



# 2023

# Sustainability Report



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# About this Report



## Reporting Period

The information disclosure period of this report, in addition to ensuring comparability by including cross-year disclosures, covers data from the 1st of January, 2023 to the 31st of December, 2023. It is anticipated that the sustainability report for the previous year will be published in the third quarter of each year.



## Reporting Boundary

Internal boundaries encompass the CPC governance levels and all areas including the Xizhi Headquarters, Taipei Chengde Learning Center, and the Taoyuan, Taichung, Douliu South Yunlin, Tainan (including the Southern Taiwan Science Park), and Kaohsiung Regional Offices. External boundaries include the expectations related to the "Hand in Hand with Xizhi" friendly community associated with the Xizhi headquarters, course students, and commissioned units. In addition, with consideration of cost efficiency, the management and disclosure of material topics are conducted.

## Restatements of information

CPC has no significant information modifications to the prior period; therefore, there is no need for restatements of information to the prior year.



## Cover Story

To promote the annual CPC focus on Diversity, Equity, Inclusion (DEI), and human rights, an expressing colorful hand gesture is applied to symbolize the embrace, support, and acceptance of diversity aligned with.



## Report Writing Guidelines

To ensure the consistency and comparability of the information disclosed, the Report has been prepared in accordance with the Global Sustainability Standards Board (GSSB) Global Reporting Initiative 2021 (hereinafter referred to as GRI Standards). The Report also references the standards established by the Sustainability Accounting Standards Board (SASB) (hereinafter referred to as SASB Standards) and the Task Force on Climate-related Financial Disclosures (TCFD) proposed by the Financial Stability Board (FSB). This approach integrates the relevant applicable standards for CPC into the disclosure items of this Report.

GRI 2-3, 2-4



## Publication of Sustainability Report

CPC publishes a Sustainability Report regularly annually

Publication of the current issue: August, 2024

Publication of the previous issue: July, 2023

## Feedback and Contact

If you have any comments or inquiries regarding this report, please feel free to contact us at:  
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Chief Sustainability Officer Hsu, Chun-Cheng  
02166@cpc.org.tw



## Report Quality Assurance

### Internal Audit

The data or information disclosed in the report was compiled and provided by various responsible units of the CPC according to relevant management procedures. It was incorporated into the internal control system and internal audit system, and after being compiled and verified by the Sustainability Promotion Team of the ESG New Business Development Committee, it was submitted to the President and Chairperson for review and approval before disclosure. It was also reported in the board of directors and supervisors meetings.

### External Assurance

The report has obtained an independent assurance report from Ernst & Young Global Limited.

# Letter from the Operator - Chairperson

GRI 2-22



Chairperson of China  
Productivity Center

許景和

## Emphasizing human rights and the values of diversity and Inclusion

China Productivity Center has been standing for six decades since its establishment in 1955, and I joined the big family of CPC in 2000. I have been committed to establishing the mission of “Improving the productivity of the industry, and cultivating the managerial talents for the enterprises”, as I believe that working on this may help Taiwan and the enterprises on this land to move towards a better future.

As a business operator, I have been bearing the “People-oriented” managerial mindset and valued the employees as the important assets of a company. By insisting on promoting talent sustainability, each of the employees has a stable and safe working environment and a good family life, and spreading this happiness to society shall formulate a positive cycle. Thus, we launched the CPC WAY in 2008, adopting the top organizational principle of “Infusing joy into work, creating happiness in life, and enjoying both work and life”, we have effectively applied a management system, to assist our employees in improving working performance with electronic tools. Additionally, I have emphasized the importance of creating an environment characterized by “an institute of intellect, research, discussion, motivation to inspire achievement, sharing, and growth.” This setting enables our capable, idealistic, and ambitious members to learn, grow, thrive, and develop. In doing so, the organization can sustain itself and continue to fuel development in the future.

Facing the impacts of the global trends of ESG initiatives, the push for net-zero emissions, and the momentum of social justice and employee activism, a crucial part of the global supply chain, Taiwanese companies should also consider how to address human rights in the corporate scene. They should integrate the values of DEI into corporate governance just like how they focus on carbon reduction. By practicing DEI, companies can create an inclusive and innovative environment that attracts and retains talent, thus maintaining competitiveness and achieving sustainable performance in ESG. As I have been emphasizing, a company is nothing without its people, therefore talents are fundamental to the thriving of an enterprise, as a lack of talents will suffocate an enterprise. As a result, we have enacted the “CPC Human Rights Commitment Policy” in 2024 to safeguard the basic human rights of all employees. This policy strengthens the organizational culture of diversity, equity, and inclusion (DEI) and maintains a focus on international human rights trends and related issues. Our goal is to strengthen human rights protections and promote positive, sustainable development.

In the future, CPC will continue to build up internal energy focused on a people-oriented and harmonious culture, gradually extending this approach to the industry and the whole economy. CPC will be enhancing corporate governance through ESG and DEI principles, building a better tomorrow by collaborating with Taiwanese businesses.

# Letter from the Manager - President

GRI 2-22



President of China  
Productivity Center

張寶誠

## Achieving Sustainable Management: Building a Better Future for the People and the Environment

CPC has been loyally serving as a bridge between government and businesses to enhance productivity and competitiveness for 68 years since its establishment, while actively fulfilling its social responsibility by supporting domestic companies in achieving net zero and sustainable development. In response to sustainability issues, CPC signed the “Green Productivity Taipei Declaration” with member countries of the Asian Productivity Organization (APO) as early as 2012, upholding the principles of balance, growth, and coexistence to promote sustainable development, environmental protection, and social justice. CPC was approved by the APO Council as an APO Green Excellence Center in 2013 and promptly began actively connecting with productivity organizations across member countries to assist businesses in advancing green transition. CPC has established an independent GHG “Verification Office” after extensively researching the latest trends and relevant regulations concerning net-zero emissions in recent years. Additionally, CPC has developed an ESG blueprint of sustainability training to enhance its capabilities and effectively assist businesses in achieving shared growth with the industry and creating outstanding sustainability progress.

CPC has not neglected its own ESG sustainability strategy while supporting businesses in sustainable development. CPC has obtained the ISO 9001, ISO 27001, ISO 14001, and ISO 45001 quality and environmental management system certifications. Additionally, through its internal “ESG New Business Development Committee”, CPC reviews its business operations concerning the UN Sustainable Development Goals (SDGs) and adheres to relevant standards, such as the GRI Standards, SASB Standards, and TCFD Framework. CPC has also published its own sustainability report and was awarded the “TCSA Taiwan Corporate Sustainability Award - Silver Award” in 2023.

Under the trends of sustainable development issues, 2050 Net Zero, the concept of corporate governance has been increasingly focusing on presenting ESG Performance. With the rising awareness of the #MeToo movement, as well as Gen Z and senior citizens joining the workforce, new workplace culture initiatives have become a global phenomenon, while DEI (Diversity, Equity & Inclusion) has gained significant momentum worldwide, becoming one of the mandatory focus for businesses. According to a McKinsey survey in 2020, companies with a more diverse employee background demonstrate a profit performance that is 12% higher compared to other companies.

It is evident that a company's future competitiveness is no longer limited to tangible assets but increasingly hinges on the demonstration of intangible assets, particularly in the capital of talents.

However, sustainable business operations are fundamentally dependent on a high-quality corporate culture. In light of this, CPC published “The Footprints of Productivity” in 2023, which provides a detailed account of over 20 years of leadership and transformational evolution. This publication aims to help all CPC employees understand the organization's origins and future direction, thereby fostering a sense of belonging and perpetuating CPC's high-quality corporate culture. Subsequently, CPC established a 'Human Rights Commitment Policy' in 2024 to address critical issues including employee welfare, talent management, diversity in recruitment, gender equality, and the protection of digital rights, thereby implementing DEI principles into the corporate culture.

Going forward, CPC will continue to be the most steadfast partner for businesses on their journey toward sustainability, supporting them in achieving the vision of balance, growth, and coexistence.

# Sustainability Achievements

Greenhouse Gas Inventory  
Category 1 & 2  
Approximately with the  
reduction of **11.2** tons of CO<sub>2</sub>e  
Approximately with a reduction  
of **1.6** %

Purchase of  
Renewable Green  
Energy  
**60,000** kWh

Purchase of Green  
Products (Registered)  
TWD **5,824,571**

Certified with ISO  
14001

Proportion of female  
managers **50** % ↑  
Proportion of female  
employees **50** % ↑

Return to Work After  
Parental Leave  
And Retention Rate  
**80** %

Hours of Employees'  
cultivation  
Average of **67.5** hours

Certified with ISO  
9001  
Certified with ISO  
45001

Funding in the charity of  
Turkey Earthquake Relief  
TWD **1,000,000**  
and Public Welfare  
Contributions  
TWD **306,728**

Enterprise Diagnostic  
Services **198** sessions  
Achievement Rate of  
**88** %

Open course  
cultivation  
**113,500** attendees

Satisfaction of Open  
Courses Students  
An average score of  
**92.76**

Board of Directors and  
Supervisors  
attendance rate  
**100** %

Total Incidents of  
Violation of Ethical  
Management or Anti-  
corruption  
**0** Incidents

Total of incidents  
major violation of the  
law  
**0** Incidents

Certified with ISO  
27001

# Awards and Achievements



## Environmental, E:

### Greenhouse Gas Verification Institute Qualification

Official Letter Huan-Shu-Shou-Chi-Chou-Tzu No. 1129102167 from the Ministry of Environment dated June 28, 2023, grants CPC the greenhouse gas verification institute license.

Additionally, Official Letter Tai-Cheng-Chih-Li-Tzu No. 1120012208 from the Taiwan Stock Exchange, dated July 12, 2023, approves CPC as a certifying institute regardless of industry under the Financial Supervisory Commission's scheme.

### Outstanding Private Sector Green Procurement Award

The Environmental Protection Department of the New Taipei City Government, in recognition of the efforts made by various entities in practicing sustainable living, honors businesses and organizations with green procurement expenditures exceeding TWD 5 million



## Social, S:

### 2023 National Talent Development Award-

**Outstanding Case Award**  
Official Letter Lao-Tung-Fa-Neng-Tzu No. 1120519554D from the Ministry of Labor dated December 15, 2023, recognizing the award according to the National Talent Development Award Selection and Recognition Program **“Zero Carbon Practice Revolution” and “Data Practices for Management Executives”** have won the **2023 The 25th Golden Book Award**

The 25th Golden Book Award involved a rigorous evaluation and enthusiastic discussion process in three stages, which were organized by the Small and Medium Enterprise Administration of the Ministry of Economic Affairs. Out of the three submitted book series, two were ultimately selected as Outstanding “Golden Books” .



## Governance, G:

### Badge of Accredited Healthy Workplace

The certification is awarded by the Ministry of Health and Welfare for CPC’ s efforts in promoting workplace tobacco control and health promotion, establishing an excellent healthy workplace.

**TTQS Training Quality Assessment (Training Institute Version) - Gold Medal Taipei Chengde Learning Center, Service Locations of Taichung, Tainan, and Kaohsiung Regional Office**

Each service location has been awarded a Gold Medal certificate followed by an on-site evaluation by the assessment committee.

**TTQS Training Quality Assessment (Training Institute Version) - Silver Medal Taoyuan, South Yunlin**

Each service location has been awarded a Silver Medal certificate followed by an on-site evaluation by the assessment committee.



## Sustainability

### Taiwan Corporate Sustainability Award - Silver Award

Awarded with TCSA Sustainability Report Category - Silver Award (NGO) in 2023

### Sustainability Development Service Institutes

the Industrial Development Bureau of the Ministry of Economic Affairs issued a “Sustainable Development Service Organization” Service Capability Registration Certificate on the 15th of May, 2023.

Recognized as Excellent Performance Programs  
"Quality Taiwan Manufacturing Value Enhancement Program", "Smart Machinery and Smart Manufacturing Industry Development Program"  
Executive Yuan's Controlled Program Rated as Grade A - "Smart Agriculture Program"

# About CPC

9 Introduction to the Organization

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## Material Topics of the Chapter

■ ESG Sustainable Development Mechanism

## CPC' s Response to SDGs



12.6





# Introduction to the Organization - Established in 1955

GRI 2-1, 2-2

## Blueprint for Hope

### Mission: Be the Most Trusted Management Consulting Institute for Enterprises

#### Mission

- Become a Pioneer in Business Models, a Driver of Value and Speed, and a Promoter of Knowledge Management

#### Vision

- Acting as a Driver of Industry Value Chain Transition
- Operating as the Hub for the Networking of Businesses
- Establishing CPC as a Leading Brand in Knowledge Management

#### Core values

- Innovation
- Professional
- Diligent
- Streamlined
- Learn

#### Strategies

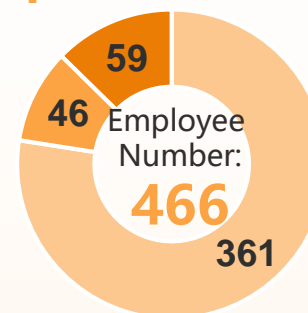
- Cloudification of Excellent Knowledge
- Internationalization of Service Expertise
- Streamlining of Innovation Actions
- Comprehensive Implementation of Lean Operations
- Value Boosting of Service Capabilities

## Major Products and Services

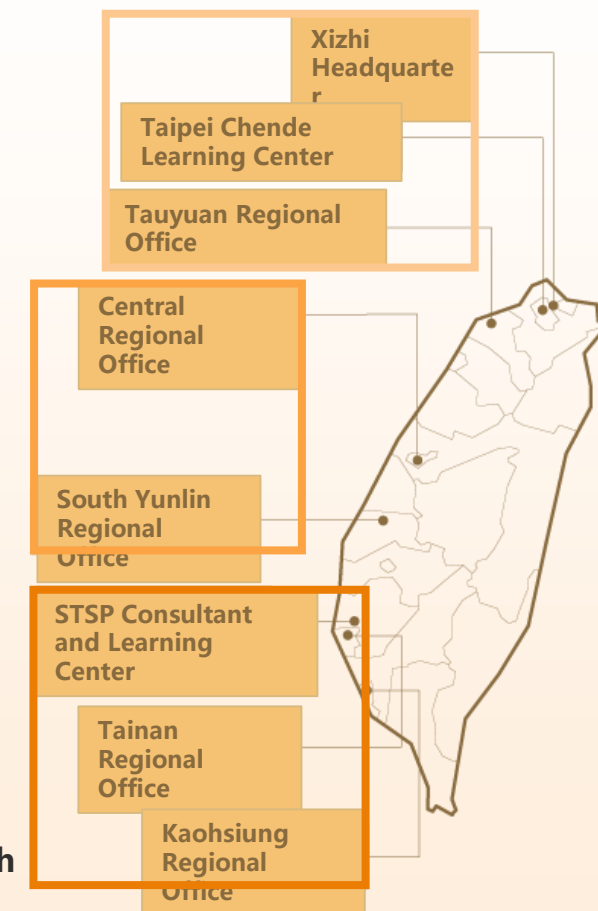
CPC, established as a non-profit foundation by the Ministry of Economic Affairs in **1955**, aims to assist businesses in enhancing manufacturing capability. CPC provides corporate management consulting, guidance, and training for management personnel, and collaborates with government departments to improve the competitiveness of Taiwanese industries, **servicing as a bridge between the government and businesses**. CPC is the earliest and largest management consulting organization in the nation.

- Operation and Management Advisory
- Educational Training
- Government Project
- Media Publication
- Technical Services
- Overseas Exchange
- myMKC Management Knowledge Center

## Geographical Distribution and Employee Information



- Northern Taiwan (Xizhi, Chengde, and Taoyuan)
- Central Taiwan (Taichung and South Yunlin)
- Southern Taiwan (Tainan and Kaohsiung)



## Financial Performance

### Operating Income in 2023

**TWD 1,684,022,890.**

### Operating Income Percentage of Each Region (in TWD thousands)

**Northern Taiwan: 1,310,590 (77.8%)**

**Central Taiwan: 155,585 (9.2%)**

**Tainan: 105,092 (6.2%)**

**Kaohsiung: 112,756 (6.7%)**

# Introduction to the Organization - Blueprint of Service Value

GRI 2-6

## Support for the Government (Policy Think Tank)

From coordination to integration, CPC has been leveraging expertise in management and forward-looking professional knowledge, combining practical operational capabilities, and integrating supply and demand information from various sources to assist the government in policy formulation.

## Value Service

**National Product Sustainability Elite Alliance**  
CPC Member and Community Exclusive Services  
Professional Certification Training and Examination Support  
Domestic and International Benchmark Companies Visits and Inspections

## Innovative Development (Collaborative Research and Development)

**Smart Manufacturing Experience Center**    CBIS  
**MES+**    E-TPIM  
**5S**    i-BENCH/DX-BENCH/ME-BENCH  
**LSM-Digital Lean**                                BI+TPM  
**Agri-food Education Specialist**            PCals  
**SME ECO system**

## Market Expansion (Internationalization)

**APO COE on GP & SM**  
International Exchange of Management Knowledge  
Overseas Taiwanese Business Consulting, Diagnosis, and Advisory (Including Mainland China)  
Cross-Strait Economic and Trade Inspection

## Service Field (Knowledge Services)

**Agriculture, Manufacturing, Service Industries**  
**Business service diversification**, integrating Electronic, Knowledge, and Management capabilities, and applying them to various industry sectors and diverse products.

# Introduction to the Organization - Scope of Services

GRI 2-6

## Government Project Providing resources for transition

CPC actively seeks to secure the planning and execution of government projects through the government procurement law bidding mechanism in alignment with government economic and industrial development policies.

## Educational Training Cultivation of Future Talents

CPC assists businesses in talent development through public courses and in-house training, tailored to job positions, hierarchical levels, and functional areas, **with an annual training capacity of approximately 120,000** individuals by integrating internal and external consultants, instructors, scholars, and experts.

## Digital and Smart Transition Guidance Service

CPC guides over 400 companies annually, including those in conventional industries and high-tech sectors, covering all three main sectors of the industry.

## Media Publication

### Sharing of New Knowledge of Management

CPC continuously provides forward-looking management insights and trends both domestically and internationally through professional management magazines, books, and consulting guidance manuals. **Over the years, it has received recognition with awards such as the Golden Book Award and the Golden Tripod Award.**

## Technical Services

### improvement in operational value

Electronic and Digitalized Enterprise, Chain Franchising, Smart Manufacturing, Design Services, and other areas.

## Overseas Exchange

### International Resource Integration

Organizing inspection delegations and visits by international professionals to Taiwan, including corporate tours, to explore domestic and international market opportunities. Representing the Republic of China in initiating the Asian Productivity Organization (APO), assisting member countries in cultivating professional talent and promoting international technology exchange.

## myMKC Management Knowledge Center

### Digital Operation and Management Knowledge Platform

CPC has been advancing digital development in knowledge of operational and managerial consultancy, while also accumulating and disseminating the professional knowledge and expertise of CPC consultants by establishing the myMKC.com Cloud Knowledge Platform in 2010.



## Introduction to the Organization - Six Excellent Management Service Teams (Established in 2007)

GRI 2-6

CPC provides a range of digitalization, smart, cross-sector, interdisciplinary, and intergenerational integrated services through the active development of six major excellence service teams. This approach enables every member within the ecosystem to advance collectively towards a business ecosystem model based on green productivity, smart manufacturing, and service solutions, fostering balance, growth, and coexistence.



## Introduction to the Organization - Participation in Guilds and Associations

GRI 2-28

CPC recognizes that having diverse capabilities in professional business development is crucial for supporting the sustainable development of government policies and industries. Therefore, CPC actively participates in various public and private associations, not only to stay abreast of relevant trends but also to provide appropriate professional advice and assistance based on its insights and expertise in the industry.

Category	Name of the Associations	2023 Membership Fees (In TWD, other currencies marked separately)	Role
Sustainable Development	Sustainable & Circular Economy Development Association	1,000/20,000	Chairperson holds personnel Membership/Member
	The International Friends of Chiang Society	6000	Member
Corporate Governance	Internal Audit Association of the Republic of China	2000	Long-term member
Exchange among Industries	Taichung City Industrial Park Association	11880	Member
	Japan Industrial Training Association	JPY 30,000	-
	Association of Chain and Franchise Promotion, Taiwan (Southern Taiwan Branch)	10000	Sponsor Member
	Association of Chain and Franchise Promotion, Taiwan	10000	Sponsor Member
Social Care	Tainan Anping Industrial Park Business Association	10000	Member
	Taiwan Elderly Care Industry Association	10,000 (Admission 10,000)	Member
Knowledge Dissemination	Interlibrary Cooperation Association	3000	Member
	Library Association of the Republic of China (Taiwan)	3000	Member
	Media Business Association of Taipei	15600	Long-term member
	Library Association of the Republic of China (Taiwan)	3000	Member
Innovative Technology	The Chinese National Association of Industry and Commerce, Taiwan	20000	Type B Member
	Service Science Society of Taiwan	10000	Member
	Taiwan Design Alliance	20000	Member
	Taiwan R&D Managers Association	5000	Member
	World Design Organization(WDO)	EUR 2,000	Member
	The International Federation of Interior Architects/Designers(IFI)	USD 2,550	Member
	International Council of Design(ico-D)	CAD 2,600	Member
Taiwan R&D Managers Association	5000	Member	

# Sustainable Management — CPC Aligning with Global Sustainability Issues

GRI 2-28

## Sustainable Development Context - Implementation

CPC has always taken proactive measures and led by example in aligning with the UN 2030 Sustainable Development Goals (SDGs) and the government policies on corporate governance 3.0 and domestic sustainable development. We adhere to the principle of "Ensuring self-excellence before serving other enterprises," not only by obtaining ISO 9001 certification in 2012, but in recent years, we have also been among the first Taiwan foundations to successively acquire several international certifications, including ISO 27001 for Information Security Management System (certified in 2021), ISO 14001 for Environmental Management System (certified in 2022), and ISO 45001 for Occupational Health and Safety Management System (certified in 2022). All the certifications were issued by the Association Française de Normalisation (AFNOR) and the Istituto di Certificazione Italiana per la Meccanica (ICIM), having passed rigorous examinations.

## Context of Sustainable Development - Promotion

With over 60 years of accumulated experience in consulting services, we actively advance our ESG capabilities. CPC assists companies in building sustainable environmental management systems, understanding their carbon emissions, and developing concrete reduction plans and improvement pathways. Additionally, we guide the drafting of CSR/ESG sustainability reports to ensure effective communication of their sustainable practices and performance.

CPC established the "ESG New Business Development Committee" in 2022 by attuned to evolving trends. CPC has also been compiling the "CPC Sustainability Report." by adhering to international standards such as those set by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) and aligning with the UN Sustainable Development Goals (SDGs). The report serves as a transparent disclosure of CPC commitments to stakeholders, aiming to showcase the achievements and implementation of internal ESG sustainability initiatives. In the same year, CPC established the "Verification Office," beginning the process of applying for and successfully obtaining certifications from the Taiwan Accreditation Foundation (TAF), the Ministry of the Environment, and the Financial Supervisory Commission to become a greenhouse gas verification body that supports companies in progressing towards the "Taiwan 2050 Net Zero Emissions" goal.

CPC will continue to serve as a resource aggregation platform, driving efforts with a focus on "enhancing operational resilience, adapting to environmental challenges, and mastering the sustainable development blueprint." By aligning with technological innovations and digital transition trends, CPC aims to revitalize business operations through productivity enhancements and sustainable management practices, facilitating a genuine qualitative change in operational capabilities, strengthening innovation and R&D capacities, and implementing government policy tools. CPC is committed to assisting companies in developing and proposing innovative R&D plans for industry technologies, products, and services, guiding small and medium-sized enterprises (SMEs) to engage in innovative R&D activities. We also provide support for businesses to build and upgrade their capabilities, and assist in talent education and development to enhance learning outcomes and operational results.

## Sustainability Vision and Commitment

We aim to enhance the technological standards and innovation capabilities of domestic enterprises through governmental resources. We seek to create added value for businesses by strengthening corporate operational resilience and providing more forward-looking, internationalized, and diversified services. This will involve closely aligning with national key industry policies and corporate development to reinforce competitive advantages and support overall industry growth. Our goal is to build a solid foundation for competition and build a future of sustainable business practices.

We will incorporate the spirit of "Our Commitment to Relentlessly Pursue Sustainable Development (ESG) Goals Shall not Yield" into the CPC WAY framework in alignment with our overall sustainability strategy.

## Focus of ESG Sustainable Development



### Environment

Implementation of Green Carbon Reduction Policies

Implement green office practices in compliance with Ministry of the Environment policies; also introduce government resources to support small and medium-sized enterprises (SMEs) in achieving this goal collectively.

### Social

Shaping of Diversity, Equality, and Inclusion DEI/  
Prioritize the national and social development

We are adopting DEI (Diversity, Equity, and Inclusion) principles aligning with the international human rights shift. We have made organizational culture diversity and inclusion a central focus of our ESG strategy in 2023. We have established a human rights commitment policy to enhance human rights awareness among internal members and stakeholders.

### Governance

Refine Governance and Management Strategies

Implement governance and management strategies for the board of directors, supervisors, and general manager. Establish a dedicated auditing department to complete the internal control system and enhance operational capabilities.

# Sustainable Management — ESG Sustainable Development Mechanism

GRI 2-12~2-14

## Organizational Structure and Functioning of the Committee

During the 28th Board of Directors and Supervisors' fifth meeting, the establishment of the "CPC ESG New Business Development Committee" was approved on April 13, 2022. The committee has been actively planning ESG-related actions internally to address stakeholder expectations and implement internal sustainability management mechanisms. Externally, it advances ESG service capabilities following the Executive Yuan National Development Council's "Taiwan's Pathway to Net-Zero Emissions 2050" released on March 30, 2022. Led by the President, the committee is organized into four working teams, each led by managers such as assistant managers and directors. These groups collaboratively identify policies or commitments, and management actions, as well as short-, medium-, and long-term goals, while further overseeing the execution process and evaluating outcomes.

### Key Focus Areas for 2023 Work Initiatives

- Promote internal ESG highlight strategies and compile the annual sustainability report, including consolidating verification, guidance, and training-related case studies. Integrate media and promotional resources to advance internal and external service capabilities.
- Expand the scope of greenhouse gas inventory by obtaining voluntary program certifications from the Bureau of Standards Metrology and Inspection of the Ministry of Economic Affairs and project certifications from the Ministry of Environment, and apply for carbon footprint management verification organizations. This is to continuously participate in the carbon emission verification working group convened by the MOEA Bureau of Standards Metrology and Inspection, and undertake the verification-related tasks for approved areas.
- Promote internal training for "Greenhouse Gas Inventory and Carbon Footprint Management" seed personnel, expanding guidance and training capabilities according to their areas of expertise. Participate in government-related net-zero carbon emission policy programs, as well as self-organized and subsidized guidance activities.



Chairperson of the Committee:  
President

Executive Secretary:  
Vice President


Department of Secretary

- Work meetings convened once per month.
- Report the performance and outcomes to the Board of Directors once a year.
- The sustainability report is issued after being reviewed and approved by the highest-level Chairperson following internal approval procedures.

Chief Sustainability Officer

  
Internal  
ESG Sustainability  
Promotion Team

  
External  
Verification Business  
Team

  
External  
Advisory Service Team

  
External  
Training Service Team

Internal ESG Sustainability Promotion Team - Two team leads with the qualification of Trainee Judge for the TCSA Taiwan Corporate Sustainable Award



# Sustainable Management — ESG Sustainable Development Mechanism

GRI 2-6

## Six Services Teams coordinate with ESG initiatives

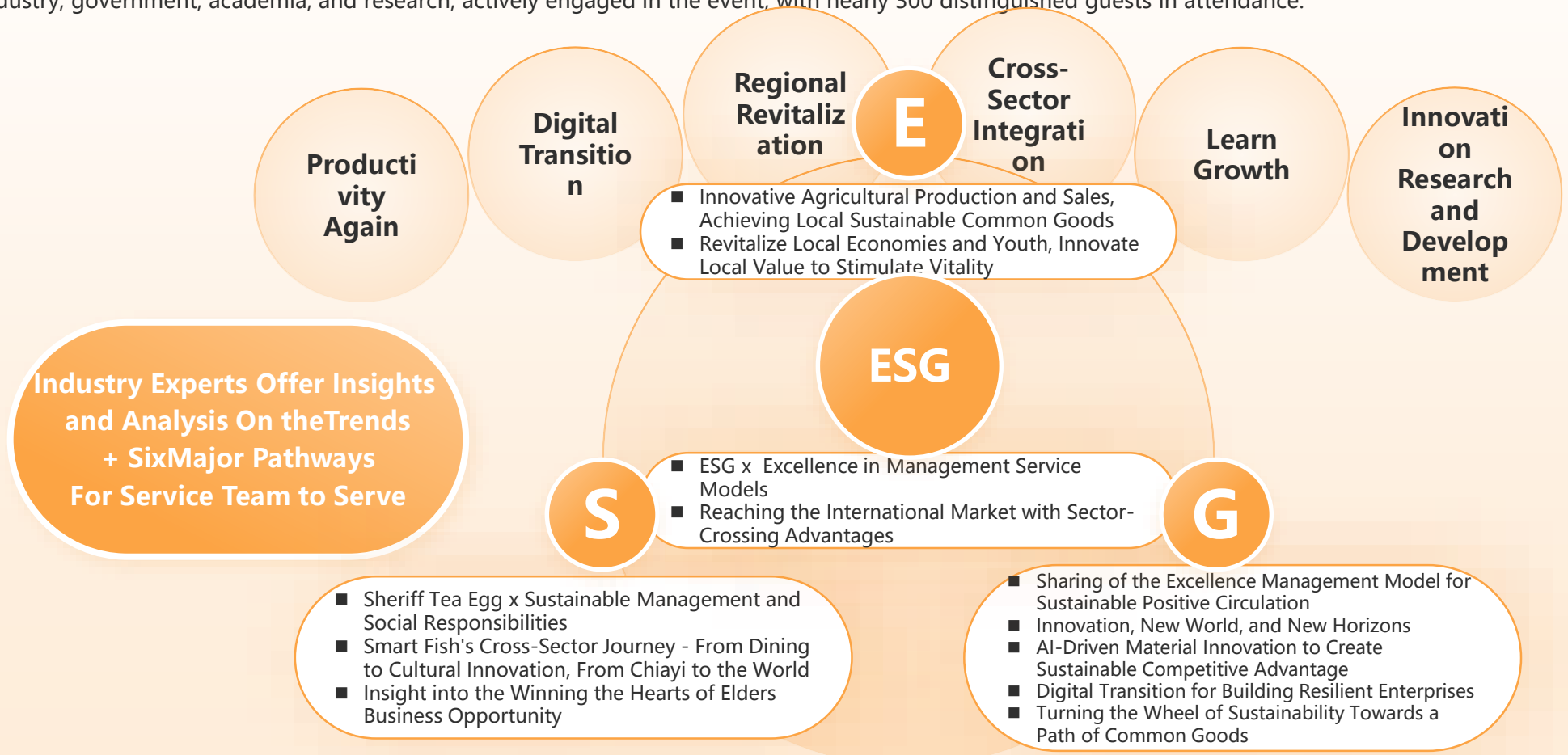
Externally, through the six major excellent management service team ecosystem model to promote ESG realization path. The 68th Anniversary Gratitude and Feedback Forum was held with the theme “The Future New Norm - Excellent Corporate Culture ∞ Intellectual Capital ∞ Sustainable Common Good” on the 16th of November, 2023. The forum aimed to explore how enterprises can navigate high-risk environments characterized by inflation, geopolitical tensions, and climate changes. We shall focus on shaping a strategic framework through quality corporate culture, accumulating intellectual capital through knowledge, and enhancing sustainable management with a philosophy of mutual benefits. The goal is to enable businesses in seizing opportunities and gaining a competitive edge in the gradually recovering economic environment. Participants from various sectors, including industry, government, academia, and research, actively engaged in the event, with nearly 300 distinguished guests in attendance.



**Karen Wu, Ernest & Young Taiwan Business Advisory Services**  
**Managing Director and Partner**  
**Sharing Topic**  
**International Trends in the Era of Sustainability**



**CPC President Pao-Cheng Chang**  
**Sharing Topic**  
**The Future New Normal**  
**Excellent Corporate Culture ∞ Intellectual Capital ∞ Sustainable Common Good**





# ESG Policy Goals and Tracking of Implementation

Material Topics		Policy or Commitment / Management Actions	Policy Goals and Tracking of Implementation in 2023	Achieved	Goals in 2024
E Environmental Value	ESG Sustainable Development Mechanism	<p>Align with policy trends and assist industries in achieving net-zero emissions by 2050</p> <ul style="list-style-type: none"> <li>Establish an ESG Sustainability Development Committee to plan internal and external development strategies</li> <li>Prepare the sustainability report by adopting international standards</li> <li>Establish a greenhouse gas Verification Office accredited by TAF and the Environmental Protection Administration</li> </ul>	<ol style="list-style-type: none"> <li>Establish an ESG New Business Development Committee to hold regular meetings and report to the Board of Directors and Supervisors</li> <li>198 sessions of Enterprise Diagnostic Services</li> <li>GHG verification for 15 enterprises</li> </ol>	v	<p>Promote internal and external ESG enhancement measures</p> <ul style="list-style-type: none"> <li>The 2024 CPC Sustainability Report will adopt GRI, SASB, and TCFD standards and align with SDGs to report on ESG practices</li> <li>Reached 300 sessions of ESG Diagnostic in 2026</li> <li>Complete verification of 45 GHG cases by 2030</li> </ul>
	Greenhouse Gas Inventory	<p>Address climate change mitigation actions, and disclose GHG emissions and reduction plans</p> <ul style="list-style-type: none"> <li>Engage professional consultants to audit GHG emissions for Scopes 1, 2, and 3.</li> <li>Plan and implement CPC's GHG reduction program</li> </ul>	<ol style="list-style-type: none"> <li>Completed greenhouse gas inventories for both 2022 and 2023, and obtained auditor assurance. 2022 was then used as the baseline year to implement reduction actions</li> <li>Publish the 2023 Greenhouse Gas Inventory Report</li> <li>Purchase 64,662 kWh of renewable energy</li> <li>Consumed energy reduced by 25,536 kWh</li> </ol>	v	<p>Align with international trends to disclose GHG information</p> <ul style="list-style-type: none"> <li>Implement TCFD in 2024 to disclose relevant climate response information, including GHG emissions for Scopes 1, 2, and 3.</li> <li>Achieve a 2% reduction in GHG emissions by 2026</li> <li>Achieve a 4% reduction in GHG emissions by 2030</li> </ul>
S Social Value	Talent Cultivation and Development	<p>Implement a fair and transparent employee development and promotion system</p> <ul style="list-style-type: none"> <li>Define and implement clear employee learning procedures to ensure effective employee development</li> <li>Provide systematic learning analysis to assist in placing the right talent in the right positions</li> </ul>	<ol style="list-style-type: none"> <li>Average employee learning hours reach 67.5 hours</li> <li>A total of 79 consultants have been trained</li> <li>A total of 94 instructors have been trained</li> <li>A total of 156 executives have been trained</li> <li>A total of 134 individuals have participated in international exchange learning</li> </ol>	v	<p>Employee training hours linked to their performance evaluations</p> <ul style="list-style-type: none"> <li>42 hours in 2024</li> <li>44 hours in 2026</li> <li>48 hours in 2030</li> </ul>
	(2023 Newly-Added Topic) Employees Diversity, Equity, and Inclusion: DEI - Gender Equality	<p>Shape a diverse, equal, and inclusive (DEI) organizational culture at CPC and establish the "CPC Human Rights Commitment Policy" creating a system of diversity, inclusion, and equity from the top down and inside out</p> <ul style="list-style-type: none"> <li>Develop and Publish the "CPC Human Rights Commitment Policy"</li> <li>Conduct Specialized Sharing Sessions on Cultural Inclusion</li> <li>Implement Equality and Sharing Mechanisms</li> </ul>	<p>Newly added topics in 2023</p> <ol style="list-style-type: none"> <li>Promote Workplace Gender Equality Culture - Fair Male-to-Female Supervisor Ratio</li> <li>Implement Human Rights Policies and Commitments - No Human Rights Violations</li> </ol>	-	<p>Implementing Gender Equality in Managerial Positions</p> <ul style="list-style-type: none"> <li>Gender Disparity in Managerial Positions within 30% in 2024</li> <li>Gender Disparity in Managerial Positions within 15% in 2026</li> <li>Gender Disparity in Managerial Positions within 5% in 2030</li> </ul>

# ESG Policy Goals and Tracking of Implementation

Material Topics		Policy or Commitment / Management Actions	Policy Goals and Tracking of Implementation in 2023	Achieved	Goals in 2024
G Governance Value	Structure and Functioning of the Board of Directors and Supervisors	<p>Gathering the top professionals from industry, government, academia, and research sectors to form a robust board of directors and supervisors, leveraging their expertise across various fields collectively</p> <ul style="list-style-type: none"> <li>Hold regular meetings of the board of directors and supervisors to discuss the status of important CPC business and financial reports.</li> <li>Discuss and Plan ESG Sustainability Strategies</li> </ul>	<ol style="list-style-type: none"> <li>Conduct three joint meetings of the board of directors and supervisors</li> <li>Correspondence ESG courses for the board of directors and supervisors</li> </ol>	v	<p><b>Diverse ESG Expertise of the Board of Directors and Supervisors</b></p> <ul style="list-style-type: none"> <li>Accumulate 4 hours of ESG courses in 2024</li> <li>Accumulate 8 hours of ESG courses in 2026</li> <li>Accumulate 12 hours of ESG courses in 2030</li> </ul>
	Internal Control and Internal Audit	<p>Establish an independent audit office in accordance with regulations and best practices</p> <ul style="list-style-type: none"> <li>The lead auditor possesses professional auditing experience and certifications</li> <li>Report to the board of directors and regularly present the internal audit results to the board of directors and supervisors</li> </ul>	<ol style="list-style-type: none"> <li>No incidents of violating integrity management or anti-corruption policies</li> <li>Conducted five sessions of sharing courses</li> <li>Obtained one corporate internal control certification</li> <li>45 hours of professional internal audit and internal control training</li> </ol>	v	<p><b>Development of Professional Talent for the Audit Office</b></p> <ul style="list-style-type: none"> <li>100% attainment of domestic corporate internal control certification by 2024</li> <li>Achieve 180 hours of professional internal audit and internal control training by 2026</li> <li>100% attainment of the international CIA (Certified Internal Auditor) certification by 2030</li> </ul>
	Legal Compliance Management	<p>In compliance with the regulations of the Foundations Act and relevant competent authorities governing CPC operations</p> <ul style="list-style-type: none"> <li>Regularly review the list of applicable regulations and their interpretations</li> <li>Prioritize and implement the protection of personal data</li> <li>Prevent major violations of regulations</li> </ul>	<ol style="list-style-type: none"> <li>No incidents of regulatory violations</li> <li>Conducted four sessions of legal affairs awareness training courses</li> </ol>	v	<p><b>Implementing Legal Compliance</b></p> <ul style="list-style-type: none"> <li>Conduct a total of four internal legal awareness training sessions in 2024</li> <li>Conduct a total of eight internal legal awareness training sessions in 2026</li> <li>Conduct a total of sixteen internal legal awareness training sessions in 2030</li> </ul>
	(Newly added topics in 2023) Information Security and Personal Information Protection	<p>In compliance with the management requirement for specific non-government at Level C under the Cyber Security Management Act</p> <ul style="list-style-type: none"> <li>Regularly review the appropriateness of the classification of cyber systems and the applicability of security control measures based on their security classification</li> <li>Adapt the content of cyber security maintenance in response to changes in laws and technology, and meet the requirements for cyber security responsibility level and classification</li> <li>Implement a cyber security risk assessment mechanism to monitor information assets, ensuring their confidentiality, integrity, and availability, and reduce the threat of cyber security risks</li> </ul>	<p>Newly added topics in 2023</p> <ol style="list-style-type: none"> <li>Enhance organizational members' awareness of cyber security by regularly holding cyber security training courses</li> <li>Enhance the professional capabilities of cyber security personnel by obtaining cyber security certifications</li> </ol>	-	<p><b>Obtain a professional certification recognized under the Cyber Security Management Act</b></p> <ul style="list-style-type: none"> <li>With 5 personnel obtained the certification in 2024</li> <li>With 6 personnel obtained the certification in 2026</li> <li>With 8 personnel obtained the certification in 2030</li> </ul>

# CPC Specific Response to SDGs



CPC aligns with the 17 Sustainable Development Goals (SDGs) officially launched by the United Nations in 2016 and refers to the UN's SDG Compass for corporate actions. We assessed the 169 specific implementation indicators related to these goals. In 2023, we continue to fully integrate SDGs as a key focus for future sustainable development, committing to sustainable management and promising to create value for stakeholders



## Environment



6.B 7.A 12.5  
12.7  
13.3 14.3 15.4



## Social



1.5 2.4 3.4 4.7 5.5  
5.C  
8.3 9.4  
8.5 9.B 10.4 11.7 17.17  
8.8



## Governance



4.7 5.5 8.3  
5.C 8.5  
8.8  
10.4 12.6 16.6  
16.7

# CPC Specific Response to SDGs



## Sustainable Management



### SDGs Disclosure Items

#### 12.6 Responsible Consumption and Production

- Align with international standards such as GRI, SASB, and TCFD, and publish the sustainability report.-[P.15](#)

#### 6.B Clean Water and Sanitation

- Regularly test water quality.-[P.43](#)
- Enhanced promotion of energy and water conservation measures , to demonstrate a commitment to water resource management.-[P.43](#)

#### 7.A Affordable and Clean Energy

- Supported the procurement of 60,000 kWh of renewable energy.-[P.46](#)

#### 12.5, 12.7 Responsible Consumption and Production

- Repurposing of discarded laptops accounts for 48.15% of the total write-offs.-[P.44](#)
- Procured government-registered green products totaling TWD 5,824,571.-[P.45](#)

#### 13.3 Climate Action

- Implemented TCFD and disclosed climate-related information.-[P.33](#)
- Conducted a comprehensive GHG inventory (Scope 1-3 emissions) across all areas, assessed reduction effectiveness, and achieved short, medium, and long-term greenhouse gas reduction targets.-[P.38](#)

#### 14.3 Life Below Water

- Published a special report on marine ecology in the Learning & Development Magazine.-[P.47](#)
- Promoted and announced in public courses.

#### 15.4 Life on Land

- Published a special report on terrestrial ecology in the Learning & Development Magazine.-[P.47](#)
- Promoted and announced in public courses.

#### 1.5 No Poverty

- Donated TWD 1 million for the reconstruction efforts following the Turkey earthquake.-[P.75](#)
- Organized the "Spread the Love" appreciation event. The event's gifts were procured from 9 charitable organizations, with a total of TWD306,728 allocated for charitable causes.-[P.76](#)
- Donated a batch of office conference chairs to 4 organizations in need.-[P.75](#)

#### 2.4 Zero Hunger

- Promoted the "Zero Hunger - Responding to Food Waste" initiative, guiding agricultural communities to establish zero-waste purchasing and dining habits.-[P.73](#)

#### 3.4 Good Health and Well-Being

- Conducted related activities at community centers or event venues.
- Employee Health Management: CPC-funded health checks, on-site occupational health consultations by professionals physicians/nurses.-[P.64](#)
- Hired external tutors to conduct 'Promoting Health' awareness activities.-[P.64](#)

#### 4.7 Quality Education

- Internal Talent Development Performance: Total learning participation of 31,271.9 hours, with an average of 67.5 hours per person for the entire year.-[P.58](#)
- External Talent Development Performance: 113,500 training sessions were conducted, with an average satisfaction score of 92.76 for the year.-[P.67](#)
- Promoted the "Embrace the Joy of Reading" series of activities, organizing 10 sessions with themes that align with the SDGs.-[P.72](#)

#### 5.5, 5.C Gender Equality

- Enhanced the mechanisms for substitutor and family caregiving to increase the willingness of women to return from maternity leave, achieving a near100% reinstatement and retention rate.-[P.51](#)
- Implemented gender equality in management positions, with female supervisors constituting 50% of the total.-[P.55](#)

## Environmental Value



## Social Value



# CPC Specific Response to SDGs



## SDGs Disclosure Items

## Management Actions

### Social Value



#### 8.3 Decent Work and Economic Growth

#### 9.4, 9.B Industry, Innovation and Infrastructure

#### 10.4 Reduced Inequalities

#### 11.7 Sustainable Cities and Communities

#### 17.17 Partnerships for the Goals

### Governance Value



#### 4.7 Quality Education

#### 5.5, 5.C Gender Equality

#### 8.5, 8.8 Decent Work and Economic Growth

#### 10.4 Reduced Inequalities

#### 16.6, 16.7 Peace Justice and Strong Institutions

### Service Quality Management



- Promoted the "Corporate Innovation and Entrepreneurship Mentoring Program" to accelerate the transformation of Indigenous Taiwanese industries.-P.73
- Promoted the "Silver Hair Mentorship Service" to enable retired seniors to contribute their expertise in serving society.-P.73
- Provided 198 sessions of ESG-related business diagnostics consultations for the industry.-P.68
- Platforms such as myMKC Management Knowledge Platform and the ME Bench Management Effectiveness Assessment (ME bench) support corporate sustainability development services.-P.69
- Expanded the promotion of social participation in skill certification by providing training venues for public use.-P.73
- Employee salary, bonus, and promotion standards system.-P.54
- 5S Environmental Greenification and On-site Management.-P.65
- Installed air quality monitoring systems in educational training classrooms to provide real-time checks on whether various air quality metrics are within normal ranges.-P.67
- The APO Green/Smart Manufacturing Excellence Center collaborates with member country enterprises for overseas visits, technical exchanges, and resource cooperation to jointly realize sustainable visions.-P.74
- Internal Talent Development Performance: Total learning participation of 31,271.9 hours, with an average of 67.5 hours per person for the entire year.-P.58
- External Talent Development Performance: 113,500 training sessions were conducted, with an average satisfaction score of 92.76 for the year.-P.67
- Promoted the "Embrace the Joy of Reading" series of activities, organizing 10 sessions with themes that align with the SDGs.-P.72
- Enhanced the mechanisms for substitutor and family caregiving to increase the willingness of women to return from maternity leave, achieving a near 100% reinstatement and retention rate.-P.51
- Implemented gender equality in management positions, with female supervisors constituting 50% of the total.-P.55
- Applicants' salary ranges are subject to equal pay for equal work.-P.49
- Employee salary, bonus, and promotion standards system.-P.54
- Total number of anti-corruption incidents: 0.-P.84
- Conducted internal training on "Principles and Case Studies of Internal Audit, Internal Control, and Ethical Management" and external courses on "Internal Audit and Transparency Ethics for Government Entities by the Ministry of Economic Affairs."-P.84
- Enhancing Internal Control and Internal Auditing Systems.-P.87
- Major Regulatory Violations: 0 Cases.-P.90
- Conducted 4 sessions of legal compliance training courses.-P.90
- Comprehensive green and local supplier procurement system.-P.100

# CPC and Stakeholders

23 Process to Determine Material Topics

24 Stakeholders Communication and Engagement

25 Stakeholder Responses

26 Material Topics Analysis



# Process to Determine Material Topics

GRI 3-1

Inventory  
Sustainable  
Topics

Impacts  
Survey

Distinguish  
Material  
Topics

Approve  
Material  
Topics

Specify  
Ranking of  
Topics

Disclosure  
Material Topics  
Management policies

## 28 sustainability topics

Reference international and domestic sustainability standards and regulations (such as GRI Standards, SASB, SDGs, TCFD, and climate change adaptation laws), while considering the major themes identified in the 2022 sustainability report and stakeholder concerns. Based on the three ESG dimensions, compile and survey 28 sustainability themes.

## based on a questionnaire survey

Conduct an impact assessment on the positive and negative economic, environmental, and human rights impacts of the 28 sustainability topics, both internally and externally. Distribute the "2023 Stakeholder Concerning Topic Questionnaire Survey" online questionnaire, targeting 8 key stakeholders. Distribute the "2023 Material Topics Survey" to senior executives (including the President, Vice President, Assistant Managers, Directors, Senior Managers, and Deputy Directors) of relevant departments, and conduct a professional assessment by using the questionnaire.

## Analysis of 8 material topics

Evaluate stakeholders' perspectives on the 28 sustainability topics by considering cost-benefit principles and applying risk assessment methods. Quantify the positive (impact scale and scope) and negative (impact severity) impacts and probabilities on a scale of 1-5. Assess the actual and potential impacts of each theme on "economic, environmental, and human (including human rights)" aspects. After discussions with experts, 8 material topics were identified.

## Approved by the Committee

The 8 identified material topics were discussed and resolved by the ESG New Business Development Committee, confirming them as the material topics for 2023.

## Select the top 20% in order of priority

Further assess the impact intensity, degree, and probabilities of the 8 material topics related to operational activities on economic, environmental, and human rights aspects. Based on the consolidated scores, rank the material topics by the top 20% of impact scores and designate them as the annual material topics.

## 4 GRI Topics 4 Customized Topics

Based on the impact ranking of the 8 annual material topics, disclose the relevant management actions and objectives of the management policies to understand the impact and influence of each topic on the value chain. Invite experts and executives from various fields to conduct due diligence to understand their expectations for CPC's sustainable development, to formulate sustainability strategies. **The 8 material topics correspond to 4 GRI topic standards in total.**

# Stakeholders Communication and Engagement

GRI 2-29, 3-1









CPC clearly recognizes that stakeholder voices and expectations are one of the crucial elements to the organization's sustainable management. Therefore, it is committed to establishing effective communication channels with both internal and external stakeholders to actively understand and respond to their expectations. By implementing AA1000 SES and following the five dimensions of stakeholder engagement principles, after referring to CPC's stakeholder inventory based on the "Communication, Participation, and Consultation Management Procedure" (EP01) under ISO 9001, CPC's stakeholders are re-identified. Eight key stakeholders were selected by the ESG New Business Development Committee





# Stakeholder Responses

GRI 2-25, 2-29, 3-1

	Channel of Communication	Frequency of Communication	Focusing Topics in 2023	Communication and Response in 2023
 Directors and Supervisors	Board of Directors and Supervisors Meeting Reviewing of Financial Statement and Audit Report Strategic Meeting Consensus Monthly Meeting	3 times per year 1 times per year 1 times per year Once per month	<ul style="list-style-type: none"> <li>ESG Sustainable Development Mechanism</li> <li>Cyber Security Management Mechanism</li> <li>Internal Control System, Internal Audit System, and others.</li> </ul>	Hold three joint meetings of the board of directors and supervisors annually, respond to the reports and discussion items from each meeting individually, and report the resolutions at the subsequent meeting. (Attendance rate: 100%) -Addressing sustainable development issues related to the economy, environment, and people/human rights through the ESG New Business Development Committee.
 Employees	Labor-Management Meeting Employee Satisfaction Survey Proposal Meeting Employee Mailbox Consensus Monthly Meeting	4 times per year Once biannually 2 times per year To be handled at any time Once per month	<ul style="list-style-type: none"> <li>Talent Cultivation and Development</li> <li>Talent Cultivation and Development</li> <li>Benefits systems and others</li> </ul>	<ul style="list-style-type: none"> <li>4 labor-management meetings are convened annually.</li> <li>Valued the voice of internal employees, regular employee satisfaction survey conducted biannually (with a reply rate of 94%).</li> <li>2 sessions of employee proposal review annually.</li> <li>Employees Communication Channel.</li> </ul>
 Clients	Clients/Students Questionnaire Survey Client Service Mailbox/0800 dedicated hotlines Official Website Feedback	Once per case To be handled at any time To be handled at any time	<ul style="list-style-type: none"> <li>Community Building and Inclusion</li> <li>Promotion of Industry Transition and Development</li> <li>Quality of the Classroom and others</li> </ul>	<ul style="list-style-type: none"> <li>Customers submitted 132 requests, 732 inquiries, and 3 complaints via phone calls, emails, online channels, and the 0800 hotline, all of which were responded to promptly.</li> <li>Customer Satisfaction Survey (with a reply 20%).</li> <li>Student satisfaction score reached 92.76 points.</li> <li>Client Communication Channels.</li> </ul>
 Suppliers	Suppliers Service Satisfaction Survey Official Email/Phone Procurement Operating Mechanism	Once per case To be handled at any time To be handled at any time	<ul style="list-style-type: none"> <li>Government Green Procurement</li> <li>Ethics and Integrity</li> <li>Financial Management and others</li> </ul>	Supplier evaluation, covering categories such as accommodation, dining, photocopying, transportation, postal services, information technology, etc., with 94 suppliers rated as A, 25 suppliers rated as B, and 2 suppliers rated as C. These ratings shall serve as the basis for cooperation.
 Government Authority/Guilds and Associations	Board of Directors and Supervisors Meeting Business Audit Communication via official document and E-mail	3 times per year Handling in accordance with the needs To be handled at any time	<ul style="list-style-type: none"> <li>Climate Governance and Action</li> <li>Legal Compliance Management</li> <li>Cyber Security and others</li> </ul>	<ul style="list-style-type: none"> <li>Conduct performance audits in accordance with the requirements of government agencies and industry associations, and submit reports to the Ministry of Economic Affairs.</li> <li>Receive and process government regulations and official documents.</li> </ul>
 General public	Telephone, consultation Email, 0800 Toll-Free Hotline, Facebook Fan Page, and Google My Business reviews.	To be handled at any time	<ul style="list-style-type: none"> <li>Water Resource Management</li> <li>Marine and Terrestrial Ecological Conservation Education</li> <li>Greenhouse Gas Inventory and others</li> </ul>	Managed by dedicated personnel, the consultation email, 0800 customer service hotline, LINE@, Facebook fan page, and Google My Business reviews are categorized and forwarded to the appropriate responsible departments for response.
 Commissioned Units	Official Correspondence Customer Satisfaction Survey Official Email/Phone	To be handled at any time Once per case To be handled at any time	<ul style="list-style-type: none"> <li>Promotion of Industry Development and Transition</li> <li>Implement ISO Quality Management</li> <li>Diagnostic Services and others</li> </ul>	During the execution of government projects or self-initiated projects, maintain effective communication and feedback channels with the commissioning units, respond promptly to needs, and ensure the smooth implementation of the projects.
 Certification Institutes	On-Site Reassessment Official Correspondence Official Email/Phone	1 times per year To be handled at any time To be handled at any time	<ul style="list-style-type: none"> <li>Internal Control and Internal Audit</li> <li>Talent Cultivation</li> <li>Cyber Security and others</li> </ul>	Certification and verification of the CPC Verification Office by the Ministry of the Environment and the Financial Supervisory Commission, while maintaining constant communication to ensure the services provided.

# Material Topics Analysis

GRI 3-2

## Sustainable Topics in 2023

- Climate Governance and Action
- Greenhouse Gas Inventory
- Water Resource Management
- Implementing of ISO 14001
- Supporting Renewable Energy
- Government Green Procurement
- Repurposing End-of-life Laptops
- Power Resource Management
- Education on Biodiversity
- Talent Cultivation and Development
- Employees Diversity, Equity, and Inclusion DEI\*
- Talent Cultivation and Development \* Occupational Health and Safety
- Benefits and Pension System
- Student Classroom Quality
- Climate Governance and Action
- Enterprise Diagnostic Services
- Benefits and Pension System
- Promotion of Industry Development and Transition
- Implementing of ISO 14001
- Promotion of Industry Development and Transition
- Client Services Management
- Student Classroom Quality
- Occupational Health and Safety
- Structure and Functioning of Board of Directors and Supervisors \*
- Power Resource Management
- Ethics and Integrity
- ESG Sustainable Development Mechanism \*
- Enterprise Diagnostic Services
- Financial Management and Performance
- Risk Management
- Compensation and Remuneration of Directors and Supervisors
- Client Services Management
- Government Green Procurement
- Ethics and Integrity
- Repurposing End-of-life Laptops
- Internal Control and Internal Audit \*
- Supporting Renewable Energy
- Legal Compliance Management \*
- Community Building and Inclusion
- Cyber Security and Personal Information Protection \*
- Education on Biodiversity
- Water Resource Management
- Risk Management
- Compensation and Remuneration of Directors and Supervisors

	Economic Dimension				Rating of Impacts on Economic Dimension	Environmental Dimension				Rating of Impacts on Environmental Dimension	Human Rights Dimension				Rating of Impacts on Human Rights Dimension	Total
	Impact Scale		Probability of occurrence			Impact Scale		Probability of occurrence			Impact Scale		Probability of occurrence			
	Positive	Negative	Positive	Negative		Positive	Negative	Positive	Negative		Positive	Negative	Positive	Negative		
<b>Talent Cultivation and Development</b>	5	2	5	1	27	3	1	2	1	7	5	4	5	1	29	63
<b>Internal Control and Internal Audit</b>	4	5	5	1	25	3	3	3	2	15	4	4	4	1	20	60
<b>ESG Sustainable Development Mechanism</b>	4	4	4	1	20	4	3	4	2	22	3	3	4	1	15	57
<b>Legal Compliance Management</b>	4	4	4	1	20	3	3	3	2	15	4	4	4	1	20	55
<b>Greenhouse Gas Inventory</b>	4	2	4	2	20	4	3	5	3	29	0	0	0	0	0	49
<b>Structure and Functioning of the Board of Directors and Supervisors</b>	4	4	4	1	20	2	2	2	2	8	4	2	4	1	18	46
<b>Employee Diversity, Equity, and Inclusion DEI</b>	4	2	3	1	14	0	0	0	0	0	5	5	4	2	30	44
<b>Information Security and Personal Information Protection</b>	4	2	3	1	14	0	0	0	0	0	5	5	4	2	30	44
Talent Cultivation and Development	2	5	4	1	13	0	0	0	0	0	5	5	5	1	30	43
Climate Governance and Action	4	1	3	1	13	4	3	5	3	29	0	1	1	0	0	42
Enterprise Diagnostic Services	2	4	4	1	12	0	0	0	0	0	5	5	5	1	30	42
Benefits and Pension System	2	4	4	1	12	0	0	0	0	0	5	5	5	1	30	42
Promotion of Industry Development and Transition	4	1	3	1	13	4	3	5	2	26	1	1	1	1	2	41
Implementing of ISO 14001	4	1	3	1	13	4	3	5	2	26	1	1	1	1	2	41
Community Building and Inclusion	4	3	4	3	25	3	2	3	2	13	1	1	1	1	2	40
Client Services Management	4	3	4	3	25	3	2	3	2	13	1	1	1	1	2	40
Student Classroom Quality	2	5	2	2	14	2	2	2	1	6	4	3	4	1	19	39
Occupational Health and Safety	2	2	4	1	10	1	1	1	1	2	5	5	4	1	25	37
Structure and Functioning of Board of Directors and Supervisors *	4	1	5	1	21	2	2	2	2	8	1	1	1	1	2	31
Power Resource Management	4	1	5	1	21	2	2	2	2	8	1	1	1	1	2	31
Ethics and Integrity	3	3	3	1	12	2	2	2	1	6	3	3	3	1	12	30
ESG Sustainable Development Mechanism *	3	1	3	1	10	3	1	3	1	10	3	1	3	1	10	30
Enterprise Diagnostic Services	3	1	3	1	10	3	1	3	1	10	3	1	3	1	10	30
Financial Management and Performance	4	5	5	1	25	1	1	1	1	2	1	1	1	1	2	29
Risk Management	3	3	2	1	9	3	3	2	2	12	2	2	2	2	8	29
Compensation and Remuneration of Directors and Supervisors	3	3	3	2	15	1	1	1	1	2	3	3	2	1	9	26
Client Services Management	3	3	3	2	15	1	1	1	1	2	3	3	2	1	9	26
Government Green Procurement	2	1	2	1	5	4	2	3	2	16	1	1	1	1	2	23
Ethics and Integrity	2	1	2	1	5	4	2	3	2	16	1	1	1	1	2	23
Repurposing End-of-life Laptops	3	1	5	1	16	2	1	2	1	5	1	1	1	1	2	23
Internal Control and Internal Audit *	2	2	2	1	6	3	2	3	2	13	1	1	1	1	2	21
Supporting Renewable Energy	2	2	2	1	6	3	2	3	2	13	1	1	1	1	2	21
Legal Compliance Management *	2	2	2	1	6	2	1	2	1	5	3	1	3	1	10	21
Community Building and Inclusion	2	2	2	1	6	2	1	2	1	5	3	1	3	1	10	21
Cyber Security and Personal Information Protection *	2	2	3	2	10	2	1	2	1	5	1	1	1	1	2	17
Education on Biodiversity	2	2	3	2	10	2	1	2	1	5	1	1	1	1	2	17
Water Resource Management	3	1	3	1	10	1	1	1	1	2	1	1	1	1	2	14
Risk Management	3	1	3	1	10	1	1	1	1	2	1	1	1	1	2	14
Compensation and Remuneration of Directors and Supervisors	2	1	2	1	5	1	1	1	1	2	1	1	1	1	2	9

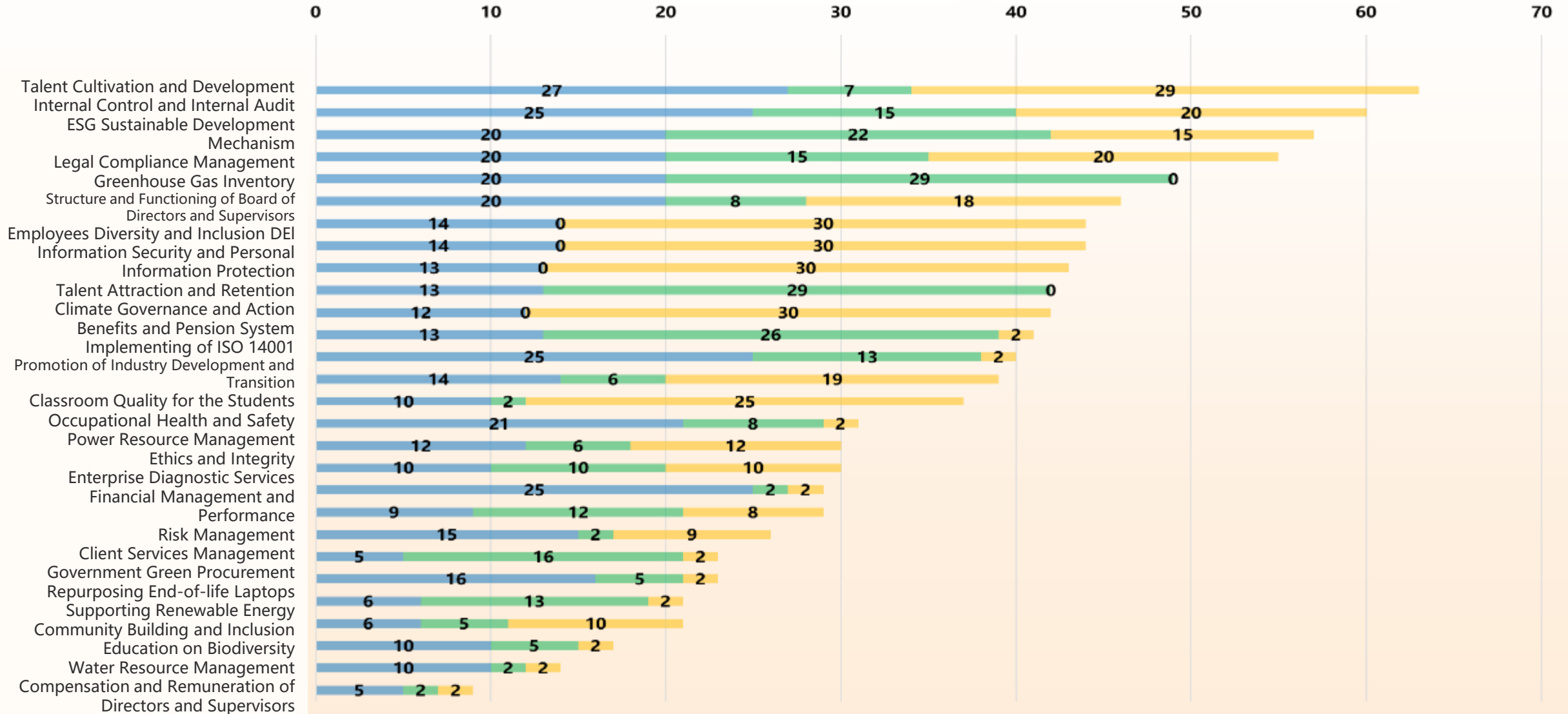
Note: \* Marks the eight material topics

# Material Topics Analysis

GRI 3-2

Ranking of impact assessment results of Material Topics

■ Rating of Impacts on Economic Dimension  
■ Rating of Impacts on Environmental Dimension  
■ Rating of Impacts on Human Rights Dimension



# Material Topic Analysis - Due Diligence

GRI 2-23, 2-24

## Overall sustainability strategy for CPC

As a trusted management consulting institution for enterprises, CPC is committed to being an active participant in the global sustainability movement. CPC will implement international sustainability indexes and standards, guiding enterprises to align with the latest international trends. With a spirit of mutual benefit for people, resources, and the environment, CPC aims to drive balanced development in the dimensions of "environment, society (including human rights), and governance" for the nation, society, businesses, and all the other aspects.

## CPC's approach to internal controls and internal auditing

Establishing a comprehensive and professional internal control and auditing mechanism is fundamental to sustainable development. CPC adheres to regulations and standards, with a robust risk management system and an independent, dedicated audit department staffed with appropriately qualified personnel. Heads of Audit at all levels possess professional experience and certifications, and regularly report audit results to the board of directors and supervisors to maintain effective internal controls and support sustainable development and operations goals.

## CPC's approach to legal compliance

In accordance with the regulations set by the Foundation Act and the Ministry of Economic Affairs, as well as relevant national laws, CPC has established internal management rules. CPC regularly reviews compliance with applicable regulations and human rights policies in its operations. Additionally, CPC updates its internal management procedures in response to any additions or deletions in national regulations. CPC also mandates that vendors and suppliers adhere to CPC's regulatory requirements to ensure high standards of compliance with all relevant regulations.

## CPC's strategic planning for ESG business operations

Transform CPC into a professional service provider for ESG training and consultancy. Build a cross-sector ecosystem and diagnostic advisory team for net-zero transitions. Through cultivating green-collar talent, accumulating greenhouse gas inventory and verification capabilities, implementing energy-saving and carbon-reduction improvements, compiling sustainability reports, and other services, CPC will assist enterprises in developing and spreading successful benchmark cases to effectively achieve global sustainability goals.

## CPC's approach to ESG business development

Companies must continually engage with various aspects of ESG to achieve sustainable development goals. Internally, this involves enhancing consulting capabilities through talent development and a mentorship system, learning by doing. Externally, CPC will assist businesses in identifying sustainability challenges through training, consulting, and ICT solutions, enabling both the companies and CPC to grow sustainably together.

## CPC's approach to talent cultivation, equality, and diversity, equity, and inclusion (DEI)

To ensure the organization's sustainable operation and to achieve Chairperson Hsu's vision of transforming CPC into a "management talent reservoir" and a place of "an institute of intellect, research, discussion, motivation to inspire achievement, sharing, and growth," the Talent Capital Office has set the following goals: to ensure that "CPC employees possess extensive knowledge and serve as a strong support for fulfilling commitments," and to "cultivate a culture where CPC employees are thorough, decisive, and pragmatic." The aim is to continually supply CPC with the talent needed through effective talent development and training initiatives.

## CPC's approach to cyber security management

In accordance with the Cyber Security Management Act and the Personal Data Protection Act, CPC develops and implements goals and strategies for cyber security. This includes translating strategies into concrete action plans, regularly reviewing progress toward annual goals, overseeing the effective execution of these plans, and addressing resource needs and issues. Externally, the CPC actively collects external threat intelligence and reports internal results to the Information Management Promotion Committee to ensure information sharing and situational awareness. The aim is to provide CPC with a secure and stable environment for cyber operations.



# Material Topic Analysis - Management Policies

GRI 3-3

Material Topics	Principle Correspond	Impacts to the Stakeholders A causes B, which facilitates C's business chain relationship								Description of the Impacts (In terms of the economy, the environment, and human rights)	Policy or Commitment / Management Actions	Goals			Chapters Correspond	
		Direct ors and Super visors	Emplo ees	Client s	Suppli er	Gover nment	Public	Com missio ned	Certi fication			2024	2026	2030		
Talent Cultivation and Development	GRI 404		A				C	B	B	<b>Positive</b> CPC, fulfilling Chairman Hsu's vision, is dedicated to being a crucial management talent reservoir for the nation and society. This not only supports the organization's sustainable development but also contributes to the overall economic growth of the country and society.	<b>Negative</b> None	Implement a fair and transparent employee development and promotion system <ul style="list-style-type: none"> <li>Define and implement clear employee learning procedures to ensure effective employee development</li> <li>Provide systematic learning analysis to assist in placing the right talent in the right positions</li> </ul>	<b>Employee training hours linked to their performance evaluations</b>			P.58
													42 Hours	44 Hours	48 Hours	
Internal Control And Internal Audit	GRI 1		A	A	B	B	B	C	B	<b>Positive</b> CPC has a comprehensive risk management and internal control system, forming the foundation for effective organizational operations. Additionally, a professional internal auditing mechanism strengthens operational management	<b>Negative</b> None	Establish an independent audit office in accordance with regulations and best practices <ul style="list-style-type: none"> <li>The lead auditor possesses professional auditing experience and certifications</li> <li>Report to the board of directors and regularly present the internal audit results to the board of directors and supervisors</li> </ul>	<b>Development of Professional Talent for the Audit Office</b>			P.88
													100% attainment of domestic enterprise internal control certification	Completion of 180 hours of professional internal auditing and control courses	100% attainment of the international CIA (Certified Internal Auditor) certification	
ESG Sustainable Development Mechanism	GRI 2-14 2-22		A	A	B	A	B	C	A	<b>Positive</b> CPC leads enterprises to enter the ESG trend, driving balanced and sustainable development in "environment, society (including human rights), and governance" for the nation, society, and businesses	<b>Negative</b> None	Align with policy trends and assist industries in achieving net-zero emissions by 2050 <ul style="list-style-type: none"> <li>Establish an ESG Sustainability Committee to plan internal and external development strategies</li> <li>Prepare the sustainability report by adopting international standards</li> <li>Establish a greenhouse gas Verification Office accredited by TAF and the Environmental Protection Administration</li> </ul>	<b>Promote internal and external ESG enhancement measures</b>			P.15
													CPC's sustainability report adopts GRI, SASB, and TCFD standards and aligns with SDGs to report on ESG practices	300 Sessions of ESG Diagnostic	GHG Verification 45 Cases	

# Material Topic Analysis - Management Policies

GRI 3-3

Material Topics	Principle Correspond	Impacts to the Stakeholders A causes B, which facilitates C's business chain relationship								Description of the Impacts (In terms of the economy, the environment, and human rights)	Policy or Commitment / Management Actions	Goals			Chapters Correspond
		Directors and Supervisors	Employees	Clients	Supplier	Government	Public	Commissioned	Certification			2024	2026	2030	
Legal Compliance Management	GRI 2-27	A	A	B	B	B	C	A	C	<p><b>Positive</b> CPC recognizes the importance of legal compliance in organizational operations and has established a dedicated legal department to ensure adherence to all relevant regulations.</p> <p><b>Negative</b> None</p>	<p>In compliance with the regulations of the Foundations Act and relevant competent authorities governing CPC operations</p> <ul style="list-style-type: none"> <li>Regularly review the list of applicable regulations and their interpretations</li> <li>Prioritize and implement the protection of personal data</li> <li>Prevent major violations of regulations</li> </ul>	<b>Implementing Legal Compliance</b>			P.90
												4 Sessions	8 Sessions	12 Sessions	
Greenhouse Gas Inventory	GRI 305	B	B	C	B	C				<p><b>Positive</b> As a professional management consulting firm, CPC is well-versed in ESG key points and cultivates GHG consultants. In addition to assisting external companies with GHG inventory, CPC also conducts internal inventories and sets reduction goals</p> <p><b>Negative</b> in CPC's GHG inventory, so GHG emissions still require enhancement.</p>	<p>Address climate change mitigation actions, and disclose GHG emissions and reduction plans</p> <ul style="list-style-type: none"> <li>Engage professional consultants to audit GHG emissions for Scopes 1, 2, and 3.</li> <li>Plan and implement CPC's GHG reduction program (reduction goals adjusted for realistic operation).</li> </ul>	<b>Align with international trends to disclose GHG information</b>			P.38
												Implement TCFD in 2024 to disclose relevant climate response information, including GHG emissions for Scopes 1, 2, and 3.	Reduction of 2% for scopes 1 and 2	Reduction of 2% for scopes 1 and 2	
Structure and Functioning of the Board of Directors and Supervisors	GRI 2-9 2-10 2-11 2-12 2-17	A	A	B	B	B	C	B		<p><b>Positive</b> CPC understands that a clear vision and strategy are fundamental to sustainable operations. Under the leadership of the Board of Directors, Supervisors, Chairperson, and President, CPC develops and refines its vision and strategic guidelines</p> <p><b>Negative</b> None</p>	<p>Gathering the top professionals from industry, government, academia, and research sectors to form a robust board of directors and supervisors, leveraging their expertise across various fields collectively</p> <ul style="list-style-type: none"> <li>Hold regular meetings of the board of directors and supervisors to discuss the status of important CPC business and financial reports.</li> <li>Discuss and Plan ESG Sustainability Strategies</li> </ul>	<b>Diverse ESG Expertise of the Board of Directors and Supervisors</b>			P.78
												4 Hours	8 Hours	12 Hours	

# Material Topic Analysis - Management Policies

GRI 3-3

Material Topics	Principle Correspond	Impacts to the Stakeholders A causes B, which facilitates C's business chain relationship								Description of the Impacts (In terms of the economy, the environment, and human rights)	Policy or Commitment / Management Actions	Goals			Chapters Correspond
		Directors and Supervisors	Employees	Clients	Supplier	Government	Public	Commissioned	Certification			2024	2026	2030	
Cyber Security and Personal Information Protection	GRI 418 SASB SV-PS-230a.1	B	A	A	C	C	C	A	C	<p><b>Positive</b> Following the regulations of the Cyber Security Management Act and the Personal Data Protection Act, and adopting the standard requirements of ISO 27001 international standards, the cyber security management system shall be established, implemented, and maintained according to the PDCA management cycle, with ongoing improvements to its effectiveness.</p> <p><b>Negative</b> None</p>	<p>In compliance with the management requirement for specific non-government at Level C under the Cyber Security Management Act</p> <ul style="list-style-type: none"> <li>Regularly review the appropriateness of the classification of cyber systems and the applicability of security control measures based on their security classification</li> <li>Adapt the content of cyber security maintenance in response to changes in laws and technology, and meet the requirements for cyber security responsibility level and classification</li> <li>Implement a cyber security risk assessment mechanism to monitor information assets, ensuring their confidentiality, integrity, and availability, and reduce the threat of cyber security risks</li> </ul>	<p><b>Obtain a professional certification recognized under the Cyber Security Management Act</b></p>			<p>P.93</p>
												5	6	8	
Employee Diversity, Equity, and Inclusion (DEI) - Gender Equality	GRI 405 406 SASB SV-PS-330a.1	A	A	B	B	C	B	B	<p><b>Positive</b> CPC is determined to implement diverse talent utilization and ensure that employees benefit from a fair and inclusive work environment. This approach encourages employees to actively apply their professional skills and talents, and shall serve as the foundation for demonstrating the value of the "Management Talent Pool" consultancy. This is also to assist the nation and industry in enhancing their capacity for economic growth</p> <p><b>Negative</b> None</p>	<p>Shape a diverse, equal, and inclusive (DEI) organizational culture at CPC and establish the "CPC Human Rights Commitment Policy" creating a system of diversity, inclusion, and equity from the top down and inside out</p> <ul style="list-style-type: none"> <li>Develop and Publish the "CPC Human Rights Commitment Policy"</li> <li>Conduct Specialized Sharing Sessions on Cultural Inclusion</li> <li>Implement Equality and Sharing Mechanisms</li> </ul>	<p><b>Implementing Gender Equality in Managerial Positions</b></p>			<p>P.54</p>	
											Differences within 30%	Differences within 15%	Differences within 5%		

# Environment-CPC

## Implementation of Green Carbon Reduction Policies

### Material Topics of the Chapter

#### ■ Greenhouse Gas Inventory

- 33 Climate Governance and Action
- 38 Greenhouse Gas Inventory
- 41 Implementing of ISO 14001 Environmental Management System Certification
- 42 Power Resource Management
- 43 Water Resources Management
- 44 Repurposing end-of-life laptops
- 45 Government Green Procurement
- 46 Supporting renewable energy
- 47 Education on Biodiversity

### CPC's Response to SDGs



6.B 7.A 12.5 12.7 13.3 14.3 15.4





# Climate Governance and Action



GRI 201-2

CPC is acutely aware of the significant ongoing operational risks of the abnormal climate change issues. Therefore, CPC adopted the “Recommendations of the Task Force on Climate-related Financial Disclosures” (hereinafter referred to as TCFD), established by the Financial Stability Board in its 2022 Sustainability Report. This framework is used by CPC to plan and manage risks and opportunities related to climate change, with annual reviews and adjustments.

## Climate Change Scenario Analysis - Challenges and Opportunities with Temperature Increase of 2°C

Scenario analysis is applied to prepare more proactively for the future, anticipating the risks and opportunities presented by climate change. Therefore, assuming the global net zero target by 2050 fails, which could result in a possible global temperature increase of up to 2°C this century, CPC's risk management and response planning will encompass short-term, medium-term, and long-term strategies to address the situation

Scenario Items		Global GHG emissions not controlled effectively by 2030	Global GHG emissions not controlled effectively by 2040	Global GHG emissions not controlled effectively by 2050
Risk	Transition Risk	Increased imposition of carbon fee domestically and internationally; increase in associated costs for office facility and electricity	<p>Increased imposition of carbon fees; increase in associated costs</p> <p>Increased costs for purchasing low-carbon air conditioning and electrical equipment</p>	<p>Increased carbon costs for commuting, limiting employees' transportation, and causing the need to increase on-site personnel</p> <p>Due to the increase in carbon fees, the cost of energy-saving measures increases</p>
	Physical Risk	None	None	Decreased income due to less usage in outdoor training venues possibly due to extreme climate
Opportunity		Expand revenue in the emission inventory and verification services for greenhouse gas	Further expand the revenue from emissions inventory and verification services for greenhouse gas	Further expand CPC' s revenue from emissions inventory and verification services for greenhouse gas
			Increase in revenue in professional publications and services by well-controlled carbon emission	<p>Further increase in revenue from professional publications and services</p> <p>More governmental investments in R&amp;D and management plans, allowing CPC to secure more funding from government plans</p>

# Climate Governance and Action



GRI 201-2

## Results of Scenario Analysis - Potential Financial Impact from Climate-Related Risks and Opportunities

- Referencing the TCFD recommendations on climate-related risks, opportunities, and financial impact dimensions, an analysis of the potential financial impacts on CPC from climate-related risks and opportunities is established

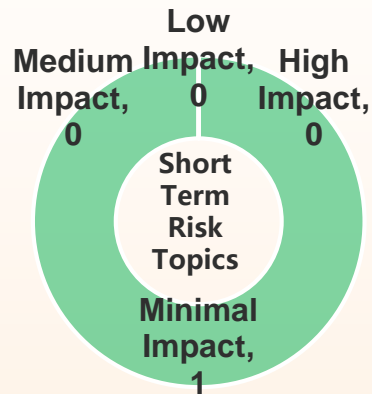
Risk/Opportunity	Term (Short, Medium, Long)	Category of Topics	Topics of Potential Financial Impact	Potential Impacts to CPC (None, Minimal, Low, Medium, High) (Revenue%: 0.5, 1, 3, 5)
Transition Risk	Short	Stricter Policies and Regulations	Under ineffective control of greenhouse gas emissions, domestic and international carbon fees are increased; associated costs of office facility and electricity expenses increase	Minimal Due to low carbon emission
	Medium	Stricter Policies and Regulations	Increased imposition of carbon fees; increase in associated costs	Minimal Due to low carbon emission
		Equipment costs on the market increases	Increased costs for purchasing low-carbon air conditioning and electrical equipment	Low Due to the nature of the business, heavy machinery is not required
	Long	Stricter Policies and Regulations	Due to the increase in carbon fees, the cost of energy-saving measures increases	Minimal Due to low carbon emission
		Client Behavior on the Market Changed	Increased carbon costs for commuting, limiting employees' transportation, and causing the need to increase on-site personnel	Medium Labor costs increases due to the business nature consists of highly skilled talents
Physical Risk	Short	None	None	None
	Medium	None	None	None
	Long	Long-Term Climate Impact	Decreased income due to less usage in outdoor training venues possibly due to extreme climate	Medium This is due to the training services being one of the major revenue sources
Opportunity	Short	Increasing market demand for business services	Expand revenue in the emission inventory and verification services for greenhouse gas	Low
	Medium	Increasing market demand for business services	Further expand the revenue from emissions inventory and verification services for greenhouse gas Increase in revenue in professional publications and services by well-controlled carbon emission	Medium
	Long	Increasing market demand for business services	Further increase in revenue from services such as greenhouse gas emissions inventory and verification, and consulting More governmental investments in R&D and management plans, allowing CPC to secure more funding from government plans	High

# Climate Governance and Action

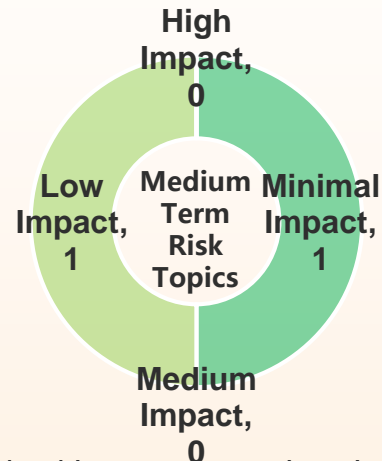


## Results of Scenario Analysis - Potential Financial Impact from Climate-Related Risks and Opportunities

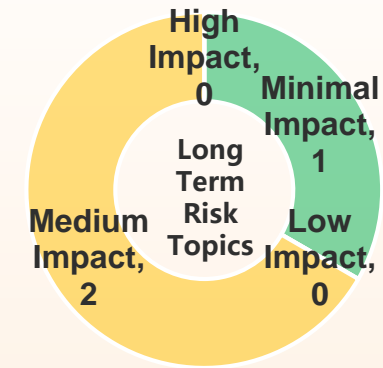
■ Short-term, medium-term, and long-term financial risk impact analysis – risk impact as a percentage of revenue: [Minimal 0.5%, Low 1%, Medium 3%, High 5%]



■ Minimal Impact ■ Low Impact  
■ Medium Impact ■ High Impact



■ Minimal Impact ■ Low Impact  
■ Medium Impact ■ High Impact



■ Minimal Impact ■ Low Impact  
■ Medium Impact ■ High Impact

Note:

Impact Intensity of Finance	Topics of Short-Term Risk Impacts	Topics of Medium-Term Risk Impacts	Topics of Long-Term Risk Impacts
Minimal Impact	1	1	1
Low Impact	0	1	0
Medium Impact	0	0	2
High Impact	0	0	0

# Climate Governance and Action

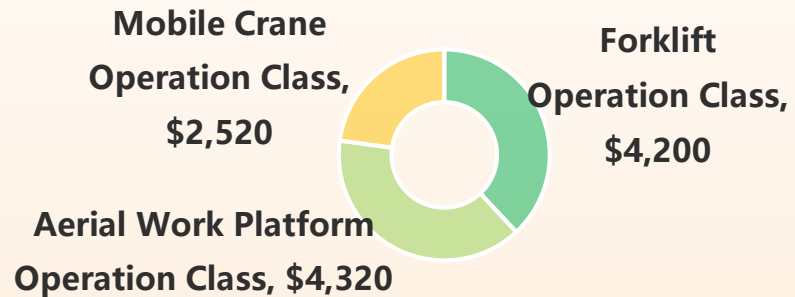


## Results of Scenario Analysis - Potential Financial Impact from Climate-Related Risks and Opportunities

- Control measures for long-term risks (with medium financial impact) – An improvement case study for the Central Regional Training Facility (Note: the Central Regional Office is CPC's largest proprietary outdoor training facility)

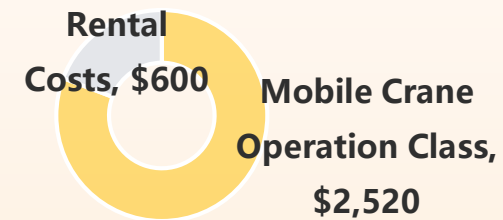
Financial impact / annual revenue (TWD Thousand) **before control measures**

Total in **4%** of the Central Central Regional...



Financial impact **after control measures** / annual revenue (in TWD thousands)

Total in **1%** of the Central Central Regional...



Outdoor training facility services	Estimated annual revenue	Implemented solutions	Estimated annual increase in costs
Forklift operator training class	The annual revenue of the central regional office estimated as TWD 252 Million	Move to other externally leased indoor venues/control measures	TWD 600 Thousand
Aerial Work Platform Operator Training Class		Postpon as per rules	Omitted
Mobile Crane Operator Training Class			

# Climate Governance and Action



GRI 201-2

## Establish TCFD core elements – the climate governance, strategy, risk management, and metrics and targets of CPC

Core Elements	Disclosure Dimensions		
Governance	<p>Supervision Process of CPC Board of Directors and Supervisors</p> <ul style="list-style-type: none"> <li>Responsible Heads reporting to the regular convened board of directors and supervisors meeting on relevant topics.</li> <li>Timely report to the Chairperson on material topics.</li> </ul>		<p>Roles of CPC's management hierarchy in the evaluation process</p> <ul style="list-style-type: none"> <li>The chairperson of the CPC ESG New Business Development Committee is positioned by the President of the CPC, and monthly convened the meeting to discuss sustainable development topics with senior executives.</li> <li>Monitoring the development of the topics of environment, economic/governance, social/human rights, and other conduct by each responsible unit.</li> <li>Focusing on external trends, and setting up internal KPIs for regular checks.</li> </ul>
Strategy	<p>Identifying the short, medium, long term risks and opportunities</p> <ul style="list-style-type: none"> <li>CPC identifies the short, medium, long long-term risks and opportunities by conducting climate scenario analysis.</li> <li>Evaluating the potential financial impact based on the identified risks and opportunities.</li> </ul>	<p>Climate risks and opportunities to the organizational impact</p> <ul style="list-style-type: none"> <li>CPC identifies risks that could have significant impacts on its business and finances and develops response strategies based on scenario planning.</li> <li>For future business development opportunities, the ESG New Business Development Committee plans the investment in business development.</li> </ul>	<p>Scenario and Analysis</p> <ul style="list-style-type: none"> <li>Transition Risk: Stricter policies and regulations if the 2050 net zero target fails to control effectively.</li> <li>Physical Risk: The impact of extreme climate led to the training services under the scenario of temperature control ineffectively within 2 °C globally.</li> <li>Opportunity: Increased demand for ESG-related services from CPC.</li> </ul>
Risk Management	<p>Risk Identification and Evaluation Process</p> <ul style="list-style-type: none"> <li>Discussion and focus on related risk topics in ESG New Business Development Committee of CPC.</li> <li>All topics and meeting minutes of the ESG New Business Development Committee are announced on the CPC electronic bulletin board for all employees to view.</li> </ul>	<p>Management Process</p> <ul style="list-style-type: none"> <li>The progress of management plans for identified major risks will be regularly monitored and reported through the ESG New Business Development Committee.</li> <li>Each risk identification result will also be appropriately disclosed in the CPC sustainability report.</li> </ul>	<p>Annual Risk Management System</p> <ul style="list-style-type: none"> <li>High-risk topics will be addressed in a strategy kick-off meeting held at the beginning of each year with all senior management across all regions, where all responsible departments will present reports.</li> <li>Implementation of management policies will also monitored and reported on progression regularly via the restricted and control mechanism of CPC Special Projects.</li> </ul>
Indicators and Goals	<p>Achievement in the Evaluation Indicators</p> <ul style="list-style-type: none"> <li>CPC sets short, medium, and long-term KPIs for significant climate change-related topics, and measures the achievement progress in the following year.</li> <li>CPC set up reduction goals in accordance with categories and scopes for the inventory results.</li> </ul>	<p>Greenhouse gas inventory and response to the risks</p> <ul style="list-style-type: none"> <li>CPC inventories and disclose the GHG emission results of all the regional offices (in northern, central, and southern Taiwan).</li> <li>CPC examines each emission source to assess whether it could lead to significant financial risks, such as substantial carbon fee issues.</li> </ul>	<p>Goals setting and regular monitoring</p> <ul style="list-style-type: none"> <li>CPC discloses GHG emissions across Scopes 1 to 3 and sets reduction targets for each category. Progress is tracked annually (see the Greenhouse Gas Inventory section for details).</li> <li>Examine whether greenhouse gas emissions from external CPC units are controllable, to enhance GHG control within the supply chain.</li> </ul>

# Greenhouse Gas Inventory

GRI 305-1~305-5

## Greenhouse Gas Management

In pursuit of its vision to reduce environmental impact, CPC shall actively respond to changes and enhance its organizational green productivity and international competitive advantage. The issuance of the report demonstrates CPC's efforts to mitigate global warming and fulfill its responsibility as a member of the global community.

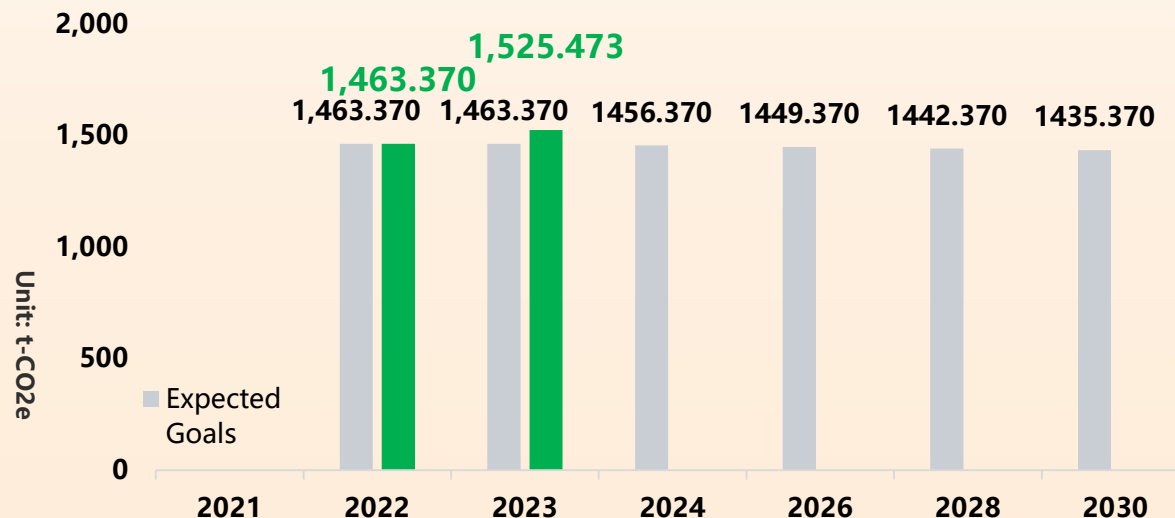
### Material Topic action management goal- align with international trends to disclose GHG information

CPC started conducting greenhouse gas inventory in 2022 and completed assurance and verification in 2023.

For scopes 1 and 2, 2022 was set as the base year to enact the medium and long-term reduction goals for reaching the carbon reduction benchmark. With an annual reduction of 0.5%, a goal of 2% reduction in 2026 (approximately 14 t-CO<sub>2</sub>e), and a goal of 4% reduction in 2030 (approximately 28 t-CO<sub>2</sub>e) were set. CPC revised the goals set in 2022 in 2023 for more practical reduction goals.

Scope 3 mainly consists of GHG emissions from employees' commutes and business travels. The emission reduction plans were formulated mainly for scopes 1 and 2 due to CPC's nature of business and employees commuting to work is essential.

Furthermore, CPC is committed to corporate sustainable development and is focused on climate governance topics. With the synchronized adaption of TCFD greenhouse gas emission reduction goals are enacted based on the aforementioned expertise.



## Greenhouse Gas Reduction Policy Statement (Base Year as 2022)

To align with the national greenhouse gas reduction strategy and achieve environmental sustainability goals, CPC has been vigorously implementing various measures, including comprehensive greenhouse gas inventory and reduction plans. Specific implementations are as follows:

### Comprehensive procurement of energy-saving equipment

(→Please refer to the Chapter)

For all electronic equipment to be procured, products certified with the MOEA Energy Label are prioritized from 2023 onwards.

### Internal Carbon Reduction and Gathering Consensus

Actively promote carbon reduction actions internally and implement carbon reduction strategies aligned with global standards

### Annual GHG Inventory and Evaluation

(→Please refer to the Chapter)

Conduct an annual inventory of greenhouse gas emissions across all regions of CPC to assess the effectiveness of reduction measures, develop reduction strategies, and implement sustainability responsibilities.

### Purchase of Green Energy

(→Please refer to the Chapter)

Gradually increase the proportion of green power purchases to promote the use of renewable energy.

# Greenhouse Gas Inventory

GRI 305-1~305-5

CPC has been conducting an annual inventory of greenhouse gas emissions across all service locations and obtaining external assurance verification starting in 2022. The primary references for this inventory are the GHG Protocol and ISO/CNS 14064-1:2018 standards. Emission calculations adopt the “emission factor method,” with emission factors derived from the “Greenhouse Gas Emission Factor Management Table 6.0.4,” “Announcements from Product Carbon Footprint Information Platform,” latest power factors from the Energy Administration, product carbon footprints provided by vendors, and other standard published by the Environmental Protection Administration, Executive Yuan. The global warming potential (GWP) values adopted in the calculations are based on the IPCC's Sixth Assessment Report published in 2021.

## Boundaries of Inventory

The scope includes all the areas of Xizhi, Chengde, Taoyuan, Taichung, South Yunlin, Tainan, STSP, and Kaohsiung with a total of 8 service locations, the period is from the 1st of January, 2023 to the 31st of December, 2023.

## Inventory Results

The total greenhouse gas emissions for 2023 is 1,525.473 metric tons of CO2e

	CO2	CH4	N2O	HFCs	PFCs	SF6	NF3	Total amount for each category	Proportion
Category 1	20186.1417	111.9122	439.3029	18512.1529	0.0000	0.0000	0.0000	39273.4552	2.57%
Category 2	646908.0192	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	646908.0192	42.41%
Category 3	312330.7955	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	312330.7955	20.47%
Category 4	576961.2165	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	526961.2165	34.54%
Subtotal (kg-CO2e)	1506386.1729	135.8578	439.3029	18512.1529	0.0000	0.0000	0.0000	1525473.4864	100.00%
Subtotal (t-CO2e)	1556.3862	0.1359	0.4393	18.5122	0.0000	0.0000	0.0000	1525.473	
Proportion	98.75%	0.01%	0.03%	1.21%	0.00%	0.00%	0.00%	100.000%	

## CPC Greenhouse Gas Inventory Report/Assurance Report



# Greenhouse Gas Inventory

GRI 305-1~305-5

## Description of the comparison between the two years

The total greenhouse gas emissions amounted to 1525.473 metric tons CO<sub>2</sub>e in 2023, an increase of 62.10 metric tons CO<sub>2</sub>e compared to 1,463.370 metric tons CO<sub>2</sub>e in 2022.

The disclosure of CPC Inventory Information covers categories 1 to 4 with descriptions respectively.

	Scope	2023 (kgCO <sub>2</sub> e)	2022 (kgCO <sub>2</sub> e)	Differences	Conversion (t-CO <sub>2</sub> e)
Category 1	Scope 1	39273.45521	36526.03998	2747.415236	2.75
Category 2	Scope 2	646908.0192	660858.6761	-13950.65689	-13.95
Category 3	Scope 3	312330.7955	471867.6112	-159536.8157	-159.54
Category 4		526961.2165	294117.6173	232843.5992	232.84
Total		1525473.486	1463369.945	62103.54183	62.10

## Carbon Reduction Analysis

Category 1 and 2: Reduction of 11.2 tons of CO<sub>2</sub>e, with a decrease of 0.6%, the main reasons are:

- **Category 1:** Increase of 2.75 tons of CO<sub>2</sub>e, primarily due to the use of fuels for practical training purposes. Since this is the compulsory condition for an increase in operation, we will take more proactive management measures in the future, such as reducing standby time, replacement of outdated equipment, and others for carbon reduction.
- **Category 2:** Decrease of 13.95 tons of Co<sub>2</sub>e, this category is mainly as the greenhouse gas emission sources (proportioned as 42.41%), including indirect emissions from electricity usage, the total contribution can reach 50.76%. In recent years, proactive energy-saving measures have been implemented, such as turning off lights during lunch breaks, replacing equipment (in Chengde and Kaohsiung offices), and reducing idle time in unoccupied classrooms. Shows good carbon reduction performances and we will continue to advance carbon reduction.

Category 3+4: Increase 118.73 tons of CO<sub>2</sub>e in all of the regions, mainly due to:

- **Category 3:** Reduction of 159.54 tons of CO<sub>2</sub>e, primarily due to adjustments in the categorization method for emission sources. The emission source "postage" was under Category 3 in 2022, but after a review, it was reclassified under Category 4 in 2023 to better reflect the actual situation. The adjustment amounts to approximately 244.2 tons of CO<sub>2</sub>e, resulting in an actual increase in Category 3 emissions. The primary reason for this increase is the rise in business travel. Business activities in 2023 are with significant growth compared to 2022, leading to a substantial increase in the frequency and intensity of employee travel by transportation.
- **Category 4:** Increase of 232.84 tons of CO<sub>2</sub>e, of which 244.2 tons is due to the reclassification adjustment from Category 3. As a result, there is no significant increase in Category 4 itself. The difference is attributed to the increased consumption of gasoline and diesel in Category 1, leading to a rise in indirect emissions.

**Overall, the total emissions in 2023 increased by approximately 62.10 tons. The primary reason for this increase is the growth in business activities, which has led to a proportional rise in data from various activities.**

**However, data of emissions for Scope 1 and 2 have shown a decline, demonstrating CPC's proactive efforts in energy transformation. This reflects a concrete commitment to and tangible performance in advancing ESG transformation.**



# Implementing ISO 14001 Environmental Management System Certification

Customized

CPC implemented the ISO 14001 Environmental Management System procedures in 2021 and officially obtained certification in June 2022, demonstrating its commitment to environmental protection. CPC aims to make a meaningful contribution to environmental protection through continuous internal management improvements, regular reviews, and maintenance.

There were a total of 24 internal auditors for ISO 14001 in 2023.

## Environmental Safety and Health Policies

"CPC, as an executive agency for industry development policies, assists enterprises in refining management techniques to enhance productivity and competitiveness and to promote economic development. In response to government initiatives on environmental protection, CPC has established an Environmental, Health, and Safety (EHS) policy as a guide for all employees. The policy is committed to 'reducing environmental impact and promoting sustainable resource use' and 'ensuring employee safety and health while preventing occupational hazards.' To achieve these goals, CPC will adhere to relevant regulations, conduct risk assessments, and implement a continuous improvement management cycle."

The policy is to be followed by all members.

We are committed to:

- Comply with relevant regulations and reduce environmental impact;
- Reduce operational risks and promote workplace health;
- Ensure full participation and compliance with standards;
- Fulfill communication obligations and continuously improve.

CPC aspires to become a leading brand in the consulting industry. Through the declaration and commitment to this policy, CPC will provide all employees with a high-quality work environment and proactively fulfill its environmental protection responsibilities, ultimately achieving the goal of facilitating the sustainable operations of CPC.

## Key Focus Areas for 2023 Work Initiatives

The 2023 management review meeting was held on the 30th of March.

- Conduct safety and health education and training;
- Implement health management, occupational disease prevention, and health promotion measures;
- Work environment monitoring;
- Contractor safety and health management;
- Automated equipment inspection and hazard prevention.

## Total number of major internal audit incidents (0 cases)

There were no major findings; however, 7 non-conformities were identified. Corrective actions and improvements were made according to ISO standards.

## Environmental and Occupational Safety and Health Committee

Since obtaining ISO 45001 certification in 2022, CPC has merged the previously established "Occupational Health and Safety Committee" into the newly renamed "Environmental and Occupational Health and Safety Committee." This committee convenes four times annually to review the implementation status of environmental, health, and safety work reports across the regions, discuss agenda items (including budgets), and address any ad hoc motions. Starting in 2022, annual internal audits for ISO 14001 have been conducted across the entire organization, and management review meetings are held. These meetings assess the results of internal audit improvements, the implementation of environmental and occupational health and safety goals, internal and external communication records (including customer complaints), regulatory requirements and compliance evaluation results, environmental risks and opportunities, environmental monitoring, and measurement results, as well as discussion items and ad-hoc motions.

## ISO 14001:2015 Certification

Annual external surveillance audits and a full reassessment every three years (recertification) are conducted to maintain the validity of the certification.



# Power Resource Management

GRI 302-1

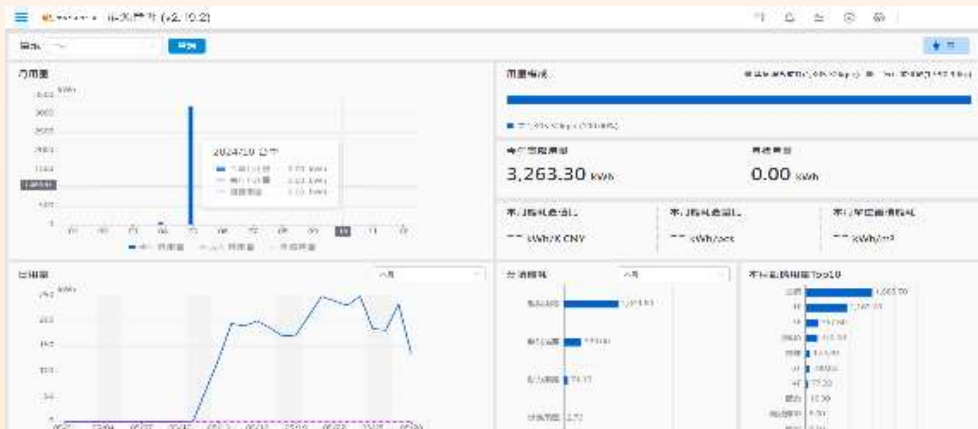
CPC monitors electricity usage across all regions by recording data for each period. Real-time monitoring of equipment electricity consumption is conducted to observe any significant changes in usage through the Situation Room Energy Management System. This data serves as a reference for evaluating energy-saving and carbon-reduction measures. Total electricity consumption in 2023 was 1,309,532 kWh, a reduction of 25,536 kWh compared to 1,335,068 kWh in 2022, which shows the trend of overall electricity consumption has been decreasing gradually year after year, and that the relevant policies were effectively implemented in all regions.

## Electricity consumption over the recent three years

	2023	Comparison between 2023 and 2022		2022	2021
Xizhi	305777	Decreased	-21765	327542	388260
Chengde	115500	Decreased	-840	116340	95620
Taoyuan	27086	Increased	1563	25523	19986
Taichung	550418	Increased	2772	547646	554800
South Yunlin	59742	Decreased	-1328	61070	76711
Tainan	76945	Decreased	-11576	88521	74800
STSP	27793	Increased	18340	9453	0
Kaohsiung	146271	Decreased	-12702	158973	135580
<b>Total</b>	<b>1309532</b>	<b>Decreased</b>	<b>-25536</b>	<b>1335068</b>	<b>1345757</b>

Unit: kWh

## CPC Situation Room - Energy Management System



## Energy Saving Carbon Reduction Management Policies and Actions

- CPC will continue to promote energy-saving and electricity conservation policies, in alignment with the Ministry of Environment's Net Zero Green Living initiative, contributing to environmental protection and supporting a sustainable future for the planet.
  - Lighting Equipment: More than half of the lights in the office areas are LED lights or energy-efficient products.
  - Computer Equipment: All office computers are set to energy-saving mode, automatically entering a low-power sleep state after 5 to 10 minutes of inactivity
  - Air Conditioning Equipment: All air conditioning units in office areas are set to temperature control, with a minimum temperature of no lower than 26°C.
  - Elevator Equipment: Elevators are inspected and maintained annually. For buildings with two or more elevators, a usage protocol should be established to enhance management or temporarily suspend some elevators to reduce standby power consumption
  - Other Utilities: At least two types of public equipment, such as water dispensers, photocopy machines, and steam ovens, should be equipped with timers or manually adjusted for usage. These devices should be powered off outside of working hours to reduce standby power waste.
- Implement Energy-Saving Measures: Regularly record electricity usage to review and improve energy consumption practices.
- Promote turning off lights in unoccupied areas during lunch breaks and after work hours, and post green office-related promotional materials and slogans in office areas.
- Encourage employees to use the stairs when heading to offices under three floors, promoting physical activity and reducing elevator usage.
- Implement lighting control during lunch breaks and overtime hours.



Implement lighting control during lunch breaks and overtime hours.



Post energy-saving slogans on switches and elevators

September 2022.

# Water Resource Management

Customized

CPC's headquarters is located at the Far Eastern World Center in Xizhi, Taipei. The Taipei Chengde Training Center is situated in Datong District, Taipei City. The Taoyuan Service Office is in downtown Taoyuan City. The Central Regional Office is in the Taichung Industrial Park. The Tainan Regional Office is in downtown Tainan City. STSP guidance and training center is in the Southern Taiwan Science Park, and the Kaohsiung Service Office is in Lingya District, Kaohsiung City. None of these locations are classified as areas with high or extremely high water resource stress.

At the time of the initial setup of the Far Eastern World Center in Xizhi, no dedicated water meter for the premises was installed, making it impossible to determine the actual water consumption. Consequently, water usage can only be estimated based on the fixed management fees provided by the building management monthly. Water resource usage primarily involves daily consumption by employees, with a small portion used by visiting clients. Both the restrooms and the break rooms are located within the building's public spaces.

## Energy and Water Conservation Management Policies and Measures

- CPC will continue to promote energy and water conservation policies, in alignment with the Ministry of Environment's Net Zero Green Living initiative, contributing collectively to environmental protection and sustainable office practices.
  - Water-Saving Equipment: All water fixtures and equipment in office areas use water-saving products or devices.
- Encourage turning off faucets when not in use, and post water conservation-related slogans in restrooms and pantry rooms.
- Encourage employees to propose water-saving measures, demonstrating their commitment to effective water resource management.

## Regular water quality testing

- In each building's public pantry room, the water dispensers are equipped with filters that are replaced monthly by designated personnel, who also perform and record real-time testing.
- Medical Stone mineral water dispensers provided by Hwa Seng Bottled Water Corporation are replaced every 5 years in the office areas. The drinking water equipment in use is cleaned and recorded every six months. Additionally, water quality is regularly tested to ensure cleanliness and safety.



# Repurposing End-of-life Laptops

Customized

2023 Laptop Repurpose Operation Plan, there will be a total of 34 laptops involved in the repurposing process. CPC organizes an annual auction for old laptops that have exceeded their accounting useful life to reduce waste generation and minimize environmental pollution. Old laptops that still work are consolidated and announced for bidding by employees. The process is conducted with a focus on fairness, impartiality, and transparency. The Administrative Safety and Health Management Office coordinates the event, while the Accounting and Audit Departments oversee and supervise it. Additionally, employees are invited to participate in the bidding process.

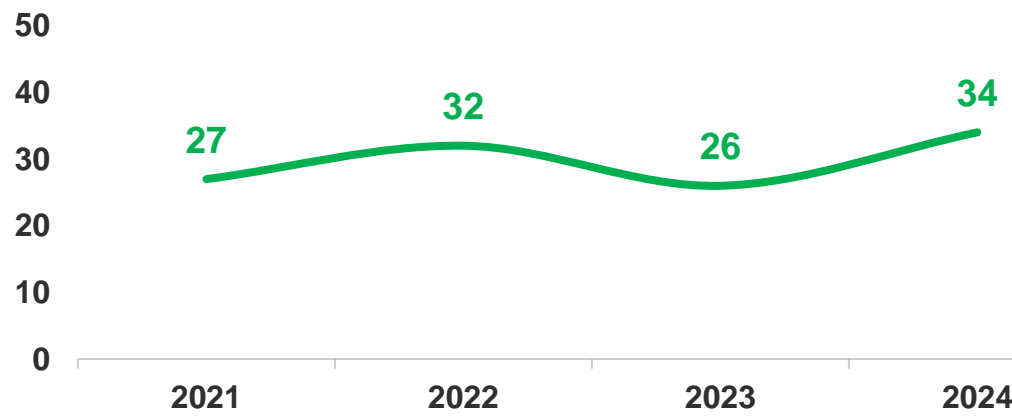
## Repurposing of The Recent Three Years

	2024	2023	2022	2021
Total laptops Decommissioned	The Year is Not Yet Finished	54	58	101
Number of Laptops Bidded by Employees	34	26	32	27
Proportion of Repurposed Laptops to Total Decommissioned Laptops	The Year is Not Yet Finished	48.15%	55.17%	26.70%
Total Bidding Amount (TWD)	92979	75328	87799	70320



編號	廠牌	型號/年份參考	得標價(元)
18	ASUS	BX310UA / 106.08	2150
19	Apple	I MAC 27" PC / 103.04	8000
20	Apple	iPAD 32G/108.08	2500
21	Apple	iPAD 32G/108.08	3150
22	Apple	iPAD 32G/108.08	2850
23	Apple	iPAD 32G/108.08	2000
24	Apple	iPAD 32G/108.08	2000
25	Apple	iPAD 32G/108.08	2760
26	Apple	iPAD 32G/108.07	3000
27	Apple	iPAD 32G/108.07	2000
28	Apple	iPAD 32G/108.07	1280
29	Apple	iPAD 32G/108.07	2500
30	Apple	iPAD 32G/108.07	2500
31	Apple	iPAD 32G/108.07	3000
32	Apple	iPAD 32G/108.07	2990
33	Apple	iPAD 32G/108.04	2500
34	Apple	iPAD 32G/108.04	2599
			92979

## Diagram of Performance Trends



Unit: Laptop

# Government Green Procurement



GRI 2-24

As a caring global citizen, CPC recognizes that environmental sustainability is fundamental to the long-term success of the company. Therefore, CPC actively supports the Ministry of Environment's Net Zero Green Living initiative through green procurement practices. At least 10 products procured for office areas will be green products each year. These environmentally friendly products not only meet criteria such as recyclability, low pollution, and resource conservation but also reduce exposure to harmful chemicals for users, thereby contributing to a safer and more sustainable workplace environment.

CPC procured green products totaling TWD 5,824,571 and registered them on the green procurement platform in 2023. This represents a significant increase (of 63%) compared to the TWD 3,571,566 in 2022.

And CPC was honored with the 2023 Outstanding Green Procurement Private Sector Award.

CPC will continue to promote its policies while setting short, medium, and long-term goals:

- Maintain a green procurement target of over TWD 3,000,000 in 2024, the goal that was achieved ahead of schedule in 2023.
- Achieve a green procurement target of over TWD 4,000,000 in 2026
- Achieve a green procurement target of over TWD 5,000,000 in 2030

Additionally, CPC will hold green procurement workshops to educate employees about the objectives of green procurement, including the targetted items and details involved. This will encourage employees to incorporate the purchase and use of green products into both their work and personal lives.

Two online "Green Procurement" promotional webinars were conducted in 2023

- Two "Green Office" themed sharing sessions will be held from 2024 to 2026
- Two "Green Living" themed sharing sessions will be held from 2027 to 2030

Additionally, in support of green procurement measures, at least one meeting, event, or dining gathering will be held at venues with environmental certifications each year, including eco-friendly hotels, green restaurants, environmental education facilities, or ecological recreation sites.

Employees' spring trip was held at environmental education facilities (Bade Pond Ecology Park and Kuo Yuan Ye Museum of Cake and Pastry), the autumn trip took place at the low-carbon hotel (Splendor Hotel Taichung) in 2023, and others.



2023 Green  
Procurement Amount  
Proofing Document



2023 Outstanding Green  
Procurement Private Sector  
Award



Green Building Materials and Certification & Certificates



"Green Procurement"  
Promotional Briefing Session

# Supporting Renewable Energy

GRI 201-2

Although CPC is not a heavy user of electricity, we understand that environmental protection cannot be limited to mere slogans. CPC actively supports the adoption of green energy through concrete actions. By leading as an example, CPC aims to demonstrate its commitment to environmental protection and encourage stakeholders to also support renewable energy initiatives.

In 2023, the total amount of green energy purchased was 64,662 kWh, with the associated procurement cost at TWD 346,267.

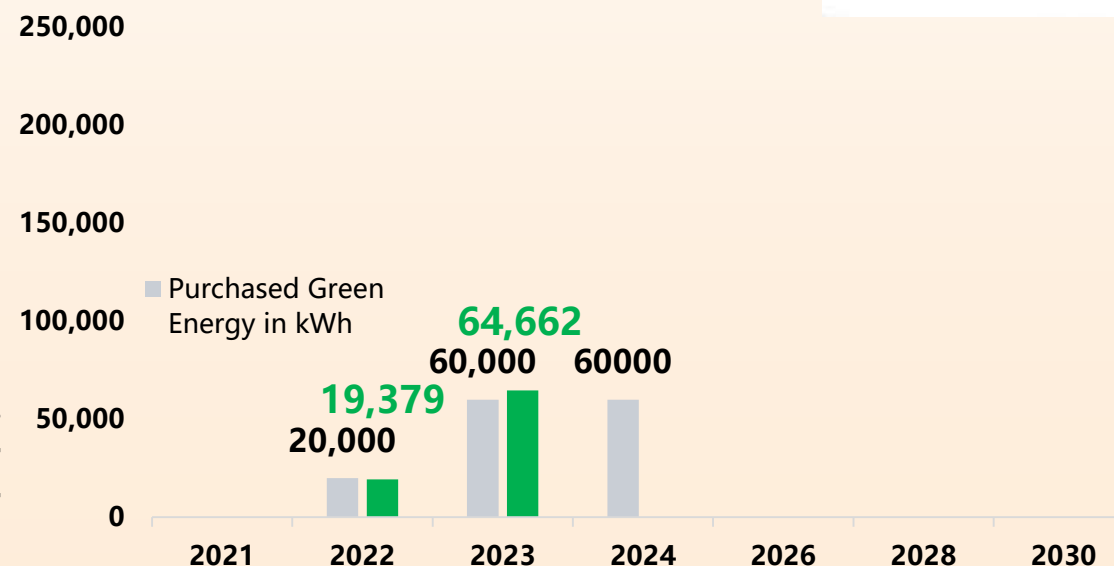
## Purchased kWh of Green Energy and Procurement Cost

CPC has been analyzing feasible green energy procurement options through the Procurement Division of the Administration and Safety & Health Management Office since 2021. CPC signed a contract with Sunnyfounder, a qualified electricity supplier, to purchase renewable energy on the 25th of May 2022, then CPC also applied to Taiwan Power Company to start transferring green electricity in September 2022. From the start of this transfer, CPC will purchase 5,000 kWh of green electricity per month until 31st of December, 2024.

The total amount of green energy purchased by CPC was 64,662 kWh; The future goal of total GHG reduction in Scopes 1+2 is 4%, and the total kWh of green energy procurement will be determined accordingly.



Statistics of Total 2023 Green Energy kWh / Cost				
Month	kWh	Electricity Fee	Business Tax	Total Amount Payable (TWD)
1	4815	24557	1228	25785
2	4801	24485	1224	25709
3	5000	25500	1275	26775
4	5000	25500	1275	26775
5	5000	25500	1275	26775
6	5000	25500	1275	26775
7	5000	25500	1275	26775
8	5481	27953	1398	29351
9	6996	35680	1784	37464
10	5915	30167	1508	31675
11	5989	30544	1527	32071
12	5665	28892	1445	30337
<b>Total</b>	<b>64662</b>			<b>346267</b>



# Education on Biodiversity

GRI 2-1, 01-2

CPC is committed to leading by example in response to global concerns of biodiversity, ecosystems, and natural environment conservation. CPC actively educates stakeholders about the importance of these issues through educational reports. Additionally, CPC seeks to identify and develop business models that harmonize with nature and are suitable for various industries.

## Learning & Development Magazine

- May 2023, Issue 807: Sustainable Travel with Conscious
  - Foreign Case Study: Finland × Palau's Path to Ocean Protection and Sustainable Development
  - Local Case Study: Ecotour Taiwan: Travelers × Local Communities × Ecotour—Creating a Tripartite Win-Win Tourism Industry Chain
  - Local Case Study: Gao Shan Forest Tribal Ranch: A Sustainable Journey Exclusive to Tribal Communities—Spiritual Healing through the Intersection of Lives
- May 2023, Issue 807: A-Z Efficient Communication Techniques -: saving the key to biodiversity industry vitality and human survival.
- September 2023, Issue 811: Critical Countdown D-90: Corporate Sprint Plan - Is Biodiversity Credit the Solution? Saving the Rapidly Disappearing Tropical Rainforests



## myMKC Management Knowledge Platform

- New challenges in corporate sustainability: biodiversity protection and natural-related financial disclosure

## Publication of Book Series

- Nature-Growth Management: Transitioning from carbon reduction to natural capital—implementing TNFD's corporate biodiversity assessment tools and case studies
  - From trend context to information architecture: a detailed explanation of why it is crucial to discuss nature-growth management no
  - Featuring Interviews with International Experts: Exploring Global Efforts to Preserve Nature
  - Introducing four key efforts in advanced corporate nature-growth management: supply chain risk management; increasing natural capital; leveraging data to create opportunities; comprehensive disclosure of TNFD information
  - Analyzing financial institutions' investment and financing in nature and the TNFD framework and biodiversity assessment tools



## Learning and Growth

- Internal learning days and external ESG Sustainability Development Academy public courses for education and dissemination
  - Sustainable Ecotourism Workshop
  - Sustainable Public Works: energy saving and carbon reduction, circular economy, and ecological assessment
  - TNFD natural-related financial disclosure practices

**TNFD自然相關財務揭露實務** 實體+視訊同步上課

中國生力中心  
China PowerLife Center

本課程將介紹TNFD的基本概念及架構，理解揭露要素及指標，並運用LEAP框架及國際公認分析工具進行財務化分析。

(06)2234413 #03307 吳小姐 上課地點：台南市中西區大埔街52號

10/08 招生中

# Social-CPC

## Shaping of Diversity, Equity, and Inclusion DEI/ Prioritize in the national and social developments

- 49 Talent Attraction and Retention Inclusion DEI
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- 68 Enterprise Diagnostic Services

### Material Topics of the Chapter

- Talent Cultivation and Development
- Employees Diversity, Equity, and Inclusion DEI - Gender Equality

### CPC's Response to SDGs



10.4 11.7 17.17





# Talent Cultivation and Development

SV-PS-330a.2, 330a.3

GRI 2-7, 2-8, 2-21, 401-1, 402

CPC is a management consulting agency specializing in highly diverse professional services. Adhering to Chairperson Sheng-Hsiung Hsu's employment philosophy of "understand and trust, place responsibility over all levels, fully authorize, never hire if in doubt, and never doubt after hiring," CPC maintains a diverse and inclusive human resources structure. Regardless of employees' gender, age, and other factors, the company focuses on utilizing individuals' talents and leveraging their strengths in their respective expertise.

## Human Resource Management System

To align with CPC's mission and vision for talent resources, the "HR Capability Enhancement Program" was proposed as early as 2006. This program involves gathering advanced case studies on talent development and adopting benchmark learning methods. It focuses on four key aspects: "recruitment, utilization, development, and retention." Specific practices and goals are formulated based on these aspects, marking the beginning of CPC's vigorous development of its talent resources.



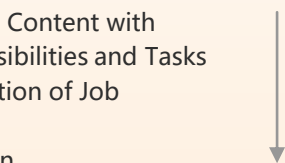
### Talent Selection

- Comprehensive Review of Job Descriptions
- Organize and Align Job Content with Corresponding Responsibilities and Tasks
- Clarifying on the Definition of Job Functions
- Competences Evaluation
- Career Aptitude Test



### Talent Hiring

- Codification of Salary and a Transparent Performance-based Salary Adjustment Processes
- Performance Evaluation combined with the Balanced Scorecard
- 360-Degree Competency Assessment
- Setting Up Annual Learning Plan
- Expanding Administrative Incentives
- Expand the Performance-Related Reward Scale



### Talent Retention

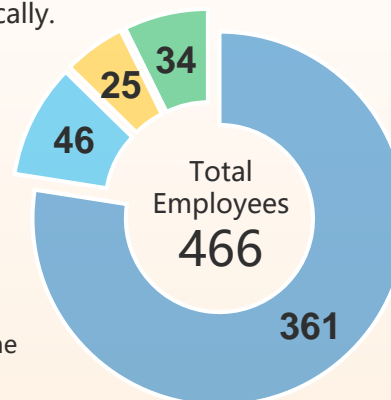
- New Employee Assistance Program
  - Mentor System
  - Regular Caring Interviews
- Employee Satisfaction Survey
- Annual Outstanding Employee Selection Procedures
- Multiple channels for employees to voice their opinions

### Talent Cultivation

- Core Value
- Clearly Defined and Refined Functions
- Learning Blueprint
- Consultant Training & Certification
- Instructor Training & Certification

## 2023 Employee Structure

As of 31st of December, 2023, the total number of employees is 466, representing an increase of 25 people compared to 2022. The number of hires across all regions complies with legal requirements. All aspects of human resource structure information are managed systematically.



- Northern Taiwan (including Chengde and Taoyuan)
- Central Taiwan (including South Yunlin)
- Tainan (including Southern Taiwan Science Park)
- Kaohsiung

Note: 1. No dispatched personnel. 2. No significant seasonal variations.

Region	Non-Employee Workers		
	Job Content	Headcount	Contractual Relationship
Northern Taiwan (including Chengde and Taoyuan)	Office Cleaning	3	External Contractor
Central Locations (including South Yunlin)	Office Security (Taichung)	2	External Contractor
	Office Security (South Yunlin)	1	Labor Contracting
	Office Cleaning (Taichung)	3	External Contractor
	Office Cleaning (South Yunlin)	1	Labor Contracting
Tainan (including Southern Taiwan Science Park)	Office Cleaning	2	External Contractor
Kaohsiung	Office Cleaning	1	Labor Contracting

# Talent Cultivation and Development

SV-PS-330a.2, 330a.3

GRI 2-7, 2-8, 2-21, 401-1, 402

## New Employee and Departing Employee Structure

CPC's recruitment of new employees complies with regulations and does not impose restrictions. Each department with business needs initiates recruitment based on job vacancies. Job seekers submit their resumes and participate in interviews according to their professional qualifications. To help new employees quickly understand CPC's organizational culture, thereby enhancing their sense of belonging and accelerating their integration into the workplace, CPC has planned several measures, including "new employee training programs," "new employee mentor system," and "new employee care interviews." Additionally, CPC offers a well-defined job rotation policy for current employees. Those interested in positions in other departments can apply through the internal recruitment process. The Human Resource Office assists in communication and evaluation between the current department and the new department's supervisors, facilitating career and professional transitions to achieve personal fulfillment in the workplace.

		New Employees						Departing Employees					
		2023		2022		2021		2023		2022		2021	
		Headcount	Ratio	Headcount	Ratio	Headcount	Ratio	Headcount	Ratio	Headcount	Ratio	Headcount	Ratio
Sex	Male	29	33.0%	65	59.6%	12	29.3%	24	37.5%	38	45.2%	24	35.8%
	Female	59	67.0%	44	40.4%	29	70.7%	40	62.5%	46	54.8%	43	64.2%
Age	Under 30	47	53.4%	50	45.9%	23	56.1%	21	32.8%	32	38.1%	23	34.3%
	31-50 years old	41	46.6%	59	54.1%	18	43.9%	37	57.8%	44	52.4%	38	56.7%
	Over 51	0	0%	0	0%	0	0%	6	9.4%	8	9.5%	6	9.0%
Region	Northern Taiwan	74	84.1%	87	79.8%			55	85.9%	77	91.7%		
	Central Taiwan	4	4.5%	8	7.3%			5	7.8%	5	5.9%		
	Tainan	6	6.9%	8	7.3%			3	4.7%	1	1.2%		
	Kaohsiung	4	4.5%	6	5.6%			1	1.6%	1	1.2%		
Total		88	100%	109	100%	41	100%	64	100%	84	100%	67	100%

## The Turnover Rate Over the Past Three Years

	2023	2022	2021
Overall employee average turnover rate	13%	19%	16%

Note: Turnover Rate Formula:

$$\text{Turnover Rate} = \frac{\text{Annual Cumulative Number of Departures}}{\text{Total Number of Employees at Year-End}}$$

## The Shortest Notice Period for Operational Changes

Regarding the minimum period (in weeks), that notices must be given to employees and their representatives before implementing significant operational changes that could severely impact employee rights, CPC adheres to the Labor Standards Act and related regulations.

# Talent Cultivation and Development

SV-PS-330a.2, 330a.3

GRI 2-7, 2-8, 2-21, 401-1, 402

## Employee Parental Leave Application and Return to Work

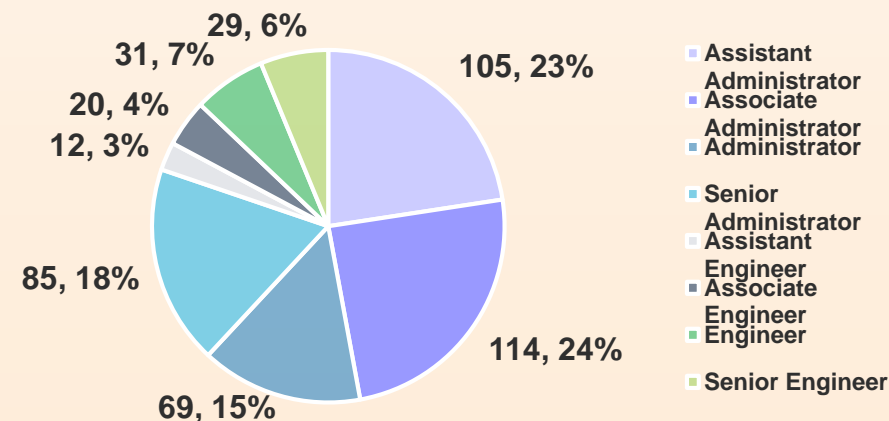
Employees who are eligible for unpaid parental leave may apply based on their needs following labor-related regulations. Based on a comparative statistic over three years for employees who have benefited from parental leave without pay, the actual return-to-work and retention rate is nearly 80%.

Item	2023			2022			2021		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Total Number of Employees Who Have Applied for Unpaid Parental Leave	293	173	466	273	168	441	251	165	416
A: Total Employees applied for Unpaid Parental Leave	5	1	6	5	2	7	7	0	7
B: Number of Employees Planned Return to Work After Applying for Unpaid Parental Leave	4	1	5	4	1	5	3	1	4
C: Number of Employees who Actually Return to Work	3	1	4	4	1	5	3	1	4
D: Number of Employees Who Applied for Extension Before Returning to Work	2	0	2	2	0	2	0	1	1
E: Number of Employees who Continued Working for a Full Year after Returning to Work in the Previous Year	4	0	4	3	1	4	3	1	4
F: Number of Employees who Returned to Work After Parental Leave in the Previous Year	4	1	5	3	1	4	3	1	4
Return-to-work Rate: C/B	75%	100%	80%	100%	100%	100%	100%	100%	100%
Retention Rate: E/F	100%	0%	80%	100%	100%	100%	100%	100%	100%

## 2023 Employees Job Position Structure

Job Position	Headcount	Ratio
Assistant Administrator	105	22.5%
Associate Administrator	114	24.5%
Administrator	69	14.8%
Senior Administrator	85	18.2%
<b>Total</b>	<b>373</b>	<b>80%</b>

Job Position	Headcount	Ratio
Assistant Engineer	12	2.6%
Associate Engineer	20	4.3%
Engineer	31	6.7%
Senior Engineer	29	6.2%
<b>Total</b>	<b>92</b>	<b>20%</b>



# Talent Cultivation and Development

SV-PS-330a.2, 330a.3

GRI 2-7, 2-8, 2-25, 402

## Labor-Management Meeting

CPC does not have a union organization. CPC primarily follows the "China Productivity Center's Rules of Procedure for Labor-Management Meetings" established on 27th of April, 2005, to achieve the goals of coordinating labor-management relations, promoting labor-management cooperation, and preventing various labor issues proactively. The Human Resources Department is responsible for selecting, forming, and managing meeting representatives according to these rules. Labor-management meetings are held quarterly by the Human Resources Department, and special meetings may be convened if necessary. Four labor-management coordination meetings were held in 2023. The minutes of each meeting are published on the CPC electronic bulletin board after approval, to keep all employees informed.

At the same time, CPC strictly adherence to labor laws, the total number of labor law violation incidents over the past three years (2021-2023) is 0.

## President Mailbox

Establish diverse and two-way communication channels to allow employees to provide feedback and management opinions at any time.

## Sexual Harassment/Workplace Violence Prevention and Complaint

To eliminate internal sexual harassment and workplace violence, a complaint mailbox and a dedicated hotline (02) 2698-5859 have been established, with the Human Capital Office serving as the responsible unit. Employees or job applicants who encounter sexual harassment or workplace violence at their employment site can use these channels to file a complaint and request a "Sexual Harassment Complaint Form."

## Ethical Management Complaint

To eliminate any form of corruption and fraud, a whistle-blower mailbox and reporting hotline (02) 2698-2989#02166 have been established, with the Audit Department handling cases directly. If anyone discovers that CPC members have violated ethical management practices during their operations, they can file a report with specific information and their names through the provided reporting channels. CPC is committed to maintaining confidentiality regarding the information provided in reports and the identity of the whistleblower, in accordance with the "CPC Ethical Management Guidelines."

## Employees Caring

- The Human Capital Office conducts new employee care interviews once per month
- The Human Capital Office conducts periodic care interviews with employees from various departments as needed.
- The President conducts periodic personal care interviews with employees and reviews departmental operations.

## Employees' Proposal Mechanism

CPC encourages employees to think critically about their work by providing innovative suggestions for business improvements and management system enhancements. The company has established an employee participation system to simplify workflows, save labor, enhance administrative efficiency, and improve service quality, all of which support the organization's pursuit of excellence and sustainable operations. CPC conducts an **"Employee Proposal Program"** annually, which involves soliciting, promoting, reviewing, evaluating, awarding, and recognizing the improvement proposals of employees. As long as the program runs smoothly, employee proposals will continually cycle through. The program uses a well-established reward system as an incentive, with proposal bonuses of TWD 300, selection bonuses of TWD 1,000, and the results included in performance evaluation, all employees are encouraged to participate more. Two rounds of employee proposal reviews were conducted in 2023, with a total of 38 proposals submitted for review. Among them, 3 received the Excellence Award.

## Exceptional Employee Selection

- To recognize employees whose performance aligns with the core values of CPC and to encourage a mentoring atmosphere, CPC organizes the "Like-Minded Award" and the "Mentorship Inheritance Award" annually. The selection process involves an initial screening of exemplary employees. Those selected as exemplary employees by each department receive a cash prize of TWD 3,000. In the final selection, the top three exemplary employees are chosen through a vote by all employees. The awardees receive a cash prize of TWD 20,000, a trophy, and are honored at the year-end party.
- To express gratitude and enhance employees' sense of accomplishment, CPC annually holds the "Lifetime Dedication Award" and the "Twenty-Year Service Award" to recognize employees who have served for 30 years and 20 years, respectively. These awards are presented at the year-end party, with a cash prize of TWD 50,000 and TWD 20,000, along with a trophy.



# Talent Cultivation and Development

SV-PS-330a.2, 330a.3

GRI 2-7, 2-8, 2-25, 402

## Employees Satisfaction

All employees are considered internal customers of CPC. Only when employees feel satisfied, they will exhibit organizational vitality in their roles and provide exceptional service to external customers. This satisfaction fosters alignment with organizational culture and helps achieve both personal work goals and the organization's vision and mission. A "Employee Satisfaction Survey" has been conducted every two years since 2007 to understand employees' satisfaction with the work environment, and their suggestions and expectations.

**Response rate: 94%; Number of respondents: 430 out of 457 employees**

The 2023 survey results show positive growth compared to the 2021 results. Based on these findings, the Human Capital Office has analyzed the growth gaps in overall planning and departmental performance. At the 2024 Kick-off Meeting, all departments are required to establish "actions to improve employee satisfaction." After obtaining approval from the Chairperson, these actions will be implemented and regularly monitored as part of the management policy for tracking improvement and ensuring effective implementation.

## Follow-Up Improvements After the 2023 Employee Satisfaction Survey

### Employees' Learning

Responding to Employee Learning Needs Survey, Developing Consulting Capabilities, Basic Learning Courses, New Employee Learning Programs, and Leadership Training Programs

### Performance-Based Compensation

Expand Professional Certification Reward Items, Revise Position Promotion Evaluation Criteria, Assess Performance-Based Salary Adjustment Range

### Employee Welfare

Refinement Plan for Health Check Services, Autumn Experience Learning, Attendance Adjustment, Incentives, Employee Care and Health-Related Benefits Enhancement

### Core Value of Life

Expand Employee Relationship Activities, Enhance Learning Mechanisms for Employee Self-Improvement, Foster a Sense of Achievement in the Workplace, Support Employee Retention Willingness

Dimension	Average in 2023(B)	Average in 2021(A)	Improvement Results In these 2 years(B-A)
1 Internal Communication	86.03	84.67	1.36
2 Team Operation	84.84	83.79	1.05
3 Employees Learning	<b>87.00</b>	<b>83.59</b>	<b>3.41</b>
4 Supervisor Management	85.35	84.07	1.28
5 Working Atmosphere	86.87	85.40	1.47
6 Usage of Tools	81.87	80.81	1.06
7 Evaluation System	<b>79.26</b>	<b>76.26</b>	<b>3.00</b>
8 Mission and Vision	85.58	83.32	2.26
9 Compensation and Remuneration System	<b>72.01</b>	<b>67.72</b>	<b>4.29</b>
10 Employees Welfare	<b>83.70</b>	<b>80.16</b>	<b>3.54</b>
11 Employee Satisfaction	80.73	78.71	2.02
12 Value Recognition	82.42	81.38	1.04
13 Retention Willingness	75.09	74.64	0.45
14 Job Awareness	78.29	78.22	0.07
15 Dedicate Effort	80.52	78.92	1.60
Core Values of Life	<b>77.44</b>	<b>74.32</b>	<b>3.12</b>

Note: Survey conducted on 25th of July, 2023

# Employee Diversity, Equity, and Inclusion (DEI)

SV-PS-330a.1

GRI 401-3, 405, 406

## Human Rights Commitment Policy

The CPC is committed to aligning with the "Universal Declaration of Human Rights" by the United Nations. In accordance with our country's Labor Standards Act and related labor regulations, we have established work rules and human rights policies. The center implemented the "China Productivity Center's Human Rights Commitment Policy" which includes clear grievance and disciplinary mechanisms to ensure the protection of all employees' fundamental human rights on 26th of March, 2024. Additionally, we are enhancing our organizational culture to strengthen Diversity, Equity, and Inclusion (DEI).

## Human Rights Declaration and Practice

Committed to practicing the commitment to respect human rights, preventing any acts of infringement or violation of human rights, continuously monitoring international human rights trends and related issues, reducing potential risks and impacts within the organization, enhancing human rights awareness among internal members and stakeholders, strengthening human rights protection measures, and promoting positive development for sustainable operations.

## Handling of Human Rights Violations

- If an employee engages in any acts of infringement or violation of human rights, appropriate disciplinary measures will be taken according to the "Working Rules of the China Productivity Center" and the "Preventive Measures for Illegal Acts in the Performance of Duties." Depending on the severity of the situation, these measures may include personnel transfers, disciplinary actions, or termination. Regular follow-up evaluations and supervision will be conducted, and if necessary, the police and prosecution authorities may be notified to prevent the recurrence of similar incidents.
- When aware of other stakeholders engaging in acts of infringement or violation of human rights that damage the Center's reputation or harm the rights of its employees, the Center may, depending on the severity, advise and require improvements or terminate the cooperation relationship. If necessary, the police and prosecution authorities may be notified to intervene.

## Reporting/Complaints

- In the event of a human rights violation, the "Workplace Illegal Act Reporting/Complaint Form" will be completed and processed according to the "Preventive Measures for Illegal Acts in the Performance of Duties" for reporting or filing a complaint.
- Any retaliatory actions against complainants, reporters, or those assisting in investigations are strictly prohibited. Such actions will be subject to disciplinary measures.

## Principles of Human Rights Protection



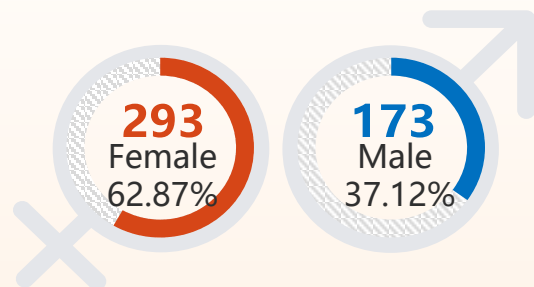
# Employee Diversity, Equity, and Inclusion (DEI)

SV-PS-330a.1

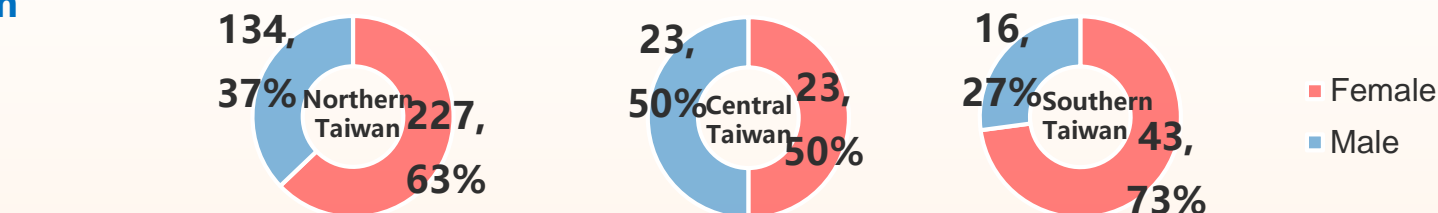
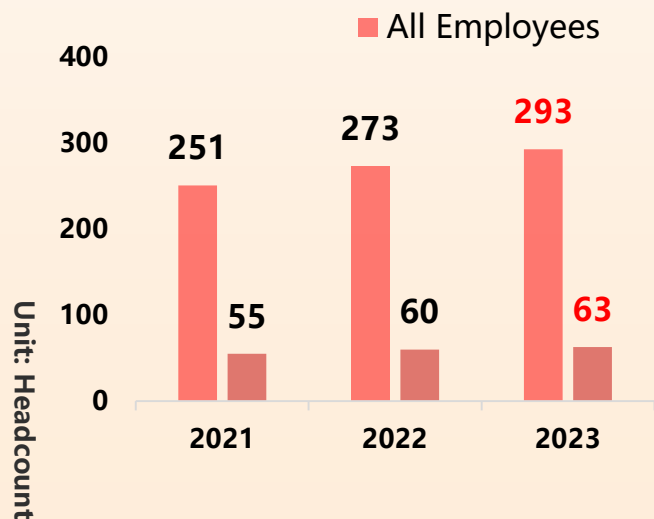
GRI 202-2, 401-3, 405, 406

To establish a foundation of mutual trust and benefits between labor and management, CPC has formulated employee-related policies and internal regulations. These include providing equal employment opportunities and continuously improving regulations related to salary, performance evaluation, promotion, and benefits. Through diverse and smooth channels for negotiation, CPC aims to achieve an atmosphere of mutual respect, open communication, and win-win cooperation. This approach allows for sharing problems and ideas, jointly achieving company goals and interests, and fostering a positive and proactive labor-management relationship.

## Gender Ratio of Employees by Region



## Ratio of Female Employees/Supervisors



## Proportion of First-Level Supervisors Residing Locally



Definition of Local  
 Northern Taiwan: Located in Taipei City, New Taipei City  
 Central Taiwan: Located in Taichung City, Yunlin County  
 Tainan: Located in Tainan City  
 Kaohsiung: Located in Kaohsiung City

Region	Total Number	Number of employees residents locally	Ratio(%)
Northern Taiwan	30	25	83%
Central Taiwan	3	3	100%
Tainan	2	0	0%
Kaohsiung	2	1	50%

## Employees from Vulnerable Groups

- 1 employee with physical and mental disabilities (full salary special sick leave/occupational rehabilitation counseling program)
- 3 employees are Indigenous Taiwanese

## Total number of workplace discrimination incidents eliminated (0 cases)

To actively eliminate workplace discrimination, a "Sexual Harassment Prevention and Discipline Measures" policy has been established to address and prevent sexual harassment in the workplace, maintain gender equality and personal dignity, and enhance employees' awareness and prevention of similar incidents.

# Employee Diversity, Equity, and Inclusion (DEI)

SV-PS-330a.1

GRI 401-3, 405, 406

## DEI Policy

We have been striving to shape CPC's organizational culture of diversity, equity, and inclusion (DEI), and developed the "CPC Human Rights Commitment Policy." This policy aims to foster a diverse, inclusive, and equitable system from top to bottom and inside out. Specific actions include:

- **Develop and Publish the "CPC Human Rights Commitment Policy"**
- **Conduct Specialized Sharing Sessions on Cultural Inclusion**
- **Implement Equality and Sharing Mechanisms**

The goals to be achieved:

- **Promote Workplace Gender Equality Culture - Fair Male-to-Female Supervisor Ratio**
- **Implement Human Rights Policies and Commitments - No Human Rights Violations**
- **Published "Transformational Culture" and "Executive Presence 2.0" to promote diversity and inclusion**

## Publication of Book Series

- **TRANSFORMATIONAL CULTURE:** the practical pathway to develop diversity and inclusion, as well as building a high-performance ESG organization of sustainability.
- **EXECUTIVE PRESENCE 2.0:** unveiling the significance of outstanding leadership and create DEI influence for the latest generation.
  - Three golden rules for leading in the new era: Respectfulness, Communication, and Sophistication

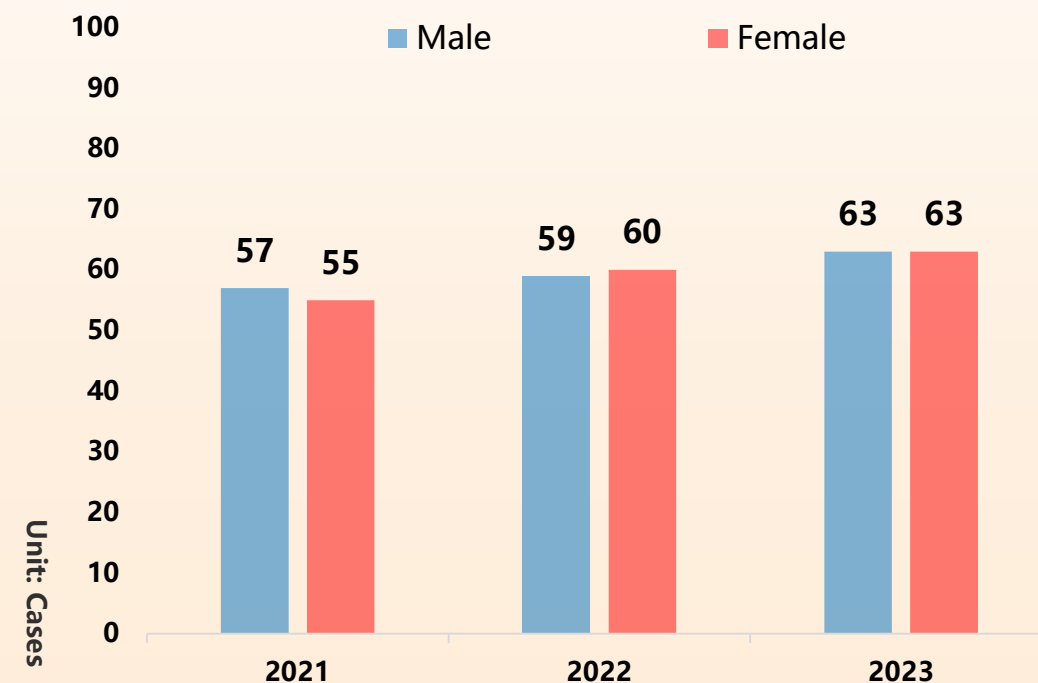


CPC President Pao-Cheng Chang shared the book EXECUTIVE PRESENCE 2.0 at the Joy of Reading event. The book shows that negativity can be switched into positivity with the right mindset, and people will never stop growing from learning. The book will help you understand what it is that you want.

## Material Topics Action Management Goal - Ratios Implemented Gender Equality in Supervisor

Diversity, Equity, and Inclusion (DEI) for Employees is a major focus for CPC. Based on policies and management actions, short-term, mid-term, and long-term goals for achieving gender equality in supervisor numbers have been established.

Based on the number of female supervisors, the figures for the years 2021 to 2023 are 55, 60, and 63 respectively, with the proportion reaching 50%.



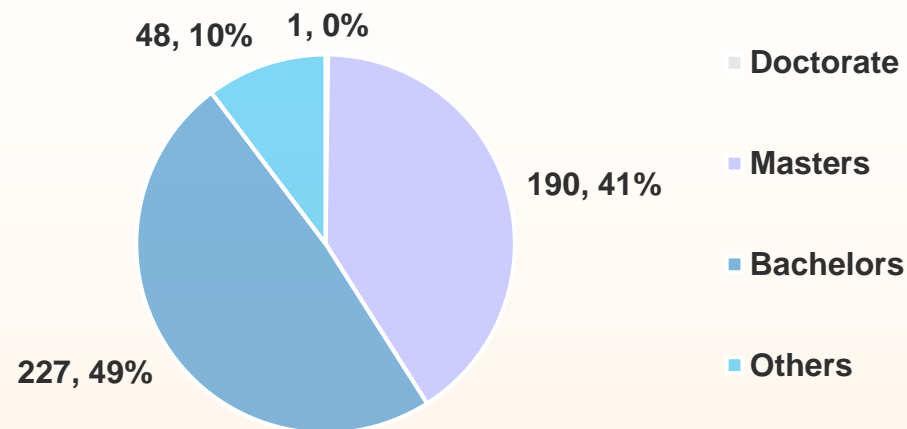


# Employee Diversity, Equity, and Inclusion (DEI)

SV-PS-330a.1

GRI 202-1, 401-3, 405, 406

## Distribution of Employees' Educational Background

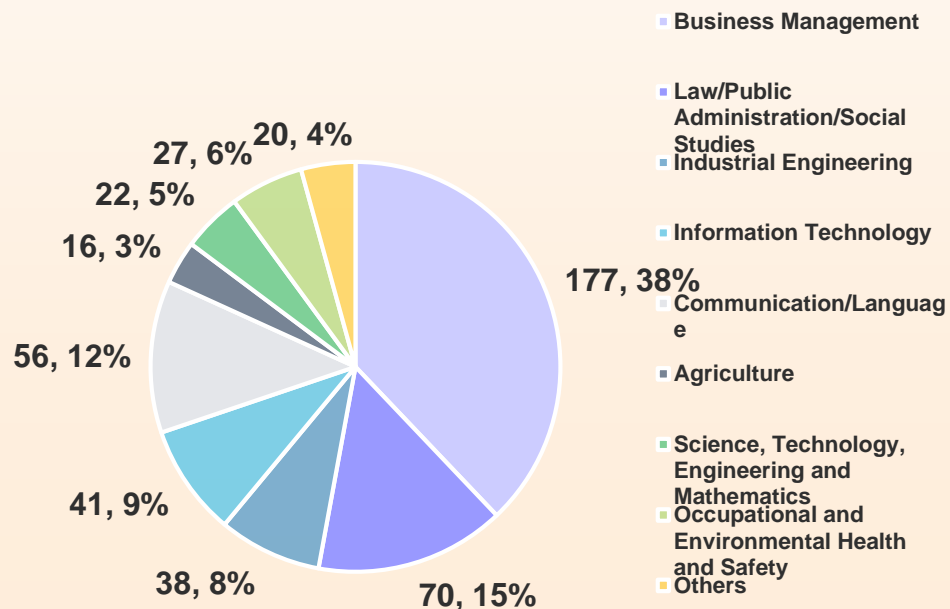


## Fair Compensation and Remuneration

According to each regional office, the ratio of female to male base salaries and total compensation across different employee categories.

Region	Base Salary	Compensation and Remuneration
Northern Taiwan	0.871612	0.832779
Central Taiwan	0.845381	0.810596
Kaohsiung	0.82273	0.783539
Tainan	0.552541	0.447517

## Employee Skill Distribution



## Annual Total Compensation Ratio

Ratio of Highest Compensation to Median Employee Salary	<b>5.74</b>
Salary growth rate	No significant growth margin

Note:

- The ratio of the highest compensation to employee compensation = the annual total compensation of the highest-paid individual in the organization/the median annual total compensation of all other employees (excluding the highest-paid individual).
- The salary growth ratio = the growth rate of the annual total compensation of the highest-paid individual in the organization/the median growth rate of the annual total compensation of all employees.

# Talent Cultivation and Development

GRI 404-1, 404-3

## Guidelines for Employee Learning

To encourage employee advancement, enhance knowledge, improve staff quality and organizational growth, and ultimately boost job performance and service quality, the CPC established the "China Productivity Center's Guidelines for Employee Learning" on the 16th of March, 1987. Following adjustments to relevant regulations, the tenth revision was carried out on the 23rd of May, 2022, to plan and implement the annual employee growth and development learning program.



- External learning courses, workshops, or site visits
- Internal staff training courses
- Learning courses, seminars, or visit activities offered by domestic learning institutions or related organizations
- Overseas learning or international study tours

## Employee learning expenses

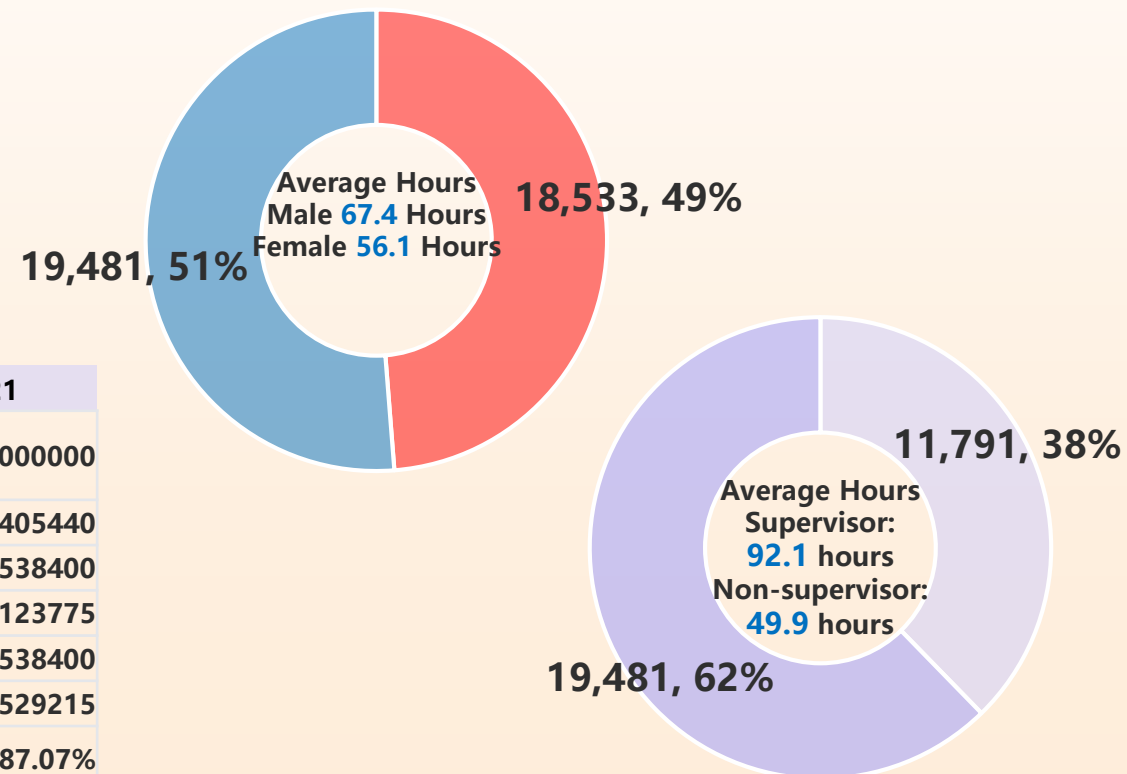
To effectively support employee education and training, an annual strategy meeting—chaired by the Chairperson and attended by the President, Chief Consultant, and all levels of regional supervisors—approves the employee learning budget. Starting at TWD 6 million in 2021, the budget has grown approximately 8% annually, reaching TWD 7 million by 2023.

	2023	2022	2021
Learning budget allocation (Domestic+International)	7000000	6500000	6000000
Actual Learning Expenditure	5307716	5865944	3405440
Target working hour cost	9661200	9136400	8538400
Actual working hour cost	15740348	12500139	10123775
Total learning expenditure target	16661200	16136400	15538400
Actual total learning expenditure	21048064	18366083	13529215
Total learning expenditure achievement rate	126.33%	113.82%	87.07%

## Employee learning Official leave + full subsidy

Employees are entitled to use training official leave to participate in educational training, and all costs for such education or on-the-job training will be fully subsidized. The total expenditure for course fees and personnel costs for the year 2021 amounted to TWD 13,529,215, representing an annual growth of approximately 15% or more. By the year 2023, this expenditure had increased to TWD 21,048,064.

## Learning Participation of Employees



# Talent Cultivation and Development

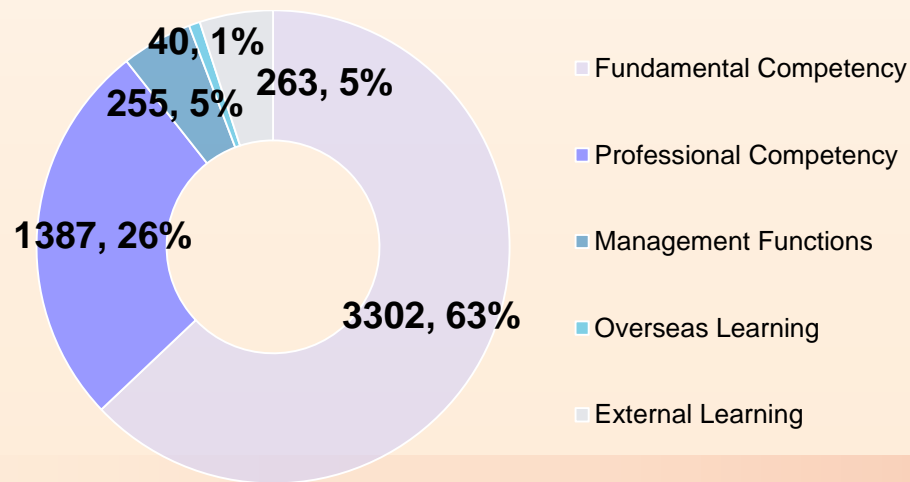
GRI 404-1, 404-3

## Diverse Course Categories and Number of Students

Internal staff training courses

- Pre-employment Training: Conduct Orientation Sessions for New Employees Regularly
- Fundamental Learning: Annual Mandatory Training Courses Planned for Employees by Job Position
- Professional Learning: Training Courses Designed to Enhance Current Employees or Introduce Cutting-Edge Professional Knowledge and Skills
- Management Skills Training: Mandatory Courses for All Individuals Holding Concurrent Supervisory Roles
- Self-Directed Learning: Voluntary Participation by Employees in Internal and External Training Programs

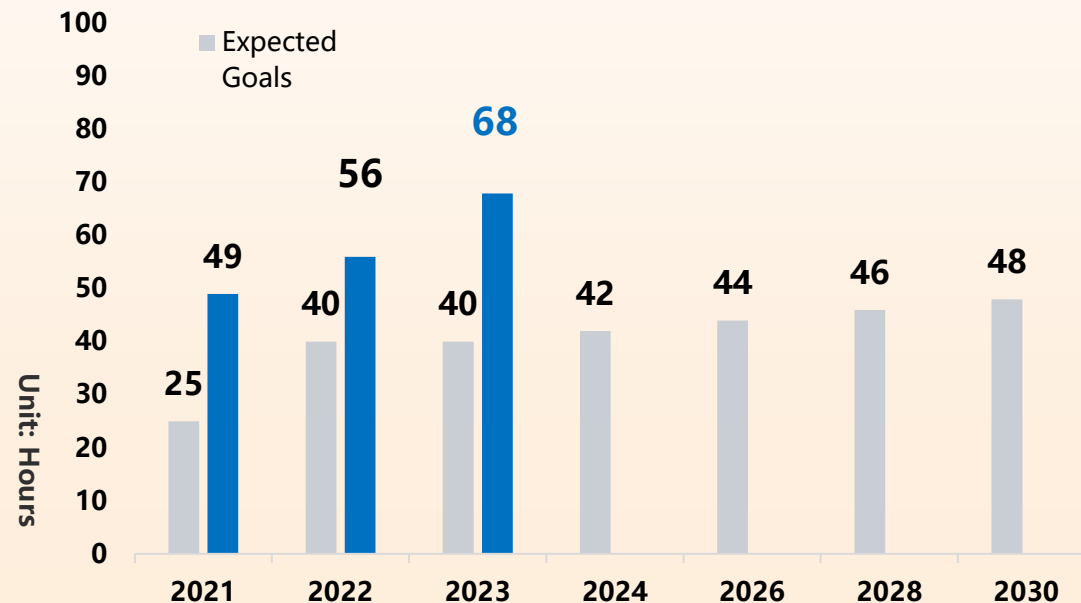
Categories of Courses	Total Number of Employees	Total Hours
Fundamental Competency	3302	10644.2
Professional Competency	1387	12523
Management Functions	255	3071
Overseas Learning	40	911
External Learning	263	4122.7
Total	5247	31271.9



## Material Topic Goal - Employee training hours linked to their performance evaluations

Talent Development and Growth is a major focus for CPC. According to policies and management actions, short-, medium-, and long-term goals for employee training hours are established. The completion rates and effectiveness of these hours are directly linked to performance evaluations.

Based on learning hours statistics, the average training hours per person for the years 2021, 2022, and 2023 were 49.3 hours, 55.7 hours, and 67.5 hours, respectively.



# Talent Cultivation and Development

GRI 404-1, 404-3

As a crucial element in the CPC Chairperson’s philosophy of Management Talent Pool, the nurtured talent’s value may not only shine within CPC itself. CPC encourages the talent to project more influence and energy even after leaving CPC, contributing more significantly to other organizations. Therefore, in employee career development, whether in professional or managerial roles, our goal is to achieve self-realization.

## Consultant Training

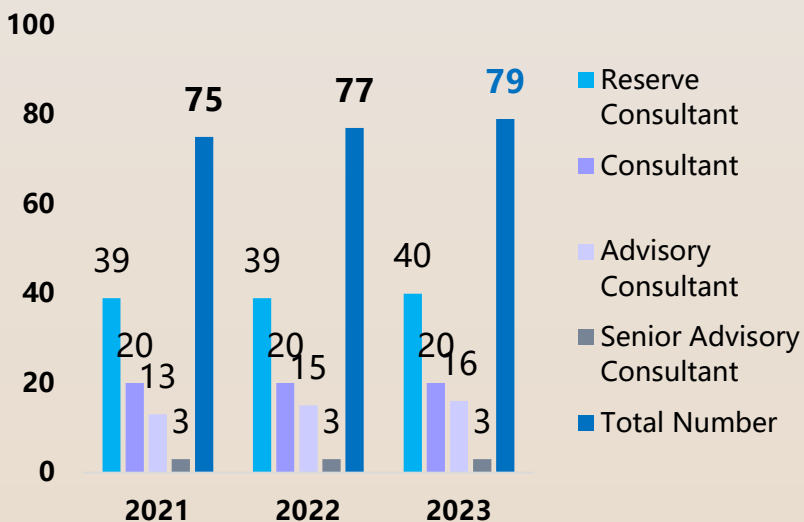
Referencing the 1984 external enrollment program for “Management Consulting Training,” the “Excellence Consultant - Reserved Consultant Training Program” was launched internally in 2006 for employee development.

79 consultants have been trained; on average, each year they provide 119 hours of guidance to enterprises, with a growth rate of 17%.



- Management Consultant Training Program
- Retail Industry Consultant Training Program
- Food and Beverage Industry Consultant Training Program
- Innovative Product Development

### Consultant Certification System



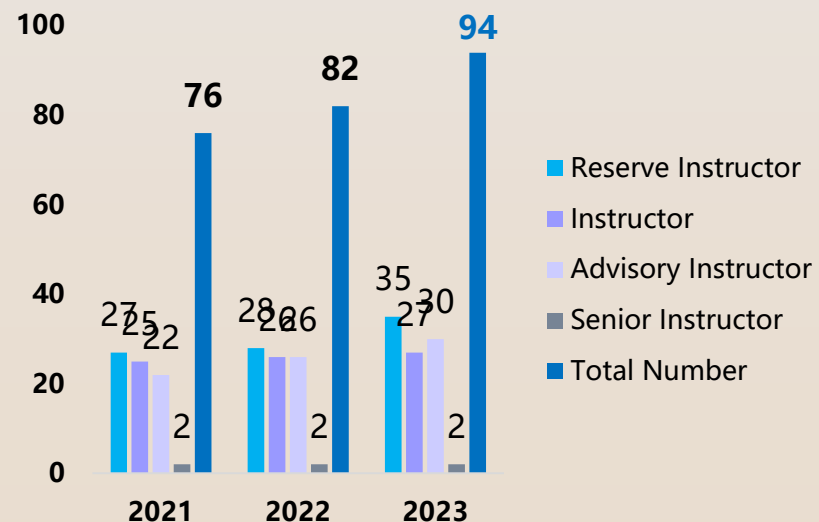
## Lecturer Training

Based on the development of “Instructor Training Guidelines” in 2006, the program aims to develop instructor talent, enhance employees’ career learning growth pathways, and improve professional quality. 94 instructors have been trained; on average, they conduct 70 hours of teaching per year, with a growth rate of 40%.



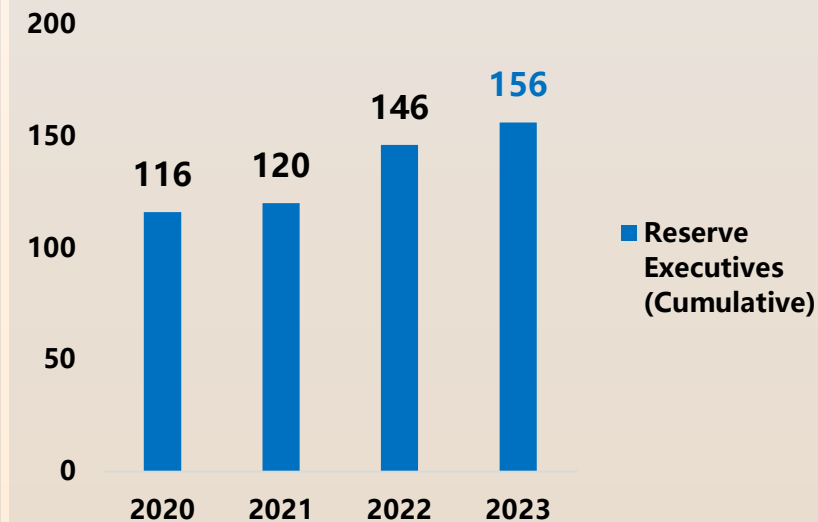
- Creative Instructor Workshop
- Reserve Instructor Training
- Mentorship Program for Instructors
- Course-Specific Instructor Training

### Instructor Certification System



## Supervisor Training

According to the “Management Talent Learning Map Plan” set in 2016, a series of supervisor courses were developed to cultivate core executives and enhance managerial skills. A total of 156 reserve executives have been trained, accounting for 33% of the total workforce in 2023. Among them, 46 individuals completed the Senior Leadership Program, with 32.6% being promoted to senior executive positions.

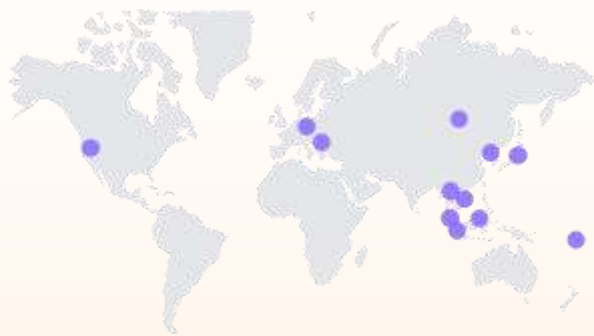


# Talent Cultivation and Development

GRI 404-1, 404-3

## International Exchange

The total number of participants in international exchange learning is 134, covering 12 countries.



**15 Topics**

**ATD, Productivity, ESG, Aging Population, Internet of Things, Information Technology, Youth Entrepreneurship, Quality Management, Innovation, Agriculture**

**Retail Industry, Fishing Industry, Green Productivity**

**Digital Transition, Hospitality Industry**

## ESG Professional Talent Development

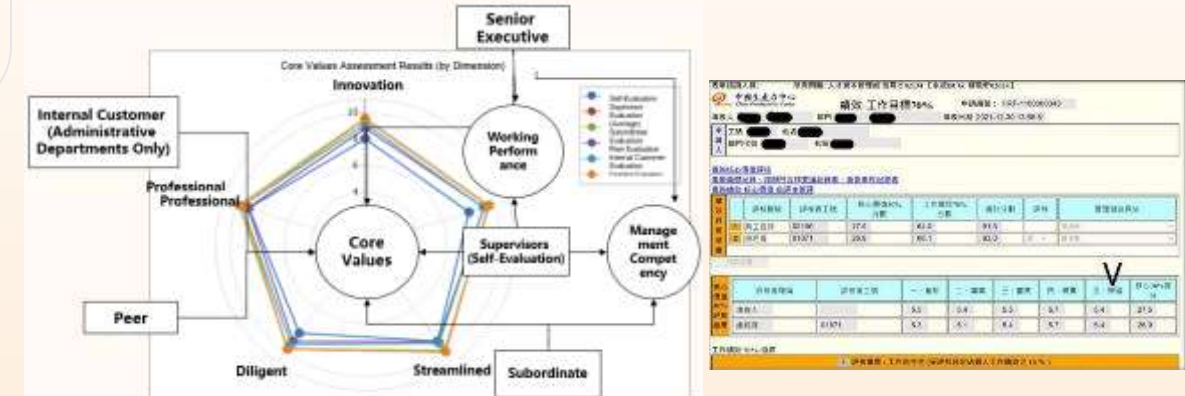
To promote and implement sustainable development, CPC continuously trains ESG professionals for its internal ESG Sustainability Promotion Team under the ESG New Business Development Committee. After training, 2 supervisors have obtained the TCSA "Taiwan Corporate Sustainability Award - Volunteer Reviewer" qualification, and as of June 28, 2024, they have been notified of their continued eligibility.



## Employee Comprehensive Performance Evaluation Principles

To ensure and implement mechanisms for employee growth and development, CPC has connected "Employee Training" with "Employee Performance Evaluation," "Employee Promotion," and "Rewards." On 16th of March, 1987, CPC established the "China Productivity Center's Principles of Comprehensive Performance Evaluation for Employees" according to procedures. Subsequently, on the 16th of July, 2020, the principles were revised for the tenth time following adjustments to relevant regulations, and used to assess annual employee growth performance.

- All full-time employees must participate in the annual comprehensive performance evaluation
- Multi-Dimension 360 Degree Feedback Platform
- CPC's Five Core Values (30%) + Job Performance (70%)



## Employee Engagement (Individual Annual Key Performance Evaluation)

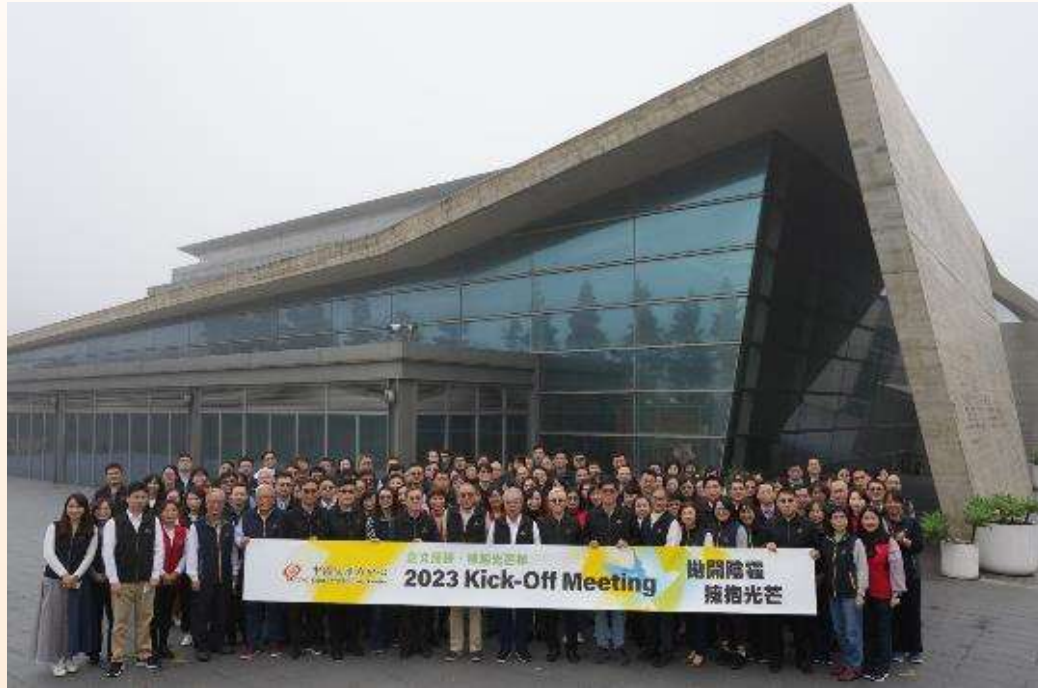
Performance Evaluation	100	100~90.0	89.9~80.0	79.9~70.0	69.9~60.0	59.0~0
Rating	A+	A	B	C	D	E
Female	13	96	166	8	0	0
Male	10	62	76	16	1	0
Total	23	158	242	24	1	0

# Talent Cultivation and Development

GRI 404-1, 404-3

## Future Outlook for Talent Development – Continuing to Build the Management Talent Pool

Looking ahead, CPC will continue to adhere to Chairperson Sheng-hsiung Hsu's vision of building a "Management Talent Pool." Internally, CPC fosters a people-centric organizational culture through its fully digital Human Capital Development (HCD) system and long-standing succession planning mechanisms. This ongoing development of executives ensures a steady infusion of management expertise, allowing CPC to remain a leading force in enhancing national corporate productivity. Externally, CPC is pleased to see its trained management talent apply their skills in the industry, becoming key figures who enhance corporate competitiveness and achieve sustainable business goals.



### Long-term Talent Development Plan – External Knowledge Promotion

- Value Expansion of Organizational Human Capital – Building a “Management Talent Pool”

### Mid-term Talent Development Plan – Deepening Engagement Across All Employees

- With a focus on comprehensive enhancement of service quality and professionalism, strengthen the consistency and alignment in HRM recruitment, development, and retention

### Short-term Talent Development Plan – Refining the HRM System

- With a focus on ingraining service awareness, refining HR functions, and planning to establish an HRM system

# Occupational Health and Safety

403-1~403-9

CPC recognizes that employees are the organization's most valuable asset. To ensure the safety and health of its workforce, CPC implemented the ISO 45001 Occupational Health and Safety Management System in 2021 and officially obtained certification in June 2022. Through continuous internal management improvements, regular reviews, and maintenance, CPC aims to safeguard employee safety and health while preventing accidents.

There were a total of 24 internal auditors for ISO 45001 in 2023.

## Environmental Safety and Health Policies

"CPC, as an executive agency for industry development policies, assists enterprises in refining management techniques to enhance productivity and competitiveness and to promote economic development. In response to government initiatives on environmental protection, CPC has established an Environmental, Health, and Safety (EHS) policy as a guide for all employees. The policy is committed to 'reducing environmental impact and promoting sustainable resource use' and 'ensuring employee safety and health while preventing occupational hazards.' To achieve these goals, CPC will adhere to relevant regulations, conduct risk assessments, and implement a continuous improvement management cycle."

The policy is to be followed by all members.

We are committed to:

Comply with relevant regulations and reduce environmental impact;

Reduce operational risks and promote workplace health;

Ensure full participation and compliance with standards;

Fulfill communication obligations and continuously improve.

CPC aspires to become a leading brand in the consulting industry. Through the declaration and commitment to this policy, CPC will provide all employees with a high-quality work environment and proactively fulfill its environmental protection responsibilities, ultimately achieving the goal of facilitating the sustainable operations of CPC.

## Key Focus Areas for 2023 Work Initiatives

The 2023 management review meeting was held on the 30th of March.

- Conduct safety and health education and training;
- Implement health management, occupational disease prevention, and health promotion measures;
- Work environment monitoring;
- Contractor safety and health management;
- Automated equipment inspection and hazard prevention.

## Total number of major internal audit incidents (0 cases)

There were no major findings; however, 7 non-conformities were identified. Corrective actions and improvements were made according to ISO standards.

## Occupational Health and Safety Committee

Since the establishment of the "Occupational Health and Safety Committee" in 2015 and the subsequent ISO 45001 certification in 2022, the committee was merged and renamed as the "Environment and Occupational Health and Safety Committee." The committee holds four meetings annually to review the execution status of the environmental, health, and safety work reports, discuss matters (including the budget), and address any ad-hoc motions. Starting in 2022, annual internal audits for ISO 45001 have been conducted across the entire organization, and management review meetings are held. These meetings assess the results of internal audit improvements, the implementation of environmental and occupational health and safety goals, internal and external communication records (including customer complaints), regulatory requirements and compliance evaluation results, environmental risks and opportunities, environmental monitoring, and measurement results, as well as discussion items and ad-hoc motions.

## ISO 45001:2018 Certification

Annual external surveillance audits and a full reassessment every three years (recertification) are conducted to maintain the validity of the certification.



# Occupational Health and Safety

403-1~403-9

## Employee Occupational Injury Statistics

## Total number of occupational injury incidents (0 cases)

CPC systematically and clearly records employee attendance and assists with the application for occupational injury claims. By obtaining objective records and certificates, CPC analyzes occupational injury situations to facilitate review and improvement.

Item	2023			2022			2021		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Total Working Hours	581312	343232	924544	543816	334656	878472	497984	327360	825344
Occupational Injury Fatality Rate	0	0	0	0	0	0	0	0	0
Serious Occupational Injury Rate	0	0	0	0	0	0	0	0	0
Recordable Occupational Injury Rate	0	0	0	0	0.227668	0.227668	0.484646	0	0.484646
Lost Day Rate (LDR)	0	0	0	0	0	0	0	0	0
Absenteeism Rate (AR)	0.0251328	0.0211985	0.046331	0.02474	0.0221511	0.046891	0.015892	0.014171	0.030063

Note: 1. Occupational Injury Fatality Rate: Number of occupational injury fatalities / Total annual work hours. 2. Serious Occupational Injury Rate: (Number of disabling injuries / Total annual work hours) × 200,000. 3. Recordable Occupational Injury Rate: (Number of recordable injuries / Total annual work hours) × 200,000. 4. Lost Day Rate (LDR): (Total number of lost days from disabling injuries / Total annual work hours) × 200,000. 5. Absenteeism Rate (AR): Total number of days for public injury leave, sick leave, maternity leave, and personal leave / Total number of workdays in the year.

## Employees Health Management

- Annual free health check-up: Analysis and assessment of results, health management, and data preservation

	2023	2022	2021
Participants in Health Check	491	489	480
Amount for Executives	512000	448000	392000
Amount for Non-Executives	1928250	1599500	1592500
Total Allowance Amount (TWD)	2440250	2047500	1984500

- Bi-monthly on-site physician/nurse occupational health consultations:

Participant in Consulting (Session Numbers)	2023	2022	2021
	116	50	55

- Health Promotional Events

- 23rd of May: "Women and Children's Safety and Self-Defense Training Course" by the New Taipei City Police Department.
- 28th September: "A Brief Discussion on Sleep" by Dr. Hsin-Chien Hsu.
- 26th of October: "Self-Help Relief and Pain Prevention" by Occupational Therapist Chien-Chang Li.
- 20th of December: "Women's Cancer Prevention and Education" by the Taiwan Breast Cancer Alliance.

## Disaster Response Drills

A fire and earthquake emergency response drill was conducted on the 23rd of October, 2023. The simulation involved a server overheating and short-circuiting in the computer room, leading to smoke and subsequent fire in the equipment. During the drill, internal employees handled response tasks and guided all staff in evacuation procedures. The drill also involved coordination with the park management committee for building alarm activation and familiarization with fire extinguisher operation.





# Benefits and Pension System

GRI 201-3, 401-2

To provide employees with a favorable workplace environment, CPC offers benefits beyond those required by government regulations. In addition to complying with legal requirements, CPC provides superior benefits such as group insurance plans, paid sick leave, employee education subsidies, free health check-ups, and retirement schemes. Most of these benefits apply to all employees.

## Insurance Category

Besides providing labor and health insurance as required by government regulations, CPC offers a group insurance plan covering employees, their spouses, children, and parents with a total coverage amount of TWD 5 million. The coverage includes regular life insurance, accidental injury insurance, accidental medical insurance, hospitalization medical insurance, burn ward insurance, cancer medical insurance, and occupational accident insurance, ensuring that employees can focus on their work without concerns.

## Annual Leave

CPC offers annual leave benefits that exceed the minimum requirements of the Labor Standards Act, allowing employees to balance their work and personal lives effectively and achieve overall well-being.

- Personal Leave: 7 days paid personal leave per year.
- Sick Leave: 7 days paid sick leave per year.
- Other leave types (special leave, maternity leave, family care leave, marriage leave, accompanying/obstetric check-up leave, premature birth prevention care leave, accompanying/childbirth leave, parental leave, work injury leave, bereavement leave) are all provided in accordance with the Labor Standards Act.

## Bonuses/Allowance Category

Year-end bonus, club subsidies, marriage allowance, childbirth allowance, hospitalization condolence, and bereavement cash gifts.

## Educational Resources Category

In addition to having a comprehensive learning and training system, employees are entitled to use paid training leave for participating in both internal and external educational programs. All costs associated with educational training or continuing education are fully subsidized.

## Event and Activities Category

- Annual year-end parties and Spring Festival gatherings, Spring and Autumn trips, and birthday celebrations.
- Diverse club activities: Yoga Club, Basketball Club, Badminton Club, Consulting Club, Reading Club, Board Game Club, Animanga and Gaming Leisure Club, Joy Luck Club, and others.

## Health Category

- Free health check-ups and on-site occupational health/occupational safety consultations.

## Workplace Environment Category

- The office area is well-lighted, equipped with modern facilities, and adheres to 5S principles for environmental cleanliness and green management.
- Library.
- Lactation Room: With a predominantly female workforce, CPC places significant emphasis on women's benefits. Measures include setting up a dedicated lactation room with a special refrigerator, bottle sterilizer, air purifier, heater, and a warm, well-appointed environment to support nursing



# Benefits and Pension System

GRI 201-3, 401-2

## Employee Salary and Benefits Expenditure

The average salary and benefits expenditure per employee reached TWD 426.57 million in 2023, including salaries, bonuses, labor and health insurance, as well as various company benefits and subsidies.

	2023	2022	2021
Expense (TWD)	426575565	390751466	379935802

## Employee Benefits for Marriage, Bereavement, and Childbirth Expenses

	2023			2022			2021		
	Wedding Cash Gift	Bereavement Cash Gift	Maternity Congratulations Benefits	Wedding Cash Gift	Bereavement Cash Gift	Maternity Congratulations Benefits	Wedding Cash Gift	Bereavement Cash Gift	Maternity Congratulations Benefits
Allowance Headcount	10	22	8	9	7	11	15	12	16
Total (TWD)	96000	220000	75000	54000	35000	55000	90000	60000	80000

## Pension System

- Retirement and Severance Internal Policies: To ensure that retirement benefits and related procedures are properly managed, CPC has established the "Retirement and Severance Internal Policies." These Internal Policies apply to all employees employed by CPC who receive a salary. Employees who meet the legal requirements for voluntary or mandatory retirement are eligible to apply for retirement. The standards for issuing retirement pensions are governed by the relevant provisions of the Labor Standards Act and the Labor Pension Act. In accordance with the Labor Standards Act, a Labor Pension Supervisory Committee is established to manage the allocation and disbursement of retirement reserves. Alternatively, in compliance with the Labor Pension Act, retirement funds are contributed monthly for employees.
- According to the Labor Standards Act pension system, pension reserves are fully allocated monthly based on the total wages of employees and stored in the "CPC Labor Pension Accounts" established with The Shanghai Commercial & Savings Bank.
- Under the Labor Pension Act, an amount equal to 6% of each employee's wage contributed by CPC each month is deposited into the individual labor pension account established with the Labor Insurance Bureau. Employees who voluntarily contribute to their retirement fund have the additional amount deducted from their monthly salary and deposited into their personal retirement fund account with the Labor Insurance Bureau, according to the voluntary contribution rate.
- Retired Employee Recognition Program: The "Retired Employee Recognition Program" is designed to issue retirement mementos when employees apply for retirement. These mementos are to be gifted by the highest-ranking supervisor of the respective unit. The program also provides these mementos to retired employees who have already left, in recognition of their years of service and contributions. The program has been well received by employees, who genuinely feel that they are valued by CPC since its implementation.
- Benefits for Employees After Retirement:
  - From the month following the retirement effective date, a subscription to Learning & Development Magazine is provided for one year.
  - During the Spring Festival, Dragon Boat Festival, and Mid-Autumn Festival, retirees are visited or contacted by letter, and a gift voucher or equivalent gift valued at TWD 2,000 is given. This benefit is provided for up to 3 years.
  - Plan for extending group insurance coverage after retirement.

	2023	2022	2021
Separation Pay Distributed by the Company	10385	11045	11519
Retirement Pay Distributed by the Company	40856	35858	34910
The 6% Retirement Pay Distributed by the Company	152038	137324	135129
Total	203279	184227	181558

Note: (TWD Thousand)

# Student Classroom Quality

GRI 416-1

To ensure that students have a secure and comfortable environment for learning, CPC's regional training classrooms offer not only professional classroom facilities but also high-quality amenities such as air conditioning, clean water, a library, rest areas, a nursery room, and accessibility features. All classrooms are equipped with air quality monitoring systems that track various air parameters in real time to ensure they remain within normal ranges, maintaining a healthy environment for students.

A total of 113,500 training sessions were conducted in 2023, with an overall satisfaction score of 92.76. The revenue from educational training activities was TWD 391,623,160, accounting for 23% of the total revenue of TWD 1,684,022,890.

Taipei Chengde Training Center venue



Central Regional Office Classroom



Southern Taiwan Science Park Training Center



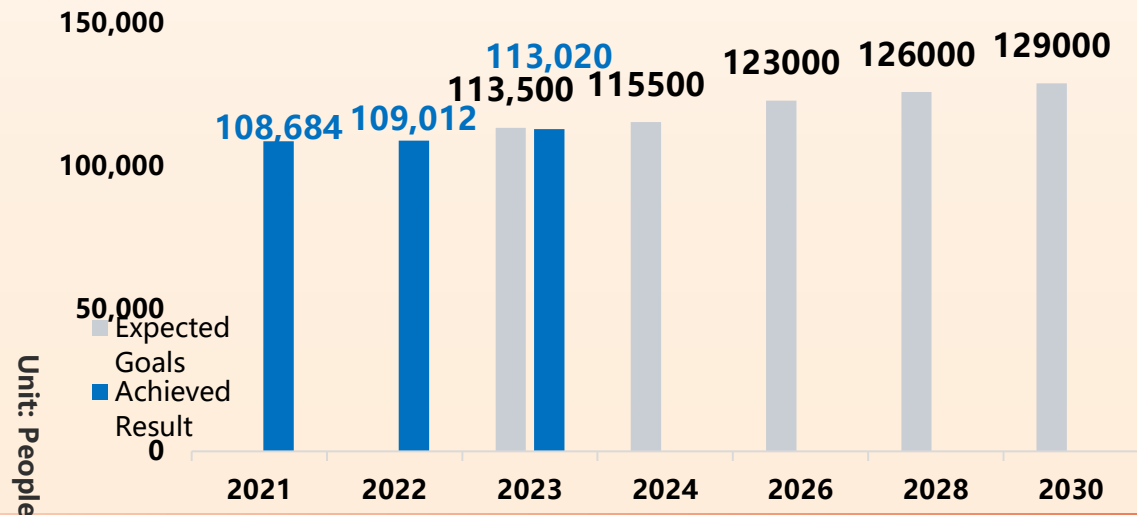
TTQS Evaluation - Gold Medal



TTQS Evaluation - Silver Medal



Public Courses Learning and Growth Participants

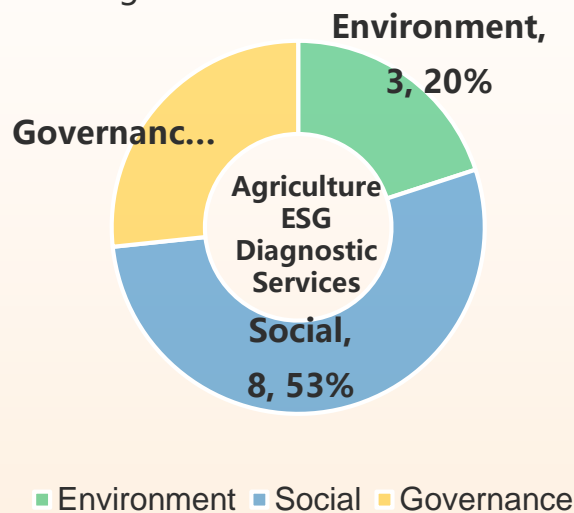


# Enterprise Diagnostic Services

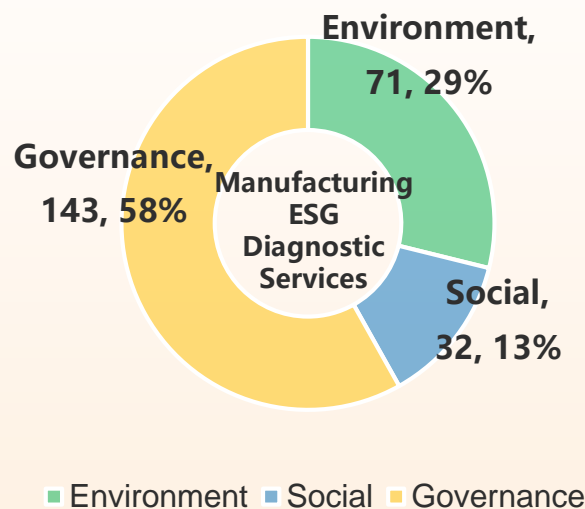
GRI 2--6

## Industry ESG Diagnostic Services

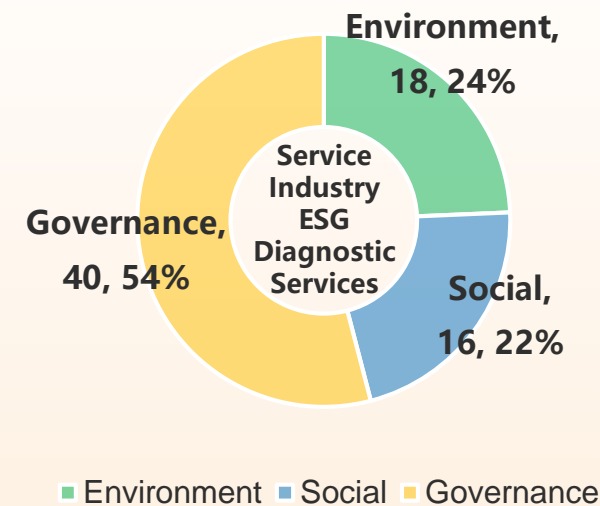
CPC has been committed to continuously develop the ESG expertise of industry consultants, guiding companies to align with international trends and industry dynamics. Upholding the mission of "business management consulting," CPC launched the "Industry ESG Clinic" in 2022, proactively providing ESG knowledge to various industries and the public, and supporting companies in their growth towards sustainability. A total of 198 Corporate Diagnostic Services sessions were conducted in 2023.



Promote correct understanding and implementation of agricultural management, local production and consumption, smart agriculture, and carbon neutrality among agricultural institutions, farmer groups, and cooperatives. This fosters local cultural heritage, achieves a win-win mindset, and enhances local growth and symbiosis.



Assist businesses in responding to the impacts of Industry 4.0 and climate change by providing accurate knowledge and effective implementation of smart and low-carbon applications. Offer customized services based on the company's condition and operations to achieve a dual transition in digitalization and net-zero emissions, enhancing competitiveness.



Proactively provide companies with resources for R&D innovation, offer advice on drafting R&D plans, and support ongoing investment in valuable innovation. This helps businesses advance in commercial services, R&D innovation, and net-zero transition.

# Enterprise Diagnostic Services

GRI 2--6

## myMKC Management Knowledge Platform

CPC continually monitors international trends and industry dynamics. With the core philosophy of "giving back to society through expertise," CPC launched the "myMKC Management Knowledge Center Platform" on the 11th of November, 2010. The platform actively disseminates knowledge in management, offering diverse perspectives and problem-solving solutions to stakeholders across various sectors. CPC aims to "make CPC MKC (Management Knowledge Center) the face of management" and to become a trusted and recognized source of knowledge, contributing through multiple platforms to support businesses in growth, excellence, and sustainability.

A total of 30 ESG-themed articles were published in 2023, along with over 650 articles on sustainability issues. The accumulated management knowledge resources exceed 4,000 items.

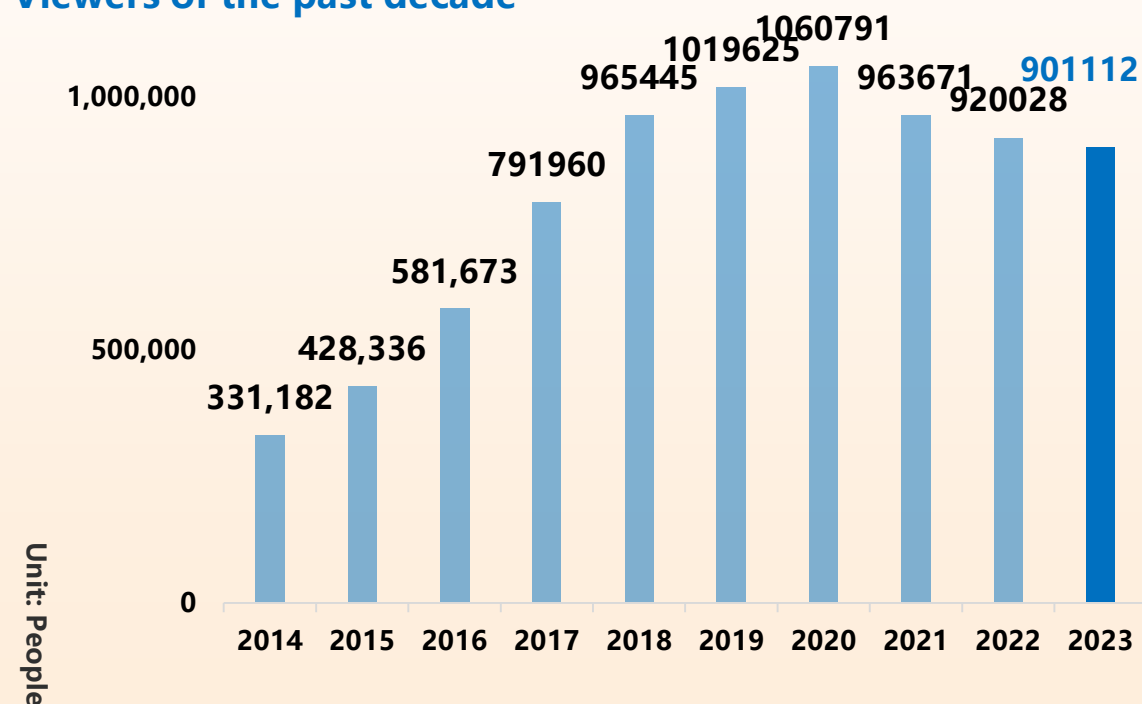
myMKC.com 管理知識中心  
my Management Knowledge Center



## Relevant Social Media Platform



## Viewers of the past decade



# Enterprise Diagnostic Services

GRI 2--6

## Management Effectiveness Assessment (ME Bench) Platform

CPC has developed numerous assessment tools applicable to various industries and management topics. CPC launched the "Management Effectiveness Assessment Platform (ME Bench)" in April 2021. This platform includes 10 assessment tools, categorized into two main types: by function (strategic management, quality performance, digital capabilities, knowledge management, human capital, and innovation applications) and by industry (primary, secondary, and tertiary sectors). It is the most comprehensive and extensive self-assessment platform for corporate management in the country.



**Origin Introduction**  
The main purpose of this platform is to assist consultants and business executives in grasping the current company status in real time through evaluations by introducing the employees' understanding of the organization, clarifying the focus of knowledge management, and the degree of digital transformation in the various industries in order to improve the company's management & operations.

**Platform Application Method**  
The platform includes 10 distinct & 100+ sub-categories (Industry Type) and (Function Type). The user first understands categories and can enter the platform; select the appropriate evaluation, and answer the related questions. If the entered information does not understand the company's problem, the user can click the (Function Type) button and select the appropriate evaluation according to the industry type of the company. Conversely, if the company director is clear about the company's problem, the user can click the (Industry Type) button and evaluate the evaluation according to the company's current problem.

**[Industry Types] Related Evaluation Introduction**  
Industry types are divided into primary, secondary, and tertiary industry subtypes.  
Primary industry contains Knowledge Management Evaluation, Enterprise Innovation Evaluation and Culture Evaluation, Business Excellence Evaluation, and Production Capability Evaluation respectively aimed at assessing the primary industry in order to help to improve the manufacturing process and/or the agricultural production. Secondary industry contains Productivity & AI Maturity Evaluation, Digital Transformation Maturity Evaluation, Knowledge Management Evaluation, Enterprise Innovation & Development and Culture Evaluation, Business Excellence Evaluation, and Operational Capability Performance Evaluation. Tertiary industry contains all existing companies to understand the degree of enterprise innovation at present and how to improve towards Industry 4.0 standards. Tertiary industry contains Knowledge Management Evaluation, Enterprise Innovation Evaluation and Culture Evaluation, Business Excellence Evaluation, and Innovation Capability Performance Evaluation assessments aimed at assessing the service industry to apply technology to actually embed consumer operating habits and enhance enterprise service operations. Responses of the evaluation is reviewed by the enterprise itself or by consultants, the enterprise can be inspired to find the problem area based on the final evaluation results and use it as a reference to formulate the appropriate solution.

**[Function Types] Related Evaluation Introduction**  
Function types are divided into 10 categories: Business Strategy, Quality and Efficiency, Digital Capability, Knowledge Management, Human Capital, and Innovation Applications.  
The Business Strategy category contains Business Excellence Evaluation, which can assist operators in all fields to understand the advantages of their own management and markets that need improvement. The Quality and Efficiency category contains PQC (Process Quality), Innovation & Digital Transformation, and Innovation Management Evaluation in the area of innovation based on the spirit of Total Quality Management. The Digital Capability category contains ten evaluations (Productivity & AI Maturity Evaluation and Digital Transformation Maturity Evaluation) aimed at assessing consultants or business executives to measure the degree of industry in order to help manufacturing and digital transformation. The Knowledge Management category (Knowledge Management Evaluation) that enables enterprises to rapidly grasp the current status of their own operations and clarify the focus of knowledge management in order to achieve efficient effects. The Human Capital category contains (Corporate Innovation, Environment and Culture Evaluation) that enables enterprises to understand the current employees' perception of the organization and use it as a reference before and after the strategic planning or organizational changes. The Innovation Applications category contains (Innovation Capability Performance Evaluation) that can assist consultants or business executives to make the company's innovative thoughts in areas such as company growth, product development system, management and service, leader step, as well as brand and culture.

**Industry** **Function Types**



# Promotion of Industry Development and Transition

GRI 2--6

CPC not only builds and implements internal sustainability performance initiatives but also extends its services outward, actively promoting sustainability concepts. It supports students, businesses, and governments in advancing towards global sustainable development goals.

## NGO/NPO Social Impact Enhancement Seminar

President Pao-Cheng Chang was invited by the Taiwan Institute for Sustainable Energy (TAISE) to offer insights on how NGOs and NPOs can position themselves during global sustainability development. By providing ongoing business counseling and training, CPC continues to support domestic companies in their pursuit of excellence, while collaborating with like-minded organizations and associations to promote the GP Green Ecosystem and advocating for a win-win mindset that benefits both people and the environment.



Held on the 8th of March, 2024, with over 350 NGO and NPO personnel participating, the event aimed to strengthen the connection and expand the impact of civilian sustainability efforts.

## How Similar Legal Person Entities Can Assist Organizations in Conducting ESG-Sharing Sessions

The Chief Sustainability Officer, upon invitation from various administrative and foundation legal person entities, shared insights on how similar organizations can implement ESG within their structures.

Through CPC's own implementation cases, we assist similar organizations in developing their internal ESG sustainability reports.



Held on the 17th of May, 2024, with a total of 13 representatives from various legal persons in attendance, all expressed a clear understanding of the overall ESG framework and extended their gratitude to CPC for facilitating benchmark sharing.

## ESG Corporate Sustainability Course

- CPC established the ESG Sustainability Development Academy to plan the ESG talent training blueprint for business. By offering diverse course with effective learning path to support enterprises in their sustainability endeavors. A total of 178 courses were held with 1,970 students, and the satisfaction score was 93.7.
- Starting from late 2023, the Central Regional Office was commissioned by the Workforce Development Agency Taichung-Changhua-Nantou Regional Branch of the Ministry of Labor to host courses for occupational trainings, on-the-job trainings, and seed instructor trainings.

## Taiwan External Trade Development Council (TAITRA) "ESG Green Partner"

To deepen the implementation of ESG and promote green exhibitions, the Taiwan External Trade Development Council (TAITRA) invited relevant businesses and vendors to contribute to the planet, facilitate SDGs goals and actions, and collectively practice corporate sustainability.

In 2023, CPC participated in the ESG Green MICE Partnership evaluation, and won the Silver Partner award.



112/01/01-112/12/31 「ESG綠色好夥伴」名單

Gold Partner (6)		Silver Partner (7)	
編號	公司名稱	統一編號	
1	太陽神電力股份有限公司	91066661	
2	趣奇農園	47737614	
3	財團法人中國生產力中心	04208592	
4	展盛展覽有限公司	80409711	
5	財團法人商業發展研究院	48902416	
6	派克然股份有限公司	83763371	
7	艾力得國際會議顧問股份有限公司	42879101	



# Promotion of Industry Development and Transition

GRI 2--6

## Embrace the Joy of Reading

CPC President Pao-Cheng Chang advocates for companies to reignite their passion for reading, enhance their intellectual capital, and embed reading deeply into their corporate culture. By embracing diverse reading, companies can achieve excellence, stimulate employees to seek knowledge and innovative thinking through active reading, and implement sustainable talent development strategies. Organized 10 sessions aligned with the SDGs. On-site attendance totaled 966 on-site participants, 363 on line participants, and 171 media exposures.

**工商時報 A12 活動資訊** | <http://itpe.com.tw> | 中華民國112年8月14日/星期一

### CPC推企業閱讀趣 強化人才資本

辦「擁抱光芒閱讀趣系列活動」第四場，百家企業共襄盛舉，關注後疫時代，企業在人才發展與組織成長新課題

文/蕭淑芬

財團法人中國生產力中心(CPC)於11日舉辦「擁抱光芒閱讀趣系列活動」知識管理座談會，CPC總經理蕭淑芬出席活動時表示，在智慧經濟時代，無形資本中最重要的就是人才資本。她宣稱表示，希望學者能將知識不侷限於企業內，企業能一環扣一環帶動全民的閱讀運動。

第四場「擁抱光芒閱讀趣系列活動」在擁護精科技、人文紀念館多功能禮堂舉辦，由CPC學習成長卓越發展副總經理訂活動主題為「擁抱閱讀學 擁光鑽石人才」。活動現場集了百家企業共襄盛舉，共同關注後疫時代，企業在人才發展與組織成長的新課題。

CPC學習成長卓越發展副總經理蕭淑芬等重點式介紹閱讀之能量，搭配CPC知識管理座談會以「從品質管理卓越經營提煉的人才管理」為題，分享中部大甲地區知名鋼鐵一級珍寶食品公司如何讓企業閱讀「有質量的企業」，從傳統工業發展至精製，進而讓銀行在世紀以來成為受人尊敬、讓人感動所有社會價值的企业，不斷地突破，形勢變遷系統化工具，提升員工思考能力，讓員工學會解決問題的能力。

蕭淑芬表示由丹特生物科技總經理林進財以「擁抱閱讀 (7Q & 1E) 提升競爭力提升之道」發表精彩演說，現場贏得滿堂喝采。接著由副總經理蕭淑芬主持，由CPC學習成長卓越發展副總經理訂活動主題為「擁抱閱讀學 擁光鑽石人才」。活動現場集了百家企業共襄盛舉，共同關注後疫時代，企業在人才發展與組織成長的新課題。

CPC與企業更緊密的交流合作，進而協助企業從經營管理思考人才管理與發展議題及解決方案，讓閱讀活動能更有效地提升企業競爭力。而活動則在台上與台下熱烈互動中圓滿結束。

財團法人中國生產力中心舉辦「擁抱光芒閱讀趣系列活動」知識管理座談會第四場，中國生產力中心總經理蕭淑芬與出席企業代表共同合影。

圖/中國生產力中心提供



### 擁抱光芒閱讀趣 系列活動介紹

跨閱方能卓越

<p>擁抱光芒閱讀趣 系列活動 (一)</p> <p><b>6.8</b></p> <p>綠色升級 開創永續商機</p> <p>時間：112.6.8(四) 13:30-16:30 地點：臺灣多倫多僑商會4樓禮堂 主辦：臺灣多倫多僑商會</p>	<p>擁抱光芒閱讀趣 系列活動 (二)</p> <p><b>6.15</b></p> <p>邁向脫碳-永續經營 實踐分享會</p> <p>時間：112.6.15(四) 13:30-16:30 地點：臺灣多倫多僑商會4樓禮堂 主辦：臺灣多倫多僑商會</p>	<p>擁抱光芒閱讀趣 系列活動 (三)</p> <p><b>7.25</b></p> <p>衝雲企業 邁向文化 數轉新銳鼎商聚</p> <p>時間：112.7.25(三) 14:00-17:00 地點：秀泰會館 主辦：財團法人中國生產力中心</p>	<p>擁抱光芒閱讀趣 系列活動 (四)</p> <p><b>8.11</b></p> <p>共好領導學 擁光鑽石人才</p> <p>時間：8/11(五) 14:00-16:30 地點：財團法人中國生產力中心 主辦：臺灣多倫多僑商會</p>	<p>擁抱光芒閱讀趣 系列活動 (五)</p> <p><b>8.31</b></p> <p>新銳領袖的低碳 X品牌X時域創價學</p> <p>時間：112.8.31(五) 13:30-17:30 地點：中興路財團法人中國生產力中心 主辦：財團法人中國生產力中心</p>
<p>擁抱光芒閱讀趣 系列活動 (六)</p> <p><b>9.7</b></p> <p>邁向下一個新常态 - ESG永續發展</p> <p>時間：112.9.7(四) 13:30-16:30 地點：臺灣多倫多僑商會4樓禮堂 主辦：臺灣多倫多僑商會</p>	<p>擁抱光芒閱讀趣 系列活動 (七)</p> <p><b>9.25</b></p> <p>拋開陰霾擁抱光芒-112年度在地創生產業共生共榮年會</p> <p>時間：112.9.25(三) 13:30-16:30 地點：中興路財團法人中國生產力中心 主辦：財團法人中國生產力中心</p>	<p>擁抱光芒閱讀趣 系列活動 (八)</p> <p><b>10.13</b></p> <p>運用創新研發資源 實踐綠色永續經營</p> <p>時間：112.10.13(五) 13:30-16:30 地點：財團法人中國生產力中心 主辦：臺灣多倫多僑商會</p>	<p>擁抱光芒閱讀趣 系列活動 (九)</p> <p><b>11.1</b></p> <p>產業創價新力量-長壽趨勢之創新生產力論壇</p> <p>時間：11.1(五) 14:00-16:45 地點：財團法人中國生產力中心 主辦：臺灣多倫多僑商會</p>	<p>更多活動 ↑在這裡</p>

5年 淨零 10年 淨零

8% 淨零 11% 淨零 12% 淨零

Realizing gender equality and empower women → Topic 3  
Reduce inequality domestically and internationally → Topic 3

Promote sustainable economic growth, ensuring everyone has access to suitable employment → Topic 4

Build cities and communities that are inclusive, safe, and sustainable → Topic 5, 6, 7, and 9

Promote a green economy by creating sustainable consumption and production models → Topic 1, 2, 8, and 10



# Promotion of Industry Development and Transition

GRI 2-6

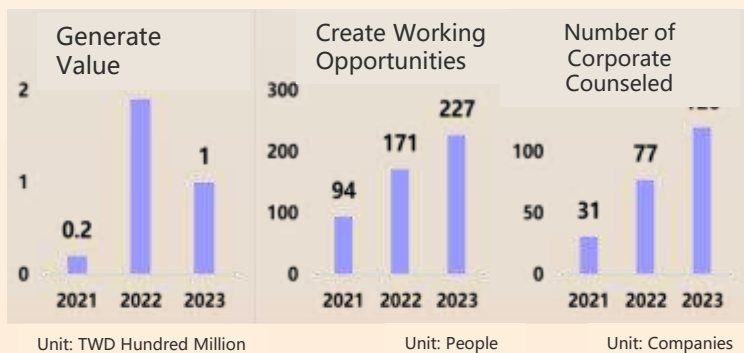
## Indigenous Taiwanese Innovation Start-ups

The Council of Indigenous Peoples has commissioned CPC to implement three phases of a four-year economic development plan since 2014, focusing on connecting Indigenous Taiwanese industries with enterprises to foster a networked ecosystem. This initiative aims to accelerate the upgrading and transition of Indigenous Taiwanese industries. It has assisted 120 entrepreneurs, created 227 job opportunities, and generated a total output value of TWD 310 million.



In 2023, CPC has managed the Inspiring Women Entrepreneurs (IWE) program in collaboration with the Council of Indigenous Peoples and the American Institute in Taiwan. This program provides entrepreneurial pilot courses for Indigenous Taiwanese women.

CPC hosted the Council of Indigenous Peoples "Million-Dollar Startup Program" award ceremony in 2023, which supported the birth of 20 new startups.



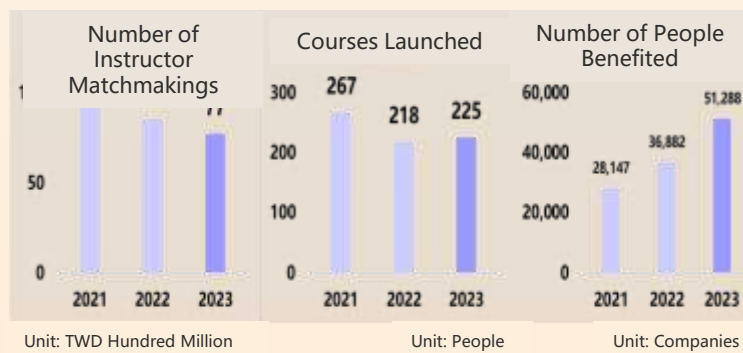
## Silver Hair Mentorship Service

Since 2014, CPC has been commissioned by the Taipei City Government's Department of Social Welfare to implement the "Silver Hair Mentorship Service" aimed at enabling retirees to continue contributing their expertise to society. We have organized 71 training sessions and activities (with an average satisfaction rate exceeding 90%), matched 787 senior mentors, assisted 1,278 units in offering 2,359 courses, and created a total of 439,829 beneficiaries.



CPC hosted the 2023 Silver Hair Mentors Presentation event for the Taipei City Government Department of Social Welfare, presenting the fruit of services promoting cross-generation cooperation.

Silver Hair Mentors Educational Training



## "Cherish Food" for Net-zero Green Lifestyle

Since 2022, CPC has been commissioned by the Agriculture and Food Agency of the Ministry of Agriculture to guide the 132 Farmer's Associations in Taiwan to set up retail locations and operate Food Cherishing Corners, promoting "Zero hunger through cherishing food" by encouraging the utilization of agricultural products with damaged appearances or closer to the expiry date to be used locally, reducing the food wasted. A total of **168** Food Cherishing Corners were created (**46** in the Northern reign, **51** in the Central reign, **48** in the Southern reign, and **23** in the Eastern reign), expanding the Farmer's Association services in acquiring reasonably priced and high-quality food ingredients. The future goal is to increase Food Cherishing Corners to **250** locations, supporting the promotion of food cherishing in the front line of agriculture production.



# Promotion of Industry Development and Transition

GRI 2-6

CPC, appointed by government agencies, has served as the National Office of the APO (Asian Productivity Organization) since 2013. CPC successfully established the APO Center of Excellence on Green Productivity in Taiwan in 2013, followed by the APO Smart Manufacturing Excellence Center in 2019, demonstrating international recognition of Taiwan's achievements and expertise in these fields.

## 21 Member States/Economic Bodies



Note: Hong Kong's membership was suspended in 1997.

### APO在台成立綠色卓越中心



### APO支持 智慧製造卓越中心在台成立



## APO Center of Excellence on Green Productivity (Green Cultivation Team) & Smart Manufacturing Excellence Center Promotion Results



Visited India's "National Mission for Clean Ganga" wastewater treatment plant

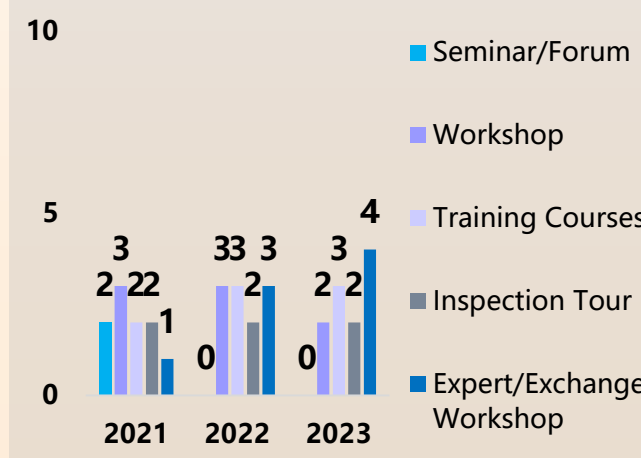


Visited the Ministry of Industry Indonesia (MII) to promote cooperation opportunities between Taiwan and Indonesia for developing and cultivating our Industry 4.0 talent system.



The APO Center of Excellence on Green Productivity invited representatives from India, Malaysia, Thailand, and Vietnam to discuss renewable energy development and applications, as well as circular economy issues, with Taiwan's experts.

For the past three years, a total of 32 events were held in Taiwan, with a cumulative participation of 1,288 individuals from other member states.



For the past three years, CPC recommended and sent a total of 303 individuals from Taiwan's government, academia, and research sectors to participate in a total of 146 programs held in other member countries of the APO.



# Community Building and Inclusion

GRI 203-1, 203-2

In response to community needs and to fulfill its corporate social responsibility, CPC has been actively engaging in altruistic actions since 2005. Based in Xizhi, we have planned a series of "Hand in Hand with Xizhi" activities, using our funds to provide tangible support through various methods, such as disaster recovery assistance, care for disadvantaged groups, and local community support. CPC aims to extend its energy to society, contribute to local development, and make a meaningful impact, starting from the company's small efforts to benefit the broader community.

## Donated TWD 1,000,000 for Earthquake Reconstruction in Turkey



In response to the severe earthquake disaster in Turkey, an APO member country, CPC expressed our concern by donating to Taiwan's special fund account for the government's 'Turkey Earthquake Relief Project.' A donation of TWD 1,000,000 was made to demonstrate our deep concern and to assist the affected people in Turkey in their efforts to restore their daily lives as soon as possible.

## Smart Manufacturing Experience Workshop

CPC aims to demonstrate its contemporary operational capabilities as a training organization to align with industry technology updates and expand social participation in skills certification. In collaboration with the Skill Evaluation Center of Workforce Development Agency, Ministry of Labor, CPC conducted 'Fixed Crane Operation Simulation System – Technical Test Evaluator Qualification Training' from 8th to 9th of February, 2023, at the Smart Manufacturing Experience Workshop of CPC's Central Regional Service Center. The event included a demonstration and a seminar, with a venue rental discount provided.

## Donated Four Batches of Office Conference Room Chairs



# Community Building and Inclusion

GRI 203-1, 203-2

## “Spread the Love” gratitude event combined with charitable products

Three rounds of the "Spread the Love" gratitude event were organized for employee engagement in 2023. To reward and support employees for their diligent learning and adherence to mentorship, the event encouraged expressing appreciation through writing cards and giving gifts. CPC also integrated charitable products, embodying the "Spread the Love" spirit to both encourage employees actions and showcase CPC's spirit of social contribution and support for the disadvantaged.

Number of participants: 1,428

Charity Results: 9 charitable organizations, with a total donation of TWD 306,728

	First Round - Reward for Learning	Second Round - Reward for Learning	Third Round - Reward for Mentoring
Date	June - July	July - August	September (Teacher' s Day)
Number of Applicants	39	57	85
Number of People Encouraged	203	407	637
Charitable Organizations	<ul style="list-style-type: none"> <li>- Foundations Eden Social Welfare Foundation, Syinlu Social Welfare Foundation, Down Syndrome Foundation R.O.C, Taiwan Fund for Children and Families (Xingfu Shop)</li> <li>- Corporation Aggregate Taiwan LoveDog Stray Foster Family Association; Xiao Ling Ding Simply ICR, Changhua County; Joyful Polio Care Association Affiliated Love Doubled Workshop, Changhua County; Taichung City Welfare and Care Association for Persons with Disabilities</li> <li>-New Taipei City Da' an Sheltered Workshop</li> </ul>		
Charitable Purchases (TWD)	53584	89766	163378



# Governance-CPC

## Refine Governance and Management Strategies

- 78 Structure and Functioning of Board of Directors and Supervisors
- 80 Compensation and Remuneration of Directors and Supervisors
- 81 Financial Management and Performance      83 Ethics and Integrity
- 85 Risk Management      87 Internal Control and Internal Audit
- 90 Legal Compliance Management
- 91 Information Security and Personal Information Protection

### Material Topics of the Chapter

- Structure and Functioning of the Board of Directors and Supervisors
- Internal Control and Internal Audit
- Legal Compliance Management
- Information Security and Personal Information Protection

### CPC's Response to SDGs

SDG	4	5	8	10	16
Structure and Functioning of the Board of Directors and Supervisors	4.7	5.5	8.3	10.4	16.6
Internal Control and Internal Audit		5.C	8.5		16.7
Legal Compliance Management			8.8		
Information Security and Personal Information Protection					



# Structure and Functioning of the Board of Directors and Supervisors

GRI 2-9~2-15, 2-17, 2-18

As the leading brand of consultant institution of Taiwan, CPC understands that a clear organizational vision and strategies are fundamental for sustainable management. Therefore under the managerial leadership of the Directors, Supervisors, Chairperson, and President, CPC developed and established comprehensive vision and strategic guidelines, enhancing the supervision of the functioning of the Board of Directors, respecting and protecting the interests and benefits of the stakeholders, increasing the transparency of information, and increasing organizational operation performance and practice the corporate sustainable management by abiding to the spirit of adhering ethical management principle, enacting various systems and guidelines and implementing corporate governance.

## Governance Structure of Juridical Person

### ■ Name of the Highest Governance Body: Board of Directors and Supervisors

-CPC shall establish a Board of Directors consisting of 7 to 15 Directors. The number of Directors shall be an odd number, with 2 to 5 managing Directors chosen among and by the Directors. The Board of Directors elects one of the managing Directors to serve as the Chairperson. The Chairperson represents the CPC externally

### ■ Chairperson of Highest Governance Body: Chairperson Sheng-Hsiung Hsu

Operator of CPC-The Chairperson and President of CPC clearly articulate the organization's vision and strategy, ensuring that all employees and the public are informed. This shall serve as the foundation for sustainable management.

### ■ Conflict of Interest Management: CPC has established conflict of interest avoidance policies for all employees to follow, and there have been no unusual incidents to date.

## Composition of Board of Directors and Supervisors

### ■ The 28th Board of Directors and Supervisors consists of 15 Directors (with terms from 11th of January, 2021 to 10th of January, 2024), which includes 1 Chairperson, 5 Managing Directors (including the Chairperson), 10 Directors, and 3 Supervisors. Terms as 3 years.

### ■ The CPC brings together elites from industry, government, academia, and research to form a robust governance Board of Directors and Supervisors, collectively leveraging their professional expertise from various fields.

## Nomination and Appointment

### ■ Handling in accordance with Subparagraph 1, Paragraph 2, Article 11 of the Charter of Endowment. More than half of the total number of Directors and Supervisors are appointed by the competent authorities, and the method of appointment is as follows:

- Competent Authorities appointed 4 to 8 Director representatives and 2 Supervisor representatives

-Managing Directors shall nominate between 3 to 7 representatives for the Directors from among business professionals and experts in relevant fields who have made significant contributions to the CPC, as well as 1 representative for the Supervisor role.

### ■ The highest governing body responsible for decision-making and overseeing the organization's impact on the economy, environment, and people: The Funds Custodian Committee

The CPC Fund is contributed by fifty public and private industrial and commercial enterprises and consists of a total of TWD 10 million, which includes cash donations as well as accumulated interest income and a portion of business expenses. The fund may also accept donations of cash, property, and other resources of a financial or fund nature from domestic and international public and private institutions, as well as individuals. The CPC Fund will be managed by the Funds Custodian Committee, which is formed by selecting three members from the Board of Directors. The committee is responsible for the custody and utilization of the fund, with its procedures to be determined separately. For the 28th Board of Directors and Supervisors meeting, Managing Director Fu-Tien Hsu, Director Shih-Ping Chen, and Director Fu-Hsiung Cheng were appointed as fund custodians. The appointments were approved by all attending board and Supervisory committee members

-The CPC may establish several committees in addition to the Fund Custodian Committee, and provide comments and recommendation guidelines to the Board of Directors, and the relevant policies may be established separately



# Structure and Functioning of the Board of Directors and Supervisors

GRI 2-9~2-15, 2-17, 2-18

The term of the 28th Board of Directors and Supervisors is from the 11th of January, 2021, to the 10th of January, 2024

Board Members: Equity and Diversity of Board of Directors and Supervisors Members

Title	Name	Sex	Age	Background	Current Position
1. Chairperson	Sheng-Hsiung Hsu	Male	65 and Above	Honorary Doctorate, National Taiwan Normal University	Chairperson/Compal & New Kinpo Group
2. Managing Director	Chen-Hua Wu	Male	55-64	Master Degree in Industrial Safety and Risk Management, College of Engineering, National Chiao Tung University	Knowledge Economy Industry Division, Industrial Development Administration, Ministry of Economic Affairs/Deputy Team Leader
3. Managing Director	Yung-Yi Li	Male	45-54	Master of Power Engineering, National Tsing Hua University	Administration of Commerce, Ministry of Economic Affairs/Senior Specialist
4. Managing Director	Kuo-Ming Wang	Male	65 and Above	Doctor of Philosophy in Industrial Engineering, Kansas State University, USA	Yuan Ze University/Chair Professor
5. Managing Director	Kuo-Chin Chuang	Male	65 and Above	Doctor of Philosophy in Engineering, Massachusetts Institute of Technology (MIT), USA	LOGICOM Inc./Chairperson
6. Director	Hou-Wei, Wang	Male	55-64	Master of Institute of Interdisciplinary Studies for Social Sciences, National Sun Yat-Sen University	Department of Employment Relations, Ministry of Labor/Director
7. Director	Yu-Chen Wang	Female	55-64	Ph.D of Department of Real Estate & Built Environment, National Taipei University	Department of Planning, Ministry of Agriculture, Executive Yuan/Deputy Director General
8. Director	Su-Ling Lin	Female	55-64	Master for Eminent Public Administrators, National Chengchi University	Department of Investment Promotion, Ministry of Economic Affairs/Specialist
9. Director	Yung-Chang Chen	Male	65 and Above	Master of Science in Finance, Florida International University, USA	Department of International Cooperation, Ministry of Economic Affairs/Director General
10. Director	Chia-Ling Chi	Female	45-54	Master in Public Administration, National Chengchi University	Department of Personnel, Ministry of Economic Affairs/Specialist
11. Director	Yuen-Feng Chang	Male	55-64	Master in Industrial Engineering from Chung Yuan Christian University	Team 7, Bureau of Standards, Metrology and Inspection, Ministry of Economic Affairs/Team Leader
12. Director	Fu-Hsiung Cheng	Male	65 and Above	Bachelor in Mechanical Engineering from National Taiwan University	Taiwan Electrical and Electronic Manufacturers' Association/Vice Chairperson
13. Director	Hui-Chen Liu	Female	65 and Above	Master in Business Administration from the University of San Francisco	NEW DEANTRONICS LTD./Chairperson
14. Director	Tzu-Ling Chang	Female	65 and Above	Bachelor in Business Management, Sussex College, UK	Everspring Industry Co., Ltd./Chairperson
15. Director	Ching-Feng Yang	Male	65 and Above	Department of Economics, National Chung Hsing University	Tainan Enterprises Co. Ltd./Chairperson
1. Supervisor	Ming-Hui Wu	Female	55-64	Master in Economic Research, National Taiwan University	Department of Economic Development, National Development Council/Director
2. Supervisor	Li-Li Shih	Female	55-64	Master in Technology Application and Human Resource Development, National Taiwan Normal University	Financial Assistance Division, Small and Medium Enterprise Administration, Ministry of Economic Affairs/Deputy Team Lead
3. Supervisor	Cheng-Tsung Huang	Male	65 and Above	Bachelor of Economics, Fu Jen Catholic University	Sen Yeh Construction Co., Ltd./ Chairperson

	Distribution	Directors
Sex	Male	10
	Female	5
Age	45-54 years old	2
	55-64 years old	5
	Over 65	8
Professional Background	Law	2
	Finance and Accounting	4
	Industry	4
	Marketing/Technology	6
	Others	2

## Meeting Status for 2023

- The Board of Directors and Supervisors convenes joint meetings three times annually to review and supervise business performance. The meetings also focus on and discuss important sustainability and ESG strategy issues and key significant events, including economic, environmental, and human rights impacts, as well as associated risks and opportunities. Confirm the responsible unit for follow-up actions through the meeting, and provide a tracking report on the handling status at the next meeting Reported and resolution matters which are set forth in the law and regulations shall be reported in each Board of Directors' meeting, such as business handling status, financial statement, audit report, and others.
- Promotion and implementation of each important business shall be presented in the all employees' consciousness monthly meeting.
- Meeting minutes of each convened Board of Directors and Supervisors meeting were submitted to the Ministry of Economic Affairs for approval and kept in record.

Date	Term	Project Attendees	Actual Attendees	Attendance Rates	Record Approval and Book-keeping	Issue Approved
14th of April	8th	15	15	100%	Yes	Item 1: Changing of CPC Governmental Authorities Director Representatives Item 2: 2022 CPC Final Financial Statement Item 3: To maintain liquidity for the CPC' s fund management, it is proposed to extend the term of the short-term loan that is set to mature in July 2023
24th of July	9th	15	15	100%	Yes	Item 1: Extension on the terms of the 28th Board of Directors of the CPC Item 2: 2024 Budget Proposal of CPC Item 3: To maintain liquidity for the CPC' s fund management, it is proposed to extend the term of the short-term loan that is set to mature in September 2023
28th of December	10th	15	15	100%	Yes	Issue 1: Changing of CPC Governmental Authorities Supervisor Representatives Issue 2: CPC Audit Planning of 2024
Actual Convening Rate					100%	



# Compensation and Remuneration of Directors and Supervisors GRI 2-19, 2-20

## Remuneration policies

CPC Board of Directors and Supervisors hold unpaid positions. They receive a stipend of TWD 5,000 according to the “Regulations on the Remuneration for Concurrent Positions in Executive Yuan Agencies” each time they attend a board meeting. No other compensation is provided.



## Performance Evaluation

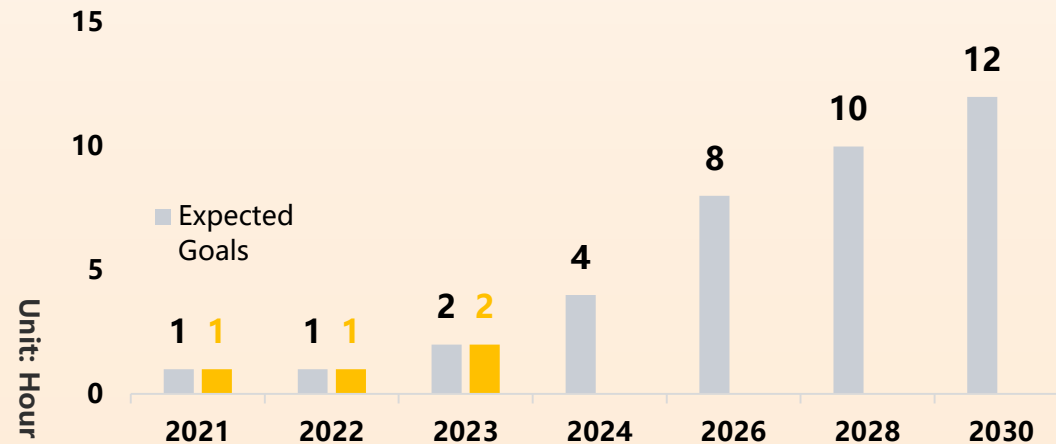
- According to the relevant laws and regulations, the related proposals are submitted for discussion by the Board of Directors and then sent to the competent authority for approval. The proposal was approved in 2023
- The Board of Directors’ Meeting is convened at least once semiannually
- Attendance Rate of each Board of Directors’ meeting if exceeds 2/3 of the board.
- If a relevant proposal involves a conflict of interest for a Director, the Director recuses themselves voluntarily, or the Chairperson has the responsibility to demand that the Director recuse himself/herself.
- Annual Continuing Education Hours for Board of Directors
- The Board of Directors understands and supervises the accounting system, financial condition and financial statements, audit reports, and their tracking.
- The Board of Directors oversees the various existing or potential risks of the company precisely.
- The Board of Directors maintains effective communication channels with the company's management team
- Addressing sustainable development issues related to the economy, environment, and people/human rights through the ESG committee

## Educational Training for Directors

The CPC periodically provides training and development plans for Directors and Supervisors on issues related to ethical management and economic, environmental, and social aspects related to operations. This is done to maintain core values and professional advantages and capabilities, thereby actively and effectively implementing the corporate governance system.

Organizer	Course name	Date	Time	Course method	Hour	Reference URL
Taipei Foundation of Finance	Sustainable Development and Sustainable Governance Trend	2024/1/5(Fri)	14:00-17:00	Digital Courses	3	<a href="https://tff.org.tw/product/832">https://tff.org.tw/product/832</a>
	Low-Carbon Transition Path Planning - Carbon Inventory (Packaging, Projects, Products)	2024/1/15(Mon)	14:00-17:00	Digital Courses	3	<a href="http://tff.org.tw/product/833">http://tff.org.tw/product/833</a>
	Low-Carbon Transition Path Planning - Carbon Rights and Carbon Valuation	2024/1/22(Mon)	14:00-17:00	Digital Courses	3	<a href="https://tff.org.tw/product/834">https://tff.org.tw/product/834</a>
	Another Solution on the Path to Corporate Net-Zero - Natural Carbon	2024/03/04(Mon)	14:00-16:00	Digital Courses	2	<a href="http://tff.org.tw/product/838">http://tff.org.tw/product/838</a>
	The Taskforce on Nature-related Financial Disclosures-TNFD	2024/03/11 (Mon)	14:00-16:00	Digital Courses	2	<a href="http://tff.org.tw/product/839">http://tff.org.tw/product/839</a>
	Analyzing Circular Economy and Sharing Success Stories	2024/3/22 (Fri)	14:00-17:00	Digital Courses	3	<a href="https://tff.org.tw/product/846">https://tff.org.tw/product/846</a>
	International Financial Reporting Standards(IFRS) 51 and 52	2024/1/1 (Mon)-2024/12/31 (Tues)	Anytime	Digital Course (Pre-recorded)	2	<a href="https://www.cra.tw/product/887">https://www.cra.tw/product/887</a>
Taiwan Corporate Governance Association	Corporate Carbon Management Mindset after the Passing of the Climate Change Response Act	2024/1/32 (Fri)	14:00-17:00	Digital Courses	3	<a href="https://www.cga.org.tw/main/#4.01/course.aspx">https://www.cga.org.tw/main/#4.01/course.aspx</a>
The Institute of Internal Auditors-Chinese Taiwan	Must Know for Key Points and Implications of IFRS 51/52 Internal Controls and Internal Audits	2024/1/24(Wed)	9:30 AM-16:30	Digital Courses	6	<a href="https://www.iaa.org.tw/iaaopen_detail.aspx?iaa_id=3370">https://www.iaa.org.tw/iaaopen_detail.aspx?iaa_id=3370</a>
Accounting Research and Development Foundation	Risk Management - The Key to ESG: Driving Corporate Sustainability Through Risk Management	2024/3/22 (Fri)	09:30-12:30 13:30-16:30	Digital Courses	6	<a href="https://mail.ardf.org.tw/class/indexing.asp?id=24N/A151400&amp;mf">https://mail.ardf.org.tw/class/indexing.asp?id=24N/A151400&amp;mf</a>

## Material Topics Action Management Goal-Promote internal and external ESG enhancement measures

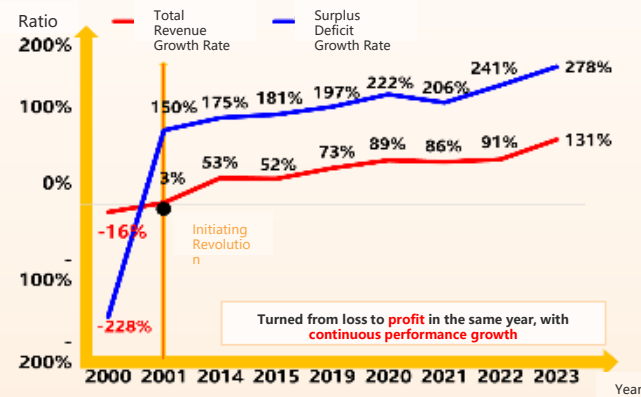




# Financial Management and Performance

GRI 2--2

- After Chairperson Sheng-Hsiung Hsu and President Pao-Cheng Chang took office on the 26th of October, 2000, and 16th of February, 2001, respectively, they faced business and financial difficulties, as well as a crisis due to the significant loss of consultants. With forward-looking vision and bold decisions, they officially initiated a silent revolution process at CPC." 2001 was designated as the "Year of CPC Reconstruction." Through a three-phase transition process—unfreezing, changing, and refreezing—CPC undertook organizational change. This involved a 4R reengineering project covering processes, organizational structure, strategy, and culture. Effective cost control and business development led CPC to stabilize and achieve profitability within that year.
- CPC has operated with zero debt and continues to maintain a sound financial structure, ensuring steady business growth since 2014.
- A Strategy Kick-Off Meeting is held, led personally by the Chairperson, Chief Consultant, and President, along with all levels of regional managers at the beginning of each year. During this meeting, the future short-term, medium-term, and long-term development plans for CPC are clearly outlined. In addition to reviewing the achievement of the annual operational performance goals, the meeting also involves careful and rational planning of the operational and financial objectives for the upcoming year.

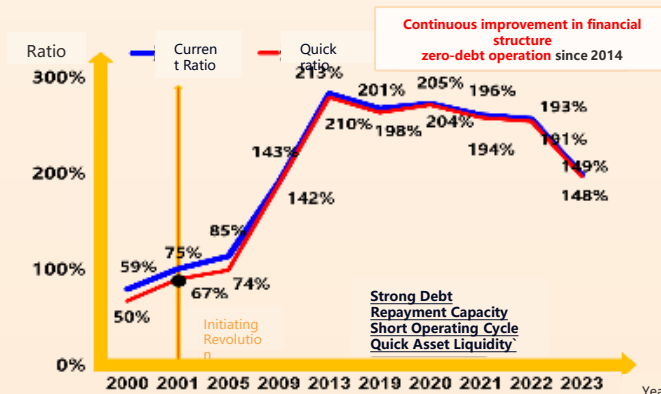


(→For details, please refer to Financial Statement)

## Financial Performance

The overall financial performance continued to show positive growth compared to the previous year in 2023. Operating revenue has grown for three consecutive years, reaching TWD 2.504 billion in 2023, a 1.20% increase from 2022. The net profit after tax for this period is TWD 57 million, reflecting impressive operational results.

CPC's primary source of income is government agency service revenue, which amounts to TWD 1.058 billion (63%). The second major source is revenue from self-managed services, totaling TWD 631 million (37%). These self-managed services include talent cultivation and training, corporate management consulting and diagnostics, information technology services, promotion of management knowledge and media publishing, international organization collaboration services, and others. The boundaries of financial information and the sustainability report disclosures are consistent. The presentation and comparison of financial information for each period are shown in the table below:



	2023	2022	2021	2023
<b>Total Assets</b>	2504722601	1705938871	1596793107	Taipei 1310590
<b>Total Liabilities</b>	1415435956	673754851	609684031	Taichung 155585
<b>Operating Revenue</b>	1684022890	1393731026	1356347732	Kaohsiung 105092
<b>Net profit after tax</b>	57102625	45074944	34285347	Tainan 112756

Unit: TWD

# Financial Management and Performance

GRI 2--2

## CPC Financial Statement/Assurance Report

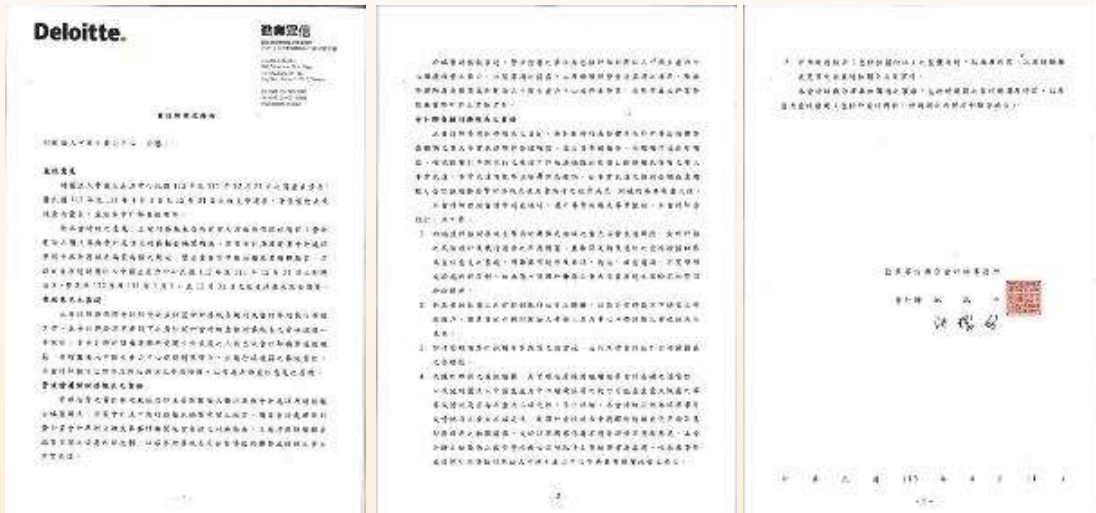
- The Accounting Office consists of professional accounting personnel with educational and working experience.
- Each year's financial report is audited and certified by one of the Big Four global accounting firms, which issues an unqualified audit report.
- **For the year 2023, the audit report with an unqualified opinion was issued by Deloitte Taiwan**

## Accounting System

To effectively design and establish a system that aligns with the nature of accounting, actual business conditions, and future development, CPC follows the regulations stipulated by the Foundation Act and the guidelines issued by the Ministry of Economic Affairs regarding budget and accounting practices and financial reporting for foundations, as well as considerations for accounting system design. CPC established the "China Productivity Center's Accounting System" following the prescribed procedures in 1988. Additionally, the system was revised for the fifth time under adjustments to relevant regulations and announced to all employees for adherence on the 21st of September, 2022.

## Focus on ISSB's sustainability disclosure standards: IFRS S1, IFRS S2

Since the ISSB released the draft disclosure standards IFRS S1 "General Requirements for Disclosure of Sustainability-related Financial Information" and IFRS S2 "Climate-related Disclosures," CPC has continuously monitored sustainability-related financial disclosures. On 23rd of September, 2023, CPC arranged for accountants from Deloitte Taiwan to give an internal presentation, helping CPC's consulting team understand that while financial reports provide historical financial information, sustainability issues must still be evaluated in terms of their impact on the financial disclosures across the overall value chain in the short, medium, and long terms. CPC has been well-prepared for this. If the government implements policies requiring foundation corporations to disclose sustainability-related financial information in the future, CPC will be able to integrate seamlessly. Additionally, the CPC Chief Sustainability Officer also leads public courses to help the public understand the ISSB's sustainability disclosure standards, thereby contributing to CPC's professional expertise.



# Ethics and Integrity

SV-PS-510a.1, 510a.2

GRI 205-2, 2-15, 2-26

## Code of Ethical Management

CPC requires all organizational members to possess qualities of trustworthiness and ethics that clients can rely on to strengthen corporate governance and implement a code of ethical management. Ethics and honesty are not mere slogans; they are based on the "MOEA Guidelines and Principles of Code of Ethical Management for Foundations." CPC established the "China Productivity Center's Code of Ethical Management" on April 26, 2019, which includes 16 articles covering guidelines for ethical behavior, definitions of prohibited misconduct, and channels for reporting and appeals. These codes were approved and announced for implementation following the proper procedures.

Approval Procedures for the CPC Code of Ethical Management were Established on the 26th of April, 2019

Procedure	Level/Unit	Approval/Announcement Date	Approval Document Number
Internal Administrative Procedure for approval and signature	Chairperson	26th of April, 2019	Official Document No. 1080700005
Proposed to Board of Directors and Supervisors for approval	Board of Directors and Supervisors	20th of September, 2019	Meeting Minutes of the 8th Joint Meeting of 27th Board of Directors and Supervisors (Official Letter Ching-Shou-Kung-Tzu No. 10820427011)
Submitted and approved by the Ministry of Economic Affairs	Ministry of Economic Affairs	29th of October, 2019	Same as the aforementioned letter (Official Letter Ching-Shou-Kung-Tzu No. 10820427011)
Announce to all employees for their acknowledgment	Announced by Audit Office	14th of May, 2020	Same as the aforementioned letter (Official Letter Ching-Shou-Kung-Tzu No. 10820427011)

## Ethical Management Declaration

To cultivate a culture of ethical management and a mission of sustainable development, CPC mandates that its Directors, Supervisors, Managers, and all staff members in similar positions must not directly or indirectly offer, promise, request, or receive any improper benefits, or engage in any illegal or unethical behaviors that violate fiduciary duties during their business activities. If any violations of ethical management are detected, they can be reported through the whistle-blowing channel. The identity of the whistle-blower and the content of the report will be kept confidential according to the center's policies.

## Ethical Management Responsible Unit

According to the "China Productivity Center's Code of Ethical Management," CPC ensures the impartiality of the Ethical Management Responsible Unit by designating the "Audit Office," which reports directly to the Board of Directors, as the "CPC Ethical Management Responsible Unit." This unit is responsible for overseeing the implementation and operations of CPC's ethical management. The "CPC Ethical Management Responsible Unit" is responsible for establishing the CPC Code of Ethical Management, as well as handling its implementation and training. The unit reports on the effectiveness of these efforts to the Board of Directors on a regular annual basis.



# Ethics and Integrity

SV-PS-510a.1, 510a.2

GRI 205-2, 2-15, 2-26

## Adhere to Commitments

CPC's employment contracts clearly stipulate that employees must adhere to the center's various regulations. During the orientation training for new employees, the center's policies and regulations are provided and explained to ensure that staff understand and commit to following these systems and the Code of Ethical Management in their business activities, thereby reducing the risk of non-compliance and other unethical behaviors.

## Ethical Management Awareness Course

Internal training courses were conducted on "Principles and Case Studies of Internal Control, Internal Auditing, and Ethical Management," "Financial Audit Unusual Cases," and external training on "MOEA Internal Auditing and Transparency in Foundations" in 2023. The participants included all employees, the President, and the Board of Directors and Supervisors.

	All Employees				
	1st Session	2nd Session	3rd Session	4th Session	5th Session
Date	March 29th	May 26th	July 28th	August 9th	September 22nd
Hours	0.5	0.5	0.5	1	0.5
Handling Conditions	Courses Satisfaction 94.4	Courses Satisfaction 95	Courses Satisfaction 90.63	Courses Satisfaction 95.71	Courses Satisfaction 93.75



	Each Execution Responsible Departments	President	Directors and Supervisors
MOEA Internal Auditing and Transparency in Foundations			
Date	18th of August	18th of August	18th of August
Hours	2.5	2.5	2.5
Handling Conditions	External (Ignore)	External (Ignore)	External (Ignore)

## Whistle-blowing Channel

In addition to having an impartial and independent audit office responsible for ethical management, CPC has also established a dedicated email address as a channel for whistle-blowing. Anyone who discovers that CPC members at any level have violated ethical management practices during their duties may file a complaint through the whistle-blowing channel by providing their real name and specific information. CPC is committed to maintaining confidentiality regarding the information provided in reports and the identity of the whistleblower, in accordance with the "CPC Ethical Management Guidelines."

## Whistle-blowing Channel Information

Telephone Number of Head of Audit Office: (02)2698-2989#02166

Whistle-Blowing and Complaint Mailbox: [ethical@cpc.org.tw](mailto:ethical@cpc.org.tw)

When filing a complaint, please include the following information: the whistle-blower's name, national identification number, and contact details such as address, phone number, or email address. For the name or other identifying characteristics of the person being reported, along with specific evidence available for investigation.

## Anti-Corruption Policies and Procedures

- A "Code of Ethical Management" has been established, stipulating that organizational members must not engage in any dishonest behavior. This includes Directors, Supervisors, the Chief Executive Officer, and similar positions, as well as all employees. In the course of their duties, they must not directly or indirectly offer or receive any improper benefits or engage in any illegal activities that violate their fiduciary duties.
- Also, through the utilization of the internal audit system, the Audit Office conducts routine audits and special audits of unusual cases to reduce and detect anomalies early. Any unethical or dishonest behavior is formally corrected following the reporting procedures.
- The Human Capital Office organizes training sessions conducted by the Audit Office on "Principles of Ethical Management" for internal staff each year.

## Total number of corruption incidents (0)

Annually, statistics on the number of penalties for violations of the Code of Ethical Management in the performance of duties are compiled and detailed on the "CPC Ethical Management and Whistle-blowing Channels" page of the CPC official website. Address: <https://www.cpc.org.tw/zh-tw/post/contents/1822>.

# Risk Management

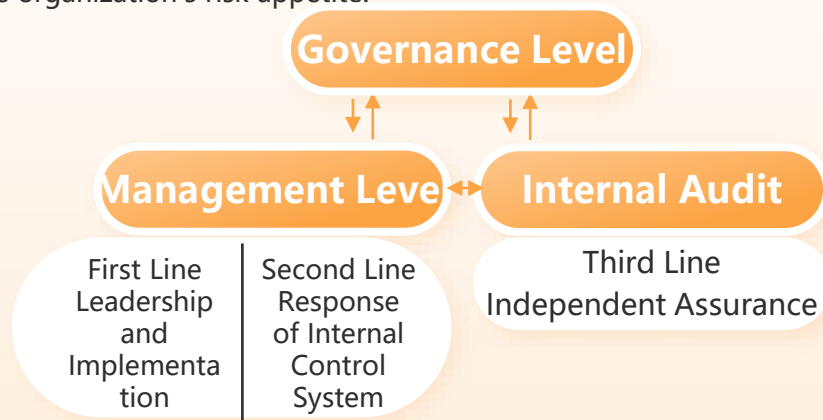
GRI 2--24

A well-developed risk management system has a crucial impact on the sustainable development of a business. CPC has long been engaged in identifying, assessing, and analyzing various risk factors related to finance, business, operations, and climate. Based on the results of these risk analyses, CPC develops management strategies for each risk factor and establishes a comprehensive risk management system. This system is implemented through internal controls and auditing procedures that cover all business operations and is validated through internal and external audits. The goal is to ensure effective risk management, minimize potential losses, and achieve sustainable business operations.

## Risk Management Policies

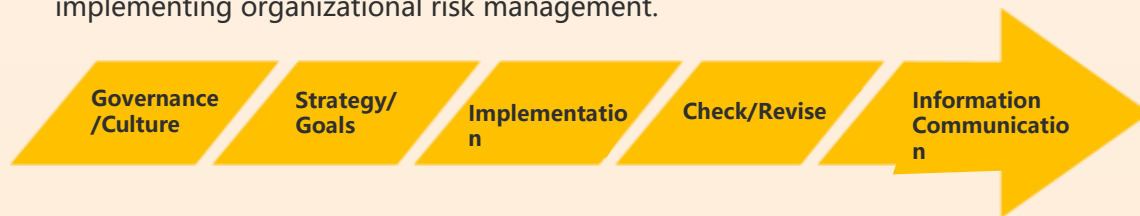
### Based on the "Three Lines Model"

CPC has established a professional audit unit based on the "Three Lines Model" published by the Institute of Internal Auditors, to assist the organization in adhering to governance and management policies for risk management, and to reduce risks that exceed the organization's risk appetite.

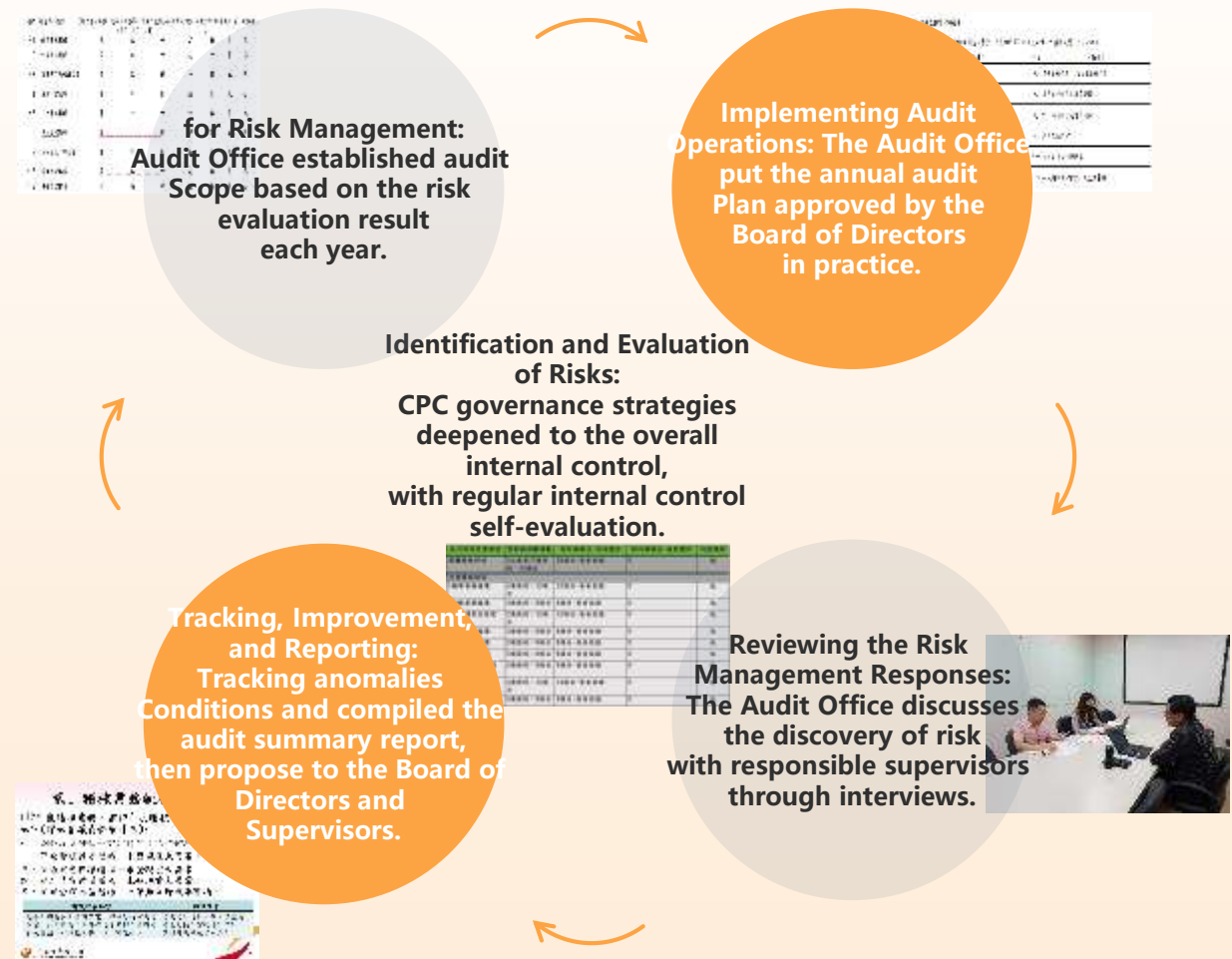


### Implementing risk management based on COSO ERM 2017

CPC follows the five key components of "COSO ERM 2017" as the criteria for implementing organizational risk management.



## Implementing Risk Management Procedure



# Risk Management

GRI 2--24

## Comprehensively Deepen the Risk Management Mechanism from the Top to the Bottom

**Board of Directors and Management Level Responsible On CPC Risk Management And Control Process**

Internal audit personnel play a role in consultation and verification, assisting in identifying, evaluating, and recommending relevant risk management methods and control.

For the CPC's various possible risks, the Managerial level and Director shall select appropriate risk responses to ensure that all potential risks align with the center's risk appetite.

If the internal audit Supervisor believes that the residual risks assumed by the management have exceeded the acceptable level, aside from recording the audit process and communication results in the audit report, the matter shall be discussed at the managerial level. If no consensus was made, the Head of Internal Audit shall report to the Board of Directors for resolution.

## Risk Management Results

The Audit Office, in conjunction with multiple mechanisms and channels, enhances the risk management awareness of all employees, reduces significant risks, and improves unusual situations:

### Public Announcement and Promotion

The Audit Office compiles the "Q&A and Case Studies on Internal Audit Operations" and publishes it on the employees' electronic bulletin board to promote concepts related to risk management, internal control mechanisms, and internal auditing.

### Internal Courses

The Audit Office shares knowledge related to risk management, internal control mechanisms, and internal auditing through regular training sessions conducted by the Human Resources Office for new Directors and new employees.

### Identifying Deficiencies

The Audit Office conducts a risk assessment annually, scoring the significance and likelihood of various risks at the end of each year. Based on the risk levels, this assessment serves as the basis for planning the annual audit schedule for the following year and ensures the implementation of the audit operations.

### Audit Result

There were no significant internal control deficiencies or anomalies discovered in 2023. Only 3 specific recommendations were made for various operational processes, serving as references for improving management quality. Also, for the identified improvements and recommendations, CPC shall continue to track progress each quarter until improvements are completed.

### Special Project Audit

Additionally, special audits are conducted for individual abnormal incidents. For any discovered anomalies, improvement recommendations are provided to enhance overall employee awareness of relevant issues.

# Internal Control and Internal Audit

GRI 2-16

## Internal Control System

CPC understands that to achieve sustainable organizational operation, it is crucial to implement internal control objectives that ensure “operational efficiency and effectiveness,” “reliable reporting,” and “legal compliance.” In accordance with the laws and regulations stipulated in the Foundation Act and the internal control system principles issued by the Ministry of Economic Affairs, as well as to follow the “Internal Control-Integrated Framework” published by the COSO Committee, CPC established the “China Productivity Center's Internal Control System” on 30th of December, 2019. Following a revision to relevant laws and regulations, the first revision was made and announced to all employees on 11th of December, 2020, for adherence

### Approval Procedures for the CPC Internal Control System were Revised on 11th of December, 2020

Procedure	Level/Unit	Approval/Announcement Date	Approval Document Number
Internal Administrative Procedure for approval and signature	Chairperson	15th of December, 2020	Official Document No. 1090702609
Proposed to Board of Directors and Supervisors for approval	Board of Directors and Supervisors	11th of January, 2021	Meeting Minutes of the 1st Joint Meeting of 28th Board of Directors and Supervisors (Official Letter Ching-Shou-Kung-Tzu No. 11020404621)
Submitted and approved by the Ministry of Economic Affairs	Ministry of Economic Affairs	18th of March, 2021	Official Letter Ching-Shou-Kung-Tzu No. 11020404621
Announce to all employees for their acknowledgment	Announced by Audit Office	18th of March, 2021	Official Document No. 1100002925

## Internal Control Evaluation

- Self-Evaluation: Each responsible unit conducts a self-evaluation at least once a year. The self-evaluation can be divided into two levels: overall and operational. The evaluation methods may refer to relevant internal control policies and authoritative guidelines. Any identified deficiencies in the internal control system, along with anomalies and improvement measures discovered by the audit unit, are communicated and reported to the appropriate levels of management, the Board of Directors, and the Supervisors.
- Internal Audit: The internal audit responsible unit, which reports to the Board of Directors, is responsible for detailed internal audit operations. The procedures and operations for internal audits are established by CPC's internal audit system.
- External Audit: As needed, external auditors are commissioned to review the design and effectiveness of the internal control system and its implementation, and to recommend improvements to ensure the system operates effectively.

## Internal control self-evaluation e-system with full employee participation

- The approved internal control system is comprehensive and covers the 8 major cycles and information management control procedures unique to CPC.
- Based on the organizational structure, responsibilities, and processes, the self-evaluation operations were digitalized by establishing an internal control self-assessment e-system in 2023. This system covers both the overall and operational levels. A total of 28 units (including administrative/business units at level one or above, or independent units) were executed, ensuring comprehensive coverage and effective implementation of the internal control processes in 2023.



## Implementation Status in 2023

An internal control self-evaluation of the eight major cycles and information management is conducted in accordance with the internal control system policies each year. The results of this evaluation are reported to the Board of Directors and Supervisors. For the year 2023, the internal control self-evaluation results showed that all operations were functioning appropriately.

Items of operation on self-evaluation	Principles and Criteria	Effective Design and Implementation	Ineffective Design and Implementation	Internal Control Risks
Overall Level Evaluation	5 Components 17 Principals: A Total of 35 Items	35 Items-with evidence	0	Low
Operational Level Evaluation				
1 Guidance Business Cycle	4 Principals: 12 items	12 Items-with evidence	0	Low
2 Training Business Cycle	3 Principals: 8 items	8 Items-with evidence	0	Low
3 Funds Utilization and Management Cycle	2 Principals: 12 items	12 Items-with evidence	0	Low
4 Procurement Operation Cycle	3 Principals: 8 items	8 Items-with evidence	0	Low
5 Publication Business Cycle	2 Principals: 8 items	8 Items-with evidence	0	Low
6 Salary and Labor Management Cycle	2 Principals: 9 items	9 Items-with evidence	0	Low
7 Fixed Asset Management Cycle	2 Principals: 9 items	9 Items-with evidence	0	Low
8. Information Management Operation	4 Principals: 14 items	14 Items-with evidence	0	Low
9 Other Management Operation	4 Principals: 9 items	9 Items-with evidence	0	Low

# Internal Control and Internal Audit

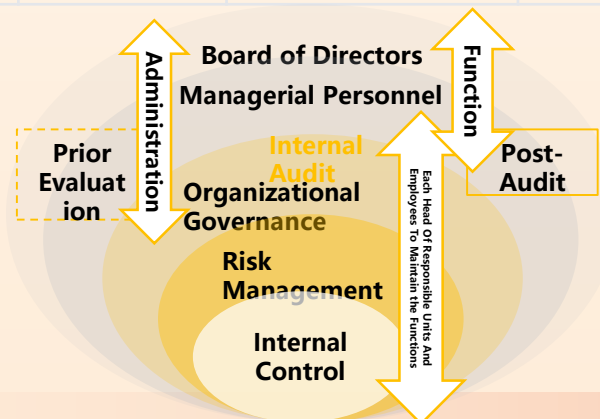
GRI 2-16

## Internal Audit System

To maintain the effectiveness of the internal control system, the CPC follows the law and regulations stipulated by the Foundation Act and adheres to the "International Professional Practices Framework" published by the Institute of Internal Auditors. CPC established the "China Productivity Center's Internal Audit System" following the prescribed procedures on the 28th of October, 1997. Additionally, the system was revised for the third time in accordance with adjustments to relevant laws and regulations and announced for implementation on the 20th of September, 2019.

Approval Procedures for the CPC Internal Control System Established on 20th of September, 2019

Procedure	Level/Unit	Approval/Announcement Date	Approval Document Number
Internal Administrative Procedure for approval and signature	Chairperson	28th of August, 2019	Official Document No. 1080600032
Proposed to Board of Directors and Supervisors for approval	Board of Directors and Supervisors	20th of September, 2019	Meeting Minutes of the 8th Joint Meeting of 27th Board of Directors and Supervisors (Official Letter Ching-Shou-Kung-Tzu No. 10820427011)
Submitted and approved by the Ministry of Economic Affairs	Ministry of Economic Affairs	18th of February, 2019	Official Letter Ching-Chi-Tzu No. 10904020800
Announce to all employees for their acknowledgment	Announced by Audit Office	20th of February, 2020	Official Document No. 1090001499



## Internal Audit Responsible Unit

At the same time, an internal audit responsible unit reporting to the Board of Directors has been established, with a lead auditor who has over 10 years of experience in auditing and internal audit and holds an international internal auditor qualification. Additionally, a dedicated audit team leader, who also holds a professional certificate in internal control, supports the lead auditor. This structure aims to maintain the professionalism and credibility of the audit function. Through a sound internal audit unit, characterized by an independent spirit, professional attitude, and an objective stance, the goal is to assist the Board of Directors, Supervisors, and the General Manager in continuously maintaining the organization's proper operation.





# Internal Control and Internal Audit

GRI 2-16

## Internal Audit Planning and Implementation

- **Plan Development:** Each year, based on the risk assessment results of the eight major control cycles and information management, an annual audit plan is developed. After approval by the Board of Directors and Supervisors, the audit operations are carried out. Additionally, specific audit projects are listed, and risk control measures are implemented during the operations.
- **Audit Execution:** According to the annual audit plan, routine or project-specific audits are conducted to verify that administrative and operational units are effectively implementing internal controls and that operational efficiency is reasonable. Improvement recommendations are made as needed, and the audited units are required to address these issues.
- **Reporting Results:** The Audit Office will disclose any deficiencies in the internal control system and anomalies found during the audit in the audit report and present them to the Board of Directors and Supervisors.

Major Events and Results of the Annual Audit Plan and Audit Summary Report for the Board of Directors and Supervisors in 2023

Audit Plans of 2023	Audit Implementation Result
Overall Risks Evaluation	Each Internal Control Risk was at a Low-Risk Level
Audit of funds utilization and management cycles	No significant anomaly detected.
Audit of training services cycles	No significant anomaly detected.
Audit of Payroll Processing Cycles	No significant anomaly detected.
Audit of information management operation	No significant anomaly detected.
Audit of Workplace Accident Prevention and Response	No significant anomaly detected.
Audit of Authorization and Decision-Making Authority Management	No significant anomaly detected.
Audit of Personal Data Protection Operation	No significant anomaly detected.
On-site audit on service locations of all regions	Completed on-site audits at all 8 locations across the region with no significant anomalies.
Deficiency Improvement Follow-up	All are continuously being improved.
Professional Consultation and Recommendations	The Audit Office provided professional consultation on 17 internal control items, all of which were completed on schedule with assistance.
Ad hoc project audits	The Audit Office conducted 9 project audits, all of which have been completed and confirmed.

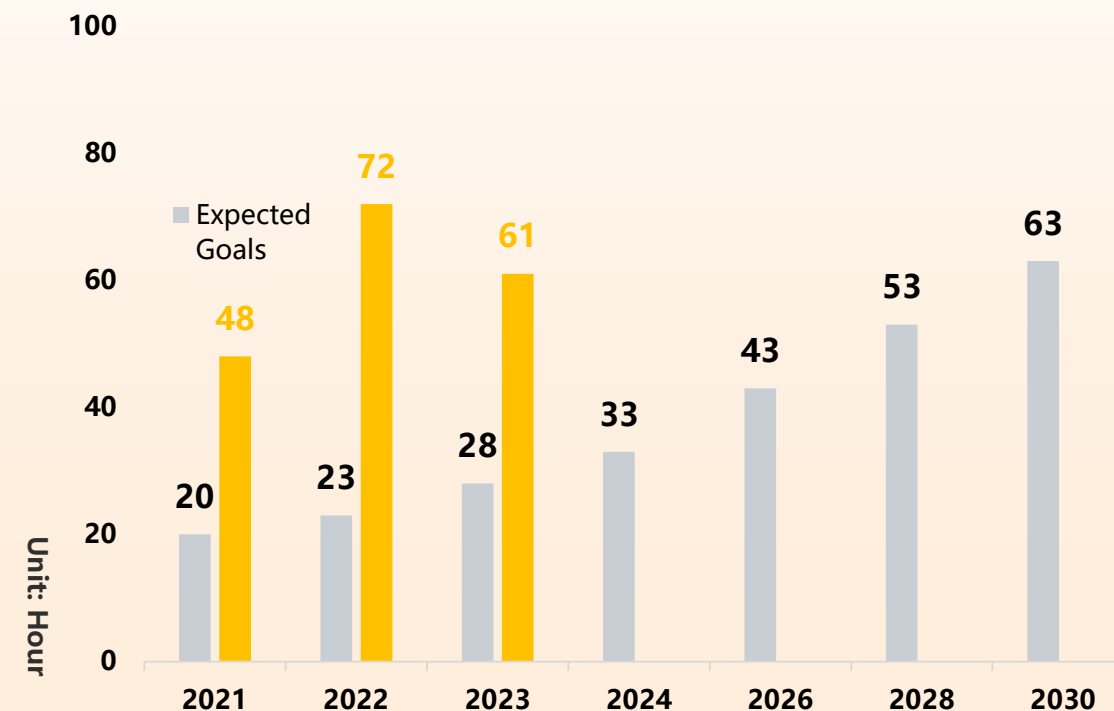
## Material Topics Action Management Goal - Audit Office Professional Talent Cultivation

CPC shall follow the legal requirements and operational needs to establish a dedicated independent Audit Office under the Board of Directors and Supervisors, staffed with personnel holding professional audit experiences and certificates, who shall regularly report the audit results to the Board. The expected actions are as follows:

- **The lead auditor possesses professional auditing experience and certifications**
- **Report to the board of directors and regularly present the internal audit results to the board of directors and supervisors**

The goals to be achieved:

- **Development of Professional Talent for the Audit Office**



# Legal Compliance Management

GRI 2-27

## Legal Compliance Policies

To achieve the goal of sound regulatory compliance management, CPC has established internal management regulations in accordance with the regulations of the Foundation Act, relevant provisions of the Ministry of Economic Affairs, and national laws. CPC regularly reviews the list of regulations that must be followed in operations and revises internal management procedures according to the aforementioned legal requirements. These revisions are announced to all employees for compliance.

Aspects	Legal Compliance
Business Operation	Consumer Protection Act, Trademark Act, Copyright Act, Patent Act, Trade Secrets Act, Foundations Act, China Productivity Center's Guidelines for the Management of Research and Development Result
Financial and Organizational Planning	Foundations Act
Internal and Client Information Protection	Trade Secrets Act, Personal Data Protection Act, Foundations Act
Personnel Policies and Management	Labor Standards Act and related laws and regulations, Foundations Act

## Legal Compliance Responsible Unit

Additionally, a Legal Office reporting directly to the President has been established as a primary division, specializing in the management and operations of CPC's legal compliance. Whether it is handling the implementation of government policy programs, promoting sound business management and learning growth, or internally ensuring a work environment that maintains occupational safety and health, and safeguarding working conditions and healthy living for employees, all must comply with legal regulations. Additionally, CPC requires its suppliers to be in compliance with these legal requirements in their operations

## Legal Compliance Disseminating Courses

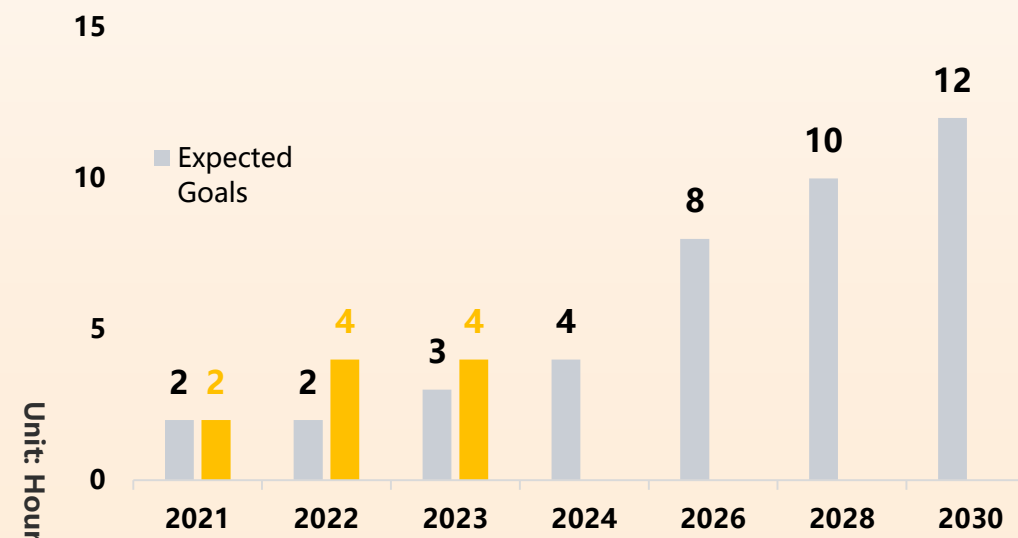
	All Employees			
	1st Session	2nd Session	3rd Session	4th Session
Date	29th of March	26th of May	28th of July	22nd of September
Hours	1	1	1	1
Implementation Status	Courses Satisfaction 94.40	Courses Satisfaction 95	Courses Satisfaction 90.63	Courses Satisfaction 93.75



## Total number of Major Violation of Laws and Regulations Incidents (0)

	Within the Reporting Period Fines	Prior to the Reporting Period Fines	Explanation of Violations	Determination
Incidents involving Fines	0	0	0	0
Number and Amount of Non-Monetary Sanctions and Fines Paid for Regulatory Violations	0	0	0	0

## Material Topics Action Management Goal - Ensuring Legal Compliance



# Information Security and Personal Information Protection

CPC's domestic services cover all regions of Taiwan, including the Northern, Central, and Southern regions. CPC's scope extends beyond government agencies and businesses to include the general public as well. Therefore, protecting the personal data of individuals is not only a legal requirement but also a fundamental responsibility of the CPC in safeguarding and managing the private information of the public.

SV-PS-230a.1, 230a.2, 230a.3

GRI 418

## Personal Data Protection Policies

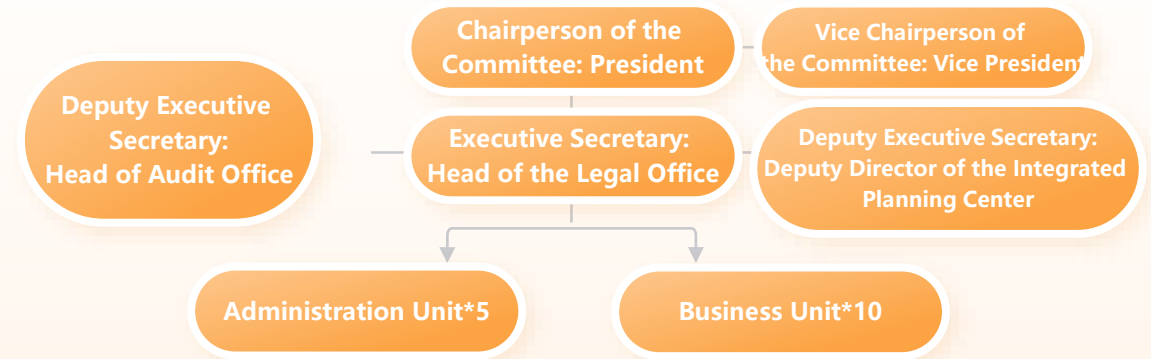
To implement the protection of personal data, CPC follows Article 27 of the Personal Data Protection Act, Article 12 of the Enforcement Rules of the Personal Data Protection Act, and the personal data maintenance and management regulations established by the competent authority overseeing CPC's project operations. CPC established the "China Productivity Center's Personal Data Security Management Operating Regulations" following the prescribed procedures on the 1st of December, 2014. Additionally, the regulations were revised for the sixth time following adjustments to relevant regulations and announced for implementation on the 10th of August, 2023.

- Personal Data Collection, Processing, and Use Procedures
- Procedures for Handling the Exercise of Rights by the Data Subject
- Personal Data Inventory and Risk Assessment Procedures
- Procedures for Incident Prevention, Reporting, and Response
- Awareness Promotion and Training Procedures
- Personal Data Security Management Procedures
- Procedures for Keeping Records, Log Files, and Relevant Evidence
- Outsourcing Supervision Procedures
- Data Security Audit Procedures
- Continuous Improvement Procedures

## Personal Data Security Committee

The "Personal Data Security Management Committee" has been holding annual committee meetings since its establishment in 2014. It is responsible for formulating policies and promoting various protective measures.

Internal Audit Items	Number of suggested improvements from audit suggestions	Number of items to be improved and should've been improved	Number of detected personal data breaches or anomalies
Personal Data Protection Procedures	0	0	0



## Key Focus Areas for 2023 Work Initiatives

- Formulate CPC's personal data protection management system and supporting measures.
- Evaluation and management of personal data risks.
- Conduct professional training and awareness programs related to personal data protection regulations.
- Continuously review whether the personal data management system complies with changes in laws and practical operations.
- Reporting and crisis management for any personal data breach incident.
- Conducting audits related to personal data protection management operations.
- Other personal data protection implementation matters.

## Regular Personal Data Audit

In addition to ongoing regular operations, an annual personal data security project audit is conducted by the Audit Office, with Ernst & Young (EY) appointed for the audit.

# Information Security and Personal Information Protection

## Total Number of Personal Data Anomaly Incidents (0 cases)

SV-PS-230a.1, 230a.2, 230a.3

GRI 418

Source of complaints	Incidents of inappropriate digital data leakage	Incidents of violating clients' privacy	Incidents of leakage or loss in clients' data
General public	0	0	0
Supervisory authorities	0	0	0
Total	0	0	0

## Personal Data Protection Act Disseminating Courses

	All Employees		
	1st Session	2nd Session	3rd Session
Date	1st of March	7th of June	6th of September
Hours	1	1	1
Handling Conditions	Course Satisfaction 96.83	Course Satisfaction 98.75	Course Satisfaction 96.77



For efficient operations and high accuracy in work quality, CPC has adopted a highly information-oriented approach to its operations. Both internal operational process forms and customer data are managed and stored systematically. Therefore, robust information security and personal data management are crucial for maintaining efficient and legally compliant continuous operations. Moreover, CPC has implemented the ISO 27001 Information Security Management System operational procedures since 2019, and officially obtained certification in March 2021. Through continuous periodic reviews and maintenance, CPC strives to consistently improve its internal management. There were a total of 15 internal auditors for ISO 27001 in 2023.

## Cyber Security Policies

- Establish an information security management system step by step under the ISO/IEC 27001:2022 standard, and maintain its effectiveness continuously.
- Maintain the confidentiality, integrity, availability, and legal compliance of information assets to ensure secure and stable operations of cyber activities.
- To uphold information security and drive continuous improvement, measurable objectives will be reviewed and revised annually based on actual needs. This will be supported by advocacy from all levels of management to enhance staff understanding and ensure the effective implementation of the system in daily operations.
- Implement audit execution and management review processes to achieve continuous improvement of the information security management system.

## Cyber Security Maintenance Plan

In accordance with Article 10 of the Cyber Security Management Act and Article 6 of its Enforcement Rules, the "China Productivity Center's Cyber Security Maintenance Plan" was established following the procedures on the 2nd of September, 2020. Additionally, the sixth revision was carried out in line with adjustments to relevant regulations and announced to all employees to follow, ensuring the sound quality of CPC's information security operations on September 18, 2023.

# Information Security and Personal Information Protection

SV-PS-230a.1, 230a.2, 230a.3

## Cyber Security Goals

Quantitative objectives:

- Upon awareness of an information security incident, the ratio of completing reporting, response, and recovery operations within the stipulated time is 100%.
- Core server performance monitoring to ensure availability of over 99% (downtime / total operating hours ≤ 1%).
- Cyber security testing and security health check once every 2 years.
- Information system recovery drills once every 2 years.
- Annual cyber security training for general staff and managers of at least 3 hours.
- Conduct an internal information security audit once.

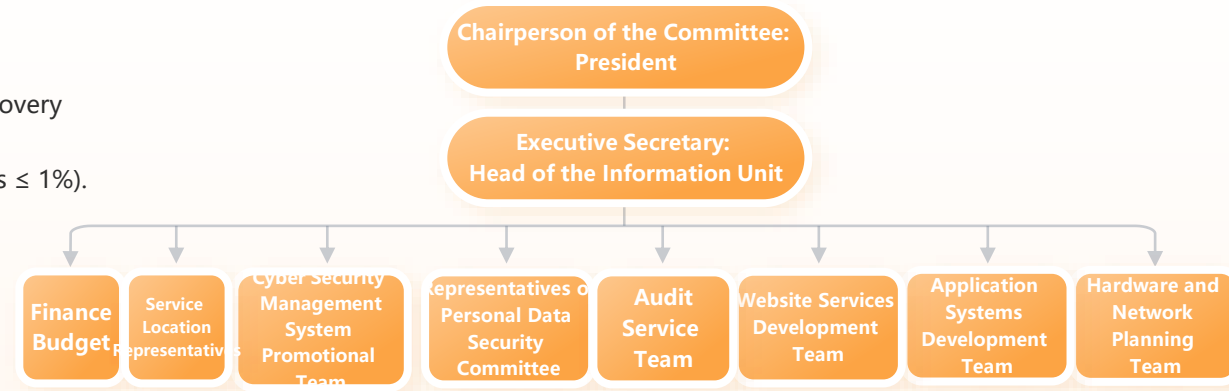
Qualitative objectives

- Implement the cyber security management system and pass an impartial third-party certification (re-certification).
- Meet the requirements for cyber security responsibility levels and reduce exposure to cyber security risks.
- Timely adjust the content of cyber security maintenance in response to changes in laws and technology to ensure its confidentiality, integrity, availability, and compliance.
- Communicate with employees internally through management review meetings, internal audits, corrective and preventive actions, internal promotional activities, and training, to ensure the effective promotion and proper implementation of the information security management system.

## Information Management Promotional Committee

The “Information Management Promotional Committee” has been established since 2021, holding two committee meetings each year. During these meetings, the task execution units present their annual work plans and provide execution results review reports in July and at the end of the year. Starting in 2022, an annual internal audit for ISO 27001 has been conducted across all departments, and management review meetings are held. These meetings review the results of internal audit improvements, the progress of C-level specific non-governmental organization tasks, key information items, discussion matters, and any motions.

In addition to ongoing regular operations, the Audit Office annually focuses on key audit items to detect anomalies early and reduce risks. This is crucial for the organization’s continuous operation and for preventing the leakage of important data.



## ISO 27001:2022 Certification Certificate

Successfully passed the regular re-certification audit and received updated certification for ISO/IEC 27001:2017, ISO/IEC 27001:2013 + COR 1:2014 + COR 2:2015 version in 2023.



BellCERT International Inspection and Certification Group discussing with the CPC CIO.

Internal Audit Items	Number of suggested improvements from audit suggestions	Number of items to be improved and should've been improved	Number of detected personal data breaches or anomalies	Tracking and Improvement
Information Security Management Operation	4	0	0	All have been improved

# Information Security and Personal Information Protection

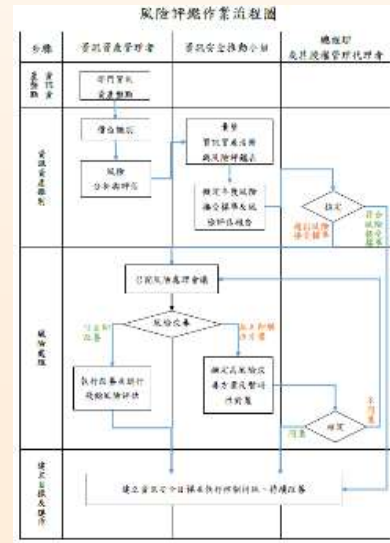
SV-PS-230a.1, 230a.2, 230a.3

## Methods of Identifying and Solving Information Security Risks

- CPC utilizes the information security alerts from the National Institute of Cyber Security Center of the Executive Yuan to address system vulnerabilities and strengthen information security.
- Information security alert messages are announced on CPC's electronic bulletin board—Computer Information Bulletin Board—to inform all employees.
- According to the “IP03 Cyber Security Risk Management Procedures,” a risk assessment checklist for CPC was developed. Additionally, in accordance with the “IP08 Information Security Incident Reporting and Crisis Management Procedures,” when an information security incident occurs, the responsible unit must immediately complete the “IP08A Emergency Response Notification Form (Internal)” detailing the facts of the incident, the scope of potential impact, loss assessment, support requests, and measures taken.

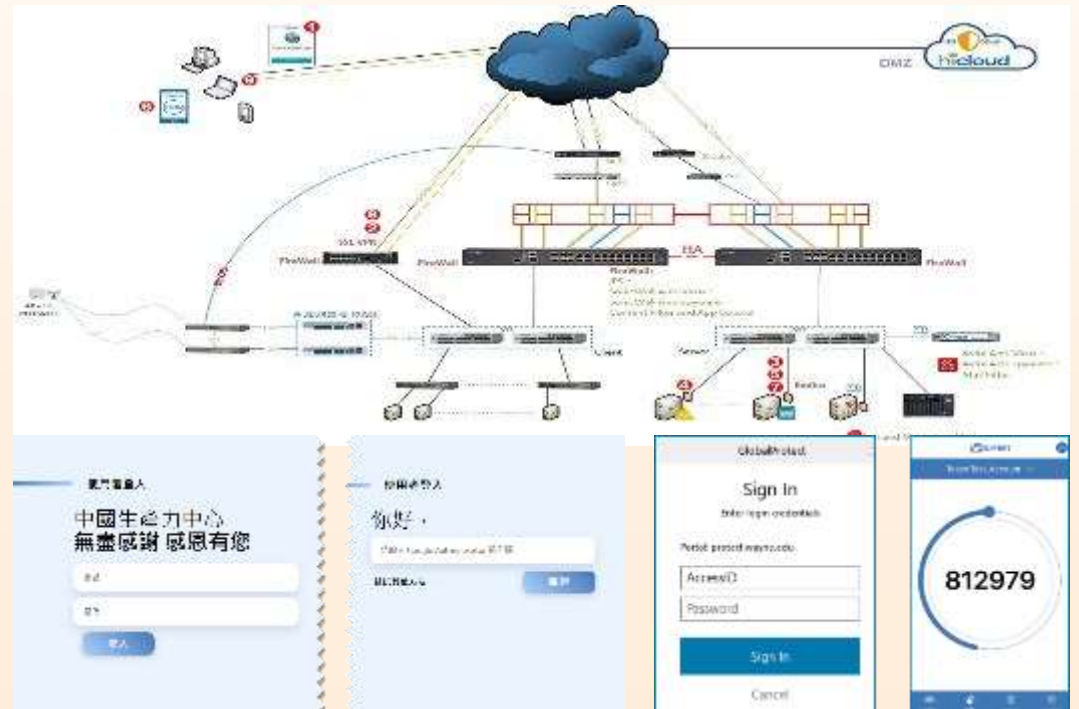
風險評估工作表

系統名稱	系統類別	系統重要性	系統使用人數	系統資料重要性	系統資料備份	系統資料保護	系統資料稽核	系統資料刪除	系統資料恢復	系統資料備份	系統資料保護	系統資料稽核	系統資料刪除	系統資料恢復
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...



## Enhancing Information safety for IT Environment

- According to the cyber system protection standards, multi-factor authentication techniques are employed for access to information systems to strengthen the identification and authentication of internal users.
- Implement a tamper-proof system to enhance access control for information systems and prevent unauthorized modifications to website content, in order to protect the interests of the center and its stakeholders.
- Implement system and network monitoring systems to immediately monitor the status of system and network environments, thereby enhancing the availability of the IT environment



# Information Security and Personal Information Protection

SV-PS-230a.1, 230a.2, 230a.3

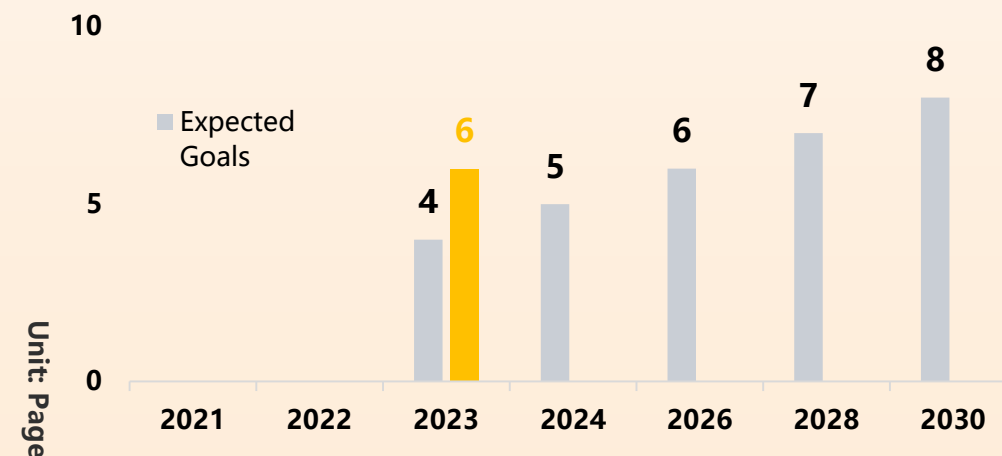
## Information Security Management Awareness Training

- Conduct courses in accordance with the requirements for C-level Specific Non-Government Agency Cyber Security Management as stipulated by the Cyber Security Management Act of the Executive Yuan.
- Since most of CPC's information systems are developed in-house, to enhance employees' understanding of security in system development, an online course on secure development and vulnerability remediation was conducted in 2023.
- To enhance the professional competencies of information personnel, a professional cyber security training course was conducted in 2023, as required every two years.
- In response to the transition from ISO 27001:2013 to ISO 27001:2022, training on the 2022 version was conducted.
- To verify the implementation of information security awareness among employees, social engineering drills have been conducted annually starting in 2023.

## Information budget ratio

	Budget of 2023	Budget of 2022	Budget of 2021
Agency Expenses: Includes personnel, business, travel, and administrative expenses in financial statements	1006417000	1000804000	1316034305
Information Expenses: All expenditures related to the center's information business and the IT department	66093000	69715000	65131084
Ratio of Information Expenses to Agency Expenses	6.57%	6.97%	4.95%
Information Security Expenses: A10997 + 2A160 + 2A170	38593000	42135000	Unit: TWD 4017593
Ratio of Information Security Expenses to Information Expenses.	58.39%	60.44%	52.23%

## Material Topics Action Management Goal - Obtain a professional certification recognized under the Cyber Security Management Act



All Employees					
	Secure Development and Vulnerability Remediation Practices Online Courses	Social Engineering Protection Practices SOC Services Overview Firewall Security Policy Management	ISO/IEC 27001:2022 Educational Training	General Education Online Courses	Social Engineering Drills
Date	14th, 16th, 27th, 31st of March 6th of April	28th of March	19th to 20th of April	16th of June	22nd of May 5th of June 25th of September 6th of October
Hours	28	3.5	14	3	Omitted
Handling Conditions	Development of Systems Related Personnel Total of 34 personnel	Information Technology Related Personnel Total of 34 personnel	Cyber Security Promotion Team Members Information personnel handling government projects Total of 30 personnel	All Supervisors And Employees Total of 616 personnel	Number of individuals tested 505 Number of individuals tested 524

# Service Quality Management

97 Client Services Management

100 Supplier Management

CPC's Response to  
SDGs



17.17

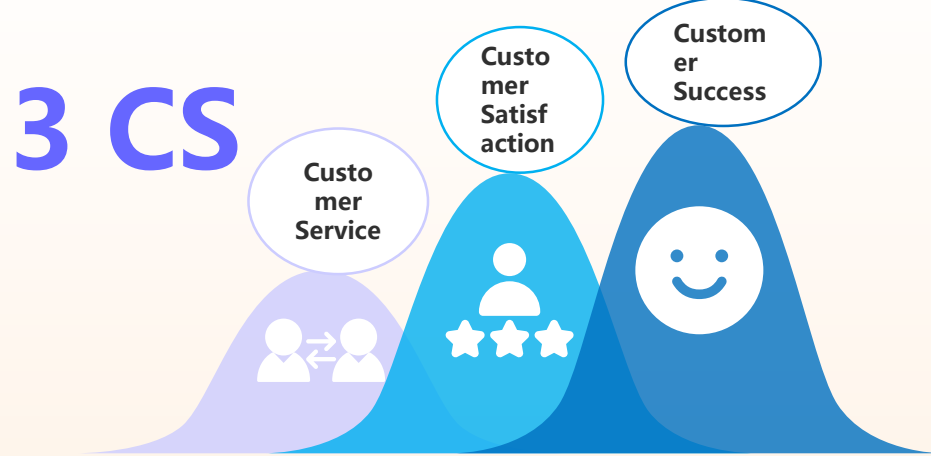




# Client Services Management

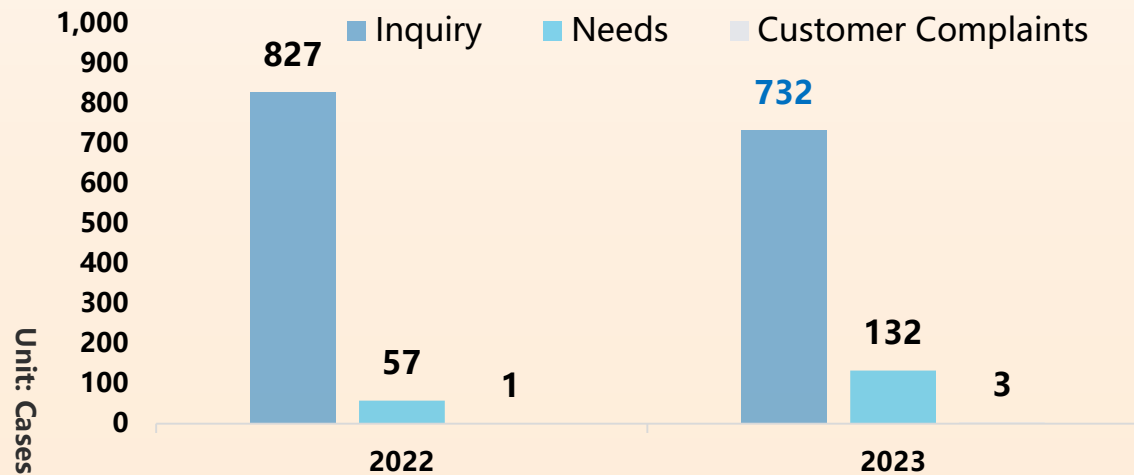
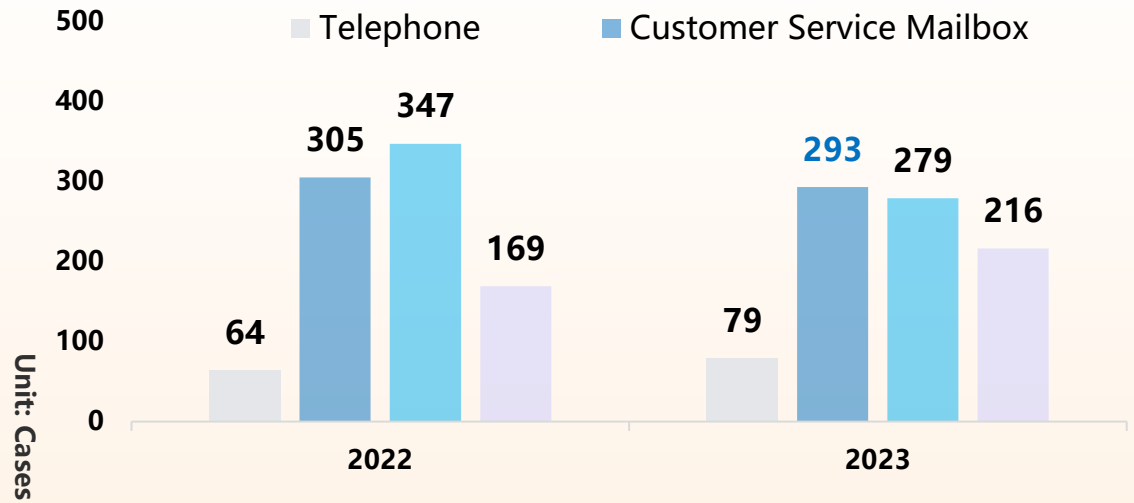
GRI 2--6

CPC values its customers and uses the “3 CS” principles—Customer Service, Customer Satisfaction, and Customer Success—as the service philosophy for both the customer service department and all employees. With a professional and friendly service attitude, CPC quickly responds to customer needs, achieving customer satisfaction and recognition. The company is committed to creating high-quality service with a sense of “Qualia”, becoming a trustworthy and reliable partner for its customers.



## Channels of Customer Service

- To establish strong customer relationships, CPC offers a variety of customer service channels, including on-site service, operator phone lines, an 0800 hotline, and a customer service inquiry email. In response to social trends and technological developments, CPC has also incorporated online and social media platforms (such as Google Reviews, Line@, and Facebook) into its external service channels, aiming to provide customers with a convenient and diverse service platform.
- Through a unified customer service window, we receive and handle customer inquiries and requests. With a professional and friendly attitude, we provide timely assistance to resolve issues and address customer needs.
- Customer feedback is a vital driving force for our growth and progress. Therefore, we are committed to enhancing the visibility of our communication channels and consistently conveying the message "It's always a pleasure to help." We strive tirelessly toward superior service quality and continuously work to ensure customer success.



# Client Services Management

GRI 2--6

## Professional Customer Service Personnel Training

- CPC sets annual learning hour goals. Customer service personnel are expected to select and enhance their skills through elective courses focused on "Service" and share case studies within their teams to facilitate information sharing and collective learning. Employees with no prior customer service experience will start with basic courses, such as Service Response, Service Quality, Telephone Etiquette, Communication Skills, etc. For experienced customer service staff, advanced courses such as Service Quality Improvement, Service Process Enhancement, and Complaint Handling will be provided.
- Additionally, in recent years, greater focus has been placed on customer feedback and suggestions. Service-related courses have been integrated into the CPC Academy. In 2023, the 'CPC Academy - Customer Service Strategy' course was conducted, featuring Yu-Cheng Mao, Secretary-General of the China Institute of Occupational Skills Development, as the instructor. Customer service supervisors assigned relevant personnel for training to optimize service processes and enhance service quality. The knowledge gained is applied in their work to improve customer satisfaction and facilitate customer success.

### CPC Academy - Customer Service Strategy

Date	14th of September	21st of September
	Principles for Enhancing Customer Service	Techniques for Handling Customer Complaints: Situational Analysis
Hours	6	6
Headcount	30	
Handling Conditions	<ul style="list-style-type: none"> <li>■ Teams analyze and propose solutions to situational problems presented by the instructor. A score of 70 or above is required to pass</li> <li>■ Course Satisfaction: 93.57</li> </ul>	



## Customer Satisfaction Survey

To expand customer engagement and enhance service quality, CPC began conducting a "Customer Satisfaction Survey" in 2023. This survey targets various aspects of the business unit's attendance system, including "Business Trips - Coaching," "Business Trips - Interviews," and "Business Trips - Other." A 5% random sample of business trip participants from each department/region is surveyed based on the regional proportion of trips.

- 85 responses contain positive feedback, accounting for 59%
- 57 responses contain no comments, accounting for 39%
- 3 responses contain negative feedback, accounting for 2%, all of which have been followed up with improvements.

**Response Rate: 20%; Number of Respondents: 145 / Number Sent: 724**

Month	Number of Delivered	Number of Feedback	Recovery Rate%	Negative Feedback	Positive Feedback
5	100	12	12.00		6
6	64	13	20.31	1	5
7	79	17	21.52		14
8	97	32	32.99	2	12
9	94	19	20.21		14
10	91	21	23.08		8
11	97	18	18.56		7
12	102	13	12.75		19
<b>Total</b>	<b>724</b>	<b>145</b>	<b>20.03</b>	<b>3</b>	<b>85</b>

Note: Survey conducted between the 1st of May to the 31st of December, 2023.

# Client Services Management

GRI 2--6

## Customer Positive Feedback - Specific Positive Cases



### **Feedback to the Productivity Department**

CPC has organized numerous professional committees, dedicating considerable effort to assist by introducing various government support resources and programs to machinery manufacturers. Both the manufacturers and our association have expressed high satisfaction with these results.



### **Feedback to the Cross-Creative Marketing Department**

We appreciate the CPC staff's dedication to the execution of the 2023 Biotech Industry Support Program. This program includes sub-projects such as competitions, exhibitions, exchange activities, and large forums. The work involved is complex and time-sensitive, requiring great care and attention to detail, along with frequent communication. To date, all CPC staff have been highly committed to the program.



### **Feedback to the Learning and Development Department**

The event venue was quite excellent. Our colleagues mentioned that the hands-on experience left a deep impression on them, and senior executives were also very pleased. The on-site service staff, even the interns, all did a fantastic job. They handled unexpected situations during the event with timely responses. Thank you once again, CPC.



### **Feedback to the Local Division**

The advisory consultants provided insightful guidance, highlighting areas that we previously overlooked.



### **Feedback to the Verification Office**

The verification staff were very professional, which has greatly benefited our company.



### **Feedback to the Kaohsiung Service Center**

We're very grateful to the consultants for leading our management team in continuous lean improvement, which has allowed the company to grow and develop. CPC, please continue to support us in the future. Thank you.

# Supplier Management

GRI 204-1

CPC adheres to the principles of fairness, justice, and transparency. By strengthening green procurement and selecting local suppliers, CPC supports local businesses in their operational growth, striving for sustainable management and development. This approach fosters a win-win partnership and contributes to the overall sustainable development of the organization.

## Regulations on Supplier Management

To enhance procurement effectiveness and efficiency, and to ensure that procurement quality meets both requirements and social responsibility standards, CPC has established the "China Productivity Center's Regulations on Supplier Management" and has announced them to all employees for compliance.

## Supplier Evaluation

- Depending on the nature of the procurement case, the Procurement requesting or procurement unit evaluates the qualifications of vendors capable of supplying the procurement needs. This assessment confirms that the vendors are legally established, operational, and free from conflicts of interest or other disqualifying issues.
- Assess other qualifications and capabilities that vendors should possess based on the procurement requirements.
- To uphold environmental protection, social responsibility, and management requirements, priority should be given to green products. Relevant commitments and assessments from various suppliers are obtained and used as important references for procurement decisions.

## Local Procurement

Local procurement in each region accounted for over 78%, promoting and encouraging quality optimization among local suppliers in 2023.

Region	Japan	Thailand	Taipei	Taoyuan	Hsinchu	Miaoli	Taichung	Changhua	Chiayi	Tainan	Kaohsiung	Yilan	Hualien	Taitung	Total	Local Procurement(%)
Northern Taiwan	3	1	303	22	13	2	22	2	1	3	10	1	1	4	388	78.09%
Central Taiwan			1	1		1	39	5	2		5				54	81.48%
Tainan									1	6	4				11	90.91%
Kaohsiung											7				7	100.00%
Total	3	1	304	23	13	3	61	7	4	9	26	1	1	4	460	

## Green Procurement

Actively respond to the Ministry of the Environment's zero-carbon green lifestyle initiative through green procurement to achieve the goal of an environmentally friendly workplace. (→Please refer to Environment - CPC Government Green Procurement P.45.)

## Supplier Management System

Established a comprehensive Supplier Management System to provide employees with a more convenient and transparent qualified supplier inquiry system, enabling quick access to high-quality supplier information.



# Supplier Management

GRI 204-1

## Supplier Evaluation

- Qualified Suppliers: Evaluated according to the Qualified Supplier Management Procedures.
- Designated Suppliers:
  - Evaluated based on the supply performance during the designated period. Suppliers with excellent performance may present the evaluation results and outstanding achievements. They shall be subject to approval for contract renewal by the President or the President's authorized representative.
  - If any anomalies occur in the supply situation during the designated period, the supplier should be assessed immediately and corrected within a specified timeframe. If the issues are serious, the contract may be terminated and, with approval from the President or the President's authorized representative, the supplier may be blacklisted as a rejected vendor.
- Frequent Suppliers:
  - Evaluated based on the acceptance records of each transaction. If necessary, the CPC may conduct additional satisfaction surveys.
  - If anomalies occur in the supply situation, the supplier should be notified immediately and given a deadline to make corrections. If the issues are severe, the collaboration may be terminated, and with the approval of the President or the President's authorized representative, the supplier may be listed as a rejected vendor.

Procurements are confirmed through methods such as price comparison or selection of the best option, ensuring that the appointed suppliers always pass an acceptance mechanism. Additionally, for items that are procured frequently, a qualified supplier management system shall be in place. This includes not only acceptance of individual transactions but also annual evaluations of qualified suppliers to confirm their ongoing eligibility.

Additionally, for vendors involved in activities valued at over TWD 1 million, the Audit Office, in conjunction with the Procurement Team, shall conduct on-site performance inspections. The results of the "Performance Evaluation of Vendors for Activities Exceeding TWD 1 Million" are to be signed, reported, and announced to all employees. There have been no significant changes in supplier relationships.

Performance Evaluation of Vendors for Activities Exceeding TWD 1 Million				
Scoring Range	Above 90	80~89	70~79	Rejected
Cases	3	5	0	0

## Friendly Supplier Payment Terms

Depending on the payment terms agreed upon with each supplier, payments can be categorized as "immediate payment after acceptance," "45-day payment," or "as per contract terms."

Implement on-site quality inspections for suppliers of major procurement activities valued at over TWD 1 million.



2023 Global Young Entrepreneurs Rising Star Awards Ceremony and Experience Sharing Event Inspection



2023 Taipei International Beef Noodle Festival Event Inspection



2023 Taiwan City Expo Brand Promotion Event, "Good City, Good Food" Inspection

# Appendix



# GRI Content Index

CPC has reported on the period from 1st of January, 2023, to 31st of December, 2023, in accordance with the GRI standards.

Used GRI 1	GRI 1: Foundation 2021				
GRI Standard / Other Sources	Disclosure Items		Chapters	Page	Supplementary Description/Omission
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-1	Organizational details	About CPC_Introduction to the Organization	<u>9</u>	
	2-2	Entities included in the organization's sustainability reporting	About CPC_Introduction to the Organization Governance-CPC_Financial Management and Performance	<u>9, 81</u>	
	2-3	Reporting period, frequency, and contact point	Introduction_About this Report	<u>3</u>	
	2-4	Restatements of information			
	2-5	External assurance	Appendix_Independent Assurance Report From Ernst & Young (EY) Accounting Firm	<u>113</u>	
	2-6	Activities, value chain, and other business relationships	About CPC_Introduction to the Organization About CPC_Sustainable Management Social-CPC_Enterprise Diagnostic Services Service Quality Management_Client Service Management	<u>10~13, 16, 68~74, 97-99</u>	
	2-7	Employees	Social-CPC_Talent Attraction and Retention	<u>49~53</u>	
	2-8	Workers who are not employees		<u>49</u>	
	2-9	Governance structure and composition	Governance-CPC_Structure and Functioning of Board of Directors and Supervisors	<u>78~79</u>	
	2-10	Nomination and selection of the highest governance body			
	2-11	Chair of the highest governance body			
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance-CPC_Structure and Functioning of Board of Directors and Supervisors Governance-CPC_ESG Sustainable Development Mechanism	<u>78~79, 14-16</u>	
	2-13	Delegation of responsibility for managing impacts			
	2-14	Role of the highest governance body in sustainability reporting			

# GRI Content Index

CPC has reported on the period from 1st of January, 2023, to 31st of December, 2023, in accordance with the GRI standards.

Used GRI 1	GRI 1: Foundation 2021				
GRI Standard / Other Sources	Disclosure Items		Chapters	Page	Supplementary Description/Omission
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	Governance-CPC_Structure and Functioning of Board of Directors and Supervisors Governance-CPC_Ethics and Integrity	78, 83~84	
	2-16	Communication of critical concerns	Governance-CPC_Internal Control and Internal Audit	<u>87~89</u>	
	2-17	Collective knowledge of the highest governance body	Governance-CPC_Structure and Functioning of Board of Directors and Supervisors	<u>78~79</u>	
	2-18	Evaluation of the performance of the highest governance body	Governance-CPC_Compensation and Remuneration of Directors and Supervisors	<u>80</u>	
	2-19	Remuneration policies			
	2-20	Process to determine remuneration			
	2-21	Annual Total Compensation Ratio	Social-CPC_Employees Diversity, Equity, and Inclusion DEI	<u>57</u>	
	2-22	Statement on sustainable development strategy	Introduction_Letter from the Operator, Letter from the Manager About CPC_Sustainable Management	<u>4, 5, 14~18</u>	
	2-23	Policy commitments	CPC and Stakeholders_Material Topics Analysis	<u>28</u>	
	2-24	Embedding policy commitments	CPC and Stakeholders_Material Topics Analysis Environment-CPC_Government Green Procurement Governance-CPC_Risk Management	<u>28, 45, 85~86</u>	
	2-25	Processes to remediate negative impacts	CPC and Stakeholders_Stakeholder Responses Social-CPC_Talent Attraction and Retention	25, <u>52</u>	
	2-26	Mechanisms for seeking advice and raising concerns	Social-CPC_Talent Attraction and Retention Governance-CPC_Ethics and Integrity	<u>52, 83~84</u>	
	2-27	Compliance with laws and regulations	Governance-CPC_Legal Compliance Management	<u>90</u>	
	2-28	Membership associations	About CPC_Introduction to the Organization	<u>13</u>	
	2-29	Approach to stakeholder engagement	CPC and Stakeholders_Stakeholders Communication and Engagement, Stakeholder Responses	<u>24~25</u>	
	2-30	Collective bargaining agreements	Omitted		No Collective Bargaining Agreements of CPC.



# GRI Content Index

CPC has reported on the period from 1st of January, 2023, to 31st of December, 2023, in accordance with the GRI standards.

Used GRI 1	GRI 1: Foundation 2021				
GRI Standard / Other Sources	Disclosure Items		Chapters	Page	Supplementary Description/Omission
<b>Material Topics</b>					
GR3: Material Topics 2021	3-1	Process to determine material topics	CPC and Stakeholders_ Stakeholders Communication and Engagement, Stakeholder Responses	<u>23</u>	
	3-2	List of material topics	CPC and Stakeholders_ Material Topics Analysis	<u>26~27</u>	
	3-3	Management of material topics	CPC and Stakeholders_ Material Topics Analysis	<u>29~31</u>	
<b>Topic Standards</b>					
GRI 101: Biodiversity 2024	101-2	Management of biodiversity impacts	Environment-CPC_Education on Biodiversity	<u>47</u>	
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Environment-CPC_Climate Governance and Action, Supporting Renewable Energy	<u>33~37, 46</u>	Including disclosure of TCFD
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environment-CPC_Power Resource Management	<u>42</u>	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environment-CPC_Greenhouse Gas Inventory	<u>38~40</u>	
	305-2	Energy indirect (Scope 2) GHG emissions			
	305-3	Other indirect (Scope 3) GHG emissions			
	305-4	GHG emissions intensity			
	305-5	Reduction of GHG emissions			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Social-CPC_Talent Attraction and Retention	<u>50</u>	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social-CPC_Benefits and Pension System	<u>65~66</u>	
	401-3	Parental leave	Social-CPC_Employees Diversity, Equity, and Inclusion DEI	<u>51</u>	

# GRI Content Index

CPC has reported on the period from 1st of January, 2023, to 31st of December, 2023, in accordance with the GRI standards.

Used GRI 1	GRI 1: Foundation 2021				
GRI Standard / Other Sources	Disclosure Items		Chapters	Page	Supplementary Description/Omission
	<b>Topic Standards</b>				
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Social-CPC_Talent Attraction and Retention	<u>50</u>	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Social-CPC_Occupational Health and Safety	<u>63~64</u>	
	403-2	Hazard identification, risk assessment, and incident investigation			
	403-3	Occupational health services			
	403-4	Worker participation, consultation, and communication on occupational health and safety			
	403-5	Worker training on occupational health and safety			
	403-6	Promotion of worker health			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			
	403-8	Workers covered by an occupational health and safety management system			
	403-9	Work-related injuries			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Social-CPC_Talent Cultivation and Development	<u>58~59</u>	
	404-3	Percentage of employees receiving regular performance and career development reviews		<u>61</u>	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Social-CPC_Employees Diversity, Equity, and Inclusion DEI Governance-CPC_Structure and Functioning of Board of Directors and Supervisors	<u>54, 79</u>	
	405-2	Ratio of basic salary and remuneration of women to men	Social-CPC_Employees Diversity, Equity, and Inclusion DEI	<u>57</u>	

# GRI Content Index

CPC has reported on the period from 1st of January, 2023, to 31st of December, 2023, in accordance with the GRI standards.

Used GRI 1	GRI 1: Foundation 2021			
GRI Standard / Other Sources	Disclosure Items	Chapters	Page	Supplementary Description/Omission
<b>Topic Standards</b>				
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Social-CPC_Employees Diversity, Equity, and Inclusion DEI	<u>54</u>

# SASB Reference Table

Code	Index	Description	Chapters	Goals and Improvement
<b>Professional&amp;Commercial Services: SV-PS: 2018</b>				
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	CPC has implemented ISO 27001 and conducts an independent information security audit annually to address and seek improvements for identified issues.	Governance-CPC_ Information Security and Personal Information Protection <a href="#">P.94</a>	✓ At least two information security committee meetings are held annually. <b>Achieved</b>
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	CPC has established a Personal Information Protection Committee and conducts regular personal information protection awareness campaigns to reduce the risk of personal data breaches.	Governance-CPC_ Information Security and Personal Information Protection <a href="#">P.91</a>	✓ At least one Personal Information Protection Committee meeting is held annually <b>Achieved</b>
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	CPC operates with stringent information security and personal information management mechanisms, and conducts internal audits annually to mitigate risks and incidents.	Governance-CPC_ Information Security and Personal Information Protection <a href="#">P.91~P.95</a>	✓ 0 major cyber security incidents (e.g., hacker attacks or ransomware) ✓ 0 major personal data breaches (e.g., fines imposed) <b>Achieved</b>
SV-PS-330a.1	Percentage of gender and racial / ethnic group representation for (1) executive management and (2) all other employees	CPC values equality and talent diversity; there are no restrictions on recruitment or promotion based on gender or ethnicity.	Social-CPC_ Employees Diversity, Equity, and Inclusion DEI <a href="#">P.54~P.57</a>	✓ A diverse talent pool and equitable workplace environment with no restrictions <b>The total number of female supervisors is equal to that of male supervisors</b>
SV-PS-330a.2	Voluntary turnover rate for employees and Involuntary turnover rate for employees	Voluntary: 13% Involuntary: 0% CPC complies with relevant labor laws and regulations in Taiwan	Social-CPC_ Talent Attraction and Retention <a href="#">P.50</a>	✓ Not violate labor-related laws and regulations <b>Achieved</b>
SV-PS-330a.3	Employee engagement as a percentage	CPC values employee feedback and conducts regular employee surveys and analyses.	Social-CPC_ Talent Attraction and Retention <a href="#">P.53</a>	✓ Conducting "Employee Satisfaction Survey" biannually <b>Achieved</b>
SV-PS-510a.1	Description of approach to ensuring professional integrity	CPC has established a Code of Ethical Management and conducts internal audits and awareness campaigns annually.	Governance-CPC_ Ethics and Integrity <a href="#">P.83~P.84</a>	✓ Three annual courses on integrity management/internal control/internal auditing <b>Achieved</b>
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	CPC reduces risks and incidents by implementing stringent practices in integrity management, internal controls, and internal audits.		✓ 0 cases of legal losses related to professional ethics <b>Achieved</b>

# TCFD Reference Table

Dimension		Recommended Disclosures	Chapters	Page
Governance	Disclose the organization's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities.	Environment-CPC_Climate Governance and Action	<u>33~37</u>
		Describe management's role in assessing and managing climate-related risks and opportunities.		
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.		
		Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.		
		Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks	Describe the organization's processes for identifying and assessing climate-related risks.		
		Describe the organization's processes for managing climate-related risks.		
		Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management		
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.		
		Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		
		Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.		

# Sustainable Development Goals – Reference Table

SDGs	CPC actual response to SDGs Items	Chapters	Page
SDG 1 No Poverty	<ul style="list-style-type: none"> <li>Donated TWD 1 million for the reconstruction efforts following the Turkey earthquake.</li> <li>Organized the “Spread the Love” appreciation event. The event's gifts were procured from 9 charitable organizations, with a total of TWD 306,728 allocated for charitable causes.</li> <li>Donated a batch of office conference chairs to 4 organizations in need.</li> </ul>	Social-CPC_Community Building and Inclusion	<u>75~76</u>
SDG 2 Zero Hunger	<ul style="list-style-type: none"> <li>Promoted the “Zero Hunger - Responding to Food Waste” initiative, guiding agricultural communities to establish zero-waste purchasing and dining habits.</li> </ul>	Social-CPC_Promotion of Industry Development and Transformation	<u>73</u>
SDG 3 Good Health and Well-Being	<ul style="list-style-type: none"> <li>Conducted related activities at community centers or event venues.</li> <li>Employee Health Management: CPC-funded health checks, on-site occupational health consultations by medical professionals/nurses</li> <li>Hired external speakers to conduct 'Promoting Health' awareness activities.</li> </ul>	Social-CPC_Occupational Health and Safety	<u>64~65</u>
SDG 4 Quality Education	<ul style="list-style-type: none"> <li>Internal Talent Development Performance: Total learning participation of 31,271.9 hours, with an average of 67.5 hours per person for the entire year.</li> <li>External Talent Development Performance: 113,500 training sessions were conducted, with an average satisfaction score of 92.76 for the year.</li> <li>Promoted the “Embrace the Joy of Reading” series of activities, organizing 10 sessions with themes that align with the SDGs.</li> </ul>	Social-CPC_Talent Cultivation and Development, Quality Education of Learners, Promotion of Industry Development and Transformation	<u>58~59, 67, 72</u>
SDG 5 Gender Equality	<ul style="list-style-type: none"> <li>Enhanced the mechanisms for substitutor and family caregiving to increase the willingness of women to return from maternity leave, achieving a near 100% reinstatement and retention rate.</li> <li>Implemented gender equality in management positions, with female supervisors constituting 50% of the total.</li> </ul>	Social-CPC_Talent Attraction and Retention, Employees Diversity, Equity, and Inclusion DEI	<u>51, 55~56</u>
SDG 6 Ocean Water and Sanitation	<ul style="list-style-type: none"> <li>Regularly test water quality.</li> <li>Enhanced promotion of energy and water conservation measures to demonstrate a commitment to water resource management.</li> </ul>	Environment-CPC_Water Resource Management	<u>43</u>
SDG 7 Affordable and Clean Energy	<ul style="list-style-type: none"> <li>Supported the procurement of 60,000 kWh of renewable energy</li> </ul>	Environment-CPC_Supporting renewable energy	<u>46</u>
SDG 8 Decent Work and Economic Growth	<ul style="list-style-type: none"> <li>Applicants' salary ranges are subject to equal pay for equal work.</li> <li>Promoted the "Corporate Innovation and Entrepreneurship Mentoring Program" to accelerate the transformation of Indigenous industries.</li> <li>Promoted the “Silver Hair Mentorship Service” to enable retired seniors to contribute their expertise in serving society.</li> </ul>	Social-CPC_Talent Attraction and Retention, Promotion of Industry Development and Transformation	<u>49~53, 73</u>
SDG 9 Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> <li>Provided 198 sessions of ESG-related diagnostics consultations for the industry.</li> <li>Platforms such as myMKC Management Knowledge Platform and the ME Bench Management Effectiveness Assessment support corporate sustainability development services.</li> <li>Expanded the promotion of social participation in skill certification by providing training venues for public use.</li> </ul>	Social-CPC_Enterprise Diagnostic Services, Community Building and Inclusion	<u>68~70, 75</u>
SDG 10 Reduced Inequalities	<ul style="list-style-type: none"> <li>Employee salary, bonus, and promotion standards system.</li> </ul>	Social-CPC_Employees Diversity, Equity, and Inclusion DEI	<u>54~57</u>

# Sustainable Development Goals – Reference Table

SDGs	CPC actual response to SDGs Items	Chapters	Page
SDG 11 Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>■ 5S Environmental Greenification and On-site Management.</li> <li>■ Installed air quality monitoring systems in educational training classrooms to provide real-time checks on whether various air quality metrics are within normal ranges.</li> </ul>	Social-CPC_Benefits and Pension System, Students Education Qualities	<a href="#">65</a> , <a href="#">67</a>
SDG 12 Responsible Consumption and Production	<ul style="list-style-type: none"> <li>■ Repurposing of discarded laptops accounts for 48.15% of the total write-offs.</li> <li>■ Aligned with international standards such as GRI, SASB, and TCFD, and published the annual sustainability report.</li> <li>■ Procured government-registered green products totaling TWD 5,824,571.</li> </ul>	Environment-CPC_Repurposing end-of-life laptop computers	<a href="#">44</a> , <a href="#">15</a> , <a href="#">45</a>
SDG 13 Climate Action	<ul style="list-style-type: none"> <li>■ Implemented TCFD and disclosed climate-related information.</li> <li>■ Conducted a comprehensive GHG inventory (Scope 1-3 emissions) across all areas, assessed reduction effectiveness, and achieved short, medium, and long-term greenhouse gas reduction targets.</li> </ul>	Environment-CPC_Climate Governance and Action	<a href="#">33~37</a> , <a href="#">38~40</a>
SDG 14 Life Below Water	<ul style="list-style-type: none"> <li>■ Published a special report on marine ecology in the Learning &amp; Development Magazine.</li> <li>■ Promoted and announced in public courses.</li> </ul>	Environment-CPC_Education on Biodiversity	<a href="#">47</a>
SDG 15 Life on Land	<ul style="list-style-type: none"> <li>■ Published a special report on terrestrial ecology in the Learning &amp; Development Magazine.</li> <li>■ Promoted and announced in public courses.</li> </ul>	Environment-CPC_Education on Biodiversity	<a href="#">47</a>
Peace Justice and Strong Institutions	<ul style="list-style-type: none"> <li>■ Total number of anti-corruption incidents: 0</li> <li>■ Conducted internal training on "Principles and Case Studies of Internal Audit, Internal Control, and Ethical Management" and external courses on "Internal Audit and Transparency Ethics for Government Entities" by the Ministry of Economic Affairs.</li> <li>■ Enhancing Internal Control and Internal Auditing Systems</li> <li>■ Major Regulatory Violations: 0 Cases.</li> <li>■ Conducted 4 sessions of legal compliance training courses.</li> </ul>	Governance-CPC_Ethics and Integrity	<a href="#">84</a> , <a href="#">87~89</a> , <a href="#">90</a>
SDG 17 Partnerships for the Goals	<ul style="list-style-type: none"> <li>■ The APO Green/Smart Manufacturing Excellence Center collaborates with member country enterprises for overseas visits, technical exchanges, and resource cooperation to jointly realize sustainable visions</li> <li>■ Comprehensive Green and Local Supplier Procurement System</li> </ul>	Service Quality Management_Supplier Management	<a href="#">74</a> , <a href="#">100</a>

# Assurance Report issued by Ernst & Young (EY) for the Report



會計師事務所聲明

財團法人中國通商中心 分署

聲明範圍

本會計師事務所對財團法人中國通商中心(以下簡稱CPC)之委託,於2023年度永續報告書中所提供之永續報告書(以下稱「標的資訊」),執行財團法人中國通商中心研究發展基金會所發布之確信聲明所定義之「高風險事件」並出具報告。

標的資訊及其適用基準

有關CPC之標的資訊及其適用基準詳列如附件一。

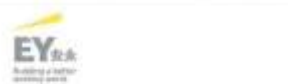
管理層之聲明

CPC 管理層之責任包括確保其永續性管理報告(Global Sustainability Standards Board, GSSB)所發布之2021年GRI系列(GRI Standards),以及根據適當之基準編製2023年度永續報告書,包括參考永續會計準則委員會(Sustainability Accounting Standards Board, SASB)作為重大主題依據,CPC管理層負責確保所披露之基準,並對標的資訊在所有重大方面是否依據標的基準編製負責,此聲明包括標的及採納標的資訊編製基礎之內部控制,標的適當之披露及採納之估計,以確保標的資訊在沒有受到舞弊或錯誤之重大不當表達。

本會計師之聲明

本會計師之聲明依據財團法人中國通商中心研究發展基金會所發布之確信聲明 2000 號「非典型之財務報告編製或採納之確信事件」之委託對執行各項標的資訊,以對標的資訊是否存在重大不當表達及其適用標的資訊,本會計師依據專業判斷,包括對標的資訊採納之重大不當表達風險之評估,以決定確信標的之資訊,可接受範圍。

本會計師對已獲取之標的資訊之確信,以行為及非財務資訊之基礎。



會計師之獨立性及品質管理

本會計師及所屬組織遵循會計師職業道德規範中有關獨立性及其他道德規範之規定,相關之基本原則為誠實、公正客觀、專業能力及專業上應有之注意、誠信及專業行為。

本事務所遵循品質管理原則「依「會計師事務所之品質管理」,該品質管理原則規定相關程序,包括實行及執行品質管理制度,包含與標的資訊相關政策,專業準則及適用之法規與規範之政策與程序。

標的資訊之風險

標的資訊事件之執行結果及所面臨之各種風險事件不同,其範圍亦不一,因此,有關標的資訊中取得之標的資訊與外部環境資訊中取得者,本會計師所執行之程序與高風險標的資訊事件或風險,並不提供令標的資訊之外有關。

儘管本會計師於標的資訊事件之披露及編製時曾考慮CPC內部控制之有效性,但本會計師並未對CPC內部控制之有效性表示意見,本會計師所執行之程序不足以測試或評估其執行與標的資訊(IT)系統內資料之準確性或採納的標的資訊。

有關標的資訊事件之估計,主要係向負責編製標的資訊及採納資訊的人員進行查詢,並應充分考慮其適當性。

本會計師執行的程序包括:

- 與CPC人員進行討論,以瞭解CPC之業務與執行此項標的之管理情況,以及其相關政策;
- 閱讀相關文件,以瞭解CPC之本會計師與個人及相關關係人,如財務報告,雙重認證之溝通管道,以及CPC和採納標的資訊與商業;
- 與CPC人員進行討論,以瞭解其在商業、管理與編製標的資訊之相關風險;
- 檢查計算標準是否已依據適當基準中執行的方法正確進行;
- 針對標的資訊之各種風險進行分析與評估,並應評估其他支持標的資訊或所採之管理政策聲明;如必要時,對採納標的進行測試;
- 閱讀CPC之永續報告書,確認其與本會計師所採納之永續報告書進行彼此之瞭解一致;



獨立限制

標的資訊中所包含之非財務資訊之披露與不確定性之影響,選擇工作的數量方式,可能導致標的資訊上之重大差異,並由於標的資訊之非財務資訊之披露,使得內部控制與企業風險控制,並未涵蓋或註明所有之存在之重大不當表達,與編製標的資訊相關。

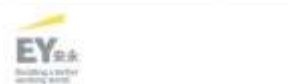
結論

根據所執行之程序及所採之證據,本會計師未能發現標的資訊有未依據適當基準編製或採納之標的資訊。

安永聯合會計師事務所

會計師 林立賢

民國一十二年九月三日



附件

編號	章節	英文標題	標的資訊			適用基準	
			年度	2023年			
1	Social-CPC	人才吸引與留存	年度	2023年		2023年01月01日至12月31日期間,CPC採納標的資訊之總人數。	
			地區(淨土、非淨土、總計)	360			
			學歷(含高職)	48			
			薪酬(含福利)	25			
			高齡	34			
合計	466						
			註: 1. 無明確人員。 2. 無明確之季節性變化。				
2	Social-CPC	人才吸引與留存	年度	2023年		2023年01月01日至12月31日期間,CPC採納標的資訊之總人數。	
			標的資訊	總計			
			本會計師採納標的資訊之員工總數	290	171		460
			A) 申請實習條件總人數	5	1		6
			B) 申請實習條件總人數	9	4		13
			C) 實際錄取人數	3	1		4
			D) 申請錄取人數	2	0		2
			E) 上海復健醫院總計一年內人數	4	0		4
			F) 上海復健醫院管理人員總數	4	1		5
			總計(合計)	75%	100%		88%
總計(合計)	100%	8%	30%				




附件

編號	章節	中文標題	標的資訊	適用基準																								
3	Environment-CPC	臺灣 ISO 14001 環境管理系統	CPC 臺灣管理系統的運作(於2023年獲入 ISO 14001 環境管理系統執照,並於2023年6月取得認證)	ISO 14001 環境管理系統執照																								
4	Development-CPC	光輝再生鋼	2023 年鋼鐵產量總計為 94,662 噸, 該總產量為 346,247 元。	2023 年 01 月 01 日至 12 月 31 日期間,CPC 所生產之鋼鐵產量。																								
5	Governance-CPC	董事會結構與運作	<table border="1"> <thead> <tr> <th>日期</th> <th>職名</th> <th>高職</th> <th>實職</th> <th>任期</th> <th>任期</th> </tr> </thead> <tbody> <tr> <td>4月14日</td> <td>董事長</td> <td>11</td> <td>11</td> <td>100%</td> <td>是</td> </tr> <tr> <td>7月24日</td> <td>董事長</td> <td>11</td> <td>11</td> <td>100%</td> <td>是</td> </tr> <tr> <td>12月28日</td> <td>董事長</td> <td>11</td> <td>11</td> <td>100%</td> <td>是</td> </tr> </tbody> </table>	日期	職名	高職	實職	任期	任期	4月14日	董事長	11	11	100%	是	7月24日	董事長	11	11	100%	是	12月28日	董事長	11	11	100%	是	2023年01月01日至12月31日期間,CPC的董事會結構及董事會成員。
日期	職名	高職	實職	任期	任期																							
4月14日	董事長	11	11	100%	是																							
7月24日	董事長	11	11	100%	是																							
12月28日	董事長	11	11	100%	是																							



# Assurance Report Issued by Ernst & Young (EY) on the Greenhouse Gas (GHG) Emissions Inventory



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**會計師有限確信報告**

財團法人中華生產力中心 公鑒

**確信範圍**  
本會計師接受財團法人中華生產力中心(以下簡稱CPC)之委託,對2023年度溫室氣體盤查報告所提定之範圍1、範圍2之碳排放量資訊(以下稱「標的資訊」),執行財團法人中華民國會計師公會聯合會所發布之確信準則所定義之「有限確信案件」並出具報告。

**標的資訊及其適用基準**  
有關CPC之標的資訊及其適用基準詳列於附件一。


**管理階層之責任**  
CPC管理階層之責任係依據國際標準組織(International Organization for Standardization, ISO)所發布之ISO國際標準ISO 14064-1:2018(以下簡稱ISO 14064-1:2018)之規定,管理階層應對標的資訊所有重大方面是否依據適用基準報導負責。此責任包括建立及維持與標的資訊編製有關之內部控制,維持適當之紀錄並作成相關之估計,以確保標的資訊未存有等因於舞弊或錯誤之重大不實表達。

溫室氣體量化受先天不確定性之影響,且會受到用以決定排放係數之科學知識並不完整,以及報導之數據受合併不同溫室氣體。

**本會計師之責任**  
本會計師之責任係依照所取得之證據對標的資訊作成結論。

本會計師依照財團法人中華民國會計師公會聯合會所發布之確信準則3411號「溫室氣體報告之確信案件」之要求規劃並執行有限確信工作,以對標的資訊是否存有重大不實表達出具有限確信報告。本會計師依據專業判斷,包括對準則於舞弊或錯誤之重大不實表達風險之評估,以決定確信程序之性質、時間及範圍。

本會計師執行已獲知悉及適切之證據,以作為表示有限確信結論之基礎。



**會計師之獨立性及品質管理**  
本會計師及所隸屬組織遵循會計師職業道德規範中有關獨立性及其他道德規範之規定,將規範之基本原則與正直、公正客觀、專業能力及專業上應有之注意、保密及專業行為。

本事務所遵循品質管理準則「會計師事務所之品質管理」,該品質管理準則規定組織設計,以確保執行及執行品質管理制度,包含與道德職業道德規範、專業準則及適用之法令規範相關之政策或程序。


**所執行程序之說明**  
有關確信案件之執行程序之性質及時間適用於各種確信案件不同,其範圍亦較小。因此,有限確信案件中取得之確信程度明顯低於合理確信案件中之取得者。本會計師所執行之程序係為取得有限確信並據此作成結論,並不提供合理確信之量之所有證據。

儘管本會計師對所定確信程序之性質及範圍研習考量CPC內部控制之有效性,但本確信報告並未對CPC內部控制之有效性表示意見。本會計師所執行之程序不包括測試控制或執行與檢查資訊科技(IT)系統內資料之處理或計算相關的程序。

有限確信案件包括進行查詢,主要係向負責編製標的資訊及相關資訊的人員進行查詢,並應對分析及其他適當程序。

本會計師執行之程序包括:


- 與CPC之管理階層及員工進行访谈,釐清溫室氣體盤查之整體情況,包括量化工具與系統之控制環境及資訊系統,以及報導過程,但並未針對特定控制作業之設計,以及取得結果控制作業對實質行或測試其有效之證據;
- 實施至少一項稽核,評估證據之完整性,資料蒐集方法,資料來源及報導據點所適用之核算規則,對於執行實地抽查據點之選擇,已考量該等據點之排放對總排放之貢獻,稽核證據,以及對期許選擇之證據。所執行程序不在含測試報導據點用以蒐集及彙整資訊之資訊系統之控制;
- 針對報告之溫室氣體量進行分析性程序;蒐集並評估其他可得證據資料及所執行之管理階層聲明;執行標準進行測試;



關於CPC之溫室氣體盤查報告,確認其與本事務所取得關於溫室氣體量並經履行情況之瞭解一致。

**先天限制**  
因標的資訊中所包含之非財務資訊受到數量不確定性之影響,選擇不同的衡量方式,可能導致最終數量上之重大差異,且由於確信工作係採抽樣方式進行,任何內部控制均受有先天限制,故未必能查出所有業已存在之重大不實表達,無論是導因於舞弊或錯誤。

**結論**  
依據所執行之程序及所獲得之證據,本會計師未能發現標的資訊有未依照適用基準編製內保作業重大不實之情形。

安永聯合會計師事務所  
會計師:   
民國一十二年九月三日

附件一:

準則: 3.1  
內文標題: 溫室氣體盤查數量  
確信標的:

單位: kgCO<sub>2</sub>e

	CO <sub>2</sub> 排放量	CH <sub>4</sub> 排放量	N <sub>2</sub> O 排放量	HFCs 排放量	PFCs 排放量	SF <sub>6</sub> 排放量	NF <sub>3</sub> 排放量	第一範圍 總量
範圍1	20186.1417	135.5079	429.2629	18752.3329	0.0000	0.0000	0.0000	39,273.4853
範圍2	64098.0571	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	64,098.0571



中國生產力中心

*China Productivity Center*

2023

Sustainability Report

Date of Publication: August, 2024

