

chapter 4

Employee

4.1	Climate Action Talent	133
4.2	Employee Development	135
4.3	Employee Remuneration and Benefits	140
4.4	Occupational Health and Safety	145
4.5	Human Rights Protection	151



TCC Group Holdings Hot-Air Balloon

Built upon the Pantheon, the world's earliest concrete structure, and composed of TCC cement packaging from different eras and regions, it gathers cross-disciplinary talent from across TCC's global businesses and symbolizes the positive energy of diverse wisdom rising together.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

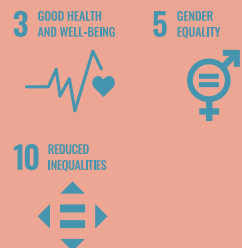
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

4.1 Climate Action Talent

“ We need talent who can see the future and are willing to solve problems. Finding a job is not difficult for most people. But more importantly—are you choosing a job, or a future you want to participate in? ”

— Chairman Nelson An-ping Chang

Nemo Talent Program Seeking π -Shaped Talent with Pioneering Characters

McKinsey & Company's "Future Talent Trend Study" emphasizes that, unlike T-shaped talent with a single specialty, π -shaped talent requires dual expertise as two supporting pillars, connecting both with "cross-domain thinking" to deconstruct problems in complex situations. TCC targets launching the Nemo Talent Program in 2026 to seek leaders with dual cores

of critical thinking and action. Adhering to the principles of diversity and inclusion, TCC recruits talent from cross-domain backgrounds—including engineering, energy, data, and management—through campus engagement such as recruitment events and industry-academia collaborations to build a competitive team.

Calling "Captain Nemo"

"Nemo", from French author Jules Verne's classic science fiction novel *Twenty Thousand Leagues Under the Sea*, captaining Nautilus to iconically explore the deep ocean in literary history. He symbolizes the courage to explore the unknown and technological innovation, echoing the enterprise's talent cultivation needs for cross-domain capabilities and forward-looking vision to achieve continuous breakthroughs in a changing environment.



In the age of AI automation, thought and cross-domain integration are the true measures of talent.

While many companies use AI to filter candidates and label talent, TCC prioritizes future insights and core values. Evolving from the 2025 "Digital Intelligence Navigators (DIN)" project, the upgraded "Nemo Talent Program" targets new partners with cross-domain integration, independent thinking, and fluent cross-border communication skills to build a globally mobile talent pipeline. Selected candidates will participate in global transformation projects, receiving direct guidance from senior executives of various business groups to navigate a highly volatile global market.

Explore the 7 major projects below:

- + Digital Intelligence Navigator (DIN)
- + EnergyArk Project
- + Portland Resource Recycle Initiative
- + Low-Carbon Materials Innovation Project
- + New-Civilization Construction Project
- + Energy Acceleration Initiative (Europe)
- + AI-Empowerment Project

TCC KEY FACTS

Share of talents with Skills for Green Jobs **73%**

| Taiwan and Mainland China
Note 1: Personnel meeting the ILO definition, holding professional certifications, or verified by the Institute of NextGen Sustainability (formerly TCC Carbon Academy).

ACTION SPOTLIGHT

Headquarters Recruitment

Career Open House

TCC held the 2026 Headquarters Recruitment Information Session, gathering hundreds of young talents from diverse backgrounds and nationalities. The chairman and four senior executives responsible for driving the TCC's AI transformation delivered keynote speeches and shared career experiences.

They introduced how to integrate AI and drone technology with basic industries, covering practical applications in Cement and Environmental Protection Business and Charging and Storage Business. The event also provided resume check-ups and networking sessions with the management team, breaking away from traditional one-way presentations. By interacting closely at the industrial site, TCC aims to convey its values and career development paths to potential talents.





Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

Deep Campus Engagement

TCC Summer Internship Program

Summer interns engage in corporate practice, thematic courses, and green energy/circular economy site visits to fully grasp industry operations and transformation. Centered on "AI × Sustainability," the program fosters cross-disciplinary thinking and practical application. In 2026, Taiwan operations will expand to include international students for the first time, partnering with Princeton in Asia to strengthen global, cross-cultural talent connections.

Material Sustainability Industry Program and Internship Project

Ho-Ping Power Company collaborated with NTOU, NIU, and NDHU to cultivate applied electromechanical talent by integrating practical power plant environments. Participating students also received salaries and retention bonuses exceeding regulatory requirements. As of March 2026, the retention rate was 11.7%.

Industry-Academia Collaboration on Battery Technology

Molicel collaborated with NTUST and NYCU on multiple projects focusing on high-performance lithium battery technology research. These projects covered key aspects including battery materials, structural design, and safety, deepening students' understanding of industry technologies and application scenarios.

Interdisciplinary Career Immersion – Mentorship Program, NTU

TCC offers project-based corporate practice in human resources, sales, and smart manufacturing, allowing students from diverse backgrounds to gain cross-disciplinary experience.

Hualien Szu Wei Senior High School "Program for Electrical Engineering Technicians"

TCC partners with NDHU on a special program offering local students test-free admission, encouraging professional certifications, and providing priority for future roles within TCC. As of 2025, 26 students have enrolled.

Xingxueshu Mentorship Program, NCHU

Serving as a corporate mentor, TCC guides students to understand corporate carbon reduction and sustainability strategies while offering firsthand experience in new energy applications.

Scholarships

- Dean's Award for Graduate Students, College of Engineering, NTU
- Master's and Ph.D. Thesis Exhibition, Department of Chemical Engineering, NTU
- TCC Summer Internship Grant

ACTION SPOTLIGHT

CIMPOR Academy NextGen

The CIMPOR Academy talent development program targets fresh graduates from all disciplines, offering a 12-month program that integrates theory, practice, mentorship, and cross-departmental collaboration, achieving a retention rate of over 75% in recent years. In 2026, CIMPOR will launch the NextGen Program for bilingual (English/Portuguese) youth under 30, providing professional training in engineering or operations management, and fostering cross-border and cross-cultural experience through collaboration with CIMPOR's international team. Similarly, NHOA Energy's

Graduate Program recruits top energy and electrical engineering graduates to cultivate future leaders. Over a 24-month period, trainees rotate through the Milan headquarters and key departments—including engineering, business development, and technical sales—to gain versatile skills and diverse experience. They also mentor the next cohort, sustaining the talent pipeline.



OYAK Cement Named Finalist for 2025 PERYÖN Value for People Awards

OYAK Cement's Adana plant in Türkiye launched CEMSTART, a program targeting recent engineering graduates. Under the mentorship of senior engineers, participants undergo a 6-month rotation and hands-on project execution, deepening young talent's expertise while strengthening the industry's long-term competitiveness. The program achieved a 94% retention rate and was a finalist for "Employer Branding for Talent Acquisition" at the 2025 PERYÖN Value of People Awards.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

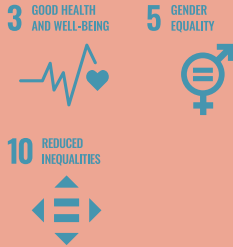
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS SUSTAINABILITY REPORT

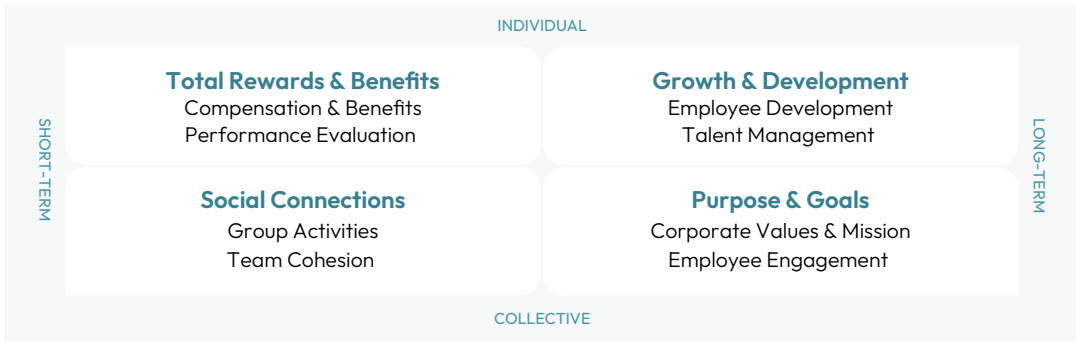
4.2 Employee Development

Championing the Employee Value Proposition Building an Inclusive, Cross-Domain, and Multi-Generational Workplace

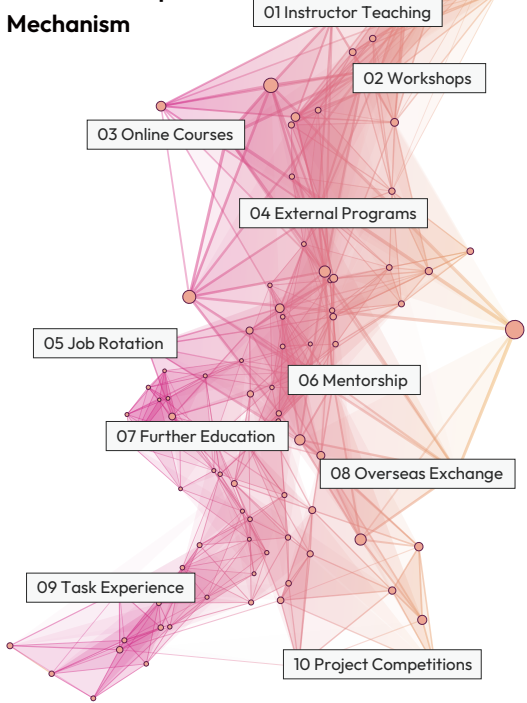
The World Economic Forum's "Future of Jobs Report 2023-2027" indicates that the world is in a period of major skills transition. Cognitive flexibility and the ability to integrate and solve complex problems have become core competencies for future talent. Employees need to develop cross-domain skills such as digital, analytical, and creative abilities through training to face changes in competency requirements caused by AI and technology. Meanwhile, Taiwan will enter a "super-aged society" in 2025, and Europe also faces the brain drain of higher education talent. The workplace simultaneously bears multiple pressures of generational shift, knowledge transfer, and talent transformation. TCC views talent as the driving force for corporate growth, focusing globally on two main

aspects: "cross-domain development" and "cross-generational inclusion," to create a diverse, friendly, and people-centric workplace environment. TCC provides a systematic talent development mechanism to help employees deepen their professional capabilities, promoting talent development and enhancing organizational resilience. TCC targets the further introduction of Employee Value Proposition (EVP) in 2026 to enhance the connection between talent development and corporate vision, aiming to support employee growth while guiding employees to understand their work, the corporate mission, and the value and impact created for society.

Employee Value Proposition (EVP)



Diverse Talent Development Mechanism



TCC Talent Development and Training System: Covering All Supervisors and Employees

Sustainability Program 	- Newcomer Training - Sustainable Learning Action Program - Institute of NextGen Sustainability (formerly Carbon Academy)
Management Program 	- Management Program for Mid-Level and New Managers - Leadership Impact Academy - Information Security Awareness and Management
Cross-Domain Program 	- Generative AI Application Practices - Thinking Program - Professional Image Building and Workplace Etiquette - Global Economic and Investment Trend Observation - Effective Time Management
Language Program 	1-on-1 Courses - Practical Daily Conversation - Writing Intensive Training - Current Affairs Reading - Advanced Business - Online Courses
Development Program 	- Leadership — Development Program - Learning Ability — TCC Lyceum - Life Skills — Health Care and Financial Management



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

Cross-Domain Talent Development — Sustainable Learning Program

Facing the challenges in global expansion and industrial transformation, in 2025, TCC's training focus is "internationalization" and "AI application" in Taiwan and Mainland China. CIMPOR and OYAK Cement plan training content based on diverse and balanced development. Furthermore, through flexible career paths and internal mobility mechanisms, combined with open vacancy matching and skills training, TCC promotes talent mobility and cross-domain knowledge sharing.

TCC has established online learning platforms across its global sites, including "TCC Lyceum," "CIMLearning," and "OYAK Çimento Academy", providing diverse learning aspects such as general knowledge and basic literacy (newcomer training, group regulations, legal compliance, information security, and language skills), professional competencies and technological transformation (sustainability lectures, energy, AI, etc.), and management and leadership development (management skills). The platforms are continuously optimized annually based on needs to enrich learning resources, creating a diverse and autonomous learning environment free from time and space constraints.



The global Cement and Environmental Protection Business annual meeting focuses on the dual axes of "low-carbon transition × digital intelligence," promoting the exchange and integration of overseas practical experiences.

MITeI Industry Liaison Program

In April 2025, TCC invited professors and scholars from the MIT Energy Initiative (MITeI) to the TCC's headquarter to exchange views with senior executives of various business group under the theme "Towards a greener future."

The discussion focused on the impact of global policies and economic measures on corporate decarbonization strategies, the application potential of AI in carbon reduction and efficiency improvement, and the use of AI to enhance climate-related risk identification, scenario simulation, and adaptation, assisting the Management Team in establishing a consistent decision-making perspective in an environment of increasing uncertainty.

ACTION SPOTLIGHT

OYAK Cement Blended Learning Program Recognized with Enocta Award

OYAK Cement's blended learning program received the "Blended Learning Star" award from Türkiye's Enocta e-learning platform in 2025. Combining physical and digital learning formats, OYAK Cement planned learning modules such as personal awareness, excellent work performance, emerging skills, and management to comprehensively support employee growth. The program encompasses a total of 10 blended learning initiatives, with 1,995 employees assigned to participate, generating over 900 activity learning records.



External Training Programs

Taiwan and Mainland China

TCC provides subsidies for external short-term courses, professional seminars, and workshops to encourage employees to continuously learn new industry knowledge and professional skills. Covering diverse fields such as occupational safety, professional skills, certification acquisition, rule of law, environmental hygiene, general education, and management, employees can apply to participate based on job requirements. In 2025, a total of 3,390 people participated, with subsidies amounting to NT\$8,460,153 and total external training hours reaching 39,013 hours.

TCC KEY FACTS

Percentage of Open Positions Filled by Internal Candidates (internal hires)

67%

| Global





- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

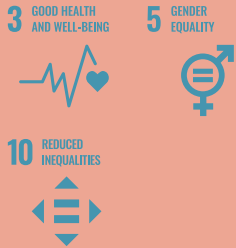
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



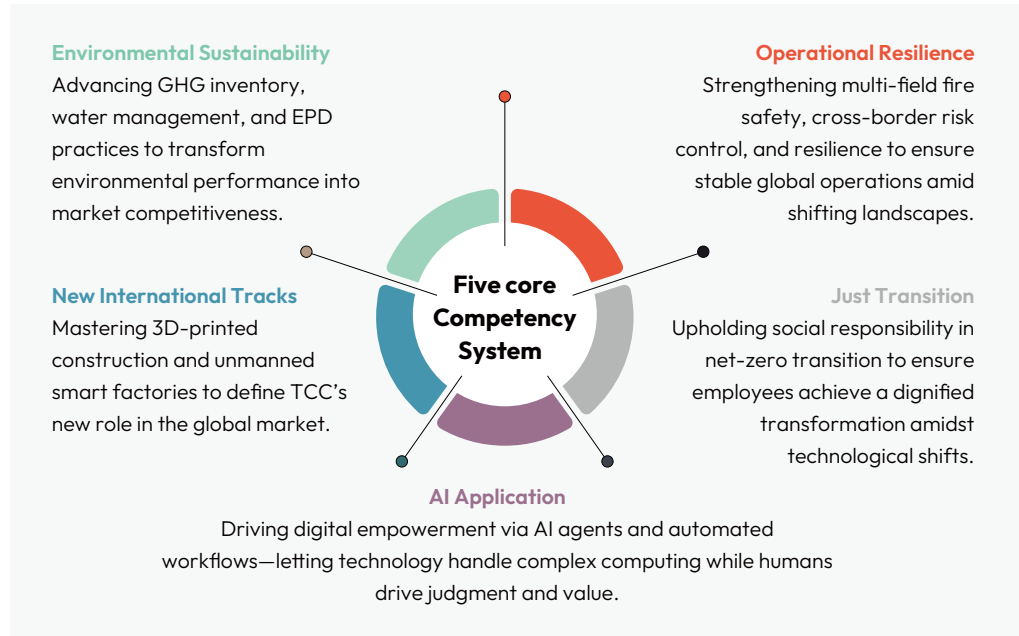
ACTION
SPOTLIGHT

Institute of Nextgen Sustainability

Taiwan and Mainland China

Launched in late 2024 to internalize carbon management, TCC's "Carbon Academy" will upgrade to the "Institute of Nextgen Sustainability" in 2026 to meet global supply chain demands in carbon, water, and circular economy management. Guided by the

mission "protecting colleagues with digital technology, defining the future with sustainability," the Institute empowers employees with five core competencies to conquer the information tsunami and focus on high-value decisions.



Note 2: For the career/learning roadmap, please refer to the [ESG Section](#) on the TCC Official Website.

Note 3: Specifically designed for operational market needs, the planned Mainland China course section covers local AI software, policies, and carbon market operations, such as: DeepSeek and ERNIE Bot AI office tool tutorials.

Experience Sharing by Professional Lecturers and Overseas Managers

Courses at the Institute of Nextgen Sustainability feature knowledge transfer by experienced mid-to-senior managers with extensive forum experience, combining fieldwork with theoretical frameworks to align with global sustainability trends.



Ken-Ying Tseng
—
Partner/Attorney
at Lee and Li,
Attorneys-at-Law

Based on "Basic Law on Artificial Intelligence" and generative AI trends, this course shares corporate governance guidelines covering ethics, risk scenarios, and international playbooks. As TCC encourages AI adoption, these guidelines help business entities balance innovation with compliance, enhancing risk awareness.

Özge Aşçıoğlu
—
CIMPOR
Chief Audit Officer



Drawing from cross-border experience, this course shares CIMPOR's global compliance operations, including policy formulation, tech-monitoring of regulations, compliance training, and cross-departmental collaboration. As TCC deepens its international layout, this experience helps business entities strengthen their governance.

Internal Lecturer Training

TCC cultivates professional, enthusiastic colleagues and managers as internal lecturers to foster continuous learning and transform practical experience across regions and business entities into organizational assets. TCC has total of 15 internal lecturers in 2025.

Competencies of Internal Instructors

- **Professional Knowledge:** Profound domain knowledge and practical field experience.
- **Teaching and Expression:** Clear logical structure and engaging communication .
- **Guiding Empathy:** Two-way interaction that inspires thinking from the learner's perspective.

Digital Empowerment Support

- **Hardware & Technical Support:** Providing dedicated recording spaces with HD equipment, while guiding instructors to master digital pacing and interaction techniques.
- **Instructional Design Assistance:** Clarifying learning objectives to enhance the visualization and readability of course materials.
- **Knowledge Sharing Cloud:** Establishing an internal teaching platform to store top-tier lesson plans and videos for easy learning and access.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

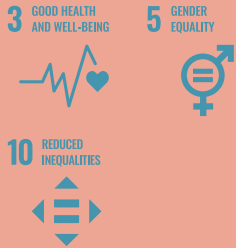
Human Rights Protection

Nature

Social Inclusion

Appendix

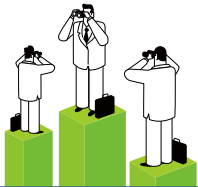
Alignment with SDGs



Cross-Generational Inclusion

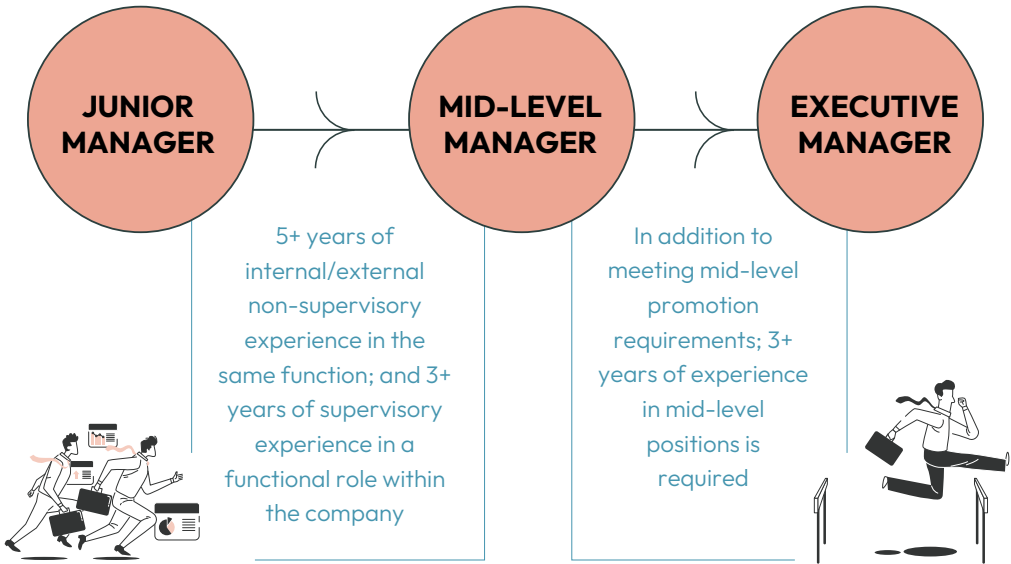
TCC is deeply rooted in the manufacturing industry, where on-site operations rely on the accumulation and transfer of practical experience. Through a mentorship system combined with flexible dispatch mechanisms, TCC hands down knowledge and skills to the new generation of talents, enhances cross-team and cross-generational collaboration, and accelerates the growth of young talents. To break the dilemma of "resignation equals loss," TCC targets launching "Talent Reconnection Mechanism" in 2026 to establish a sustainably linked expert talent pool system.

Stage for Young Talents Internship Program	Mid-Generation Succession and Experts Talent Pool	Cross-Generational Inclusion
Covering 16 professional fields, the program is centered on "early experience, early cultivation, and precise selection." ▪ Cross-Domain Proposal Competition ▪ Cross-Sector Site Visits ▪ Exclusive Workplace Mentors ▪ Diverse Thematic Courses ▪ Global Talent Linkage ▪ Provides multiple options including summer, semester, and academic year programs TCC targets the introduction of an international internship program in 2026 to strengthen cross-cultural interaction and talent exchange.	Cross-Business Unit Transfers — Global: Expands diverse career paths, promotes cross-domain experience, and enhances talent mobility and allocation flexibility. Expert Hub and Talent Pool — Taiwan: Structurally retains the professional qualifications of resigned or retired employees as a basis for filling future key talent gaps and rehiring, reducing recruitment costs and achieving seamless transmission of experience and value. Retiree Rehiring — Taiwan, CIMPOR: Invites retired former employees to pass on knowledge and experience to current colleagues through rehiring or outsourcing.	Mentorship Program — OYAK Cement: Senior employees act as mentors to guide and assist junior employees in developing professional skills and leadership capabilities. Mixed-Age Projects — Taiwan, CIMPOR: Combines senior talent and young teams to jointly participate in projects and technical exchange, strengthening organizational learning and problem-solving efficiency. Reverse Mentorship Program — OYAK Cement: Empowering the younger generation to share digital trends and innovative thinking with senior executives, breaking traditional hierarchies.



Transparent Promotion Channels

TCC establishes a fair and transparent promotion mechanism, selecting key talents based on employee performance and development potential to enhance overall organizational efficiency and strengthen employee retention. For those meeting performance standards and organizational needs, procedures such as performance evaluation, competency assessment, and supervisor recommendation ensure a fair and open selection process, further stimulating employees' motivation for career development.



Promotion background and skills: Bachelor's degree or above, possessing professional technical expertise, related practical capabilities, and required certifications for the position.



Note 4: For information on European subsidiaries CIMPOR, OYAK Cement, NHOA Energy, and Atlante, please refer to each subsidiary's sustainability report.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

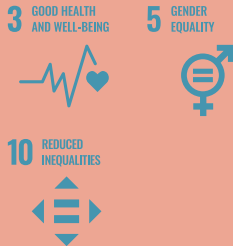
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS SUSTAINABILITY REPORT

Employee Development Programs

#Reskilling #Skill Building | Teams and Networks

Electric Mining Truck Training

| Hoping Quarry
Target: 14 trainees (100% of current traditional mining truck drivers).
Schedule: November 2025 – October 2026.
Content: Deploying AI electric mining trucks ensures a just low-carbon transition and safeguards job rights. TCC drives a multi-year competency shift across basics/hardware, practice/tuning, repair/solving, and teamwork/optimization.

Institute of Nextgen Sustainability

| Taiwan and Mainland China
Target: All employees, 72.25% completion rate
Content: Covers environmental sustainability, AI applications, just transition, operational resilience, and international tech trends to internalize carbon management as a core competency.

Lean Certification Program

| CIMPOR
Target: ~400 participants/year (158 trained cumulatively from 2025 to July 2026)
Schedule: Launched in 2025; full employee coverage within 3 years.
Content: Introduces Lean Production principles and tools paired with practical applications to help employees streamline processes, reduce waste, enhance operational efficiency, and drive cross-departmental collaboration.

#Leadership | Coaching and Mentorship

Leadership Development Program

| Cement Business (Taiwan & Mainland China)
Target Audience: 17 potential mid-level managers from manufacturing, sales, cement plants, and RMC plants.
Content: Offers training, practical exercises, and consultant insights to enhance plant-level management and vision, building a succession pipeline with an "operator's mindset."

Sales Team Excellence Consensus Camp

| Cement Business (Taiwan)
Target Audience: 46 sales department members, RMC plant/branch managers, and potential talent.
Content: Builds a management mindset and communication foundation, combined with sales training and IL concrete expertise to transform knowledge into frontline sales combat power.

CIMLeaders

| CIMPOR
Target Audience: 117 CIMPOR managers and above.
Content: Utilizes gamified learning and management tools to drive agile leadership and self-growth, strengthening collaboration, team performance, and organizational resilience.

#Digital Transformation | Teams and Networks

Generative AI Application Practices

| Cement and Environmental Protection Business (Asia)
Target: Supervisors and employees in Taiwan and Mainland China (As of 2026/04: 1,807 cumulative online attendees; 116 physical/live-stream attendees; 2,155 total course hours).
Content: Launches dual-track training covering security compliance, mainstream AI productivity tools, and AI Agent workflows. Physical sessions at the headquarter and Hoping Plant will expand to Yingde Plant, Suao Plant, and Ho-Ping Power Company starting June 2026.

#Cultural Education #Sustainable Transition

Migrant Worker Diverse Care and Human Rights Protection Plan

| MoliceL
Target: All foreign migrant workers (approximately 170 people cumulatively).
Content: Promotes RBA zero recruitment fees and Human Rights Policy awareness. Implements multilingual job guidance via native-language interpretation and mentorship, holds regular symposiums, and organizes hometown festival-themed activities to ensure equal treatment, relieve cross-border stress, and build an inclusive workplace.

#Retirement

LOHAS Retirement Plan

| Taiwan
Target: Employees aged 60+, pre-retirees, and retired TCC partners.
Content: Pioneers age-60 employee stock trusts with multiplied contributions and three retirement insurances (life, accident, medical). Provides financial seminars, regular health checkups, and cross-generational dinners. Rehires key technical talents via flexible elderly employment programs based on project needs.

Linkage to Company Operations

Revenue Growth of Sustainable Products & Services: +7.5%
| vs. 2024

Share of talents with Skills for Green Jobs: 73%
| Taiwan & Mainland China

External Training Cost Savings: NT\$2.425 million
| Institute of Nextgen Sustainability, Taiwan & Mainland China

Employee Engagement: 82%

Note 5: Pro forma revenue basis. Scope of sustainable products and services refers to [TCC's 2025 Annual Report](#).



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

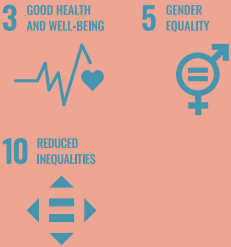
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



4.3 Employee Remuneration and Benefits

TCC believes that every contribution deserves a fair return, building a solid foundation for employees to grow with peace of mind through a fair and competitive remuneration system and comprehensive welfare guarantees. TCC integrates local commodity prices and living costs to establish a fair and transparent salary structure, and dynamically optimizes compensation levels through regular benchmarking against public data. TCC refers to local commodity prices and living costs to propose a fair wage concept, and continuously reviews local living costs and remuneration structures through public data analysis, gradually moving towards "decent work."

Remuneration Policy and Shared Profits

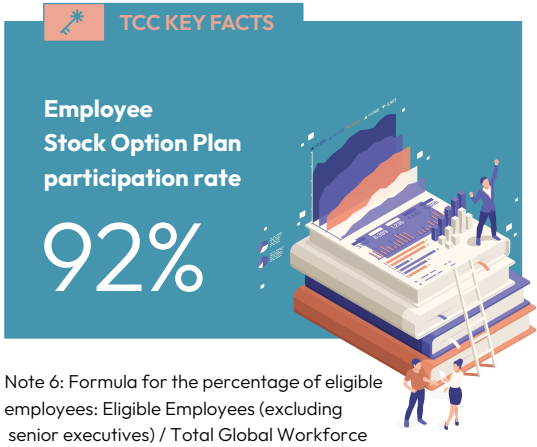
TCC provides market-competitive salary levels, plans generous performance bonus schemes to motivate employees, and offers diverse welfare systems and comprehensive statutory retirement plans. Adhering to the principle of sharing operational performance, TCC formulates its remuneration policy, where

employee remuneration is determined by comprehensive factors such as performance and job responsibilities, without discrimination based on gender (including sexual orientation), race, class, age, marriage, language, thought, religion, political party, place of origin, birthplace, appearance, facial features, or

physical or mental disabilities. TCC plans variable remuneration based on operational results and individual performance, aiming at profit sharing to reward employees with outstanding performance.

Employee Stock Option Plan (ESOP) Taiwan	TCC launched ESOP in 2019. Employees contribute a fixed amount from their monthly salary, and TCC provides a 1:1 matching contribution, jointly deposited into a dedicated trust account. Two annual lump sums are also allowed, with a 10% company match. Employees retiring at age 60 can receive multiplied contributions, which not only achieves talent retention but also assists employees in accumulating wealth and planning for their future retirement life.
Employee Savings Mutual Fund Taiwan	TCC encourages employee savings by adjusting savings amounts based on age, with deposits made every January and July. Simultaneously, the Employee Welfare Committee matches 50% of this amount, jointly deposited into the employee welfare trust account. In 2025, it was utilized by 1,363 people, with a cumulative amount exceeding NT\$2 million.
Treasury Shares Program 3–10% of eligible employees in Taiwan and Mainland China	The program serves as a long-term incentive, linking performance appraisal indicators with sustainability objectives (e.g., carbon reduction performance). Employees with strong performance in Taiwan and those assigned to overseas subsidiaries are eligible to participate. To recognize CIMPOR's management team's strong 2025 performance and strengthen long-term retention, a free share allocation equivalent to 5% of CIMPOR shares (approximately €30 million) has been approved for the management team, subject to a strategic lock-up period.
Quarterly and Performance Bonuses Taiwan and Mainland China	100% of employees are eligible for quarterly and performance bonuses. TCC introduced the quarterly bonus system in 2018 to share results with employees. Besides measuring quarterly EPS and key indicators, it incorporates the achievement of Science Based Targets (SBT) carbon emission intensity targets at each plant. Performance bonuses are also issued based on operational results and individual performance. ▪ Environmental indicators: Pollution control, SBT target achievement ▪ Social indicators: Occupational safety ▪ Governance: Quality, information security, anti-corruption, and anti-bribery

Note 7: For the average and median salaries of full-time employees not in managerial positions in 2025, and their changes compared to the previous year, please refer to [CH 7.1](#).





Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

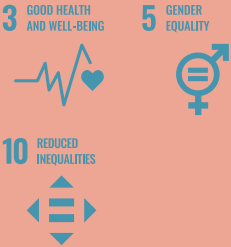
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



Performance Appraisal

TCC’s fair appraisal system effectively links individual performance with overall corporate profitability and strategy. In 2025, TCC Group Holdings’ performance appraisal rate reached 82% (excluding new hires under a 3-month

probation). Furthermore, all global sites link annual appraisals to sustainable development indicators, adjusted according to local operations and business priorities.

Mechanism	Execution Targets and Content
Goal-Oriented Management	Direct and second-level supervisors conduct initial/secondary evaluations, concluding 60% quantitative goals (including sustainability actions by all) and 40% qualitative competencies. Execution Once a year
Agile Dialogue	Departments communicate continuously via monthly/weekly meetings, with supervisors encouraged to proactively feedback performance during quarterly appraisals. Execution At least Once a quarter
Multi-Dimensional Performance Appraisal	The headquarter and plants co-evaluate general affairs, HR, and finance staff to ensure covering all aspects of performance. Execution Once a year
Team Performance Appraisal	Evaluates cross-team or cross-business project working groups and provides corresponding rewards for encouragement. Execution Once a year

TCC KEY FACTS

2017-2025
1,002 TCC babies born
| Cement and Affiliates in Taiwan and Mainland China (Mainland China started tracking in 2024)

Childbirth Gifts and Subsidies Accumulated
2,394,253 NTD
| Global Operation Sites

Note 8: The above table covers all sites in Taiwan and Mainland China, corresponding to seven business groups: Cement and Environmental Protection Business (Asia), Asset Management Business, Charging and Storage Business (Asia), Battery Energy Business, Energy for Social Transformation Business, and Investment Business.

Note 9: European subsidiaries CIMPOR, OYAK Cement, NHOA Energy, and Atlante conduct annual performance appraisals.



Annual Performance Appraisal Linked to Sustainability Indicators

Senior Management Remuneration Linkage Please refer to [CH1.2](#)

Sustainable Action by All

| Taiwan and Mainland China (cross-Business Group)
Annual appraisals for all TCC employees (from the President to senior management) directly link 10% to TCC's sustainable development goals via "Sustainable Learning Action Program." Indicators cover environmental protection, decarbonization, water/waste management, supply chain partnerships, risk management, talent training, anti-corruption, and anti-bribery.

SBT-Linked Remuneration Linkage

| Cement plants of Cement and Environmental Protection Business (Asia)
TCC sets plants' SBT carbon targets, using cementitious material carbon intensity targets per ton as KPI for quarterly and annual performance bonuses.

TCC Family Comprehensive Care Plan

TCC is committed to fostering a healthy and safe workplace. Centered on its Employee Assistance Program (EAP), TCC provides comprehensive support for physical, mental, and family well-being, fulfilling its long-term responsibility and commitment to employee welfare.

- + Institute of NextGen Sustainability
- + Flexible Hours
- + Childbirth Incentives and Family Support Program
- + Employee Stock Option Plan
- + Family Care Leave
- + Green Transportation Subsidies
- + Group Insurance and Health Examination System for Retirees (Industry First!)
- + Free 12-Month Uber One Membership
- + Uber Safe Night Commute Subsidies

- + Employee Assistance Programs (EAPs)
- + Friendly Long-term Care Program

Note 10: For information on overseas subsidiaries CIMPOR, OYAK Cement, NHOA Energy, and Atlante, please refer to their respective sustainability reports.

ACTION SPOTLIGHT

Employee Assistance Program (EAP)

Partnering with Metamorphosis Counseling Center, TCC provides multilingual counseling (Mandarin, English, Japanese, Taiwanese) covering psychological, legal, and financial matters. Taiwan-based employees can access immediate support via a toll-free hotline or 1-on-1 sessions (in-person, phone, video) to manage stress and enhance well-being.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

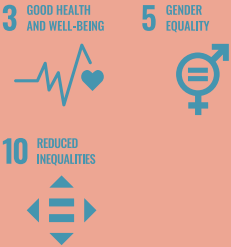
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



Employee Support Plan

Work Autonomy and Flexibility

Flexible Working Hours and Agile Work

- **Flexible Attendance** | Taiwan
Office and overseas subsidiary employees can adjust working hours as needed, with flexible attendance intervals provided (including subsidiaries CIMPOR, OYAK Cement, NHOA Energy, and Atlante).
- **Flexible Reduced Working Hours and Flexible Part-Time Work** | NHOA Energy
Released the Family Working Manifesto, providing temporarily reduced working hours with proportionally adjusted salary and flexible part-time plans to meet employees' care needs at different life stages
- **Time Zone Leave** | Taiwan
Employees in cross-border roles working across time zones can apply for time zone leave the following morning.
- **Paid Childcare Commute Leave – Family-Friendly Reduced Hours Pilot Program** (To be launched in H2 2026) | Taiwan
Provides eligible employees (based on Taipei City Government criteria) with a 1-hour reduction in daily working hours with no reduction in pay, supporting colleagues with childcare needs.

Diverse Leave Options

- **Paid Personal and Sick Leave** | Taiwan
3 days of fully paid leave to support employees in various life situations.
- **Paid Care Leave** | Taiwan
Eligible employees are entitled to 3 days of fully paid leave for special care needs of elderly family members or young children, or for handling emergencies.
- **Paid Volunteer Leave** | Taiwan
Half a day of volunteer leave is granted for 3 hours of volunteer service, and 1 day for 6 hours or more, up to 2 days per year.
- **Reward Annual Leave** | NHOA Energy
Employees who fully utilize their annual leave are entitled to an additional 5 days of leave.
- **Birthday and Holiday Leaves** | CIMPOR
Paid leave on the employee's birthday, and early dismissal on the eves of Easter and Christmas.



Physical and Mental Health and Safety

Medical Care

- **Medical Subsidies** | Taiwan
Up to NT\$40,000 for NHI or out-of-pocket medical, dental, and health check-ups; extendable to dependents.
- **Online Medical Care** | Taiwan
Phone or video consultations for sites without on-site medical personnel.
- **Vaccine Subsidies** | Taiwan
Free annual flu vaccinations.
- **On-site Services** | HQ
Free monthly 20-minute doctor/nurse consultations for stress or disease prevention; 646 visits in 2025.
- **Stress & Relaxation Seminars** | HQ & Online
Seminars by physical therapists or counselors for stress management and health promotion.
- **Employee Assistance Programs** | Taiwan
Partnered with counseling clinics since 2025 to support physical and mental balance.
- **Health Insurance** | Taiwan & CIMPOR
Preferential medical insurance extendable to immediate family (and spouses in Taiwan).
- **Health Checkups**
Annual checkup subsidies, confidential advice for medium-to-high risk employees (Taiwan); Free daily occupational health consultations and free family/general clinics 1–2 times weekly (CIMPOR) ; DNA testing and expert consultation (NHOA Energy)

Transportation and Travel Subsidies

- **Late-Night Overtime Program** | Taiwan
If employees work late due to urgent projects or temporary assignments, they can take designated taxis home with expenses covered by the company.
- **Green Transportation Subsidy** | Taiwan
A one-time electric scooter subsidy of NT\$15,000 is provided to help reduce the financial burden on employees transitioning to green transportation.
- **Travel Subsidies** | Taiwan
Provides an annual travel allowance of up to NT\$15,000 to encourage relaxation and well-being.





- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee
- Climate Action Talent
- Employee Development
- Employee Remuneration and Benefits
- Occupational Health and Safety
- Human Rights Protection

- Nature
- Social Inclusion
- Appendix

Alignment with SDGs

3GOOD HEALTH AND WELL-BEING

5GENDER EQUALITY

10REDUCED INEQUALITIES

Employee Support Plan

Family Care and Support

Maternal Protection and Friendliness

- **Nurse Care Services** | Taiwan: Pregnant employees are scheduled for one interview during pregnancy and one postpartum, along with occasional phone contacts to provide health education consultations.
- **Lactation Rooms** | All Operating Sites: Lactation rooms are available for unlimited use during milk collection times, which are counted as regular working hours.
- **Paid Lactation Leave** | Atlante: Eligible employees in Italy are entitled to 2 hours of lactation leave per day.
- **Wedding Cash Gift** | Taiwan and Mainland China: Distributed according to the regulations of each site, celebrating employees entering a new stage of life.
- **Childbirth Bonuses and Cash Gifts:** Taiwan employees receive a bonus of NT\$10,000 for the first child, NT\$20,000 for the second, and NT\$50,000 for the third; Mainland China, CIMPOR, and OYAK Cement also refer to local practices and living consumption levels to provide corresponding childbirth cash gifts and support measures.



① NHOA Energy is certified as a Great Place To Work® in Italy, the United States, and Australia.

Family Care Support

- **Work from Home** | Taiwan: Office employees with childcare needs for children under 12 can choose to work from home for 3 days per month (NHOA Energy assists employees in balancing professional and personal responsibilities by promoting hybrid work).
- **Paid Care Leave** | Taiwan: Provides 3 days of paid family care leave, exceeding legal requirements (Atlante in Italy provides 3 days of paid "disability care leave" in accordance with the law).
- **Retirement Protection** | Taiwan: Pioneered a retirement insurance plan where retired colleagues can participate voluntarily, and occasionally holds retirement banquets and plant visits. Additionally, regular health check-ups for retirees are held at various operating sites in Taiwan.

▪ Paid Maternity and Parental Leave

Site	Maternity Leave (Primary Caregiver)	Paid Parental Leave (Primary and Non-primary Caregivers)	Fully Paid Paternity/ Prenatal Check-up Leave (Non-primary Caregiver)
Taiwan	8 weeks (fully paid)	6 months (26 weeks) at 80% of insured salary	7 days (fully paid)
Mainland China	14 weeks (98 days), up to 26 weeks (188 days) per local regulations	For children under 3, up to 10 days annually	Up to 30 days per local regulations
NHOA Energy	Sites in Italy provide 340 days; others per local regulations	Up to 12 weeks fully paid, or tops up government allowance to full salary	Italy 321 days, Australia 71 days, USA 41 days, Taiwan 14 days

Note 11: Paid maternity leave, parental leave, and paternity leave for other European subsidiaries CIMPOR, OYAK Cement, and Atlante are provided in accordance with local regulations.

Note 12: Unless otherwise specified, the scope applies to sites in Taiwan and Mainland China.

ACTION SPOTLIGHT

Participation in the Taipei City Government's Reduced Working Hours for Childcare Program and Creation of a Friendly Long-Term Care Workplace

In response to the Taipei City Government's 'Reduced Working Hours for Childcare' initiative, TCC allows employees with children under the age of 12 residing in Taipei City to reduce their daily work hours by 1 hour with no reduction in pay. TCC expects to pilot this program in July 2026 to support colleagues in balancing work and family life. Furthermore, as Taiwan enters a super-aged society, TCC partnered with the Taiwan Association of Family Caregivers (TAFC) in 2025. Through this collaboration, the association provides supportive services to help family caregivers access long-term care resources, including information on Long-Term Care 3.0, professional care, skills training, private respite services (independent of government quotas), mental and emotional relief support, and case referrals. Simultaneously, TCC Lyceum has introduced long-term care courses to support employees navigating various stages of life.

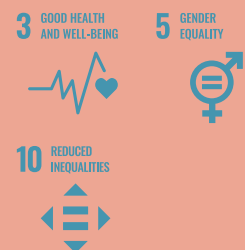


- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee**

- Climate Action Talent
- Employee Development
- Employee Remuneration and Benefits**
- Occupational Health and Safety
- Human Rights Protection

- Nature
- Social Inclusion
- Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

Creating a Vibrant Workplace



TCC Dragon Boat Team

By providing rewarded official leave, overtime pay, and weekly professional coaching, TCC encourages employees to join internal and regional dragon boat races. Collaborative training and racing deepen cross-team communication, enhancing physical fitness and organizational cohesion. In 2025, a total of 155 employees participated.



Sun Moon Lake Swim

TCC guarantees entry quotas and five-star hotel accommodation at Fleur de Chine to encourage employees to join the Sun Moon Lake swim challenge. Professional training and testing foster mutual support and boost confidence. In 2025, 43 employees participated.



TCC Youth and Senior Sports Meet

Annual health competitions integrate sports into daily work through individual point challenges and team contests, cultivating healthy habits. In 2025, cumulative participation reached 693.



Jiantanshan Trail Mountain Cleanup Trip

Annual hiking activities combine environmental cleanup with mutual encouragement. Cross-generational partners share experiences during hikes, relieving work stress and enhancing connections. In 2025, there are 58 people participants.



PolimiRun in Milan

Leveraging NHOA Energy and Atlante's proximity to Politecnico di Milano, the companies encourage employees to join the biannual PolimiRun. Participating together fosters cross-team synergy and engages potential talent, thereby enhancing organizational cohesion and employer brand visibility. In 2025, the initiative recorded 35 employee participants.



Running with the Surrounding Community for Half a Century: CIMPOR Souselas "Trail Run"

To celebrate the 50th anniversary of the Souselas Plant, CIMPOR collaborated with the surrounding Botão community in April 2025 to organize the first Trail Botão Camp — CIMPOR trail run. This event encouraged employees to challenge themselves, relieve work stress through sports and nature, and support the development of the surrounding community. Registration fees varied by difficulty, and the total event revenue of 9,500 euros was fully donated to the Centro Social Cultural e Recreativo de Botão, a key local long-term care base. The funds will be used directly to purchase critical equipment for the center. For more information, please watch [Video - Cimpor](#).

1 TRAIL BOTÃO CAMP CIMPOR

27 ABRIL 2025

23 KM Trail Longo | 17 KM Trail Curto | 12 KM Mini - Trail | 12 KM Caminhada



TCC KEY FACTS

2024-2025

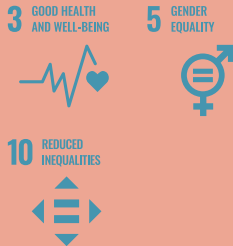
Sports for All Agency,
Ministry of Sports

Sports Enterprise
Certification





Alignment with SDGs



4.4 Occupational Safety and Health

“Whether for employees or outsourced personnel, we have a responsibility and must make every effort to prevent industrial safety incidents whenever they enter the Company's premises.”

— Chairman Nelson An-ping Chang

Occupational Safety and Health Management

TCC is committed to creating a safe working environment and has formulated "Occupational Safety and Health Policy Statement" of TCC Group Holdings to ensure consistent safety management across all global sites. Sites in Taiwan and Mainland China have established "Internal Control Policies for Occupational Safety and Health Management", which apply to cross-business employees, outsourced workers, and contractors. Safety regulations include "Occupational Safety and Health Management Regulations", "Occupational Safety and Health Management Plan", and "Occupational Safety and Health Code of Practice", driving a safety culture through behavior-oriented management. Cement and Environmental Protection Business (Europe-Africa) further specifies the importance of occupational safety in its "Integrated Management System Policy", with global sites striving toward a zero-injury vision.

To enhance management intensity, Cement and Environmental Protection Business explicitly links occupational safety indicators to compensation.

Performance bonuses for the management team and first-level supervisors at the operational headquarters are subject to deductions based on safety performance. At CIMPOR, 10% of variable compensation for all employees is directly linked to safety performance. OYAK Cement utilizes a OSH incentive program to encourage employees to actively promote safety awareness among partners and visitors through bonuses, driving continuous workplace safety improvements.

Charging and Storage Business (Europe) established an Integrated Management System for Health, Safety, Environment, and Quality (HSEQ), covering occupational safety and health, environmental management, and quality management. This system applies to all employees and operations, ensuring the regular identification, assessment, and mitigation of occupational safety and health risks.

TCC KEY FACTS

Obtaining ISO 45001 Occupational Safety and Health Management System

Cement and Environmental Protection Business (Asia)	Operational Headquarters, Cement Plants and RMC Plants in Taiwan and Mainland China
Cement and Environmental Protection Business (Europe - Africa)	CIMPOR Cement Plants, RMC Plants, Aggregate Plants, Dry Mortar Plants, and Paper Bag Plants, Central Laboratory OYAK Cement Headquarters, Cement Plants, RMC Plants, and Aggregate Plants
Energy for Social Transformation Business	Ho-Ping Power Company
Charging and Storage Business (Europe)	NHOA Energy and Atlante
Battery Energy Business	E-One Moli Corporation
Investment Business	Hoping EcoPort and Taiwan Transport & Storage

100% of contractors signed the Safety and Health Responsibility Commitment

Taiwan and Mainland China (Cross-Business Group), Atlante (European Charging and Storage Business)

TARGET



2026
Cement and Environmental
Protection Business (Asia)
LTIFR reduced to below 0.38

2030
Cement and Environmental Protection
Business (Europe - Africa)
LTIFR reduced to below 1
LTISR reduced to below 0.001

Occupational Safety and Health Policy Statement

Note 13: The target scope for Cement and Environmental Protection Business (Asia) includes cement plants, RMC plants, and affiliated environmental technology companies, excluding office locations, Longshan & Liaoning Cement Plants, Fuzhou & Liuzhou Grinding Stations, and the subsidiaries E.G.C. Cement Corp. and Feng Sheng Enterprise Company.

ACTION SPOTLIGHT

OYAK Cement OSH Management Recognized by World Cement Association

OYAK Cement's "Project 2425: A New Approach to Occupational Safety and Health Management Towards Zero Accidents" won 2026 World Cement Association Health & Safety award. Its "Digital Visitor Management System" (introduced in 2024) restricts access and tracks risk. Visitors must watch a customized "OSH Welcome" video before entry, while digital logging and SMS notifications streamline site controls and enhance personnel safety.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs

3

GOOD HEALTH AND WELL-BEING

5

GENDER EQUALITY

10

REDUCED INEQUALITIES

Occupational Safety and Health Committee
TCC prioritizes workplace safety, regularizing OSH reviews as a fixed agenda in chairman-led monthly senior management meetings, with global strategies applied worldwide. Accordingly, all domestic and overseas subsidiaries establish OSH systems per local regulations.

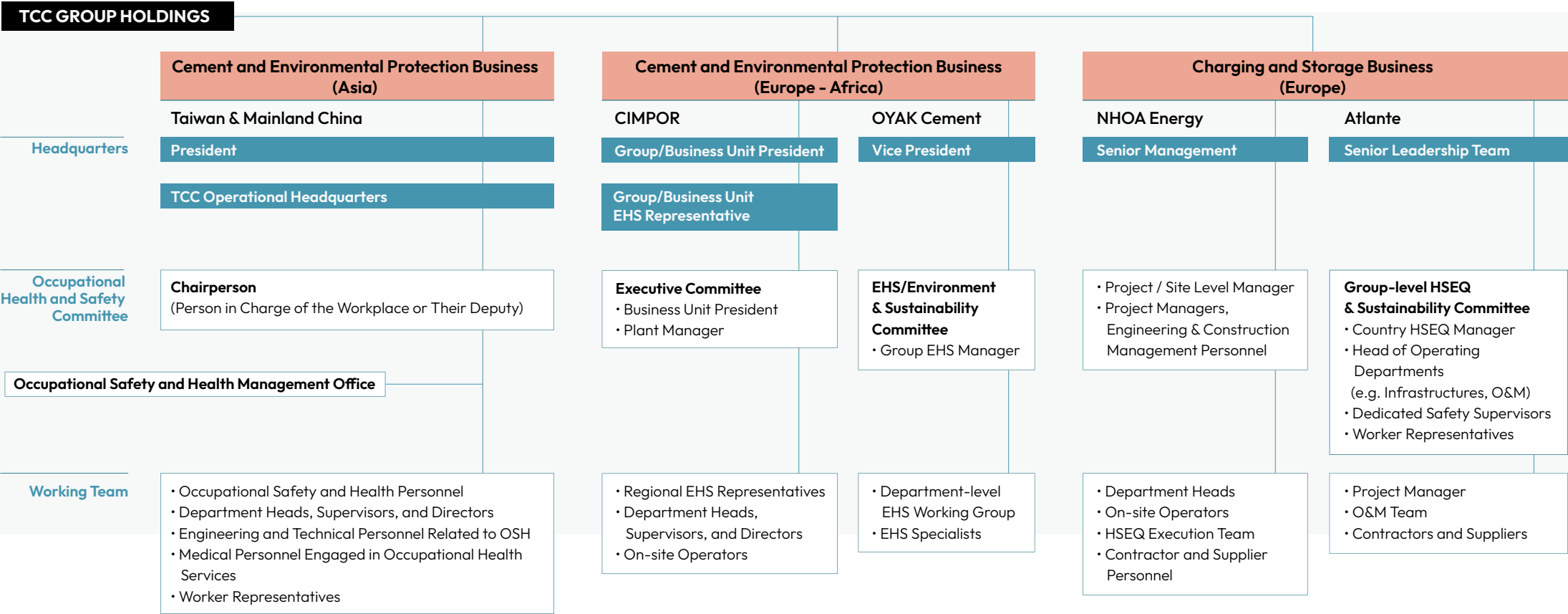
TCC Operational Headquarters and all cross-business sites in Taiwan and Mainland China feature plant-level OSH committees with at least 33% labor representation. These sites meet quarterly and monthly to track improvements. Since 2025, each plant has formed a “Safety Improvement Promotion Team” to enhance disaster prevention, while the

OSH Office enforces personnel accountability via President-approved reward and punishment mechanisms.

The OSH governance of CIMPOR and OYAK Cement spans corporate to operational levels, executing action plans and progress reporting. NHOA Energy leverages its Joint Health and

Safety Committee for systematic site-level risk control and compliance tracking. Atlante implements national-level Health, Safety, Environment and Quality (HSEQ) management, comprising executives and employee representatives to ensure consistent safety and quality standards across all operations.

Occupational Safety and Health Committee Organization





Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

Occupational Safety Reporting Mechanism

OSH Information Reporting and Compilation

Occupational Safety Weekly Report

Routinely tracks occupational injury data, safety and health audit deficiencies and improvement results, contractor violations and handling outcomes, and the implementation of safety and health education and training.

Occupational Accident Reporting Platform

- Replaces email reporting with a platform to unify reporting channels.
- Completes reporting within 1 hour of an accident.
- Introduces integrated form design to improve reporting accuracy and efficiency.

Occupational Disease and Health Management

- Sites manage occupational diseases per TCC principles and local regulations.
- Conducts quarterly/semi-annual environmental monitoring via recognized institutions based on regulations and risks.
- Employees legally take avoidance measures during immediate hazards.
- Health check-up: Triennial (Taiwan) / annual (Mainland China); on-site medical personnel perform graded tracking.
- NHOA Energy conducts annual employee health and safety surveys.
- OYAK Cement drives the CEMHEALTH360 preventive occupational health program.

Note 14: Occupational diseases are diagnosed or judged by qualified physicians or institutions.



Hazard Identification and Risk Assessment

TCC's global workplaces feature clear warning signs, safety boards (covering risk warnings, PPE, and emergency contacts), evacuation cards, and the 7 Life-Saving Rules. Employees have the right to stop work and evacuate during imminent danger. Regular hazard identification and risk assessments cover all routine and non-routine operations, including hazardous workplaces and processes.

For the European Charging and Storage Business, dedicated HSEQ personnel coordinate cross-functional teams and suppliers. Following a systematic "Hazard Identification-Affected Parties-Existing Controls-Mitigation Measures-Risk Classification" process, they combine documented assessments and Job Safety Analyses (JSA) for full-stage control. In 2025, most risks were effectively controlled, with high-risk items tracked for improvement. Sites continue to optimize safety facilities, SOPs, and training, while strengthening high-risk operation and contractor safety management.

Step 1

Identify all hazard sources

Includes occupational safety and occupational health hazards.

Identify hazard sources based on operational characteristics and risk factors.

Step 2

Identify potential risks, hazards, and consequences

Step 4

Assess hazard risks and implement hierarchical risk control

Risk Assessment Frequency:
Conducted at least annually per site, and re-evaluated timely upon engineering or equipment changes.

Risk Assessment Method:
Risk matrix based on probability and severity.

High Risk Medium Risk Low Risk

Step 3

Verify existing protective measures

Step 5

Conduct control measures to mitigate risks

High Risk
Prioritize for improvement, establishing specific controls, monitoring mechanisms, and key inspection targets.

Medium Risk
Continuously mitigate via operational standardization, training, and on-site management.

Low Risk
Maintain routine management and observation, and periodically review any change.

Step 6

Confirm residual risks after implementing control measures

Continuously optimize on-site safety facilities, operating procedures, and training content.

Strengthen high-risk operation management and contractor safety management to continuously reduce operational risks and reinforce prevention mechanisms.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

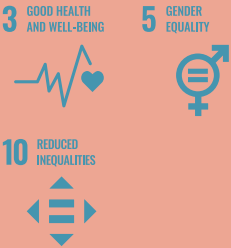
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



ACTION SPOTLIGHT

Heat Hazard Project

Building on the supplier survey results from the 2024 human rights and environmental due diligence, and in response to the increasingly significant heat hazard risks brought by extreme weather, TCC launched “Heat Hazard Project.” Since 2024, TCC has established a systematic high-temperature protection mechanism for outdoor workers (including employees and contractors) at various plants and quarries of the Cement and Environmental Protection Business (Asia).

Regarding hazard prevention strategies, TCC prioritizes source environmental protection and invests resources to optimize outdoor workspaces, including adding dedicated shaded rest areas and strictly requiring sufficient water dispensers or bottled water around operational hot spots.

Simultaneously, it supplements these efforts with high-temperature operational safety advocacy to strengthen personnel awareness of heat hazard prevention. In addition to optimizing the physical working environment, TCC issues high-temperature allowances to technical

personnel working outdoors. The scope covers the Cement & Environmental Protection Business (Asia), Energy for Social Transformation Business, TCC Green Energy Corporation, and Hoping EcoPort.

Under the premise of implementing environmental improvements, TCC combines supplementary welfare allowances based on regulations to ensure workers' health.

Issuance Conditions: Regardless of Temperature Levels, Calculated Based on Work Attendance Days

Taiwan Plants	Mainland China Plants
June to October annually	July to September annually

TCC KEY FACTS

2025
High-Temperature Allowance
Cumulative issuance of
approximately
NT\$10.74 million

Work Injury & Near-Miss Incident Investigation and Improvement Process

Work Injury and Fatality Incidents		Near-Miss Incidents
Incident Reporting	After a major occupational disaster occurs, it is immediately reported to the OSH Office and superior supervisors. Contractors shall report to the supervising unit by phone within 30 minutes and notify fire and medical units according to relevant regulations. If a major occupational disaster occurs, Taiwan plants report to the local labor inspection agency within 8 hours, while Mainland China plants report within 1 hour.	When a near-miss incident occurs, the unit must complete the report to the management level on the same day and register the incident details in the “Investigation Form of Near-Miss Incidents”, which is subsequently submitted to the OSH Office for record-keeping.
Cause Investigation	Following a major occupational disaster, the OSH Office assists units in establishing an “Occupational Accident Investigation Taskforce” to conduct on-site inspections with labor representatives and department heads. After submitting “Accident Prevention Report” to the President, a review meeting for the major occupational disaster investigation report is convened within one week to review the incident and handling process.	After an incident occurs, the unit must analyze the cause and provide supporting documentation. The OSH Office reviews the source management and the completeness of improvement measures, and provides explanations during OSH monthly meetings.
Review and Improvement	Based on the improvement items proposed by the Occupational Accident Investigation Taskforce, each unit tracks progress until completion and conducts a comprehensive review. The site of a major occupational disaster must be photographed for evidence and submitted to the Occupational Safety and Health Management Office along with the investigation report to serve as training material, preventing similar incidents from recurring.	Improvement measures for near misses are tracked by the OSH Office to confirm their effectiveness, with on-site re-inspections conducted as needed to verify the measures.

In 2025, minor occupational safety incidents at global sites included falls, minor sprains, flying objects, falling, and collisions. Source management was conducted post-incident.

Main causes were insufficient employee safety awareness, lack of anti-collision markings on glass, or failure to follow regulations. To strengthen accident prevention and safety resilience while preventing recurrence, TCC implements comprehensive improvements rather than single-point fixes. All sites comprehensively implement operational adjustments, training, and increased audit frequency, and optimize office environment design to achieve the "zero occupational injuries" goal.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

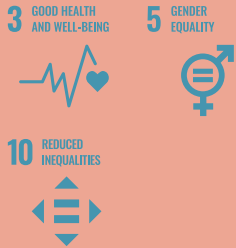
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



Contractor Safety Management

"When you join TCC, you become part of our family." TCC extends its OSH management to contractors. To ensure on-site compliance, TCC established "Contractor OHS and Environmental Management Rules" and incorporates them into standard contracts based on work content, requiring contractors in Taiwan and Mainland China to comply with regulations and assume management responsibilities. Contractors must sign the "Safety and Health Responsibility Commitment", complete OSH training, and fill out "Workplace Environmental Hazards Notice" and "Notification." before entering the plant. For major occupational injuries, contractors may be blacklisted or suspended.

The Cement and Environmental Protection Business (Europe - Africa) manages contractors following "Occupational Health and Safety Contractor Management Manual" and "Occupational Health, Safety and Environmental Regulations." OYAK Cement applies contract reward/sanction mechanisms, while Charging and Storage Business (Europe) conducts on-site contractor audits. Furthermore, TCC enforces road safety via pre-trip breathalyzers and dashcams installed by late 2025.

Health & Safety Education and Training to Enhance OSH Awareness

Following current government regulations, TCC annually organizes labor, OSH, and disaster prevention training. It regularly arranges initial and refresher certification training for first aiders, oxygen-deficient operations, hazardous equipment, and OSH affairs managers. Based on on-site operational needs, TCC conducts additional training for OSH certifications to continuously strengthen safety expertise. In 2025, to further enhance accountability, Cement and Environmental Protection Business (Asia) organized an OSH competition evaluated on five main themes: establishment of safety and health systems, implementation and operation, verification and performance, proactive OSH performance actions, and supervision and inspection.

TCC KEY FACTS			
2025 TCC Global Cross-Business Occupational Safety and Health Education Training			
	Cumulative Training Participants	Cumulative Training Hours	
	Employees 66,261	Employees 110,536	
	Contractors 13,719	Contractors 19,030	

Occupational Safety and Health Education and Training Planning

Taiwan

Annual hours:
10 hours for all employees (including general staff and all supervisors)
Content:
Strengthening safety regulations for on-site working environments

Mainland China

Annual hours:
At least 72 hours for quarrying personnels and 24 hours for others
Annual "Safety Re-education Training":
At least 20 hours for quarrying personnels and 8 hours for others

CIMPOR

Annual hours:
14 hours for all employees
Content:
Work at heights, confined space work, 7 Life-Saving Rules, first aid, fire drills, etc.

OYAK Cement

Annual hours:
16 hours for all employees and contractors
Strengthening OSH culture:
Individual training for supervisors and specialized training for high-risk roles

ACTION SPOTLIGHT

Company Implements Digital OSH, Making Safety a Habit

Ho-Ping Power

Moving beyond rigid regulations, Ho-Ping Power Company focuses on "people." Each month, supervisors, employees, and contractors conduct joint site inspections, transforming one-way commands into two-way communication to internalize safety into daily habits.

- Smart access monitors site entry; contractors require prior safety training.
- Deploys color-coded and arrow-marked pipelines to reduce misjudgment and risk.
- Work Permit System enforce hazardous operation isolation and disconnection.
- Certified training, monthly journals, and the 2025 wellness team foster OSH.

See [Sustainable E-Newsletter](#) for details>> [Watch the video](#)





Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs

3

GOOD HEALTH AND WELL-BEING

5

GENDER EQUALITY

10

REDUCED INEQUALITIES

Smart OSH Applications

The "cyber-physical integration" of work environments systematically improves safety in high-risk locations. TCC continues to introduce automated equipment, integrating AI smart monitoring and digital platforms to identify potential OSH risks in real time and provide early warnings for a resilient proactive management system. For specific applications of AR glasses, autonomous mining trucks, and AI x IoT, please refer to [Pillar IV](#).

AI High-Risk Operation Identification Combined With "Grid Member" Advanced Management

Yingde Plant

TCC's Hangzhou Operational Center promoted the "CTC Enterprise Safety Production Management System" across all plants, pioneering the "Ying An Lian" AI risk identification software at Guangan Plant to establish a PDCA digital closed-loop management based on the original "Grid Member Mechanism." from risk detection, feedback, and prompting to execution. Starting in 2026, the center is upgrading this grid management into a five-level hierarchy for systematic block control. Managers must regularly execute inspections and report to the management platform, which automatically issues warnings for overdue audit items to ensure effective hazard improvement.

AI Intelligent Driving Supervision

- Yingde Plant
- Taiwan RMC Plant (Under Planning)

Yingde Plant introduced a driver monitoring system using image recognition to detect unsafe driving in real time. Anomalies automatically sends images to alert the central control room for immediate intercom intervention. This smart supervision is expanding to Taiwan RMC plants to enhance remote early warnings, successfully reducing cross-site logistics operational risks.

Remote Medical Services

Ta-Ho Maritime

Since 2024, TCC has collaborated with Taipei Medical University to establish a remote healthcare network, providing 24-hour real-time medical contact and emergency consultation services. This initiative covers education and training on medication use, first aid knowledge, mental health, and health management, increasing medical accessibility for crew members while reducing voyage deviations caused by medical needs.

AI Facial Recognition Management

Ho-Ping Power Company

In 2019, Ho-Ping Power Company pioneered the introduction of a contractor facial recognition system, and in 2020, expanded it to employee identity management. This system integrates with OSH Office's digital monitoring platform, adopting "diverted management" for employees and contractors, enhancing personnel access control and contractor management.

AI Drone Inspection

Yingde Plant

TCC introduced AI smart drone inspections by integrating AI algorithms with drone multispectral sensing modules for automated solar patrols via a central platform. This accurately identifies component defects to ensure green energy efficiency, while replacing high-risk manual inspections and reducing personnel operational risks.

AI Image Recognition

- OYAK Cement all Plants
- Suao Plant
- Taipei Plant
- Guangan Plant
- Xuyong Plant
- Taiwan Transport & Storage

Cement and Environmental Protection Business (Europe - Africa) deployed approximately 60 sets of monitoring equipment at plants in Türkiye and Portugal, where OYAK Cement completed the monitoring system across all its plants to automatically verify PPE compliance (hard hats, safety belts, masks, and reflective vests). Portugal's Alhandra Plant piloted Protex AI for future drone-integrated fire equipment monitoring. Cement and Environmental Protection Business (Asia), followed 2024 pilots at Suao and Taipei plants, expanding the system to Guangan and Xuyong plants' high-risk zones in 2025 to track PPE, violations, and personnel clearance, adding



remote shouting and searchlights.

Additionally, Taiwan Transport & Storage applies AI for warehouse hard hat tracking and slope forklift safety, while planning 24/7 thermal imaging at EV and electric forklift charging areas for early heat-source warnings.



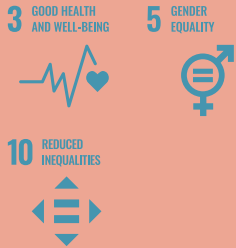
- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee

- Climate Action Talent
- Employee Development
- Employee Remuneration and Benefits
- Occupational Health and Safety

Human Rights Protection

- Nature
- Social Inclusion
- Appendix

Alignment with SDGs



4.5 Human Rights Protection

Aligning with EU Human Rights and Environmental Due Diligence CSDDD

TCC strictly adheres to the principles of prohibiting child labor, human trafficking, and forced labor, while fully complying with all regulations regarding wages and working hours. While ensuring the timely payment of fair wages, TCC provides a healthy and safe working environment, supporting employees in maintaining good physical, mental, and spiritual health to achieve work-life balance.

To implement the Human Rights Policy and ensure its effectiveness, TCC initiated the establishment of human rights due diligence in 2019. In 2024, TCC proactively aligned with the EU Corporate Sustainability Due Diligence Directive (CSDDD), referencing UN and OECD guidelines, as well as relevant standards such as ISO and ESRS, to integrate due diligence into

corporate policies and management systems. From commitment and governance to operational processes, TCC avoids negative impacts on human rights and the environment, publishing its first Human Rights and Environmental Due Diligence Report in December 2024.

Referencing the AA1000 Stakeholder Engagement Standard, TCC identified a total of eight categories of Rightsholders and related issues based on five principles: dependency, responsibility, tension, influence, and diverse perspectives. Most material issues have been effectively managed through existing mechanisms, while the remaining risks are incorporated into remediation procedures with strengthened prevention.

Survey Boundaries	Operation Headquarters, Cement and Environmental Protection Business (Asia): Cement and RMC Plants Taiwan Sites	Operation Headquarters, Cement and Environmental Protection Business (Asia), Cement and Environmental Protection Business (Europe-Africa), Asset Management Business, Charging and Storage Business (Asia), Battery Energy Business, Energy for Social Transformation Business, and Investment Business
	2024	2025
Rightsholders	Employees, female employees, local communities, clients, suppliers/contractors, and indigenous people	Employees, female employees, local communities, clients, suppliers/contractors, indigenous peoples, migrant workers ¹⁶ , and female migrant workers ¹⁶

Note 15: Cement and Energy Storage Business (Europe-Africa) and Charging and Storage Business (Europe) are expected to continue in 2026.

Note 16: Migrant workers are included as they are employed at the Taiwan sites of the Battery Energy Business.

[Human Rights Policy](#)

[2025 Human Rights and Environmental Due Diligence Report](#)

Human Rights and Environmental Due Diligence Process





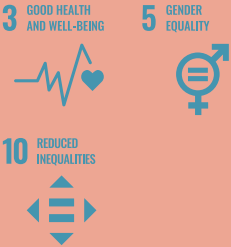
- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee

- Climate Action Talent
- Employee Development
- Employee Remuneration and Benefits
- Occupational Health and Safety

Human Rights Protection

- Nature
- Social Inclusion
- Appendix

Alignment with SDGs



Human Rights and Environmental Risk Assessment and Confirmation

TCC refers to the ISO 31010 risk assessment methodology and the OECD Due Diligence Guidance for Responsible Business Conduct, utilizing international human rights and environmental risk indicators, questionnaires, and focus groups to assess risk items across eight categories of Rightsholders. Items with a high likelihood and significant impact are prioritized for due diligence.

To verify whether potential or negative impacts are appropriately addressed, TCC references the UN Guiding Principles on Business and Human Rights (UNGPs) to set quantitative or qualitative indicators, tracking management measures, effectiveness, and remediation grievances for each risk in a dashboard format. Through existing management systems alongside prevention and mitigation measures, most risks have been reduced to low residual risks, with the remainder remediated and their preventive management strengthened. For more information, please refer to the ESG section on [TCC official website](#) and the [TCC 2025 Human Rights and Environmental Due Diligence Report](#).

Facing systemic risks such as climate change, aging populations, and the net-zero transition, TCC will continue its due diligence in 2026, gradually expanding the scope to global locations (including human rights issue management in the international supply chain).

By introducing multiple communication channels—such as workshops, qualitative interviews, and questionnaires—TCC aims to drive the in-depth participation of Rightsholders, ensuring that results meet actual needs. This will enable early formulation of more comprehensive prevention and mitigation strategies, strengthening overall response capabilities.



Supply Chain Human Rights and Environmental Due Diligence

Identifies human rights risk issues among significant Tier-1 suppliers and contractors through international human rights and environmental indicators, as well as questionnaire surveys of TCC employees, office operations, and plant operation suppliers and contractors. The scope of issues includes but is not limited to: forced labor, human trafficking, child labor, freedom of association, collective bargaining, wages and benefits, bullying and harassment, climate change, biodiversity, and environmental degradation.

2025 Human Rights Due Diligence Results

Scope	Percentage of Assessed Risks	Percentage of Identified Risks	Percentage of Mitigated Identified Risks
Own Operations	100%	1.20% ¹⁷	100% ²¹
Contractors and Tier-1 Suppliers	100% ¹⁸	3.94% ¹⁹	100% ²⁰
Joint Ventures ²²	100%	0%	100%

- Note 17: Recordable work-related injury or ill health of global business entities ÷ total number of employees
- Note 18: Tier-1 suppliers of the following business entities identify risks using sustainability questionnaires, while other business entities identify risks using international human rights and environmental indicators.
- Cement and Environmental Protection Business (Asia): Cement plants (including Longshan Plant), RMC plants, grinding stations (including Fuzhou Plant), environmental technology companies under each plant, office locations in Taiwan and Mainland China, as well as subsidiaries Feng Sheng Enterprise Company and E.G.C. Cement Corp.
 - Energy for Social Transformation Business.
- Note 19: The aforementioned supplier sustainability questionnaires identified a total of 12 high-risk suppliers, representing the proportion of total procurement amount.
- Note 20: Proportion of suppliers among the 12 identified high-risk suppliers with whom improvement plans have been discussed.
- Note 21: All business entities have formulated corresponding prevention and mitigation plans based on the risk identification results.
- Note 22: The joint venture is Ta-Ho Environmental.





Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

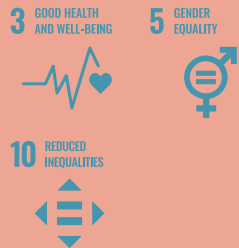
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



2025 TCC GROUP HOLDINGS
SUSTAINABILITY REPORT

Strengthen Human Rights Management

Human Rights Education and Training

Across TCC's Taiwan and Mainland China operations (across business groups), the Human Rights Policy, the Statement of Integrity and Ethical Conduct, and the Anti-Discrimination, Anti-Harassment, and Anti-Bullying Policy form part of the mandatory annual training program. All employees are required to read the policies and complete the required assessments annually.

In the Cement and Environmental Protection Business(Europe-Africa), human rights-related policies and requirements are also incorporated into the Code of Business Ethics Acknowledgement, which all new employees are required to sign.

Zero Tolerance for Bullying, Discrimination and Harassment

TCC values employee feedback and rights, actively creating a safe, diverse, and inclusive workplace. To protect human rights from infringement or negative impacts, TCC has formulated the Anti-discrimination, Anti-harassment, and Anti-bullying Policy , which applies to all global operational sites.

Adhering to relevant conventions of the International Labor Organization (ILO) and local regulations, the policy eliminates all forms of workplace discrimination, harassment, and bullying. All global subsidiaries must adopt this policy as a guiding principle, combining it with local laws to develop specific implementation

measures. TCC also conducts regular training to enhance employee awareness of anti-discrimination, harassment, and bullying to jointly maintain a friendly working environment. TCC establishes grievance channels, including an online friendly workplace platform and an employee feedback email, which are handled confidentially by dedicated personnel. TCC takes appropriate protective measures according to the law to safeguard the personal data and privacy of whistleblowers or complainants, and has established an appeal review committee to ensure that incidents are handled professionally and fairly, preventing unfair retaliation or treatment. Furthermore, TCC has implemented workplace anti-discrimination, anti-harassment, and anti-bullying grievance and disciplinary measures to protect the physical and mental health of colleagues and co-create a harmonious working environment.



TCC KEY FACTS

Global employee
nationalities

58__countries

Human rights training

2,921.5 hours

7,464 participants

| Taiwan & Mainland China, OYAK Cement,
Atlante(Planning underway for the other sites)

Multicultural Inclusion

Cross-Cultural Exchange

Following its transition into an international holding company in 2024, cross-border and crosssector collaboration has become standard practice at TCC. To foster multicultural integration, TCC promotes understanding among employees from diverse backgrounds through various activities. For foreign expatriates stationed in Taiwan, TCC invites them across all business units to join annual recruitment events, year-end parties, and Dragon Boat races to fully experience the local culture.

In addition, to support foreign colleagues in adapting to work and life in Taiwan, NHOA Energy provides real estate rental matching resources, medical assistance, dedicated transportation for energy sites, and Mandarin courses to help foreign colleagues integrate into the Taiwanese workplace. By 2026, TCC plans to integrate employee-related information and service resources through the SAP SuccessFactors digital HR system, providing a systematic and real-time support mechanism.

🔗 [Anti-discrimination, Anti-harassment, and Anti-bullying Policy](#)
[Anti-Discrimination, Anti-Harassment and Anti-Bullying Complaint and Disciplinary Procedures](#)

ACTION SPOTLIGHT

Cross-national and Cross-business Integration Conference



Cultural diversity is fundamental to bridging gaps in cross-national collaboration and building mutual trust.

The 2025 TCC Global Cement and Environmental Business Annual Conference brought together senior executives from Europe, Asia, and Africa for strategic exchanges on low-carbon transition and energy innovation. The program also included visits to the National Palace Museum and the Dadaocheng Historic District, highlighting Taiwan's cultural heritage and TCC's 80-year legacy of growth alongside the island. A Chinese calligraphy workshop further allowed participants to experience the Eastern values of focus and balance, strengthening global team cohesion and alignment.



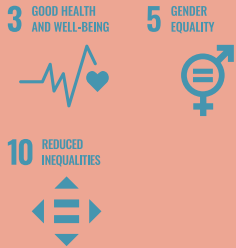
- Overview
- Governance
- Carbon Reduction
- Energy Transition
- Employee

- Climate Action Talent
- Employee Development
- Employee Remuneration and Benefits
- Occupational Health and Safety

Human Rights Protection

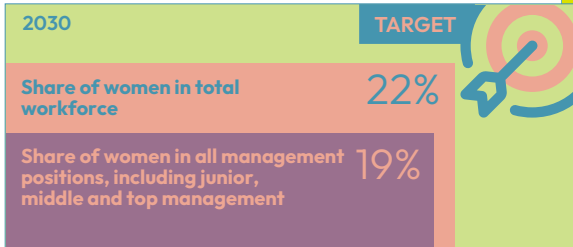
- Nature
- Social Inclusion
- Appendix

Alignment with SDGs



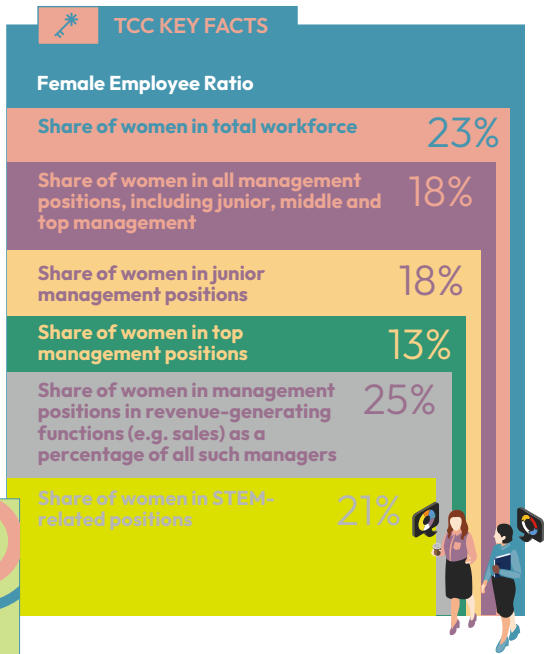
Gender Diversity and Inclusion

TCC firmly believes that diverse perspectives drive corporate innovation. Due to industry characteristics, most job applicants across the Group’s business entities are biologically male. To build an inclusive culture and reduce groupthink in corporate decision-making, TCC sets targets for the proportion of female employees. TCC strictly adheres to equal employment principles during recruitment, focusing on candidates’ abilities and potential, breaking traditional restrictions on gender, educational background, and major, and complying with local regulations and labor norms at all operating sites to provide equal employment opportunities. For recruitment at sites in Taiwan and Mainland China, TCC utilizes a self-developed AI resume talent analysis system, which matches talent expertise through big data computing, effectively eliminating unconscious bias that may arise from manual review. Furthermore, global sites rigorously review recruitment content, using gender-neutral expressions or non-binary language to eliminate gender stereotypes from the source.



[Gender Equality Policy | Atlante](#)

In response to the cross-border operation of charging stations in Southern Europe and Switzerland, Atlante published its first gender equality policy in 2026 and incorporated diversity, equity, and inclusion into corporate governance based on the framework of UNI/PdR 125:2022, the national standard guidelines for gender equality management in Italy, where its headquarters is located. Atlante established a Gender Equality Committee responsible for overseeing policy implementation, KPI monitoring, and continuous improvement, ensuring that fair recruitment, equal pay, and career development mechanisms are implemented in daily management.



Note 23: The scope of female employee targets and performance covers Cement and Environmental Protection Business (Asia), Molicel, and NHOA Energy, but excludes Longshan Plant, Liuzhou Plant, and Feng Sheng Enterprise Company.

ACTION SPOTLIGHT

NHOA Energy Promotes Female STEM Education

NHOA Energy supports the Girls@Polimi initiative at Politecnico di Milano, sponsoring scholarships to encourage female high school students considering university options to enter STEM (science, technology, engineering, and mathematics) fields. NHOA Energy donates one scholarship per year, valued at 24,000 euros.



POLIMI INCLUSION
GIRLS @POLIMI



As CIMPOR Global, we are proud to celebrate success!



CIMPOR Supports Gender Equality in Sports

In 2025, CIMPOR and OYAK Cement jointly sponsored Turkish professional boxer Dilara Yücel. The athlete’s resilience and “She Wolf” spirit align closely with the corporate values of both companies. This partnership reflects a shared commitment to promoting equal access to resources and opportunities for people of all genders across both sports and broader society.



Overview

Governance

Carbon Reduction

Energy Transition

Employee

Climate Action Talent

Employee Development

Employee Remuneration and Benefits

Occupational Health and Safety

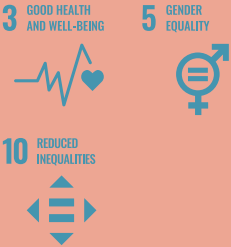
Human Rights Protection

Nature

Social Inclusion

Appendix

Alignment with SDGs



Employee Engagement Survey

TCC initiated the employee engagement survey in 2019 and introduced the Willis Towers Watson (WTW) engagement survey tool in 2024. Considering TCC's extensive locations and focus on mitigation measures, the survey frequency was adjusted to biennially. Based on the results, TCC communicates key feedback with department heads and employees, formulates improvement and optimization action plans, and tracks execution through regular meetings to ensure effective implementation. The most recent survey in 2024 covered all employees in Taiwan and Mainland China across business groups.

Commissioned to a third-party professional institution, the anonymous survey ensured the expression of genuine opinions and achieved a 94% response rate. Evaluation dimensions included job satisfaction, work purpose and

sense of mission, stress indicators, growth and development, communication transparency, and resource support, using a five-point scale to collect feedback. TCC will continue to promote specific actions based on the results to deepen the employee experience. Cement and Environmental Protection Business (Europe-Africa) and NHOA Energy were also included in the Group-wide employee engagement survey for the first time in 2025; Atlante targets execution by March 2026, with plans to expand to all overseas locations in the future.

Engagement Survey Results over the Past Four Years

	2022	2023	2024	2025*
Engagement	90%	93%	87%	82%
Survey Score				
Response Rate	98%	95%	98%	94%

Note 24: TCC has shifted its employee engagement survey to a biennial cycle starting in 2024 (latest data: 2024 for Taiwan and Mainland China). In 2025, the survey scope expanded to Cement and Environmental Protection Business (Europe-Africa) and NHOA Energy sites, with Atlante implementation underway.

Labor-Management Communication

To build harmonious and mutually beneficial labor-management relations, TCC has legally established labor unions and signed labor agreements across global plants. As of 2025, the number of employees joining labor unions or signing collective agreements at global sites reached 49% of the total workforce. To implement the principle of equality, the protection scope of collective agreements and work rules in Taiwan covers all colleagues, ensuring that employees are not treated differently due to their willingness to join a union or differences in conditions, thereby fulfilling the protection of employees' rights. Each site regularly holds labor-management and union meetings to exchange views on operational and labor issues. In addition, to deepen the connection between the Management Team and grassroots colleagues, TCC Operation Headquarters regularly holds Town Hall Meetings, where the Chairman delivers a

keynote speech; these meetings combine on-site real-time questioning with online anonymous Q&A mechanisms to ensure that the opinions of employees at all levels receive immediate and positive responses.

Labor Rights Practices

For more information, please refer to the [ESG Section](#) on the TCC Official Website

Principles

- Wages are not lower than the cost of living
- Regularly communicate with labor representatives regarding working conditions
- Ensure employees receive their entitled paid annual leave
- Track working hours, including overtime management
- Track the gender pay gap
- Provide training or retraining to mitigate the negative impacts of industrial or climate transitions
- Ensure payment of employee overtime pay
- Expand the coverage of social protection for workers

Engagement Survey Items

Job Satisfaction <u>Survey Core</u> <u>I would recommend others to work at the Company if a suitable opportunity arises.</u> <u>I am willing to take on extra work to help the Company succeed.</u> <u>Improvement Plans and Actions</u> → Develops career development paths and growth dialogue mechanisms, and promotes onboarding for new employees. → Promotes the TCC Communication Program to strengthen two-way interaction between supervisors and employees.	Purpose <u>Survey Core</u> <u>I understand how my work contributes to the Company's goals.</u> <u>I clearly understand the overall goals of the Company.</u> <u>Improvement Plans and Actions</u> → Promotes the TCC Culture Navigation Program, organizing town hall meetings and diverse communication activities to enhance consensus on corporate mission and vision.	Well-Being <u>Survey Core</u> <u>My work gives me a sense of accomplishment.</u> <u>Improvement Plans and Actions</u> → Enhances well-being, employee physical and mental health, and sustainable living based on the TCC Well-being Guide.	Stress <u>Survey Core</u> <u>I do not encounter significant obstacles in completing my work.</u> <u>My department/team can handle our work challenges.</u> <u>Improvement Plans and Actions</u> → Promotes the TCC Talent Sustainability Program, introducing employee assistance programs (EAPs) and stress management courses. → Adds health lectures and family-friendly childcare facilities.
---	--	---	---

