

■ A Diverse and Innovative Learning Organization

In response to the rapidly evolving financial landscape, E.SUN recognizes innovation as a core driver of sustainable growth. Through comprehensive development programs such as Cultural Education and Exchange, Innovation Competitions, Senior Mentorship Program, we drive cross-cultural and cross-functional collaboration, strengthening teams and networks. We empower our employees to break down silos and expand their horizons, transforming diverse perspectives into a key competitive advantage that drives continuous organizational progress.

Cultural Education and Exchange

To realize its vision of becoming a leading regional bank in Asia, E.SUN places cultural diversity training at the core of its talent development strategy. A two-way exchange mechanism has been established between headquarters and overseas operations. Through the "Overseas Talent Development Program," employees with strong ambition and global perspectives are cultivated, while "Local Talent Exchange" initiatives strengthen engagement across overseas markets. In addition, "Multilingual Learning Programs" enhance communication with local stakeholders, embedding cultural diversity development into everyday collaboration and enabling inclusive growth.



Innovation Competitions

E.SUN organizes annual innovation competitions to encourage employees to identify innovation opportunities in their daily work. In 2025, the competition adopted the theme "Amazing Idea & Best Impact," promoting collaboration across subsidiaries and departments to transform ideas into actionable products and services. By focusing on practical deliverables, the program embeds innovation into organizational practices and reinforces a culture of continuous improvement.



Senior Mentorship Program

Experienced employees, often referred to as "seniors," are designated as mentors to support new hires with their onboarding experience, providing guidance and fostering integration into the organization. Through on-the-job training, daily interactions, hands-on demonstrations, and experience sharing, mentors help new employees internalize core values such as integrity, professionalism, and teamwork.

Mentorship and coaching extend support beyond work-related guidance to include workplace adaptation, navigation of internal resource, and overall well-being, creating a supportive and trust-based learning environment. This approach enhances employees' sense of belonging and strengthens teams and networks within the organization.



Master's Forum

E.SUN partners with CommonWealth Magazine to host "Master's Forum", an annual event that brings global management thinkers to Taiwan to share practical insights. In 2025, the Forum featured Sheena Iyengar, a Thinkers50-recognized innovation expert. She spoke on "Think Bigger," sharing how leaders can think and act creatively in complex environments. At the E.SUN session, employees from different generations came together for open dialogue, helping build a shared language around innovation and reflecting E.SUN's strong culture of learning.



Job Rotation Programs Aiming for Development

E.SUN leverages job rotation to place employees in roles that best align with their strengths, while offering diverse career development opportunities. Through rotation, employees build professional expertise, broaden perspectives, and strengthen cross-functional capabilities, enabling them to actively shape their career paths and develop into key talents for the future.

1. Job Rotation and Internal Mobility

Metric		2025	2024	2023
Internal fill rate for vacancies		86.76%	90.37%	85.53%

2025 Internal Hire Rate	Gender		Age Group			Management Level		Total
	Male	Female	Below 30	30-50	Above 50	Managers	Non Managers	
Number of employees	349	339	164	461	63	331	357	688

2. Proper Arrangement of Job Rotation

To protect employee rights and interests, job rotations for career development or organizational needs are handled according to the "5 Principles of Rotation" stipulated by law, providing employees with approximately two weeks for business transition and preparation in the new environment. In addition, if circumstances occur under Articles 11, 13, and 16 of the Labor Standards Act, the notice periods are as follows:

- For those who have worked continuously for more than three months but less than one year, a 10-day advance notice is required.
- For those who have worked continuously for more than one year but less than three years, a 20-day advance notice is required.
- For those who have worked continuously for more than three years, a 30-day advance notice is required