

6.3 Employee training and development

The TWSE and its subsidiaries are well aware that talent is the key to a successful business, and therefore continue to invest resources in nurturing the professional and leadership capabilities of our employees. Through continuous education and training programs, as well as professional courses, employees are encouraged to consistently learn and grow to meet the quick shifts in market demands. At the same time, a fair and transparent performance evaluation system is established to ensure that employees' contributions are fairly evaluated and to motivate them to continue to pursue excellence.

TWSE education and training plan

1. Centered on the TWSE's operating goals and business needs

In order to meet the TWSE's business goals and focus on skills needed for key operations, training courses are divided into compulsory and elective courses, with professional courses and strategic courses at the core of professional training. Each department conducts courses on various topics according to the company's business development items and business needs, including major developments in the department's core business, improvement of professional knowledge, amendments to relevant regulations, and sharing of key case studies. Personnel are encouraged to participate in important external promotion meetings. Furthermore, all employees must undergo at least two professional courses each year unrelated to their departmental duties to expand their horizons and cross-departmental skills.

2. Enhance professional skills and capabilities to further employees' career development

To help employees develop into well-rounded individuals and propel their long-term career development, personnel training courses cover eight major aspects, including professional training, strategy, legal compliance, management, industry development, certification, mental and physical health, and foreign languages. In 2024, the TWSE expanded digital e-learning courses and offered diversified learning channels. Some of the highlighted courses are: "Exploring the Infinite Possibilities of Business Applications through Generative AI," "Sustainable Development Strategy," "Personal Data Protection," "Information Security Education and Training," and "Prevention of Illegal Infringement in the Workplace." Some employees were selected to participate in professional courses in foreign securities markets such as the U.S. Securities and Exchange Commission.

3. Establish multiple learning channels, pool education resources with subsidiaries

The TWSE offers different approaches to providing training courses, including internal training, e-learning, and assigning employees to external training courses. Employees can also apply to attend external training courses, allowing them to engage in various in-person and online educational programs unfettered by time zones or geographical restraints. The TWSE continues to conduct English courses and a number of video courses on the Webpro employee online learning platform, and has opened up resources to employees of our subsidiaries so as to maximize the benefits from these training programs.

4. Strengthen evaluation mechanisms by integrating training and performance review

After each course, post-training evaluation on learning effectiveness is carried out based on course type, through methods such as hands-on practice, interactive exercises, group discussion, or testing. The results are analyzed by employees' job level and training hours to effectively manage professional training. Department heads can emphasize training in certain courses by including the assessment of these courses in their department's KPI evaluations at the beginning of the year. Completion of training courses is taken into account during the year-end performance evaluation. This encourages employees to continuously improve their professional abilities and apply the skills in practice.

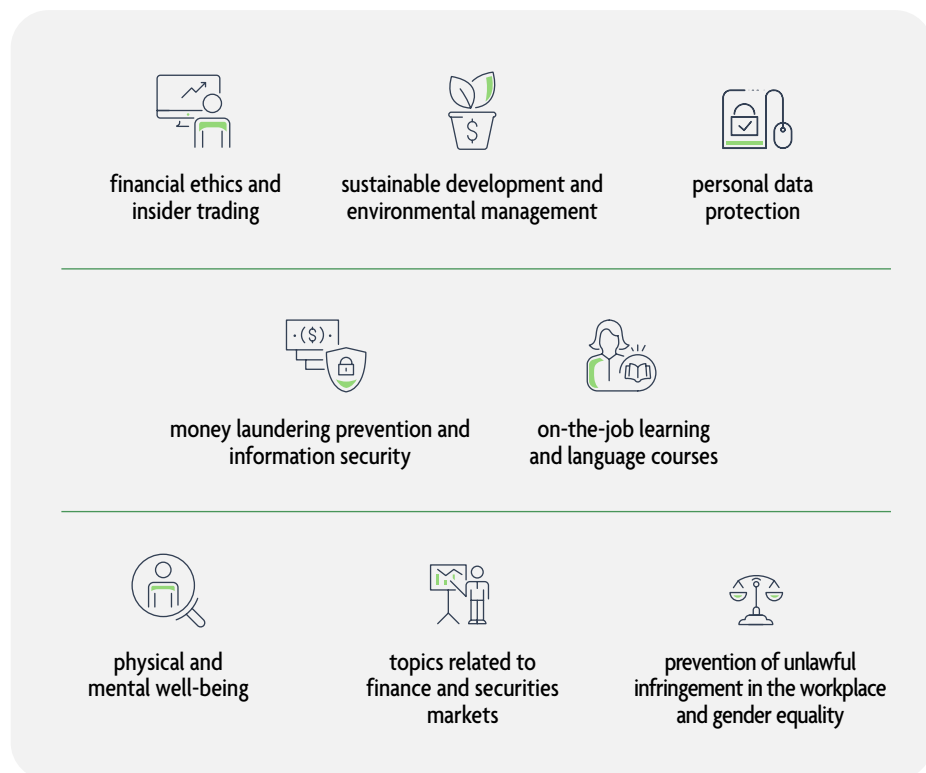
An employee's training record based on their KPIs has been adjusted from a single performance measure to an annual requirement of training hours in mandatory courses based on said employee's job requirements. All employees should complete 30 hours of training annually, including six hours of professional courses and four hours of legal compliance courses; six hours of strategy courses are required for project team members and two for other employees; four hours of management courses are mandated for those in managerial positions. In addition, all learning materials are automatically linked to the human resources management system, providing a basis for department heads to conduct KPI evaluations, enhancing employees' learning motivation, and maximizing the effectiveness of education and training.

• 2024 Employee training hours for the TWSE and its subsidiaries

	Managerial roles	Non-managerial roles	Total training hours
Female	3,332	31,313	34,645
Male	3,858	37,154	41,012
Total	7,190	68,467	75,657

Note: Managerial roles refer to executives and heads of departments; non-managerial roles refer to those other than executives and heads of departments.

Education and Training Course Categories



Performance review

To accurately evaluate employees' work performance and offer proper development in their career growth, which will drive business development, the TWSE and its subsidiaries all established annual employee performance review mechanisms. All TWSE employees and its subsidiaries conducted these reviews in 2024. To ensure the fairness and reasonableness of performance reviews, the TWSE and its subsidiaries established internal policies for grievances to protect employees' complaint rights.

6.4 Friendly workplace

The TWSE and its subsidiaries aim to create a work environment where employees feel safe, satisfied, and fulfilled. We provide excellent working conditions, emphasize work-life balance, promote teamwork and communication, establish a strong corporate culture and values, plus make every employee feel respected and valued.

Multiple communication channels

To promote labor and management harmony and comply with relevant labor laws, the TWSE successfully completed the second collective agreement with the labor union on May 31, 2022. Employees are encouraged to join the labor union, and their freedom to join the labor union is ensured. In 2024, the number of union participants totaled 590, accounting for 99.33% of the workforce¹.

The TWSE values and listens to the voices of its employees. The labor-management meetings are convened on a monthly basis (the "Labor Standards Act" only requires quarterly meetings), with 11 meetings held in 2024, excluding the Chinese New Year holiday period. There are nine labor representatives and nine management representatives. Both labor and management representatives each nominate one person to serve as co-chairs. The meetings are convened for the purpose of facilitating communication and cooperation.

Note: According to the labor union charter and practices, the calculation excludes personnel above the managerial level, those on unpaid leave, and those in pre-service training. However, in the event of occupational accidents, the TWSE provides better protections than those stipulated in the "Labor Standards Act" for employees with employment contracts.

Compensation system

In order to attract and retain talent, the TWSE provides a competitive salary system and comprehensive benefits. Salary standards are not differentiated by race or gender, and regular promotions and salary adjustments are carried out. The TWSE and its subsidiaries provide employees with compensation that is higher than the minimum wage. In 2024, the average salaries of male and female entry-level employees were both higher than the local (Taiwanese) minimum wage, demonstrating the stock exchange's emphasis and trust in the professionalism of its employees.

- 2024 ratio of standard wages for grassroots personnel to the local (Taiwanese) minimum wage

Male	Female	Local (Taiwanese) minimum wage
2.83	2.93	1