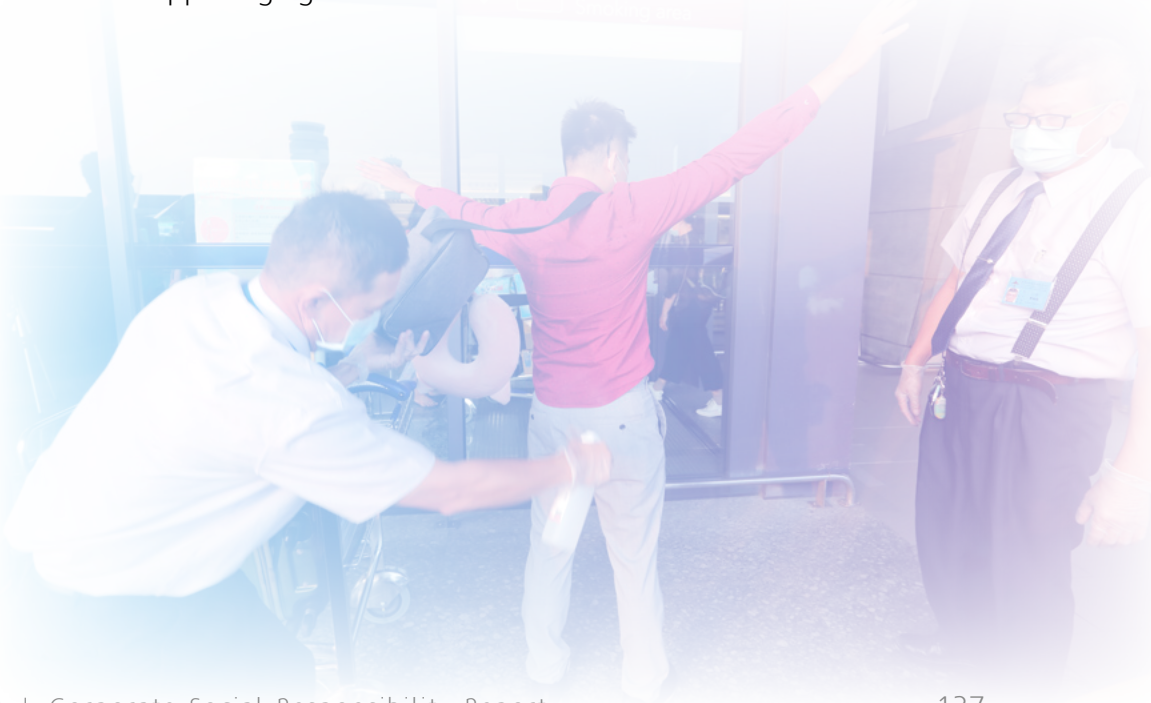
To ensure comprehensive protection of the health and safety of our colleagues and collaborating partners, TIAC has established an occupational health and safety management system. TIAC obtained both Taiwan Occupational Safety and Health Management System (CNS 45001:2018) certification and International Occupational Safety and Health Management System (ISO 45001:2018) in 2019 and had passed the second inspection to ensure the management mechanism operates effectively.

TIAC expects to establish procedures of hazard identification, risk assessment and control measures to effectively prevent occupational incidents. We conduct internal and external audits every year, and hold management review meetings to review the deficiencies and results. TIAC uses a Plan, Do, Check, Act management cycle to ensure effective occupational health and safety operations, and aims to pursue the ultimate goal of zero hazards and zero accidents.

We have a penalty incident by the Ministry of Labor in 2020, which is that employees exceed the legal working hour limit of 12 hours on the same day. This occurred due to emergency maintenance for oil leakage from the fuel hydrant on the apron. TIAC was fined because it failed to inform the trade union within 24 hours after the employee's working hours were prolonged and provide appropriate rest time afterward. For future prevention, TIAC created an automatic control management system, strengthened educational training and incorporated the incident in the human resource regulations.

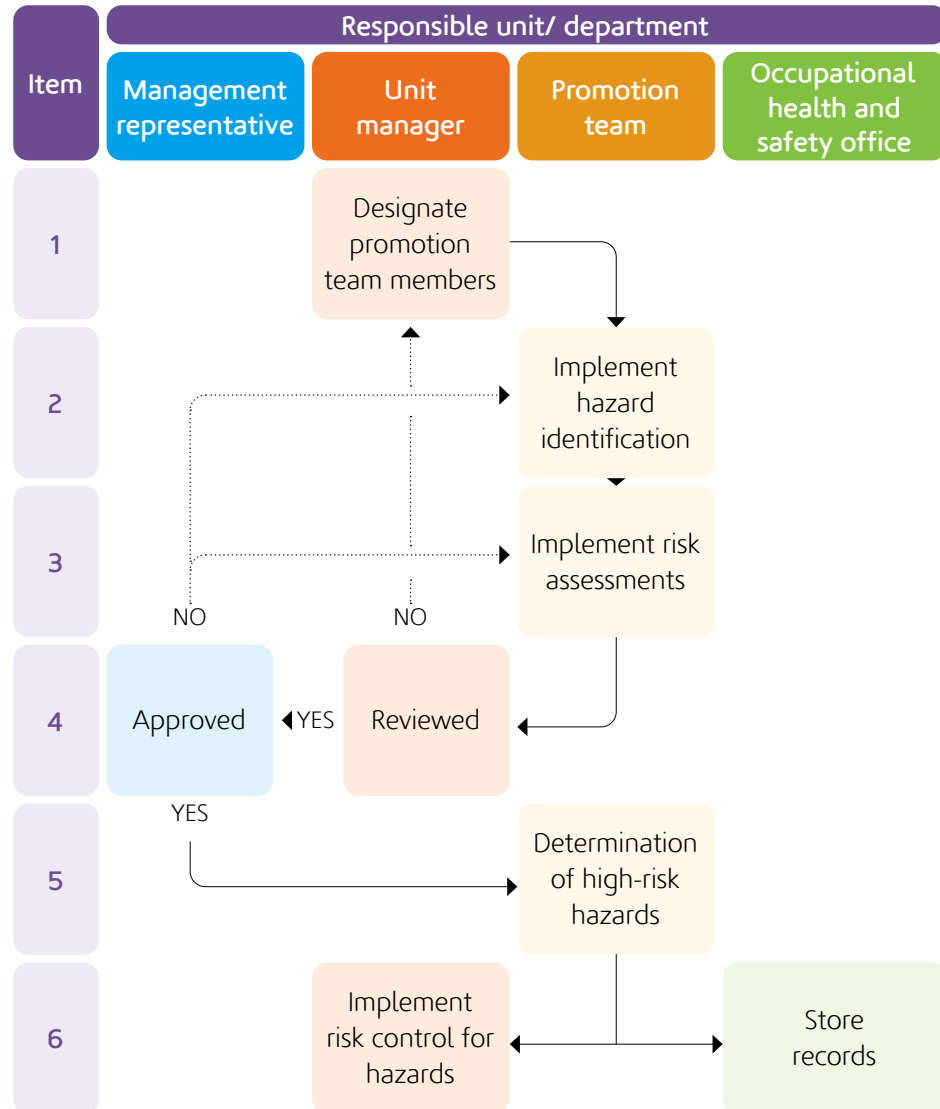
5.2.1 Workplace Hazard Management

In order to prevent occupational hazards, TIAC has implemented comprehensive hazard identification and risk opportunity assessments; the integrity and suitability of these results are reviewed each year. We carry out inspections on indoor work environments with centrally managed air-conditioning equipment or those with significant noise issues every six months and yet to discover any incidents which exceeded allowable exposure standards. In 2020, there were no work-related deaths, only two work-related injuries including falls and spring due to improper posturing. We all immediately strengthen publicity and enhance the safety awareness of colleagues to avoid similar incidents from happening again.





Hazard Identification, Risk Assessment, and Control Measures in Workplace Environments



Number of occupational deaths	Rate of Occupational deaths	Number of severe occupational injuries (excluding deaths)	Rate of severe occupational injuries (excluding deaths)	Number of recordable occupational injuries	Rate of recordable occupational injuries
0	0%	0	0%	2	0.31
Description of injuries		1 fall, 1 sprain due to improper posture			

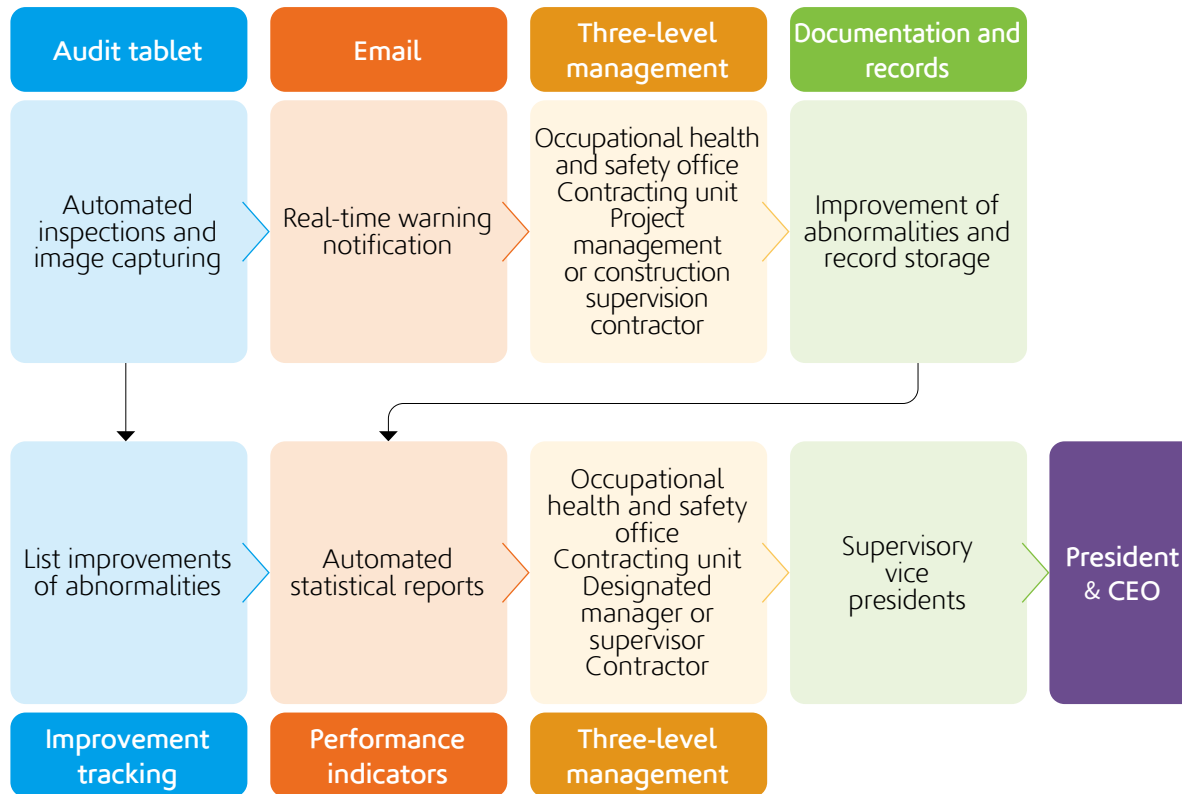
Notes

1. Rate of occupational deaths = number of occupational deaths x [200,000 work hours] / Total work hours
2. Rate of severe occupational injuries (excluding deaths) = number of severe occupational injuries (excluding deaths) x [200,000 work hours] / Total work hours
3. Rate of recordable occupational injuries = Number of recordable occupational injuries x [200,000 work hours] / total work hours
4. Total working hours were 1,291,388.5 hours in 2020.





TIAC introduced a digital occupational health and safety management system that uses information technology to conduct inspections. It not only enhances the efficiency of occupational health and safety management, but also ensures that contractors adhere to occupational health and safety regulations during contract durations. The system also strengthens the culture of on-site management, raises safety awareness of our contractors to improve work environments, reduces the occurrence of occupational hazards, thus protecting the health and safety of all workers.



Introduced digital management system, enhancing inspection efficiency

TIAC introduced the digital occupational health and safety management system in 2019 which uses information technology to keep abreast of construction progress. In the event of any non-compliance with regulations, TIAC can instantly capture an image via tablet and activate GPS positioning. The photos, violated clauses, legal basis, penalties, and other information are then sent to the project organizers, supervisors, and contact personnel. The inspection records, abnormal conditions and other related information can be used to issue warnings, notifications, statistical analysis and tracking improvement through e-system, thus effectively improve the inspection efficiency and follow up the improvement status.





Occupational safety and health digital management system operation procedures



5.2.2 Occupational Health, Safety Promotion and Training

TIAC is devoted to strengthening communication and contact with all relevant airport occupational health and safety units, ensuring that relevant units fully understand and can coordinate all occupational health and safety regulations. “Joint Organizational Consensus Meetings” held by TIAC each quarter invites all contractors and on-site companies to participate. Occupational Safety and Health Act regulations and on-site operational procedures are promoted via these meetings, and invitations are extended to the best professional speakers to organize training on prevention measures for occupational hazards to enhance hazard identification and prevention, thereby avoid occupational disasters. TIAC hosted three joint organizational consensus meetings in 2020 with 322 participants.





TIAC invited external experts and internal instructors from the Ministry of Labor's inspection units, workplace safety, epidemic prevention, and medical departments to hold a series of programs, training and lectures to enhance safety and healthier knowledge and skills. Five training sessions were held in 2020; 24 contractors participated. There were 21 sessions of “occupational safety” and “health” training and awareness-raising, hosting a total of 660 participants.



Training Category	Training Topics	Targets	Sessions	Participants
Occupational safety	<ul style="list-style-type: none"> * On job training of occupational safety and health committee * ISO 45001 occupational safety and health risk trainings * Falling hazard and managerial responsibility training 	Employees and contractors	13	420
Health	<ul style="list-style-type: none"> * Training to the use of respirator. * Lecture and workshop of “health care and relax the acupuncture points” 	Employees, contractors and on-site companies	8	240

5.2.3 Contractor Management

To ensure contractors' occupational health and safety during operations, TIAC requires contractors to adhere to government and TIAC occupational health and safety regulations at every stage including procurement contract formulating, procurement evaluation, award of

bid and contract signing, before commencing operations and during the performance of contracts. To abide by the abovementioned item is a contractual requirement to ensure contractors' occupational health and safety during operations.





Contractor Management Procedure at Each Stage

Procurement contract formulating stages	The procurement department fills in a “procurement safety and health check-in list” to ensure that the contract is in line with the law and actual requirements of the occupational safety and health regulations.
Procurement evaluation stages	Amend the “Contractor evaluation and review notice” to include safety and health management capacity and performance in the procurement evaluation and review.
Bidding award and contract signing	Contractors shall adhere to relevant operations and regulations of the contract and will be penalized should there be a breach of contract.
Before commencing operations	Contractors are informed of workplace environments, hazard factors, and measures required by occupational health and safety laws and regulations prior to beginning every procedure; a written record is also prepared.
During performance of contracts	Contracting units and the occupational health and safety office conducts random inspections. TIAC heavily penalizes contract violations and requests improvements

A total of nine work-related injuries were caused by TIAC contractors in 2020; the main reasons were insufficient awareness of hazards, failure to establish standard operating procedures, and failures to implement occupational health and safety management, causing dangerous conditions and behaviors which resulted in occupational disasters. TIAC provided emergency responses at the first instance, conducted internal reviews, and strengthened training and information dissemination. Units involved in these incidents were required to complete improvements within designated time periods, and contractor management for relevant projects was also strengthened to avoid other injuries from occurring.

Contractor Occupational Injuries Over the Past Three Years

Injury types	2018	2019	2020
Slips and tumbles	2	3	2
Machinery entanglement	1	1	4
Electrical shock	1	1	-
Fires and explosions	-	-	-
Falls	-	1	1
Falling objects	2	-	-
Collapses	-	1	-
Vehicle collisions	-	-	-
Collisions	1	-	-
Cuts	-	-	-
Traffic accidents	-	-	1
Burn	-	-	1
Total	7	7	9





Health and safety audits and inspections

Irregular safety inspections of various service and construction projects are carried out to supervise necessary health and safety measures adopted by contractors. TIAC requires instant improvement of all deficiencies; violations are penalized. The occupational health and safety office conducted 120 inspections in 2020. The office convenes for joint organizational consensus meetings each quarter, coordinates related issues and provides training. TIAC conducts quarterly safety and health performance assessments and the results are used as a reference for subsequent contract expansion.

Process for Handling Abnormalities Found During Occupational Health and Safety Audits



Abnormal Item Categories in 2020

	Incident numbers	Ratio
Electrical hazards	17	4%
Falls and collapses	10	2%
Fires	11	2%
Slips and tumbles	107	24%
Abnormal environments	33	7%
Vehicle warnings	7	2%
Abnormalities in construction frames	86	20%
Safety protection	97	22%
Suspension hazard	14	3%
Office documents	59	13%
Abnormal items	441	100%
Improved items	441	100%





Project to Strengthen Contractor Management

Require contractors to implement hazard notification prior to operations

Contractors with construction contract values of more than NTD 1 million are required to provide daily hazard notifications and upload photos to the “MOTC Real-Time Management System for Construction Safety Dynamics.” Supervisory units and construction organizers also need to confirm implementation progress on said system to ensure that construction personnel understand the tasks for the day and potential hazards before commencing operations, and have implemented various safety protection measures to prevent occupational disasters from occurring.

Self-management, inspections, and guidance for contractor occupational health and safety

To enhance occupational health and safety self-management capabilities in maintenance and co-operator service contractors, TIAC invited external experts and scholars to organize five “Self-Management, Inspections, and Guidance for Occupational Health and Safety” seminars in 2020 to maintain the health and safety of aero park personnel and prevent occupational disasters from occurring. TIAC inspected and provided guidance to a total of 24 contractors

Assess contractor health and safety performance

TIAC periodically assesses contractor health and safety performance within contract periods and fill out “Contractor Health and Safety Assessment Forms.” For contractors on shorter contracts, TIAC conducts health and safety performance assessments after projects have been completed, and TIAC conducts quarterly health and safety performance assessments on contractors with longer contracts or who have permanent residence at TTIA. Quarterly assessment results are used as a reference for subsequent contract expansion.

Expansion of occupational health and safety activities and rewards

To help TIAC and its contractors understand the importance of occupational health and safety, TIAC began including contractors in the occupational health and safety quizzes. Promotional topics included: safety precautions for forklift operations, billboard repairs, road work, excavator operations, and operations in restricted spaces. To make it easier for colleagues to learn the information for answering quiz questions, TIAC issued reference manuals to all colleagues for study prior to filling out quizzes. A total of 1,343 people participated in this activity in 2020.

Contractor Health and Safety Assessment Incentives

To protect the health and safety of all personnel and create high-quality workplace environments, TIAC encourages contractors to strengthen self-management, enhance on-site safety management, and implement improvements in operating environments. TIAC also formulated the “Regulations for Management of Contractor Health and Safety Assessment Incentives” and publicly commended excellent contractors with awards and bonuses to provide an incentive for other companies. TIAC works with all companies to jointly create healthy and safe airport workplace environments.





Category	Award-winning Company	Name of Project	Reason for Winning
1 st place of construction category	ShinMaywa (Asia)Pte.Ltd	TTIA Jet bridge replacement project in Terminal 1	Outstanding score with no occupational injuries and findings of the audit. Comply with the corporate safety and health events actively.
1 st place of service category	Guang Rong Greening Co., Ltd	2019-2022 TTIA landscape greening maintenance service procumbent proposal	Outstanding score with no occupational injuries and finding of the audit. Comply with the corporate safety and health events actively, and hosted 22 safety and health events.

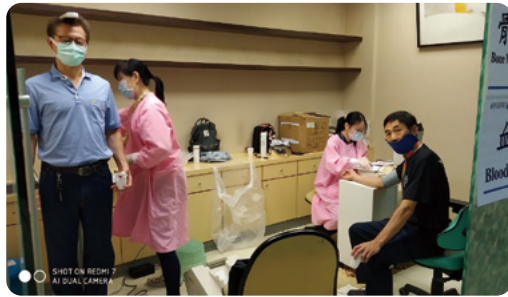


5.2.4 Employee Health Care

Established to promote employee health and prevent occupational diseases, the “Regulations for Management of Health” and implemented alongside employee health checks and health management processes to protect health conditions

Health check	Health Management	Health Enhancement
<p>Health checks are provided once every two years, higher than the frequency stipulated by law. In addition, monthly on-site medical services are provided for medical consultation and guidance for employees with high health risks. The employees should conduct particular noisy operation health checks if they must be exposed to an environment with 85 decibels above eight hours per day. In 2020, TIAC conducted health checks on shift workers for specific items relating to night work in accordance with Ministry of Labor regulations. Health checks were conducted on 139 employees and the results were used to categorize levels of risk and facilitate health management.</p>	<p>TIAC has also established prevention plans to prevent illegal workplace infringements, human-induced hazards, abnormal workloads, and other emerging occupational diseases accordingly. TIAC identified possible hazards, assessed risk levels, and adopted control measures. Further, “Labor Health Protection Plans” are formulated each year to organize annual activities and items that comprehensively protect the physical and mental health of all colleagues. No occupational disease incidents were reported in 2020.</p>	<p>As the national gateway, TIAC face immense risks of transmission of foreign diseases. Epidemic prevention is also considered to be an important responsibility. TIAC provided administered influenza vaccines in 2 phases in 2020, vaccinating 603 people, to protect the health of all colleagues and prevent the spread of diseases.</p>





TIAC actively promotes a smoke-free work environment and health promotions to create an excellent health workplace and was awarded by the Ministry of Health with “[Badge of Accredited healthy workplace](#)” in 2020.

Projects related to employee health

- ✓ Health consultation
- ✓ Health education and guidance
- ✓ Analysis, preservation, and management of employee physical and health check records
- ✓ Job placement and fitness for work assessment
- ✓ Training courses
- ✓ Assessment and case management of high-risk employees



5.3 Talent Cultivation and Benefits

TIAC promotes personnel training in accordance with national policies, the developing trend of the international aviation industry, as well as the needs of various units. TIAC adopted a personnel training policy called the “LIST” .

- Learning** a corporate culture of continued learning
- Innovation** development of new ideas and innovative services for work
- Service** continue to provide quality services
- Team** cross-department and cross-disciplinary teams

TIAC complies with international labor conventions and national Labor Unions Act: employees are free to form and join unions freely. As of 2020, a total of 542 employees joined the union, accounting for 83.6% of our employees. In the event of major operating changes within the Corporation, employees must be notified in advance in accordance with government regulatory requirements, and the union will also state the notice period and relevant terms for consultation and negotiation. Various channels for communication and relevant internal committees are also established, enabling TIAC colleagues to enjoy their freedoms and their rights to be respected.

Labor-management meetings are convened at least once every quarter for the discussion of employee rights. Four labor-management meetings were convened in 2020, and discussion topics included flexible working hours, and the scooter parking grids at the northern entrance of





the airport for employees who commute by scooter.

Labor-management meetings are convened at least once every quarter for the discussion of employee rights. Four labor-management meetings were convened in 2020, and main topics of discussion included flexible working hours, set up the scooter parking grids at the northern entrance of the airport for employees who commute by scooter.

5.3.1 Employee Training

TIAC establish a talent development and management strategy, which was integrated with training management, productivity management, and competency management programs related to the long-term development of staff members in order to establish a rigorous process and effective dataset of talent development records that could be applied over the long term. Online application and management were used to enhance administrative efficiency and reduce limits imposed by physical paperwork regarding the tracking of historical data. TIAC completed the establishment of the talent training, development, and management system and digital learning cloud platform (known as the eHRD platform). We hope that digital technology can assist staff members in personal management and learning and help executives get a better grasp on personnel information, while also facilitating their ability to shape a corporate organization that is capable of learning. We also make comprehensive talent training programs and continuously improve staff capabilities, thereby greatly improving the quality of staff members and overall competitiveness. TIAC invested 14.5 million NTD in the training sessions in 2020 with a total of 13,634 participants and 40,540 training hours.

Training Conducted in 2020

Course types	Total sessions	Total number of percipients	Total hours (hours)
Training of new recruits	1	56	120
Management function training	5	126	60
Professional training	180	969	1,080
General education on airport matters	53	2,125	318
Policy training	65	3,811	390
Individual development (Kainan EMBA)	2	24	36
Others(Remarks)	-	6,542	38,536
Total	307	13,634	40,540

Remarks: Including digital training sessions, the electronic lifelong learning platform for civil servant, and external training for employees.





■ eHRD Cloud Platform

“Seeking innovation and effectively utilizing smart technology” is one of the missions of TIAC, which will continue to promote the eHRD platform. We hope that digital technology can assist staff members in personal management and learning, and help executives get a better grasp on personnel information. The platform also help achieve the objective of shaping a corporate organization capable of learning. This will facilitate comprehensive establishment of talent training programs that continuously improve staff capabilities, thereby greatly improving the quality of staff members and overall competitiveness.

Platform Functions

Platform functions integrated with training management systems

- * Provides comprehensive in-person training course management, speaker management, teaching material management, course development management, and spreadsheet creation.
- * Provides mobile app services for course participation.
- * Provides study management and reading functions for online courses.
- * Provides integration for registration of civil servant learning hours.
- * Provides training procedures and supporting spreadsheet information compliant with the TTQS talent development quality management system assessments.

Platform functions integrated with corporate performance management systems

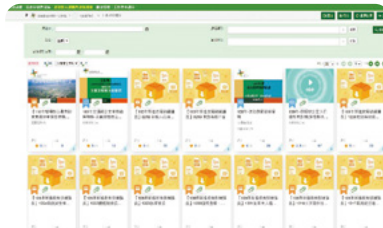
- * Displays objectives of each unit as well as personal objectives and supports performance assessment for project-based organizational structures.
- * Provides staff members and executives with objective establishment methods that are balanced in both quality and quantity, provides timely feedback, and offers support for performance notes and progress tracking in real time.
- * Allows executives and staff members to access the complete performance records of all staff under their supervision, to serve as a basis of career planning, promotions and transfers, training development, and salaries and bonuses.
- * Integrates with performance management systems to provide flexible system settings, including performance form signing, approval procedures, and mandatory assignment ratios. The platform also supports flexible adjustment of scoring percentages for work objectives and action assessments according to the different positions of staff members.
- * Produces performance management statistical spreadsheets for the review of executives and administrative units.

- * Provides comprehensive management for competency lists and work manuals.
- * Provides multi-dimensional assessments and gap analysis and creates spreadsheets based on the results.





Provides multiple Training Courses to the employees



Materials and after-class assessment

Professional Dynametric Programs, Managerial Assessment of Proficiency

TIAC provides a variety of services. As we have a diverse team of employees, and need talents with appropriate specialty and features on safety, administrative, operation, aviation operation and the engineering background, it is necessary to utilize the tool of behavioral science for helping employees explore their characteristics and advantages. They can thus make full of their talents at work, help managers have a better understanding about the employees, provide timely guidance and training to the employees and make the best work allocation. TIAC implements the U.S., Professional Dynametric Programs (hereinafter, PDP®) to evaluate the employee characteristic, behavior, energy level, stress resistance, satisfaction, energy, ambition and energy loss, etc.

Purpose

Professional Dynametric Programs (PDP®)

To find out implicit personality and value of the employees. Help managers to have a better understanding about the employees, provide timely guidance and training to the employees and make the best allocation at work.

Managerial Assessment of Proficiency (MAP)

To find out implicit personality, characteristics and values of management to explore the core management skills and communication styles, and to make a personal development plan according to the result.

Long-term Plan

Employees

The test results will be kept in a database and only visible to the employee and their direct manager.

High-Potential Employees (Hi-Po)

Create leaders and management development plans to explore and cultivate high-potential employees.

High level managers

Create managerial competency development plan with the test result





Professional Dynametric Programs (PDP®) test results and application plan

Expected Benefits	Employees	<ul style="list-style-type: none"> * To develop personal potential characteristic * Get to know personal development merits
	Managers	<ul style="list-style-type: none"> * Better understanding of the employees * Effective communication and encourage employees with different characteristics.
	Corporate operation	<ul style="list-style-type: none"> * Effective team management to compose project team by the characteristics of the employees. * Strengthen internal team communication

Managerial Assessment of Proficiency (MAP) test results and application plan

Create Hi-Po talent pool

- * Create managerial talent pool to prior arrange comprehensive managerial competency training for Hi-Po (high-potential employees).

Develop managerial employees

- * Better understanding to the self management ability, and create “Individual development plan (IDP)” according to the test results.

Talent Strategy Report

- * Internal cross analysis at the overall testing results and report to the managers about the management merits and items to be developed.

5.3.2 Gender equality

Gender equality promotion plans are issued annually by the Ministry of Transportation and Communications. TIAC adheres to these when implements relevant procedures including statistical surveys and training based around annual targets. A Gender Equality Work Group (and Sexual Harassment Prevention and Complaint Appraisal Committee) composed of two external experts and scholars convene three work group meetings quarterly in 2020. Gender equality procedures are implemented in accordance with the 15 stipulated items and 4 recommended items in the “Self-Assessment Checklist for Adherence with the Act of Gender Equality in Employment.”

Gender Equality Work Group (and Sexual Harassment Prevention and Complaint Appraisal Committee) tasks:



Provide consultation and guidance to gender equality plans.



Disseminate and promote gender equality concepts.



Promote gender mainstreaming matters to existing employees.

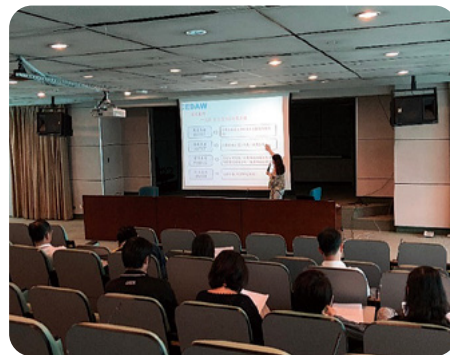


Other matters relating to promotion of gender equality.





TIAC held 3 gender equality training sessions in 2020 by watching the animation “The incredible 2” for an extended discussion on the change of the gender role at the domestic division of labor. Total of 593 participants completed the training and training completion rate reaches 91.7%. Prevention of sexual harassment incidents ensures a workplace environment where all colleagues are comfortable working in TTIA; TIAC has therefore established the “Procedures for Handling Sexual Harassment Prevention and Grievance Investigations,” which conveys gender equality information through multiple meetings and training courses. TIAC initiates Grievance Review Committee procedures after receiving complaints; the Committee is responsible for determining penalties if a case is established. The content of the grievance report, parties involved, and investigation proceedings are kept confidential to protect the privacy and legal interests of all parties. No grievances were reported in 2020.



Channels for handling sexual harassment grievances and for providing recommendations

☎ Hotline: +886-3-2733896

✉ Email : sha@mail.taoyuan-airport.com

-   Sexual Mainstreaming Area
-   Sexual harassment prevention survey and punishment
-   Sexual assault or sexual harassment investigation application form
-   Gender equality (Employment discrimination) appeal form

WORKPLACE
HARASSMENT





1 All gender restroom

Marked with specific sign and words to welcome passengers of any gender identity and age.



3 Breastfeeding room

Equipped with emergency bell, refrigerator, armchair, interior automatic door lock, power supply equipment, hand washing facilities for breast feeding mothers to feel safe at use.



2 Parking spaces for pregnant women and drivers with children

Reserved 115 pink parking grids at P1-P4 zone and Truck parking lots at the airport for pregnant women and drivers with children under age 6.



4 Child care

Child care center is located in the arrival hall of Terminal 1, to take care of the children of airport employees and create a friendly and convenient workplace.





5.3.3 Employee Salaries and Benefits

For the implementation of performance management systems that strengthen the bond between work performance and personal development, all staff members are required to undergo the biannual regular assessments and year-end reviews that constitute the regular performance assessments. Evaluations of staff members are duly provided by executives within TIAC based on four aspects: work, integrity, knowledge, and skills. Executives are fully encouraged by TIAC to discuss performance with staff members and assist them in setting future career objectives. Assessment results are used as a reference for performance bonuses, promotions, and talent development initiatives.

Deployment based solely on talent is one of TIAC's goals. Staff members are also promoted periodically. And a Promotion Review Committee has been set up to conduct rolling reviews of promotion procedures and evaluation standards, hoping to select employees with potential with the transparent and reasonable method. Remuneration policies are handled in accordance with the Regulations Governing Employee Salaries and the Employee Remuneration Table. Corresponding salaries based on listed ranks and additional allowances and expenses for hazardous tasks or tasks that can only be carried out by a small number of personnel have been formulated in detail; these plans are submitted to the Ministry of Transportation and Communications for review following Board approval. Standard salaries for entry-level staff were 1.16 times that of local minimum wage in 2020, indicating the fact that TIAC does not discriminate for any reason, including gender, race, skin color, religion, political affiliation, sexual orientation, age, marital status, pregnancy, physical or mental disability,

blood type, or star sign. Average male to female salary ratios at all levels were also close to 1:1.

Average male to female salary ratios at all levels in 2020

Type	Male	Female
Senior executives	1	0.95
Mid-level executives	1	1.09
Non-management	1	0.92

* Salary ratios definition : Base pay with extra bonuses (which includes service year subsidy, bonus, benefit, overtime fee, leave balance and other subsidies (e.g. transportation subsidy, living subsidy and child care subsidy.)

Full labor retirement reserve funds

TIAC would commission an accountant to accurately calculate the full labor retirement reserve funds every year. The current labor retirement reserve allocation rate that the Corporation provides is 10%, and the new system allocation rate is 6%. Employees who are applicable to both the old system and the new system are 100% included in the retirement pension system. As of December 31, 2020, the balance in the special labor retirement reserve fund account of Taiwan Bank is NTD 241,526,142, which is sufficient to comply with the retirement requirement of the employees after accurate calculations.





Benefits Mechanism

To provide a comprehensive workplace, the Corporation pays attention to employee benefits. TIAC provided a total of NTD 17.37 million in employee welfare funds in 2020. Employee Welfare Committee is responsible for a variety of benefits and recreation activities, providing benefit subsidies, group accident insurance, children's scholarship, etc. to ensure a safe work and living environment, create a workplace that can cultivate and retain talents and will continue to create a happier workplace.

Employee benefits provides by Employee Welfare Committee of TIAC :

Subsidized items	
Supporting benefits	<ol style="list-style-type: none"> Marriage and child- birth subsidies Funeral subsidies for employees and family members Hospitalization solarium for injuries at work Rehabilitation leave
Educational grants	<ol style="list-style-type: none"> Educational grants for employee off- spring Subsidies for further education
Recreation	<ol style="list-style-type: none"> Group trips Birthday activities Cultural and recreational activities
Other benefits	<ol style="list-style-type: none"> Bonuses for three major festivals Employee pensions Group accident insurance Food and transportation subsidies Subsidies for social clubs Birthday bonuses

Parental leave without pay

TIAC's parental leave without payment system is executed in accordance with government policies and regulations. Reinstatement rate and retention rate in 2020 were both 100%.

Parental leave statistics for the past three years

	2018			2019			2020			
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Reinstatement rate	Number of expected reinstatements	1	4	5	0	3	3	3	5	8
	Actual number of reinstatements	1	4	5	0	3	3	3	5	8
	Reinstatement rate	100%	100%	100%	0%	100%	100%	100%	100%	100%
Retention rate	Actual number of reinstatements	1	2	3	1	4	5	3	5	8
	Number of people still in service one year after reinstatement	0	2	2	1	4	5	3	5	8
	Retention rate	0%	100%	67%	100%	100%	100%	100%	100%	100%

Formula Remarks :

* Reinstatement rate=Actual number of reinstatements employees/Number of expected reinstatements employees*100%

* Retention rate=Number of employees still in service one year after reinstatement/ Actual number of reinstatements employees during last reported period* 100%





TTIA Childcare Center

Adequate childcare allows colleagues to keep their minds at ease while at work. TIAC established the TTIA Childcare Center in August 2018, with independent medical-grade air-conditioning and furnishings made from the highest standards of healthy non-toxic building materials. In addition, 24-hour fire control, security, and surveillance systems were also installed, with all facilities and appliances confirmed to be compliant with relevant laws and regulations. This childcare environment adhering to the highest standards ensures that staff members can have peace of mind while working, and that their children can grow up healthily and happily.

The staff at the TTIA Childcare Center includes one director, six childcare staff, and one kitchen worker. The approved number of enrollees is 30 children (infants and young children ranging from 2 months to under 3 years of age). The facilities include an activity area, sleeping area, dining area, specialized kitchen, independent bathroom and toilet, infant nursing area, and an ecological area with potted plants. The enrollees are separated by age into three classrooms.

To comply with the epidemic prevention policy, besides offering continuous adequate day care to the children, TIAC conducts a survey of the parents' footprints to ensure parent and child could stay healthy and safe. TIAC held the first baby graduation ceremony in August, 2020. 13 babies with an average age less than 3-years-old obtained their graduation certificates under the witnesses of the entire staff of the childcare center and parents, moving forward to the next page of life

with love and blessings.

In the future, TIAC plans to establish a cooperative educare service center for children of 2-6 years old at the arrival hall of Terminal 1. TIAC could make the best use of the airport space to provide educare facilities to share the burden of an employee by taking care of their children. The plan is to have 2 classes of 40 children, with an area of 176 square meters equipped with a children activity area, pantry, bathroom and storage area in accordance with policies and regulations, which is expected to be completed in March, 2022.



Interior environment of TTIA Childcare Center



The first graduation ceremony of TTIA Childcare Center





Employee Assistance Programs (EAP)

Initiated in 2015, TIAC began promoting the Employee Assistance Program (EAP) and has since moved into the development phase. It collaborates with external professional EAP institution “New mind EAP Consultation Co., Ltd” to build specialized service models integrated with social resources. Primary services include work-related and life-related assistance. A total of 165 staff members made use of Corporation EAP consultation services in 2020. According to the survey of 2020, the overall satisfaction rate reached 86.46% and the EAP exposure rate is 88.55%, showing that TIAC had a great implementation result in 2020.



Work-related aspects

Including work adaptation, adjustments to organizational changes, work-life balance, career (retirement) planning, task experience, and team building.



Life-related aspects

Legal consultations, financial management consultations, and health consultations.

TIAC provides 1 on 1 consultation service to the managers of the section chief level by offering managerial solutions to the leadership, performance evaluation, interview and abnormal behaviors issues, etc. TIAC also held health exhibitions this year, providing booths with consultation services, health beverages and stress relief massage, etc., for employees to have a temporary relaxation within the fast-paced work environment, and take more attention to the mental and physical conditions. A total of 116 participants joined, and the overall satisfaction of the activity reached 97.5%.



The health exhibition flyers and the activity image



Toll-free consultation channels

The hotline consultant provides services including initial counseling interview, requirement clarification, emotion processing, question clarifying, personal consultant arrangement or the assistance of social resources. Channels include a hotline, email and LINE®.



Individual consultation service

After the initial counseling interview, the consultation will be adequately forward to the professional consultant which covers issues from mental, legal, financial to psychiatry service and management issues, etc.



Group consultation service

In response to the severe workplace incidents, conflict resolutions to the cross-functional team, workplace change, specific incidents or issues, etc.




1 on 1 consultation service for managers

Target managerial employees for offering consultation services for leadership, employees management, personal growth topics, etc.








EAP advocacy meeting

Introduced with topics of soft emotions, stress management to improve the awareness of EAP and encourage the employee to use it.



EAP Flyers, Wallet Card

Distribute flyer, wallet cards and post EAP promotion information at the most visible areas at the office to bring up the EAP exposure rate.



Health Exhibition

Set up several booths for employees to relieve stress and relax.



EAP satisfaction and requirement survey

Conduct an annual EAP satisfaction survey as the improvement reference for the next year.



EAP wallet card

5.4

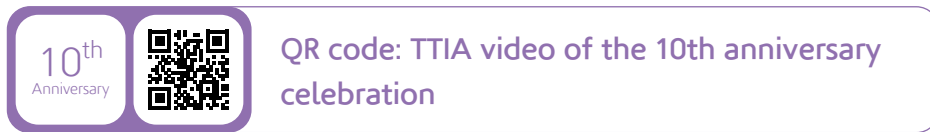
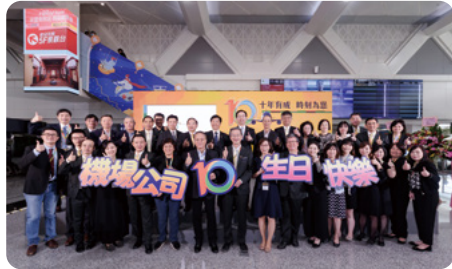
Social Feedback and Participation

It has been ten years since Taoyuan International Airport, originally affiliated to the Civil Aeronautics Administration of the Ministry of Transportation and Communications, was changed to a state-owned enterprise "Taoyuan international Airport Corporation". TIAC held the press conference themed "Proud of the 10 years achievement, with all your accompaniment" in 2020 to witness the transformation and the growth within 10 years, and activate the future development vision on Terminal 3 and the third airfield runway.

TTIA is passengers' first impression of Taiwan. TIAC continues to make the best better, reveals multiple spotlights and the most charming parts of Taiwan to become service benchmarking. During the COVID-19 pandemic, TTIA, the civil airport industry and the aviation service industry have severely suffered from the COVID-19 outbreak, but it still provides excellent service quality even when confronted by a difficult situation.

At our 10th anniversary celebration, TIAC published the first Corporate Social Responsibility Report. The Company has dual international certifications (AA1000 and ISAE3000), and received the gold award of the "the Corporate Sustainability Reports in Transportation Industry" of the Taiwan Corporate Sustainability Awards (TCSA). Over the past 10 years, TIAC makes tremendous efforts on the industry-academia collaboration, volunteer projects, community relationships and cultural support. TIAC expects to continuously present positive impressions as the national gateway for passengers and to make a positive social impact in the next decades.





5.4.1 Industry-Academia collaboration

Revitalization of cultural relics in the Aviation Science Museum

The aviation museum had been closed in 2014 after 33-year operation since its opening in 1981. There are 718 pieces of precious and educational exhibits left and 12 decommissioned military aircraft had returned to the Air Force Headquarters and the Army Command Headquarters, Ministry of National Defense. Some exhibits had been lent (given) to the related educational organization for display. Among them, 92 pieces of exhibits had been lent to the Air Force Museum of R.O.C. Air Force Academy, 75 pieces lent to Taipei City University of Science & Technology, TPCU, 1 piece of exhibit given to the Chaoyang University of Technology, and the rest exhibits are well-preserved in the storage room.

The 75 pieces of exhibits lent to the Taipei City University of Science

& Technology including the airplanes, aircraft engine, flight attendant uniform and several models. TPCU had organized an exhibition space to provide the engineering students a brand-new learning facility. The 92 pieces exhibits lent to the Air Force Museum of R.O.C. Air Force Academy include cockpit, Air Force uniform and various models, which, combined with precious decommissioned military aircraft and historical exhibits of 6 major aircraft display areas, helped to enrich the element of the Air Force and make the visitors know more about the development process. The aircraft DC-3 given to the Chaoyang University of Technology is on display in the aviation building for the use of education purposes, which helps to enrich and promote aviation education with the concept of resource sharing.

The above arrangements give new life to the exhibits under the concept of aviation promotion and benefit the next generation and aviation fans, showing that TIAC takes the responsibility to the cultural relic preservation and corporate social responsibility.



Exhibition Space of Air Force Museum of R.O.C Air Force Academy



Exhibition Space of Taipei City University of Science & Technology





5.4.2 Volunteer Project

Participation in social engagement activities by local community retirees, retired former employees, and enthusiastic members of society are fully encouraged by TIAC. The Corporation provides information regarding volunteer recruitment plans on its official website every year, and asks for volunteers to assist with important tasks such as responding to traveler queries, guiding travelers to lost-and-found counters, providing boarding consultation services for travelers with disabilities, and helping travelers seek emergency medical care.

TIAC provides comprehensive education, training, and protection for volunteers who participate in social engagement services. Professional lecturers from official and civilian institutions stationed at the airport are engaged to give lectures and assist volunteers in obtaining basic education and training qualifications. Staff members visit duty points from time to time to check on volunteers and provide assistance where needed. In addition, volunteers receive subsidies for transportation and meals, and are further allowed to participate in self-improvement activities, spring banquets, and end-of-year celebratory banquets.

TIAC has promoted volunteer projects for several years, but considering the severe epidemic outbreak situation and the decreasing number of international tourist arrivals in 2020, the volunteer project has been postponed since March 16 until the slowing down of the epidemic.

	2018	2019	2020
Volunteer numbers	35	35	35
Total service hours	18,372	22,068	4,368

5.4.3 Community Relationship

TIAC with you, Along with the Love

In the activity “TIAC with you, along with the Love”, TIAC invited 150 children and their families from Taiwan Fund for Children and Families Taoyuan Center, to give back to the local people and our neighbors by taking practical actions. TIAC organized an airport day tour for children, through a better understanding of the airport operation to attract their interests at the airport and aviation industry to nurturing the next generation of aviation talents. Apart from entering the restricted apron with the breeze and laughing, they can take a closer view of airside operations. TIAC arranged an excellent magic show and prepared the most popular sugar cookies icing of the 10th TTIA anniversary celebration. TIAC brings happiness to the regional children by taking action to deliver local support and care, brings them joy and encourage them to broaden their vision, walk into the world and pursue their dreams with confidence.



Furthermore, “TTIA photography and filming application notice to comply with fall-winter COVID-19 prevention program” had been set up in response to the spread of COVID-19 around the world. TIAC doesn't accept photography and filming application during the prevention period unless necessary or force majeure factors at work.



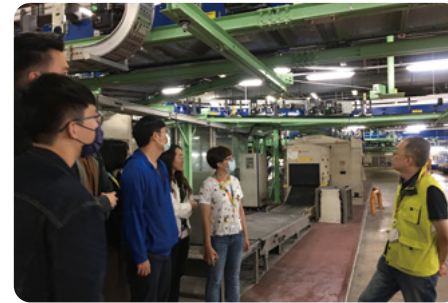


Underprivileged Youth Experiential Learning of Aerodrome Operations

TIAC provides college students with direct experience in the TTIA operations, including theory and practice. To comply with the “Financial Independence Youth Part Time Program” of the Youth Development Administration, Ministry of Education and take care of the underprivileged youth, TIAC recruits 18 part-time students in summer 2020 and arranged a series of airport training, which include airside operations management, airside fire prevention, ground operation, terminal luggage service introduction and field observation to peek at the unknown airport operation procedures. Youth Development Administration, Ministry of Education awards the Certificate of Appreciation to the TIAC for providing the part time opportunity to assist the youth to learn economic independence, experience the career and aerodrome operations, and cultivating future aviation professionals.



Come and check out feedbacks from part time students of TIAC in 2020



Sending love at Chungyuan Pu Tu

TIAC follows the traditional culture and makes sumptuous offerings during Chungyuan Pu Tu – the lunar ghost month. TIAC began cooperation with the Department of Social Welfare, Taoyuan City Government in 2014, and with the concept of the food bank, donates all the offerings to the underprivileged groups and needed families. Approximately 70 organizations participated in this charity event by using prior registration in 2019. To comply with the government's on-going COVID-19 prevention policy and reduce gatherings in 2020, the donation came in the form of rice and dry food and was donated voluntarily. After the ceremony, the staff of the department of Social Welfare, Taoyuan City Government would distribute these supplies to the needy underprivileged groups and the total amount of the food can support the food bank for at least 3 months.





Give Back to the Neighbors and Community Neighborly

To benefit residents living around the airport, and give back to the neighbors and community, President & CEO of TIAC, Lin Hsiang-sheng, represented TIAC to donate around 300 sets of 4-seater seats to Dayuan District. While passenger volume is still low due to the pandemic, TIAC actively arranged maintenance and repair works to fix software and hardware facilities; several airport lounges were under renovation recently. To utilize resources and realize the corporate social responsibility, after completing administrative procedures for replacement, a batch of seats that have been used for 6 years but are still in good condition were donated to the Civil Affairs Office of Dayuan District, which was highly acknowledged by the local community. These lounge seats will be used in community centers, parks and sub-district affairs offices for recreational use of local people.



5.4.4 Strengthen Airport Economic Activity

Passenger volume at TTIA has decreased due to the pandemic. TIAC took this opportunity to create a closer connection with the people, transforming the airport to more than just a middle station for a journey, and help airport vendors overcome a time of difficulty. TIAC organized a series of new model airport commercial activities to boost businesses, which could become a new option for residents from the neighboring counties and cities to go shopping, dine, take leisure time and relax.

In the past, the airport's internal shopping area is only open to

passengers. To take care of various labors and airport vendors, TIAC adjusted shopping area and business scope, with the domestic travel range, attracting and satisfying the local people coming to the airport by “pretending to go abroad” and create a brand new business opportunity for the duty free providers during this tough epidemic prevention period.

Enjoying the Happiness with TIAC at Mother's day

TIAC invites the “mommy employees” to enjoy the happy meal time with us and spend a good time having fantastic food at work. As long as the “mommy employees” show a photo of themselves and their children and their badges, they could go to the departure service counter at Terminal 1 or Terminal 2 to take free meal vouchers value at NTD100 to recharge and relax at work! The event provides 5,000 vouchers to recognize the hard work of the mommy employees, and at the same time to stimulate the consumption and economy at TTIA.



As long as the “mommy employees” show the parent and child photo and badge, they could get the free vouchers.



Senior Vice President Hung Yu-fen (No. 4 from the left), celebrated Mother's Day by sending greetings to the airport employees





Let's Check-in at the most Attractive TTIA

As TTIA had been enlisted the top check-in spots in Taiwan several times, TIAC planned gorgeous, historical, and comfortable spaces including the literature wall, certificate identification lobby, Mind Garden Airport library, themed airport lounge and calligraphy installation art at the arrival hall of Terminal 2. The well known observation deck at Terminal 2 are all the hottest and the most popular check-in places. These delicate decorations were truly planned with heart, to let the inbound and out bound passengers feel the distinctive beauty and culture of Taiwan immediately upon their first steps into TTIA. With the restriction due to the outbreak of COVID-19, people have fewer opportunities to get into the airport, but TIAC believes that everyone must have attractive photos of them in their mobile phones or cameras from the airport. TIAC held the “Let's check-in at the most attractive TTIA” event from July to August. From the viewpoint of the visitors, more people could see the prettiest spots. The event not only helped bring exposure for TIAC on social media, but also maintained the iconic Taoyuan image. The event attracted lots of great photographers to visit TTIA, benefiting the airport economy and stimulates the consumption of the internal shop.

Let's Go! Friends of Taoyuan Airport Club

TIAC and the Taoyuan International Airport Business Development Association organized an airport one-day tour event, in which more than 15,000 participants signed up since the end of July in 2020.

Due to the stagnant of international tourism, the airport economy is not that dynamic as before. Facing the alleviation of the domestic epidemic situation, TIAC makes the connection with the airport business partners to host the “Friends of Taoyuan Airport Club” event during the summer vacation, which is defined as the “Epidemic New Life Movement” period, to boost the airport economy with the in-depth travel. To embrace the post-epidemic era, here comes another phase of pretend to go abroad activity, “Let's Go! Friends of Taoyuan Airport Club”, the airport one-day tour, inviting people to visit and experience the most rigorous cleaning and disinfection airport. The “Friends of Taoyuan Airport Club” event was held with 25 phases from the end of July till December, 1-3 days a week at Terminal 1 and Terminal 2 with a limit of 400 participants of each session. The registration fee is NTD 1,000; the itinerary package includes the tour of the themed departure lounge, apron tour at the airside restricted area, fine dining at the VIP lounge, sale of duty-paid merchandise, the airplane and sunset watching at the





observation deck. Contact-based registration is required and people are welcomed to sign up and experience eating, sightseeing, shopping and expanding knowledge during this in-depth gateway travel.



Please refer to QRCode

■ "Airport Adventures Together" FUN Summer Vacation Activity Comprising of Singing and Dancing

To give back to society and provide children a distinctive and joyful summer vacation during the post epidemic era, TIAC hosts a free "Airport Adventures Together" FUN summer vacation activity, comprising of



Kids are enjoying the singing and dancing event.

singing and dancing. From August to September in 2020, TIAC invited the most popular cartoon character of the kindergarten and elementary children, Poli and YOYO Family to TTIA for playing games, interactive questions and answers, and delivering limited

giveaways with the children. The event attracted parents to take their kids to the TTIA to join the free event, which not only stimulated the consumption of the airport but also built a relaxing place for families to spend parenting time, see airplanes and enjoy tasty food together.



YOYO Family and cartoon character of the Rescuers, Poli and Amber, having fun with the children.



Reviews of the event: QR code

■ Diversified Cooperative Micro Vacation Program

The Ministry of Transportation and Communications encourages the affiliated organizations to enlarge the scale of employee travel, environmental education and family day tour to the TTIA. A total of 22 groups made reservations from June to October in 2020. The company prepared 2 itinerary package options, and the package can be customized according to special requirements. The activities had brought 1,420 participants to visit the airport and every package had reserved duty-free merchandise shopping time, which has improved the purchase rate for the shops and food providers. Apart from boosting the airport economy, the company had organized various unique itinerary tours, e.g., the introduction to the public art works at Terminal, tours of the airport





apron at the airside, observation deck and Lego exhibition. Through the event, the visiting groups could experience different characters and services of the airport.

With the support of the Ministry of Transportation and Communications and Civil Aeronautics Administration, TIAC coordinates and integrates the Aviation Police Office, National Immigration Agency, Taipei Customs, Bureau of Animal and Health Plant Health Inspection and Quarantine and Taiwan Centers for Disease Control to collaborate the “TTIA execution remarks of the coronavirus project flight for micro vacation.” The first flight that circled Taiwan and flew over Fukuoka, Japan was operated under the special flight number IT8240. Hsiang-Sheng Lin, President & CEO of the TIAC, was at the departure lounge to give his regards to the first batch of passengers. Waiting with Lin at the boarding gate, Chairman of Tigerair Taiwan Han-Ming Chen presented disease prevention kits to the passengers, wishing them a happy flight.



The micro vacation of circling project flight was launched on 6th, August, and had held 24 sessions with a total of 4,998 participants.

Tigerair Taiwan operated 2 sessions with 240 participants. STARLUX Airlines operated 13 sessions with 2,444 participants; EVA AIR 6 sessions with 1,969 participants; China Airlines 3 sessions with 345 participants.

TIAC encourages national airlines to design related itinerary packages to the nationals, and in the future the Corporation will continue to coordinate with the Customs, Document inspection, Health and Quarantine or related immigration procedures departments, bringing nationals to enjoy each service and facilities, shopping to boost employee morale of the gateway and the airport business and economy.

5.4.5 Cultural Support

TIAC is committed to building an airport filled with national art and culture that promotes Taiwanese art and culture, incorporating the elements of Taiwanese folklore, festival, industry, local scenery, technology and innovation into various themed lounges. It also regularly collaborates with the renowned National Museum of History to support local arts and cultural activities through artistic form and cultural power, allowing local and international tourists to experience the splendor of Taiwanese art and culture through the visually stunning Window on Taiwan displays and public art spaces.

Six display cabinets are set up at 1st floor Arrival Hall in Terminal 2 of TTIA, for the art and cultural units of non-profit organizations to organize artwork or craft exhibitions, so that the locals and international passengers can have a deeper understanding about the beauty of Taiwan local landscapes and cultures.





■ Miaoli Creative and Cultural Handicraft Exhibition

To make the best use of the public spaces of TTIA, TIAC integrated the elements of tourism, art, culture and creativity to promote Taiwan's local culture in 2020. “Window of Taiwan, Miaoli Creative and Cultural Handicraft” exhibition was held from February 22 to May 21 at 1st floor Arrival Hall in Terminal 2 of TTIA. This exhibition encompasses five major crafts of Miaoli “woodcarving, plant dyed weaving, rush weaving, bamboo rattan weaving and wood-fired ceramics” . Through the Window of Taiwan, local craftsmen could show their craft and benefit the locals to travel back to Miaoli, while showing the pride of Taiwan to the international travelers.

“2020 Window of Taiwan- mountain-and-sea aesthetics of Miaoli” , the crafts art & cultural exhibition, has display cabinets with 40 meters in total length under 6 major topics of “Miaoli Creative and Cultural Handicraft Exhibition” , which immersed TTIA in a rich art, cultural, and elegant atmosphere, delivering the beauty of Taiwan crafts to the inbound and outbound passengers. It integrated five major crafts of Miaoli, namely “woodcarving, plant dyed weaving, rush weaving, bamboo rattan weaving and wood-fired ceramics” , inherited the style



and memory of local ethnicity, and transformed the workmanship into creative and cultural merchandises to make these long-standing traditions shines with the new life.

■ Magical TTIA Landscape Photographer

The captured moment always comes with touching stories behind it. The photograph exhibition was opened for submission with the main topic of “Airplane photography” . You can take the opportunity of the photograph showcase to share the touching moment of the TTIA observation deck. The submission must be taken at the southern and northern sides of the observation deck at Terminal 2. The winning collections will be displayed there. “Magical TTIA landscape photographer – photo collection” attracted lots of aviation fans and photography lovers to join this event. Submitted photographs were all presented with people, geographical, cultural connotation and plentiful charming of TTIA. Judges made difficult decisions to finalize the TOP 3 photographs, the excellence 10 photographs and the honorable 15 photographs. These 28 pieces of photographs were displayed from April to September in 2020 at the expansion area of 5th floor Terminal 2 of TTIA.





Window of Taiwan—Taitung Exhibition - Go East ▶ No plan, Long plan

Taitung County Government deployed in advance the event “Window of Taiwan – Taitung Exhibition - Go East ▶ No plan, Long plan” from May 22 to November 21 on 1st floor of Terminal 2 as the warm up event for embracing the sunrise from the global recovery. With the intriguing concept of the “number of days to stay in Taitung”, the exhibition demonstrated with motion display for the peace and slow movement and opens up for the display cabinet with the experienced scenery of Taitung. According to the staying time of people, it introduced the mountain-and-sea experiences, regional festivals and cultural exploration and “Slow and Fast” of the fascinating city, etc. “Go East ▶ No plan, Long plan” presents with the humorous explanation “we could have the happiest day with no plan in Taitung” ! Throughout the exhibition, Taitung made frank introductions and invitations to travelers for a “No plan, Long plan” trip to Taitung.

Window of Taiwan - With Tea We Connect



“Window of Taiwan” the exhibition is located at the Arrivals Hall Terminal 2. National Museum of History organizes the special exhibition “With Tea We Connect” to promote Taiwanese culture, enrich the environment of TTIA, and enhance the cultural image of

the country, allowing local and international travelers to appreciate the most beautiful parts of Taiwanese tea culture.

There are eagerly awaited families and friends, or passengers who just arrived from a long way journey with boxes of luggage, passing through the Arrival hall of TTIA. No matter they are residents who came back late or the early arrived travelers, with the impact of the epidemic, a cup of the warm tea could always comfort the weary mind and soul. The exhibits of the tea from the National Museum of History introduce distinctive Taiwanese tea culture to build up individual tea memories. There are three main topics of the exhibition: With tea we connect, the unique features of the environment with distinctive characteristics of the tea, and Formosa Tea.





Appendix

- Appendix I: GRI Standard Reference
- Appendix II: Material Topics GRI Standards Comparison Table
- Appendix III: Independent Assurance Report





Appendix I: GRI Standards Index

General Disclosures

Disclosure Number	Disclosure Title	Chapter	Page	Note
GRI 101 : Foundation 2016 (does not include any disclosures)				
GRI 102 : General Disclosures 2016				
Organizational profile				
102-1	Name of the organization	1.1 About TIAC	19	
102-2	Activities, brands, products, and services	1.1 About TIAC	19	
102-3	Location of headquarters	1.1 About TIAC	19	TIAC has only one operation location
102-5	Ownership and legal form	1.1 About TIAC	19	
102-6	Markets served	1.1 About TIAC	19	
102-7	Scale of the organization	1.1 About TIAC 5.1.1 Personnel Composition	19 117	
102-8	Information on employees and other workers	5.1.1 Personnel Composition	117	
102-9	Supply chain	1.4 Supplier Management	31	
102-10	Significant changes to the organization and its supply chain	No significant changes within the reporting scope	-	
102-11	Precautionary Principle or approach	CH2 Sound operations, abide by safety	37	
102-12	External initiatives * TIAC co-signed a declaration and concluded a safety partner with Northern Occupational Safety and Health Center of Occupational Safety and Health Administration, Ministry of Labor * TIAC co-signed the TTIA carbon reduction project with 74 collaborating partners			





Disclosure Number	Disclosure Title	Chapter	Page	Note
102-13	Membership of associations			
	Airport Council International (ACI) Director of Asia-Pacific region			
	Airport Service Quality survey (ASQ)			
	Chinese Personnel Executive Association Chung-Hua Airport Council			
	Flight Safety Foundation-Taiwan Taiwan Bar Association			
	Intelligent Transportation Society of Taiwan The Institute of Internal Auditors-Chinese Taiwan Intelligent Aerotropolis Taoyuan City Chamber of Commerce			
Strategy				
102-14	Statement from senior decision-maker	A Letter from the Chairman	3	
Ethics and integrity				
102-16	Values, principles, standards, and norms of behavior	1.3.1 Ethical Management	25	
Governance				
102-18	Governance structure	Strategies and Objectives of Sustainable Development	6	
		1.2.1 Organizational Structure	23	
Stakeholder engagement				
102-40	List of stakeholder groups	Strategies and Objectives of Sustainable Development	6	
102-41	Collective bargaining agreements	5.3 Talent Cultivation and Benefits	131	
102-42	Identifying and selecting stakeholders	Strategies and Objectives of Sustainable Development	9	
102-43	Approach to stakeholder engagement	Strategies and Objectives of Sustainable Development	9	



Disclosure Number	Disclosure Title	Chapter	Page	Note
102-44	Key topics and concerns raised	Strategies and Objectives of Sustainable Development	9	
Reporting practice				
102-45	Entities included in the consolidated financial statements	-	3	Financial performance only includes TIAC
102-46	Defining report content and topic Boundaries	About this Report Strategies and Objectives of Sustainable Development	1 6	
102-47	List of material topics	Strategies and Objectives of Sustainable Development	6	
102-48	Restatements of information	-	-	No information reorganization in this report
102-49	Changes in reporting	Stakeholder Communication and 2020 Sustainability Material Topics	13	
102-50	Reporting period	About this Report	1	
102-51	Date of most recent report	About this Report	2	
102-52	Reporting cycle	About this Report	1	
102-53	Contact point for questions regarding the report	About this Report	1	
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	1	
102-55	GRI content index	Appendix I: GRI Standard Index	158	
102-56	External assurance	Appendix II: Independent Third-Party Assurance Statement	163	





Material Topics GRI Standards Comparison Table

Material Topics

Disclosure Number	Disclosure Title		Chapter	Page	Note
Airport Safety					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Strategies and Objectives of Sustainable Development CH2 Sound operations, abide by safety	13	
	103-2	The management approach and its components		26	
	103-3	Evaluation of the management approach			
No applicable GRI material topic					
Airport service and service experiences					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Strategies and Objectives of Sustainable Development CH3 Creating In-depth Service through Actively listening	13	
	103-2	The management approach and its components		74	
	103-3	Evaluation of the management approach			
No applicable GRI material topic					
Smart airport					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Strategies and Objectives of Sustainable Development CH3 Creating In-depth Service through Actively listening	13	
	103-2	The management approach and its components		74	
	103-3	Evaluation of the management approach			
No applicable GRI material topic					





Disclosure Number	Disclosure Title		Chapter	Page	Note
Labor relations					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Strategies and Objectives of Sustainable Development CH5 Creating Value for Prospects with Friendly Workplace	13	
	103-2	The management approach and its components		114	
	103-3	Evaluation of the management approach			
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	5.3.3 Employee Salaries and Benefits	136	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	5.1.2 Personnel Recruitment and Retention	118	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.3.3 Employee Salaries and Benefits	136	
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	5.3 Talent Cultivation and Benefits	129	
Corporate governance and integrity, Legal compliance					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Review and Confirmation of Material Topics CH1 Strengthening Governance and Safeguarding Integrity	12	
	103-2	The management approach and its components		15	
	103-3	Evaluation of the management approach			
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	No significant fines or penalties were imposed for violating environmental laws or regulation in 2029.		
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	One penalty from Ministry of Labor in 2020		





Disclosure Number	Disclosure Title		Chapter	Page	Note
Supplier Management					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Review and Confirmation of Material Topics CH1 Strengthening Governance and Safeguarding Integrity	12 16	
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	1.4 Supplier Management	31	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	1.4 Supplier Management 5.2 Safe and Healthy Workplace	32 119	
Indirect Economic Impacts					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Review and Confirmation of Material Topics CH1 Strengthening Governance and Safeguarding Integrity	17	
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 203: Indirect Economic Impact 2016	203-1	Infrastructure investment and services supported	1.5.1 Taoyuan Aerotropolis Plan	34	
Waste Management					
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Review and Confirmation of Material Topics CH4 Low Carbon Commitment, Long-term Cultivation of Sustainable Action	12 93	
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 306 : Waste 2020	306-2	Management of significant waste-related impacts	4.4.2 Waste Management	108	







Non-Material Topics GRI Standards Comparison Table

Disclosure Number	Disclosure Title	Chapter	Page	Note
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change 201-3 Defined benefit plan obligations and other retirement plans	About TIAC 4.2 Climate Change Risk Management 5.3.3 Employee Salaries and Benefits	20 99 135	
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization 302-3 Energy intensity 302-4 Reduction of energy consumption	4.4.1 Greenhouse Gas and Energy Management	104 105	
GRI 303: Water and Effluents 2018	303-3 Water withdrawal 303-4 Water discharge 303-5 Water consumption	4.4.4 Water Resource Management	109	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-4 GHG emissions intensity	4.4.1 Greenhouse Gas and Energy Management	105	





Appendix II Independent Third-party Assurance Statement

INDEPENDENT ASSURANCE OPINION STATEMENT

Taoyuan International Airport Corporation Ltd. 2020 Corporate Social Responsibility Report

The British Standards Institution is independent to Taoyuan International Airport Corporation Ltd. (hereafter referred to as TIAC in this statement) and has no financial interest in the operation of TIAC other than for the assessment and verification of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of TIAC only for the purposes of assuring its statements relating to its corporate social responsibility (CSR), more particularly described in the Scope below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by TIAC. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to TIAC only.

Scope

The scope of engagement agreed upon with TIAC includes the followings:

1. The assurance scope is consistent with the description of Taoyuan International Airport Corporation Ltd. 2020 Corporate Social Responsibility Report.
2. The evaluation of the nature and extent of the TIAC's adherence to AA1000 AccountAbility Principles (2018) in this report as conducted in accordance with type 1 of AA1000AS v3 sustainability assurance engagement and therefore, the information/data disclosed in the report is not verified through the verification process. This statement was prepared in English and translated into Chinese for reference only.

Opinion Statement

We conclude that the Taoyuan International Airport Corporation Ltd. 2020 Corporate Social Responsibility Report provides a fair view of the TIAC CSR programmes and performances during 2020. The CSR report subject to assurance is free from material misstatement based upon testing within the limitations of the scope of the assurance, the information and data provided by the TIAC and the sample taken. We believe that the 2020 economic, social and environmental performance information are fairly represented. The CSR performance information disclosed in the report demonstrate TIAC's efforts recognized by its stakeholders.

Our work was carried out by a team of CSR report assurers in accordance with the AA1000AS v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that TIAC's description of their approach to AA1000AS v3 and their self-declaration in accordance with GRI Standards: Core option were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a review of issues raised by external parties that could be relevant to TIAC's policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers on approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- 15 interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.
- review of key organizational developments.
- review of the findings of internal audits.
- review of supporting evidence for claims made in the reports.
- an assessment of the organization's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000AP (2018).

Conclusions

A detailed review against the Inclusivity, Materiality, Responsiveness and Impact of AA1000AP (2018) and GRI Standards is set out below:

Inclusivity

This report has reflected a fact that TIAC has continually sought the engagement of its stakeholders and established material sustainability topics, as the participation of stakeholders has been conducted in developing and achieving an accountable and strategic response to sustainability. There are fair reporting and disclosures for economic, social and environmental information in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers the TIAC's inclusivity issues.

Materiality

TIAC publishes material topics that will substantively influence and impact the assessments, decisions, actions and performance of TIAC and its stakeholders. The sustainability information disclosed enables its stakeholders to make informed judgements about the TIAC's management and performance. In our professional opinion the report covers the TIAC's material issues.

Responsiveness

TIAC has implemented the practice to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for TIAC is developed and continually provides the opportunity to further enhance TIAC's responsiveness to stakeholder concerns. Topics that stakeholder concern about have been responded timely. In our professional opinion the report covers the TIAC's responsiveness issues.

Impact

TIAC has identified and fairly represented impacts that were measured and disclosed in probably balanced and effective way. TIAC has established processes to monitor, measure, evaluate and manage impacts that lead to more effective decision-making and results-based management within the organization. In our professional opinion the report covers the TIAC's impact issues.

GRI Sustainability Reporting Standards (GRI Standards)

TIAC provided us with their self-declaration of in accordance with GRI Standards: Core option (For each material topic covered by a topic-specific GRI Standard, comply with all reporting requirements for at least one topic-specific disclosure). Based on our review, we confirm that social responsibility and sustainable development disclosures with reference to GRI Standards' disclosures are reported, partially reported or omitted. In our professional opinion the self-declaration covers the TIAC's social responsibility and sustainability topics.

Assurance level

The moderate level assurance provided is in accordance with AA1000AS v3 in our review, as defined by the scope and methodology described in this statement.

Responsibility

The CSR report is the responsibility of the TIAC's chairman as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of Lead auditors experienced in relevant sectors, and trained in a range of sustainability, environmental and social standards including AA1000AS, ISO 14001, ISO 45001, ISO 14064 and ISO 9001. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

For and on behalf of BSI: 
Peter Pu, Managing Director BSI Taiwan



Statement No: SRA-TW-2020016
2021-05-26


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Appendix III. Independent Verification Statement



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English Translation of a Report Originally Issued in Chinese

Assurance Report of Independent Auditors

To Taoyuan International Airport Corporation

1. Scope

We have been engaged by Taoyuan International Airport Corporation to perform a limited assurance engagement in relation to and report on selected sustainability performance indicators included in Taoyuan International Airport Corporation's 2020 Corporate Social Responsibility Report ("the Report").

Regarding the sustainability performance indicators selected by Taoyuan International Airport Corporation and their applicable criteria, please refer to appendix A.

Management responsibility

Taoyuan International Airport Corporation is responsible for the preparation of 2020 corporate social responsibility report in accordance with adequate criteria, including referencing to Global Reporting Initiatives ("GRI") GRI Standards, and for the design, execution and maintenance of internal controls in regard with report preparation to support the collection and presentation of the Report.


Independent Auditor's Responsibility

Our responsibility is to plan and perform limited assurance engagement in accordance with the SAES NO. 1 Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by Taiwan Accounting Research and Development Foundation.

2. Assurance

The procedures performed in limited assurance engagement vary in nature and timing, and are less in extent than for a reasonable assurance engagement so that the level of assurance is substantially lower than reasonable assurance engagement. While we considered the effectiveness of Taoyuan International Airport Corporation's internal

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controls when determining the nature and extent of procedures, our review was not designed to provide assurance on internal controls

To conclude for limited assurance, our procedures performed included:

- Interviewing with Taoyuan International Airport Corporation's management and personnel to understand the Taoyuan International Airport Corporation's implementation of overall corporate social responsibility and reporting process;
- Understanding the main stakeholders of Taoyuan International Airport Corporation and their expectations and needs as well as interaction protocols by interview or examination of documentation and how Taoyuan International Airport Corporation responded to those expectations and needs;
- Performing analytical procedures on selected sustainability performance indicators, gathering and checking other supporting documentation and management information obtained, testing on sample basis if necessary,
- Reading Taoyuan International Airport Corporation's corporate social responsibility report to ensure the implementation of overall corporate social responsibility and reporting process is consistent with our understanding.

3. Limitations

Non-financial information contained within corporate responsibility reports are subject to measurement uncertainties. The selection of different measurement techniques can result in materially different measurement. Also assurance engagements are based on selective testing of information being examined, and it is not possible to detect all of the existing material misstatements whether resulting from fraud or error.

4. Quality and Independence

We are in conformity with Taiwan SAS No. 46 "Quality Control for Public Accounting Firms" to establish and maintain a sound system of quality control, including code of professional ethics, professional standards and those written policies and procedures in applicable regulations. We are also in conformity with related independence and other ethics requirements in Taiwan's Norm of Professional Ethics, which basic principles are integrity, objectivity, professional competence and due care and professional behavior

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5. Conclusion

Based on our procedures and obtained evidence, nothing has come to our attention that causes us to believe that any material modifications or adjustments should be made to the selected sustainability indicators in accordance with applicable criteria.

Jia-Ling Tu
Ernst & Young
June 25th, 2021
Taipei, Taiwan, Republic of China

Notice to Readers

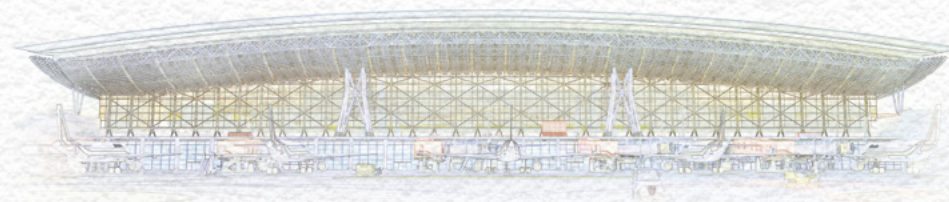
The reader is advised that the assurance report has been prepared originally in Chinese. In the event of a conflict between the assurance report and the original Chinese version or difference in interpretation on the two versions, the Chinese language assurance report shall prevail.



Appendix A :

No.	Chapter	Article Title	Remarks	Applicable Benchmarking																																																				
1	2.1	Airport Hazard Issues Handling	The hazard issues reported in 2020 contained 48 reports related to airside facilities (e.g. damaged and cracked taxiway surfaces, blurred parking bay lines, inadequate or inconspicuous reflectors and warning signs, etc.) and 13 reports on airside operations (e.g. traffic flow issue, failure to operate in accordance with standard procedures, etc.)	The number of hazardous issues reported by all units in 2020																																																				
2	2.1	Airport Safety Management Mechanism	To effectively manage and implement airport safety, TIAC convenes 3 Security Committee meetings annually. (Due to COVID-19, TIAC convened 1 in-person meeting and distributed information online for the other 2 occasions instead.)	Minutes of Security Committee meeting convened in 2020/5, 2020/11, 2021/2																																																				
3	5.2	Employee Health Care	In 2020, TIAC conducted health checks on specific issues relating to night work for shift workers in accordance with regulations of the Ministry of Labor. Health checks were conducted on 139 employees.	List of night workers subjected to health checks in 2020																																																				
4	1.3	Integrity Management	At the end of 2020, TIAC conducted its "2020 Anti-Corruption Public Opinion Survey" with 276 contractors that had previously participated in procurement projects (including procurement of construction work, service, and property), and received 127 valid responses.	List of "2020 Government Integrity Survey" results																																																				
5	5.1	Personnel Recruitment and Retention	<p>Statistics of the New Recruits / the Exited (retired) Employees in 2020</p> <table border="1"> <thead> <tr> <th></th> <th>Age</th> <th>Number of new recruits</th> <th>Ratio</th> <th>New hire rate</th> <th>Number of exited (retired) employees</th> <th>Ratio</th> <th>Turnover rate</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Male</td> <td>18-30</td> <td>8</td> <td>12%</td> <td rowspan="3">10.3%</td> <td>0</td> <td>0</td> <td rowspan="3">2.3%</td> </tr> <tr> <td>31-50</td> <td>22</td> <td>33%</td> <td>1</td> <td>7%</td> </tr> <tr> <td>51 above</td> <td>2</td> <td>3%</td> <td>11</td> <td>73%</td> </tr> <tr> <td rowspan="3">Female</td> <td>18-30</td> <td>20</td> <td>30%</td> <td rowspan="3">10.3%</td> <td>0</td> <td>0%</td> <td rowspan="3">2.3%</td> </tr> <tr> <td>31-50</td> <td>12</td> <td>18%</td> <td>0</td> <td>0%</td> </tr> <tr> <td>51 above</td> <td>3</td> <td>4%</td> <td>3</td> <td>20%</td> </tr> <tr> <td colspan="2">Total</td> <td>67</td> <td>100%</td> <td></td> <td>15</td> <td>100%</td> <td></td> </tr> </tbody> </table>		Age	Number of new recruits	Ratio	New hire rate	Number of exited (retired) employees	Ratio	Turnover rate	Male	18-30	8	12%	10.3%	0	0	2.3%	31-50	22	33%	1	7%	51 above	2	3%	11	73%	Female	18-30	20	30%	10.3%	0	0%	2.3%	31-50	12	18%	0	0%	51 above	3	4%	3	20%	Total		67	100%		15	100%		List of new recruits and turnover in 2020
	Age	Number of new recruits	Ratio	New hire rate	Number of exited (retired) employees	Ratio	Turnover rate																																																	
Male	18-30	8	12%	10.3%	0	0	2.3%																																																	
	31-50	22	33%		1	7%																																																		
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Female	18-30	20	30%	10.3%	0	0%	2.3%																																																	
	31-50	12	18%		0	0%																																																		
	51 above	3	4%		3	20%																																																		
Total		67	100%		15	100%																																																		
6	5.3	Talent Cultivation and Benefits	Labor-management meetings are convened at least once every quarter for the discussion of employee rights; 4 labor-management meetings were convened in 2020.	Minutes of labor-management meeting convened in 2020/2, 2020/7, 2020/9, 2020/12																																																				





w w w . t a o y u a n a i r p o r t . c o m . t w



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