Overview   Sustainable
             Management   The Sustainable
                            Roles CTCI Plays III   Accountable
                                                     Governance   Appendix

The Most Reliable Global Engineering Services Provider / Trailblazer of Green Innovation /
The Best Employer That Builds / A Corporate Citizen Willing to Commit

Talent development plan

In 2021, CTCI introduced the following employee development plans, based on the needs for achieving the operational goals and employee career development, to enhance the work skills of our employees, encourage our employees to grow, empower the Company and our employees to achieve annual goals and enable them to offer better services to our clients.

Project Name	Content and Objects	Benefits and Impact on CTCI	Kirkpatrick Training Evaluation Level
Elite Talent Rapid Growth Plan	Target: Elite talents at key positions Content: ➡ 360-degree leadership potential evaluation ➡ Professional consultant one-on one explanation and ➡ feedback ➡ Discuss development plans with coach ➡ Set up a learning journey course and regularly review its ➡ effectiveness Arranging a senior executive as a mentor to assist in enhancing one's perspective and accelerate development Action Learning: Learn from doing and apply skills learned to work	**Advantages of training:** A total of 21 sessions with 16 classes each. There were 1591participants with a total of 2302 training hours. Benefits to business:l Nurture talents with potential in a planned manner, develop them systematically and quickly through individual development plans, and reserve talents that meet the long-term needs of the organization. ➡ Key position retention rate: 78.9%	Comparison of Kirkpatrick Training Evaluation Level **Level 4 - Result assessment:** Our goal of developing a Managing Director for our affiliated companies (including overseas) within 10 years of appointment , In 2021, four will be sent overseas as overseas general managers to experience related management work experience. **Level 3 - Behavior assessment:** Through collective learning, peers can help each other and learn and grow, especially across business groups and BUs, so that they can appreciate the views of the owner, suppliers, the company, employees, etc., and help them steer clear of avoidable mistakes. **Level 2 - Learning assessment:** The average course pass rate is 100% **Level 1 - Reaction assessment:** Average satisfaction grade after the course: 4.65
Agile Project Management Team Development	Background: In response to the newly established Advanced Technology Facilities Business Operations unit (ATFBO), which is different from the previous project execution method, and in response to customer needs, the following content was developed: ➡ Project managers and members selection ➡ Professional knowledge and skill training ➡ Cross-cultural communication and management ➡ Place senior executives as lead sponsors to provide necessary support and resources quickly. ➡ Action Learning: Learn from doing and apply skills learned to work ➡ Share Lessons Learned ➡ In-house technical expert department was established (System Engineering Department) Lectures by external experts, sharing new knowledge	**Benefits to business:** For quick entry, we hire external expert consultants for guidance, and define transformation and development strategies. Even though CTCI lacks experience in designing and building high-tech plants in the past, we were able to quickly transform ourselves in a short period of time by acquiring U.S. plant designs from a Taiwan-based semiconductor company and set up a domestic office to pursue great business opportunities in the high-tech supply chain. At the same time, we actively seek programmatic ways to develop people with potential for cooperation, flexibility, a will to learn and a positive attitude. Since this project is a "cross-country teamwork" project led by the Taiwanese team and executed by CTCI, cross-cultural communication and teamwork is one of our constant endeavors. Due to the characteristics of the high-tech facilities department, the System Manager department is specially established to horizontally coordinate and provide the owner with the best solution, quickly respond to the owner's needs and create a win-win situation. High tech facilities are changing rapidly. Therefore, inviting experts and scholars in relevant fields to communicate regularly is the key project of all staff learning activities.	**Level 2 - Learning assessment:** Within six months, members of the project team were organized, became familiar with the characteristics of high-tech business, and actively enhanced their skills (e.g. refrigeration and air conditioning technology) or sought the assistance of outside experts (e.g. from Taiwan's National Center for Earthquake Engineering), and the completion rate for all related personnel was 100%. **Level 3 - Behavior assessment:** Change the workflow and work methods up to 100% to respond to the needs and changing responses of the owner. We have changed the existing sign-off process to significantly save time, and are committed to reducing communication costs and responding toregular and occasional requests and reports from the owner to keep up with the pace of the industry. **Level 4 - Result assessment:** We received the first design project from the owner within three months, and then received the second development project from the owner at the end of the year to improve the company's revenue. **Level 5 - ROI assessment:** The time period is relatively short, and has not yet been counted.
Expert program refinement	Formulation of the "Colonel - Regimental Commander" system, i.e. Dual Ladder system, for the six disciplines of the EngineeringDivision. As the center of the talent pool, CTCI is also tasked with the goal of guiding and enhancing the design capabilities of its overseas subsidiaries and implementing localization of talent.	Due to the impact of the COVID-19 pandemic, CTCI has launched the CTCI University online learning platform in a very timely manner, while translating it into English for uninterrupted learning and continuous improvement of CTCI's professional functions forpassing on its knowledge. By implementing an expert program, CTCI can effectively enhance the design professionalism of our employees, which is also an important factor in retaining talents.	**Level 4 - Result assessment:** Time efficiency improvement: about 30% reduction in man-hour **Level 3 - Behavior assessment:** Remove the time previously needed to wait for the team leader by having experts to provide guidance and improvement at any time. Three of the six disciplines saw an increase in the rate of professional competencies. **Level 2 Learning assessment:** Average after-school learning assessment score: 94.99 **Level 1 - Reaction assessment:** Average satisfaction rating after classes: 4.84