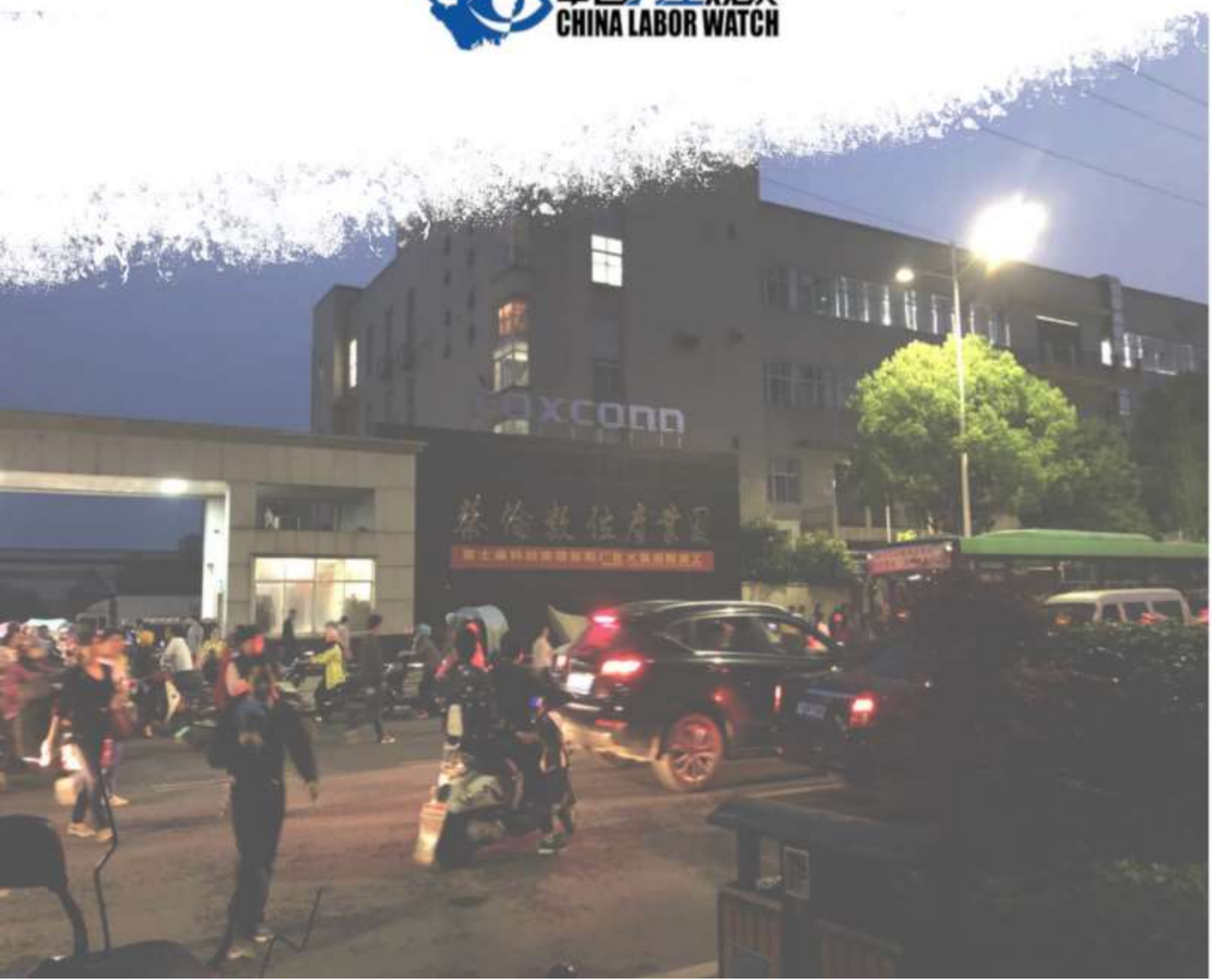


# Amazon's Supplier Factory Foxconn Recruits Illegally

## *Interns Forced to Work Overtime*

August 8th, 2019



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## Executive Summary



In 2018, China Labor Watch (CLW) conducted an investigation into Hengyang Foxconn. The investigation found the factory recruited a large number of dispatch workers, which was well over the legal limit, forced workers to work excessive overtime, among other rights violations. Amazon and Foxconn responded that they would make improvements to the factory's working conditions. However, CLW's 2019 investigation found that Foxconn's working conditions have deteriorated. Workers put in more overtime hours, wages decreased, and the factory illegally recruited a large number of dispatch workers and interns. Interns were forced to work overtime and night shifts. According to workers, the factory is preparing to move a production line to Vietnam in September.

Key issues in this year's investigation -

### Interns

On July 26<sup>th</sup>, 2019, Foxconn already recruited 1581 interns from vocational schools, and the factory is currently recruiting more. The interns earned 1750 RMB/month (\$248), or 10.05RMB/hour (\$1.42/hour), when in 2018, they earned 1950 RMB (\$276). Compared with 2018, interns in 2019 did not receive living stipends and employment rewards, in addition to other bonuses. If interns put in 234 hours a month, then in 2018 the labor cost was 5186 RMB (\$735), but in 2019, this decreased to 3872.04 RMB (\$548). Schools sending interns to work at the factory included Sinosteel Hengyang Heavy Machinery Workers Technical College, Hengyang Technician College, Hengyang Vocational Secondary School, Hengyang Industrial Workers College, Hengnan County Technical School. Interns are required to work 10 hours a day, and this includes two hours of overtime, in addition to working six days a week. A number of interns were arranged to work night shifts. If interns were unwilling to work overtime or night shifts, the factory would arrange for teachers to pressure workers. For interns who refuse to work overtime and night shifts, the factory requests teachers from their schools to fire them. Teachers often physically and verbally attack interns, and on July 30, many workers witnessed a teacher hitting an intern. The teacher aggressively grabbed the intern by the ear, did not let him swipe out of work and scolded him. To coordinate with the factory's production, teachers who were assigned to the factory gave interns immense pressure. These teachers were also provided a 3000 RMB (\$425) subsidy from the factory. The school received 3RMB (\$0.42) for every hour an intern worked.



Interns outside Foxconn factory

### Dispatch Workers

On July 26<sup>th</sup>, 2019, the factory had 2545 dispatch workers, which is 34.2% of the total number of workers. In 2018, CLW's report revealed that the factory had hired a high number of dispatch workers, violating Chinese labor law. Workers also put in excessive overtime hours. Amazon issued a response stating that after an initial investigation and audit, Hengyang Foxconn factory had violated Chinese labor laws, hiring a large number of temporary workers. However, after one year, there has yet to be any improvement to Foxconn's illegal recruitment practices. Currently, there are several dispatch companies such as Qizhong, Feihong, Huahuisheng, Ningbo Tiankun helping Foxconn recruit temporary workers. The dispatch workers pay rate is 14.50 RMB/hour (\$2.06/hour) this year, and for every hour they work at the factory, the dispatch company will receive a bonus of 3.5 RMB (\$0.50) from Foxconn.

### Overtime Hours

The factory uses a two-shift system: a day shift and night shift. During off peak season, workers have to work between 60 to 80 overtime hours a month and receive one day off a week. During peak season, overtime hours were between 80 to 140 hours a month. Peak season begins in July every year. According to the Responsible Business Alliance, work hours should be limited to 60 hours per week, including overtime, and workers should have at least one day off a week. However, according to the information we received, in July 2019, there were 375 workers violating this overtime standard. The factory has to produce a large number of orders for Amazon in August, hence workers have been working overtime recently. Many production line workers have put in over 60 hours a week and do not receive a day of rest a week. In order to finish the production goal, some workers only had two days off for the entire month in July.

We found that some of the working conditions at Hengyang Foxconn remained the same. The factory deducts 400 RMB in social insurance fees from regular workers' wages every month, six workers share a dormitory room and workers are still unfamiliar with the labor union and do not know of any worker representatives.

CLW's Executive Director, Li Qiang, says: "Despite being illegal, Foxconn still recruits a high number of dispatch workers and interns as a means to cut labor costs. China's labor laws are also not strictly enforced."

## Violations at Amazon's supplier factory Foxconn

1. Interns working night shifts: Although regular workers are working night shifts, Foxconn is still experiencing a labor shortage. Hence, interns are required to work night shifts. Some interns were unwilling to work overtime and night shifts. The night shift leaders and school teachers gave pressure to interns, and for those who still refused to work overtime and night shifts, teachers helped the factory fire the interns. (Picture 2,11 and 14 in report.) This violates Article 16 of "The Administrative Provisions On the Internships of Vocational School Students", which stipulates that "employers must not arrange overtime work and night shifts for students".
2. Interns working overtime: Interns will contribute to completing the production goal, as such, interns need to work overtime. A number of interns put in 10 hours a day, which includes eight regular work hours and two hours of overtime. (Picture 2 in report.) This violates Article 16 of "The Administrative Provisions On the Internships of Vocational School Students", which stipulates that "employers must not arrange overtime work and night shifts for students".
3. Intern wages have decreased: In 2018, the base wage was 1950 RMB (\$276), the employment bonus was 200 RMB/month (\$28/month), and the living stipend was 100 RMB/month (\$14/month); in 2019, the base wage for students was 1750 RMB (\$248) and they received less subsidies and bonuses compared to 2018.
4. Regular workers wages have decreased: In 2018, the base wage was 1950 RMB (\$276), there was a 200 RMB/month (\$28/month) recruitment bonus and a 100 RMB/month (\$14/month) living stipend; in 2019, regular workers' wages were 1750 RMB (\$248) and they received less subsidies and bonuses compared to 2018.
5. Proportion of dispatch workers exceeds legal limits: There are currently 7435 workers in total, which includes 2545 dispatch workers. Hence, dispatch workers make up 34.2% of the workforce. (Picture 25 in report). This violates Article 4 of the "Interim Provisions on Labor Dispatch", which states, "employers are to strictly control the number of dispatch workers they employ. The number of dispatch workers must not exceed 10% of the workforce".
6. Proportion of interns exceeds legal limits: There are currently 7435 workers in total, which includes 1581 interns. Interns make up 21.3% of the workforce. (Picture 25 in report). This violates Article 9 of "The Administrative Provisions On the Internships of Vocational School Students", which stipulates that "the number of interns shall not exceed 10% of the total number of employees in the company."
7. Teachers staying at the factory with students, cooperated with the factory to force interns to work overtime and night shifts, as the factory provides an additional 3000 RMB/month (\$425) subsidy to every teacher. (Picture 2 in report)
8. The school cooperated with the factory to deliver large numbers of interns, and ignored the fact that the factory was forcing interns to work overtime and night shifts. The factory paid an additional 3 RMB(\$0.42)/ hour/person subsidy to school, for three months in total. (Picture 11 in report)
9. Excessive overtime work without any rest days: The factory usually restricts work hours to 60 hours a week, including overtime. Workers will not be able to clock into work once they have recorded 60 work hours a week. However, when the factory receives a large number of orders, each department will remove this work hour restriction, and allow workers to clock in to work despite already putting in 60 hours that week. At the same time, 375 workers were asked to work overtime on Sunday and did not receive any rest days during the week. (Picture 25 in report). This violates Article 3 of the "Responsible Business Alliance", which stipulates that "total hours worked should not exceed local or national standards, or 60 hours per week, whichever is stricter. Workers need to have at least a scheduled day off in every 7 days"
10. Teachers verbally and physically attack student workers: To coordinate with the factory's production and regulation, on July 30, a teacher verbally abused and attacked a student worker in the factory. That teacher grabbed the intern by the ear, pushed him and threatened the intern verbally.

11. Amazon may have known about the issue regarding Foxconn’s illegal recruitment of dispatch workers: According to an internal document, Foxconn mentions they will try to reach an agreement with Amazon about allowing dispatch workers exceed 10% of the workforce during peak season. If Amazon knew about this, then Foxconn and Amazon together, violated the standard regarding the proportion of dispatch workers. (Picture 2 in report). This violates Article 4 of “Interim Provisions on Labor Dispatch”, which stipulates that “an employer shall strictly control the number of dispatched workers employed which shall not exceed 10% of the total number of its workers.”
12. The local government intervened in the intern program at Hengyang Technical College: According to an internal document, Foxconn mentions they are hoping Hengyang Technical College will send 600 students as interns. Hengyang Technical College decided that they can send 600 students, but the students would only be able to work for two months (Mid-Sep. to Mid-Nov.). Foxconn would like to ask interns to stay for one more week and complete their internship at the end of November. The government negotiated with Hengyang Technical College, to ensure that students would be able to extend their internship for one additional week. (Picture 2 in report). This violates Article 9 of “The Administrative Provisions On the Internships of Vocational School Students”, which stipulates that “any unit or department should not interfere with the arrangement and implementation of the student internship program in vocational schools, and may not force vocational schools to arrange students to intern at a specific work unit”.
13. Interns have to keep their heads down at the workstation for an extended period of time and do repetitive motions. The frequency of their motions is more than 50 times per minute when they are at workstations. Our investigation found that interns were working at the same position as regular workers, including overtime and night shifts. The factory set production goals for interns everyday. These activities violate Article 3 of the “Provisions of Juvenile Worker Protection”, which states that “Juvenile workers are not to engage in work positions that requires them to keep their heads down, backs bent, doings lifts or squats, etc. for a long period of time. The frequency of their motions cannot be more than 50 times per minute on the production line”.



Left: Dorm room; Right: Dorm bathroom



Factory cafeteria



Left: Workers on break; Right: Workers swiping into work

## Worker Stories

Xiao Fang is a student from a vocational high school. She is 17 years old and majors in computing. At the beginning of July, she started working at Hengyang Foxconn. Prior to working at the factory, Xiao Fang was told by her teacher that she would be working five days a week and eight hours a day. At the start, she was working the day shift and there wasn't much overtime. From July 22nd, she started working two hours of overtime a day, and was working six days a week. She worked on the production line assembling the Echo. Her work every day was to stick a protective film over the echo dot, and she had to work on 3000 Echo dots a day. The position requires her to wear antistatic gloves. She says the lights in the workshop are very bright, so it gets really hot. In the beginning, she wasn't very used to working at the factory, and now, after working for a month, she has to reluctantly adapt to the work. But working 10 hours a day every day is very tiring. Xiao Fang tried telling the manager of her line, that she didn't want to work overtime. But the manager notified her school's teacher. The teacher went to speak to Xiao Fang and said that if she doesn't work overtime, she can't intern at Foxconn and this will affect her graduation

and scholarship applications at the school etc. With no choice, Xiao Fang could only endure this. Although there is a lot of pressure at work, there was nothing she could do. She will go back to school in two months. Several of her classmates who started working at the factory at the same time as her, said that the work was too tiring and resigned. The teacher also told Xiao Fang that there were students who were uncooperative during the internship last year and did not graduate. Xiao Fang said that she reluctantly accepted the regular eight hour shifts, but doing overtime work was too tiring. At the moment, the factory has not arranged for her to work night shifts. If she has to work night shifts, she will probably resign.

Xiao Chen is an 18 year old student from a vocational high school, and this is his second time interning at Foxconn. In September 2018, the school organized them to intern at Foxconn for three months. At that time, the school suspended classes and everyone went to Foxconn to intern. There were students who reported the school to the Hengyang Education Bureau for forcing students to intern. They heard that the Education Bureau conducted an investigation but did not come to a conclusion. This time, Xiao Chen came to Foxconn to intern voluntarily. He came to work at Foxconn to pay back his student fees. He is working the night shift at the moment and also manufactures the Echo. He puts in 10 hours a day and works six days a week. He doesn't understand how the wages are calculated. He says his school is terrible and has low standards.



Picture 1

协调学校	9月输送目标	已协调人数	已输送	待输送	输送时间	7月已输送
中铜衡重學校	200	200		200	9月初	0
衡阳技师学院	600	400	0	400	9月中	140
衡阳市职业中专	200	200	0	200	9月中	35
工業職工大學	100	100	0	100	9月中	0
衡南县职业中专	100	0	0	0		60
TTL	1200	900	0	900		235

Partnership Schools	Dispatch Goals in September	Number of people arranged to work at factory	Number of people sent	Number of people waiting to be sent	Dispatch Time	Number of workers dispatched in July
Sinosteel Hengyang Heavy Machinery Workers Technical College	200	200		200	Beginning-Sept.	0
Hengyang Technician College	600	400	0	400	Mid-Sept.	140
Hengyang Vocational Secondary School	200	200	0	200	Mid-Sept.	35
Hengyang Industrial Workers College	100	100	0	100	Mid-Sept.	0
Hengnan County Technical School	100	0	0	0		60
Total	1200	900	0	900		235

**A list of schools that collaborated with Hengyang Foxconn on the factory intern program**

Picture 2

編號	問題點	解決對策
1	1.因Stack、Donut、Capacitor量產和Radar量產，8月第1、2周和9月第2、3周人力需求集中，人力供應難以滿足人力需求 2.7月招募暑期工集中返校，其中550人在8月第3周、200人在9月第2周返校，導致人力需求的增加，加劇人力供給的缺口	1.提前1-2周儲備人力 2.根據市場行情、人力缺口、人力招募的緊急程度適時調整旺季激勵政策 3.適當放寬派遣工比例
2	1.希望衡陽技術學院提供600人實習生 2.衡陽技術學院提出學生只能實習2個月，從9月中旬實習至11月中旬，希望實習至11月30日	政府出面協調學校提供600人實習生，並將實習期延長一週至11月30日
3	旺季派遣工超10%的用工比例	允許8-11月派遣工比例超過10%(最好與客戶達成共識)
4	派遣工與正式工住宿收費標準不一致	1.派遣工住宿統一由廠務對接物業管理，費用參照正式工收費標準(住宿費+物業管理) 2.派遣工住宿費由公司付款給白沙投，費用從支付給派遣公司的勞務費中扣除
4	依《集團實習生招募及使用作業管理規定》，駐廠老師管理補貼2500元/月，學校反映衡陽駐廠老師管理補貼較其他公司低，老師駐廠意願不高	建議將駐廠老師管理補貼由2500元/月提高至3000元/月
6	提高自招比例，需加大廣告投入	1.申請網招、公眾號費用，加大推廣力度 員工周未返鄉時張貼，給予張貼宣傳單員工獎金
7	旺季基礎人力招募一年比一年困難，招募成本越來越高，建議採取激勵政策，提升效率，減少人力招募	由正、經管、製造部門共同推動效率提升，減少人力使用，將節約的人力成本的一定比例
8	實習生不能上晚班和加班	1.難給予正式工上晚班激勵獎金，但無法解決全部實習生上夜班問題，實習生仍需要上 2.實習生不加班除影響產能外，還影響實習生實習意願，實習生需要加班

	解決對策
，人 暑期 加劇人	1.提前1-2周儲備人力 2.根據市場行情、人力缺口、人力招募的緊急程度適時調整旺季激勵政策 3.適當放寬派遣工比例
實習	政府出面協調學校提供600人實習生，並將實習期延長一週至11月30日
	允許8-11月派遣工比例超過10%(最好與客戶達成共識)
	1.派遣工住宿統一由廠務對接物業管理，費用參照正式工收費標準(住宿費+物業管理) 2.派遣工住宿費由公司付款給白沙投，費用從支付給派遣公司的勞務費中扣除
衡陽	建議將駐廠老師管理補貼由2500元/月提高至3000元/月
	1.申請網招、公眾號費用，加大推廣力度 員工周未返鄉時張貼，給予張貼宣傳單員工獎金
率，	由正、經管、製造部門共同推動效率提升，減少人力使用，將節約的人力成本的一定比例
	1.難給予正式工上晚班激勵獎金，但無法解決全部實習生上夜班問題 2.實習生不加班除影響產能外，還影響實習生實習意願，實習生需要加班

Picture 2 Enlarged: Foxconn planned to communicate with Amazon first about employing large numbers of dispatch workers for their peak season\*

Number	Problems	Solutions
1	<ol style="list-style-type: none"> <li>Due to the production increase of Stark, Donut, Cupcake, and Radar, there is a labor shortage during the first two weeks of August and the second and third week of September.</li> <li>All summer Interns who were hired in July will go back to school. 550 students need to return to school on the 3rd week of August and 200 students need to return on the 2nd week of Sep. Thus, it worsens the labor shortage for August and September.</li> </ol>	<ol style="list-style-type: none"> <li>Start the hiring process 1-2 weeks ahead.</li> <li>Adjust the peak season bonus policy according to market conditions, labor shortage and urgency of labor recruitment</li> <li>Loosen the standard on the proportion of dispatch workers.</li> </ol>
2	<ol style="list-style-type: none"> <li>Hoping Hengyang Technician College will provide 600 interns</li> <li>Students from Hengyang Technician College can only intern for two months(Mid-Sept. to Mid-Nov.). Hope they can stay until the end of November.</li> </ol>	<p>The local government will intervene and help negotiate with Hengyang Technician College to provide 600 interns, who will all work until November 30th.</p>
3	<p>During peak season, the number of dispatch workers used will exceed 10 percent of the total number of workers.</p>	<p>Allowing the number of dispatch workers to exceed 10 percent of the total number of workers from August to November. (It will be better to reach this agreement with clients)</p>
4	<p>Differences in accommodation fees between dispatch workers and regular workers.</p>	<ol style="list-style-type: none"> <li>Dispatch workers' accommodation fees are managed by the factory administration team as well as the property management department. The fee shall be paid the same as the regular workers' accommodation fees.</li> <li>Dispatch workers' accommodation fees shall be paid to Baishazhou Development Construction Investment Ltd.,Co. by the factory. The expenses shall be deducted from the services fees paid to the dispatch company.</li> </ol>
5	<p>According to "Company's Intern recruitment and management rules", teachers who stay and are based at the factory with interns can receive a 2,500 RMB/ month subsidy. Hengyan Technician College reported that the subsidy here was lower than other companies, so teachers did not really want to stay with interns at the factory.</p>	<p>Suggest to increase the teachers' monthly subsidies from 2,500 RMB/ month to 3,000 RMB/ month.</p>
6	<p>Need to increase the advertisement cost if the company wants to increase the percentage of direct recruitment.</p>	<ol style="list-style-type: none"> <li>Apply for the budget of internet recruitment and official account management.</li> </ol>

		<ol style="list-style-type: none"> <li>2. Ask workers to post posters when they go home on weekends and pay them bonuses as rewards.</li> </ol>
7	<p>It is harder and more expensive to recruit new workers during peak season. Suggest to implement policies with incentives to improve current workers' efficiency instead of recruiting new workers.</p>	<p>IE, management and production team will implement this policy together to increase the working efficiency and decrease the hire of new workers.</p>
8	<p>Interns can't do night shifts or work overtime.</p>	<ol style="list-style-type: none"> <li>1. Though regular workers received night shift bonuses, it could not solve the problems that interns still needed to have night shift work.</li> <li>2. Interns who don't work overtime will not only affect the production goal but also affect their willingness to work. Interns need to work overtime</li> </ol>

**Problems and Solutions for Hengyang Foxconn Recruitment Procedure**

Picture 3

2018年基礎人力招募政策規劃				
招募渠道	新進人員 類型	激勵辦法		備註
		公司	員工	
中介輸送	正式工+ 短期工	1. 鼓勵人力中介輸送人力，所輸送人力工作每滿一個月給予中介推薦獎金，發放三個月； 2. 7月推薦獎金為300元/月，8-10月推薦獎金為500元/月 3. 同輸送人力超過30人(以上班滿一周的人數為準)，推薦獎金增加100元/人/月 4. 需要通過當當富付款的，由人力中介承擔2%的稅點 5. 公司為人力中介申請政府補貼	1. 7月份入職滿一個月，薪資調整為1950元，給予新人入職獎金100元/月，給三個月； 2. 8-10月份入職，入職薪資1950元/月，滿一個月給予新人入職獎金200元，給三個月	
公司自招	正式工+ 短期工		1. 7月份入職滿一個月，薪資調整為1950元，給予新人入職獎金100元/月，給三個月； 2. 8-10月份入職，入職薪資1950元/月，滿一個月給予新人入職獎金200元，給三個月	
派遣公司	派遣工	7月給派遣公司300元、8-9月600元招募補貼，派遣工價格按19.74(含稅)	7月份入職派遣工按1950元支付薪資，8-10月份入職派遣工，公司額外支付1元/小時入職獎金	
學校	實習生	實習生每工作滿一個月，給予學校300元津貼	1. 實習生比7-10月入職的正式工薪資 2. 實習生不上夜班，給予上夜班正式工600元/月夜班補貼	實習生下班之後 加班和加班，有 津貼和津貼

## 2018 Labor Recruitment Plan

Methods of Recruitment	Type of workers	Incentives		Remark
		Company	Staff	
Agency	Regular and short-term workers	<ol style="list-style-type: none"> <li>1. Encourage agencies to send labor forces to work, and reward agencies bonuses when workers from their agencies stay and work at the company for every one month. The bonuses will be paid for three months (per worker);</li> <li>2. Recommendation bonus for July will be 300 RMB, and 500 RMB for August to October.</li> <li>3. If agencies send over 30 workers or above per week to work, agencies will be rewarded an additional 100 RMB bonus/ worker/ month (based on those who stay and work for at least a week).</li> <li>4. Pay bonuses via a money transfer application. Dispatch company will undertake 2% of the tax;</li> <li>5. The company will apply for government subsidies for agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Workers who have been working for a month in July will have their wages adjusted to 1950 RMB and will receive a 100 RMB new worker's bonus per month, for three months in total.</li> <li>2. Workers who start work from August to October will have their wages set at 1950 RMB/ month, and after they stay and work at the company for one month, they can receive a 200 RMB new worker's bonus per month, for three months in total.</li> </ol>	
Company's direct recruitment	Regular and short-term workers		<ol style="list-style-type: none"> <li>1. Workers who have been working for a month in July will have their wages adjusted to 1950 RMB and will receive a 100 RMB new worker's bonus</li> </ol>	

			<p>per month, for three months in total.</p> <p>2. Workers who start their work from August to October will have their wages as 1950 RMB/ month, and after they stay and work at the company for one month, they can receive a 200 RMB new worker's bonus per month, for three months in total.</p>	
Dispatch companies	Dispatch workers	300 RMB recruitment subsidies for dispatch companies in July, and 600 RMB in August and September. The hiring price of dispatch workers is 19.74 RMB (tax included).	<p>1. Dispatch workers who start working in July will have their wages set at 1950 RMB/ month. Dispatch workers who start from August to October, the company will give a 1 RMB/hour bonus as a reward.</p>	
Schools	Interns	The company will pay schools 500 RMB as subsidies for each month interns stay and work at the company.	<p>1. Intern's wage is the same as regular workers' who start working from July to October.</p> <p>2. Interns can not work night shifts. Regular workers will receive an additional 600 RMB/per month as their night shift work subsidies.</p>	Interns cannot have night shifts and overtime work because of the risk of violating relevant laws and media reporting.

**Hengyang Foxconn Entry-level Labor Recruitment Plan in 2018 (including incentive policies)**



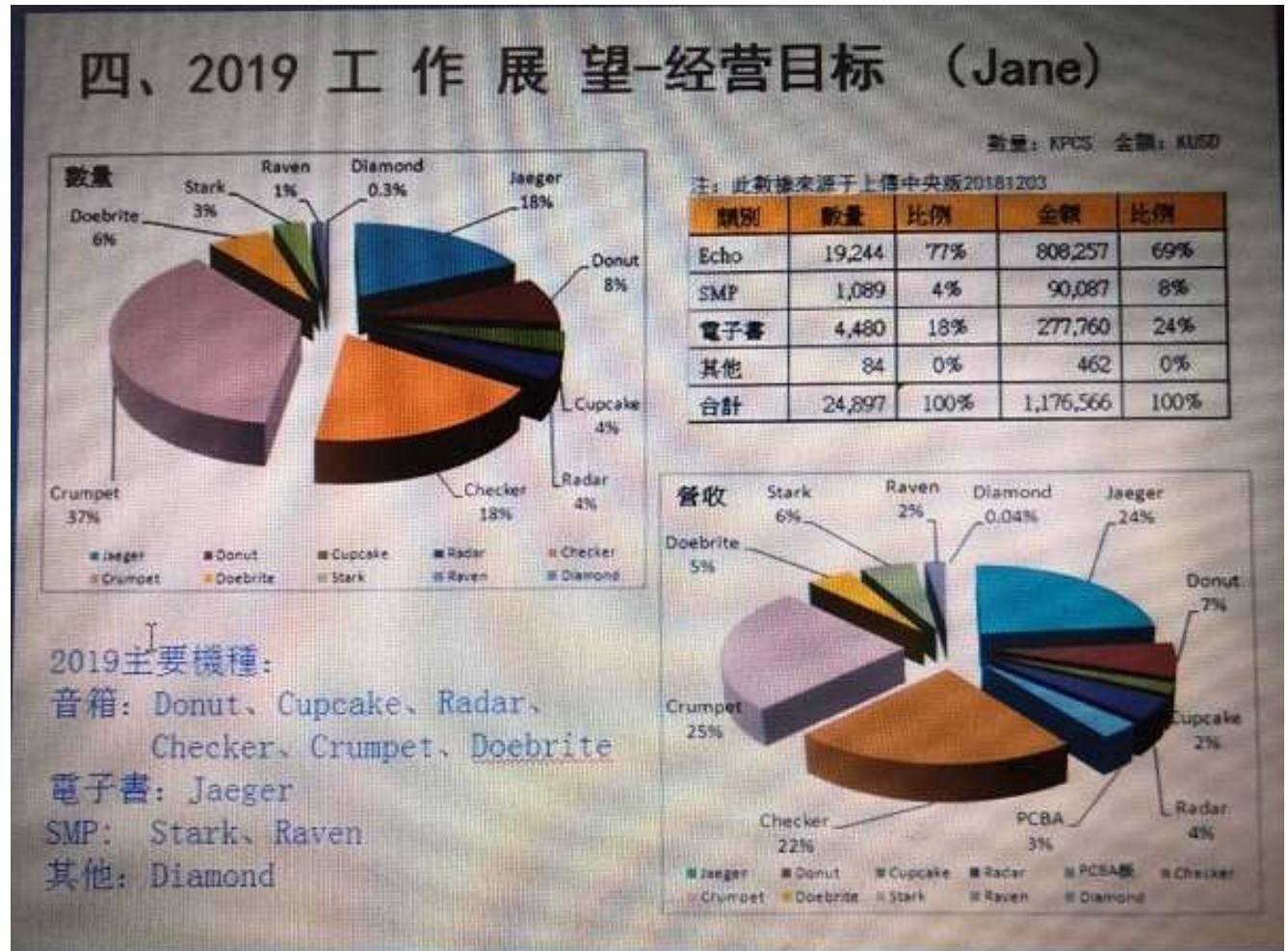
Picture 4

**HY 2018&2019招募政策对比** EISBG IDX

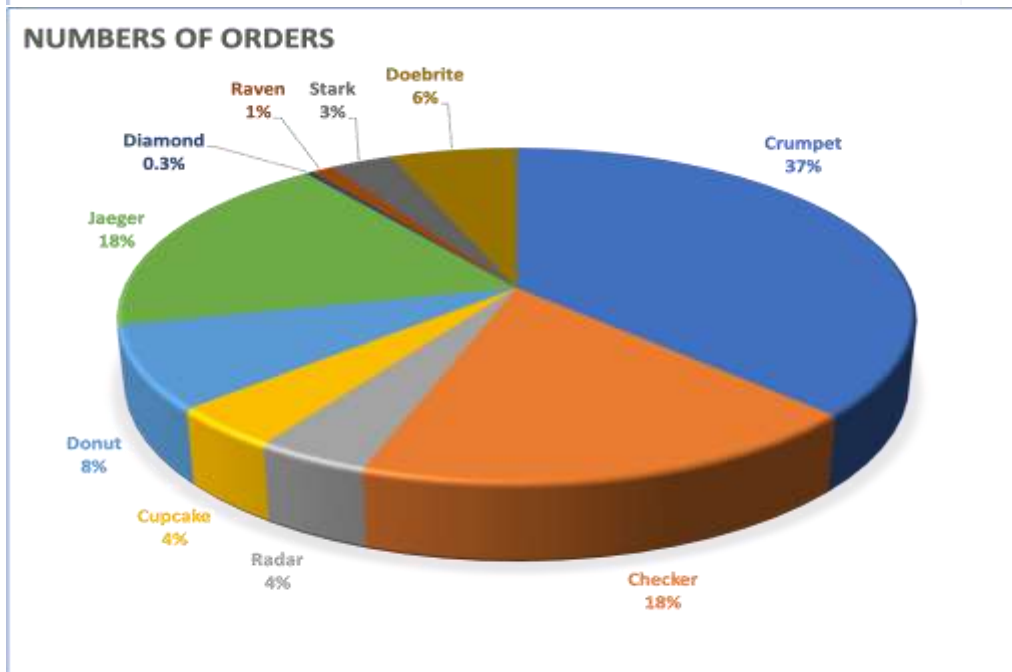
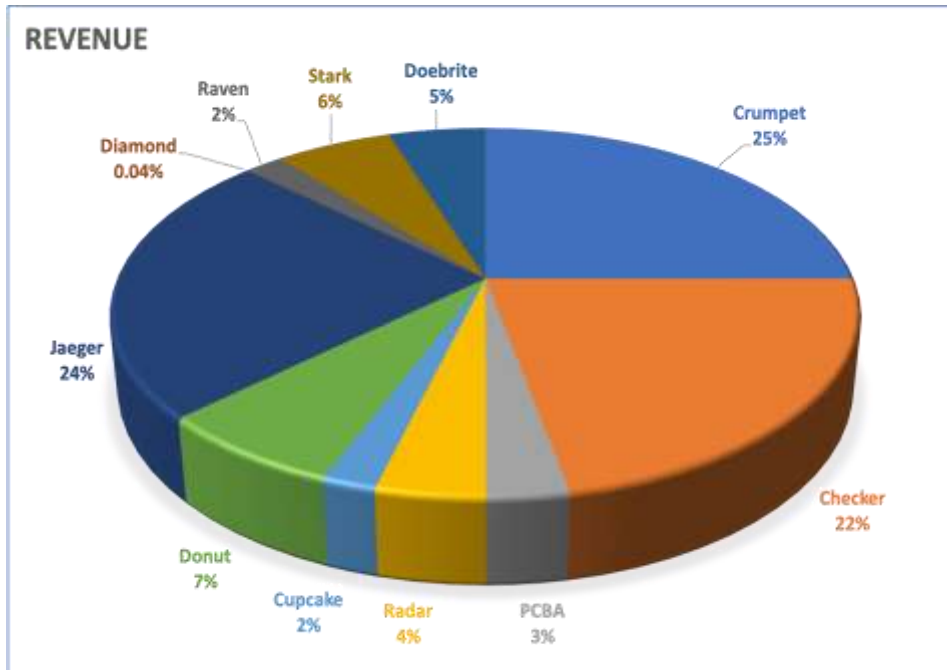
事项	2018年	2019年	说明	
实习生	基本薪资	1950元	1750元	实习生6月份 开始招募
	入职奖金	200元/月	无	
	生活补贴	100元/月	无	
	学校补贴	①99人以下: 4元/小时 ②100人-199人: 5元/小时 ③200人以上: 6元/小时 共支付3个月	5元/小时招募补贴, 共支付3个月	
正式工	基本薪资	1950元	1750元	
	入职奖金	200元/月	无	
	生活补贴	100元/月	无	
	中介费用	①99人以下: 4元/小时 ②100人-199人: 5元/小时 ③200人以上: 6元/小时 共支付3个月	2.5元/小时招募补贴, 共支付3个月	

See picture 20

Picture 5



## 2019 Work Prospect and Business Objectives



Main production in 2019:

Speaker: Donut, Cupcake, Radar, Checker, Crumpet, Doebrite

e-Book: Jaeger

SMP: Stark, Raven

Others: Diamond

<b>Category/ Item</b>	<b>Numbers</b>	<b>Percentage %</b>	<b>Price Amount</b>	<b>Percentage %</b>
Echo	19,244	77%	808,257	69%
SMP	1,089	4%	90,087	8%
e-Book	4,480	18%	277,760	24%
Others	84	0%	462	0%
Total	24,897	100%	1,176,566	100%

**Manufacturing and Production Goals in 2019**

Picture 6

### 2019年短期工替换计划

序號	項目		6月	7月短期工替换计划					
			WK4	WK1	WK2	WK3	WK4	WK5	
1	人力需求计划		287	724	140	64	114	479	
2	人力供给计划		996	663	264	228	720	277	
3	人力需求與供给Gap		182	121	245	409	606	404	
4	短期工在职人数		238	238	238	238	238	238	
5	替换人数		0	0	118	120	0	0	
6	累计替换人数		0	0	118	238	238	238	
7	短期工	創億	57	0	0	28	29	0	0
8		飛宏	46	0	0	23	23	0	0
9		泰合	41	0	0	20	21	0	0
10		華傑	31	0	0	15	16	0	0
11		企眾	34	0	0	17	17	0	0
12		天坤	16	0	0	8	8	0	0
13		華輝升	13	0	0	7	6	0	0
14	合计		238	0	0	118	120	0	0

2019年短期工替换计划将按以下步骤进行:

- 1.将短期工在职名单发送至各部门予以确认;
- 2.人资组织会议与各派遣公司确认短期工名单,并商议人员替换方案;
- 3.人资组织会议与生管及制造部商议短期工替换计划,确保计划不影响生产排配;
- 4.从7/8-7/20进行短期工替换,在两周内完成238人的替换计划;
- 5.从部门收集不在名单内的短期工人员信息,防止存在遗漏人员,确保短期工全部替换。

## 2019 Short-term Worker Substitution Plan

\* Note: This plan was to replace current short-term workers at the factory by newly recruited short-term workers.

Number	Items		June	July Short-term Worker Substitution Plan					
			WK4	WK1	WK2	WK3	WK4	WK5	
			6/24	7/1	7/8	7/15	7/22	7/29	
1	Labor Demand Plan		287	724	140	64	114	479	
2	Labor Supply Plan		996	663	264	228	720	277	
3	Gap between Labor Demand and Supply		182	121	245	409	606	404	
4	Number of Short-term Workers Currently		238	238	238	238	238	238	
5	Number of Short-term Worker Substitution		0	0	118	120	0	0	
6	Total Number of Short-term Worker Substitution		0	0	118	238	238	238	
7	Short-term Workers	Chuangyi	57	0	0	28	29	0	0
8		Feihong	46	0	0	23	23	0	0
9		Taihe	41	0	0	20	21	0	0
10		Huajie	31	0	0	15	16	0	0
11		Qizhong	34	0	0	17	17	0	0
12		Tiankun	16	0	0	8	8	0	0
13		Huahuisheng	13	0	0	7	6	0	0
14	Total		238	0	0	118	120	0	0

**2019 Short-term Worker Substitution Plan. Substitute 238 workers in the WK2-WK4 of July.**

2019 Short-term Worker Substitution Plan will be rolled out by following steps :

1. Send out the name list of current short-term workers to each department for confirmation.
2. Human Resources department will confirm the list of names of short-term workers with dispatch companies and negotiate the substitution plan with them.
3. Human Resources department will arrange meetings with production and management teams to negotiate the plan of short-term worker substitution and ensure the plan will not affect the production schedule.
4. The plan will be effective on 8th July. Short-term workers will be substituted between 7/8-7/20, and the plan for 238 workers' substitution will be completed within two weeks.
5. Collect information of short-term workers who are not in the name list from each department. In order to avoid missing any workers, make sure all the short-term workers will be substituted.

Picture 7

		2021						2020
		1月28日	6月29日	7月1日	7月2日	7月3日	7月8日	
人力需求 (7.4版本)		0	54	194	21	146	121	536
招募	正式工	2	0	4	5	1	4	16
	派遣工	40	27	70	38	41	42	258
	实习生	201	1	1	181	81	266	731
	小计	243	28	75	224	123	312	1005
分发	正式工	0	0	2	4	3	1	10
	派遣工	35	0	55	54	33	36	212
	实习生	0	201	0	0	173	80	454
	小计	35	201	57	58	209	116	676
差异GAP		35	182	45	82	145	140	140

Items		WK27						Total
		June 28th	June 29th	July 1st	July 2nd	July 3rd	July 4th	
Labor Forces Demand (July 4 <sup>th</sup> version)		0	54	194	21	146	121	536
Recruitment	Regular	2	0	4	5	1	4	16
	Dispatch	40	27	70	38	41	42	258
	Intern	201	1	1	181	81	266	731
	<b>Total</b>	<b>243</b>	<b>28</b>	<b>75</b>	<b>224</b>	<b>123</b>	<b>312</b>	<b>1005</b>
Assignment	Regular	0	0	2	4	3	1	10
	Dispatched	35	0	55	54	33	35	212
	Intern	0	201	0	0	173	80	454
	<b>Total</b>	<b>35</b>	<b>201</b>	<b>57</b>	<b>58</b>	<b>209</b>	<b>116</b>	<b>676</b>
<b>Difference Gap</b>		<b>35</b>	<b>182</b>	<b>45</b>	<b>82</b>	<b>145</b>	<b>140</b>	<b>140</b>

**Current Recruitment Plan (July 2019) including labor shortage, positions open and positions filled**



Picture 8

人事行政&員工關係本周工作重點							FIH 富智康
工作項目	說明	DRG	DATE	完成比	狀態	備註/附件	
人事行政	人力狀況	總在職人數6887人 (正式工3328人, 派遣工2501人, 實習生1058人), 派遣工比例36.3%	All	7/5	100%	●	
	離職辦理	本周離職辦理共212人 (正式工30, 勞務工155, 實習生27), 離職率2.9%	劉寶玲	7/4	100%	●	
	薪資	6月份薪資月結	封小玲	7/5	100%	●	
	考勤	6月份考勤月結及異常處理	彭玲 曾君	7/1	100%	●	
	五險一金	就業扶貧基地網上資料申報	陽利樂	7/4	100%	●	特人社局審核
員工關係	工伤处理	員工工傷/醫療期/自保資料處理	謝軼	7/4	100%	●	
	体检	新進員工健康體檢: 應體檢998人, 實際體檢952人, 合格942人, 不合格10人	劉新善 汪子茹	7/4	100%	●	
	員工異常	正式工: 2起 派遣工: 8起 實習生: 14起	謝軼	7/4	100%	●	
	实习生管理	缺勤率: < 5%	謝軼 汪子茹	7/4	100%	●	

## Key Work of Human Resources and Staff Relationship for this week

Work Items		Description	DRI	Date	Completion Rate	Status	Remark
Human Resources of Administration	Labor Force Status	Number of workers currently: 6887(Regular: 3328; Dispatch: 2501; Intern: 1058) Dispatch proportion: 36.3%)	All	7/5	100%	Good	
	Resignation Status	This week: 212 (Regular: 30; Dispatch: 155; Intern: 27), Resignation rate:2.9%	Baoling Liu	7/4	100%	Good	
	Salary	Report of June Salary	Xiaoling Feng	7/5	100%	Good	
	Attendance & Performance	Report of the attendance status and exception handling in June	Ling Peng Jun Zeng	7/1	100%	Good	
	5 Social Insurance Categories and Housing Provident Fund	Apply via the Poverty Alleviation Base website	Lile Yang	7/4	100%	Good	Waiting for confirmation from Social Insurance Bureau
Staff Relationship	Work Injury	Work injury/Treatment and recovery period /Insurances files	Yi Xie	7/4	100%	Good	
	Physical Examination	New staff physical examination: Supposed to be checked: 998; Actual check: 952; Pass: 942; Fail:10	Xinpu Liu Ziru Wang	7/4	100%	Good	
	Staff Abnormality	Regular: 2 Dispatch: 8 Intern: 14	Yi Xie	7/4	100%	Good	
	Intern Management	Rate of absence: <5%	Yi Xie Ziru Wang	7/4	100%	Good	

### Key work of Human Resources and Staff Relationship for WK1 of July

Picture 9



## 2019 FATP Resignation Numbers

Week	WK23			WK24			WK25		
Number of workers currently	Regular	Dispatch	Intern	Regular	Dispatch	Intern	Regular	Dispatch	Intern
		1559	1800	0	1567	2001	225	1541	1846
Number of workers resigned	15	94	0	26	155	8	25	111	10
Resignation rate	0.96%	5.22%	N/A	1.66%	7.75%	3.56%	1.62%	6.01%	4.61%

### 2019 FATP Production Line Turnover/Resignation Rate



Picture 10

版本呈送： 日期： 2019-06-22

主旨： **B次集團iDX衡陽廠區基礎人力招募政策申請**

**一、背景說明：**

1. 依生管提供之人力需求，今年4-10月基礎人力需求7000余人，目前iDX衡陽廠區自主招聘正式工能力平均30人/周，擬通過實施中介輸送方案提高正式工招聘能力。
2. 為滿足人力缺口、同時降低用工成本，擬加強校企合作提高學校輸送人數，特規劃基礎人力招募政策。

**二、申請事項：**

1. 招募政策及費用申請：

招募渠道	細項	正常用工成本	招募政策	招募政策成本								人均用工成本		
				招募人數									招募政策成本	
				4月	5月	6月	7月	8月	9月	10月	小計			
正式工	中介輸送	17.67元/H	2.5元/H招募補貼，共支付3個月	56	127	120	120	120	120	120	120	783	1,236,749	20.17元/H
實習生	學校補貼	13.48元/H	3元/H招募補貼，共支付3個月，2%轉帳手續費由公司承擔	0	0	400	700	0	200	500	1800	3,601,260	16.54元/H	
合計				56	127	520	820	120	320	620	2583	4,838,009		

2. 學校費用結報依據以往實習生費用結報模式，公司付款給派遣公司后，由派遣公司代付給學校，產生的稅點（可抵扣）和2%手續費由公司承擔。

3. 中介輸送費用產生的稅點由公司承擔（可抵扣），非集團合格供應商的中介輸送費由...

## Application of Regular Worker Recruitment Policy in Foxconn B Group iDX (Hengyang)

June 22nd, 2019

1. Background description:

- Per the labor forces request from the production and management team, the factory needs around 7,000 workers from April to October this year. Currently, the factory can recruit average 30 workers per week through factory's direct recruitment, and we are planning to cooperate with agencies/ dispatch companies to increase the labor recruitment capacity.
- To fulfill the shortage of the labor forces and lower the cost of labor recruitment, we would like to cooperate with local schools to recruit interns, and plan the basic recruitment policy.

2. Application Item:

- Recruitment policy and fee application

Methods of recruitment	Details	Normal Labor Recruitment Cost	The Cost of Recruitment Policy									Average labor cost	
			Policy of recruitment	Recruitment numbers							The cost of recruitment policy		
				April	May	June	July	August	September	October			Total
<b>Regular</b>	<b>Dispatch Companies</b>	<b>17.67RMB/hour</b>	2.5RMB/hour as subsidy, 3 months in total	56	127	120	120	120	120	120	783	<b>1,236,749</b>	20.17RMB/hour
<b>Intern</b>	<b>Schools</b>	<b>13.48RMB/hour</b>	3RMB/hour as subsidy, 3 months in total. 2% handling fees undertaken by company	0	0	400	700	0	200	500	1800	<b>3,601,260</b>	16.54RMB/hour
<b>Total</b>				<b>56</b>	<b>127</b>	<b>520</b>	<b>820</b>	<b>120</b>	<b>320</b>	<b>620</b>	<b>2583</b>	<b>4,838,009</b>	

- The salary of interns will be paid based on the model used for previous intern's salary payment. We will firstly pay to dispatch companies and the dispatch companies will help us transfer the money to schools. The 2% handling fee will be undertaken by us.

### An overview of labor recruitment policies and monthly budget planning

Picture 11

HY 2018&2019招募政策对比 (明细)							EISBG IDX
类别	2018年		2019年		差异		
	数量(元/月)	成本(元/月/人)	数量(元/月)	成本(元/月/人)	数量(元/月)	成本(元/月/人)	
实习生	基本薪资	1950	8.33	1750	7.48	200.00	0.85
	加班费	1233	5.27	1106	4.73	126.68	0.54
	入职奖金	200	0.85	0	0.00	200.00	0.85
	生活补贴	100	0.43	0	0.00	100.00	0.43
	工服津贴	28	0.12	28	0.12	0.00	0.00
	工会费用	57	0.24	57	0.24	0.00	0.00
	住宿补贴	110	0.47	110	0.47	0.00	0.00
	夜班补贴	104	0.44	104	0.44	0.00	0.00
	学校补贴	①99人以下 4元/小时 ②100-199人 5元/小时 ③200人以上 6元/小时	6.00	3元/小时招募补贴, 共支付3个月 2%手续费	3.06	687.96	2.94
	小计	22.16		16.54		1314.64	5.62
正式工	基本薪资	1950	8.33	1750	7.48	200.00	0.85
	加班费	1233	5.27	1106	4.73	127.00	0.54
	入职奖金	200	0.85	0	0.00	200.00	0.85
	生活补贴	100	0.43	0	0.00	100.00	0.43
	五险一金	895	3.82	894.81	3.82	0.19	0.00
	持续服务奖	73	0.31	73	0.31	0.00	0.00
	工会费用	62	0.26	62	0.26	0.00	0.00
	年终奖	146	0.62	146	0.62	0.00	0.00
	夜班补贴	104	0.44	104	0.44	0.00	0.00
	中介费用	①99人以下 4元/小时 ②100-199人 5元/小时 ③200人以上 6元/小时	6.00	2.5元/小时招募补贴, 共支付3个月	2.50	819.00	3.50
小计	26.35		20.17		1446.19	6.18	

实习生6月份开始招募

总结: 2019年使用1800名实习生较2018年节省成本=1800人\*1314.64元/月\*3月=7,099,056元

## Comparison of the Recruitment Policy between 2018 & 2019

Items		2018		2019		Differences between 2018 and 2019		Remarks
		Fee(RMB/Month)	Cost(RMB/Hour)	Fee(RMB/Month)	Cost(RMB/Hour)	Total Fee (RMB/Month)	Cost(RMB/Hour)	
<b>Intern</b>	Base Salary	1950	8.33	1750	7.48	200	0.85	Intern recruitment starts in June
	Overtime	1233	5.27	1106	4.73	126.68	0.54	
	Employment Bonus	200	0.85	0.00	0.00	200	0.85	
	Living Subsidy	100	0.43	0.00	0.00	100	0.43	
	Insurance	28	0.12	28	0.12	0.00	0.00	
	Union Fee	57	0.24	57	0.24	0.00	0.00	
	Accommodation Subsidy	110	0.47	110	0.47	0.00	0.00	
	Night Shift Work Subsidy	104	0.44	104	0.44	0.00	0.00	
	School Subsidy	Under 99 people: 4RMB/hour 100-199 people: 5RMB/hour Over 200 people: 6RMB/hour	6.00	3RMB/hour as subsidy, for 3 months in total; 2% handling fee charge.	3.06	687.96	2.94	
<b>Total</b>	<b>22.16</b>		<b>16.54</b>		<b>1314.64</b>	<b>5.62</b>		
<b>Regular</b>	Base salary	1950	8.33	1750	7.48	200	0.85	
	Overtime	1233	5.27	1106	4.73	127	0.54	
	Employment Bonus	200	0.85	0	0.00	200	0.85	
	Living Subsidy	100	0.43	0	0.00	100	0.43	
	5 Insurances and 1 Fund	895	3.82	894.81	3.82	0.19	0.00	
	Continuous Service Award	73	0.31	73	0.31	0.00	0.00	
	Union Fee	62	0.26	62	0.26	0.00	0.00	
	Annual Bonus	146	0.62	146	0.62	0.00	0.00	

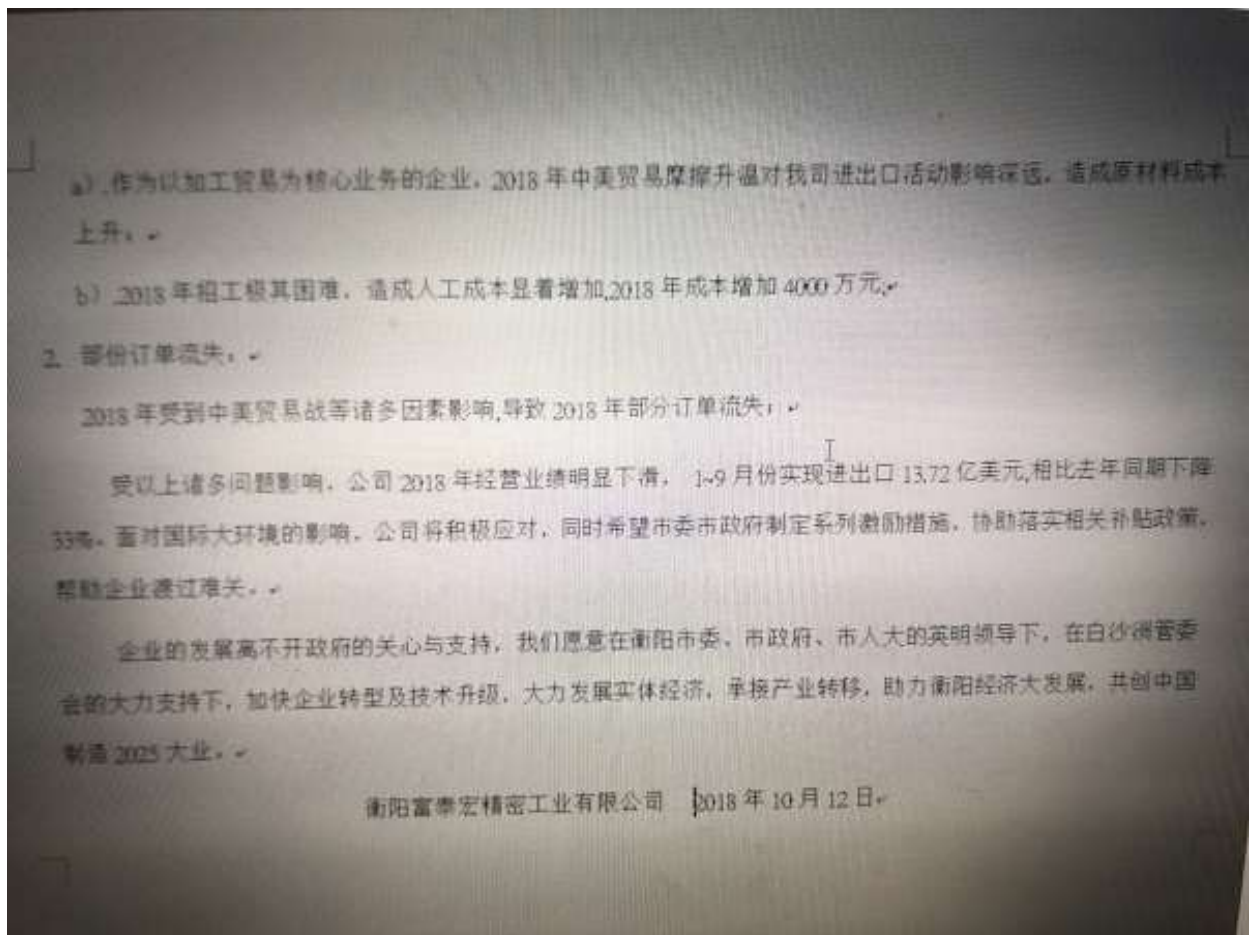
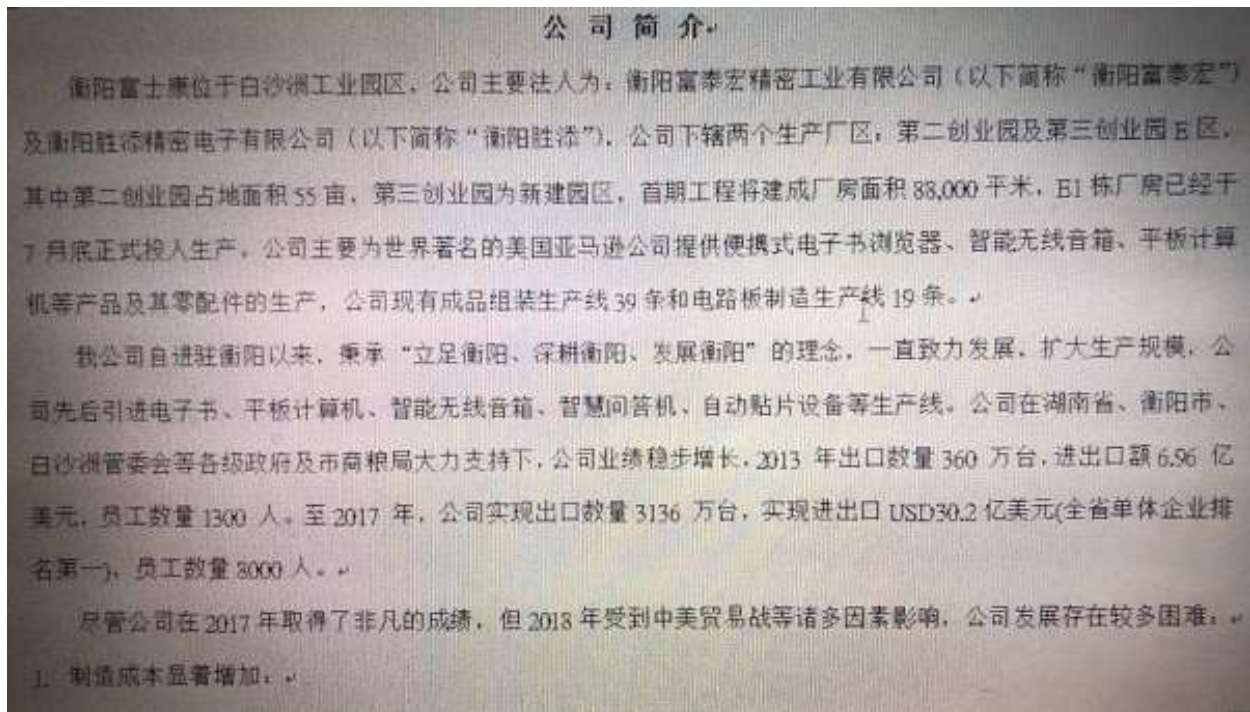


	Night Shift Work Subsidy	104	0.44	104	0.44	0.00	0.00	
	Dispatch Company Fee	Under 99 people: 4RMB/hour 100-199 people: 5RMB/hour Over 200 people: 6RMB/hour	6.00	2.5 RMB/hour as subsidy, for 3 months in total.	2.50	819	3.50	
	<b>Total</b>		<b>26.35</b>		<b>20.17</b>	<b>1446.19</b>	<b>6.18</b>	

Conclusion: Cost of 1,800 interns in 2019 is cheaper than 2018, and the amount is  $1,800 \times 1,314.64 / \text{per month} \times 3 \text{ months} = 7,099,056 \text{ RMB}$ .

**Comparison of the labor recruitment policy between 2019 and 2019, including salary, subsidies, insurance details and the difference in recruiting cost**

Picture 12 - Picture 13



## Company Introduction

Hengyang Foxconn is located in Baishazhou Industrial Park. The business entity is Hengyang Fu Tai Hong Precision Industry Co., Ltd (hereinafter called Hengyang Fu Tai Hong) and Hengyang Sheng Tian Precision Electronics Co., Ltd. (hereinafter called Hengyang Sheng Tian). The company has two production factories: The second venture park and E zone of the third venture park. The second venture park covers an area of 36,666.85 square meters. The third venture park is new, and the first phase of the factory project will be 88,000 square meters. Zone E has been officially utilized for production at the end of July. The company mainly produces kindle, Amazon Echo, tablets and other components for the world well-known U.S. company, Amazon. The company has 39 assembly lines for finished products assembly and 19 for circuit board production.

Since our company was established in Hengyang, we always adhere to the idea of “Help and Develop Hengyang”, and to expand our production scale. We imported the assembly lines of Kindle, Amazon Echo, tablets and other components. With the help from Hengyang authorities, the company performance is growing steadily in recent years. In 2013, the export number reached 3.6 million and the total import and export number was 696 million US dollars with 1,300 staff members. Till 2017, the company’s export number reached 31.36 million and the total export and import number was 3.02 billion US dollars (rank No.1 in Hunan Province) with 8,000 staff members.

Though our company achieved prominent achievement in 2017, we were affected by several factors such as the US-China trade war in 2018, and the development of the company was facing difficulties. For example:

1. The production cost significantly increased:

A. As our company’s main business relies on processing trade, the intensifying trade war between China and the USA has affected the company’s import and export, and the cost of raw materials increased.

B. It was extremely hard to recruit new workers in 2018, and this significantly increased the labor cost by 40 million RMB.

2. Partial loss of orders:

Due to the trade war and some other factors, the company lost some orders in 2018.

Due to the issues mentioned above, the sales revenue of our company declined in 2018. From January to September, we only reached 1.372 billion US dollars of our export and import business, which was 33% lower than last year. Due to challenges from the global environment, our company will be well-prepared and hope the authority can make incentive and subsidy policies to support companies to overcome these challenges.

A company cannot be well-developed without the support and solicitude from the government authority. We are willing to speed up our industrial transformation and technological updates, and help the development of the Hengyang economy and fight for *Made in China 2025* under the leadership of Hengyang authorities.

Hengyang Fu Tai Hong Precision Industry Co., Ltd 10/12/2018

**Hengyang Foxconn’s company overview**

Picture 14

實習生用工檢討會議					
日期	2019/7/25	時間	14:00-15:30	地點	綜合辦公樓-視訊會議室
主持	雷鵬	核准	<i>[Signature]</i>	審核	<i>[Signature]</i> 記錄 <i>[Signature]</i> 2019.7.26
出席人員	HR: 雷鵬、尚文軍、謝映、汪子茹 製造: 夏玉峰 生管: 曾曉波				
出席人員會簽	<i>[Signatures]</i>				
會議內容					
序號	討論事項	責任單位	討論結果/備註		
一	是否使用實習生人力				
	1、生產旺季人力需求大，不使用實習生人力難以滿足生產需求； 2、派遣工人工本高于實習生工難替換。	HR 製造 生管	初步建議：繼續採用實習生人力		
二	實習生用工風險				
	1、露出實習生下線上青洲 2、部分實習生不願加班 3、實習生流動及離職率較高 4、實習生人力資料可能增加信息安全風險 5、使用實習生人力需採購一定管理措施	HR 製造 生管	1、獲取線中線及線下學生，定期溝通，及時反饋需求，及時及時做學生思想工作 2、每日開班前開班不增加班人員到廠，老師及時與學生溝通，並派員配合加班的學生向老師代為請假手續 3、老師每日巡視實習生勞動及離職原因，及時與學生溝通，及時協助其離職手續 4、人員管理實習生由生管人力部與生管交班生管共同管理，人力部負責，生管協助 5、人員資料由生管部管理，勞動安全及信息安全 6、老師每日巡視實習生到廠、離廠、加班、離		

交庫長 謝 謝 謝 謝 謝  
 7/26

會議內容

責任單位	討論結果/備註
力將無 HR 製造 生管	初步建議：繼續使用實習生人力
HR 製造 生管	<ol style="list-style-type: none"> <li>1、夜班線組長及時與學生、老師溝通，及時反饋異常，老師及時做學生思想工作；</li> <li>2、每日製造部統計不願加班人員明細，老師及時與學生溝通，個別長期不配合加班的學生由老師代辦離職手續；</li> <li>3、老師每日處理實習生缺勤及離職問題，及時與學生溝通，降低缺勤及離職率；</li> <li>4、人資提前將實習生替換人力的信息交由生管，生管提前規劃人力排配方案，規避風險；</li> <li>5、人資對小玲提前向園區、勞動局及公安局門報備；</li> <li>6、即刻成立實習生服務小組（業務、HR、製造）。</li> </ol>



	Intern Recruitment Review Meeting					
Date	2019/7/25	Time	14:00-15:30	Location	Multifunctional Building - Video Room	
Moderator	Peng Lei	Approval		Review	Recording	Ziru Wang
Attendees	HR: Peng Lei, Wenjun Xiao, Yi Xie, Ziru Wang      Manufacturing: Yufeng Xia Production Control: Fengbo Zeng					
Attendees Signature						
Meeting Minutes						
Number	Discussion items		Responsible Unit	Discussion Results/ Remarks		
1	Whether to recruit interns					
	<p>1. There is an urgent need of labor during the peak season every year. Thus, if the factory doesn't recruit any interns during the peak season, it might not be able to complete the production goal during that time.</p> <p>2. The cost of recruiting the dispatching workers is higher than interns, and interns are also easier to manage.</p>		Human Resource, Manufacturing and Production Control Department	Initial Suggestion: Keep intern recruitment program		
2	Risk of recruiting interns					
	<ol style="list-style-type: none"> <li>1. Some interns unwilling to work the night shift.</li> <li>2. Some interns unwilling to work overtime.</li> <li>3. Higher rate of absence or resignation among interns.</li> <li>4. Might lose some production capacity during the replacement/ substitution period of interns.</li> <li>5. Certain amount of risk comes with recruitment of interns.</li> </ol>		Human Resource, Manufacturing and Production Control Department	<ol style="list-style-type: none"> <li>1. Night shift line leaders should communicate with interns and teachers more often, and report back any abnormal situation so that teachers can persuade students to work night shifts and overtime.</li> <li>2. Manufacturing department should record any interns who are unwilling to do overtime, and work with teachers to communicate with those students in a timely manner. For those students who frequently don't cooperate, their teacher should file a resignation form on behalf of the students.</li> <li>3. Teachers should be in charge of the absence and turnover of students on a daily basis. Communicate with students more often</li> </ol>		

			<p>to reduce the absence rate and turnover rate.</p> <p>4. HR department should transfer interns replacement info to Production Control Department in advance. Production Control Department should plan ahead the student worker replacement plan to minimize the risk of higher labor costs.</p> <p>5. HR(Xiaoling Feng) should report to the factory, labor department and police department first.</p> <p>6. (HR, PC and Manufacturing department)Launch the interns service group, effective immediately.</p>
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**Meeting minutes of HR, Production Control and Manufacturing Department. The meeting was arranged to discuss whether the factory should keep recruiting interns.**

Picture 15

FOXCONN 8次-IDSBG 創新數位系統事業群 HR

### 一、衡陽廠區用工渠道

用工渠道	輸送目標	備註
正式工	8-10人/周	
派遣工	200人/周	7家派遣公司
實習生	1800人	

備註：中介輸送正式工70人/月



## Hengyang Factory Recruitment Channels

Types of workers	Delivery Goal	Memo
Regular Workers	8-10 people/week	
Dispatch Workers	200 people/week	7 dispatch companies
Interns	1800 people	

Note: The dispatch company delivering regular workers 70 people/month.

**An overview of Hengyang Foxconn Factories recruitment channels, types of workers and recruitment goals**

Picture 16



### Intern Recruitment Performance Review (May- July)

Month		May				June				July		Total Number	AverageNumber	Peak Season has no specific recruitment policy, the performance goal of the recruitment during the peak season is 80%.
		WK19	WK20	WK21	WK22	WK23	WK24	WK25	WK26	WK27	WK28			
Labor Demand		208	273	383	295	377	549	255	469	647	316	3772	377	
Number of workers recruited		357	364	346	310	293	356	304	299	272	261	3162	316	
Number of people delivered by dispatch companies	Regular Worker	46	22	18	17	11	27	20	12	10	10	193	19	15
	DispatchWorker	157	248	365	278	254	278	208	256	177	250	2471	247	198
	Subtotal	203	270	383	295	265	305	228	268	187	260	2664	266	
GAP		-5	-3	0	0	-112	-244	-27	-201	-460	-56	-1108	-111	
Improvement measures	Student Worker	5	3	0	0	112	244	27	201	460	56	1108	111	Recruit interns to fill the labor shortage.

Notes: 1. There is a labor shortage of 1108 workers during the month of June and July. Based on the agreement, for dispatch companies that haven't achieved the delivery goals on time, they would be fined 300 RMB for every person they didn't send, but they still fail to finish the goal. The factory ended up recruiting interns to fill the labor shortage.  
 2. 7/25 Intern Recruitment Review Meeting held by FATP Manufacturing Department, Production Control Department and HR Department has reached an agreement that we can recruit interns in large numbers. They advised to recruit interns to resolve the labor shortage problem during peak season.

**May – July 219 Intern recruitment status, including labor shortage status, actual recruiting numbers and recruiting policies**

Picture 17

FOXCONN B次-IDSBG 創新數位系統事業群

### 實習生VS派遣工成本分析 (1-6月)

員工類型	理論成本(元/小時)	實際成本 (經營提供)							10條實習生線UPH由410暫時下降到390	
		1月	2月	3月	4月	5月	6月	平均	實習生有效利用率	綜合成本(元/小時)
實習生	16.54	0	17.28	16.99	16.92	14.72	16.98	16.94	95%	17.39
派遣工	前三個月 18.79	16.74	18.41	19.00	18.97	18.58	20.30	19.08	100%	18.79
總算	2.19	16.74	1.13	2.08	2.05	3.86	3.32	2.14	3%	1.35

說明：1. 理論成本差異 = 18.79 - 16.54 = 2.19元/小時；  
 2. 實際成本差異 = 16.94 - 19.08 = 2.14元/小時；  
 3. UPH下降後理論成本差異 = 18.73 - 17.39 = 1.35元/小時；

Cost Analysis between Interns and Dispatch Workers (From Jan - Jun)

Types of Workers	Typical Cost (RMB/ hr)		Real Cost ( Provided by Finance Management team)							Temporarily lower the UPH for 10 intern assembly lines from 410 to 390	
			Jan	Feb	Mar	Apr	May	Jun	Avg.	Effective Usage Rate	Overall Cost (RMB/ hr)
Interns	16.54		0	17.28	16.93	16.92	14.72	16.98	16.94	95%	17.39
Dispatch workers	First 3 months	18.73	16.74	18.41	19.00	18.97	18.58	20.30	19.08	100%	18.73
Difference	<b>2.19</b>		16.74	1.13	2.08	2.05	3.86	3.32	<b>2.14</b>	5%	<b>1.35</b>

Explanation:

1. The typical cost difference between interns and dispatch workers= 18.79 - 16.54 = 2.19 RMB/ hr.
2. The real cost difference between interns and dispatch workers = 16.94 - 19.08 = 2.14 RMB/ hr.
3. The typical cost difference after lower UPH = 18.73 - 17.39 = 1.35 RMB/ hr.

**Cost Analysis between interns and dispatch workers from Jan – June 2019**

Picture 18

B次-IDSBG創新數位系統專案

### 一、是否使用實習生及原因

月份		1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月	合計	平均	備註
人力需求		345	1490	625	435	1223	1650	1928	1213	1446	2755	994	0	14109	1176	
供給人數	正式工	20	143	123	142	167	70	48	77	95	94	40	0	1034	85	
	自招	20	132	30	38	10	19	48	38	43	51	34	0	442	37	
	中介輸送	0	0	0	56	131	41	0	24	22	26	0	0	330	26	
	內部推薦	0	41	89	48	26	10	0	15	20	17	6	0	222	23	
	實習生	0	95	0	0	8	584	1124	145	189	600	0	0	2745	229	高峰期6-7月需用實習生滿足人力缺口
	派遣工	325	1252	497	250	1048	996	779	1060	1161	1975	954	0	10940	862	
合計		345	1490	625	435	1223	1650	1951	1282	1445	2669	994	0	14109	1176	
供給占比	正式工占比	6%	10%	20%	33%	14%	4%	2%	6%	7%	4%	4%	0%	7%		
	實習生占比	0%	6%	0%	0%	1%	35%	58%	11%	13%	22%	0%	0%	19%		
	派遣工占比	94%	84%	80%	67%	86%	60%	40%	83%	80%	74%	96%	0%	73%		

**結論說明：**

- 建議繼續使用實習生！
- 高峰期6-7月差異1708人，使用實習生滿足人力缺口，此前HR對派遣公司下達招募指標，未達成目標的派遣公司按300元/人進行罰款（共計罰款：64,200元），仍無法達成招募任務；
- 7/25 HR召集製造FATP和生管討論是否使用實習生，一致認為可繼續使用實習生；
- 實習生優點如下：用工成本低、滿足批量人力、便于富余人力調配、接受能力強。

## 1. Why Should We Recruit Interns?

Month		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Avg	Remark	
Labor Demand		345	1490	625	435	1223	1650	1928	1218	1446	2755	994	0	14109	1176		
Supply of labor	Regular workers	Subtotal	20	143	128	142	167	70	48	77	95	94	40	0	1024	85	
		Direct recruitment	20	102	39	38	10	19	48	38	43	51	34	0	442	37	
		Dispatch companies	0	0	0	56	131	41	0	24	32	26	0	0	310	26	
		Internal referral	0	41	89	48	26	10	0	15	20	17	6	0	272	23	
	Interns	0	95	0	0	8	584	1124	145	189	600	0	0	2745	229	Recruit interns to fulfill the shortage of labor forces in the peak seasons of June to July.	
	Dispatch workers	325	1252	497	293	1048	996	779	1060	1161	1975	954	0	10340	862		
Total		345	1490	625	435	1223	1650	1951	1282	1445	2669	994	0	14109	1176		
Proportions of each type of worker	Regular Workers	6%	10%	20%	33%	14%	4%	2%	6%	7%	4%	4%	0%	7%			
	Interns	0%	6%	0%	0%	1%	35%	58%	11%	13%	22%	0%	0%	19%			





	Dispatch Workers	94%	84%	80%	67%	86%	60%	40%	83%	80%	74%	96%	0%	73%		
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**Conclusion:**

1. **Suggest to keep recruiting interns!**
2. The shortage of labor during the peak season of June to July was 1708, and we used interns to fulfill the gap. HR had sent a recruitment goal to dispatch companies, and those companies who didn't achieve the goal would be fined by 300 RMB/ ppl (the fine in total was 64200 RMB), but the recruitment goal was still not achieved.
3. 7/25 HR team arranged meetings with production FATP and production control team to discuss whether we should keep recruiting interns and we came up with the same conclusion that we should keep recruiting them.
4. The advantages of recruiting interns: Low labor cost, can hire a large amount of labor at once, easier to reassign additional workers to other positions, strong ability to learn new things.

**An overview of intern recruitment status and the explanation of why the factory should keep recruiting interns**

Picture 19

 	
<h2>二、實習生問題點及改善對策</h2>	
問題	改善對策
加強實習生日常管理	成立實習生服務小組：1、及時解決學生生活及工作上遇到的問題；（廠務、HR、製造） 2、每天到車間巡線，加強學生關愛。
部分實習生不願加班 （目前已改善）	1、7/18實習生不加班比例為7.56%，至7/24逐步下降為1.6%，7月25日有7名學生不加班，經駐廠老師勸導后均同意加班； 2、服務小組和老師每天巡線，勸導不願加班的學生； 3、個別惡劣情況，由老師辦理離職。
缺勤率、離職率高	1、7月份實習生缺勤率：6.94%，離職率：9.76%； 7月份派遣工缺勤率：7.31%，離職率：29.99%； 7月份正式工缺勤率：5.93%，離職率：3.33%。 <b>實習生缺勤和離職率均低於派遣工</b> 2、個別天缺勤率高是因為學生集體過生日。服務小組關注實習生動向，由駐廠老師提前與學生溝通，規避批量缺勤及不加班帶來的風險。
實習生人力替換可能會損失部分產能	人資、生管、用工單位提前規劃人力排配方案
存在用工風險	1、人資提前向園區、勞動局及公安部門報備； 2、對於異常學生先由實習生服務小組及駐廠老師勸導安撫，不強制學生留廠實習。

## 2. Intern Issues and Improvement Policies

Intern Issues	Improvement Policies
Strengthen the daily management of interns	Form an intern service group to help interns (management, HR and production): 1. Resolve interns' living and working issues in a timely manner. 2. make more frequent rounds to workshops and show more care to students.
Part of the interns were not willing to work overtime (has improved recently)	<ol style="list-style-type: none"> <li>1. 7/18 the rate of interns who refused to have overtime work was 7.56%; 7/24 the rate was 1.6%; 7/25 only 7 students refused to work overtime, and they agreed after being persuaded by teachers.</li> <li>2. The teachers and service group would make rounds everyday and persuade students who do not wish to work overtime.</li> <li>3. Teachers would arrange resignation procedures for students who refused to work overtime.</li> </ol>
The rate of absence of work and resignation were high	<ol style="list-style-type: none"> <li>1. The absence rate of interns in July: 6.94%; the resignation rate: 9.76%. The absence rate of dispatch workers in July: 7.31%; the resignation rate: 29.99%. The absence rate of regular workers in July: 5.93%; the resignation rate: 3.33% Both the absence and resignation rate of interns were lower than the dispatch workers'.</li> <li>2. The day with significantly high absence rate was because students took leave to celebrate their birthday together. The service group would pay more attention to students and school teachers would communicate with students to avoid the risk of group absence and refusal of overtime work.</li> </ol>
The substitution of interns might lead to a loss of productivity (* note: replace original interns with new interns or other workers.)	HR, production and control and recruitment team would make labor force arrangements in advance.
The risk of intern recruitment	<ol style="list-style-type: none"> <li>1. HR team needs to inform and negotiate with the company, police department, and labor department.</li> <li>2. The service group and school teachers needs to persuade students who are uncooperative with patience and care. Do not force students to stay at the factory for internships if they continue to be uncooperative.</li> </ol>

**Interns' frequent issues, including refusal of night shift work and overtime work and improvement policies**

Picture 20

HY 2018&2019招募政策对比 (明细)			
事项	2018年	2019年	
	工时按234小时/月计算(正常=174H, G1=20H, G2=40H)		
实习生 (6月份开始招募)	基本薪资	1950元/月	1750元/月
	加班费	1233元/月	1106元/月
	入职奖金	200元/月	-
	生活补贴	100元/月	-
	工商保险	28元/月	-
	工会费用	57元/月	28元/月
	住宿补贴	110元/月	57元/月
	夜班补贴	104元/月	110元/月
	招募补贴	6元/小时 (1404元/月)	3元/小时+2%手续费 (3.06元/小时)
	小计	5186元/月 (22.16元/小时)	3871.04元/月 (16.54元/小时)
差异	1314.96元/月 (5.62元/小时)		
派遣工	劳务费	19.74元/小时	前三个月: 18.29元/小时 三个月后: 19.74元/小时
	夜班补贴	104元/月 (0.44元/小时)	104元/月 (0.44元/小时)
	入职奖	234元/月	-
	招募补贴	3.5元/小时 (819元/月)	-
	小计	5776.16元/月 (24.68元/小时)	前三个月: 4382.82元/月 (18.73元/小时) 三个月后: 4722.12元/月 (20.18元/小时)
差异	前三个月: 1393.34元/月 (5.95元/小时) 三个月后: 1054.04元/月 (4.50元/小时)		

总结: 1.2019年1800名实习生使用三个月:  
 较2018年使用派遣工节省成本=1800人\*(24.68-16.54)元/小时\*234小时/月\*3月=10,285,704元  
 较2019年使用派遣工节省成本=1800人\*(18.73-16.54)元/小时\*234小时/月\*3月=2,767,284元  
 2.各派遣公司人力输送仅200人/周,从5月起规定各派遣公司每週输送人数,  
 并对未达标部分按照300元/人进行扣款,已执行。

## Comparison of the Recruitment Policy between 2018 & 2019

Items		2018	2019
		Hours are calculated according to 234 hours/month (Regular = 174 hours; G1 = 20 hours; G2 = 40 hours)	
<b>Intern (Start recruiting in June)</b>	Base Salary	1950 RMB/month	1750 RMB/month
	Overtime	1233 RMB/month	1106 RMB/month
	Employment Bonus	200 RMB/month	-
	Living Subsidy	100 RMB/month	-
	Insurance	28 RMB/month	28 RMB/month
	Union Fee	57 RMB/month	57 RMB/month
	Accommodation Subsidy	110 RMB/month	110 RMB/month
	Night Shift Work Subsidy	104 RMB/month	104 RMB/month
	Recruitment subsidy	6 RMB/hour (1404 RMB/month)	3 RMB/hour + 2% service fee (3.06 RMB/hour)
	<b>Total</b>	<b>5186 RMB/month (22.16 RMB/hour)</b>	<b>3871.04 RMB/month (16.54 RMB/hour)</b>
<b>Difference</b>	<b>1314.96RMB/month (5.62 RMB/day)</b>		
<b>Dispatch workers</b>	Service fee	19.74 RMB/hour	First three months: 18.29 RMB/hour After three months: 19.74 RMB/hour
	Night shift subsidy	104 RMB/month (0.44RMB/hour)	104 RMB/month (0.44 RMB/hour)
	Employment Bonus	234 RMB/month	-
	Recruitment subsidy	3.5 RMB/hour (819 RMB/month)	-
	<b>Total</b>	<b>5776.16 RMB/month (24.68 RMB/hour)</b>	<b>First three months: 4382.82 RMB/month (18.73RMB/hour) After three months: 4722.12 RMB/month (20.18RMB/hour)</b>
	<b>Difference</b>	<b>First three months: 1393.34 RMB/month (5.95 RMB/hour) After three months: 1054.4 RMB/month (4.50 RMB/hour)</b>	

Conclusion:

- In 2019, we recruited 1800 interns for three months

In 2018, the amount saved in labor costs by recruiting interns instead of dispatch workers = 1800 workers \* (24.68 - 16.54)RMB/hour \* 234 hours/month \* 3 months = 10,285,704 RMB

In 2019, the amount saved in labor costs by recruiting interns instead of dispatch workers = 1800 workers \* (18.73 - 16.54)RMB/hour \* 234 hours/month \* 3 months = 2,767,284 RMB

- Each dispatch company only sent 200 workers/week. Starting in May, will regulate and ask dispatch companies to send workers every week. To implement this, will deduct 300 RMB/workers for those who do not meet send the required number of workers.

### Comparison of the recruitment policy between 2018 & 2019 including wages and bonuses

Picture 21

項目	1月	2月	3月	4月	5月					6月				7月	8月	9月	10月	11月	12月	合計	
	WK1	WK1	WK1	WK1	WK1	WK2	WK3	WK4	WK5	WK1	WK2	WK3	WK4	7月	8月	9月	10月	11月	12月		
正式工DL	2881	2924	2867	2869	2897	2874	2850	2829	2825	2807	3089	3063	3047	2965	2948	3003	3025	3134	2978	63678	
正式工DL	456	425	485	500	500	500	500	500	500	500	500	500	500	504	505	506	507	508	509	23807	
派遣工	314	458	1474	1444	1241	1287	1435	1694	1876	2000	1717	1841	1851	1911	3119	3374	4160	4621	5426	23880	
實習生	0	0	95	85	79	82	84	82	80	79	400	412	401	910	892	1039	1060	1023	1007	2488	
合計	3651	3857	4921	4899	4797	4784	4819	5100	5212	5966	5726	5814	5814	6294	7022	7957	8777	9661	9607	148110	
派遣工转正替代				29									100								149
正式工用工比例	98%	98%	68%	69%	72%	71%	69%	69%	67%	61%	63%	61%	61%	56%	47%	44%	40%	38%	34%	21	
派遣工用工比例	0%	12%	30%	29%	26%	27%	30%	30%	27%	30%	23%	23%	23%	31%	42%	42%	43%	46%	50%	7	
實習生用工比例	0%	0%	2%	2%	2%	2%	2%	2%	2%	1%	7%	7%	7%	14%	12%	13%	12%	11%	11%	0	

Item		Jan	Feb	March	April	May					June				July	Aug	Sept	Oct	Nov	Dec	Total
		WK1	WK1	WK1	WK1	WK1	WK2	WK3	WK4	WK5	WK1	WK2	WK3	WK4	July	Aug	Sept	Oct	Nov	Dec	
Workers currently employed	Regular workers DL	2883	2924	2867	2869	2897	2874	2850	2829	2825	2807	3089	3068	3047	2966	2986	3005	3035	3004	2974	63478
	Regular workers IDL	456	475	485	500	500	500	500	500	500	500	500	500	500	504	505	506	507	508	509	10807
	Dispatch Workers	314	458	1474	1444	1241	1287	1455	1694	1876	2010	1717	1841	1853	1918	3119	3374	4180	4621	4436	32089
	Interns	0	0	95	86	79	82	84	82	80	79	420	412	403	910	892	1070	1049	1028	1007	1936
	Subtotal	3653	3857	4921	4899	4717	4744	4889	5105	5282	5396	5726	5820	5804	6298	7501	7955	8770	9161	8927	108310
Dispatch workers who became regular workers					29						300										161
Regular Workers percentage		91%	88%	68%	69%	72%	71%	69%	65%	63%	61%	63%	61%	61%	55%	47%	44%	40%	38%	39%	15
Dispatch Workers percentage		9%	12%	30%	29%	26%	27%	30%	33%	36%	37%	30%	32%	32%	30%	42%	42%	48%	50%	50%	7
Intern percentage		0%	0%	2%	2%	2%	2%	2%	2%	2%	1%	7%	7%	7%	14%	12%	13%	12%	11%	11%	0

Monthly employment status categorized by regular workers, dispatch workers and interns

Picture 22

用工類型	月份	02月		03月			04月			05月		
		離職人數	離職率	月末在職人數	離職人數	離職率	月末在職人數	離職人數	離職率	月末在職人數	離職人數	離職率
勞務工	企業	46	19.7%	200	70	25.9%	209	59	22.0%	200	70	18.8%
	飛宏	67	33.2%	56	51	47.7%	152	51	25.1%	220	53	19.8%
	聯順升	11	13.4%	157	20	11.3%	59	6	9.2%	96	16	14.7%
	寧波天地	20	17.1%	87	27	23.7%	89	7	7.3%	120	21	14.9%
	聯興	51	16.5%	285	75	26.3%	299	56	15.1%	390	108	21.1%
	泰富	98	34.3%	191	61	34.2%	194	38	16.4%	312	55	16.9%
	創德	100	23.8%	370	92	19.9%	343	40	18.9%	316	118	18.8%
	小計	323	23.8%	1346	396	21.7%	1344	292	18.1%	1956	427	18.1%
總計		600	11.3%	4768	592	11.0%	4808	445	8.5%	5327	621	10.8%



	Month	Feb		March			April			May		
Types of Workers		No. of workers resigned	Resignation rate	No. of workers at the end of the month	No. of workers resigned	Resignation rate	No. of workers at the end of the month	No. of workers resigned	Resignation rate	No. of workers at the end of the month	No. of workers resigned	Resignation rate
Dispatch Company	QiZhong	46	19.7%	200	70	25.9%	209	59	22.0%	303	70	18.8%
	FeiHong	67	33.2%	56	51	47.7%	152	51	25.1%	220	53	19.4%
	HuaHuiSheng	11	13.4%	157	20	11.3%	59	6	9.2%	94	16	14.5%
	NingBo TianKun	20	17.1%	87	27	23.7%	89	7	7.3%	120	21	14.9%
	HuaJie	51	16.5%	285	75	20.8%	298	56	15.8%	390	104	21.1%
	TaiHe	98	34.3%	191	61	24.2%	194	38	16.4%	313	55	14.9%
	ChuangYi	100	23.8%	370	92	19.9%	343	80	18.9%	516	118	18.6%
	Subtotal	393	23.8%	1346	396	22.7%	1344	297	18.1%	1956	437	18.3%
<b>Total</b>		600	11.3%	4768	592	11.0%	4808	445	8.5%	5327	631	10.6%

**Monthly resignation status of dispatch workers, categorized by their dispatch companies**

Picture 23

2019年6月份 中介公司結

部門	離職日期	離職原因	結算日期 (三個月)	出缺 天數	入職補貼每月 精定額	入職補貼每月 精定額	6月份 離職工數
SMT			2019722	20	477.75	455.00	182
SMT	2019613	自離	2019623	5	94.50	90.00	36
FATP	2019621	自離	2019611	2	42.00	40.00	16
FATP	2019624	自離	2019624	6	115.50	110.00	44
FATP	2019628	辭職	2019628	19	434.80	410.00	164
FATP	2019621	自離	2019621	4	194.25	185.00	74
FATP	2019628	辭職	2019722	20	464.63	442.50	177
FATP			2019722	20	464.63	442.50	177
FATP			2019723	15	365.38	344.68	137.47
SMT	2019617	自離	2019617	4	73.50	70.00	28
FATP			2019724	20	464.44	442.33	176.25
FATP			2019724	19	422.63	402.50	161
FATP			2019724	19	427.98	405.75	162.3
SMT			2019724	18	422.63	402.50	161
SMT	2019617	自離	2019617	4	73.50	70.00	28
SMT	201966	辭職	201966	3	63.00	60.00	24
SMT			2019724	20	458.06	436.25	174.3
SMT			2019724	18	430.42	405.00	162.87
FATP	2019621	自離	2019621	9	182.44	173.75	69.5
FATP	2019617	自離	2019617	5	94.50	90.00	36
FATP	2019623	自離	2019623	5	99.75	95.00	38
FATP	201966	辭職	201966	2	42.00	40.00	16

從 A 到 Z 排序 (A)

從 Z 到 A 排序 (Z)

按色彩排序 (C)

按 \* 日期 \* 的排序 (D)

按色彩排序 (E)

文字轉亂碼 (F)

(全選)

飞龙

天坤

正联

正合

华杰

华瑞升

至胜

泰合

聯丰

富金

创亿

確定    取消

## Name list of dispatch workers from dispatch companies in 2019/06

Dispatch companies: FeiHong 、 TianKun 、 ZhengLian 、 QiZhong 、 HuaJie 、 HuaHuiSheng 、 ZhiSheng 、 TaiHe 、 RongFeng 、 XinZhong 、 ChuangYi

Employment Date	Recruitment Channel	Dept	Resignation Date	Resignation Reason	Settlement Date (3 months)	Days of Attendance	Project Subsidy (Tax Included)	Project Subsidy (Tax Excluded)	Working Hours Subtotal
							Employment Allowance: Hr/RMB	Employment Allowance: Hr/RMB	
		SMT			2019/7/22	20	477.75	455	182
		SMT	2019/6/13	Self Resignation	2019/6/13	5	94.5	90	36
		FATP	2019/6/11	Self Resignation	2019/6/11	2	42	40	16
		FATP	2019/6/24	Self Resignation	2019/6/24	6	115.5	110	44
		FATP	2019/6/28	Resignation	2019/6/28	19	434.6	410	164
		FATP	2019/6/21	Self Resignation	2019/6/21	8	194.25	185	74
		FATP			2019/7/23	20	464.63	442.5	177
		FATP	2019/6/28	Resignation	2019/6/28	19	467.25	445	178
		FATP			2019/7/23	20	464.63	442.5	177
		FATP			2019/7/23	15	365.36	344.68	137.87
		SMT	2019/6/17	Self Resignation	2019/6/17	4	73.5	70	28

		FATP			2019/7/24	20	464.44	442.33	176.93
		FATP			2019/7/24	19	422.63	402.5	161
		FATP			2019/7/24	19	427.98	403.75	161.5
		SMT			2019/7/24	18	422.63	402.5	161
2019/4/25	TaiHe	SMT	2019/6/17	Self Resignation	2019/6/17	4	73.5	70	28
2019/4/25	ChuangYi	SMT	2019/6/6	Resignation	2019/6/6	3	63	60	24
2019/4/25	FeiHong	SMT			2019/7/24	20	458.06	436.25	174.5
2019/4/25	HuaJie	SMT			2019/7/24	18	430.42	409.93	163.97
2019/4/29	ChuangYi	FATP	2019/6/21	Self Resignation	2019/6/21	9	182.44	173.75	69.5
2019/4/29	ChuangYi	FATP	2019/6/17	Self Resignation	2019/6/17	5	94.5	90	36
2019/4/29	ChuangYi	FATP	2019/6/13	Self Resignation	2019/6/13	5	99.75	95	38
2019/4/29	TaiHe	Engineering	2019/6/6	Resignation	2019/6/6	2	47.91	45.63	18.25

**Names, Start and Ending dates, and other details of dispatch workers in June 2019**

Picture 24

2019年5月-6月份 實習生月度工時報表

序號	工號	姓名	入職日期	畢業學校	AV	AZ	BA	BB	BC	BD	BE	BF	BG	BH	BI	BJ	BK	BL	BM	BN			
					6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28
					星期一	星期二	星期三	星期四	星期五	星期六	星期日	星期一	星期二	星期三	星期四	星期五	星期六	星期日	星期一	星期二	星期三	星期四	星期五
			201966	衡陽技師學院	8	8	8	8	8	8		10	9	8	10	10	8			10	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		
			201966	衡陽技師學院	8	8	8	10	10	8		8	8	8	8	8				8	10		

**Interns' Monthly Working Hour Record (2019. 05- 06)**

Order	Factory No	Name	Employment Date	School	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	6/20	6/21	6/22	6/23	6/24	6/25
					Mon	Tue	Wed	Thr	Fri	Sat	Sun	Mon	Tue	Wed	Thr	Fri	Sat	Sun	Mon	Tue
			2019/6/6	Hengyang Technician College	8	8	8	8	8	8		10	9	8	10	10	8		10	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			3.5	
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang	8	8	8	10	10	8		8	8	8	8	8			4	10

				Technician College																
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	7.97			4	
			2019/6/6	Hengyang Technician College	8	8	7.94	10	10	8		8	8	8	8	7.97				10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8				10
			2019/6/6	Hengyang Technician College	8	8	8	10	8	8		8	8	8	8	8				10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10
			2019/6/6	Hengyang Technician College	8	8	8	10	10	8		8	8	8	8	8			4	10

May – June 2019 Monthly Working Hour Report of Hengyang Technician College Interns

Picture 25

人事行政&員工關係本周工作重點							FIH 富智康
工作項目	說明	DRJ	DATE	完成比	狀態	備註/附件	
人事行政	人力狀況 總在職人數7435人 (正式工3309人, 派遣工2545人, 實習生1581人) 師級418人, 占比5.6% (其中師4以上136人, 占比1.8%) 異級正式工2891人, 占比38.9% 派遣工2545人, 占比34.2% 實習生1581人, 占比21.3% DL: 6903人, 占比92.8% IDL: 532人, 占比7.2%	All	7/26	100%	●		
	離職辦理 本周離職辦理共155人 (正式工19, 勞務工117, 實習生19), 離職率2%	劉寶玲	7/25	100%	●		
	薪資 7月份薪資預提	封小玲	7/26	100%	●		
	津貼 7月份津貼作業 (職業危害, 特種工, 高溫津貼)	劉寶玲	7/31	80%	●		
	考勤 各部門加班上限開通 & 週日專案加班作業	彭玲 曾君	7/31	85%	●	專案加班共計375人	
	五險一金 7月份五險一金費用預提	陳利業	7/24	100%	●		
員工關係	工傷處理 員工工傷/醫療期/自保資料處理	謝軼	7/25	100%	●		
	體檢 新進員工健康體檢: 應體檢275人, 實際體檢249人, 合格236人, 不合格12人	劉新善 謝軼	7/25	100%	●		
	員工異常 正式工: 2起; 派遣工: 11起; 實習生: 3起	謝軼	7/25	100%	●		
	實習生管理 缺勤率: 3.05% 離職: 共計交單19單, 16人已離職, 3人跑單中	謝軼 汪子茹	7/25	100%	●		
	派遣工管理 缺勤率: 3.42% 離職: 共計離職113人	謝軼	7/25	100%	●		



## Key Work of Human Resources of Administration and Staff Relationship for this week

Work Items		Description	DRI	Date	Completion Rate	Status	Remark
Human Resources Administration	Labor Force Status	Number of workers currently: 7435(Regular: 3309; Dispatch: 2545; Intern: 1581) Higher level regular worker: 418, proportion: 5.6% (Level 4 and above: 136, proportion: 1.8%). Lower level regular worker: 2891, proportion: 38.9%. Dispatch workers: 2545, proportion: 34.2%. Intern: 1581, proportion: 21.3%. DL: 6903, proportion: 92.8%. IDL: 532, proportion: 7.2%	All	7/26	100%	Good	
	Resignation Status	This week: 155 (Regular: 19; Dispatch: 117; Intern: 19), Resignation rate: 2%	Boaling Liu	7/25	100%	Good	
	Salary	Report of July Salary	Xiaoling Feng	7/26	100%	Good	
	Allowance	Report of July Allowance (work injury, special work, high temperature allowance)	Baoling Liu	7/31	80%	Medium	
	Attendance & Performance	Stop limiting overtime work for each department & start the overtime work project on Sunday (*Note: Previously, workers who have put in 60 hours a week would not be able to clock in to work and Foxconn implemented this system to control work hours. However, now, the factory has stopped limiting overtime work, and workers can now swipe in even on Sundays to work.)	Ling Peng Jun Zeng	7/31	85%	Medium	375 workers in the Sunday overtime work project
	5 Social Insurance Categories and Housing Provident Fund	Budget planning for social insurance and housing provident fund in July	Lile Yang	7/24	100%	Good	
Staff Relationship	Work Injury	Work injury/Treatment and recovery period /Insurances files	Yi Xie	7/25	100%	Good	
	Physical Examination	New staff physical examination: Supposed to be checked: 275; Actual check:249; Pass: 236; Fail:12	Xinpu Liu Yi Xie	7/25	100%	Good	
	Staff Abnormality (Workers who refuse to	Regular: 2 Dispatch: 11 Intern: 3	Yi Xie	7/25	100%	Good	

	work overtime or night shifts etc. )						
	Intern Management	Rate of absence: 3.05% Resignation: 19 applicants; 16 already resigned; 3 in progress	Yi Xie Ziru Wang	7/25	100%	Good	
	Dispatch Worker Management	Rate of absence: 3.42% Resignation: 113	Yi Xie Lili Hua	7/25	100%	Good	

**An overview of WK4 of July about human resources and staff relationship, including labor force status, resignation, salary and other labor issues**

Picture 26

第七梯次03期實習工作人員名單										
序號	工號	姓名	性別	年齡	民族	工衣	工鞋	是否住	入住公寓	備註
			男	16	漢	XXL	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16	漢	L	43	是	富全公寓	實習生(衡陽市職業中專)
			男	16	漢	M	36	是	富全公寓	實習生(衡陽市職業中專)
			男	16.30	漢	L	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16.30	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.30	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.40	漢	L	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16.40	漢	L	39	是	富全公寓	實習生(衡陽市職業中專)
			男	16.40	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			女	16.40	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			女	16.40	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	S	34	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.50	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.60	漢	XL	42	是	富全公寓	實習生(衡陽市職業中專)
			女	16.60	漢	L	40	是	富全公寓	實習生(衡陽市職業中專)
			男	16.60	漢	XXL	43	是	富全公寓	實習生(衡陽市職業中專)
			男	16.60	漢	L	40	是	富全公寓	實習生(衡陽市職業中專)
			男	16.60	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			女	16.60	漢	L	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.70	漢	XL	42	是	富全公寓	實習生(衡陽市職業中專)
			男	16.70	漢	XL	41	是	富全公寓	實習生(衡陽市職業中專)
			男	16.70	漢	L	42	是	富全公寓	實習生(衡陽市職業中專)

### Interns' name list of the 7th intern recruitment

Order	Factory Number	Name	Gender	Age	Ethnicity	Uniform Size	Shoe Size	Dormitory Residence	Dormitory	Remark
			Male	16	Han	XXL	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16	Han	L	43	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16	Han	M	36	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.3	Han	L	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.3	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.3	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.4	Han	L	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.4	Han	L	39	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.4	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Female	16.4	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Female	16.4	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)

			Male	16.5	Han	L	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.5	Han	L	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.5	Han	S	34	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.5	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.5	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.5	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.6	Han	XL	42	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Female	16.6	Han	L	40	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.6	Han	XXL	43	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.6	Han	L	40	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.6	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Female	16.6	Han	L	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)
			Male	16.7	Han	XL	42	Yes	Fu Jin	Intern (Hengyang Vocational Secondary

									Apartment	School)
			Male	16.7	Han	XL	41	Yes	Fu Jin Apartment	Intern (Hengyang Vocational Secondary School)

**The name list of interns, including age, gender and ethnicity, etc.**

Mr. Jeffrey P. Bezos Chairman, President & CEO  
Amazon.com, Inc.  
410 Terry Ave. N.  
Seattle, WA 98109

August 8<sup>th</sup>, 2019

Dear Mr. Bezos,

In 2018, China Labor Watch released a report on Hengyang Foxconn, an Amazon supplier factory. Following the release of the report, Amazon responded that a recent audit revealed issues regarding the high number of dispatch workers and the underpayment of overtime wages.

Our recent follow-up investigation shows that working conditions at Hengyang Foxconn have deteriorated, violating several Chinese labor laws. Rights violations we found include:

- Interns working overtime and night shifts. Some interns put in 10 hours a day, which includes eight regular work hours and two hours of overtime. This violates Article 16 of "The Administrative Provisions On the Internships of Vocational School Students", which stipulates that "employers must not arrange overtime work and night shifts for students".
- Forcing interns to work overtime and night shifts. Some interns were unwilling to work overtime and night shifts. The night shift line leaders and schoolteachers gave pressure to interns, and for those who still refused to work overtime and night shifts, teachers would help the factory fire the interns.
- Intern wages have decreased. In 2018, the base wage was 1950 RMB for interns. In 2019, the base wage decreased to 1750 RMB and interns received less bonuses and subsidies compared to 2018.
- Regular workers' wages have decreased. In 2018, the base wage was 1950 RMB for regular workers. In 2019, the base wage decreased to 1750 RMB and regular workers received less bonuses and subsidies compared to 2018.
- Proportion of dispatch workers exceeds legal limits. There are currently 7,435 workers in total, which includes 2,545 dispatch workers. Dispatch workers make up 34.2% of the workforce. This violates Article 4 of the "Interim Provisions on Labor Dispatch", which states "the number of dispatch workers must not exceed 10% of the workforce".
- Proportion of interns exceeds legal limits. There are currently 1,581 interns, making up 21.3% of the workforce. This violates Article 9 of "The Administrative Provisions On the Internships of

Vocational School Students", which stipulates that "the number of interns shall not exceed 10% of the total number of employees in the company."

- Teachers staying at the factories with students cooperated with the factory to force interns to work overtime and night shifts, as the factory provides an additional 3000 RMB/month subsidy to every teacher.
- The school cooperated with the factory to deliver large numbers of interns, and ignored the fact that the factory was forcing interns to work overtime and night shifts. The factory paid an additional 3 RMB/ hour person subsidy to the school, for three months in total.
- Excessive overtime work without any rest days: When the factory receives a large number of orders, each department will remove the 60-hour work hour restriction implemented previously, and allow workers to clock in to work despite already putting in 60 hours during the week. At the same time, 375 workers were asked to work overtime on Sunday and many workers did not receive any rest days during the week. This violates Article 3 of the "Responsible Business Alliance", which stipulates that the "total hours worked should not exceed local or national standards, or 60 hours per week, whichever is stricter. Workers need to have at least a scheduled day off every 7 days"
- According to information we obtained, Foxconn communicated with Amazon about allowing dispatch workers exceed 10% of the workforce during peak season.
- The local government intervened in the intern program at Hengyang Technical College.

We urge you to work with your supplier factories to improve the current working conditions at Hengyang Foxconn. China Labor Watch is willing to cooperate with Amazon to ensure that workers at the factory are receiving fair treatment.

Sincerely,



Li Qiang

Executive Director

China Labor Watch