

Employee Training & Learning

Providing a good environment for the appropriate development of talent is important for TSRC's sustainable development. TSRC is actively building a learning-centric organization and stimulating employees' creative thinking to encourage innovation and transition within the organization. Each department conducts professional competency training according to its functional needs (including professional courses in production, research and development, and warehousing and logistics), promotes external professional courses and technical exchanges, and promotes global ESG training in Taiwan, China, Europe and the U.S. The ESG general course includes important ESG information such as "global ESG development trends," "TSRC ESG strategy and goals," and "TSRC's sustainable products". All TSRC Group employees have completed the training in the first quarter of 2023.

1. TSRC Learning Blueprint

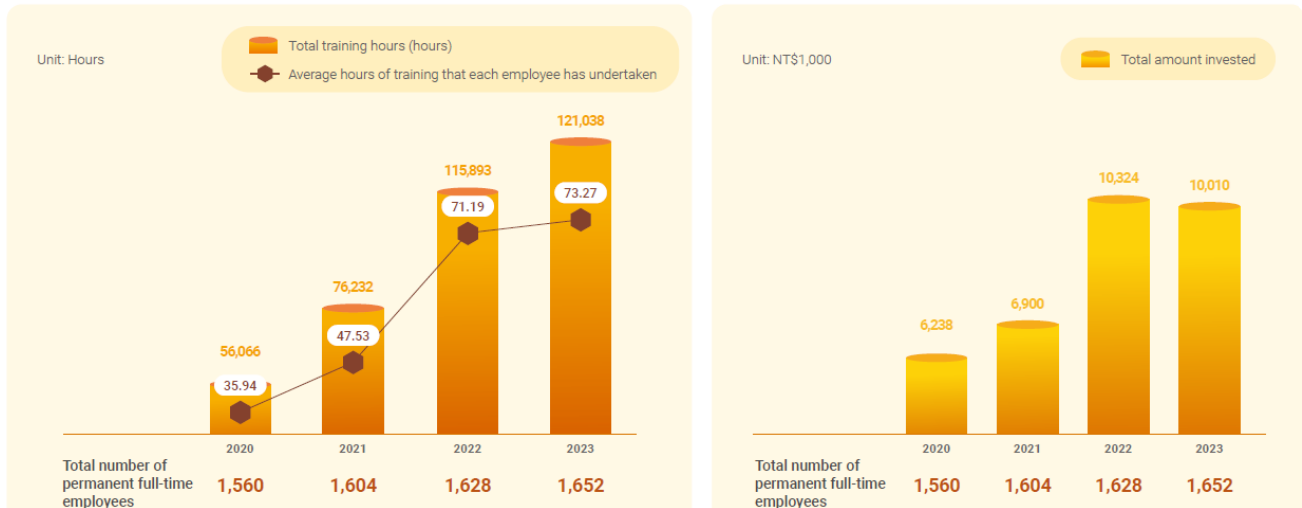
TSRC has established the TSRC Learning Blueprint based on the three major aspects of personal ability, individual willingness, and organizational needs. Through educational newsletters, personal development goal-setting courses, and "TSRC Sharing and Exchange," the company promoted the goal-setting and implementation of personal development for global employees. Through the guidance and assistance of managers, TSRC assists staffs to connect their self-development goals with the Company's critical needs. TSRC has also introduced the Predictive Index (PI) Behavioral Assessment tool to help employees understand self-driving elements and develop their strengths. The tool supports managers to understand the strengths and characteristics of staff, resulting in better providing guidance and assistance.



2. Employee Training hours and Investment Resource

In 2023, the industry in which TSRC operates faced significant economic challenges. In response to the rapid changes in the market and the environment, TSRC actively invested in employee education and training resources, and the total hours of employee training increased by 2.92% compared to last year.

🔗 Average Training hours per Employee and Total Investment Amount



3. Events

TSRC Leadership Competency Project

In 2023, TSRC established the Leadership Competency Project to cultivate management competencies in the leadership level, in order to prepare for current and future challenges and to move toward global managerial development. By defining the types of competencies, measurement standards, behaviors to be demonstrated, and analyzing obstacles to leadership development, TSRC has completed the development of competency projects, and identified the eight key competencies and supporting skills for each leadership level. TSRC puts efforts on succession planning and conducts analysis every March to check key talent reserves and the development plans for critical positions. The Company also launches different courses according to different job levels, including leadership courses for entry level managers, organizational leadership courses for mid-level managers, and strategic leadership courses for senior managers.

TSRC Sharing and Exchange

To facilitate cross-departmental collaboration and innovation, TSRC has held the annual "TSRC Sharing and Exchange" activity series since 2021, inviting experts in various areas of the Company's departments to share their case experiences about finding solutions and breakthroughs when facing challenges and bottlenecks. The online real-time interaction and cross-border discussions allow

knowledge and skills to flow between different business units and inspire innovative ideas and practices.

2023 TSRC Sharing and Exchange' s theme was related to TSRC' s five core values – Accountability, Integrity, Teamwork, Excellence, and Innovation. Old/middle/young managers and employees were invited to share their stories of working in TSRC. The corporate culture and values of TSRC are described from the perspective of different generations, while the growth and significance that history has brought to TSRC can be witnessed. The activities attracted 692 participants, with an overall average satisfaction rating of over 4.6 points (based on a 5-point satisfaction score). A total of 19 Sharing and Exchange events were held overseas. In the future, TSRC will gradually expand the TSRC Sharing and Exchange to other locations. The content will continue to be integrated with the career paths of employees to expand the endless possibilities.