

2023 Employee Satisfaction Survey Analysis



2024.04 ES&R

Overall replies

Region	Number of employees	Number of replies	Answer Rate	2023 ESS (100%)	2022 ESS (100%)
ACL	3,549	2,847	80%	81%	82%
ACN	1,206	1,029	85%	94%	92%
AKMC	2,127	1,832	86%	85%	86%
AJP	250	191	76%	67%	69%
AKR	131	114	87%	78%	79%
ANA	541	226	42%	80%	81%
AEU	578	451	78%	78%	79%
Others	363	316	87%	82%	81%
Overall ESS				83%	84%

※ Number of employees 8,745

※ Number of replies 7,006

※ Answer rate 80%

FEEDBACK COLLECTION ON MAJOR ISSUE

	Colleague feedback	Suggestions / Improvement Action from responsible units
HR	<p>【Salary, allowance】</p> <ol style="list-style-type: none"> Salary is not competitive and cannot retain good talents Provide commuting allowance 	<ol style="list-style-type: none"> Advantech participates in external salary surveys and will establish pay ranges for each job function with reference to market salary levels meanwhile set up the salary policy. In the future, it will continue to survey market pay ranges each year in order to keep Advantech salary competitiveness Advantech offer multiple transportation including shuttle buses, traffic car and parking space meanwhile use hybrid office models (such as WFA, Work From Anywhere) and office locations across Taiwan may become more diverse in the future as the organization expands, it will be difficult to use single commuting subsidy.
	<p>【Leave rule】</p> <p>Menstrual leave should be follow 《Act of Gender Equality in Employment》 Article 14 .</p> <p>If the number of leave requests in the whole year does not exceed 3 days, it will not be included in the calculation of sick leave.</p>	<p>Advantech prioritize the well-being of our employees and their families, recognizing that life extends beyond work. Therefore, we provide a range of benefits, including marriage, maternity, hospital, and bereavement condolence allowances, emergency relief funds, and festival and holiday benefits. The current Advantech regulations on full-pay sick leave are superior to Labor laws and regulations. In the future Advantech rules will refer The "Labor Leave Rules" and the "Gender Equality Work Law" for appropriate revisions.</p>

Colleague feedback

Suggestions / Improvement Action from responsible units

HR

【Career Progression】

1. The promotion and salary increase range are not clarify , should be set the clarify rule and announced.
2. Subsidy for training course fees
3. Provide more seminars or visits on technology improvement to learn about the development and application of new generation technologies in subsequent to product development.
4. Add diversified course plans, including soft communication and psychological therapy courses, or business negotiation, business etiquette, and other soft skills related to the work field.
5. I hope there will be opportunities for department rotation

1. Advantech has revised the promotion(KPI) regulation. Employee salary increases will comprehensively consider the company's operating conditions, external markets, employee performance, salary levels, and other factors, and are not a general adjustment; the extent of salary increases is still part of the salary confidentiality .Subsequent revisions will be released on the premise of maintaining salary confidentiality and other management principles so that colleagues can understand it. Also implement positive two-way feedback:
Such as
Mid- year and year-end performance one on one feedback
Maintain immediate, proactive, two-way and positive communication between colleagues and supervisors on daily basis
2、5. Base on Employee zone [Corporate Policy](#)、[Local Policy](#) External training can refer [External training policy](#) ; For department rotation : [MyCareer+](#)
3、4. Re-planning Advantech Institute into four major areas: management, general studies, and newcomers (see the training map on the next page), announced in accordance with the annual plan

CST2030 Vision · Develop a structured training system based on Job Functions

Advantech Institute

Management		Vocational	General Education	Newcomers
Senior Executive	<ul style="list-style-type: none"> • Change Management for Sector Driven • Organization Strategy • M&A & CVC strategy • CST 2030 LEAP Workout 	<p>Curriculum Committee</p> <ul style="list-style-type: none"> • Industrial(Linda/Miller/MC) • AI Institute(Alan/Poki/Paul93) • M&A Institute (Eric/Tony/Michael/external) • Product • Sales • RD • Marketing 	Core Value	<ul style="list-style-type: none"> • Mission and Vision • DEI • ESG • Sector Driven • Gen AI
Mid level Executive	<ul style="list-style-type: none"> • Team Management • Cross-BU Collaboration 		Strategy	
Junior Supervisor	<ul style="list-style-type: none"> • Coaching Skills • Recruiting & Performance management 		Work Force	
				<ul style="list-style-type: none"> • General education • Regulation training • ACE training

LMS (Learning Management System)

Humanistic environment Integrity excellence and innovation altruistic contribution

類別	Colleague feedback	Suggestions / Improvement Action from responsible units
ES&R	<p>【Welfare committee / Point for meal subsidy】</p> <ol style="list-style-type: none"> Increase point for meal subsidy. The benefits of the Welfare Committee are not easy to use. There are too many limits on the number of points . I hope there will be no restrictions on annual points can be more flexibly 	<ol style="list-style-type: none"> For Welfare points/exchange amount/community subsidy/meal subsidy amount: Because the revenue in 2023/2024 is not as expected, there will be calculated and evaluation again in the second half of 2024 The annual points and usage rules still discussion.
	<p>【Welfare rule】</p> <ol style="list-style-type: none"> The flexible commuting system requires advance registration and application is not flexibly It is recommended to refer to other technology industries – don’ t make-up work days on make-up day and increase in colleague subsidies Family Friendly Workplace WFH should be more flexibly. 	<ol style="list-style-type: none"> Flexible work time start 15 Dec 2023 and don’ t need to apply in advance . Advantech approve 2023/2024 don’ t have to make-up work day .The number of subsequent days of government make-up work is uncertain, It’ s impossible to announce or approve (all) don’ t have to make-up work yet. Family Friendly workplace : It has been announced that maternity leave will be increased from 8 weeks to 9 weeks, and paternity leave will be increased from 7 days to 10 days and start in 1 Jan 2024 WFA rules and announced on 1 Jan 2024 · each week can apply WFA 1 day(including not apply in advance) , The sign-off supervisor approves based on the team's manpower status, improving WFA's flexibility in responding to different employee situations.

	Colleague feedback	Suggestions / Improvement Action from responsible units
EHS	<ol style="list-style-type: none"> 1. May i just suggest to prioritize the mental health of your employee especially for foreign workers. Some may suffering Depression and Anxiety 2. Health items increased and be conducted on weekdays. 	<ol style="list-style-type: none"> 1. From2022 · Use the four major plans and training materials of the to simultaneously promote EAP services (Chinese/English). EHS will expand regular publicity. If foreign colleagues have psychological needs, they will ask for occupational nursing assistance and refer them to EAP or occupational medical services. 2. Advantech complies with the Occupational Safety Law, and the health examination items exceed legal requirements. For other items that need to be added, if necessary, colleagues can choose to have additional examinations at their own expense based on the items provided by the hospital. In addition, due to Advantech business type, public spaces cannot be used for group health checkups on weekdays, which will affect many factors such as customer visits or colleagues' offices. EHS will review the health check mode and gather relevant units in the future. Discuss suitable options.

	Colleague feedback	Suggestions / Improvement Action from responsible units
GA-Neihu	<p>【Equipment / Hardware】</p> <ol style="list-style-type: none"> Toilet for woman is not enough Hope can set up a flush toilet Looking forward to improving the current way of obtaining hot water Increase RFID in sunny building Increase mobile meeting room in sunny building Compared with Linkou, Headquarter and Sunny building have insufficient resources (no sports center, less parking spaces, no Co-Creation Campus center, etc.) 	<ol style="list-style-type: none"> Because there is no more space(due to limited space) at Headquarter for increase women' s toilets The revenue in 2023/2024 is not as expected , Every fund needs to be spent on the cutting edge, and this case will be evaluated again in the second half of 2024. Looking forward to improving the current way of obtaining hot water and then consider whether there are other ways . Completed and currently in use in sunny building. Because there is no more space(due to limited space) , it is recommended to make more use of online meetings before find suitable space for mobile meeting room. There is no more space(due to limited space) at Headquarter and sunny building. <ul style="list-style-type: none"> ◆ Although the parking spaces are limited, Advantech in order to solve employees problem, allows colleagues who participate in the parking space lottery .Each quarter have more than 70% can win the parking space . If there is insufficient parking space, the GA unit will rent parking spaces around the building; if employees take leave to avoid idle parking spaces, IT also develops and shares APP for colleagues to use for booking. ◆ Although the Neihu Building does not have a larger co-creation center like Linkou, it also has a mobile office for colleagues in need.
	<p>【Parking space】</p> <p>Looking forward to can increase motorbike and car parking lot</p>	<p>The building space is limited, and we need to consider which area is suitable for motorcycle and car parking spaces.</p>
	<p>【Clean】</p> <p>Increase the frequency of daily garbage collection from toilets</p>	<ol style="list-style-type: none"> Daily garbage collection is arrange 2HR /time · as following : 08:30~09:00 · 11:00~11:30 · 13:00~13:30 · 15:00~15:30 · 16:30~16:45 · Basically, at least 5 times in the whole day. The GA unit will observe the situation again and coordinate and evaluate whether to increase the frequency again.

	Colleague feedback	Suggestions / Improvement Action from responsible units
GA-Linkou	<p>【Equipment and Service】</p> <ol style="list-style-type: none"> We hope to install more water dispensers on the 6th floor of Building M . The desk and seating space are small, the tabletop height is not high enough, and the lights in the stairwell and bathroom are too dark. The counter should be receive the goods at noon, if not , should be announced to make sure everyone know the rules. 	<ol style="list-style-type: none"> There is no different in each floor set up the same equipment and quantity . There should be no difference in the specifications of tables and chairs. Insufficient lighting can be solved by adding more. The delivery time of freight cannot be determined, and counter staff also need to have lunch break.
	<p>【Sports Center and Gyms】</p> <ol style="list-style-type: none"> I hope Linkou can open the sports center at noon and holidays Gym’ s table seats are weird , there are too few treadmills, too many bicycles, and too few massage chairs. 	<ol style="list-style-type: none"> Sports Center open at noon and holidays and welcome to use. Gym’ s equipment will base on space and actual usages needs to purchase in order to meet the requirements.
	<p>【Employees Restaurant】</p> <p>Employees Restaurant need improve the quality of meals meanwhile the air-conditioning is not cold enough and too stuffy at restaurant.</p>	<p>Employees restaurant will continuous improvement meanwhile the air-conditioning will open early in summer.</p>
	<p>【Parking space and Shuttle bus】</p> <ol style="list-style-type: none"> Looking forward to adding charging piles in the parking lot Linko shuttle bus hope can earlier to pick up at off work time Driving directions are marked underground in the parking lot, but materials are placed at the bottom, making it difficult for people to drive in the correct direction. 	<ol style="list-style-type: none"> The usage rate of charging piles in Building U is not high. If there is demand in the future, GA units will be added charging piles in Building E. There has shuttle bus at 17:50 and 18:15 at off work time Regarding the placement of materials in the parking lot, we will coordinate the adjustment of the material placement units so as to not affect the traffic flow.
	<p>【Clean】 The rat problem in Linkou</p>	<p>Carry out regular cleaning and disinfection control rat problem and disinfection operations.</p>

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IT	<p>【Internet】 Internet and phone signals in various regions need to be strengthened, and some areas even have no signal in Linkou</p>	<p>Linkou Base Station Signal Improvement Project will finish in March for interior space (from B3~1F) and 4G signal will finish in April for outdoor space.</p>
	<p>【Equipment】 Computer equipment and test equipment are relatively low-end and insufficient Should be consider using MAC as a development computer for RD</p>	<p>Advantech choose standard RD models are all submitted to the development unit for testing and meet the requirements and CP value before the specifications are confirmed and purchased. If you have special/higher requirements (ex: high-end flagship models or MAC), you can also contact the supervisor approval to purchase.</p>
	<p>【Internet / website】 The structure of the official website must evolve significantly, otherwise it will seriously influence Advantech development</p>	<ol style="list-style-type: none"> 1. The product catalog page will continue to be optimized after the revision is launched , and the style/performance will continue to be optimized. 2. Solution page structure adjustment, adding multi-layer structure, providing User/MKT with more focused marketing content 3. PM + UX + SBU Digital Marketing Establish content planning and health inspection processes, combined with internal industrial technology strengths + Research on external visitors to produce content that can accurately attract unfamiliar traffic and have high conversion rates 4. The evolution of customer self-service Chatbot + AI 5. The Header 3.0 restart project is expected to invite external consultants to make suggestions for optimizing and adjusting Advantech's header architecture (2024 project).

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