



TSMC Global Inclusive Workplace

# III. Expand Our Impact, Together

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 implements an inclusive workplace and further extends its impact to society at large.

## Expand Our Impact, Together

TSMC engages with professional associations and think tanks to share experiences, benchmark best practices, and enhance measures for an inclusive workplace. In partnership with non-profit organizations dedicated to gender equality, TSMC collaborates with the Global Semiconductor Alliance (GSA), The Society of Women in Science and Technology (TWiST), and the Society of Taiwan Women Engineers (SWE) to elevate the visibility and influence of female talent in the STEM fields. In its commitment to supporting individuals with disabilities, TSMC has joined Disability:IN, working with major global companies to explore issues related to the inclusion of individuals with disabilities and share practical experiences. Through these exchanges and collaboration, TSMC demonstrates the positive impact of inclusion, contributing to the development of shared societal values.

## 3.1 Partner with Professional Associations to Expand Impact

### 3.1.1 Global Semiconductor Alliance – Women Leadership Initiatives

TSMC partners with the Global Semiconductor Alliance (GSA) and industry stakeholders to promote the global semiconductor ecosystem and address industry challenges. To support diverse talents, the Company joined the GSA [Women Leadership Initiatives \(WLI\)](#), which focuses on fostering the development of women in the semiconductor industry. Through activities such as the University Program, recruitment events, and mentoring programs, TSMC actively supports advancement for female leadership in the semiconductor sector, while building a global network for experience sharing. Furthermore, TSMC's Senior Vice President, Ms. Lora Ho, serves as a member of the GSA Women's Leadership Council. In addition, TSMC participates in the WLI Women in Semiconductor Hardware (WISH) forum, delivering speeches to inspire and support the next generation of female leaders to make an impact in the STEM fields through shared experiences.



TSMC collaborates with GSA to cultivate female semiconductor talents through its University Program

### 3.1.2 Society of Taiwan Women in Science and Technology

Through the TSMC Education and Culture Foundation, the Company sponsors various initiatives organized by [The Society of Taiwan Women in Science and Technology \(TWiST\)](#) in Taiwan. These initiatives include the annual Women in Science Conference, regional networking events, and STEM promotional courses. Through these sponsorships, TSMC supports TWiST in advancing its founding purpose and key missions, which include fostering environments where female employees can showcase their individual strengths and characteristics, as they become role models for future scientists. TSMC is dedicated to inspiring Taiwan's female talents in science and engineering, inspiring the next generation in the STEM fields.

In 2024, S.Y. Sheen, Technical Director of TSMC's Intelligent Manufacturing Center (IMC), represented Women@tsmc as a speaker at the Transitioning to Professional Life seminar, which attracted participants from a wide range of technology sectors. During the event, Sheen shared her career journey and valuable practical experiences, encouraging the new generation of students to exhibit confidence and adhere to their ideals. Through in-depth interactions with attendees, the event facilitated the exchange of knowledge and experiences among women, not only inspiring students but also deepening societal understanding and support for promoting women's development in the STEM fields.



TSMC supports and participates in the forum held by TWiST, inspiring students to pursue their dreams through practical experience sharing

### 3.1.3 Society of Women Engineers

Since its creation in 1950, the [Society of Women Engineers \(SWE\)](#) has been dedicated to empowering women to achieve their full potential in the field of engineering, and demonstrating the value of inclusion. By collaborating with the SWE on recruitment expo events, TSMC actively works to narrow the gender gap in STEM fields, providing women with opportunities to advance their careers and showcase their talents.

### 3.1.4 Disability:IN

In 2024, TSMC became a member of [Disability:IN](#), an esteemed international nonprofit organization, marking its entry as the first member headquartered in Taiwan. The Company participated in the organization's annual conference, engaging with major global enterprises to refine practical measures for integrating individuals with disabilities into the workplace. Disability:IN holds a leading position globally in advocating for this area, and TSMC's involvement in its thematic committees has enabled the Company to participate in meaningful dialogues and events, and exchange the latest trends, issues, data and insights with global enterprises, which TSMC integrates internally to bolster its measures for disability inclusion.

Disability Index, a key indicator offered by Disability:IN, is the leading independent, third-party standard that evaluates a company's performance in disability inclusion across various dimensions, including corporate culture, leadership, comprehensive rights of individuals with disabilities, employment practices, community engagement, supplier diversity, and responsible procurement. It helps companies track and promote inclusive actions for individuals with disabilities. In 2024, TSMC was invited to provide feedback on the Disability Index. Input from TSMC and other participating companies contributes to enhancing the index's applicability worldwide, helping global companies to establish best practices and standards for promoting disability inclusion.

## 3.2 Empower the Supply Chain

TSMC recognizes that an inclusive environment is critical for driving innovation and enhancing competitiveness, which are vital for future success and sustainable operations. Beyond embedding these principles within daily operations, TSMC actively collaborates with its supply chain to foster a more inclusive industry ecosystem. The Company extends its experience in cultivating an inclusive workplace to the supply chain and, in 2024, partnered with Merck and Applied Materials to host the inaugural [Supplier Workplace Inclusion Workshop](#) in Taiwan. This event was designed to extend TSMC's accomplishments in the employee experience lifecycle and the promotion of employee resource groups to the broader supply chain, achieving a 99.3% satisfaction rate among participants. In addition, TSMC's Human Resources and Materials Management organizations have collaborated to launch interactive online courses through the TSMC Supplier Sustainability Academy. These courses transform practical experiences into high-quality online content that seek to empower suppliers to create inclusive workplaces within their operations. Besides ongoing efforts to boost awareness and capabilities, suppliers are encouraged to obtain diversity certifications to improve overall diversity throughout the value chain.



TSMC shares its experience in fostering ERGs with the suppliers



TSMC collaborates with the supply chain to build an inclusive workplace