

USI[®] No.82 Newsletter

| 9月 September 2020 |

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Manage Emotion to Enhance Influence

調和工作與生活

Reconcile Work and Life

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Consolidate Expertise and Give Attentive Care

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Emotional Connection and Trust in Crisis

逃離喧囂

Escape from Hustle and Bustle

深圳廠20th 環領深圳 二十勝出

USI(SZ) 20th Leading USI(SZ) Winning in 20



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管理情緒 提升影響力

作者：董事長 / 陳昌益

在 20 世紀，企業經歷了從計件工資到企業流程再造、從勞動密集到高科技高附加價值、從資訊技術到知識管理的蛻變。因此，Peter F. Drucker 斷言，知識正在成為全球企業發展的推動力。然而，Kevin Thomson 卻認為，知識—智力資本僅僅是企業發展中最重要的一項資產中的一項；更為重要的是由「感覺、信念、認知和價值觀」等構成的情緒資本。



今天，21 世紀的企業家更相信，決定企業未來發展最關鍵的兩大因素就是情緒資本和智力資本。為了充分發揮情緒資本和智力資本在企業中的作用，企業的全體員工有必要提升自身的情緒管理能力。

因為隨著社會分工與合作方式的轉變，人與人之間的交互更加頻繁，我們每天又要面對許多不可控制的因素，以及未知的需求和壓力，相互間的情緒影響更為顯著，想保持自我情緒管理就更難了。

怎麼辦？我們每一個人，都需要從幾個層面來做自我的要求及審視。

首先，是從社會層面來看，作為一個公民，我們要積極營造和諧的社會。國家為我們提供安全、就業、教育、醫療等各項社會保障，作為公民就要遵守國家宣導的價值觀和理想目標，面對社會負面現象，不隨意發洩負面情緒，避免影響他人。

從家庭層面來看，我們每一個人都在家庭裡擁有不同的角色：是子女、是父母亦是伴侶。所以要平衡好工作和家庭，對於外界的壓力要有自我調整和管控的能力。不要將負面情緒帶到家庭生活中去。主動調節自己的情緒，緩和、解決種種矛盾，令生活和工作保持良好的平衡，與身邊的人建立和諧的關係。

從企業層面來看，作為一名員工或是管理者，就是要具備良好的情緒影響力。用自身的正面情緒去轉化周圍人的負面情緒，從而提高團隊的工作績效。因為情緒影響力就是領導力的核心。

建立企業的和諧環境，尤其是對管理者提出的要求。優秀的企業不僅為客戶提供優質服務，而且其管理者也要關注企業的情緒現實，精心創造優秀的企業文化，利用共同的價值觀和企業願景，帶領全體員工主動為共同的目標而奮鬥。

當環旭電子加快企業海外擴張，無論是業務多元化，還是員工全球化，使我們每天面臨的不可控制因素，以及未知的需求和壓力，比以前更多更複雜，這對全體員工的情緒管理提出了更高的要求：

1. 學會自我調節與情緒管理的方法，提高情商，提升處理和應對突發事件的能力。
2. 學習有效的自我激勵和幫助他人擺脫負面的情緒，從而提升工作績效。
3. 堅守企業宣導的價值觀和願景，培養團隊共同的正面情緒，營造和諧的氛圍。

我們相信，無論是業務多元化，還是員工全球化，環旭電子未來的經營與管理，都將對環旭每一位員工提出更高的要求，提升情緒管理能力對企業的未來發展至關重要。只要企業充滿動力情緒，環旭的發展就會充滿希望。

Manage Emotion to Enhance Influence

Author: Chairman / Jeffrey Chen

In the 20th century, companies have experienced the transformation from piece rate to business process re-engineering, labor-intensive to high-tech with high added value, and information technology to knowledge management. Therefore, Peter F. Drucker asserted that knowledge is becoming the power of global corporate development. However, in Kevin Thomson's thought, the intellectual capital (knowledge) is just one of the two most important assets of corporate development. The more important one is emotional capital, which comprises emotions, beliefs, feelings and values.

The entrepreneurs in the 21st century believe that the two key elements of deciding the future development of the corporation are emotional capital and intellectual capital. In order to make the two elements play an effective role in the company, it's necessary for all the employees to enhance their emotional management.

Along with the change of social division of labor and modalities of cooperation, people interact more frequently. Moreover, we have to confront many uncontrollable factors, and unknown request and pressure every day. The mutual influence of emotion will increase largely, and it will be more difficult for us to manage our emotion.

How do we solve this problem? All of us need to have discipline and examine ourselves from several aspects.

First, from the social point of view, as a citizen, we have to create a harmonious society actively. The nation provides us social security, such as safety, career, education and medical treatment. As a citizen, we should comply with the value and ideal that the nation proclaimed. Facing the negative social phenomenon, we should avoid venting our negative emotion arbitrarily so as not to affect other people.

As for family, we play different roles in a family: we are children, parents, and also spouses. Consequently, for the sake of balancing our work and family, we must have the ability of self-regulation and self-control to overcome the external pressure. Do not bring your negative emotion to your family. Being proactive adjust your emotion, and ease or solve the paradox to keep a balance between life and work. Try to build a harmonious relationship with people around.

From the corporation's level, regardless of being an employee or a manager, we should possess the great influence of emotion. Eliminate the negative emotion of people around with our own positive emotion to enhance the team's performance. The influence of emotion is the core of leadership.



We need to create a harmonious corporate environment, especially focusing on the requirement the manager raised. An outstanding company provides high quality service for clients, moreover, the manager also needs to pay attention to the emotion atmosphere of the whole corporation, create the excellent corporate culture and lead all employees to keep striving for the mutual achievement actively with the mutual value and vision.

When USI accelerates its global expansion, whether business diversification or employee globalization, the uncontrollable factors, unknown requirements and pressure we face every day will be more and more complicated. This will raise a higher standard of emotion management of all USI members.

1. Learn self-adjustment and emotion management, improve EQ and enhance the ability of dealing with emergencies.
2. Learn effective self-encouragement and help people get rid of negative emotion to enhance performance.
3. Adhere to the value and vision that the corporation proclaimed, cultivate the team's mutual positive emotion and create a harmonious working atmosphere.

We believed that regardless of business diversification or employee globalization, the operation and management of USI in the future will put forward a higher standard to all USI members because enhancing emotional management is very important to future development of the corporation. If USI is full of positive energy, its development will be promising.

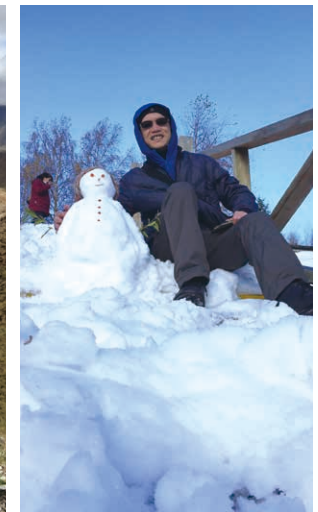
調和工作與生活

作者：總經理暨營運長 / 魏鎮炎

Newsletter 編輯希望我這期來談談工作與生活的平衡。這是一個很常見的主題，各位如果上網查詢，就會看到很多名人分享他們的心得，他們的經驗都很有參考價值，但卻沒有任何一個是適用於所有的人。因此工作和生活如何取得平衡，終究還是要根據每個人自己的情境，妥善安排。

扣掉國定假日、週休二日和自己的特休假，其實一年 365 天裡，我們的工作天大約只有三分之二，而法定每天工作 8 小時，為 24 小時的三分之一，因此算下來，一年之中，真正工作的時數只有九分之二左右 ($2/3 \times 1/3 = 2/9$)，看起來應該不至於構成壓力。不過我當然瞭解，事實上不然。

看看學齡前的幼兒，餓了就吃，累了就睡，不餓不累的時候就是玩；高興就笑，不高興就哭。反觀成人，肚子餓了不一定能立刻吃東西，疲累了不見得能夠休息，不餓不累的時候，又想著要做些什麼，哭笑都不能盡情！許多人常常是身在家裡卻想著還有工作未完成，不然就是人在公司卻掛心家裡的事待處理！無形中，壓力就來了。



有人問我說：「CY，USI 規模這麼大，還要繼續高度成長，你一定很忙，壓力一定很大喔？」也有人對我感到好奇：「CY，你 40 年如一日，對工作總是充滿熱情，難道真的一點兒都不覺得累？」

如果說我不忙、不累、沒有壓力，那是騙人的。不過，工作和生活並非互斥的兩個極端。忙、累、壓力往往是個人心情上的主觀感受。如果我們能擬好工作計劃，善用個人行事曆來進行時間管理，使工作成為生活的一部分，每個當下該做什麼就做什么，即便計劃常常趕不上變化，但只要依據輕重緩急隨時調整，自然能不慌不忙。

如果我們每天上班時，都期待有所學習成長；下班時則感到充實而愉快，帶著微笑進家門，家人見到我們良好的狀態，一定會很支持並安心。

不過，我知道人生某個階段難免家裡有年長者或幼兒要照顧，加上工作上要不斷精進、多承擔，有的同事難免蠟燭兩頭燒，身不由己！因此我已經要求人資單位，趁這次新冠病毒的危機，研究長期制度化的居家辦公辦法。

最後，建議大家一定要維持規律的運動，不能等到有空才去，而是要排進個人行事曆。無論是什麼樣的運動，對於保持健康及紓解壓力都很有幫助。



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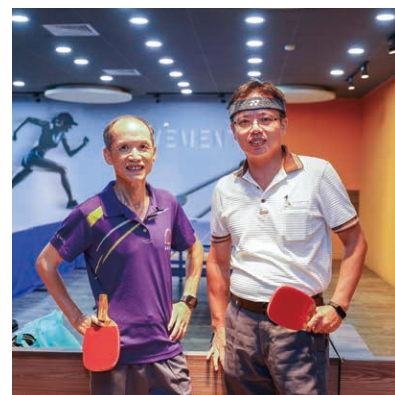
Reconcile Work and Life

Author: President & COO / CY Wei

Newsletter editors invited me to talk about balancing work and life which is frequently brought up. If you search it on the Internet, you can find feedback shared by many celebrities. Their experiences are valuable but there is no one applicable to every individual. Therefore, reconciling work and life is relied on making proper arrangements according to individual situations.

Apart from national holidays, weekends and annual leave, the working days actually are nearly two-thirds of the year and regular working hours are eight a day, which is one-third of the day. Thus, we only work for two-ninths of the year ($2/3 \times 1/3 = 2/9$). It does not seem to exert pressure. But I do understand that this is not true in actual fact.

Let's see preschool children. They eat when they are hungry and sleep when they are tired. Neither being hungry or tired, they want to play. They laugh when feel happy and cry when feel sad. On the other hand, adults can neither immediately eat when starving nor have a rest when worn out. They cannot stop thinking of something to do when everything is fulfilled. They cannot even laugh and cry as much as they want to. Many people often worry about unfinished work at home or care about house chores at work. Imperceptibly, pressure comes to them.



I was asked, "CY, USI has a large scale and keeps high grow. You must be busy and stressed." Also, one may be surprised that "CY, you have been enthusiastic about your work for 40 years. Don't you ever get tired at all?"

If I say I am not busy, tired or stressed, that is a lie. However, work and life are not two extremes. Busyness, tiredness and stress are all subjective feelings. We can draft out work plans in advanced and use the calendars to manage time well. Make work a part of our lives and do whatever you have to do right away. Even if things change all the time, make sure you consider your priorities and adjust with an unhurried mind to take charge.

If we look forward to learning and growing in work, and feel fulfilled and happy to get off work and go home with smiles, our family must feel reassured and support us when they see us in such good spirits.

Nevertheless, I know at some stages in our lives, we not only confront taking care of our aging parents or young children, but also need to enhance ourselves and take on more responsibility at work. Some colleagues cannot help but to burn the candle at both ends. In light of the crisis of the COVID-19 pandemic, I have already assigned the Corp. Service to research long term options for work from home.

In the end, I suggest that everyone should work out on a regular basis. It cannot only be done in free time and must be put into the schedule. Any exercise is great for staying healthy and relieving stress.

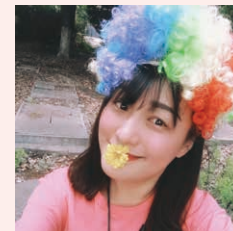


President & COO Interview is open to all staff members to ask questions!
Please email your questions to tw.gp.newsletter@usiglobal.com

金橋 & 昆山廠 護理人員 鞏固專業知識 用心關懷付出

採訪編輯：CSO / 行銷企劃部

隨著新冠肺炎疫情的影響，作為防疫前線的護理人員們守護著 USI 員工的健康，使員工們能夠安心工作。Newsletter 本次專訪金橋廠與昆山廠的護理人員，讓大家更瞭解她們在 USI 所扮演的角色，也期許大家能夠對護理人員們的貢獻抱持一份感謝。



李文娟 (2011.05 入職)

「醫者父母心。醫護工作者除了要有專業能力，也要有責任心與善良的心，這樣才能幫助別人。」出身教師世家的文娟，毅然決然選了護理這條路，肩負著醫護人員的責任，她以正向的態度面對不同的挑戰。

文娟來自陝西，2011 年 5 月，她與丈夫便加入 USI 的行列，陪伴昆山廠走過這些歲月。在進入 USI 前，文娟在廣州的醫院門診部任職，從抽血換藥到處理小手術，她必須在不同的科室輪轉。在 USI 除了負責醫務室外，也管理職業病的體檢與環安的各種事項，在未來，她認為可以往環安的領域多加學習，不再讓自己侷限，持續成長。



黃曉麗 (2017.08 入職)

曉麗出身上海，之前在醫院的外科擔任臨床護士 6 年，結婚後考量能兼顧家庭，順利獲得轉職到 USI 的工作機會。相較於醫院常態且固定的工作，USI 有著更多不同性質的任務，增添曉麗工作時的新鮮感。

除了負責醫務室的例行事項，曉麗也負責每個月點檢廠區的醫藥箱、安排產線定崗輻射工作人員的體檢與輻射劑量塊的更換、培訓急救人員，以及不定期對同仁做衛教宣導。剛到 USI 時，對於環安各式各樣的專業工作因為不熟悉，有感到迷茫的時候，但她依然抱持學習的態度，虛心請教同事或主管、上網查資料或翻閱相關書籍，無非就是想讓自己盡快上軌道。

身為一位護理人員，曉麗認為最重要的就是膽大心細。之前在醫院外科的經驗，讓她在遇到突發狀況時不慌不忙，而在處理大案子或是環安檢查時，就是考驗自己的細心度，發現闕漏並即時修正，才能順利解決問題。另外，鞏固的知識與耐心的態度幫助她回應同仁的諮詢，讓解惑更加游刃有餘。

金橋廠活動很豐富，曉麗十分推薦同仁參加。像是最近舉辦的徒步活動、中醫巡診，也有跟景康預防醫學中心合作的衛教講座，每年更有淨灘活動。不僅勞動身心，也促進環保。另外，像是廠內的籃球社、足球社、太極拳社等運動型社團，強身健體外還能促進同仁彼此交流。

對曉麗而言，醫務室並不只是一個被動幫人解決問題的諮詢室，更需要主動出擊，宣導衛教知識，積極守護員工的健康。像在這次疫情中，金橋廠超前部署，將影響減到最低，醫務室也主動關心焦慮的同仁，扮演著支持金橋廠運作的核心角色。對於同仁們的健康狀況，她也十分關切，希望大家能夠減少加班與熬夜，照顧好自己的身體，在工作與健康間取得良好的平衡。

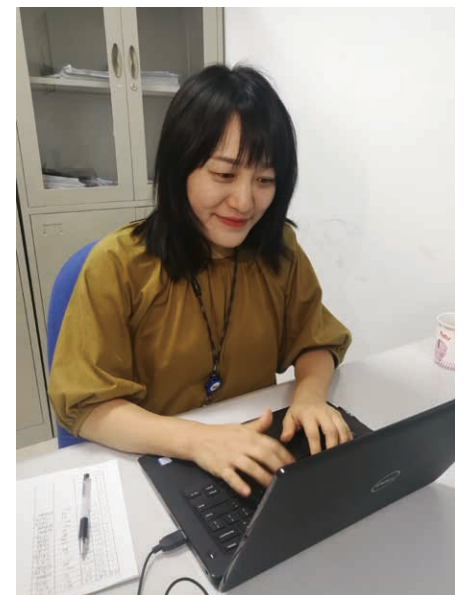


昆山廠的友善職場氛圍與同事間的互相尊重，讓文娟工作感到安心，也是她工作的樂趣。昆山廠設置的「總經理信箱」讓她感觸頗深，員工提出各種意見，也獲得積極的回覆。談到印象深刻的事，文娟說曾有位員工腹痛，想跟她拿胃藥吃，經過詢問病情、症狀後，基於自己的工作原則，她拒絕給藥並建議員工一定要去看醫生，經醫院檢查後發現是宮外孕。這位員工離職前特別到文娟的辦公室向她感謝，說她當初不給藥的決定是對的，多虧及時至醫院就診，這些鼓勵讓文娟得到許多成就感，工作所獲得的價值也隨之提升。

這次新冠肺炎的疫情，使文娟與團隊的同仁們都繃緊神經，讓昆山廠回復到既往的狀態。談到這裡，她想要感謝上司與團隊的夥伴們。她認為夥伴們的貢獻遠比她來的多，同事間的互相協助與關懷，讓文娟瞭解到這件事並非只是她一個人的責任，而是整個團隊一起同甘共苦去面對，「我只是在他們做好的基礎上再繼續付出，最早訂出制度和付諸實行的主管與同仁們，最值得跟他們說一句謝謝。」

閒暇時，文娟喜歡待在家種花，這給她一個靜下心的空間，藉由種花也讓她學習對生命的尊重，甚至還和朋友創了一個花友圈，時常交換不同的幼苗和種子。對昆山的同仁們，她想要感謝他們多年來的包容，也希望他們更重視自己身體健康，遠離黑門診與醫托*，為昆山廠創造新未來。

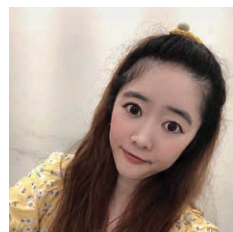
〔*〕醫托指的是醫療騙子，是指經常出沒於正規醫院、地鐵站、火車站等公共場所附近，引誘欺騙患者及家屬，介紹他們到無醫療資格的小診所去看病，從而斂取錢財的人。



Jinqiao & Kunshan Site Nursing Staff Consolidate Expertise and Give Attentive Care

Interviewed by: CSO / Marketing Communication

With the impact of pandemic of COVID-19, the nursing staff as the front line of epidemic prevention guard the health of USI members and enable them to work with peace of mind. Newsletter interviewed the nursing staff of Jinqiao Site and Kunshan Site this time, letting everyone know more about their roles in USI. We also expect that everyone can thank them for their contribution.



Xiaoli Huang (employed in August, 2017)

Xiaoli was born in Shanghai and worked as a clinical nurse in the division of general surgery at a hospital for 6 years. After getting married, she considered to reconcile work and family, and got the opportunity of job transition in USI. Compared with the normal and routine work in the hospital, there are more diverse tasks in USI, spicing Xiaoli's work up.

In addition to the regular routine of the infirmary, Xiaoli is also responsible for checking the medical kits in the factory monthly, arranging the physical examination of the fixed-position radiation workers on the production line and the replacement of the radiation dose block, training first-aid personnel and promoting health education for colleagues from time to time. At the beginning, she was sometimes lost because she was unfamiliar with the various professional work of environment and safety. However, she still held a learning attitude, humbly asked colleagues or supervisors for advice, and searched information on the Internet or related books, enhancing herself to get on track as soon as possible.

As a nursing staff, Xiaoli believes that the most important is to be bold and careful. Her previous experience in the division of general surgery allowed her to stay calm when encountering emergencies; and when she deals with big cases or environment and safety inspections, it is time to test her carefulness. Find mistakes and correct them immediately can help her solve problems smoothly. In addition, the consolidated expertise and patience help her respond to colleagues' inquiries and make it easier to solve puzzles.

Jinqiao Site has all sorts of internal activities, and Xiaoli highly recommends colleagues to participate. For example, there are hiking activities and Chinese medicine visits that were held recently as well as health education lectures in cooperation with St. John's Health Clinic. Every year there are even beach cleaning activities. It not only provides physical and mental exercises, but also promotes environmental protection. Besides, sports clubs such as the basketball club, football club, and Taichi club in Jinqiao Site can also promote interaction among colleagues in addition to strengthening their bodies.

For Xiaoli, the infirmary is not only a consulting room that passively helps people solve problems, but also needs to take the initiative to



promote health education and actively protect the health of employees. For example, in this epidemic, Jinqiao Site took pre-emptive actions to minimize the impact. Xiaoli also actively cared about anxious colleagues and played a core role in supporting the operation of Jinqiao Site. Besides, Xiaoli is very concerned about the health of her colleagues and expects that everyone can reduce working overtime and staying up late, take care of their bodies, and achieve a good balance between work and health.



Meridian Li (employed in May, 2011)

"Healers have a parental heart. In addition to professional skills, medical workers must also have a sense of responsibility and a kind heart to help others." Meridian, who came from a family of teachers, resolutely chose to be nursing personnel. Shouldering the responsibility of medical staff, she faces different challenges with a positive attitude.

Meridian comes from Shaanxi. In May, 2011, she and her husband joined USI and accompanied Kunshan Site through these years. Before entering USI, Meridian worked in the outpatient division of a hospital in Guangzhou. From blood drawing and dressing to minor surgeries, she had to rotate in different divisions. In addition to being in charge of the infirmary in USI, she also manages occupational disease checkups, and environment and safety issues. In the future, she believes that she can learn more in the field of environment and safety, so she does no longer limit herself and continue to grow.

The friendly workplace atmosphere of Kunshan Site and the mutual respect among colleagues make Meridian feel at ease, and this is also her joy at work. The "GM Mailbox" set up in Kunshan Site made her feel impressed. The employees put forward various opinions and received positive responses. Speaking of things that impressed her, Meridian said that one time an employee had abdominal pain and wanted to take stomach medicine from her. After asking about the condition and symptoms, based on Meridian's working principles, she refused to give medication and suggested that the employee must see a doctor. After being examined in the hospital, it was found to be an ectopic pregnancy. Before resigning, the employee specially went to Meridian's office to thank her, saying that Meridian's advice was right, and luckily her visit to the hospital was timely. Meridian gained a lot of sense of accomplishment through these encouragements, and the value earned from work has also increased.

The outbreak of COVID-19 kept Meridian and her colleagues on their toes to revive Kunshan Site. Speaking of this, she would like to thank her boss and teammates. She believes that the contributions of her partners are far more than hers. The mutual assistance and care among colleagues have made Meridian realize that it is not just her responsibility alone, but that the whole team face it together. "I just continue to work on the basis of what they have done. The supervisors and colleagues who set out the system and put it into practice are the most worthy of our appreciation."

In her leisure time, Meridian likes to stay at home planting flowers. It gives her a space to calm down. By planting flowers, she also learns to respect life. She even shares WeChat Moments with her friends and often exchanges different seedlings and seeds. To the colleagues in Kunshan Site, she would like to thank them for their tolerance over the years, and expect that they will pay more attention to their health, stay away from black clinics and Yituo* (medical liars), and create a new future for Kunshan Site.

[*] "Yituo" refers to medical liars, who often show up at the public places like hospitals, subways or train stations, lure patients and their families by deception, and introduce patients to see a doctor in a small clinic without medical qualifications to rake in.





戒菸 STAR

作者：臺灣廠 / QA&CSR / S&HS / HS / 謝躍鸞

世界衛生組織統計，每年全球平均有 600 萬人死於菸害，平均每 5.3 秒即有 1 人因菸害喪命。使用菸品者平均壽命減少約 15 年，若菸害未能加以控制，至 2030 年，每年將有 800 萬人死於吸菸所引起的疾病。在整個 20 世紀中，吸菸已讓 1 億人失去生命，在 21 世紀更可能會奪去 10 億人的生命！因此，為了促進自身未來的健康，戒菸可說是非常重要的！

菸對人體的危害

- 1. 罹患肺癌、口腔癌、食道癌、膀胱癌、胰臟癌、子宮頸癌與乳癌的機率增加。
- 2. 罹患心血管疾病機率增加。
- 3. 女性受孕困難；男性精蟲減少與性功能障礙。
- 4. 孕婦早產或流產；嬰兒體重不足、發育遲緩與易過敏。
- 5. 容易引發胃或十二指腸潰瘍；皮膚產生皺紋與黑斑。

戒菸就贏

戒菸有以下好處。

- 1. 賺到健康：遠離癌症、中風與心血管疾病等威脅。
- 2. 活得更久：一旦戒菸後，男性平均壽命多 5 歲、女性多 3 歲。
- 3. 不再被嫌：身上沒有菸臭味與口臭，伴侶與小孩更愛你，也不會在公共場所被人嫌。
- 4. 省下荷包：買菸的錢累積起來也是一筆可觀的數目，戒菸能省下買菸的錢，身體也更健康。
- 5. 節能減碳：減少一氧化碳與菸煙排放，節能減碳愛地球。

戒菸 STAR

戒菸 STAR（戒菸明星）分成四步驟，決定踏出第一步，戒菸永遠不嫌晚！

- S (Set)：設定戒菸日，跨出戒菸第一步。
- T (Tell)：公開決心，爭取支持，可昭告親朋好友，我開始戒菸了，請大家多多協助與支持！
- A (Anticipate)：預期戒菸過程可能會遇到的困難，勇於與菸癮作戰。
- R (Remove)：移除會引起吸菸念頭的事物。

當你下定決心戒菸後，請參照以下步驟。

Step 1. 填寫尼古丁成癮度量表。

尼古丁成癮度量表	
1. 起床後多久抽第一支菸？	
<input type="radio"/> 5 分鐘內 (3 分)	<input type="radio"/> 5-30 分鐘內 (2 分)
<input type="radio"/> 31-60 分鐘 (1 分)	<input type="radio"/> 60 分鐘以上 (0 分)
2. 在禁菸區不能吸菸會難以忍受嗎？	
<input type="radio"/> 是 (1 分)	<input type="radio"/> 不是 (0 分)
3. 哪根菸最難放棄？	
<input type="radio"/> 早上第一支菸 (1 分)	<input type="radio"/> 其他 (0 分)
4. 一天最多抽幾支菸？	
<input type="radio"/> 31 支以上 (3 分)	<input type="radio"/> 21-30 支 (2 分)
<input type="radio"/> 11-20 支 (1 分)	<input type="radio"/> 10 支或更少 (0 分)
5. 起床後幾小時內是一天中抽最多菸的時候？	
<input type="radio"/> 是 (1 分)	<input type="radio"/> 否 (0 分)
6. 當嚴重生病時，幾乎每天臥病在床還抽菸嗎？	
<input type="radio"/> 是 (1 分)	<input type="radio"/> 否 (0 分)

Step 2. 計算分數。

總分	尼古丁成癮度
≤ 3 分	低度成癮
4 ~ 6 分	中度成癮
7 ~ 10 分	高度成癮

Step 3. 根據自己的尼古丁成癮度，參考不同的戒菸選擇。

選擇	適合對象	推薦原因
 靠意志力戒菸	低度成癮者	1. 省時方便 2. 不需打電話或前往醫療院所
 免費戒菸專線	低、中度成癮者	1. 任何民眾皆可撥打 2. 不受地域限制 3. 完全免費 4. 由專業人員一對一訪談，隱密性高 5. 量身設計戒菸計畫 6. 主動持續追蹤關懷
 戒菸衛教	低、中度成癮者	1. 具健保身分且不適合用藥者 (如孕婦及 18 歲以下青少年)。 2. 於合約醫事機構內，由專業人員以一對一、面對面的方式進行。
 藥物治療 (搭配戒菸衛教)	中、高度成癮者	1. 具健保身分且尼古丁成癮度達 4 分 (含) 以上，或平均每天吸 10 支菸以上者。 2. 於合約醫事機構內，由專業人員以一對一、面對面的方式進行。

愛他就別害他

要保護家人與朋友，最好的方法就是戒菸，沒有「一手菸」，就不會有「二手菸」和「三手菸」的問題，若短期內無法做到，至少不要在家中、室內任何地方吸菸，因為即使開窗、開門通風或是打開電風扇，也無法杜絕菸產生的有毒物質，如果要吸菸，務必到室外吸菸區。接觸其他人前，最好先洗澡並更換乾淨的衣物，以降低對家人和朋友的傷害。

若有戒菸需求可至戒菸門診就診，借助專業的諮詢以及藥物輔助；另外亦可至社區藥局或撥打戒菸專線，以專業的方法成功戒除菸癮，不讓菸毒傷害全家！

資料來源

- 衛生福利部國民健康署。尼古丁成癮度量表。2020 年 7 月 28 日。檢自 https://health99.hpa.gov.tw/Tobacco/Quiz_nicotine.aspx?MenuID=847。

Be a Quitting Smoking Star

Author: Taiwan Site / QA&CSR / S&HS / HS / Luan Hsieh

According to the statistics from the World Health Organization, 6 million people worldwide die from tobacco hazards each year and one person dies every 5.3 seconds on average. The average lifespan of smokers is shorter by about 15 years. 8 million people will die yearly from diseases caused by smoking by 2030, if we cannot confine tobacco hazards. Smoking has killed 100 million people throughout the 20th century, and it may kill 1 billion people in the 21st century! Therefore, it is very critical to quit smoking to enhance our health for the future!

Smoking Effects on the Human Body

- 1. Increase risk of lung cancer, oral cancer, esophageal cancer, bladder cancer, pancreatic cancer, cervical cancer and breast cancer.
- 2. Increase chance of suffering from cardiovascular disease.
- 3. Cause difficulty conceiving for females, and sperm reduction and sexual dysfunction for males.
- 4. Cause premature or miscarriage for pregnant women, and underweight, developmental retardation and allergic constitution for babies.
- 5. Cause stomach or duodenal ulcers easily; lead to wrinkles and dark spots on the skin.

Quit and Win

Quitting smoking has the following benefits.

- 1. Stay healthy: You can stay away from threats such as cancer, stroke and cardiovascular disease.
- 2. Live longer: Once quit smoking, the average life expectancy is 5 years longer for men and 3 years longer for women.
- 3. No longer be despised: Without smoke smell and bad breath on the body, your partner and children will love you more. Also, you will no longer be looked down on in public places.
- 4. Save money: Money spent on cigarettes really adds up. Quitting smoking can save you money for buying cigarettes, and make you become healthier.
- 5. Energy-saving and carbon reduction: It can reduce carbon monoxide and smoke emissions to save energy and reduce carbon.

Be a Quitting Smoking Star

How do we become a Quitting Smoking Star? It can be divided into 4 steps. It is never too late to quit smoking when you decided to take the first move!

- S (Set): Set a quitting day and take the first step in quitting smoking.
- T (Tell): Show determination to the public for support. Tell friends and family that you start to stop smoking, and ask them to help and support a lot.
- A (Anticipate): Anticipate the difficulties that you probably encounter in the process of quitting smoking and be brave to fight against tobacco addiction.
- R (Remove): Remove things which might make you want to smoke.

When you are determined to quit smoking, please refer to the following steps.





Step 1. Fill in the nicotine dependence scale.

Nicotine Dependence Scale	
1. How soon after you wake up do you smoke your first cigarette?	
<input type="radio"/> Within 5 minutes (3 points)	<input type="radio"/> Between 5-30 minutes (2 points)
<input type="radio"/> Between 31-60 minutes (1 point)	<input type="radio"/> 60 minutes or more (0 point)
2. Do you find it difficult to refrain from smoking in places where it is forbidden?	
<input type="radio"/> Yes (1 point)	<input type="radio"/> No (0 point)
3. Which cigarette would you hate most to give up?	
<input type="radio"/> First one in the morning (1 point)	<input type="radio"/> All others (0 points)
4. How many cigarettes per day do you smoke?	
<input type="radio"/> 31 or more (3 points)	<input type="radio"/> Between 21-30 (2 points)
<input type="radio"/> Between 11-20 (1 point)	<input type="radio"/> 10 or less (0 point)
5. Do you smoke more frequently during the first hours after waking than during the rest of the day?	
<input type="radio"/> Yes (1 point)	<input type="radio"/> No (0 point)
6. Do you smoke if you are so ill that you are in bed most of the day?	
<input type="radio"/> Yes (1 point)	<input type="radio"/> No (0 point)

Step 2. Calculate the score.

Total Points	Level of Nicotine Dependence
≤ 3 points	Low nicotine dependence
Between 4-6 points	Moderate nicotine dependence
Between 7-10 points	High nicotine dependence

Step 3. According to your nicotine dependence, refer to different smoking cessation options.

Option	To Whom	Why
 Quit smoking by willpower	People who are the low nicotine dependence	1. It is time-saving and convenient. 2. No need to call (hotline for smoking cessation) or go to a medical institution.
 Free smoking cessation line	People who are between low and moderate nicotine dependence	1. Any people can make calls (hotline for smoking cessation). 2. There are no geographical restrictions. 3. It is completely free. 4. Be one-on-one interviewed by experts with high privacy. 5. The tailor-made smoking cessation program is provided. 6. Be cared through proactive ongoing tracking.
 Health education for smoking cessation	People who are between low and moderate nicotine dependence	1. People who have health insurance and are not suitable for the medication (such as pregnant women and teenagers under 18 years old). 2. It is conducted by professionals on a one-on-one and face-to-face basis in a contract medical institution.
 Medical treatment (go with health education for smoking cessation)	People who are between moderate and high nicotine dependence	1. People who have health insurance and 4 points or more of nicotine dependence, or an average of 10 cigarettes or more per day. 2. It is conducted by professionals on a one-on-one and face-to-face basis in the contract medical institution.

Don't Hurt People Around You If You Love Them

The best way to protect family and friends is to quit smoking. Without "first-hand smoke", there will be no problems with "second-hand smoke" and "third-hand smoke". If it is not possible to stop smoking in the short term, at least avoid smoking at home or indoors anywhere. Even if windows/doors open or electric fans operate, these ways still can't stop the toxic substances generated by smoke. Be sure to go to the outdoor smoking area if you want to smoke. Besides, it is better to take a bath and change clean clothes to reduce harm to family and friends before contacting them.

If you need to quit smoking, you can go to the smoking cessation clinic for professional consultation and medical assistance. You can also go to the community pharmacy or call a hotline for smoking cessation to quit smoking addiction in professional approach and prevent the toxic from harming your family!

Source

- 衛生福利部國民健康署。尼古丁成癮度量表。2020 年 7 月 28 日。檢自 https://health99.hpa.gov.tw/Tobacco/Quiz_nicotine.aspx?MenuID=847。

淺談一般家庭 如何從零開始投資理財

作者：張江廠 / ADM / 財務總處 / 顧春蕉

隨著貨幣貶值、銀行存款利率下降、物價上漲、通貨膨脹等因素影響我們的經濟生活，尤其是經歷了 2020 年這場突如其來的疫情，相信很多人都會意識到銀行存款的重要性。人窮有時候並不是因為能力，而往往可能是不懂得投資理財。



理財不僅是理好自己的財富，從長遠來看，理財更是規劃自己的人生。一般民眾想做投資，往往要從零開始學起，那麼應該如何從零開始學習理財投資呢？

學習理財知識

「凡事豫則立，不豫則廢」，理財也是如此。理財的第一步是學習理財知識。理財是一種技能，完全可以通過學習得到更大的收穫，學習理論的目的不一定要成為高手，而是要具備基本的理財判斷力，所謂工欲善其事，必先利其器。多多關注金融行業的知識，學習理財技巧，是必須要做的事情。

做好收支預算

理財下一步就是要分析自己的財務狀況，做好收支預算。收入方面，作為工薪階層，我們的工資收入基本是固定的，但是，支出方面並不是固定的，它會在一個範圍內變動，它是可控的，所以初學理財，建議從預算和記帳入手，首先做好支出預算，才能知道自己本月是結餘還是超支。在做收支預算時，一定要把握一個原則：量入為出，儘量不要在自己的支付能力之外消費。

改變理財觀念

改變理財觀念，先儲蓄，後消費。每個月先儲蓄，剩餘的再拿去消費，而不是消費後有多少結餘再進行儲蓄。改變原來的思維模式，將「結餘 = 收入 - 消費」的模式淘汰，養成「消費 = 收入 - 結餘」的正確消費觀。

做好節流工作

分析支出結構，合理控制支出，做好節流工作。支出可分為固定和變動支出，固定支出包括每月的房租房貸、生活費、交通費、通訊費等，變動支出包括置裝費、外出就餐、請客送禮、旅遊支出等等。可控制的支出就是變動支出部分。合理規劃口袋裡的錢，減少不必要的開支，不鋪張浪費，把錢花在有意義、有價值的事情上。但節省不能降低自己的生活水準，不宜盲目的節省，要做到自己心中有數，按照理財計畫進行，適當節省，也能理出不少財。

實現自我增值

努力實現自我增值，拓展人脈關係，廣開財源。自我投資是實現開源的最穩妥方式，努力提高自己的專業技能，在理財的同時不忘學習，增加自己的職場競爭力，爭取升職加薪，投資自己是一筆穩賺不賠的買賣。另外，還要不斷拓展自己的人脈關係，在這個社會，人脈就是錢脈，有時候強大的人脈關係會給你帶來意想不到的財富。

選擇適合的投資方式

選擇合適自己的投資方式，實現資產增值。現在的投資理財方式很多，新手可以嘗試一些保守的銀行結構性存款和貨幣基金等理財方式。投資理財講究的就是細水長流，理財是一個長期積累的過程，不要想透過一次就能夠變成百萬富翁，這個絕對是不可能的，天上不會掉下餡餅，好收益通常都是對應高風險，千萬不要被高收益蒙蔽了雙眼，安全投資才是最重要的。

理財最終目的是讓我們的財富保值或者增值。知識能對抗致富的兩個敵人：風險和恐懼。所以我們要通過書籍、網路與和有經驗的人來學習一些技巧和經驗，這樣才能在市場和個人財務發生變化時，即時做出調整和正確的應對措施。所以學習應該是所有理財者最應關注的重中之重。最後，理財有風險，投資需謹慎。謹慎投資不代表不投資。歷史的車輪滾滾向前，學習知識、充實自身，投資自己才是回報最高的。

A Brief Analysis on How Ordinary Families Invest and Manage Money from Scratch

Author: Zhangjiang Site / ADM / Finance / Chunjiao Gu



With the currency depreciation, low bank deposit rates, price increases, inflation and other factors affecting our life, especially after suffering from this sudden pandemic in 2020, I believe that many people have realized the importance of savings. Sometimes people are poor not because of their ability, but often they do not know how to invest and manage money.

Managing money is not only about managing your wealth, but also about planning your life in the long run. When ordinary people want to start investment, they often have to learn from scratch. How should they learn financial investment from scratch?

Learn Knowledge of Financial Management

"Success depends upon previous preparation, and without such previous preparation there is sure to be failure.", and so is financial management. The first step in financial management is to learn knowledge of financial management. Financial management is a skill, and you can get greater gains through learning. The purpose of learning theory is not necessarily to be a master, but to have basic financial judgment. As the saying goes, good tools are prerequisite to the successful execution of a job. To pay more attention to the knowledge of financial field and learn financial management skills is a must.

Budget Well

The next step is to analyze your own financial situation and make a good budget for income and expenditure. In terms of income, as the salaried class, your salary income is basically fixed, but the expenditure is not fixed. The expenditure changes within a range, and it is controllable. Therefore, when you begin to learn financial management, it is recommended to start with budget and keeping accounts. First of all, make a good budget to know whether it is in balance or overspend this month. When making income and expenditure budgets, you must adhere to a principle: live within your means and try not to spend beyond your ability to pay.

Change Concept of Financial Management

Change the concept of financial management. Save first, and then consume. Save first, and then take the rest for consumption every month, instead of saving the balance after consumption. Change the original thinking, eliminate the idea of "saving = income – consumption" and develop a correct consumption concept of "consumption = income – saving".

Do a Good Job of Reducing Expenditure

Analyze the expenditure structure, control the expenditure reasonably and make savings. Expenditure can be divided into fixed and variable expenditures. Fixed expenditures include monthly rent or mortgage, living expenses, transportation costs, communication costs, etc. Variable expenditures include apparel costs, dining out, gifts, travel expenses, etc. You can regard controllable expenditure as variable expenditure. Plan the money reasonably, reduce unnecessary expenses, avoid extravagance and waste, and spend money on things that are useful and valuable. However, saving cannot lead to lower standard of living, and it is not advisable to save blindly. Have a good idea of how you are saving and proceed according to the financial management plan. If you save appropriately, you can also have a lot of money.

Achieve Self-improvement

Make efforts to achieve self-improvement, expand personal connections and broad financial resources. Self-investment is the safest way to achieve broadening sources. Strive to improve your professional skills, do not forget to learn while managing finances to enhance your competitiveness in the workplace, and strive for promotion and salary increase. Investing in yourself is a profitable business. In addition, you must continue to expand your personal connections. In this society, networking is the channel for making money.

Sometimes strong personal connections will bring you unexpected wealth.

Choose the Right Investment Method

Choose your own investment method and realize asset appreciation. There are many investment and financial management methods, and novices can try some conservative bank structured deposits and monetary funds. Investment and financial management is about long-term commitment. Financial management is a long-term accumulation process. Do not wish to become a millionaire in one time. This is absolutely impossible. There is no such thing as a free lunch. Good returns usually correspond to high risks. Don not be blinded by high yields, and safe investment is the most important.

The ultimate goal of financial management is to preserve or increase our wealth. Knowledge can beat the two enemies of becoming rich: risk and fear. Therefore, you need to learn some skills and experience through books, the Internet and experienced people, so that when the market and personal finances change, you can make immediate adjustments and correct responses. Consequently, learning should be the top priority of all financial managers. Finally, financial management is risky, and you should invest with caution. Prudent investment does not mean non-investment. The wheel of history is rolling forward. Learning knowledge, enriching and investing in yourself are the highest returns.

Essential Telephone Skills

電話溝通常用語

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew



你有英語電話溝通的恐懼或障礙嗎？很多人討厭或害怕以英語電話溝通，寧可花時間寫郵件，也不願用幾分鐘講電話把事情快速解決，甚至有些人接到講英語的電話連打招呼的禮貌都忘了，只能結巴應答或不知如何應對。但隨著現代通訊科技的發達，商務英語電話溝通越來越普遍，無論是用傳統電話、Line 或 Skype，基本的常用語都一樣。英語電話用語用對了，你會發現對方較親切，談事情較順暢。和熟悉的人通話時，可使用非正式自我介紹；打電話給陌生人時，通常會正式自我介紹。中文和英語的電話用語差別很大，切記勿直翻或用中式英語表達喔！



接線服務

1. Extension..., please. / Put me through to extension... / Could I have extension...? / Could you get me extension..., please?
請轉分機

Could I have extension 123, please?
請轉分機 123。
2. May I have...? / Can you put me through to...? / I would like to talk to..., please. / Can you connect me with...? / Connect me with..., please. / Please put my call through to... / I'd like to place a call to..., please.
請幫我接

May I have the Customer Services Department, please?
請幫我接客服部。
3. I'd like to *call collect to... / I'd like to make a *collect call to...
我想撥一個對方付費的電話到

* 對方付費

I'd like to call collect to Auckland, New Zealand. The local number is 0988726489.

我想撥一個對方付費的電話到紐西蘭的奧克蘭，當地電話號碼是 0988726489。

4. I'd like the number for... / Can you give me the number for...? / Could you tell me the number of...? / Do you have the number for...?

請提供 的電話號碼。/ 你有 的電話號碼嗎？

I'd like the number for your office in New York, please.

請提供你們紐約辦公室的電話號碼。

5. I was *cut off. / I've been *cut off. / I've been disconnected.
我斷線了。

Excuse me, I've been cut off.

不好意思，我斷線了。

• 範例 (透過接線人員)

Joan: Good morning, EGL, Joan speaking. How may I direct your call?
早安，這裡是英捷集團，我是瓊。您的電話要轉到哪裡？

Sam: Can you put me through to Ms. Vivian?
請幫我接維維安女士。

Joan: May I ask who's calling?
請問您是哪位？

Sam: Sam of ABC.
來自 ABC 的山姆。

Joan: Please hold... The line is busy... You're connected now.
請稍後 電話忙線中 現在接通了。

Sam: Thank you.
感謝。





打和接電話

1. Hello? ... here. / Hello? (This is)... speaking. / Hello? This is... (here). / Hello? My name's...
喂？我是……

Hello? This is Vivian here.
喂？我是維維安。

2. Hello? ..., please. / Hello? I'd like to speak to... / Hello? May I speak to...
喂？我想請……聽電話。

Hello? I'd like to speak to the person in charge of corporate events.
喂？我想請企業活動負責人聽電話。

3. Speaking. / That's me. / It's me. / This is he/she (speaking). / You're speaking to him/her.
我就是。

4. Who's calling/speaking, please? / May I ask/know who's calling? / May I have your name, please? / Who can I say is calling? / *Who's this calling, please? / *Who's that speaking, please?
請問您是哪位？
* 非正式，如果語調放重，感覺有點不禮貌或不耐煩。

5. One moment, please. / Just a moment/second, please. / Hold the line, please. / Hold on a moment/second, please. / Would you like to hold? / Would you hold the line for a moment? / Would you wait a moment, please? / *Hang on a moment/second, please.
請稍後。
* 非正式片語。

6. I'll go get... / I'll see if... is in. / Let me check and see if... is available. / I'll just find out if... is in.
我去找……
Just a second, please. I'll go get her.
請稍後，我去找她。

7. (I'm) *Sorry, but you must have the wrong number / *Sorry, you've got the wrong number / *Sorry, but I think you have the wrong number.
不好意思，您打錯了。
* 除了 "sorry"，也可使用 "pardon me"，因為不是「對不起」的意思，而是感到遺憾。

8. There is no one here by that name. / There's nobody here by that name. / No one is here by that name.
這裡沒有這個人。

• 範例 (打電話)

Simon: Hello? I'd like to speak to Vivian, please.
喂？我想請維維安聽電話。

Vivian: Speaking. Who's calling, please?
我就是，請問你是哪位？

Simon: Hi Vivian. This is Simon of ABC.
嗨，維維安，我是來自 ABC 的賽門。

Vivian: Oh, hi Simon! So nice to hear from you. What can I do for you today?
哦，賽門！很高興接到你的電話，今天能如何為你服務？

• 範例 (接電話)

Vivian: Good morning, Vivian speaking. How can I help you today?
早安，我是維維安，今天能如何為您服務？

Simon: Good morning, Vivian. Can I speak to Maria, please?
早安，維維安。我想請瑪麗亞接電話。

Vivian: Sure, would you like to hold the line for a moment? I'll go check and see if she's available.
好的，請稍後，我去找。

• 範例 (打錯)

Simon: Hello? May I speak to Chris, please?
喂？我想請克里斯接電話。

Vivian: I'm sorry, I think you have the wrong number. There's no one here by that name.
不好意思，您打錯了，這裡沒有這個人。

Simon: Really? Is that 0288726489?
真的嗎？那是 0288726489 嗎？

Vivian: No, it's 0288126489.
不，這是 0288126489。

Simon: Oh, my apologies.
哦，抱歉。

Vivian: Not a problem. Have a nice day. Good-bye.
沒事，祝愉快，再見。



不接電話

1. Sorry, she is out now. / she's not in. / she's not here now. / she's out of the office right now. / she has stepped out. / she's not in right now. / she's not here at the moment.
不好意思，她目前不在。

2. He is tied up right now. / He's not available now. / He's unable to take your call right now. / He's not able to take your call at the moment. / He cannot come to the phone right now.
他目前不方便接電話。

3. He's on another line right now. / He's with someone right now.
他正在通話中。



留言

leave a message 還是 take a message？哪個是「我要留言」或「你要留言」？關鍵在於代名詞如何搭配動詞，如：

- "you" + "leave" = 對方留言，詢問對方是否要留言。
- "you" + "take" = 請對方幫你留言，你要留言給對方。
- "I" + "leave" = 表示你要留言給對方。
- "I" + "take" = 表示你可以幫對方留言。

看看以下的常用句子。

1. Do you want to leave a message? / Would you like to leave a message? / May/Can I take a message? / Do you have a message for him? / Do you have a message that I can pass on to him? / Is there any message I can give him? / Would you like me to relay a message for you? / Do you want to leave word for him?
你要留言嗎？

2. Could you take a message? / Can/May I leave a message? / I'd like to leave a message.
我可以留言嗎？/ 我要留言。

3. I'll give him the message. / I'll see that he gets the message. / I'll make sure he gets the message.
我會轉告他的。

• 範例 (對方留言)

Ivy: Maria is tied up right now. Would you like to leave a message for her?
瑪麗亞現在不方便接電話，您要留言給她嗎？

Liz: Okay, please tell her to return my call today. Thanks.
好吧，請她今天回我電話，謝謝。

Ivy: No worries. I'll see that she gets the message.
沒問題，我會轉告她的。

• 範例 (留言給對方)

Ivy: Maria is away today. Do you want to call again tomorrow?
瑪麗亞今天不在，您要明天再打個電話嗎？

Liz: No, can I leave a message instead?
不，我可以留言嗎？

Ivy: Sure. What would you like me to tell her?
沒問題，您要我告訴她什麼呢？

Liz: Please tell her to pick me up from the airport tomorrow at 4 pm. Thanks.
請告訴她明天下午 4 點到機場接我，謝謝。

Ivy: Okay. I'll make sure she gets the message.
好的，我會轉告她的。

英語電話常用語很簡單，不是嗎？今天起就從這些簡單句子開始克服你對英語電話的恐懼吧！

These English telephone skills are easy, aren't they? Let's overcome the fear of answering English telephone calls with these skills from now on!



開源分布式存儲技術介紹

作者：張江廠 / ICS / DNS / SAI PLM / 張欣雨

步入大數據時代，數據量急速增加，市場對於數據的存儲和操控不斷提出新的要求。為了滿足對大規模數據的存儲，並能保證數據的可靠性，同時又能隨著數據量的增加而擴容，業界開發了多種軟體定義存儲系統。目前開源的項目有 GlusterFS、Lustre、OpenStack Swift、Ceph 等。Ceph 運用同一套系統，提供對塊存儲、文件存儲和對象存儲的支援，並具有橫向擴容能力和故障容災能力而受到越來越多的關注。

Ceph 簡介

Ceph 是一套當前比較流行的開源軟體定義存儲系統，採用分布式、去中心化的設計，客戶端通過高速乙太網訪問存儲系統，系統內部也通過網絡進行交互。存儲設備可以不受地域的限制，並且可以便捷的添加新設備和捨棄故障設備，達到規避單點故障和存儲容量動態控制的效果。這些功能的實現依賴 Ceph 的架構設計。

Ceph 的整體架構包括監視器、管理器、OSD、元數據服務器等核心功能組件。Ceph 提供 Librados 應用程序庫，暴露外部訪問的標準入口，用來支援三種存儲類型。客戶端通過上層應用軟體訪問 Ceph 集群，最終完成存取物理磁盤的操作。Ceph 整體架構如圖 1。

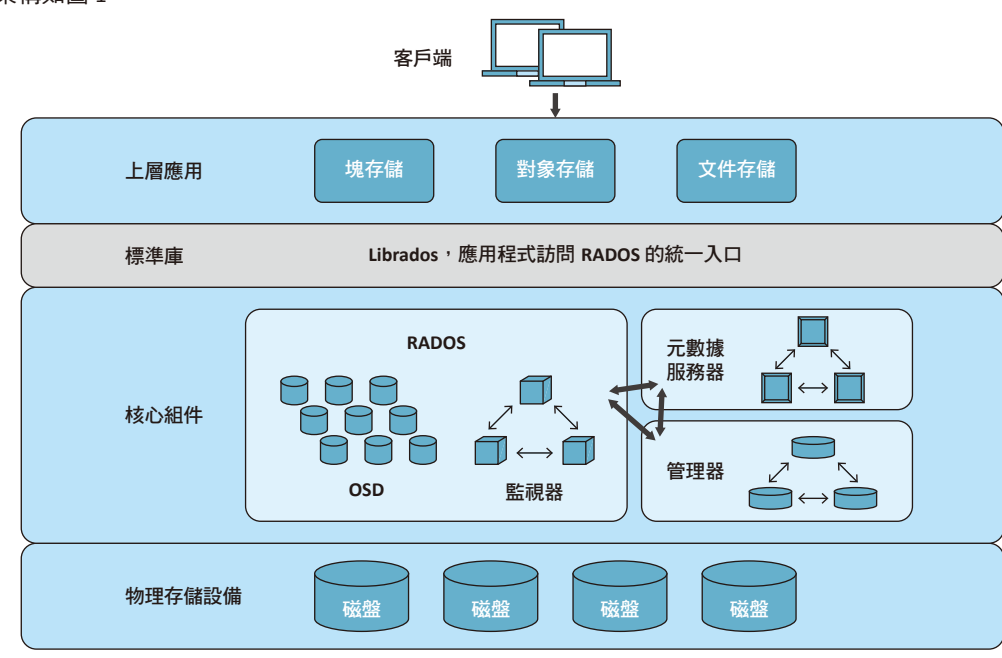


圖 1
整體架構

Ceph 的核心組件

- 監視器：維護集群的各組件映射信息，以供客戶端訪問 Ceph 集群及集群內部正常通信；管理守護進程和客戶端之間的身份驗證。監視器是具有 Ceph 監視功能的物理節點。
- 管理器：跟蹤 Ceph 集群運行時的整體狀態，包括利用率、性能、負載等；管理基於 Python 的模塊，以便應用程序訪問。管理器是具有 Ceph 管理功能的物理節點。
- OSD：存儲數據，處理數據的複製、恢復、重均衡；檢查 OSD 進程間的心跳機制，向監視器、管理器提供監控信息。OSD 由存儲設備轉換而成，如磁盤。
- 元數據服務器：存儲和管理 Ceph 文件系統的元數據，兼容 POSIX (Portable Operating System Interface, 可移植作業系統介面) 文件系統。它是具有 Ceph 元數據服務器功能的物理節點。
- RADOS：Ceph 數據存儲的核心，由大量存儲設備節點組成，節點有自己的硬體資源、軟體系統和文件系統。
- Librados：標準庫，提供 PHP、Ruby、Java、Python、C 和 C++ 語言的支援，應用程式透過它訪問 Ceph 集群。
- RBD、RadosGW、CephFS：Ceph 的應用接口層，在 Librados 的基礎上提供更高的抽象層次，便於客戶端訪問。

工作原理分析

Ceph 存儲集群從客戶端接收數據，處理並轉換為對象。每個對象屬於邏輯上的一個歸置組。每個歸置組屬於邏輯上的一個存儲池。以歸置組為單位，根據預先設置的存儲策略，經 CRUSH 算法，找到待存儲的 OSD 組。再由 OSD 進程處理存儲操作，最終存儲到物理磁盤上。數據讀取也是同樣的原理，找到 OSD 並把數據傳回給客戶端。

Ceph 集群的底層有多副本和糾刪碼兩種存儲方式，二者分別通過冗餘備份和冗餘校驗塊的形式，實現了數據的存儲和故障數據的恢復。其中，多副本相對計算量小，IOPS（每秒的輸入 / 輸出）高，延遲低。本文主要以多副本為例介紹。

Ceph 的對象、歸置組、存儲池、OSD 的關係如圖 2。

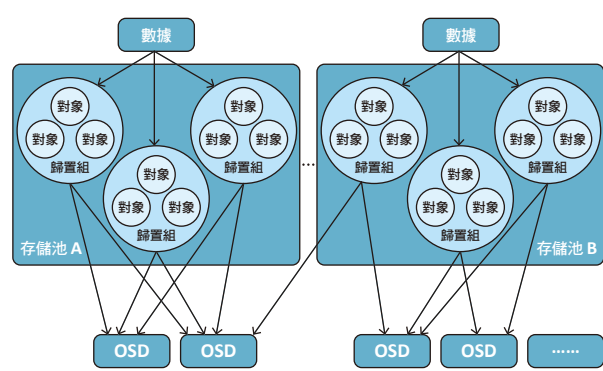


圖 2
數據存儲組件關係圖



Ceph 邏輯組件

- 對象：存儲到 Ceph 集群的最小單位，默認大小 4MB，可以根據實際應用調整。
- 歸置組：存放對象的集合，是存儲到 OSD 設備上的最小單位。
- 存儲池：是歸置組的所屬空間，也是存儲數據邏輯上的分割域。分為副本池和糾刪碼池。
- Hash 算法：把對象 ID 轉換成一串十六進位的數字，作為後續存儲輸入的唯一標識。
- 存儲策略：根據設備的實際部署情況，預先定義的存儲規則。存儲設備可支援異地部署，實現跨域、跨機房、跨設備的存儲。
- CRUSH 算法：Ceph 數據存儲的核心算法。根據 Ceph 設備的層次信息和預先定義的存儲策略，從邏輯上的根節點開始，逐級遍歷查找數據中心，機房，機架，主機，存儲設備，最終確定數據存儲位置。Ceph 設備層次結構如圖 3。

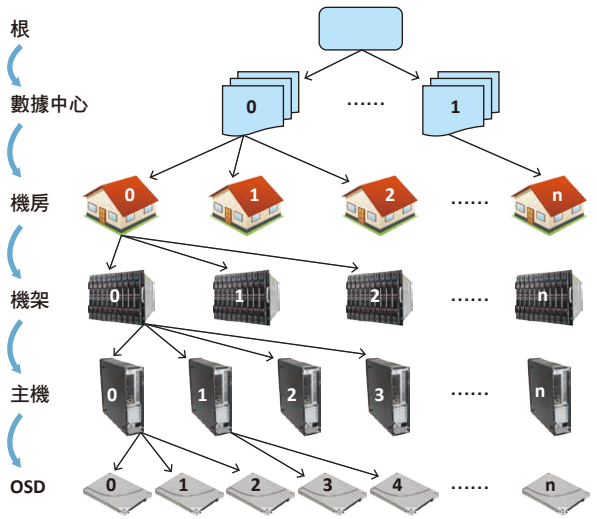


圖 3
層次結構圖

以一次寫入操作為例，介紹 Ceph 的存儲過程。首先，給定一個待存儲的文件（即數據）和存儲池，接著照以下步驟完成存儲。

- 切分數據並轉換為對象，得到對象的唯一標識。
- 經由 Hash 算法傳遞對象和歸置組數，計算出對象待存放的歸置組唯一標識。
- 根據預先設置的存儲規則，經由 CRUSH 算法傳遞歸置組唯一標識，查找到存儲對象的 OSD 組。
- 將對象存儲到 OSD，最後存儲到物理磁盤。

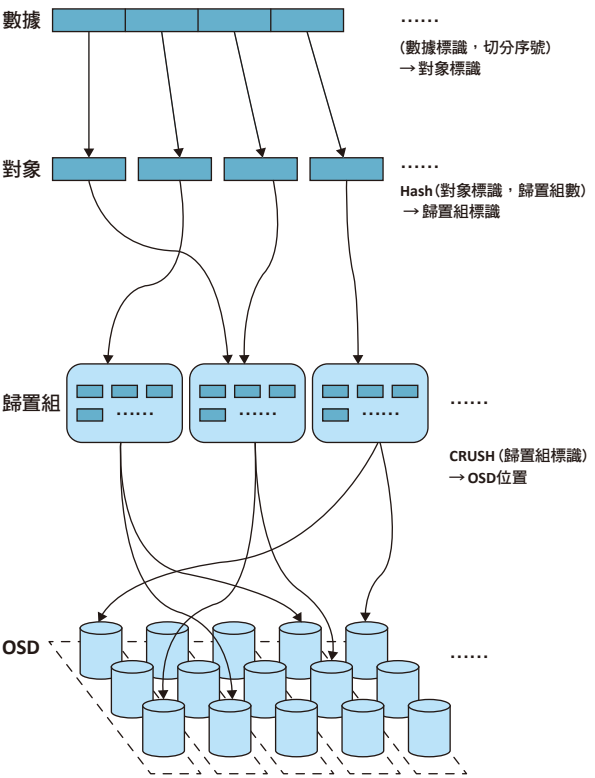


圖 4
數據存儲流程圖

功能特點

基於 Ceph 的架構設計及原理，其具有以下特點。

- 分布式存儲
Ceph 的機制是將數據分別存儲在不同的機器上，並將數據存儲和恢復的部分任務下發給 OSD 存儲節點完成，均衡了存儲壓力和故障數據恢復對效率造成的影響。
- 高可用性
Ceph 可以通過存儲冗餘數據，達到故障數據恢復的功能，避免數據的丟失；Ceph 的監視器、管理器等組件分別建在不同的節點上，組件內部交互並分別保存著 Ceph 集群運行的信息，確保數據的一致性。Ceph 的高可用性可使某些同類組件的當機不影響集群運行，規避單點故障。
- 高可擴展性
Ceph 的設計及核心算法，支援在某一層級添加新的設備到集群，實現橫向擴展。如圖 3，添加一台主機 4 到機架 0，通過 Ceph 管理端軟體遠程對主機 4 進行配置使其加入到集群，主機 4 掛載的存儲設備即可轉化為集群的 OSD，實現擴容。
- 高性能
在獲取了集群映射信息之後，客戶端可在與 Ceph 集群交互時直接與 OSD 存儲節點通信，同時降低延遲。Ceph 在存取操作時，支援高併發與高吞吐量。CRUSH 算法支援通過配置存儲規則將數據分層，即把熱數據存儲到 NVMe、SSD 等高速磁盤上，冷數據存儲到一般固態硬盤上，這樣不僅節約成本，也加快了數據存儲和讀取的效率。
- 支援三大存儲
Ceph 使用一套系統與依賴 Librados 庫，即實現了統一存儲，並提供對 PHP、Ruby、Java、Python、C 和 C++ 主流開發語言的統一支援。

便捷的集群管理

目前，可以通過 Web 網頁的形式，直接管理和監控 Ceph 集群運行時的狀態，如圖 5 是 Ceph 網頁管理概覽圖。另外，Ceph 還支援與現有第三方技術融合，比如釘釘，實現容量超限預警和集群故障報警的功能，便於維護。

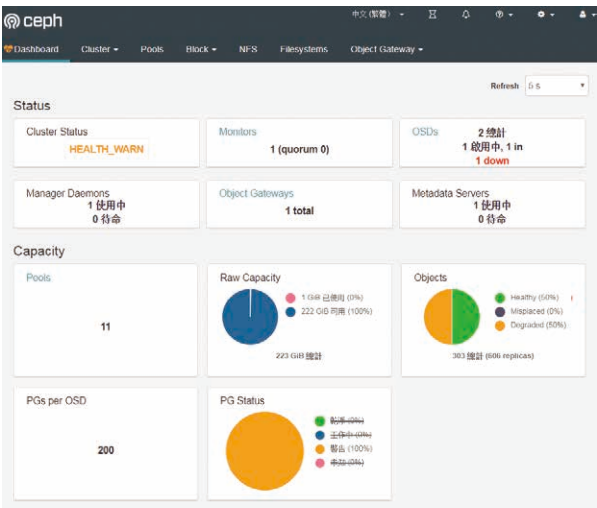


圖 5
網頁管理概覽圖

當然也可以通過命令列，運用 Ceph 自身提供的工具，比如 Ceph-deploy、Cephadm 等，管理和維護集群的正常運行。

結論

Ceph 作為一款開源分布式存儲軟體解決方案，具有高可用性、高可擴展性、高性能、統一存儲的功能，也支援透過網頁或命令列進行便捷的管理。但 CRUSH 算法需要根據預先設計的存儲策略搜索具體的位置，該策略的設置對技術團隊要求比較高。另外，Ceph 在擴容和數據重均衡時，這個過程存在大量的數據遷移，導致集群性能的低下，因此對 CPU 和內存有一定的要求。

Introduction of Open Source Distributed Storage Technology

Author: Zhangjiang Site / ICS / DNS / SAI PLM / Judy Zhang



In the era of big data, the volume of data increases dramatically. For the storage and management of data, market puts forward new requirements constantly. To meet the storage of large-scale data, ensure the reliability of data and expand the capacity with the increase of data, the industry has developed many software defined storage systems. About open source projects now, include GlusterFS, Lustre, OpenStack Swift, Ceph, etc. For the supports of block storage, file storage and object storage, and having the ability of horizontal expansion and fault tolerance, Ceph is getting more and more attentions.

A Brief Introduction to Ceph

Ceph is a popular software defined storage system which is open-source, and adopts distributed and decentralized design. Clients visit the cluster through high-speed Ethernet, and so do the internal units. The storage devices are not limited by region. We can add new devices and discard the fault devices easily, which avoid single point of failure and control storage capacity dynamically. All of these functions depend on the design of Ceph.

The overall architecture of Ceph includes some core components, like monitor, manager, OSD, metadata server etc. Ceph provides an application library named Librados, exposing the standard access portal to support three applications. Using the upper application software, clients can access Ceph cluster, and finally realize the storage and read operation on the physical disks. The overall architecture of Ceph is shown in Figure 1.

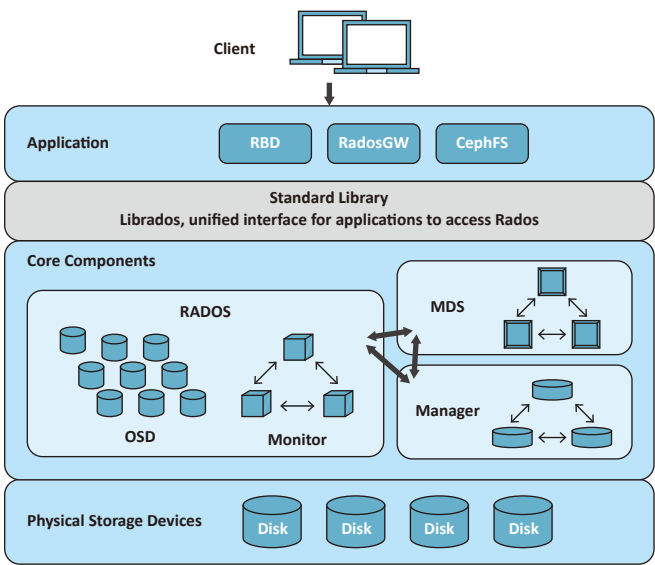


Figure 1
The Overall Architecture of Ceph

The Core Components of Ceph

- **Monitor:** Maintain the mapping information of each component in the cluster, which for clients to visit the cluster, and for units to communicate within the cluster; manage authentication between daemons and clients. Monitor is a machine with monitoring functions.
- **Manager:** Track the runtime overall status of Ceph cluster, including utilization, performance, workloads, etc; manage modules which based on Python for the functional application. Manager is a host with Ceph management functions.
- **OSD:** Store data, process data replication, recovery and rebalance; check the heartbeat of other OSDs to provide monitoring news to the monitor and manager. OSD is converted from physical storage devices, such as disks.
- **MDS:** Store and manage metadata for Ceph File System(CephFS) and POSIX-compliant. MDS is a physical host with Ceph metadata service functions.
- **RADOS:** The core of storage, which consists of a large number of storage nodes. Each node has its own hardware resources, OS and file system.
- **Librados:** A standard library provides support for PHP, Ruby, Java, Python, C and C++ languages. Through the Librados, applications can access Ceph cluster.
- **RBD, RadosGW, CephFS:** The application interface layer of Ceph, provides a higher level of abstraction based on the Librados library, which is easy for clients to access.

Analysis of Working Principle

Ceph cluster receives data from the client, processes and converts it to objects. Each object belongs to a logical PG (Placement Group), and each PG belongs to a logical pool. By PG, according to the storage strategy, find the OSDs to be stored by CRUSH algorithm. Then the OSD processes the storage and stores data into the physical disk finally. So as the read operation, find OSD and return data to the client.

At the bottom of Ceph cluster, there are two storage methods, multiple copies and erasure code. Through redundancy backups and check blocks separately, they get the goal of data storage and fault data recovery. We will take multiple copies as an example for its low computation, high IOPs(Input/Output Operations Per Second) and low latency.

The relationships among objects, PGs, storage pools and OSDs in Ceph are shown in Figure 2.

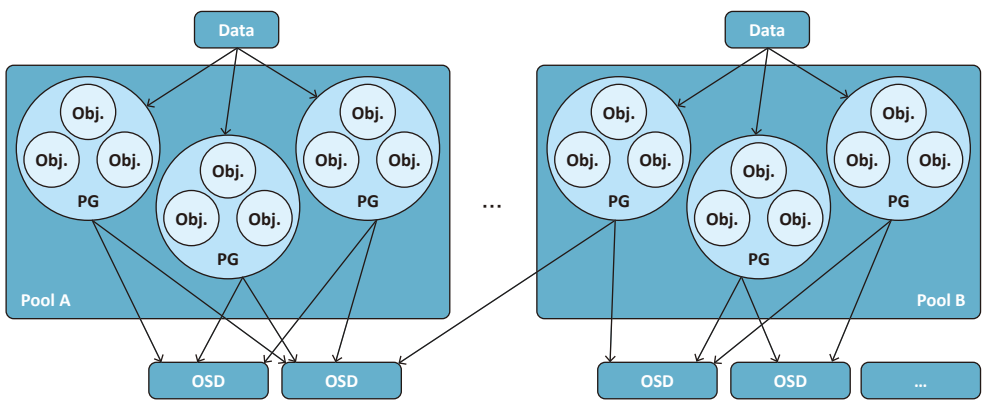


Figure 2
Data Storage Component Diagram

The Logical Components of Ceph

- **Object:** It is the smallest unit which is stored in Ceph, 4MB by default and can be adjusted according to the actual use.
- **PG:** It is the smallest unit stored on OSD devices and the collection of storage objects.
- **Pool:** It is the spaces of the PGs, and also the stores data by the logically domain. It has two types: replica pool and erasure pool.
- **Hash:** Convert the object's ID into hexadecimal numbers as the unique identifier of input of subsequent storage.
- **Storage Policy:** They are the predefined storage rules according to the actual deployment of the devices. Devices can be deployed at different locations to achieve storage that can cross domains, machine rooms and devices.
- **CRUSH:** It is the core algorithm of data storage. According to the hierarchical information of Ceph devices and predefined storage rules, we can start from the root node, then traverse data center, machine rooms, racks, hosts and storage devices step by step, and find the data storage location at last. The equipment hierarchy is shown in Figure 3.

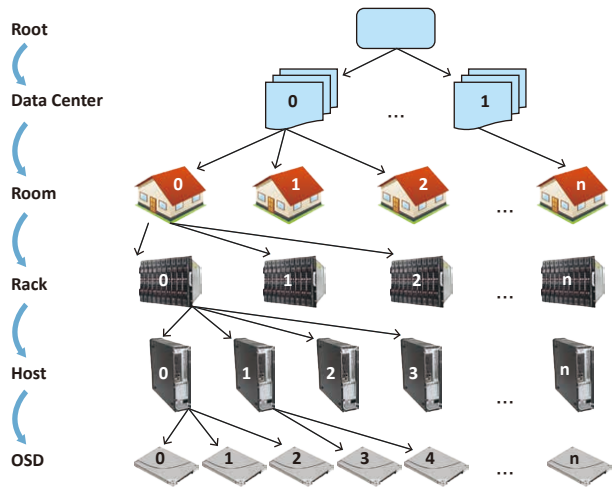


Figure 3
Equipment Hierarchy

The following will take a write operation as an example to introduce the stored procedure in detail of Ceph cluster. First, give a file to be stored and a target storage pool, then follow the steps below to finish storage.

1. Cut data and convert to objects to get the unique identifier of each object.
2. Pass the number of objects and PGs through Hash algorithm and get the unique identifier of the PG to be stored.
3. According to the preset policy rules, passing the unique identifier of the PG through CRUSH, find the OSDs to be stored.
4. Store objects to OSDs, and then to physical disks.

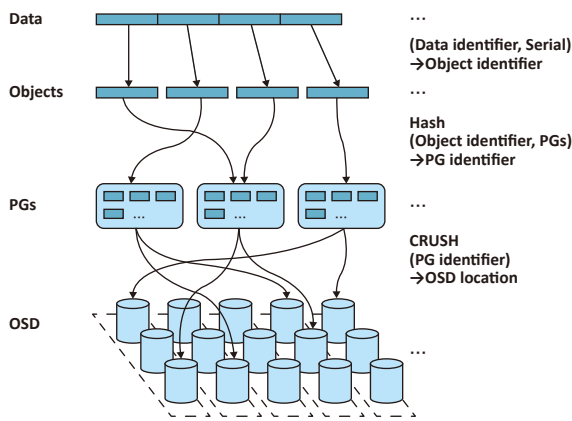


Figure 4
Data Storage Flow Chart

Functional Features

Ceph has the following characteristics based on its architecture design and principle.

• Distributed Storage

The mechanism of Ceph is to store data on different machines, and then send the data storage and partial recovery tasks to the OSD nodes, balancing the impact of storage pressure and data recovery on business.

• High Availability

Through storing redundancy data, Ceph can achieve fault data recovery and avoid data loss. Monitors, managers and other units are built on different nodes, and they can interact with each other, saving information of Ceph respectively and ensuring the consistency of data. So failure of some similar units will not affect normal operation of cluster, and avoid single point failure.

• High Scalability

The design and the core algorithm of Ceph support adding new devices to the cluster at a certain level, realizing horizontal expansion. As in Figure 3, when adding a host 4 to rack 0, using the tools of Ceph to configure host 4 remotely and join it to the Ceph cluster, then the attached storage devices can be used as the OSDs of the cluster to realize capacity expansion.

• High Performance

After obtaining the Ceph cluster mapping information, client can communicates with OSDs nodes directly at the client interact with cluster, which can reduce the delay. Ceph also supports high concurrency and high throughput. Through

configuration of rules, CRUSH algorithm supports to store hot data on NVMe, SSD and other high-speed disks, and store cold data on general solid-state disks, which save costs, and speed up the efficiency of data storage and reading.

• Supports Three Types of Storage

By using one system and relying on Librados library, Ceph realizes unified storage. Moreover, it provides unified support for popular development languages, such as PHP, Ruby, Java, Python, C and C++.

• Convenient Cluster Management

By using web page, we can manage the running state of Ceph cluster directly. Figure 5 is the overview of web management. Besides, it can be integrated with the third-party technologies, like DingTalk, to realize the capacity warning and fault alarm functions for maintaining easily.

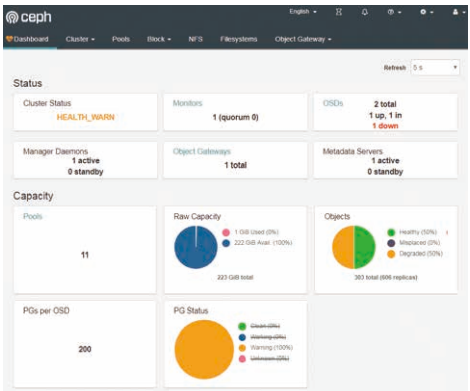


Figure 5
Overview of Web Management

Also, you can manage and maintain the Ceph cluster through the command line by using the tools such as ceph-deploy and cephadm provided by Ceph.

Summary

As an open source distributed storage software solution, Ceph has functions of high availability, high scalability, high performance, and unified storage. Furthermore, Ceph supports convenient management through web page or command line. However, when searching the specific location, CRUSH algorithm needs the predefined storage strategy, which the setting requires a high level of the technical team. Besides, during expanding and rebalancing data, a large scale of data migrations leads to the low performance of storage cluster, so there are CPU and memory requirements.

環旭電子新聞集錦

USI News

編輯整理：CSO / 行銷企劃部 Marketing Communication

強固型掌上型裝置和平板電腦領導廠商 全面採用環旭電子 SOM 系統模組



(2020-04-22 上海)全球電子設計製造領導廠商環旭電子 (SSE: 601231) 以微小化無線技術模組及強固型移動無線終端裝置的設計經驗推出適合強固型掌上型裝置和平板電腦的 SOM(System on Module) 系統模組：MS-01 PRO WWAN 多頻無線系統模組和 MS-01 WiFi 無線通訊系統模組。這兩款模組業界品牌領導廠商全面使用在其各種工業物聯網應用場景的解決方案。



USI SOM System Modules Adopted by Leading Brands in Rugged Handheld Devices and Tablet Computers

(2020-04-22 Shanghai) USI (SSE: 601231), a leading electronics designer and manufacturer in the world, announced the launch of its SOM (System on Module) modules for rugged handheld devices and tablet computers. The MS-01 PRO WWAN multi-frequency band wireless System on Module and the MS-01 WiFi wireless System on Module were developed based on USI's experience in designing miniaturized wireless technology modules and rugged mobile wireless terminals. Today, leading brands are fully utilizing these two types of modules in their solutions for various industrial IoT applications.



環鴻科技與臺灣國立交通大學推進產學合作



(2020-05-05 上海) 環旭電子 (SSE: 601231) 旗下臺灣子公司環鴻科技與知名的研究型學府臺灣國立交通大學 (簡稱「交大」) 已有兩年的產學合作項目，雙方正在討論 2020 年的新專案，將依託各自優勢，取得更豐富的合作成果。



USI Extends Industry-Academia Collaboration with National Chiao Tung University in Taiwan

(2020-05-05 Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. (USI, SSE: 601231) has extended its successful 2-year industry-academia collaboration with the highly acclaimed National Chiao Tung University in Taiwan (NCTU) via its subsidiary, Universal Global Scientific Industrial Co., Ltd (USI-TW). The two parties are conducting discussions on new projects in 2020 that aim to leverage the strengths of both entities.



環旭電子與博通合作推出 SiP 無線晶片模組佈局 Wi-Fi 6E 市場



(2020-06-17 上海)環旭電子 (SSE:601231) 是博通 (Broadcom) 主要的 Wi-Fi 無線通訊模組合作夥伴，針對越來越多要求小型化、行動力及傳輸效率的終端設備，環旭電子希望將自身微小化

技術與博通新的無線晶片方案 BCM4389 結合，打造出體積更小、功能更加強大的 WM-BAX-BM-62 SiP 無線模組產品。此晶片模組樣品將於本季度提供給一線品牌手機客戶進行評估及測試，並於今年第四季後開始提供給其他客戶。



USI and Broadcom Launch Wireless SiP Module for Wi-Fi 6E Market

(2020-06-17 Shanghai) USI is a key partner of Broadcom in the field of Wi-Fi communication modules, and is leveraging on its cutting edge miniaturization technology with Broadcom's BCM4389, the world's first Wi-Fi 6E chip, to develop the WM-BAX-BM-62 SiP module. The WM-BAX-BM-62 SiP is a high performance module with a small footprint designed to meet the ever increasing consumer needs for miniaturization, mobility and efficient data transmission speeds. Samples of the module are scheduled to be provided to leading smartphone brands for evaluation and testing this quarter and to other customers early next year.



環旭電子惠州廠破土動工 夯實華南地區長遠發展的根基



(2020-06-29 上海)全球電子設計製造大廠環旭電子 (上海證券交易所代碼：601231) 2020 年 6 月 28 日舉行惠州廠破土動工儀式，該專案是大亞灣區省重點專案之一。該新廠投資項目於 2019 年 1 月經公司董事會審議通過並設立旗下新公司—環榮電子 (惠州) 有限公司，計畫投資總額不低於人民幣 13.5 億元 (包括土地出讓金)。



USI Holds Groundbreaking Ceremony for Its Huizhou Manufacturing Facility to Reinforce Its Foundation in Southern China

(2020-06-29 Shanghai) USI (SSE: 601231), a leading global electronics designer and manufacturer, held a groundbreaking ceremony for its Huizhou manufacturing facility (Guangzhou, China) on June 28th, 2020. The new USI facility is hailed as one of the major provincial-level projects in the Daya Bay area. The Huizhou facility investment was approved by the company's board of directors in January 2019, and a new subsidiary, Universal Global Technology (Huizhou) Co., Ltd was incorporated for that purpose. The total planned investment is estimated to be at least RMB 1.35 billion, including land transfer fees.



東西方職場文化

作者：波蘭廠 / ADM / 財務總處 / 賈瓦德・哈山

探索不同文化是我們生活中最有價值的事情之一。但到另一個國家旅行或工作時，你可能會遇到各種文化上的衝擊。我在這裡簡單整理了一些東西方企業職場文化的對照，希望能夠幫助你面對當在工作或出差時可能會體驗到的職場文化差異。在與不同文化背景的夥伴進行合作時，瞭解彼此的文化差異是很重要的。同時這也可以幫助到你迴避不必要的風險。



人際關係

職場間的文化差異包含對個人空間與肢體接觸的不同期望程度。和同事、朋友或陌生人要相處到多親近？各國之間有很大的差別。在西方職場上，同事間普遍都會避免與他人建立更深一層的關係。相反地，在亞洲文化中，與其嚴格保持專業工作上的往來，不如彼此共享與建立更緊密的長期關係。而在 USI 工作時，我與外國同事們的職場關係是還滿不錯的，他們都願意彼此幫忙，也總是渴望學習新事物。

溝通交流

在商業領域上，有些提示詞在東西方有著相當不同的涵義。例如：像「Yes」，在西方文化中通常表示「同意」，但像在亞洲文化或是一些高情境文化下，「Yes」通常指的是對方理解你的訊息，但他不一定同意該訊息。另一個例子是當你與亞洲的商業夥伴進行協商時，對方保持沉默可能是對你的提案不滿意。比起西方文化偏好坦白開放的表達方式，東方的職場文化較注重避免直接的無禮回覆。

平衡工作與生活

從我的觀察看來，亞洲的員工不太介意延長工作時間，或者說加班，即使下班後他們也依然在回覆業務上的問題。另一方面，西方人較喜歡保持工作與生活的平衡，所以他們並不太喜歡超時工作，而他們的私生活也與工作完全分開。以我自己的經驗來說，我也喜歡保持工作與生活之間的平衡，所以如果我知道某位同事下班或休長假，我寧願不去打擾他。不過我在 USI 的經驗大不相同，因為當我要聯絡其他廠的同仁時，都是對方的下班時間，所以他們即使離開辦公室後，還是會持續與其他國家的同仁聯絡。

肢體語言

在大多數西方國家，眼神的交流非常重要，因為它顯示出你的信心程度和你與他人互動的狀況。假設有人在講話時把視線移開，那可能代表他不感興趣，想要找其他人說話。在一些中東國家，當與同性別的人交談時，眼神的交流會表現出對話題的興趣與對說話者的尊重，若在對談中避開目光，會被視為毫不在意。

語言

在更大程度上，語言決定著社會的價值與性質。當人們從一地來到另一地時，語言可能會成為開展當地業務的優勢或劣勢。在某些國家，方言的使用甚至有可能會造成彼此商業往來的阻礙。在一些國家使用次文化語言也可能造成溝通障礙。像是我們在歐洲講的笑話內容也不同於亞洲。此外，俚語在不同地區也可能代表不同意涵。所以有時人誤解俚語真正的意思，甚至很容易解讀成完全相反的意義。

態度與價值觀

個人態度與價值觀會因地制宜。在打入當地市場前，瞭解當地環境與文化也是很重要的。例如，亞洲人傾向於跟他們熟識及可信任的客戶打交道。若想要在亞洲市場開展業務，必須要和當地人建立良好的友誼與信任，並非只是短期，而是需要長期的保持維繫。

我在 USI 的工作經驗總體來說進展順利，就像我上述提到的，當面對文化衝突時，我可能會以不同角度去思考對方因我的提議與行為所出現的反應。在 USI，我們擁有國際交流的平台，而主要的交流語言是英語。這對員工和企業來說都是一個優勢。另外，與其他廠區的同仁互動是一個很好的交流機會，能夠讓我們去探索他們的文化以及學習他們如何思考與反應，這樣對我們的工作也會是相當正面的。

Eastern VS. Western Workplace Culture

Author: Poland Site / ADM / Finance / Jawad ul Hassan

Exploring different cultures is one of the most valuable things we can do in our life. However, we may encounter various culture clashes when traveling or working in another country. I listed some contrasts between Eastern and Western work culture. I hope that it will help you confront some corporate cultural differences that you are likely to experience during your work or business trip. Understanding each other's cultural differences is important when we collaborate with partners from different cultures. Simultaneously, this also can help you avoid unnecessary riskies.

Relationships

Cultural differences in workplace include different levels of expectations about personal space and physical contact. How close are we getting along with our colleagues, our friends or strangers? It varies widely between countries. In Western workplace, it is common for employees to avoid building deeper relationship with others. On the contrary, in Asian cultures, instead of maintaining professional relationships strictly, sharing mutually and developing closer long-term bonds are favoured. In USI, I have great relationships with my foreign colleagues. They are always willing to help each other and eager to learn anything new.

Communication

Some of Western and Eastern cues have significantly different implications in business. For example, the word "yes" usually means "agreement" in Western cultures. In Eastern and high-context cultures, the word "yes", regularly implies that the party understands the message, but he is unlikely to concur with it. The other example is when you negotiate with an Asian business associate, if the counterpart stays silent, it may signify the displeasure with your proposals. While frank and open expression may be desirable in Western cultures, Eastern workplace cultures often emphasize more on avoiding direct disrespectful response.

Balance Work and Life

In my observation, people from Asian countries do not mind to work longer time or overtime, even though after work, they still replying business queries. On the other hand, Western people like to have balance between work and life, so they don't prefer to work longer than normal working hours, and their personal life is totally separate from work. According to my personal experience, I also prefer keeping balancing between work and life. So if I know someone is off from work or on a long holiday, I would rather not to disturb them. Nevertheless, my experience in USI is quite different because when I contact someone in other sites, it is always during my colleagues' off-duty hour. Consequently, they still keep responding to worldwide colleagues, even though they have already left their workplace.



Body Language

In most Western countries, eye contact matters because it shows the confidence and your interaction status with other people. Assume that if someone looks away while the other person is talking, it means that he is uninterested and want to look for someone else to talk to. In some Middle Eastern countries, when conversing with people of the same gender, eye contact will show your interest in the topic and respect for the speaker. If eye contact is avoided in the conversation, it is seen as a lack of engagement.

Language

To a greater extent, language determines the values and nature of the society. As people travel from one place to another, language may be an advantage or disadvantage in engaging in business of local market. In some countries, dialects even may deter the business interaction among the people. The usage of sub-cultural languages is also a problem which causes communication barrier in some countries. Jokes we are cracking in Europe are also different from Asian ones. Besides, slangs also have different meanings in different regions, so sometimes people who misunderstands the real meaning of the slang may even interpret it in the opposite way easily.

Attitudes and Values

Individual attitudes and values will change from place to place. It is also important to understand the local environment and the culture before entering the market. For instance, Asian people tend to prefer to do business with the clients whom they know and trust. Companies which expect to do businesses in Asia have to form good friendship and trust with the local people, not just for a short time but for a long time to keep connecting.

My experience in USI is overall going well. As I described above, when facing culture clash, I could think from different angles about how the other person will react depending on my suggestions or behaviour. Here in USI, we have a platform for international communication, and our main communication language is English, which is an advantage for employees and business as well. Furthermore, the interaction with colleagues from other sites is a great opportunity to explore their culture and learn how they think and react, which is also quite positive for our work.

更新風景 季勇個展

藝術家：季勇
策展人：粘蓮花
資料來源：M 藝術空間

M 藝術空間非常榮幸為法國攝影藝術家 Guillaume Hebert（季勇）舉辦第三次個展。本次將展出藝術家 2017 年創作的《更新風景》和 2019 年創作的《超越平凡》兩個系列作品。我們選擇在這個時期將這些作品推到觀者的眼前，希望透過藝術家獨特的視角和超前的洞見，能引起人們些許的反思和共鳴。



季勇

Guillaume Hebert 又名 (Guillelmus Paulus Julianus)（中文別名季勇），法國視覺藝術家，專注於攝影創作，1969 年出生於法國諾曼第，畢業於卡昂美術學院，取得國家造型藝術高級文憑（DNSEP）。他於 2012 年起旅居臺灣六年，開始他的攝影創作。期間並經常往返中國大陸旅行。他目前與上海畫廊 M 藝術空間長期合作，並參加許多藝術節和博覽會。在亞洲朝聖後，2018 年他回到歐洲並在柏林定居一年進行主題創作。目前返回法國在南法阿維尼翁生活和工作。

《更新風景》— 微光閃現中的文化凝視

《更新風景》系列主要為作者自 2012 旅居亞洲六年延續環境議題的創作脈絡，主要拍攝地點為臺北、上海等城市；《超越平凡》是作者 2018 年再次返回歐洲生活，面對環境快速變遷與文化崩壞的衝擊與哀傷，其系列創作完成於柏林、巴黎兩地歷時一年。在此個展中精選展出季勇 2017-2019 期間的作品，作為呼應展覽主題的探討。

此雙系列作品以當代攝影的視角，結合了英國浪漫主義風景畫家威廉·特納 (William Turner, 1775-1851)，和德裔美國風景畫家阿爾伯特·比爾斯塔特 (Albert Bierstadt, 1830-1902) 等著名作品的創作視野。藝術家對繪畫和攝影兩種媒材的高度掌握，讓觀眾在乍看之下，形成合理的錯視畫面。

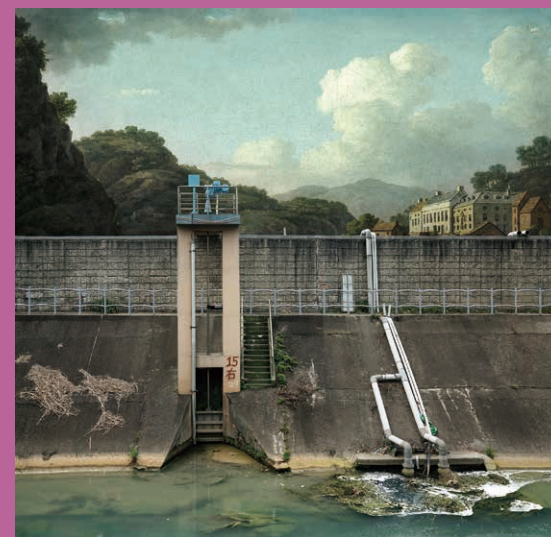
對於藝術家來說，攝影只是繪畫的延伸，畫面中田園詩般的自然景觀，與當代城市景觀形成諷刺性的對照，自然融合的畫面重塑了我們的感知和審美，詩意地描繪了生態和文化的悲劇。作者向觀者不斷地發出呼求並向觀眾提問—所有這些滋養藝術的文化遺產都去了哪裡？！

在此刻全球按下暫停鍵之後的重新出發，希望藉此展覽引發大眾對於自然生態與文化環境的保護與珍惜。

粘蓮花

二〇二〇年六月

備註：《更新風景》系列作品自 2018 年在歐洲攝影青年藝術節 — CIRCULATION(S)《迴圈》首度發表，得到歐洲評審團的公共大獎與觀眾票選出最喜愛的藝術家。大型作品牆被裝置在巴黎的市政府地鐵站及盧森堡地鐵站展示，並榮獲在 2018 第 49 屆阿爾勒攝影藝術節開幕晚會中特別推薦的殊榮，歐美媒體以頭版和專題探討季勇嶄新的創作風格並在網媒引起熱烈的討論；巴黎前衛攝影雜誌魚眼《Fisheye》更將其代表作品選入在 2018 的年鑑當中。



《更新風景 #19》
藝術微噴 / 113×110 cm / 2017



《冬日》
藝術微噴 / 127×110 cm / 2019

藝術家訪談

1. 展覽《更新風景》在全球疫情之後開幕，您有什麼話想對觀眾說嗎？

我認為我們應該樂觀地朝著進步的方向走，而不必擔心這可能帶來的經濟影響。人類消費太多，這對我們的環境和身心健康都造成了災難性的後果。透過這個疫情，我們應該反思並從科技依賴回歸到簡單本質的事情上。在這場健康危機中，大自然稍微恢復了它的權利。別再抑制它了。

2. 每一幅作品素材的拍攝地來自哪裡？

《更新風景》系列的大部分攝影素材都是在臺灣的臺北和臺南拍攝的，個別幾幅是在上海和烏布（峇里島）。《超越平凡》的拍攝地是在歐洲的柏林、布拉格、巴黎、阿爾勒和維也納。

3. 您從 2012 年起往返於臺北、上海和歐洲，在不同的地方進行創作。在創作的時候想的最多的是什麼？

這是一種感覺。風景帶給我的活力以及我審視它們的方式是決定性的因素。我很直觀的融入自己的想法。我既是過路人又是證人。

4. 這兩個系列作品的創作靈感和啟發，背後的故事是什麼？是先有了古典繪畫的背景素材再去拍攝，還是先拍攝後找背景素材？

這個問題很難回答。整個創作是一個長期的過程，隨著時間的推移而不斷完善。不過最初的想法是展示我們在景觀中的印記，並通過過去和現在之間的審美和環境問題，從而實現繪畫和攝影的融合。

5. 正因為您的攝影作品中既有繪畫的元素也有攝影的元素，您怎麼定義自己的藝術創作？

這定義了我的敏感性。攝影是繪畫的衍生，為了滿足兩者，我把它們組合成了一副圖像。我喜歡媒介會引起的這種模稜兩可的關係，以及它可能引起的所有話題。

6. 本次展覽中，您個人偏愛的作品是哪幅？為什麼？

我沒有特別的偏好，因為每幅作品都是獨立自主的，它們的呈現都符合同樣的要求，並不會產生競爭和比較。

7. 之前您有學過繪畫，後來選擇了攝影的方式來進行藝術表達，為什麼選擇攝影？有沒有人或事對您產生了很深刻的影響？

我認為更公平的說法是，我使用數碼多於攝影。數碼是當今非常普遍的工具，它提供了無數的可能性。我用它來實驗圖像，幾乎所有生成的圖像都是經過處理的。但不管是哪種媒介：圖片、攝影或數碼影像，都是一個圖像，換言之，只有結果才有意義。

8. 您接下來的創作會延續之前的脈絡嗎？可以簡單說一下接下來的創作計畫嗎？

這個系列是至今為止最大的，超過 200 幅的素材。而且我想我已經把這個話題講到極致了。對於未來我不知道，我的想像力足夠豐富並且可以同時做幾個項目，也可以創作出非常不同的作品。

Updated Landscape

Guillaume Hebert

Solo Exhibition

Artist: Guillaume Hebert
Curator: Lienhua Nien
Source: M Art Center

M Art Center is honored to hold the third solo exhibition for French photographer, Guillaume Hebert. The exhibition presents two series of works, *Updated Landscape in 2017* and *Beyond the Ordinary in 2019*. In this period of time, Hebert's unique perspective and advanced discernment can hopefully arouse people's reflection and resonance.



Guillaume Hebert

Guillaume Hebert, also called Guillelmus Paulus Julianus, is a French visual artist more focus on photography born in 1969 in Normandy. He graduated from the School of Fine Arts in Caen (DNSEP: National Superior Diploma of Plastic Arts). He started truly photography in Taiwan in the year 2012. He stays there for six years and goes regularly to mainland China. He currently collaborates with a Shanghai Gallery: M Art Center and participates in many festivals and art fair. After his pilgrimage, he returned to Europe where he remained in Berlin one year before returning to France. He currently lives and works in the papal city of Avignon.



Updated Landscape - Cultural Gaze in Glimmering

Updated Landscape is mainly about the environmental issues since Hebert's six years residency in Asia in 2012. The imageries are from Taipei, Shanghai and other cities in China. *Beyond the Ordinary* is created by Hebert when he moved back to Europe in 2018. Facing the impact and sadness of rapid environmental change and cultural collapse, these series took a year to complete in Berlin and Paris. These two series of works created between 2017 and 2019, as the theme of the exhibition.

Using the perspective of contemporary photography, *Updated Landscape* and *Beyond the Ordinary* combines the works of William Turner (1775-1851) *Avernus Lake Aeneas and the Cumaean Sibyl*; William Marlow (1740-1813) *View of Matlock Bath*; and Cole Thomas (1801-1848) *The Course of Empire: The Savage State*. Grasping painting and photography enables the audience to form a misperception at first sight.

Photography is just an extension of painting. The idyllic natural landscape in the picture forms a satirical contrast with the contemporary urban landscape. The naturally integrated picture reshapes our perception and aesthetics, and poetically depicts the tragedy of ecology and culture. The work constantly appeals and questions the audience - "Where are all these cultural heritages going?"

At this moment, the global press the pause button to start afresh, hoping that this exhibition will arouse everyone's attention and cherish for the natural ecology and cultural environment.

Lienhua Nien

June 2020

Notes: *Updated Landscape* won the 2018 Public Prize at the CIRCULATION(S) festival in Europe and voted as the favorite artist by the audiences. The large scale work was installed in the City Government metro station and the Luxembourg metro station in Paris. The series also won the "Best Recommended Work" in the opening night of the 49th Arles Photography Festival in 2018. *Fisheye*, the avant-garde photography magazine in Paris, selected *Updated Landscape* as the representative works in 2018.



Updated Landscape #13
Archival Pigment Print /
124×109 cm / 2017



Landing
Archival Pigment Print /
105×87 cm / 2019



Updated Landscape #4
Archival Pigment Print /
114×97 cm / 2017

Interview

1. What would you like to say to the audience after the global outbreak?

I think we should move towards edgework without worrying about the economic impact that this could have. We consume too much and this has disastrous consequences on our environment and our physical and mental health. We should free ourselves from our alienation towards technology and return to simple and essential things. During this health crisis, nature had slightly regained its rights. Let's not smother it again.

2. Where does each work taken from?

For the first series: *Updated Landscape* (2017), the photos were mainly taken in Taiwan, Tainan and Taipei mainly, and a few in Shanghai and Ubud (Bali). Regarding the second series: *Beyond the Ordinary* (2018), the photos have been taken mainly in Europe: Berlin, Prague, Paris, Arles and Vienna.

3. Since 2012, you have been traveled to Taipei, Shanghai and Europe. What do you think about the most when you create the work?

It's the feeling. The energy of the scenery and the way of scrutinizing the landscape are decisive. I blend in with the decor and act intuitively. I am both a passerby and a witness.

4. What is your inspiration for these two series of work? Do you have the background painting before taking the photographs or reversed?

It is difficult to answer this question. It is a long process which is refined over time. But the original idea was to show our imprint in the landscape and to address aesthetic and environmental questions between the past and now, hence this mix between painting and photography.

5. There are elements of painting and photography in your work, how do you define this artistic creation?

I think that defines my sensitivity. Photography is an extension of painting and as to satisfy both, I combine them into a single image. I like the ambiguity that this relationship of mediums can cause and all the questions that it can raise.

6. In this exhibition, what is your favorite work? Why?

I have no particular preference. Each work is autonomous and does not need to be compared to another. They are not in competition and their execution meets the same requirements.

7. Why do you use photograph as your current media? Has someone or something had a profound impact on you?

I think it's fairer to say that I use digital more than photography. Digital is a very common tool today that offers countless possibilities. I use it to experiment with the image. Currently, almost all of the images produced are processed pixels. But whatever the medium, a pictorial, photographic or digital image is always an image, in other words, only the result counts.

8. Will you continue to create the same context for a while? Can you simply talk about the plan for any future creation?

This series is by far the largest: more than 200 pictures. Also, I think I have exhausted the subject. For the future I do not know and my imagination is sufficiently versatile that I can do very different things, which is already the case. I work very quickly and I can work on several projects at the same time.

危機下的 情感連結與信任

作者：臺灣廠 / ADM / Corp. Service / 童婉怡

2020 年初，新型冠狀病毒疫情開始升溫，全球各地受到嚴重衝擊，各國政府所祭出的因應政策與遏止措施，打亂了所有企業的正常運作，使得企業必須針對業務計畫、營運及工作方式進行大量的調整與應變。面對這個全球性傳染病所帶來的嚴峻挑戰，企業比以往都更需要員工投入，同心協力度過這個艱難的時刻。

然而，這場全球性的健康危機讓人醒悟到，當人們為自身的安全與健康感到不安時，若沒有獲得足夠支援或安全感，根本無法專注投入工作。因此，為員工打造安全、安心且貼心的工作環境，協助員工面對疫情、回歸崗位、投入工作，強化員工對公司的信心與歸屬感，是 USI HR 的首要課題。

站在疫情第一線，成為每位員工的強力後援，USI 各廠區的 HR 扮演著不同的角色。

- 情緒支持者 — 穩定人員情緒
- 疫情關懷員 — 尊重、關懷員工
- 返崗協調員 — 協助員工安全返回崗位
- 高效溝通員 — 與各部門溝通，有效組織人力
- 健康防護員 — 員工身心健康的推手
- 防疫政策規劃員 — 規劃遵循政府法令且以員工健康為前提的公司防疫工作政策



金橋 / 盛夏廠 HR — 情緒支持者

新冠肺炎發生以來，為保證員工返崗後的身體健康，HR 制定重點地區返滬或抵滬（上海）未滿 7 天人員隔離保障措施，創設隔離管制的微信群組確認每日健康狀況，宣導衛教。初期，員工總是抗拒來到上海後還要被隔離，因此需要安撫。住進隔離宿舍後，員工反映沒熱水、對環境有意見、外賣拿不到等種種問題，HR 一邊安撫員工情緒，另一邊考量員工三餐的營養均衡，此外，限制外出讓口罩更難取得，因此每週日群組都會發出「下樓領取補給品」的通知，替隔離人員補充水果及口罩，確保他們受到貼心的照顧。疫情期間，穩定員工情緒成為 HR 的首要任務。

墨西哥廠 HR — 疫情關懷員

在中美洲的墨西哥廠同樣也受到疫情嚴重影響，除了提供員工防疫口罩、消毒、提醒保持社交安全距離外，更重要的是持續提供員工正確且透明的即時疫情狀況，對於任何疑似的案例，HR 都會主動與員工溝通，也設立「特別防疫溝通室」，主動跟疑似感染的員工面談，瞭解健康狀況，開放的溝通，讓員工感受到關懷與尊重。

深圳廠 HR — 返崗協調員

深圳廠是有最多湖北籍員工的廠區，一共有 342 位湖北籍員工在年初返鄉過節時遭遇封城，而無法在第一時間返回工作崗位，在封城及後續解封的過程中，HR 開始調整出勤政策、預支年假，讓員工不用擔心無法返崗。並在政府發布解封的第一時間成立微信群組，搭建湖北員工資訊交流互助並傳遞公司關懷的平臺。但因湖北各地政策隨時在變，HR 同仁必須積極配合員工隨時出具證明，協助員工可以即時提交離鄂返深的申請，而且考慮到解封初期客運資源緊張，為幫助員工盡快返深，HR 向公司申請交通費補貼，鼓勵員工透過多種方式解決交通問題，使他們順利返回深圳，完成了艱鉅的任務。

昆山廠 HR — 高效溝通員

疫情的衝擊下，HR 的工作並沒有暫緩，持續確保人員安全返崗及補足生產所需人力。發生疫情的第一時間，昆山廠的 HR 立即返回工作崗位，組織開展並配合 EHS 部門防疫防控工作，並隨時關注政府的政策變化。更重要的是與各單位協調溝通、制定 HR 方針，確保工作環境的安全以及員工的健康。疫情期間通行政策瞬息萬變，HR 與各部門主管保持高效溝通，宣導防疫、通行及考勤政策，並通過每日郵件追蹤瞭解各部門人員返崗狀況，2 月 25 日，員工返崗率達 75%，3 月 15 日返崗率達 95%，並於 3 月 25 日前共計招募了 810 人，高效地完成了人力供給。在所有人的共同努力下，昆山廠順利完成疫情期間的過渡，實現了預期的盈利目標。

張江廠 HR — 健康防護員

面對突如其來的疫情，「如何保就業促發展」成為公司首要的任務。面臨員工短缺、人員培訓，以及員工身心安全等挑戰，HR 部門即時應對，針對大批直接人員短缺問題，招募團隊開啟了嶄新的面試篩選通道，新增遠程視頻面試及遠程英文測驗。培訓團隊借用倉庫作為臨時教室，座位之間間隔 1.5 米，並錄製 e 化課程。一方面確保產線有充足人力，員工的身心安全同樣需要得到保障，HR 特別增加了「新冠病毒預防知識學習」課程，使同仁學習正確防疫知識，瞭解如何去保護自己的健康安全，唯有健康的員工，才有高效的產能。透過大家上下一心的努力，最終維持了公司產線的正常運作。

臺灣廠 HR — 防疫政策規劃員

臺灣在這次疫情的控制相對穩定，因此臺灣廠 HR 面臨的問題相對其他廠區較為不同，但卻也是最核心的問題，就是「防檢疫政策」。因應政府政策，需要配合主管機關居家隔離或居家檢疫的員工越來越多，為確保員工安全健康、以及工作上的安排，HR 在第一時間著手制定「防檢疫政策考勤規範」、「在家工作指引計畫」，讓員工有明確的指引計畫遵循，維護全體員工健康安全與公司業務運作。

疫情延燒至今已過大半年，全球性傳染病不會一夜間消失，面對這場抗疫馬拉松，除了短期疫情控制因應準備，在未來長期工作模式與人力資源管理模式改變的趨勢上，遠端互動的工作模式將成為常態。

HR 因應這次的疫情，開啟了遠端視頻招募、線上虛擬課程、遠距辦公室、網路研討會、視訊會議等措施，這些模式不是抗疫應變的短線選項，而是人力資源管理模式發展的長期旅程，這不僅僅是讓員工能夠安心地專注在工作上，HR 也將不遺餘力地在遠端工作模式下，深化員工對 USI 的情感連結與信任。



Emotional Connection and Trust in Crisis

Author: Taiwan Site / ADM / Corp. Service / Sandy Tong



In early 2020, as the epidemic of COVID-19 began to outbreak, the whole world was severely impacted. The responsive policies and deterrent measures taken by governments of countries. The normal operations of all enterprises are disrupted, so that they must make a lot of adjustments and adaptation on business plans, operations and working methods. Faced with the severe challenge brought about by this pandemic, enterprises need employees' commitment more than ever to survive this tough time together.

However, this global health crisis makes people realize that when people are uneasy about their own safety and health, they cannot concentrate on work without sufficient support or a sense of security. Therefore, creating a safe, secure and thoughtful working environment for employees, assisting employees in facing epidemics, returning to positions and putting in work, as well as strengthening employees' trust and sense of belonging to USI are the top priorities of USI HR.

Standing at the forefront of the epidemic and becoming a strong backup for every USI member, HR of each site played a different role.

- Emotional supporter - Stabilize employees' emotions.
- Epidemic carer - Respect and care for employees.
- Return coordinator - Assist employees to return to their jobs safely.
- Efficient communicator - Communicate with departments to organize manpower effectively.
- Health protector - Promote employees' physical and mental health.
- Anti-epidemic policy planner - Plan anti-epidemic work policies of USI that comply with government laws and take employees' health as the premise.

Jinqiao/Shengxia Site HR – Emotional Supporter

Since the occurrence of COVID-19, in order to ensure the health of employees after returning to work, HR has formulated isolation safeguard measures for employees in key areas that returned to Shanghai or arrived in Shanghai for less than 7 days, and created a WeChat group to confirm daily health status and promote health education. At the beginning, employees always resisted being quarantined after arriving in Shanghai, so they needed to be appeased. After staying in a quarantine dormitory, employees reported various issues such as lack of hot water, dissatisfaction about the environment and having troubles in collecting delivery. HR took care of the employees' emotions and considered the balanced nutrition of the employee meals. In addition, restricting going out makes it more difficult to obtain masks. Therefore, every Sunday, the WeChat group will issue a "go downstairs to get supplies" notice to supplement the quarantined personnel with fruits and masks to ensure that they were cared for. During the epidemic, stabilizing employees' emotions became the top priority of HR.

Mexico Site HR – Epidemic Carer

Mexico Site in Central America is also affected by the epidemic severely. In addition to providing employees with masks, disinfection and reminders to maintain a social distance, it is more important to continue to provide employees with accurate and transparent real-time epidemic situations. For any suspected cases, HR took the initiative to communicate with employees and also set up a "special epidemic prevention communication room" to talk to employees who are suspected of being infected to understand their health condition. Open communication makes employees feel care and respect.

Shenzhen Site HR – Return Coordinator

Shenzhen Site is the site with the most employees from Hubei. A total of 342 employees from Hubei encountered the lockdown of the city when they returned home for the holidays at the beginning of the year and could not return to Shenzhen right away. During the process of lockdown and subsequent lifting of lockdown, HR started to adjust the attendance policy and advance the annual leave so that employees do not have to worry about not being able to return to work. In addition, the WeChat group was created as soon as the government released the lifting of lockdown to build a platform for employees from Hubei to exchange information and help one another as well as convey care from USI. However, because policies in Hubei were changing at any time, HR must actively cooperate with employees to issue certifications at any time to assist them to submit applications in time for returning from Hubei; and considering the shortage of passenger transportation resources in the early stage of unblocking, in order to help employees return to Shenzhen as soon as possible, HR helped to applied for transport fare subsidy and encouraged employees to solve transportation problems in various ways so that they can return to Shenzhen successfully to complete the difficult task.

Kunshan Site HR – Efficient Communicator

Under the impact of the epidemic, HR's work had not been suspended; instead, they had continued to ensure the safe return of employees and make up the gap for the production manpower. As soon as the epidemic occurred, HR of Kunshan Site immediately returned to work, organized and cooperated with EHS Department to carry out epidemic prevention and control, and always paid attention to the change of government policies. What's more important is to coordinate communication with units and formulate policies to ensure the safety of the working environment and the health of employees. During the epidemic, the passage policy changed rapidly. HR maintains efficient communication with the heads of departments, promulgated the epidemic prevention, passage and attendance policies, and tracked the return status of staff in each department through daily emails. On February 25th, the return rate of employees reached 75%; on March 15th, the return rate was 95%, and a total of 810 people were recruited before March 25th. HR effectively completed the manpower supply. With the joint efforts of everyone, Kunshan Site successfully got through the epidemic and achieved the expected profit target.

Zhangjiang Site HR – Health Protector

In the face of sudden outbreaks, "how to maintain employment and promote development" has become the primary task of USI. Facing challenges such as staff shortages, staff training, and employees' physical and mental safety, HR responded immediately. For the massive shortage of direct labor, the recruitment team opened a brand-new interview screening channel adding remote video interviews and remote English tests. Moreover, the training team borrowed a warehouse as the temporary classroom with 1.5 meters between seats, and recorded e-courses. On the other hand, they ensured that the production lines had sufficient manpower and guaranteed the physical and mental safety of employees. HR particularly increased the "COVID-19 Prevention Knowledge Learning" course to enable USI members to learn the correct knowledge of epidemic prevention and understand how to protect their health and safety. A company is productive if it has healthy employees. Through the concerted efforts of everyone, the operation of production lines is returning to normal.

Taiwan Site HR – Anti-epidemic Policy Planner

The epidemic is under relatively stable control in Taiwan. Therefore, the problems being confronted by HR of Taiwan Site are relatively different from other sites, but it is also the core issue, the "inspection and quarantine policy". In response to government policies, there are more and more employees who need to cooperate with the authorities to isolate or quarantine at home. To ensure the safety and health of employees and work arrangements, HR set out to formulate the "Attendance Standards for Inspection and Quarantine Policy" and "Guideline of Work from Home", which give employees clear guidelines to follow as well as ensure the health and safety of all employees and business operations of USI.

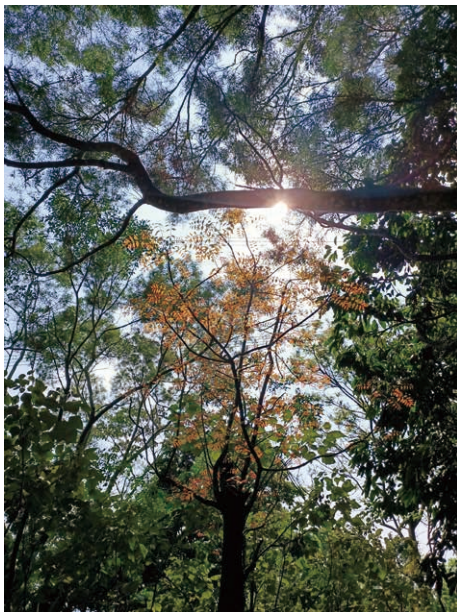
It has been more than half a year since the epidemic outbreak. The pandemic will not disappear overnight. In the face of this anti-epidemic long fight, in addition to short-term epidemic control and response preparations, the trend of long-term work mode and human resource management mode changes, remote work will become the norm in the future.

In response to the epidemic, HR has initiated measures such as remote video recruitment, online courses, remote offices, webinars and video conferences. These models are not short-term options for anti-epidemic response, but the long-term journey of the development of human resource management models. This is not only to enable employees to concentrate on their work without worries, HR also spares no effort to deepen employees' emotional connection and trust in USI in the remote work mode.



逃離喧囂

Escape from Hustle and Bustle



“ 臺灣廠 / SZ/KS&GRM / 全球資源管理總處 / 陳麗蒂
Taiwan Site / SZ/KS&GRM / GRM / Liddy Chen

彰化長青自行車道
Changching Bike Lane, Changhua

夏日午後，上山獨享溫和日光，光影層層，綠蔭深濃，聞著山林與野草的氣味，心在半路上慢慢舒放。我愛在此寄放自己心情，與世隔絕。 |
I like hiking alone and enjoy mild sunlight in the afternoon of summer. Under the light and tree shades, my heart is relaxing on the way while smelling forests and grass. I love to put my mood here and be out of touch.

01



“ 張江廠 / QA&CSR / 設計品質保證處 / 宋宏偉
Zhangjiang Site / QA&CSR /
DQA / Angelia Song

雲南大理
Dali, Yunnan

「落霞與孤鶩齊飛，秋水共長天一色。」一個人背上簡單的行囊，踏上行程，去感受旖旎的自然風光。拋開塵世的紛擾，遠離城市的喧囂，只為尋找那一份寧靜。 |
"Scattered Moths and a lone goose fly together in sunset; the autumn water and the vast sky are of the same color." I carried a simple travel bag on a trip to feel a natural beauty. Away from the hustle and bustle of the city, I only wanted to find the tranquility.

03

02

屏東風吹沙
Fongchueisha, Pingtung

這裡是看日出散心的好地方，居高遠眺，過了墾丁大街約 30 分鐘的車程，就可以擁有無敵的海景跟舒服的海風。 | Here is a nice place to watch the sunrise and relax. Ascending a height to enjoy a distant view, you can enjoy the amazing sea view and comfortable sea breeze after driving passing Kenting Street for about 30 minutes.



“ 臺灣廠 / SZ/KS&GRM / 全球資源管理總處 / 吳宗禎
Taiwan Site / SZ/KS&GRM / GRM / Eugene Wu

“ 張江廠 / ALCMM / 智能製造開發處 / 曾耀興
Zhangjiang Site / ALCMM / Smart Manufacturing
Development Division / Ecen Tseng

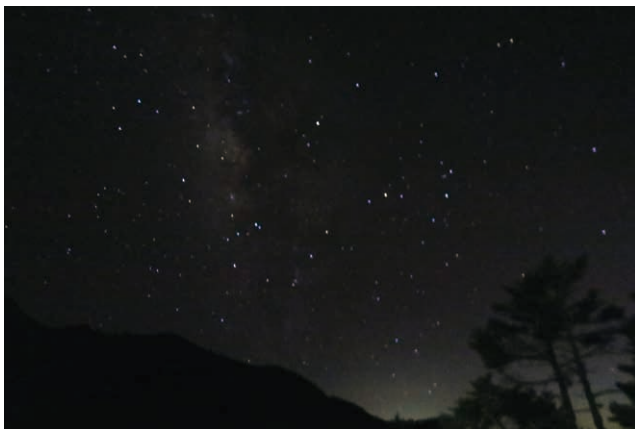


德國蒂蒂湖
Titisee, Germany

生活在迷宮般的城市，讓人習慣看相同的景物，走相同的路線，到相同的目的地，但旅行改變現狀，逃離喧囂，讓心靈走向遠方，使你仍能擁有一個視野廣闊的美好心靈。 | Living in a maze-like city makes people used to seeing the same scenery, taking the same route and going to the same destination. However, travel changes the status quo to let you escape from the hustle and bustle, and allows your soul to go far. You can still have a beautiful mind with an immense vision.

04

“ 臺灣廠 / ADM / 資訊服務總處 / 劉信宏
Taiwan Site / ADM / Information Technology / Sean Liu



玉山排雲山莊
Paiyun Lodge, Yushan

「細數繁星閃爍，細數此生奔波，原來所有所得所獲，不如一夜的星空。」在深山中，彷彿時間都已經靜止，而我享受著純粹的寧靜及星空。■ "When I count the stars, when I count the miles and miles of my life, I realize that what I have gained is not as good as one night of starry sky!". In the mountains, time stood still. I enjoyed the pure peace and starry sky.

06

“ 臺灣廠 / ICS / WMS / PR / 田軒豪
Taiwan Site / ICS /
WMS / PR / Bruce Tian

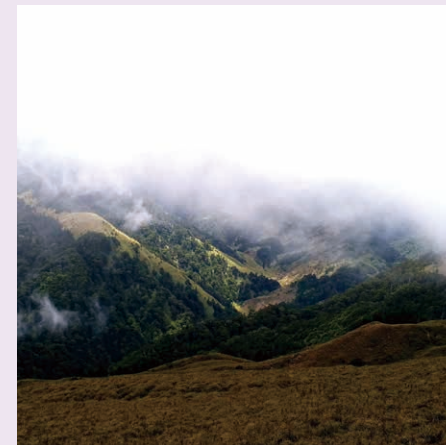
京都嵐山渡月橋
Togetsukyo Bridge, Arashiyama, Kyoto

在一望無際的人海中，短暫放下重擔，漫無目的地漂流著；你會發現那些簡單的瞬間都將成為難得一見的回憶。■ In an endless sea of people, let's briefly put down our burdens and drift aimlessly. Then you will find that those simple moments will become unusual memories.



05

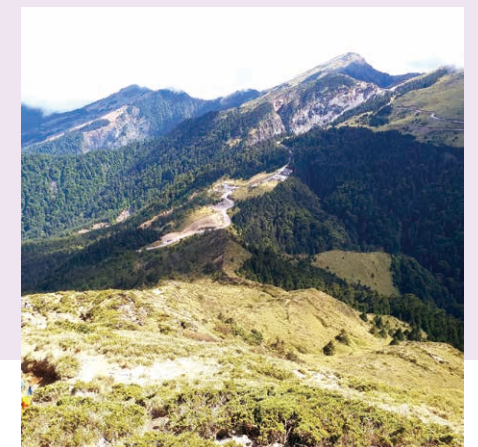
“ 臺灣廠 / ICS / 研發二處 / 林宗興
Taiwan Site / ICS / Research & Development Division II / Hugo Lin



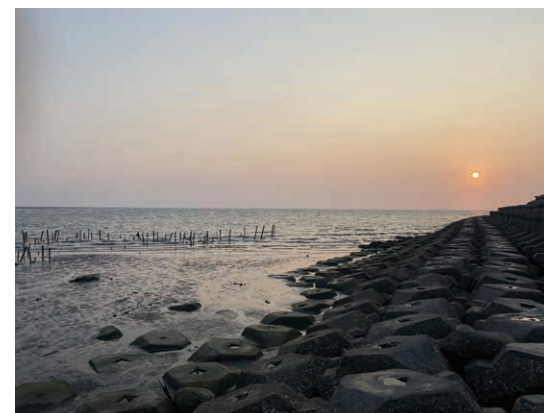
合歡北峰
The North Peak of Hehuanshan

合歡北峰為合歡群峰中海拔最高的，海拔 3,422m，高山林立，白煙環繞，寧靜的彷彿置身另一個世界。■ The North Peak of Hehuanshan, with an altitude of 3,422 meters, is the highest in Hehuanshan Range. Surrounded by high mountains and white fog, it was as quiet as if to be in another world.

太陽出來，霧散開景，全心投注在眼前這無限的美景，放空的迎著風，吸著高山空氣，忘卻煩惱。■ When the sun came out, and the fog lifted, I focused on the infinite beauty with soul and heart in front of me. Facing the wind and breathing the fresh air, I have forgotten the troubles.



“ 臺灣廠 / ADM / 資訊服務總處 / 李光庭
Taiwan Site / ADM / Information Technology / G.T. Lee



彰濱工業區
Changhua Coastal Industrial Park

待著待著，煩瑣的思緒也隨著夕陽逐漸消逝了。■ While staying for a moment, the nasty thoughts gradually disappeared with the sunset.

08



09

“ 臺灣廠 / ICS / VPS / 吳沛怡
Taiwan Site / ICS / VPS / Matty Wu

京都大野水壩公園
Ono Dam Park, Kyoto

遠離塵囂的公園，位在京都丹波高原國定公園的境內。與家人造訪時，正值櫻花季，只見粉嫩的櫻花花瓣灑了滿地，宛如下雪一般。

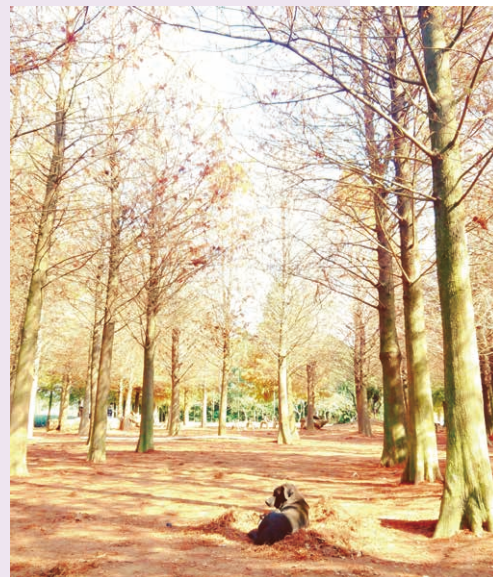
■ The park, away from the hustle and bustle, locates in the Kyoto Tamba Kogen Quasi-National Park. It was the cherry blossom season when I visited there with my family. The pink cherry blossom petals all over the floor were like snowing.

10

“ 臺灣廠 / ICS / WMS / 莊志信
Taiwan Site / ICS / WMS / Tetsuya Chuang

南投八卦山
Baguashan, Nantou

落羽松林裡，狗兒慵懶地曬著暖暖冬陽，不太搭理人，彷彿林外的紛紛擾擾都與牠無關。■ In the deciduous cypress forest, the dog lazily basked in the warm winter sun. It did not care about others, as if the disturbances outside the woods had nothing to do with it.



“ 深圳廠 / ADM / Corp. Service / 董軼群
Shenzhen Site / ADM / Corp. Service / Sussie Dong



11

雲南瀘沽湖
Lugu Lake, Yunnan

泛舟湖上，彷彿置身於「不知有漢、無論魏晉」的桃花源。■ Boating on the lake, it seemed that I have put myself in the Fountain of the Peach Blossom, having the atmosphere of "knowing nothing about the change of dynasties".

“ 張江廠 / SZ/KS&GRM / 全球資源管理總處 / 王鶴
Zhangjiang Site / SZ/KS&GRM / GRM / He Wang



12

上海虹橋玻璃藝術宮書局
Crystal Palace Arts Bookstore, Hongqiao, Shanghai

獨處時思考，糊塗時讀書。逃離喧囂的最佳方式就是沉入書海，到達現實無法企及的邊界。■ Think when you are alone and read when you are puzzled. The best way to escape from the hustle and bustle is to sink yourself into the sea of books and reach the boundary that cannot reach in reality.

菲律賓巴拉望科隆島
Coron Island, Palawan, Philippines

作為潛水聖地的科隆島，最不可錯過的是看一場海上日落。遠眺那山、那海，渺小如塵埃的人類，也感到寧靜且安逸。■ The most not to be missed is to watch a sunset on the sea when staying on Coron Island, the sanctuary of diving. While overlooking the mountains and the sea, we human beings as small as dust, also feel serene and peaceful.



深圳廠 20th 環領深圳 二十勝出

作者：深圳廠 / ADM / SZ 人力資源管理部 / 朱芳



創業之初

1999 年，公司高層經過多地考察評估，選擇了深圳作為 USI 在大陸地區的第一個落腳點。2000 年 3 月，林大毅副總（現為集團資深副總 & 深圳 / 昆山廠暨全球資源管理總處 總經理）帶領團隊來到了深圳，在開滿勒杜鵑花的南山華僑城租了一套三居室公寓，作為臨時辦公地點，開始了創廠前期的緊密籌備、招募人才以及裝修工廠。2000 年 7 月 11 日，深圳廠正式成立。半年內順利通過 IBM 稽核，10 月份正式投產，第一年就開始獲利。深圳廠從初露鋒芒，到一路堅毅奮進，歷經 20 載，終獲今日之成績。

成長與蛻變

時間見證了公司的發展壯大，也見證了深圳廠員工們的成長和蛻變。深圳廠從 2013 年起，連續 6 年獲公司最佳營運績效單位，創造了許多輝煌的成績，這得益於公司擁有一支專注敬業、團結合作的高素質團隊和優秀的企業文化。經過多年的積

累和發展，深圳廠的生產和管理能力已躋身國內同行業前列。「客戶至上，以人為本，誠信團結，追求卓越」是我們一直宣導的文化理念。我們致力於推行管理人性化、在地化，授權管理，唯才是舉。公司為員工搭建發展平臺，實行內部公開競爭崗位，提供輪崗、調任機會，為員工開闢多元化的職業發展通道，提拔有能力的員工擔當技術或管理職位。

從昆山建廠，到近年來墨西哥廠、臺灣廠、波蘭廠，以及與中科的合資廠，都離不開深圳廠大力的人才支持，這也為人才構建了更大的舞臺。深圳廠還開闢多個員工與公司溝通交流的管道或平臺，像是總經理溝通會、人力資源溝通會、總經理信箱、關愛團隊悄悄話信箱等，創造互信、溝通無邊界的工作環境。近年來，深圳廠在企業文化積累和雇主品牌建設上有了更多思考和創新，內修外煉，持續為員工創造積極健康的工作環境，吸引和留住優秀的人才，增強內部凝聚力，提高外部應對能力。

挑戰和洗禮

2020 年初，面對突如其來的新冠肺炎疫情，深圳廠第一時間成立疫情防控小組，經過大量艱苦但充分的準備工作，最終獲得了政府的支持和復工批准，成為深圳市為數不多的春節後第一時間（2 月 10 日）復工的大型企業。與此同時，我們的表現也獲得了客戶的讚賞和加單，在 2 月原本預估虧損的情況下，還做到了小有盈餘。雖然近年來的貿易摩擦和這次的疫情對營運有所衝擊，但我們相信，經過這場挑戰和洗禮，深圳廠員工們將脫胎換骨，繼續將拼搏的精神在未來惠州新廠發揚光大。

乘風破浪 未來可期

20 年一路向前，有旖旎的風光，也有不可預知的曲折和挑戰。無論陽光或風雨，我們始終擁有前行的力量。正如深圳廠總經理林岳明所說：「一個人雖然可以走得很快，但是，有團隊才能走得更遠！」環領深圳，二十勝出，行而不輟，未來可期。集團資深副總林大毅寄語同仁：「讓我們共同努力，將 USI 打造成一個基業長青的百年企業！」是的，我們將乘風破浪，再創輝煌！

最後由深圳廠總經理林岳明以一首藏頭詩來作為深圳廠的弱冠紀念：

慶賀成立已弱冠
祝願業績成倍翻
環球布局責任擔
勝果分享回味甘
二度飛躍前景燦
十分成就奮力攀
周詳規劃辦新廠
年年後浪推前帆



人物訪談



伍禕

製造服務三處
經理
在深圳廠任職 20 年

當初為什麼選擇 USI ？

當年的我二十多歲，初來深圳，被創廠地華僑城一路美麗綻放的勒杜鵑花所吸引。當時我心裡想，如果能在這樣的環境工作該多美好，這也圓了我少女時期的夢想。

這些年最大的收穫和體會是什麼？

回望過去在 USI 工作的 20 年，如白駒過隙。我從懵懂走向堅定，從青澀走向成熟。我感動於第一次去考察供應商時，臺灣同事給予我的細心教導和經驗傳授；也感動於第一批 MIS（資訊管理系統）的臺灣講師們手把手地培訓 SAP，得以讓深圳廠 SAP 系統順利快速上線；更感動於自己的辛苦努力和付出，可以得到老闆和同事的認可和鼓勵，獲得成就感！讓我更相信在深圳廠，在 USI，天道酬勤，有志者事竟成！

是什麼動力和原因一直留任至今？

我喜歡這裡的同事，我喜歡這裡的工作氛圍！USI 是我的另一個家，期待公司未來「周回天地灼日月，年華共載萬年航」！



劉麗

人力資源暨行政管理處 (SZ)
高級管理師
在深圳廠任職 19 年

當初為什麼選擇 USI ？

我是道地的湘妹子，當初通過公司校園招聘入職。我當時的希望是能有一份工作收入來改善家庭的經濟狀況，能進入大城市來開拓自己的視野。

這些年最大的收穫和體會是什麼？

我在 USI 的這些年，服務過多個部門，歷經產線測試員、產線文員、經理助理及成為總務專員。我的體會是，無論哪個崗位，都需要踏踏實實地幹、盡職盡責完成自己的任務，通過不斷的努力來提升自己的業務技能，快速適應崗位發展的需要。

是什麼動力和原因一直留任至今？

USI 給我提供了學習發展的平臺，讓我的使命感和責任感不斷增強。我很喜歡公司團隊合作、共同向上、精益求精的工作氛圍和職業精神。USI 就像自己的家一樣，被關愛，被信任，願意同 USI 共成長！

對未來的期許？

對自己說：「只有不停成長精進，才有長久的獲益！」



黃愛軍

製造服務中心
經理
在深圳廠任職 19 年

當初為什麼選擇 USI ？

我在 2001 年加入 USI 這個大家庭，雖然當時公司規模不大，但面試主管 David Lin 的親和力及對公司的前景描繪給我留下了深刻的印象，而且客戶是 IBM 這個全球知名公司，所以我毫不猶豫的選擇了 USI。

這些年最大的收穫和體會是什麼？

伴隨公司 20 年，我見證了公司的成長，經歷了風風雨雨，也磨練了意志。我的管理能力也在不斷提高，同時也收穫了財富與友誼。

是什麼動力和原因一直留任至今？

公司在全球化發展布局，為員工提供了更廣闊的發展平臺和機會。我喜歡這裡良好的工作氛圍，也認同 USI 的企業文化和管理理念，我的歸屬感更強了。

對未來的期許？

藉 20 周年之際，祝願公司持續穩健發展，成為百年長青企業。也希望自己與同事們一起見證下一個 20 年的輝煌！

USI(SZ) 20th Leading USI(SZ) Winning in 20

Author: Shenzhen Site / ADM / SZ Human Resource Department / Judy Zhu

Business Startup

In 1999, the executives of USI selected Shenzhen as USI's first foothold in mainland China after repeated inspections and evaluations. In March, 2000, VP David Lin (currently Corp. SVP & GM of SZ/KS Site & Global Resources Management) led the team to Shenzhen, rented a three-bedroom apartment in Overseas Chinese Town, Nanshan District, which was full of blooming Bougainvillea, as a temporary office location, and began the intensive preparations, recruitment and decoration of the factory in the early stage of establishing the factory. On July 11th, 2000, USI(SZ) was officially established. USI(SZ) successfully passed the IBM audit within half a year, officially put into production in October, and began to make profits in the first year. USI(SZ) has gone through 20 years from its first show of strength to its perseverance, and finally achieved today's results.

Development and Transformation

Time has witnessed the development of USI(SZ), as well as the growth and transformation of employees in USI(SZ). Since 2013, USI(SZ) has won the best operating performance unit of USI for 6 consecutive years, and has created many brilliant achievements. Thanks to the high-quality team with much dedication and cooperation, and the excellent corporate culture. After years of accumulation and development, the production and management capabilities of the USI(SZ) have ranked among the forefront of the domestic industry. "Customer First, People-Oriented, Honesty and Unity, Pursuit of Excellence" is the philosophy we always promote. We are committed to the implementation of humanized management, localization, authorized management and meritocracy. USI(SZ) builds a development platform for employees, implements

internal open competition for positions, provides opportunities for rotation and transfer, opens up diversified career development channels for employees and promotes capable employees to assume technical or management positions.

From the establishment of USI(KS) to USI(MX), USI(TW), USI(PL), and joint ventures with SUMA in recent years, it is inseparable from the strong talent support of USI(SZ), which has also built a larger stage for talents. USI(SZ) has also opened up multiple channels or platforms for employees to communicate with USI(SZ), such as GM Communication Meetings, HR Communication Meetings, GM Mailbox and Caring Team Private Mailbox, to create a working environment of mutual trust and communication without boundaries. In recent years, USI(SZ) has had more ideas and innovations in the accumulation of corporate culture and the establishment of employer brand to have internal and external cultivation, continuously create a positive and healthy working environment for employees, attract and retain outstanding talents, and enhance internal cohesion and external response capabilities.

Challenges and Tests

At the beginning of 2020, in the face of the sudden pandemic of COVID-19, USI(SZ) immediately established an epidemic prevention and control team. After a lot of arduous but adequate preparations, we finally obtained government's support and approval to resume work, becoming one of the few large enterprises in Shenzhen that resume work right after the Chinese New Year (February 10th). At the same time, our performance has also been appreciated by our clients to increase orders. In the case of the original estimated loss in February, we ended up achieving a small surplus. Although the trade frictions and the epidemic have had impacts on

operations, we believe that after this challenge and tests, the employees of USI(SZ) will be reborn and continue to carry forward the spirit of hard work in the new Huizhou Site in the future.

Riding the Wind and Waves The Future is Promising

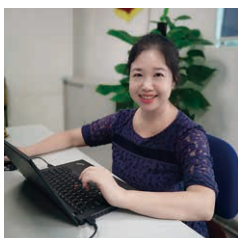
20 years along the way, there was beautiful scenery, but also unpredictable setbacks and challenges. Regardless of sunshine or wind and rain, we always have the power to move forward. Just as SZ Site GM Vincent Lin said, "Although one person can go fast, only a team can go further!" Leading USI(SZ) and winning in 20, we have never stopped, and the future is promising. Corp. SVP David Lin also sent a message to colleagues, "Let us work together to build USI into a centuries-old enterprise with a long-lasting foundation!" Yes, we will ride the wind and waves, and create brilliant!

Finally, SZ Site GM Vincent Lin wrote a poem as a commemoration of the 20th year of USI(SZ):

Celebrate the 20th year of establishment
Wish that the performance doubles
Have a global layout and take responsibility
Share victories and have a sweet aftertaste
Leap twice with bright prospects
Have much achievement and grow with strength
Plan carefully and establish a new site
Yearly, the new generation impels the old



Interview



Lary Wu

Manufacturing Service
Division 3
Senior Manager
20 years working in USI(SZ)

Why did you choose USI(SZ)?

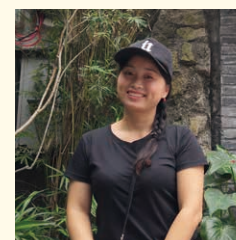
I was in my twenties then and when I first came to Shenzhen, I was attracted by the beautiful and blooming Bougainvillea along the way in Oversea Chinese Town where the founding site was. At that time, I thought that it would be wonderful if I could work in such an environment, and now my teenage dream is fulfilled.

What is the greatest gain and experience during these years?

Looking back at the past 20 years of working at USI(SZ), I feel like it was a fleeting show. I have grown from ignorance to firmness and from youthfulness to maturity. I was touched by the careful instruction and experience imparted by my colleagues in Taiwan when I visited the supplier for the first time. I was also touched by the first batch of MIS (Management Information System) lecturers from Taiwan who trained SAP hand in hand, so that the SAP of USI(SZ) was able to go online quickly and successfully. I am even more touched that my hard work and dedication can be recognized and encouraged by my supervisors and colleagues, and I get a sense of accomplishment! It makes me even more convinced that in USI(SZ), God helps those who help themselves, and where there is a will, there is a way!

What does motivate you to stay working in USI(SZ)?

I like my colleagues here, and I also like the working atmosphere here! USI(SZ) is my another home, and I expect that in the future, USI(SZ) can "live forever with the world and sail for thousands of years".



Lily Liu

Human Resource &
Administration Division(SZ)
Senior Administrator
19 years working in USI(SZ)

Why did you choose USI(SZ)?

I am an authentic Hunan girl, and I was hired through campus recruitment. My hope at the time was to have an income to improve the economic status of my family and to enter a big city to broaden my horizons.

What is the greatest gain and experience during these years?

During my years at USI(SZ), I have been served as different roles in many departments, including a production line tester, production line clerk, manager assistant, and then becoming general affairs specialist. I realize that no matter which position I hold, I need to work hard, fulfill my tasks conscientiously and improve my business skills through continuous efforts to quickly adapt to the needs of position development.

What does motivate you to stay working in USI(SZ)?

USI(SZ) provided me with a platform for learning and development, so that my sense of mission and responsibility has been continuously enhanced. I really like teamwork, positive working atmosphere and excellent professionalism of USI(SZ). USI(SZ) is like my home. I feel loved and trusted, and I am willing to grow together with USI(SZ)!

What do you expect for the future?

I say to myself, "Only through continuous growth and improvement can we reap the benefits in the long run!"



AJ Huang

Manufacturing Service
Center
Senior Manager
19 years working in USI(SZ)

Why did you choose USI(SZ)?

I joined the big family of USI(SZ) in 2001. Although USI(SZ) was not large scale at the time, I was deeply impressed by the affinity of interview supervisor David Lin and the description of prospects of USI(SZ), and the client was IBM, a world-renowned company, so I chose USI(SZ) without hesitancy.

What is the greatest gain and experience during these years?

With USI(SZ) for 20 years, I have witnessed its development, experienced ups and downs, and tempered my will. My management skills are constantly enhancing, and at the same time I have gained wealth and friendship.

What does motivate you to stay working in USI(SZ)?

USI's global development and layout provide employees with a broader development platform and opportunities. I like the good working atmosphere here, and I also agree with the corporate culture and management philosophy of USI(SZ). My sense of engagement has become stronger.

What do you expect for the future?

On the occasion of the 20th anniversary, I expect that USI(SZ) continues to develop steadily and become a centuries-old enterprise. I also expect to witness the glory of the next 20 years with my colleagues!



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