

Management Approach

Innovative technology and service

Supply chain sustainability management

Brand Management

Integrity management

Commitment	Through innovation, sophisticated expertise and increased access to intelligent technology, we aim to enhance design quality, improve project execution efficiency and capabilities, and provide differentiated services.	Strengthen and enhance the sustainable management performance of manufacturers by having them sign commitment letters of Corporate Sustainable Management and carrying out audits on their sustainable performance, so as to form a positive cycle and increase the manufacturers' level of sustainable impact.	Build the "Most Reliable" brand image and enhance brand recognition around the globe through brand management; increase customer adhesion and help develop businesses into new markets.	Corporate culture of integrity management helps bring a sound business operation and risk management, and lay the foundation of sustainable business.
Strategy	<ul style="list-style-type: none"> ● Rule-based (Rules) design development ● Intelligent EPC (EPC turnkey) project development ● Cultivate colleagues' awareness for new technologies ● Maintain innovative R&D dynamic 	<ul style="list-style-type: none"> ● Increase ESG communications through Supplier Meetings ● Promote an assessment system capable of conducting assessments ● Implement local procurement 	Strengthen reputation management of the Group and enhance brand image	<ul style="list-style-type: none"> ● Enhance awareness on the core value of integrity management ● Implement performance assessment and reporting mechanism
Goals (2025)	<p>KPI 1 Rule-based design development reaches annual target: 100%</p> <p>KPI 2 Intelligent EPC projects development reaches annual target: 100%</p> <p>KPI 3 Smart EPC development projects achieve 100% of annual planning targets</p> <p>KPI 4 Carry out research on or introduce 5 new technologies annually</p>	<p>KPI 1 Proportion of Level-1 suppliers to sign letters of commitment to sustainable management for the given year: 100%</p> <p>KPI 2 ESG questionnaire recovery ratio among Level-1 suppliers: 100%</p> <p>KPI 3 Audit rate of key suppliers with high sustainable risks: 100%</p> <p>KPI 4 Incompliance improvement rate of key suppliers with high sustainable risks: 75%</p>	KPI 1 Strengthen reputation management of the Group and enhance brand image	<p>KPI 1 Integrity management courses completion rate among employees: 100%</p> <p>KPI 2 Integrity management courses completion rate among employees: 100%</p> <p>KPI 3 Performance management courses completion rate: 100%</p> <p>KPI 4 Review the code of conduct</p>
Program	<ul style="list-style-type: none"> ● Introduce intelligent innovation to process ● Research and development design technology 	<ul style="list-style-type: none"> ● Enhance awareness of code of conduct ● Convene supplier meeting ● Perform audit and corrective measures 	<ul style="list-style-type: none"> ● Improve media relations ● Improve digital marketing ● Foster fast response capability to deal with crises 	<ul style="list-style-type: none"> ● Employee education and training ● Code of conduct promotion
Responsibility	Engineering Division, Research and Innovation Center	Procurement Division	Brand Management Department	Human Resource Department
Mechanism	External evaluation and customer satisfaction survey	DJSI evaluation and customer feedback	Group Press Release Management Regulations, Group Media Interview Invitation Management Regulations, Group Awards Participation and Award Record Management Regulations	External reporting mechanism
Impact	Improved customer satisfaction rate, showing a positive trend	Level 1 supplier risk ratio shows a positive trend	Number of media exposures shows a positive trend	Top 5% in corporate governance evaluation, showing a positive trend

Customer service and management

Efforts on climate change and Net Zero emissions

Net Zero EPC and Green Engineering

Safe and healthy work environment

Commitment	We will uphold the corporate mission "To Satisfy Our Customers with Optimized Engineering Services," constantly overcome obstacles and challenge ourselves, take CTCI to the world stage, and provide customers with the best and most reliable services.	As global climate change exacerbates, CTCI will transform into low-carbon business model, aiming to save energy consumption and reduce operation cost by taking energy-saving measures and utilizing renewable energy.	Utilizing the concept of circular economy, meet the sustainability goal of earth resources from three aspects including circular supplies, resource recovery and extending lifespan of products and assets.	Provide a safe and secure workplace, promote various health promotion activities, reduce occupational disaster rate and construction risks, create a healthy workplace, and enhance employee loyalty.
Strategy	<ul style="list-style-type: none"> Standardize operation procedures Integrate internal and external units to bring effective customer communication 	<ul style="list-style-type: none"> Strengthen energy management Use renewable energy 	<ul style="list-style-type: none"> Increase use of renewable energy plan energy saving of application system Promote CTCI green construction label 	<ul style="list-style-type: none"> Implement self-management of HSE at construction sites Ingrain the HSE culture into the minds of all employees Increase employees' awareness of and capabilities in HSE Develop and introduce the Group Health Care Platform
Goals (2025)	<p>KPI 1 Customer satisfaction: 8 points</p> <p>KPI 2 Response rate of customer satisfaction survey: 100%</p>	<p>KPI 1 Reduction of GHG emissions in offices: 30%</p> <p>KPI 2 CO₂ emissions per person at headquarters: 1.28 tons CO₂e/ person</p> <p>KPI 3 CO₂ emissions per 1 million working hours (manufacturing sites): 426.8 tons</p>	<p>KPI 1 The proportion of projects that used at least 1 green technical method: 100%</p> <p>KPI 2 The proportion of projects that undertook low carbon and green engineering: 50%</p> <p>KPI 3 The proportion of projects that made at least 1 engineering proposal delivering energy saving and carbon reduction value: 50%</p>	<p>KPI 1 Frequency of OSHA total recordable case rate (TRCR): ≤ 0.1</p> <p>KPI 2 Health check abnormalities tracking rate: 95%</p>
Program	<ul style="list-style-type: none"> Standards / procedures for improving service quality Hold competitions to enhance employees' awareness Conduct satisfaction surveys on 24 projects 	<ul style="list-style-type: none"> Climate risk management Greenhouse Gas Examination and Reduction 	<ul style="list-style-type: none"> Promote low-carbon engineering Green technology R&D 	<ul style="list-style-type: none"> HSE forums for partner firms Education and training about construction sites Workplace health promotion
Responsibility	Project & Sales Dept.	The entire company	Design department	HSE Management Department and AGS Department
Mechanism	Quality management review meeting	DJSI external rating , CDP external rating, ISO 14064	DJSI external rating	ISO 45001
Impact	Customer satisfaction has improved, showing a positive trend	Scored B in 2021 CDP rating, showing a negative trend	Operational revenue from green engineering increases, showing a positive trend	Increasing number of occupational accidents, showing a negative trend



Career development and training

Recruitment and retention

Social involvement

Commitment	Make comprehensive training plans and provide a systematic and planned career development pathway based on different organizational structures and hierarchies, so as to achieve the goal of talent recruitment, talent cultivation, and talent discovery for CTCI.	With the aid of new technologies and behavioral-structured interviews, improve talent recruitment and retention rate, provide a perfect and competitive compensation plan, and provide a friendly and healthy workplace for perfect learning and development, so as to achieve the goal of talent retention.	Based on its own professional core competencies, CTCI is committed to giving back to the society, promoting green and friendly technology application, as well as cultivating talents for sustainable engineering, so as to enhance the Company's brand image and continue with green business innovation and development.
Strategy	<ul style="list-style-type: none"> Support from supervisors at all levels Systematic structure (e.g., CTCI University) Refer to related assessment and conduct online and offline integration Conduct 1:1 teaching and coaching 	<ul style="list-style-type: none"> Diverse recruitment channels Competitive salary and friendly workplace Well-rounded training and job rotation Career development based on company growth and personal interests 	<ul style="list-style-type: none"> Cooperate with external organizations to organize events Combine the concept of public welfare in its operational core competencies Host international cooperation seminars Take part in sustainability initiatives
Goals (2025)	<p>KPI 1 Professional competence achievement rate 95%</p> <p>KPI 2 IDP achievement rate 95%</p> <p>KPI 3 Career planning path completion rate 85%</p>	<p>KPI 1 Enhance the technical capability of key personnel and achieve a 5.0 competency rating</p> <p>KPI 2 Salary market positioning standard, annual review and adjustment of salary system</p> <p>KPI 3 Develop long-term incentive compensation tools such as restricted stock plans</p>	<p>KPI 1 Event themes: 20</p> <p>KPI 2 Even sessions: 135</p> <p>KPI 3 Number of participants: 12,500</p> <p>KPI 4 Number of parties involved in the industry-government-academia cooperation: 100</p>
Program	<ul style="list-style-type: none"> Promote CTCI University Elite talent development plan 	<ul style="list-style-type: none"> Campus / international talent recruitment Incentives for long-term retention Employee engagement survey 	<ul style="list-style-type: none"> Total participation ESG excellence practice Promotion of campus and youth sustainable activities
Responsibility	Human Resources Department	Human Resources Department	CTCI Education Foundation
Mechanism	Human Resources Development Committee	Human Resources Development Committee	External evaluations and feedback from stakeholders
Impact	Average training hours decreased, showing a negative trend	Turnover rates increase, showing a negative trend	Received external evaluation awards, showing a positive trend