

4.2.2 Employee Retention

LITEON offers a comprehensive range of training courses and compensation and benefits to encourage employees pursue self-improvement and achieve career growth. Job descriptions given during interviews will remain consistent after recruits report for work. Managers and human resources officers will also try to reduce new hire turnover by interviewing new employees to find out how they are settling into their positions. New employees will be given assistance in the form of education and training to help them fit into the corporate environment. When an employee submits a resignation, the human resources department will conduct an interview and analyze key factors in retention and resignation in order to improve the retention rate.

In terms of compensation packages, LITEON has designed regular compensation

reviews to ensure the company is able to retain talent while ensuring all employees receive above-average compensation. LITEON also encourages individual departments to implement reward programs to boost morale and improve business performance, effectively creating a win-win situation.

In terms of talent management strategies, LITEON has implemented a human resources management blueprint and an education and training system to provide courses on core management competencies and essential professional skills. These programs are intended to broaden the horizon for employees, enhance management knowledge and skills for managers, develop a common management language, create a healthy corporate culture, and lay the foundation for sustainable development.

1. Employee turnover rate

2020 Annual monthly average turnover rate (including voluntary and involuntary departures) - by age and region

Region	Type & age		Direct Labor (DL)						Indirect Labor (IDL)							
	≤ 30	%	31-40	%	41-50	%	>50	%	≤ 30	%	31-40	%	41-50	%	>50	%
Taiwan	165	9.5%	143	6.8%	19	2.0%	2	0.6%	183	2.6%	278	1.9%	224	1.3%	83	1.5%
Mainland China	46,034	27.8%	9,845	14.1%	1,787	6.9%	22	1.6%	1221	3.7%	562	1.4%	77	0.6%	13	1.4%
Thailand	361	5.6%	224	4.1%	40	0.7%	3	0.4%	30	1.9%	27	1.5%	10	0.4%	8	0.9%
Vietnam	196	2.3%	36	1.9%	1	0.8%	0	0.0%	22	2.3%	16	3.0%	0	0.0%	0	0.0%
India	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.5%	0	0.0%	0	0.0%
Others	6	0.5%	13	0.8%	1	0.2%	1	0.9%	31	1.4%	57	2.9%	21	1.7%	10	0.9%
Worldwide total	46,762	25.4%	10,261	12.7%	1,848	5.6%	28	1.0%	1488	3.2%	941	1.6%	332	1.0%	114	1.3%

2020 Annual monthly average turnover rate (including voluntary and involuntary departures) - by gender and region

Region	Type & gender		Direct Labor (DL)		Indirect Labor (IDL)			
	Male	%	Female	%	Male	%	Female	%
Taiwan	34	3.75%	295	6.97%	528	1.72%	240	1.76%
Mainland China	39,131	26.32%	18,557	16.29%	1,214	2.32%	659	1.95%
Thailand	86	4.22%	542	3.35%	41	1.33%	34	0.98%
Vietnam	105	1.78%	128	2.70%	17	2.62%	21	2.31%
India	0	0.00%	0	0.00%	1	0.08%	1	0.98%
Others	5	0.36%	16	0.82%	87	1.95%	32	1.51%
Worldwide total	39,361	24.59%	19,538	13.85%	1,888	2.04%	987	1.83%

Notes: 1. Annual monthly average turnover rate = annual monthly average number of departed employees / annual monthly average month-end employee count
 2. The relatively high employee turnover in Mainland China is largely attributable to the local labor shortage as well as fierce competition in the industry.

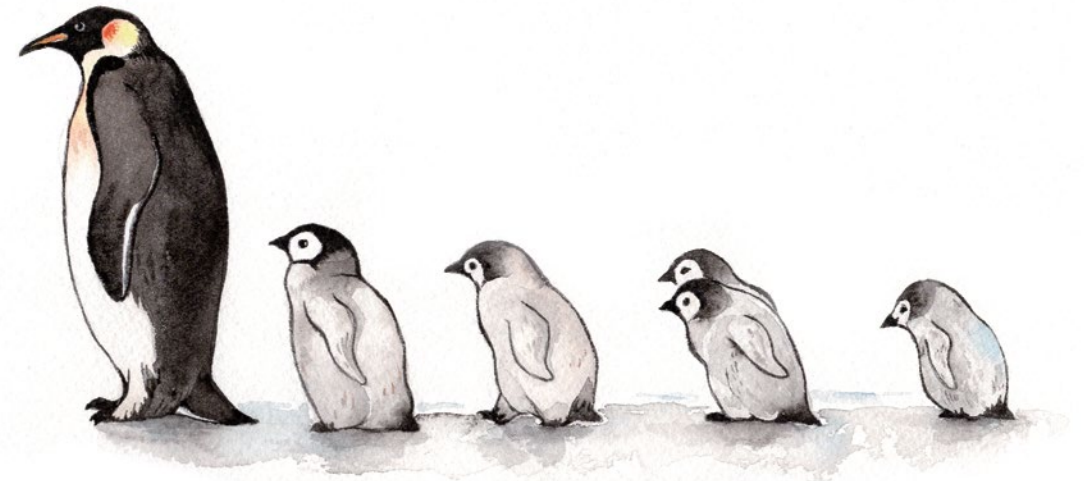
2. Analysis of 2020 Employees on child-care long-term leave (Taiwan)

LITEON offers a variety of assistance to employees with childcare needs, such as the option to take extended leave, choose different career paths, and receive subsidies. A total of 29 employees applied the childcare long-term leave, and 65% of those who did come back to job in 2020. This is a testament to how employees approve of LITEON's policies.

2020 child-care long-term leave status

Items	Male	Female	Total
Number of employees eligible for childcare leave in 2020 (A)	422	207	629
Actual number of applicants in 2020 (B)	7	22	29
Expected number of reinstatements in 2020 (C)	4	16	20
Actual number of reinstatements in 2020 (D)	0	13	13
Actual number of reinstatements in 2019 (E)	5	18	23
Number of people who continued to work for one year or more after reinstated from childcare leave in 2019 (F)	3	10	13
Retention rate after parental leave (F/E)	60%	56%	57%
Reinstatement rate after parental leave (D/C)	0%	81%	65%

Note: 1. The number of persons eligible for parental leave is based on the number of employees who applied for maternity or paternity leave between January 1, 2017 and December 31, 2020.
 2. The calculation of the number of people includes those who change the period of leave
 3. Parental leave cannot be implemented in Mainland China or Thailand.



4.2.3 Employee Recruitment

LITEON utilizes a broad variety of means to recruit top talents to support its operating strategies, and in return provides them with promising career paths. Some of the company's recruitment channels include collaborative programs with universities and colleges, summer internships (in Taiwan), the government's employment promotion programs, and R&D substitute service candidates.

2020 Annual monthly average new hire rate - by age

Region	Type & age		Direct Labor (DL)						Indirect Labor (IDL)							
	≤ 30	%	31-40	%	41-50	%	>50	%	≤ 30	%	31-40	%	41-50	%	>50	%
Taiwan	17	1.0%	42	2.0%	12	1.3%	0	0.0%	250	3.5%	251	1.7%	133	0.8%	19	0.3%
Mainland China	45,778	27.7%	9,276	13.3%	1,607	6.2%	5	0.4%	1,171	3.5%	409	1.0%	49	0.4%	6	0.6%
Thailand	498	7.7%	265	4.9%	39	0.7%	0	0.0%	43	2.8%	16	0.9%	11	0.5%	0	0.0%
Vietnam	911	10.6%	156	8.1%	1	0.8%	0	0.0%	75	7.8%	32	5.9%	1	2.6%	0	0.0%
India	56	4.9%	0	0.0%	0	0.0%	0	0.0%	34	3.2%	5	2.6%	1	5.3%	0	0.0%
Others	19	1.6%	11	0.7%	4	0.9%	0	0.0%	382	17.0%	197	10.1%	235	19.4%	187	15.9%
Worldwide total	47,279	25.6%	9,750	12.0%	1,663	5.0%	5	0.2%	1,955	4.2%	910	1.5%	430	1.3%	212	2.4%

Note: Annual monthly average new hire rate = (annual monthly average number of new employees) / (total sum of month-end employee count from January to December / 12) * 100%

2020 Annual monthly average new hire rate - by gender

Region	Type & gender		Direct Labor (DL)				Indirect Labor (IDL)			
	Male	%	Female	%	Male	%	Female	%		
Taiwan	23	2.5%	48	1.1%	423	1.4%	230	1.7%		
Mainland China	38,753	26.1%	17,913	15.7%	1,086	2.1%	549	1.6%		
Thailand	118	5.8%	684	4.2%	56	1.8%	14	0.4%		
Vietnam	436	7.4%	632	13.4%	42	6.5%	66	7.3%		
India	56	4.8%	0	0.0%	37	3.1%	3	2.9%		
Others	19	1.4%	15	0.8%	565	12.7%	436	20.5%		
Worldwide total	39,405	24.6%	19,292	13.7%	2,209	2.4%	1,298	2.4%		