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類型 Type	專案名稱與對象 Project name and Target	內容/訓練方法 Content/Training Methods	成效 Training Effectiveness	營運效益 Operational Efficiency
領導 Leadership development program	1. 基礎管理課程/基層主管 Foundational Management Training/Junior Supervisor 2. 一般管理課程/中階主管 General Management Training/Mid-level Manager 3. 進階管理課程/高階主管 Advanced Management Training/Senior Manager	1. **基礎管理課程 Foundational Management Training：** 內容含組織溝通、職場表達、簡報技巧等，以數位課程方式進行。 The content includes organizational communication, workplace expression, presentation skills, etc., conducted in a digital course format. 2. **一般管理課程 General Management Training：** 內容設計參照各大院校 EMBA 課程，委由外部名師為中鼎客製化準備/錄製數位課程。 The content design is based on the EMBA programs of major universities, commissioned by external renowned instructors to customize and prepare/record digital courses for CTCI. 3. **進階管理課程 Advanced Management Training：** 課程內容包括產業發展趨勢及創新科技新知，以實體講座方式進行。 The course content includes industry development trends and new knowledge of innovative technologies, conducted in the form of physical lectures.	1. **基礎管理課程 Foundational Management Training：** 依基層主管較易在工作中遇到的難題，安排符合的課程，強化在職場之表達溝通能力。 Arrange suitable courses to strengthen communication skills in the workplace, based on the common difficulties encountered by frontline supervisors. 2. **一般管理課程 General Management Training：** 強化主管管理能力，且搭配實際案例，讓主管能更實務運用於管理環境中。 Strengthen the management capabilities of supervisors, and use actual cases to allow supervisors to apply them more practically in the management environment. 3. **進階管理課程 Advanced Management Training：** 增進高階主管對產業發展趨勢及創新科技新知的敏銳度，並針對高階經營管理知識再度強化，以符合管理力需求。 Enhance senior executives' sensitivity to industry development trends and innovative technologies,	藉由領導力學院三階段訓練學程，使主管提昇管理職能，透過完善且全方位職涯教育訓練，造就國際視野與即戰力，培育多元發展的全球化人才。 Through the three-stage training program of the Leadership Academy, supervisors enhance their management capabilities. By providing comprehensive and all-round career education and training, it cultivates an international perspective and immediate combat readiness, nurturing globally competitive talents with diverse development.

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			and further strengthen high-level management knowledge to meet the demands of management capability. **成效 Training Effectiveness**： 目前基礎及一般管理共計 15 門課程，總計逾 300 人參訓；進階管理課程至 2025/3 共舉辦五場實體講座，累計共 150 人次參訓。 A total of 15 courses in Foundational and General management training have been conducted, with over 300 participants trained; Advanced management training will hold five in-person lectures by March 2025, accumulating a total of 150 participants.	

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數位 Digital transition program	1. 中鼎大學/全體員工 CTCI University /All employees 2. 集團策略共識營 /全體員工 Group Strategic Consensus Camps /All employees	1. **中鼎大學 CTCI University** 2020 年成立「中鼎大學」，為全體同仁專屬的線上學習平台，以全職能、全時段、全球化為理念，打造無國界零時差的學習體驗，透過 EIP 中鼎大學網站、手機 APP 隨時隨地學習。 In 2020, "CTCI University" was established as an exclusive online learning platform for all staff, aimed at creating a borderless and real-time learning experience with a focus on full functionality, all-time access, and globalization. Learning is available anytime and anywhere through the EIP CTCI University website and mobile app. 2. **集團策略共識營 Group Strategic Consensus Camps** 每年 10 月，集團決策中心舉辦集團策略共識營，各事業群擘劃報告短中長期目標及策略，並將當天實錄影片上傳至中鼎大學供全集團同仁瀏覽。 Every October, the group's decision-making center holds a strategic consensus camp	1. **中鼎大學 CTCI University** 使全球同仁不受地區限制持續精進學習，讓經驗傳承，促進永續成長，培養專業職能，在業界樹立良好標竿。 Enable global colleagues to continue improving their learning without regional restrictions, allowing for the transmission of experiences, promoting sustainable growth, cultivating professional skills, and establishing good benchmarks in the industry. **成效 Training Effectiveness**： 至 2024 年 12 月底，中鼎大學平台已經上線超過 1,400 門數位課程 By the end of December 2024, the CTCI University platform had offered more than 1,400 online courses 2. **集團策略共識營 Group Strategic Consensus Camps** 集團所有員工清楚了解未來目標與方向，與集團同心一起打拼。 All employees of the group clearly understand the future	1. **中鼎大學 CTCI University** 激勵同仁不斷精進，培養國際觀，孕育多元發展的全球化人才。 Motivate colleagues to continuously improve, cultivate an international perspective, and nurture globally-minded talents for diverse development. 2. **集團策略共識營 Group Strategic Consensus Camps** 中鼎的企業文化是專業、誠信、團隊、創新，企業文化中「團隊」之定義是 One Team, One Spirit, One Goal，在中鼎大家庭齊心朝著共同目標完成。 The corporate culture of CTCI is professionalism, integrity, teamwork, and innovation. The definition of 'team' in corporate culture is One Team, One Spirit, One Goal, where the CTCI family works together towards a common objective.

		where each business unit plans and reports their short, medium, and long-term goals and strategies. The recording of the day's events is uploaded to Chung Ding University for all group colleagues to view.	goals and direction, and work together with the group toward a common endeavor.	

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文化 Cultural education	**1.深化信賴之旅/新進人員** The Journey of Reliability /New Hired employees **2.企業文化活動/全體員工** Corporate cultural activities/All employees **3.超實用 300 句說華語** **/外籍員工及所有具興趣學習者** Easy to speak mandarin (with 300 sentences) /Foreign employees and all interested learners	1. 深化信賴之旅 The Journey of Reliability 課程內容為讓同仁熟悉企業文化，並能對相應的行為目標與正面行為有更進一步的體認，以數位課程方式進行。 The course content is designed to familiarize employees with the corporate culture and to enable them to have a further understanding of the corresponding behavioral objectives and positive behaviors, conducted in a digital course format. 2. 企業文化活動 Corporate cultural activities 每季由 1 家公司代表推廣當地節慶特色給全體集團同仁了解，以數位方式進行。 Each season, a representative from one company promotes the local festival characteristics to all group colleagues for understanding, conducted in a digital manner.	1. 深化信賴之旅 The Journey of Reliability 定義企業文化的行為指標，以線上課程及文化活動，讓同仁在體驗及學習中讓企業文化植入心。 Define the behavioral indicators of corporate culture, using online courses and cultural activities to immerse employees in the experience and learning of corporate culture. **成效 Training Effectiveness**： 至 2024 年底，累計 6,288 人次完訓 By the end of 2024, total of 6,288 people have completed training. 2. 企業文化活動 Corporate cultural activities 讓集團同仁了解各海外公司當地節慶特色。 Let the group colleagues understand the local festival	1. 深化信賴之旅 The Journey of Reliability 專業、誠信、團隊、創新為公司的企業文化，將此內化成為中鼎人的 DNA。 Professionalism, integrity, teamwork, and innovation are the corporate culture of the company, which will be internalized as part of the DNA of CTCI employees. 2. 企業文化活動 Corporate cultural activities 讓集團海內外同仁能彼此融入感受到是集團的一份子。 Let the colleagues from the group both domestically and internationally feel that they are part of the group. 3. 超實用 300 句說華語 Easy to speak mandarin (with 300 sentences) 外籍同仁能適應和融入中鼎的工作環境及在台的生活環境。 Foreign colleagues can adapt to and integrate into CTCI's

		3. **超實用 300 句說華語 Easy to speak mandarin (with 300 sentences)** 中鼎大學與空中大學合作，推出「超實用 300 句說華語」的線上課程，影音教材包含英語、泰語、越南語及印尼語版本。 CTCI University has partnered with the National Open University to launch an online course titled '300 Extremely Practical Sentences for Speaking Mandarin,' featuring video and audio materials available in English, Thai, Vietnamese, and Indonesian versions.	characteristics of each overseas company. 3. **超實用 300 句說華語 Easy to speak mandarin (with 300 sentences)** 提供中鼎海內外關係企業選擇合適的語言觀看學習，幫助外籍員工不受時空限制地學習中文。 Provide CTCI's domestic and overseas affiliated companies with suitable language options for viewing and learning, helping foreign employees to learn Chinese without the constraints of time and space.	working environment and the living environment in Taiwan.

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轉型 Transition program for retiring and terminated employees	1. 高科技學系/高科相關領域同仁及所有有興趣學習者 Advanced Technology Department of CTCI University/Employees in the Advanced Technology Facilities Business Operation and all employees interested in learning. 2. 全員 ESG/全體員工 ESG for all employees /all employees 3. AI 課程/全體員工 AI courses /all employees	1. **高科技學系 Advanced Technology Department of CTCI University** 因應近年成立的高科技設施工程事業部，2023 年成立「高科技學系」，除整併既有學程，並新增入門課程及其他專業領域課程，以數位課程方式教授。 In response to the establishment of the Advanced Technology Facilities Business Operation in recent years, "Advanced Technology Department of CTCI University " was established in 2023, which not only consolidates existing programs but also introduces introductory courses and other specialized courses taught in a digital format. 2. **全員 ESG ESG for all employees** ✓ **ESG Moment** 每個會議都須保留前 5 分鐘向與會者分享 ESG 相議題 Each meeting must reserve the first 5 minutes to share ESG topics with the participants.	1. **高科技學系 Advanced Technology Department of CTCI University** 使高科技領域課程更加完整且具系統性。 To make the Advanced Technology field courses more complete and systematic. **成效 Training Effectiveness:** 目前共計 **104 門課程**，總計 **3350 人次參訓** A total of 104 courses, with a total of 3,350 participants. 2. **全員 ESG ESG for all employees** 將永續觀念傳遞給全體員工。 Deliver the concept of sustainability to all employees. **成效 Training Effectiveness:** 目前共計有 206 則 ESG Moments。 There are a total of 206 ESG Moments accumulated. 3. **AI 課程 AI courses** 面對 AI 各種百花齊放的應用時，了解如何應對趨勢及適應未來的工作新樣態。 In the face of the diverse applications of AI, it is	1. **高科技學系 Advanced Technology Department of CTCI University** 改變既有流程，因應該產業工作節奏。 Change the existing processes to adapt to the working rhythm of the industry. 2020 年 9 月高科事業部成立後 3 個月內取得客戶的第一個設計案，年底再獲得客戶的第二個開發案，合約金額近 3 億元，提升公司收益；2021~ 2024 年陸續再取得超過 50 個專案，累積合約金額近 350 億 Obtain the customer's first design project within 3 months after its establishment in September 2020, and obtain the customer's second development project at the end of the year, with a contract amount of nearly NTD 350 million, increasing the company's revenue; From 2021 to 2024, more than 50 projects will be awarded, with the cumulative contract

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		✓ **Group ESG Award** 透過團隊學習方式-增能工作坊之進行各項提案的創意思維發想，讓提出多元的永續影響力點子入選同仁可進一步強化提案內容。 Through team learning methods – conducting various proposal brainstorming sessions in empowerment workshops, allowing for the selection of diverse sustainable impact ideas by colleagues to further enhance the content of the proposals. ✓ **永續淨零全員課程** **Sustainable Net Zero All-Employees Course** 規劃錄製永續與淨零專區系列數位課程，如碳中和概論、綠色能源科技、碳的循環與利用、淨零碳排的趨勢及對企業的影響與機會、節能措施與再生能源管理等共 13 門數位課程。 Plan and record a series of digital courses on sustainability and net-zero areas, including 13 courses such as Introduction to Carbon Neutrality, Green Energy Technology, Carbon Recycling and Utilization,	important to understand how to respond to trends and adapt to new forms of work in the future.	amount of nearly NTD 30 billion 2. **全員 ESG ESG for all employees** 讓全員 ESG 在中鼎不僅是句口號，而是落實融入在工作日常中。 Let all employees make ESG at CTCI not just a slogan, but integrate it into their daily work. 3. **AI 課程 AI courses** 創造 AI 事業商機 Create business opportunities in AI.

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Trends and Impacts of Net-Zero Carbon Emissions on Enterprises, Energy Conservation Measures, and Renewable Energy Management.

3. **AI 課程　AI courses**
   - ✓外購之數位課程 Purchased digital courses
     - 從微軟的視角看見未來 AI 發展及工作的新樣態 Seeing the future development of AI and new work patterns from Microsoft's perspective.
     - 歡迎來到全民 AI 通識課 Welcome to the National AI General Knowledge Course.
   - ✓ 生成式 AI 在工程領域應用展望 Prospects of Generative AI Applications in the Engineering Field.

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其他 others	1.新進 M&M 制度 /新進人員 Mentor & Mentee System for New Employees/New Hired employees 2.關鍵職位潛力人才發展計畫 /關鍵職位潛力人才 Elite Talent Growth Plan /Talents at key positions	1.新進 M&M 制度 Mentor & Mentee System for New Employees 協助新進同仁了解所屬職務之工作職　責 (R&R)、個人目標設定、預期目標　值(KPI)及規劃試用期期間學習項目及相關需求之指導 Help new employees to understand　the Role and Responsibility (R&R)　of job, personal goal setting, expected target (KPI) as well as　help with the planning for learning　items during probation period. 2.關鍵職位潛力人才發展計畫 Elite Talent Growth Plan 盤點關鍵職位潛力人才，進行領導潛質評測、由專業顧問針對評鑑結果進行一對一對說明與回饋後，與 Coach/Mentor 共同討論 IDP 發展計畫，安排高階主管擔任導師，並安排 Action Learning，做中學，在潛力人才中甄選 Young-Po Plus，由集團總裁親自擔任「Group Mentor」，分享經驗並依個人特質規劃訓練。	1.新進 M&M 制度 Mentor & Mentee System for New Employees 協助新進同仁快速適應公司文化 Assist new employees to adapt the company culture rapidly **成效 Training Effectiveness:** 針對 Mentor 進行滿意度調查近三年平均滿意度 4.8(滿分 5) Satisfaction survey for Mentors Average satisfaction over the past three years is 4.8 (out of 5) 2.關鍵職位潛力人才發展計畫 Elite Talent Growth Plan 協助提升視野、加速全方位發展 Assist in broadening perspectives and accelerating all-round development. **成效Training Effectiveness:** 2021年起有7位派赴海內外擔任關係企業總經理歷練相關管理之工作經驗，並有13位升任擔任部門主管。 Since 2021, 7 individuals have been assigned to domestic or overseas postings to gain relevant management experience as Managing Directors. Additionally, 13 have	1.新進 M&M 制度 Mentor & Mentee System for New Employees 縮短新進同仁摸索及學習期 Shorten the exploration and learning period for new employees. 2.關鍵職位潛力人才發展計畫 Elite Talent Growth Plan 致力於 10 年內培養具國際經營管理人才，確保企業永續競爭力。 The goal is to cultivate talent with international management capabilities within ten years, ensuring the Company's sustainable competitiveness. 我們訂定的目標，於 10 年內培養關係企業（含海外）總經理的成果，2021 年起有 7 位派赴海內外擔任關係企業總經理歷練相關管理之工作經驗，並有 13 位升任擔任部門主管 As result of our goal of developing a Managing Director for our affiliated companies (including overseas) within 10 years of appointment, in 2021, five were sent overseas as

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		Inventory key position potential talents, conduct leadership potential assessments, and after one-on-one explanations and feedback from professional consultants based on evaluation results, discuss the IDP development plan with a Coach/Mentor. Arrange for senior executives to serve as mentors and implement Action Learning for experiential learning, selecting Young-Po Plus among potential talents. The group Chairman serves as the 'Group Mentor' to share experiences and plan training according to individual characteristics.	been promoted to department head positions.	overseas general managers to experience related management work experience, and 13 were promoted as department heads.