

TSMC Global Inclusive Workplace

II. Foster Employee Resource Groups

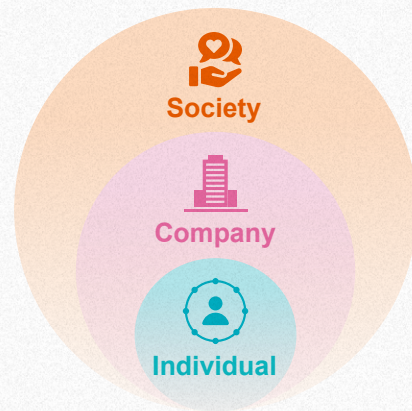
November 2025



To realize TSMC's People Vision to "provide an inclusive environment to inspire passion and enable the best in you", the Company is committed to fostering an inclusive workplace that emphasizes respect for every employee, and encourages all colleagues to contribute their strengths regardless of their identity or background. Based upon the Open-Style Management System from the [TSMC Core Values and Business Philosophy](#), TSMC cultivates an environment conducive to communication, encouraging colleagues to openly cooperate with one another, while treating each other with honesty and sincerity, embracing diverse viewpoints through collaborative approaches. Through three strategic approaches of "Enhance an Inclusive Employee Experience", "Foster Employee Resource Groups", and "Engage with External Resources and Partners", the Company seeks to create a work environment where all employees experience a sense of belonging and value.

Inspire Passion to Co-create Excellence – Employee Resource Groups

Through enabling employee-led Employee Resource Groups (ERGs), TSMC supports the career development of diverse talents, fosters a work environment with a sense of belonging, and encourages all colleagues who identify with the ERG mission to join as allies. This not only enhances personal growth and well-being in the workplace but also lays a solid foundation for the Company's operations, driving profitability and unleashing innovation. TSMC's ERGs demonstrate their impact on three levels: Individual, Company, and Society.



Expand the scope of key issues to reach diverse groups in the broader community, fostering public awareness and encouraging constructive societal dialogue. Furthermore, collaborate with external entities to share experiences and best practices, promoting knowledge exchange to drive collective progress for society's common good.

Provide bottom-up feedback to raise awareness, develop actionable measures, and foster inclusive environments, by collaborating with relevant departments to ensure that changes best reflect colleagues' needs. Upholding the principle of meritocracy, cultivate a workplace that attracts diverse talents and empowers individuals to harness their strengths, thereby driving innovation and boosting productivity.

Establish a network among diverse talents and allies, while facilitating mutual understanding of colleagues. Through mentorship programs and related support initiatives, promote a sense of belonging and career growth for diverse talents within the Company.

From 2022 to 2024, driven by colleagues' initiatives, TSMC established four Employee Resource Groups (ERGs), including Women@tsmc, Global Family@tsmc, Accessibility@tsmc, and Veterans@tsmc (based in the United States). Additionally, the fifth ERG, Pride@tsmc, began preparations at the end of 2024 and was officially established in May 2025. These ERGs focus respectively on important issues facing employees based on gender, race/nationality, disabilities, the identity of U.S. veterans, and sexual orientation, each sponsored by at least one senior executive to ensure its operational direction aligns with the company's People Vision. ERGs are open to all employees, allowing everyone to actively participate while amplifying visibility and awareness of relevant topics. In 2024, TSMC partnered with ERGs to host a series of Global Inclusive Workplace Initiatives, encouraging colleagues to take action and drive change, attracting over 6,000 participants. The Company also released introductory videos and surveys about the ERGs, disseminated globally, garnering responses from over 28,000 employees, with more than 90% expressing support and becoming allies.

The Employee Resource Groups of TSMC

	Area of Focus	Mission
Women@tsmc	Gender	Connecting and developing women at TSMC to unleash their potential, be true and a better self.
Global Family@tsmc	Nationality / Ethnicity	Dedicated to welcome and support global talents as they adjust to their new work and life chapter in TSMC, fostering a global inclusive workplace that enables all unique background and experiences to come together and unleash their full potential.
Accessibility@tsmc	Disability	Connect and support the disabled talents as they integrate and develop in the workplace, as well as to increase the understanding of accessibility and inclusive workplace topics for all employees, with the goal to realize TSMC's People Vision.
Veterans@tsmc (United States)	U.S. Veterans	Foster career growth, community outreach, and personal development within our organization. Veterans@tsmc's commitment encompasses veteran recruitment, career development, outward engagement, and retention, ensuring that those who have bravely served our nation continue to thrive and succeed in their professional careers.
Pride@tsmc	Sexual Orientation	Create an environment where LGBTQ+ employees and colleagues can achieve as their authentic selves, advance their careers, while respecting one another and cultivating a culture of trust and inclusion.



Women@tsmc

| Established March 2022

Build a Diverse Network to Support Women's Career

In 2024, Women@tsmc established cross-functional and cross-industry networks to support women's career development through a range of initiatives, including interdisciplinary female speaker series, tech forums, and the [Female Caring & Mentoring Program](#). In collaboration with the Human Resources organization, Women@tsmc continues to advance the Female Caring & Mentoring Program within the Operations organization, establishing talent networking circles through program-related activities, enabling experience sharing and creating an environment where every colleague feels valued. Employees' needs are also escalated through opinion exchanges during Skip-level Communication Meetings, translating into flexible workplace policies that apply to all colleagues across the Company. Externally, Women@tsmc extends its influence by partnering with professional associations such as the [Women Leadership Initiative \(WLI\)](#) under the [Global Semiconductor Alliance \(GSA\)](#) and [The Society of Taiwan Women in Science and Technology \(TWiST\)](#). By connecting with societal resources, Women@tsmc aims to expand its impact, inspire female students' motivation to enter the STEM fields, and assist the Company in [recruiting and expanding the pool of female talent](#), encouraging young students to actively explore their potential.



Women in Tech Impact Forum gamers over 8,500 colleagues worldwide joining the webcast



Lora Ho

Senior Vice President
Executive Sponsor of Women@tsmc

ERGs bridge employee voices and the Company. By actively listening and responding, the Company is able to foster belonging, boost engagement, spark innovation, and create a healthy, inclusive workplace.



S.Y. Sheen

Director
Chair of Women@tsmc

Through our joint efforts over the past three years, we have created change and inspired action – I have seen the limitless potential of our female colleagues, demonstrating resilience and passion across multiple roles. More and more women are showcasing leadership, establishing their own values, and courageously conveying those values.



Spotlight | Connect for Shared Benefits and Co-create a Global Inclusive Network

Following its official establishment at TSMC's Taiwan headquarter in 2022, Women@tsmc expanded globally in 2023, founding seven chapters worldwide and impacting over 35,000 colleagues to date. Additionally, local chapters were set up in various organizations such as R&D and Operations at the headquarters, focusing on distinctive activities that cater to organizational talent needs while showcasing diversity. In 2024, the initiative further organized global events and forums under the theme of "TogetHer We Bloom" to broaden participation and strengthen connections. For example, the Women in Tech Impact Forum invited senior executives from TSMC and CEOs from various technology companies to engage in discussions online, attracting more than 8,500 employees globally to join either virtually or in-person.

Women@tsmc has established global chapters and develops unique activities tailored to local needs to enhance the sense of belonging among talents.



TSMC North America

Hosts Dress for Confidence Workshop to impart tips on enhancing confidence through dressing styles



TSMC Europe

Hosts #Embrace Equity Event to echo International Women's Day



TSMC Arizona

Invites Phoenix City Councilor Ann O'Brien for a special talk to share her career planning thoughts and perspective



TSMC Japan

Forms women sports teams to advocate for healthy lifestyles through exercise



TSMC Nanjing, Shanghai

Women X ESG host Planting "Our (Women)" Tree event to foster sustainable environment and ecology



TSMC Washington

Collaborates with Washington State University to host Women's Technology Seminar



Global Family@tsmc

Established August 2023

Create a Sense of Belonging for International Talents and Promote Cross-Cultural Exchange

Global Family@tsmc is committed to supporting international talent as they adapt to the workplace within cross-cultural contexts, ensuring smooth integration with local teams while preserving the unique aspects of diverse cultures. For new expatriate colleagues, Global Family@tsmc offers a bilingual Life in Taiwan Guide that provides practical guidance on living in Taiwan, including healthcare, transportation, and education, while also facilitating the establishment of local social networks through a variety of activities. In 2024, Global Family@tsmc organized six main events throughout the year, including welcome receptions, visits to the TSMC Museum of Innovation, career-sharing seminars, and cricket matches, with over 500 participations in total. Recognizing that family support is vital for settling in Taiwan, the ERG promotes integration into Taiwanese society with unique local tours and supportive communities for colleagues' family members. To foster long-term career development, Global Family@tsmc continuously supports colleagues' growth and success through volunteer-led sharing sessions.

Global Family@tsmc is also dedicated to enhancing cross-cultural exchanges. In 2024, in conjunction with Global Inclusive Workplace Initiatives, the ERG organized a Multicultural Festival. This event allowed colleagues from various countries to share the unique charms of their native cultures, encouraging all attendees to immerse themselves in the distinctive beauty of global diversity. Furthermore, the ERG concept of cross-cultural exchange was extended to caring for the underprivileged education within local communities. In collaboration with the TSMC Charity Foundation, activities were conducted at Lufong Elementary School in Qionglin, where the longstanding English Book Reading Volunteer Program was integrated with cross-cultural sharing, helping children broaden their understanding of global cultures and nurturing inclusivity and cultural awareness from an early age. Through positive feedback from the children, participating volunteers also strengthened their connection with the local community.



Global Family@tsmc leads international colleagues on tours of Taiwan to explore local ecosystems



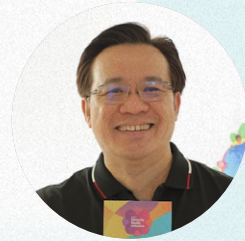
International colleagues visit Qionglin Lufong Elementary School to introduce Indian culture to the students



Dr. Jun He

Vice President
Executive Sponsor of
Global Family@tsmc

While the Company is dedicated to providing various measures to support diverse talent, obtaining genuine feedback from the ERG is the greatest aid in helping us co-create an inclusive workplace.



Kam Heng Lee

Senior Director
Chair of Global Family@tsmc

Everyone has their own unique story, and Global Family@tsmc has successfully built a bridge across cultures, helping colleagues from around the world find a sense of belonging here. What makes serving as the Chair of Global Family@tsmc particularly meaningful to me is that this support extends beyond work, creating a truly valuable connection in life.



I recited my name with the children, told them the meaning of the name, where I'm from in India, what I like most about Taiwan, activities, and food; these small conversations bring hearts closer together, and understanding and connection begin from there.

Stanchion Bishoyi | Volunteering Colleague from India



People Story | From Across the Globe to the TSMC Home

Ulric Kelly and Jack Ye are international professionals with deep expertise in their fields. With the support of Global Family@tsmc, they adapted quickly to Taiwan and found the right platform at TSMC. As a core member who connects initiatives across Global Family@tsmc, Maya Chang makes sure every international colleague feels a sincere welcome from day one. True to its name, Global Family is dedicated to helping international colleagues integrate into TSMC — much like joining a big family.

Integrate diverse cultures, build home in a new land, and collectively forge a new chapter

"Whenever international colleagues come on board, we proactively partner with HR to add them to the Company's communication groups," Maya shared. As a first step in building a sense of belonging, Global Family@tsmc extends a helping hand for newcomers. "In my first year at the Company I felt a bit lonely because I had very few international colleagues around me. After the ERG established, our social group has now grown to nearly 500 people, including family members and local colleagues — and it's still growing," said Ulric. Beyond that, Global Family@tsmc hosts coffee meetups to bring international colleagues together and form a social network. The team also provides practical resources such as the bilingual Life in Taiwan Guide to help newcomers settle in quickly. Jack agreed: "It's really valuable for international colleagues. We also discussed the challenges we'd encountered and solutions with others who had similar experiences. Overall, it made me feel welcomed."

Once colleagues get through the initial stage, the focus shifts to retention and development. Maya has observed that a key factor for international colleagues stay in Taiwan is how well their families adapt. "We've invited international colleagues and their families to Tainan, where they could experience Taiwanese culture and also visit the Company, helping families understand that their loved one has joined a rapidly growing company," Maya said. Global Family@tsmc also offers one-on-one Cultural Ambassadors, regular family outings, visits to the TSMC Museum of Innovation, annual gatherings, and multicultural celebrations. "I've seen the Company becoming more diverse; with Global Family@tsmc's support, I've also felt a stronger connection to the local culture," Ulric added. Jack echoed, "Global Family@tsmc has given me opportunities to cultivate the informal connections that become important nourishment and assets at work."

Foster a sense of belonging through a robust network to help international talent deeply root and thrive

Global talent is essential to TSMC's innovation. Maya shared her perspective: "Continually bringing in fresh perspectives creates the opportunity for breakthroughs, and whether exchanges create value hinges on how well ideas are integrated." Jack added, "I can feel TSMC's determination to become a truly global enterprise. From leadership approaches to the overall culture, things are gradually evolving." Maya recalled a Holi celebration where, even in heavy rain, Indian colleagues ran barefoot on the grass, dancing with joyful spontaneity. "Every culture has its depth and heritage, and we must learn to appreciate it. That's a crucial premise for advancing inclusion."

"Even in America, I am a minority. My personal purpose has always been to bridge cultural gaps. I want to make sure people understand who I am and where I come from. I also want to be able to better understand and support people from other cultures and backgrounds. I am truly grateful for the support provided by Global Family and hope to give back to more people." Ulric said. He hopes that by sharing his own experience, he can promote inclusion and mutual understanding in the workplace — and Global Family@tsmc provides an excellent platform. As TSMC welcomes more talent from around the world, new initiatives to support international talent are also in the pipeline — fueling more sparks of innovation and technical breakthroughs at TSMC.



Global Family@tsmc seeks to support international colleagues and spark even greater innovation at TSMC



Indian Colleagues express joy and best wishes through vibrant colors during the Holi celebrations



Accessibility@tsmc

Established December 2023

Love without Barriers: Promote an Empathetic and Accessible Workplace

Accessibility@tsmc actively enhances the work experience of employees with disabilities, raising awareness of disability-related issues and fostering a mutually empathetic, inclusive environment. Since its inception in 2023, nearly 1,000 colleagues have joined as allies. In 2024, Accessibility@tsmc facilitated the networks through annual conferences and quarterly gatherings, inviting TSMC leaders to share career insights and encourage members to seize development opportunities. It also deepened employees' understanding of accessibility through multiple channels, hosting three seminars on the application of assistive technologies, the impact of caregivers and companions to people with disabilities, and the value of allies. In addition, quarterly book readings were held to encourage more holistic thinking on disability topics.

Building inclusive spaces requires more than physical infrastructure — users' mindsets and behaviors are also critical. Accessibility@tsmc launched a three-part animation, titled "Barrier-Free Together" to underscore the importance of facility improvements, and to cultivate respect and empathy when using accessible facilities. Members also continue to provide recommendations on facility enhancements, ensuring plans are better aligned with user needs. Externally, the ERG engages across sectors to elevate public attention to disability issues. In 2024, taking the opportunity of a guest event, Accessibility@tsmc shared and exchanged insights with the National Taiwan Museum (NTM) on the application of accessibility features in NTM and the TSMC Museum of Innovation. In recognition of the International Day of Persons with Disabilities, Accessibility@tsmc also invited Dr. Russ C.W. Kan, founder of the Hope of Vision Association (HOVA), to lead a session titled The Future is Accessible, offering new perspectives on disability inclusion. In addition, through participation in the international nonprofit organization Disability:IN, the ERG stays abreast of the latest global topics and developments in workplace inclusion for individuals with disabilities.



K.C. Hsu

Vice President
Executive Sponsor of
Accessibility@tsmc

ERGs are the bridge connecting diverse talents and company strategy. By promoting an inclusive culture, they inspire innovative thinking and contribute to achieving the company's vision and goals.



Y.S. Chang

Department Manager
Chair of Accessibility@tsmc

Accessibility@tsmc hopes to help create a barrier-free work environment, while also enabling all colleagues to gain a deeper understanding of the meaning of inclusion. I believe that each colleague has unique value, and diverse talents from people with disabilities can bring different perspectives and strengths, inspiring more innovation and together building a truly inclusive and compassionate workplace.



Taiwan Hope of Vision Association (HOVA) shares with Accessibility@tsmc, expanding colleagues' understanding of disability issues and promoting empathy



Through career-sharing seminars, members encourage one another to seize professional development opportunities



People Story | A Single Door's Transformation Initiates a Widespread Effort for Barrier-free Spaces

Accessibility@tsmc has strengthened the Company's existing processes, making broader changes possible. The Chinese name chosen by members for the ERG — Love Without Barriers (有愛無礙) further expresses its vision. T.H. Liu and K.J. Huang's efforts to build inclusive spaces are not only moving; they also exemplify mutual care and support.

In 2015, T.H. was diagnosed with a degenerative condition. She went from walking with a cane to gradually relying on a power wheelchair, facing new challenges at every stage. Throughout, her teammates stood by her as steadfast allies. As her supervisor, K.J. frequently checks in, helping to ensure her condition never hinders her career aspirations. From adjusting her shift schedule and job content, to applying for a power wheelchair subsidy, to coordinating accessible routes, he has done everything he can to help her perform at her best. "At every stage of my condition's progression, they were there to 'catch' me, so I didn't have to worry about inconveniences at work," T.H. recalled.

From mutual support and care to systemic optimization, collectively build an accessible environment

Accessibility@tsmc was later established as an ERG, and K.J. and T.H. joined the marketing team. Focused on enhancing the accessible environment, the group proposed improvements such as accessible turnstiles, knee-clearance sinks, and push-button automatic doors, which were implemented in partnership with the facility department. K.J. recalled, "I walked the daily route with T.H., and the biggest hassle was the turnstiles. So I stressed to facility department that accessible turnstiles were essential. They're now standard in new sites, and this benefits everyone." Acting as an "accelerator," Accessibility@tsmc has broadened the impact for more colleagues. "Since the ERG was formed, we've had the resources to turn advocacy into reality," T.H. noted. With support from fellow members, many of her once "imaginative" ideas are steadily being realized at TSMC.

"Because my condition progresses gradually, I've been able to prepare ahead at every stage. Through Accessibility@tsmc, I could share that with everyone." What might seem like a difficult personal journey has become the key to helping herself and then helping others. She emphasizes that accessibility features are not only for people with disabilities; colleagues with temporary mobility challenges — such as after an accident or during pregnancy — also benefit. "They are like insurance—you can't assume you'll need them, but you also can't afford to have none." Through ERG, the feedback in turn drives tangible changes across the Company. She is not only a beneficiary of an inclusive workplace, but also a catalyst for it.

"A good society should be inclusive for everyone, rather than asking people to change themselves to fit a mold." This idea expresses her vision for an inclusive workplace. She believes that Accessibility@tsmc exists not only as a support system for employees with disabilities, but also to create a fair and welcoming environment for all. "Whether or not you have a disability, we hope all our efforts will be a two-way endeavor."



Through experiential activities, Accessibility@tsmc helps colleagues build empathy



Through Accessibility@tsmc, T.H. (left) and K.J. (right) systematically propose accessibility retrofits across facilities



+ Veterans@tsmc (United States) | Established November 2024

On Veterans Day, November 11, 2024, employees in Arizona, Washington State, and across North America who are military veterans, together with allies passionate about this topic, established Veterans@tsmc, the Company's first region-led ERG. Veterans@tsmc is committed to supporting veterans in their continued development and success at TSMC. U.S. veterans bring strong discipline and exceptional leadership honed through military service, and their diverse backgrounds enrich the workplace with unique perspectives and experiences. Strengthening the recruitment, development, and retention of veteran talent not only advances a diverse and inclusive workplace, but also fuels TSMC's innovation and pursuit of excellence.

+ Key Development Plan



Mentoring Program

Pair veteran interns or researchers with veteran mentors at TSMC to provide career guidance.



Community Engagement

Partner with local veterans' organizations to connect with veterans in the community.



Career Development

Strengthen veteran recruitment and retention processes, ensuring equitable employment conditions and equal access to opportunities.



Peer Support Groups

Establish peer support groups to facilitate experience sharing and mutual encouragement, helping to overcome workplace challenges.



MJ Brosowske

Member of Veterans@tsmc

As a daughter, granddaughter, and niece of former U.S. Military Veterans, I am proud to be a part of a company which recognizes and invests in the Veteran community. Diversity spans beyond what the naked eye can see; the road that each person travels to have arrived where they are today impacts who they are and how they think, feel, and act. These various ways of expression and thought is what makes us stronger and better, together!