

Contents
About this Report
Sustainable Development Milestones
Sustainability Awards and Recognition
Message from the Chairman
1 Blueprint of Sustainable Strategy
2 Climate Strategy
3 Health Strategy
4 Empowerment Strategy
5 Sustainable Governance and Risk Management
6 Appendix

4.1.2 Reskilling Employees

The Bank encourages employees to enhance their professional knowledge and skills to adapt to future trends by organizing a series of skill transformation training programs. These include courses on remote work management and data analysis, aiming to cultivate employees' diverse digital management abilities and mindset to address changes in digital transformation and future work patterns. Additionally, sustainable-related training programs have been introduced to strengthen the integration of sustainability thinking with business operations, fostering a shared concern for sustainable development. Through diverse and flexible learning platforms, employees are provided with the necessary learning support at different career stages to nurture more talented individuals.

4.1.2.1 Anchoring Sustainability Mindset Systematically from the Top to Down

In order to ensure that every employee receives optimal career development and support to cultivate more outstanding talents, the Bank treats all employees equally and provides sustainability literacy training programs at different levels. These programs aim to facilitate employees in integrating sustainability into their daily business activities, valuing the importance of sustainable development and practicing the spirit of both altruism and self-interest. Through diverse and flexible platform resources, we have created an agile and user-friendly learning environment to meet employees' learning needs at different stages. As of the end of 2023, a total of 47,489 people had participated in this program, enhancing employees' awareness and practical abilities in sustainability values, and promoting the deepening and development of the Bank's sustainability culture.

Explanation of the Employee Training Content

Training Objects	The Training Methods and Content	Benefits and Applications	Training Hours	Number of Trainees
Regular Employees	Promote digital training courses and establish a "Sustainability Section" on the learning website.	Enhance sustainable thinking and integrate it with business practices to collectively fulfill our sustainability mission.	9,116	47,035
Junior-Level Executives	Establishing an internal sustainable talent certification mechanism to assist in the implementation of core competencies within units.	Enhancing the capacity to identify and address climate change and sustainability-related risks.	432	48
Senior-Level Executives	Hosting seminars and arranging external training sessions to encourage participation in specialized sustainability courses tailored to job responsibilities.	Incorporating sustainability principles into our business strategy, integrating sustainable practices into our operations, and driving sustainable initiatives alongside our core business activities.	423	391
Directors and Supervisors	Flexible ESG Governance Course.	Driving organizational focus on sustainable impact.	269	15

Strengthening Training and Cultivating Sustainable Finance Talent

To build a more comprehensive sustainable talent system to achieve Taiwan's sustainable development goals, the Bank has formulated employee sustainable transformation plans based on the concept of investing in the future of employees. In 2023, 83.78 million dollars have been allocated for training to strengthen the sustainable financial knowledge and digital transformation capabilities of all employees. In terms of cultivating sustainable financial talents, the Bank's internal experts will tour the Bank from time to time based on market trend strategies to promote rich and diverse ESG and climate-related training, such as international initiatives and domestic and overseas supervision trends, common domestic and overseas assessment and trend analysis, ESG climate risks and opportunities, green financial products and market trends, etc. The content of these courses is tailored to align with organizational development goals, helping each department integrate sustainability into its core functions, thereby accumulating strength of sustainable talents within the Bank. Looking ahead, CUB plans to launch a Sustainable Finance Manager Certification Program in 2024. This program will involve 88 participants from core departments of our Sustainability Strategy Blueprint and the CS Team, as well as units related to the promotion of sustainable business. The program will be organized by the Taiwan Institute for Sustainable Energy (TAISE), featuring a lineup of expert lecturers, including industry practitioners, academics, consultants, and professional managers with practical experience. Through a series of lectures and practical discussions, participants will gain a comprehensive understanding of market trends and applications, gradually incorporating the expert methodologies and actions of professional managers.

4.1.2.2 Enhancing Digital Skills among Data Citizens Across the Bank

The Bank actively promotes a Data Literacy Training Program aimed at equipping employees with essential data insights skills, enhancing problem-solving capabilities. Through comprehensive resource deployment and promotional campaigns, we offer over 80 digital courses and e-book resources, organize physical Data Application Workshops, and encourage staff to participate in external training. Resources are allocated to increase the average training budget for each employee in data-driven/information-related departments to more than three times that of other departments, focusing on three main pillars: Data Technology, Data Analysis, and Data-driven Decision Making.

Data Technology	We enhance our capability in model and process establishment, providing professional training in cloud, AI technology, and database construction to support the deepening of technical foundation and application.
Data Analysis	This training focuses on enhancing data visualization skills, through training in tools like Tableau, Power BI, etc., helping employees to gain a deeper understanding of data, thus enabling them to plan effective action plans.
Data-driven Decision Making	This part aims to enhance business analysis and decision-making abilities, cultivating employees' core competencies in hypothesis thinking and testing validation in the AI era.

For general units, we bring attention to cultivate basic data literacy and focus to learn data collection and analysis methods. Through straightforward and easy-to-understand approaches, we enhance employees' understanding of data, encouraging them to apply data thinking in their daily work. The goal is to ensure that every employee can obtain optimal development and support in their work.