

# Employee Development Programs



# Energy Efficiency R&D Enhancement Program (EEREP)

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Delta enhances energy efficiency through green energy and energy-saving solutions, helping customers save costs and reduce environmental impact. To achieve these goals, Delta cultivates employees' competencies via three Engineering Global Training Committees (Global Manufacturing, ESG, Sales & Marketing) and the Energy Management team, providing training, certification, and project support to meet energy-saving objectives.

Key Training	Level 1	Level 2 ~ Level 3	Level 4
Engineering	<ul style="list-style-type: none"> <li>Total training hours: 28,379 hours</li> <li>Number of participants: 12,725</li> </ul>	<ul style="list-style-type: none"> <li>Course completion rate: 100%</li> <li>Competency Level Certification:                             <ul style="list-style-type: none"> <li>F&amp;E is divided into five levels, with a total of 208 people certified.</li> <li>Marketing is divided into three levels, with a total of 22 people certified.</li> <li>Sales is divided into four levels, with a total of 76 people certified.</li> </ul> </li> <li>In the 16th Delta Innovation Awards, the Energy Saving Products Business Unit won a total of 12 awards.</li> <li>The number of granted patents in the electronics field in 2023: 201</li> <li>The number of granted patents for energy-saving products in 2023: 100</li> </ul>	<ul style="list-style-type: none"> <li>In 2023, Delta's products saved, in total, 5.65 billion kWh of electricity and avoided emissions by approximately 13.78 million metric tons CO<sub>2</sub>e in use phase.</li> <li>A total of 10 product energy-saving achievements have been confirmed under ISAE 3000. For more details, please refer to 2023 Delta ESG Report Appendix 7.5 ISAE 3000 Confirmation Project Summary.</li> <li>Delta put 410 energy conservation projects into practice in 2023 and saved approximately 48,499 thousand kWh of electricity, equivalent to approximately 36,297 metric tons CO<sub>2</sub>e.</li> <li>Cumulatively from 2011 to 2023, 3,236 energy saving projects were implemented, with an estimated 403,829 thousand kWh of electricity saved, equivalent to a reduction of 313,063 metric tons CO<sub>2</sub>e.</li> </ul>
Sales and Marketing	<ul style="list-style-type: none"> <li>Total training hours: 13,817 hours</li> <li>Number of participants: 8,588</li> </ul>		
Energy Management	Number of participants: 15,257		
28% of FTEs participating in the program			

# Energy Efficiency R&D Enhancement Program (EEREP)

Key Training	Category	Overall Course Execution %	Total Courses	Total Learning Hours & Avg Hours / Emp	Total Learner Counts / Avg
Engineering	Electrical Engineering	100%	21	16,005	6,873
	Mechanical Engineering	100%	15	10,440	5,365
	Software & Firmware	94%	15	1,934	487
Sales and Marketing	Sales & Marketing	89%	8	13,817	8,588

# Training Committee

## Electrical Engineering Training

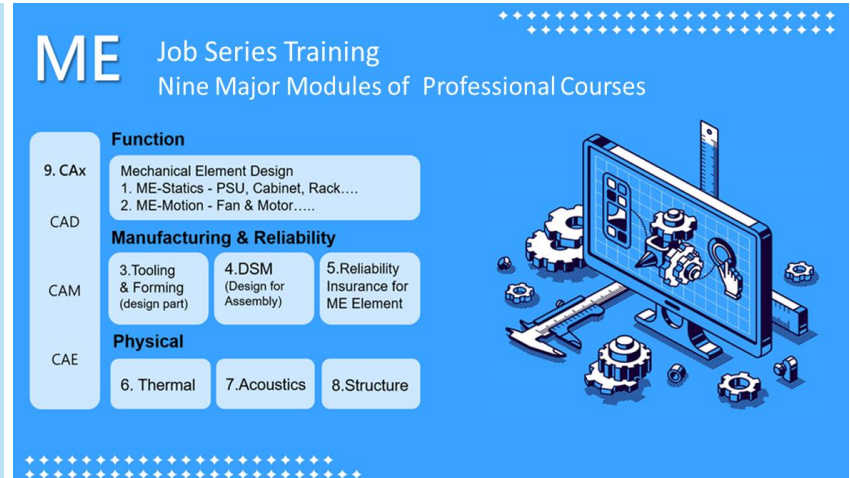


**EE Job Series Training**

Nine Major Modules of Professional Courses

Converter Circuits	Digital Control	Converter Design
Semiconductors	Components	EMC/EMI
Magnetics	Simulation Tools	Process

## Mechanical Engineering Training



**ME Job Series Training**

Nine Major Modules of Professional Courses

<b>9. CAx</b>	<b>Function</b> 1. ME-Statics - PSU, Cabinet, Rack.... 2. ME-Motion - Fan & Motor.....		
<b>CAD</b>	<b>Manufacturing &amp; Reliability</b>		
<b>CAM</b>	3.Tooling & Forming (design part)	4.DSM (Design for Assembly)	5.Reliability Insurance for ME Element
<b>CAE</b>	<b>Physical</b>		
	6. Thermal	7.Acoustics	8.Structure

# Competency Certification – Demo (FAE Stars Rating)

01

## Evaluate Behavior

- Evaluate Behavioral Event
- ✓ 1-3 Stars: Self-Evaluation and Review
- ✓ 4-5 Stars: Self-Evaluation, Review, and Defense

02

## Rate Score

- Technical Competency Scoring Standards Table
- ✓ 1-3 Stars: Scores are assessed based on behavioral evaluation results and the corresponding scoring table.
- ✓ 4-5 Stars: Scores are determined by the defense.

03

## Rate Level

- FAE Star Rating Standards
- Stars and Score Range
- ✓ 5 Stars:90 and above
  - ✓ 4 Stars :75-89
  - ✓ 3 Stars :60-74
  - ✓ 2 Stars :40-59
  - ✓ 1 Stars :20-39

04

## Certification

- Contribution and Qualification Requirements
- Three Stars or Above:
- Development of SP + FB Capabilities
  - 4 Knowledge Base Articles
  - Internal Trainer Qualification
  - Technical Specification Documentation

# Leadership Development Program (LDP)

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- The leadership development program is led by Leadership Development Committee (LDC), formed by Delta's management team and senior executives. The goal is to accelerate the readiness and development of "critical role talent" and "business transformation key talent" and ensure the pipeline bench depth can fulfill growing headcount needs.
- In addition to the leadership development program, adhering to business transformation strategy: to nurture potential talents for business needs. Delta has cultivated new key talents within different new talent development programs which include the AIM (Accelerate Into Master, for Solution Business talent) program, conducted from 2019 to 2022. The AIM talents have also become ambassadors for the headquarters' solution initiatives. With the successful experience in AIM program, we then replicate the methodology for the next development program-NBD.

Program	Key Outcomes
Leadership Development Program	<ul style="list-style-type: none"> <li>• 13% of the critical talents moved upward of their organizational position</li> <li>• More than 15 new key talents are mature with solid experiences to take critical business /non-business head roles and can rotate immediately for Delta's existing business and new business needs in 2023.</li> <li>• 100% of key talents have completed 360-degree surveys to evaluate their development.</li> </ul>
NBD Program	<ul style="list-style-type: none"> <li>• The average annual revenue lead by one NBD leader is USD \$19.7 Million. Delta anticipates that 10% of the members can potentially become the head of New Business Development (NBD), which could potentially generate USD \$98.5 Million in revenue for Delta.</li> </ul>
9.2% of FTEs participating in the program	

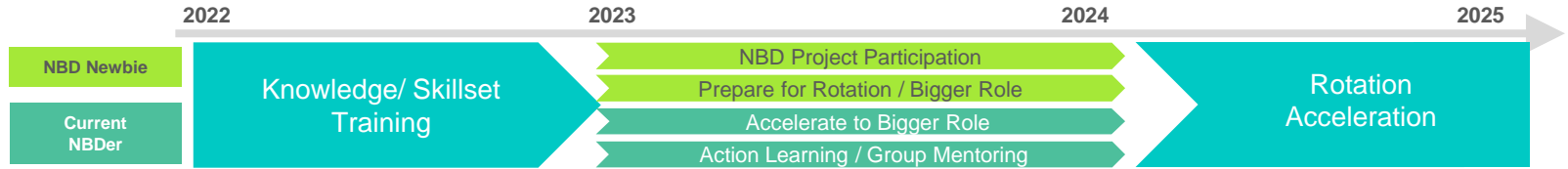


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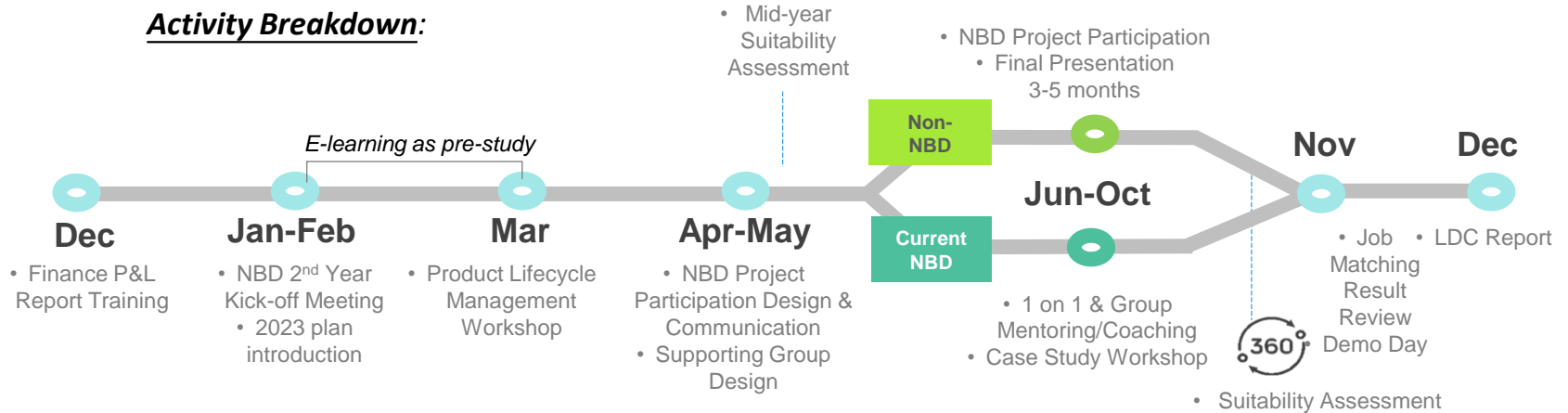
Program	Level 1	Level 2 ~ Level 3	Level 4
Leadership Development Program	<ul style="list-style-type: none"> <li>Junior manager Foundation training: Number of Taiwan and China participants: 189</li> <li>SEA Leadership Development Program: Number of participants: 31, Average satisfaction rating: 4.75</li> <li>Manufacturing Elite program - Leader as coach: Number of participants: 110, Average satisfaction rating: 4.36</li> <li>EMEA- The L.E.A.D. Program: Number of participants: 57, Average satisfaction rating: 4.5</li> </ul>	<ul style="list-style-type: none"> <li>100% of key talents have completed 360-degree surveys. Further management training resources are also offered to accelerate their rotation and promotion.</li> <li>Junior manager Foundation training Result from South of China: The overall average of 360-degree score has increased from 4.1 to 4.4.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion rate of critical talent: 71%(2022: 72%)</li> <li>Rotation rate of critical talent: 51% (2022: 41%)</li> <li>Movement upward rate of critical talent: 13%(2022: 20%)</li> <li>Expatriation and Rotation for key talents: 64% (178 out of 278 people)</li> </ul>
NBD Program	<ul style="list-style-type: none"> <li>NBD Case Study Workshop for leader in NBD: 4.6 out of 5</li> <li>NBD Program 2nd Year Demo-Day: 4.8 out of 5</li> </ul>	<ul style="list-style-type: none"> <li>Applied and successfully joined short-term new business development project: 52% (12 out of 23 people)</li> </ul>	<ul style="list-style-type: none"> <li>Rotation rate of New Business Development talent: 54% (2022: 32%)</li> </ul>

# NBD 2023 Development Plan

- **Objective:** Cultivate Future NBD Team Leaders & Core Team Leaders for Delta NBD Team
- **Pilot area:** Taiwan
- **Target Participant:** 50 attendees (Non-NBD employee AND Current NBD member/leader)
- **Goal:** 70% of talent pool Rotate to Corp. NBD or Promoted to be NBD Lead / Core Team Lead



## Activity Breakdown:



## Rotation Acceleration



# Global Rotation & Expatriation Acceleration Policy (ERA)

## Outcome

- 64% of our key talent pool for critical roles have successfully completed a minimum of one of the requisite experiences for a duration exceeding 2 years.

## Background

- Stronger demand on pipeline pool with need to speed up talents' development
- Have no sufficient experiences in junior level before promoting to critical positions

## Target

- Apply to **All** employees who could be promoted to **People Manager** (Combine with current Promotion Mechanism)

### \*Dual Ladder options for **Technical expert**

1. Only evaluate technical expert who could be promoted to a certain level.
2. Refer to RD Job Title Guideline & Evaluation Criteria

### **3. Evaluation Mechanism:**

Option 1: Committee review With CEO/COO approval:

Talent Development Committee (TDC) / Promotion Review/ Technical Committee

Option 2: Directly Obtain CEO/COO approval

- Exclude local driven functions:  
Investment, Audit, Construction, General/Facility Affair
- 2023, Jan (impact 2024 Promotion)

## Effective Date

# Managerial Sharing Guidelines

Indicator / Year	2021	2022	2023
Coverage rate	85%	96%	100%

## Objective

Shape sharing culture for knowledge cascading



## Target

- People Managers



## Requirement / year

(either one criteria fulfillment)

- Deliver 3+ hours classroom/ live broadcast
- Deliver 1 e-learning
- \*Region may set higher requirement



## Topics

- **Direction & Strategy, Experience or industrial trend** (no trainer fee)  
e.g. Town hall, EMEA Talk, Group Sharing/Mentoring/Coaching
- **Management course** (invited by HR)
- \*Region may involve more topics, and need to approved by Corp. in advance



## Outcome Summary

- Annual report to CEO/COO in December
- Quarterly update Region HR/BHR

# Regional Talent Development Programs

Target Audience	Junior Manager	Middle and Senior Manager			
<b>Program</b>	New Junior Managers Training program	SEA Leadership Development Program	Manufacturing Elite program - Leader as coach	EMEA- The L.E.A.D. Program	Americans-Leadership Shadowing Program
<b>Purpose</b>	To assist junior managers in adapting to new roles, gaining confidence, and learning effective team management.	Enhance leaders' mindset, ability to communicate with subordinates, and provide feedback.	Enhance leaders' ability in coaching and leading change.	Focused on the leadership knowledge, strategic partnerships.	Advance Delta Leadership competencies by shadowing senior leaders.
<b>Outline</b>	<ul style="list-style-type: none"> <li>• Performance, Stress, Time, Emotion management</li> <li>• Cross-sector collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• The 6 critical practices- build leadership mindset and feedback culture</li> </ul>	<ul style="list-style-type: none"> <li>• Leader as coach</li> <li>• Conflict Mgmt.</li> <li>• Delegation and Empowerment</li> <li>• Leading change</li> </ul>	<ul style="list-style-type: none"> <li>• Change Management</li> <li>• Situational Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Shadowing sessions</li> <li>• Observation sharing and record</li> </ul>
<b>Number of attendees</b>	189	31	110	57	5
<b>Satisfaction Rate</b>	4.4	4.75	4.36	4.5	4.5

Smarter. Greener. Together.

