

I. Cultivate an Inclusive Employee Experience



TSMC Global Inclusive Workplace

August 2026



Guided by the Open-Style Management System embedded in the [TSMC Core Values and Business Philosophy](#), the Company advances its Global Inclusive Workplace through three strategic approaches: "enhance an inclusive employee experience", "support diverse talent through employee resource groups", and "connect with external resources and partners". Through these efforts, TSMC seeks to attract and retain outstanding talent around the world who share its values, while fostering a workplace where every employee feels valued and a strong sense of belonging.

I. Cultivate an Inclusive Employee Experience

At TSMC, inclusion is an important foundation for driving innovation and organizational resilience. As our global footprint expands and cross-cultural collaboration continues to deepen, we are committed to embedding inclusion into talent management and the workplace, creating an environment where employees feel a sense of belonging, can confidently contribute their expertise, and continue to grow. When diverse perspectives are respected and every employee is empowered to fully realize their strengths, we can further unlock talent potential, stimulate innovation, and support the Company's sustainable development.

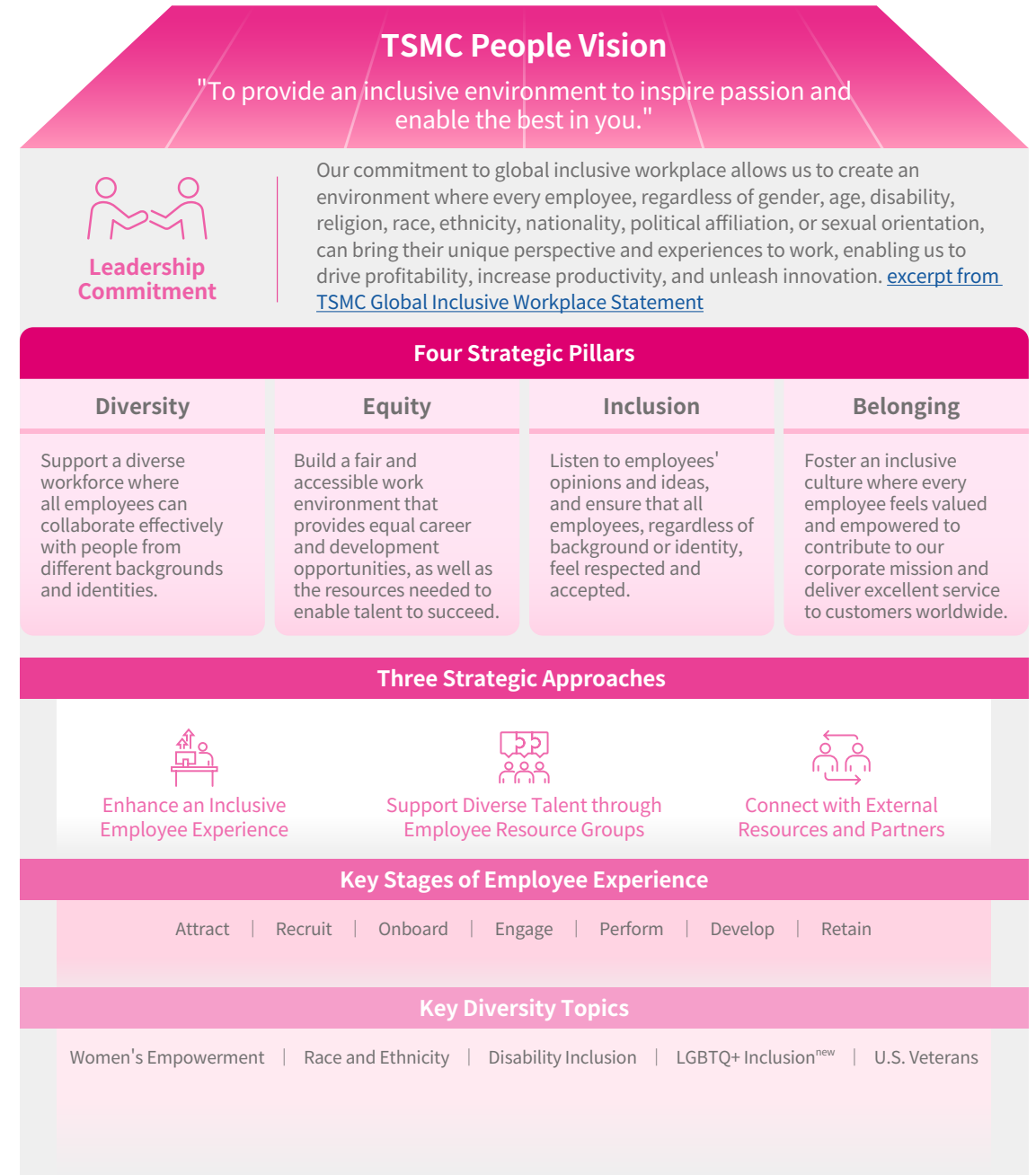


P.H. Chen
Vice President,
Human Resources Organization

In advancing an inclusive employee experience, TSMC references Gallup's Employee Experience Life Cycle and centers its efforts on key stages of the employee journey: Attract, Recruit, Onboard, Engage, Perform, Develop, and Retain/Depart. Based on this framework, the Company designs, plans, and integrates employee experience initiatives, while continuously refining related processes and policies across each stage to ensure the implementation of diverse talent recruitment channels and development systems. TSMC enhances inclusion awareness through Employee Resource Groups, promotes understanding and collaboration among employees, aligns with international standards, and builds partnerships by connecting with external resources and partners. TSMC's efforts to advance an inclusive workplace have been recognized both internally and externally: in the 2025 Employee Engagement Survey, the Company received a score of 92% in the "Inclusive Workplace" category, improving from 86% in the previous survey. In the same year, TSMC was also awarded First Place in the "Best Workplace for Inclusion" category at the Global Views ESG Corporate Sustainability Awards. These outcomes reflect the progress of the Company's inclusive workplace efforts and provide an important foundation for continued review and optimization of related initiatives.

To realize TSMC's [People Vision](#), the Company follows its [Global Inclusive Workplace Statement](#) as a guiding principle and continues to enhance related policies and initiatives across four categories: Diversity, Equity, Inclusion, and Belonging. By combining the strengths of the Company, Employee Resource Groups, and external partners, TSMC embeds inclusion into the employee experience life cycle, enabling employees from different backgrounds to bring their authentic selves to the workplace and further unlock innovation.

TSMC Inclusive Workplace Strategy Framework

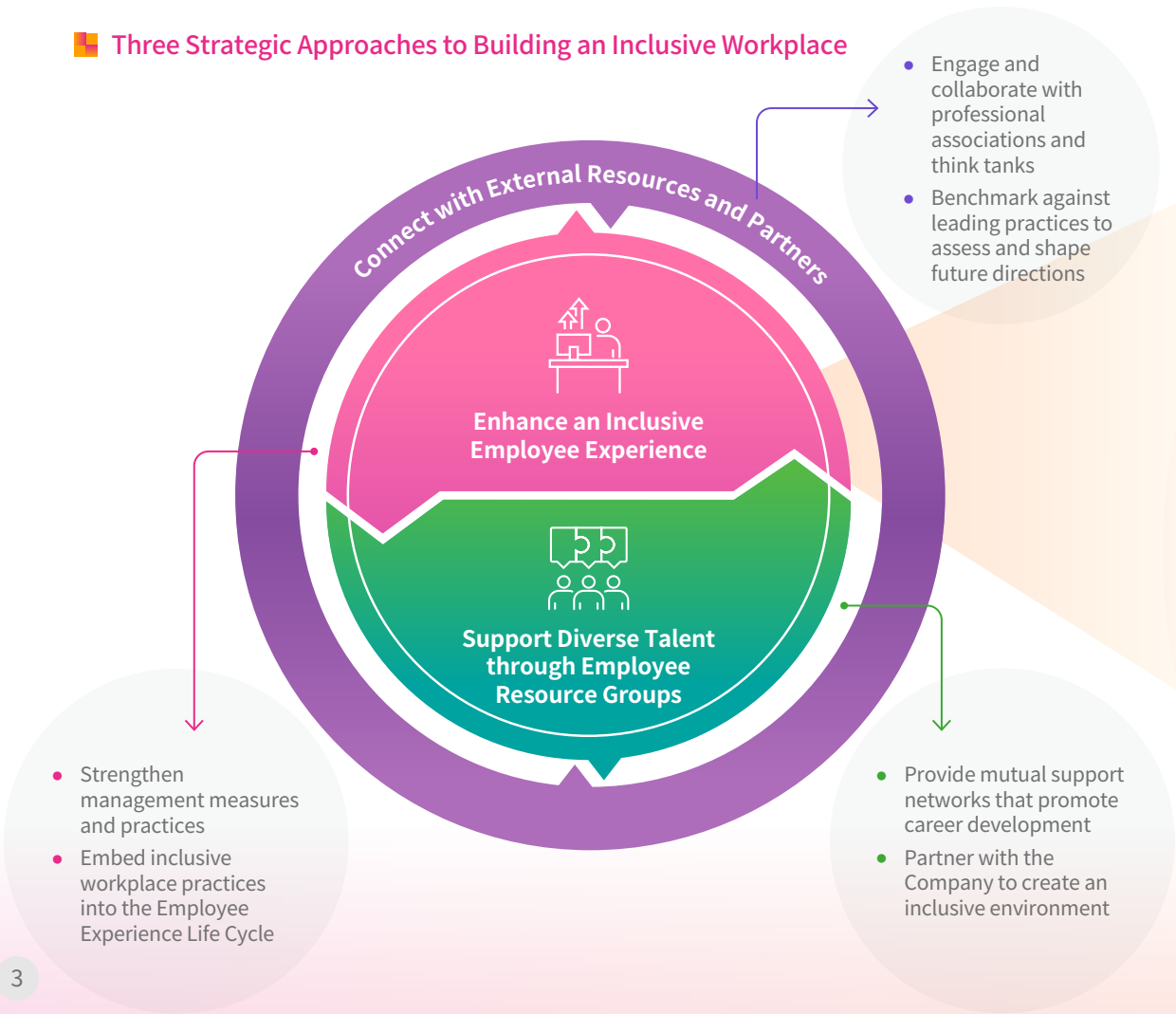




Through its Global Inclusive Workplace (GIW) management framework, TSMC extends the concept of inclusion from its headquarters to operating sites around the world. The initiative is sponsored by its vice president of the Human Resources organization, with HR functional teams providing strategic guidance, mechanism support, and resource allocation. A dedicated GIW team is responsible for overall planning, coordination, integration, and implementation to ensure that inclusive workplace measures are steadily put into practice.

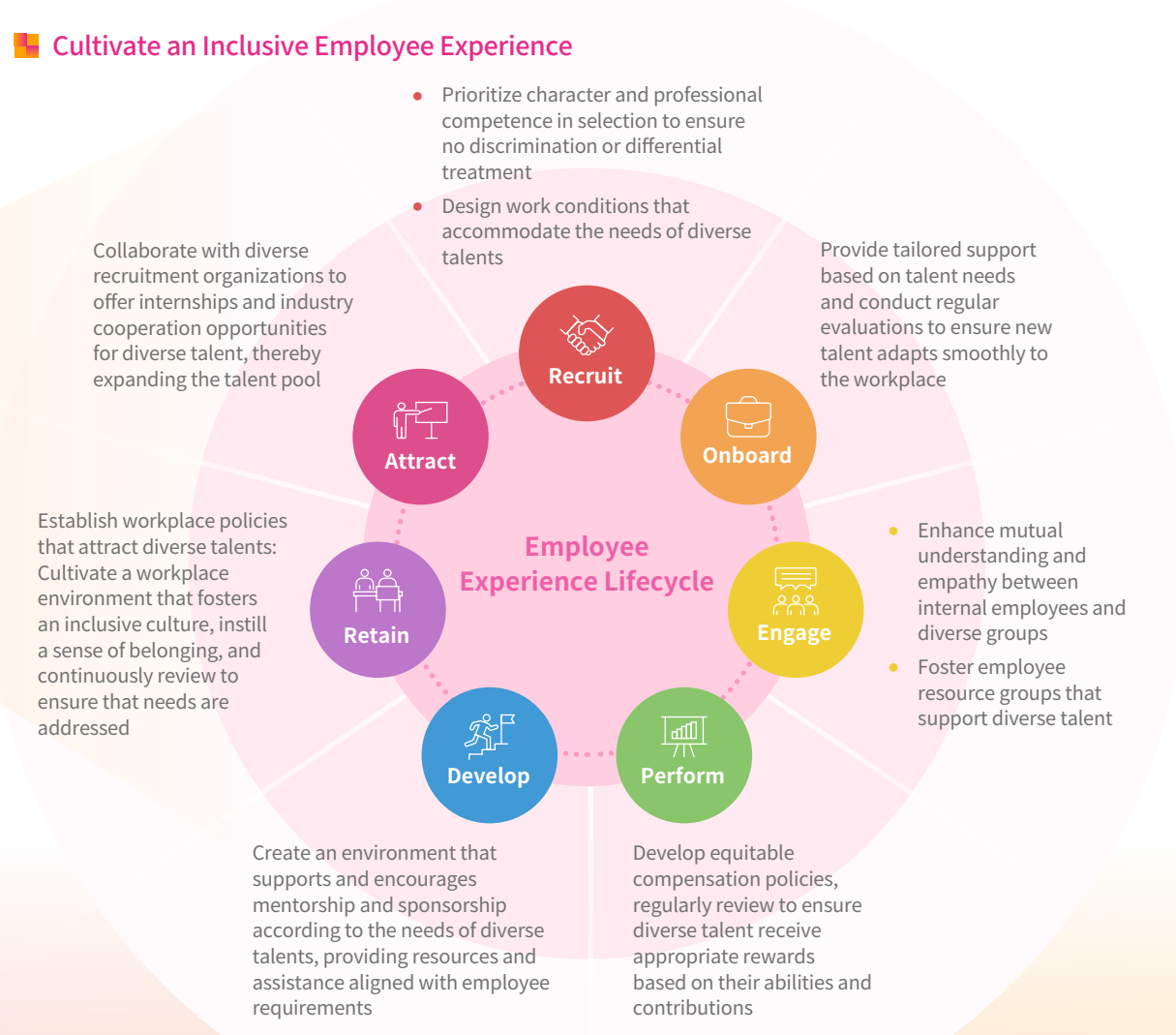
At the headquarters level, TSMC established working groups aligned with key stages of the employee experience, covering five areas: Attract and Recruit, Onboard, Engage, Perform and Develop, and Retain. Together, these groups

Three Strategic Approaches to Building an Inclusive Workplace



form a cross-functional team that reviews and enhances the employee experience, embedding inclusion into key aspects of talent management. Headquarters also connects with sites in the United States, Japan, China, and Europe, maintaining close collaboration with local HR representatives, HR leaders, and site leaders through regular progress review and exchange meetings. These meetings support ongoing tracking of implementation progress while facilitating the sharing of practices and experience between Taiwan headquarters and global sites. This cross-regional and multi-functional collaboration mechanism strengthens alignment in advancing the Global Inclusive Workplace, while also considering local cultural contexts and employee needs. In doing so, TSMC enables inclusion strategies to be adapted to local circumstances and continuously embedded in day-to-day management and talent decisions.

Cultivate an Inclusive Employee Experience





Open Doors to Talents of All Backgrounds

TSMC is committed to the principle of merit-based selection, where character and competence are the key criteria for hiring. TSMC embraces diversity and welcomes outstanding individuals from all backgrounds, ensuring equal opportunities, without discrimination based on gender, age, disability, religion, race, ethnicity, nationality, political affiliation, or sexual orientation. To continue attracting top talent worldwide, TSMC understands that successful onboarding is critical to retention, and is therefore committed to providing the necessary assistance and support to help new employees integrate into the workplace. By fostering collaboration and mutual understanding among diverse talents, TSMC creates an environment where different perspectives inspire one another, driving collective wisdom and unleashing innovation.

Diverse Recruitment Channels and Collaborative Networks

As TSMC continues to expand its global recruitment footprint across regions including the United States, Japan, Europe, and Southeast Asia, the Company's global workforce reached 91,487 employees in 2025, with full-time employees representing 64 nationalities. To broaden outreach to prospective talent, TSMC adopts diverse recruitment channels, including in-person and virtual recruitment sessions, campus career fairs, and TSMC Day promotional tours. The Company also participates in major international semiconductor conferences and events to expand global recruitment and engagement. In 2025, TSMC collaborated with 65 local universities and institutions across the United States, Japan, Germany, the Czech Republic, the Netherlands, Belgium, Poland, Singapore, Malaysia, India, and other locations to attract international talent.

In addition to campus and experienced-hire recruitment, TSMC works with a broad range of local partners — including community job fairs, government agencies, and educational institutions — to reach talent from a wide range of backgrounds and support their entry into the semiconductor industry. For example, in 2025, TSMC Washington partnered with WorkSource Seattle-King County, Clark College's Student Veterans of America (SVA), and Clark County to participate in veteran-focused career fairs, expanding its recruitment reach through engagement with veterans and local employers while underscoring its commitment to supporting employment opportunities for diverse talent. TSMC Arizona also collaborated with local government and educational institutions to develop technician talent, creating development pathways for individuals aspiring to pursue careers in the semiconductor industry.



Spotlight Initiative

TSMC Arizona Technician Apprenticeship Program – Cultivating Arizona's Semiconductor Workforce

To help strengthen the semiconductor talent pipeline and expand employment opportunities for diverse talent, TSMC Arizona partnered with the City of Phoenix, the Arizona Department of Economic Security, and local educational institutions to launch an apprenticeship program in 2024, with the first cohort beginning in April 2025. Designed to cultivate technical talent through structured training, the program provides participants with a practical pathway into the semiconductor industry. To extend its reach, TSMC Arizona also worked with local nonprofit organizations, including [Fresh Start Women's Foundation](#) and the [Phoenix Indian Center](#), to host recruitment events and engage individuals from a broad range of backgrounds. Through these external partnerships and training opportunities, TSMC is helping create new entry points for aspiring semiconductor talent while contributing to the long-term development of the industry's workforce pipeline.

Apprenticeship Program Overview

Training Components

- On-the-job training
- Technical coaching
- Individual professional development



Technician Tracks

- Facility
- Equipment
- Process engineering





Female Talent Attraction and Recruitment

According to research by the United Nations Educational, Scientific and Cultural Organization (UNESCO), women remain underrepresented among STEM graduates. To encourage women to continue pursuing opportunities in the semiconductor industry, TSMC demonstrates its support for women talent through diverse channels, including career talks and event series intended to inspire young students, the "Girl's Talk Workshop" designed to help interns explore and develop their potential, and

career-sharing events for master's and doctoral students who have already chosen STEM disciplines. By tailoring activities and talks to different career stages, the Company encourages students to develop according to their strengths without being constrained by social stereotypes, helping inject greater momentum into the future technology talent pipeline.

Key Activities for Female Talent Attraction and Recruitment by Taiwan Headquarters

Target Audience	High School Students		Summer Interns	New Graduates
Objective	Encourage female students to choose STEM fields, broadening talent pipelines		Inspire female students to consider careers at TSMC and increase their motivation to pursue advanced degrees Girl's Talk Workshop	Help female engineering talent understand the career prospects at TSMC, attracting potential talents
Approach	Lean In to Achieve the Best Version of Yourself Career Seminars	TSMC Journeys of Female Scientists Program	Girl's Talk Workshop	Walking Together, Showcasing Your Uniqueness Forum
Elements	- Industry trends and company introductions - Alumni sharing - Questions and discussions	- Guided tours of museums - Interactive science workshops - Panel discussions with female scientists	- Alumni sharing - Small-group discussions with HR and alumni	- Female leaders' sharing - Small-group discussions with TSMC employees - Interactive board games
Key Results in 2025	Total of 9 schools, with over 3,000 participants	Since 2020, activities have attracted over 6,400 participants	Organized 4 workshops and attracted over 300 participants, with an average satisfaction rating of 98 points	Attracted over 110 female graduate students, with an average satisfaction rating of 98 points and all participants expressed interest in joining TSMC in the future



This talk gave me a deeper appreciation of TSMC's leadership position and technological foresight in the semiconductor industry. In the face of the tremendous opportunities brought by AI, the Company's active investment in advanced process and packaging R&D demonstrates strong potential for future growth.

Female high school student participant
Lean In to Achieve the Best Version of Yourself Career Seminars



Through today's sharing by the female seniors, I learned how women leaders balance life, family, and work while striving to do their best in different roles. I hope I can become such a woman in the future.

Graduate student participant
Walking Together, Showcasing Your Uniqueness Forum



TSMC's global subsidiaries have also taken proactive steps to expand outreach to women talent and engage with high-potential candidates. For example, TSMC North America and TSMC Arizona jointly participated in the 2025 Silicon Valley Women in Engineering (WiE) Conference, where TSMC Arizona President Rose Castanares delivered a keynote sharing her industry insights and vision, helping to broaden students' understanding of career opportunities in the semiconductor industry. The event attracted approximately 500 young students, with 163 expressing interest in pursuing opportunities with TSMC afterward. In Japan, JASM hosted an online career event that invited soon-to-graduate female students to engage in dialogue with TSMC women employees and learn more about future career development pathways.



Boosting students' career confidence and drive for graduate studies through diverse communication channels



Rose Castanares, President of TSMC Arizona, shares her industry insights and vision to inspire talent's interest in semiconductors

Attracting and Recruiting Talents with Disabilities

TSMC fosters a workplace environment that supports employees with disabilities. In addition to participating in government career fairs for talent with disabilities and hosting recruitment activities, the Company also supports the adaptive development of talent with disabilities through job redesign, enabling them to realize their full potential. In 2025, TSMC continued to host [Accessible Education Center Student and Counselor Visits](#), using diverse activity designs to inspire students' potential and support their career planning and future development. The Company also redesigned the recruitment process for technician roles, using professional assessment mechanisms to help ensure equal employment opportunities for talent with disabilities.

Accessible Education Center Student and Counselor Visits

Since 2024, TSMC has organized Accessible Education Center Student and Counselor Visits, inviting students and teachers to visit its sites and explore a range of career opportunities. Each visit includes six key components designed to help students gain a well-rounded understanding of the Company's culture and workplace environment. Prior to the events, TSMC carefully planned accessible routes, support arrangements, and volunteer assistance, enabling students to participate with confidence alongside their school counselors. In 2025, TSMC hosted two such visits, drawing almost 100 counselors and students from 13 schools. The events received an average satisfaction score of 95, and more than 94% of participating students expressed interest in joining TSMC in the future. JASM also launched its first site visit program in October 2025. By year-end, it hosted six visits, welcoming more than 110 students and 60 teachers to its Kumamoto site to gain first-hand insight into the working environment.

TSMC guiding students with disabilities on a site tour



Six Key Components and Detailed Planning for University Resource Classroom Visits





Recruitment Program for Technicians with Disabilities

To improve recruitment efficiency and enhance matching talent with disabilities to technician roles, TSMC redesigned its recruitment process for technician positions in 2025. Through professional assessment, the Company aimed to help hiring managers gain a more comprehensive understanding of candidates' circumstances while ensuring fair employment opportunities for talent with disabilities.

With accessibility needs in mind, the process was designed to be primarily online, helping to reduce transportation burdens and physical demands for the applicants. In 2025, TSMC held three online information sessions and five job skills assessments. Human Resources prepared preliminary evaluation input and consolidated initial communication records in advance, enabling hiring managers to better understand candidates' needs and used this information as an important reference for interviews and job fit assessments. Once hiring decisions were made, occupational therapists arranged in-person job tryouts based on individual needs — such as workplace route safety and assistive equipment — to help ensure that new hires could adapt smoothly to the work environment and enter the workplace with confidence and safety. Through this process, TSMC successfully recruited 27 technicians with disabilities in 2025, supporting employment opportunities for talent with disabilities and helping to open up more possibilities for their future.

Through the advance interviews and assessments conducted by our HR colleagues, we are usually able to gain an initial understanding of candidates beforehand, which makes it easier for us to grasp their specific circumstances.

Hiring Manager
Recruitment Program for Technicians with Disabilities

Candidates who are hired are assessed during the interview process based on the requirements of the roles they are being considered for. While the overall evaluation criteria are the same as those applied to other employees, we make a point of understanding each candidate's disability-related circumstances during the interview so that the hiring unit can prepare in advance for any considerations or accommodations that may be needed.

Hiring Manager
Recruitment Program for Technicians with Disabilities

DNA Internship Program

TSMC's internship program is designed to help students more closely connect academic knowledge with industry applications, guided by three core pillars: Develop, Navigate, and Advance Offer. By offering students first-hand exposure to TSMC's inclusive workplace culture and strong commitment to talent development, the program helps strengthen interest in joining the Company while contributing to the future technology talent pipeline. In 2025, more than 1,000 interns from over 15 countries participated in the program. Among them, 374 were women, accounting for 36% of all interns; 85 students from diverse national backgrounds and 217 students studying at international institutions.

Support International Talents in Adapting to the Local Environment

TSMC continues to recruit talented individuals from around the world while fostering a cross-cultural, inclusive workplace. In 2025, the Company's global workforce reached 91,487 employees, with full-time employees representing 64 nationalities. At the Taiwan headquarters, international talent totaled 1,928 employees, accounting for 2.1% of the global workforce, while new international hires represented 4.3% of all new employees. To support the successful integration of international talent, TSMC provides assistance across two key areas — Life Care and Workplace Adaptation — to help employees navigate adjustment challenges. For employees assigned from Taiwan to overseas locations, the Company also offers a range of support and consultation services to help ensure a smooth assignment process.

Adaptation Support for In-bound International Talents

Life Care	Workplace Adaptation	
Relocation to Taiwan	Dedicated new employee training	Multicultural corridor
Family accommodation	Mandarin training subsidy and certification bonus	Quiet Room
Assistance with children's education	Invitation for colleagues and families to join the Global Family@tsmc employee resource group	Multicultural celebrations and holiday events



New Employees Inclusion

Each new colleague is a driving force for TSMC's innovation and growth. In 2025, the Company recruited over 9,225 new colleagues from multiple regions, accounting for approximately 10% of the overall workforce. As the onboarding phase is one of the crucial stages of employee experience, TSMC is committed to helping new colleagues maximize their potential. In addition to understanding their backgrounds and needs, the Company

provides a range of adaptation and care measures, including the regular WeCare Survey for new hires, a Buddy program designed to help new employees integrate into their teams and build a sense of belonging, and training courses that support them in developing workplace communication skills and adjustment strategies. Through these efforts, TSMC supports the growth and retention of new employees.

New Employees Caring Initiatives

Initiatives	Workplace Care	Buddy Program	Workplace Adaptation Learning Program
Contents	TSMC sends a monthly WeCare Survey to employees during their first year with the Company. Covering areas such as learning, work, social interaction, and company culture and policies, the survey helps TSMC understand how new hires are adapting and provide timely support where needed.	Buddies are experienced employees who help accompany new hires through their adjustment period. In addition to offering day-to-day support, they provide ongoing feedback, guidance, and practical assistance in the workplace.	- Fresh Graduate Essential: Designed for employees with less than four months of tenure to strengthen workplace communication and work management skills - New Employee Success: Designed for employees with four months to less than one year of tenure, with a focus on workplace adaptation, stress management, and overcoming challenges - Workplace Soft Skills for Generation Z: An online course designed to strengthen employees' ability to navigate workplace changes, manage stress, and overcome barriers in career development
Key Results in 2025	- WeCare Survey was expanded to subsidiary ESMC, with German added in addition to <u>existing languages</u> to better capture the adaptation status of new employees globally and provide timely support - New hires completed the WeCare Survey 41,075 times, representing a 51% increase from 2024, while the <u>sentiment score</u> remained at 8.3 (on a scale of 1 to 10)	- By year-end, TSMC had trained 16,126 qualified Buddies, representing a 23% increase from the previous year - Survey distribution was shifted from manual issuance to an automated system, enabling a more timely tracking of Buddy support outcomes for new hires	- Fresh Graduate Essential: 532 participants, with an average satisfaction score of 95.7 - New Employee Success: 2,924 participants, with an average satisfaction score of 96.1 - Workplace Soft Skills for Generation Z: 1,346 completions, with a course effectiveness score of 97

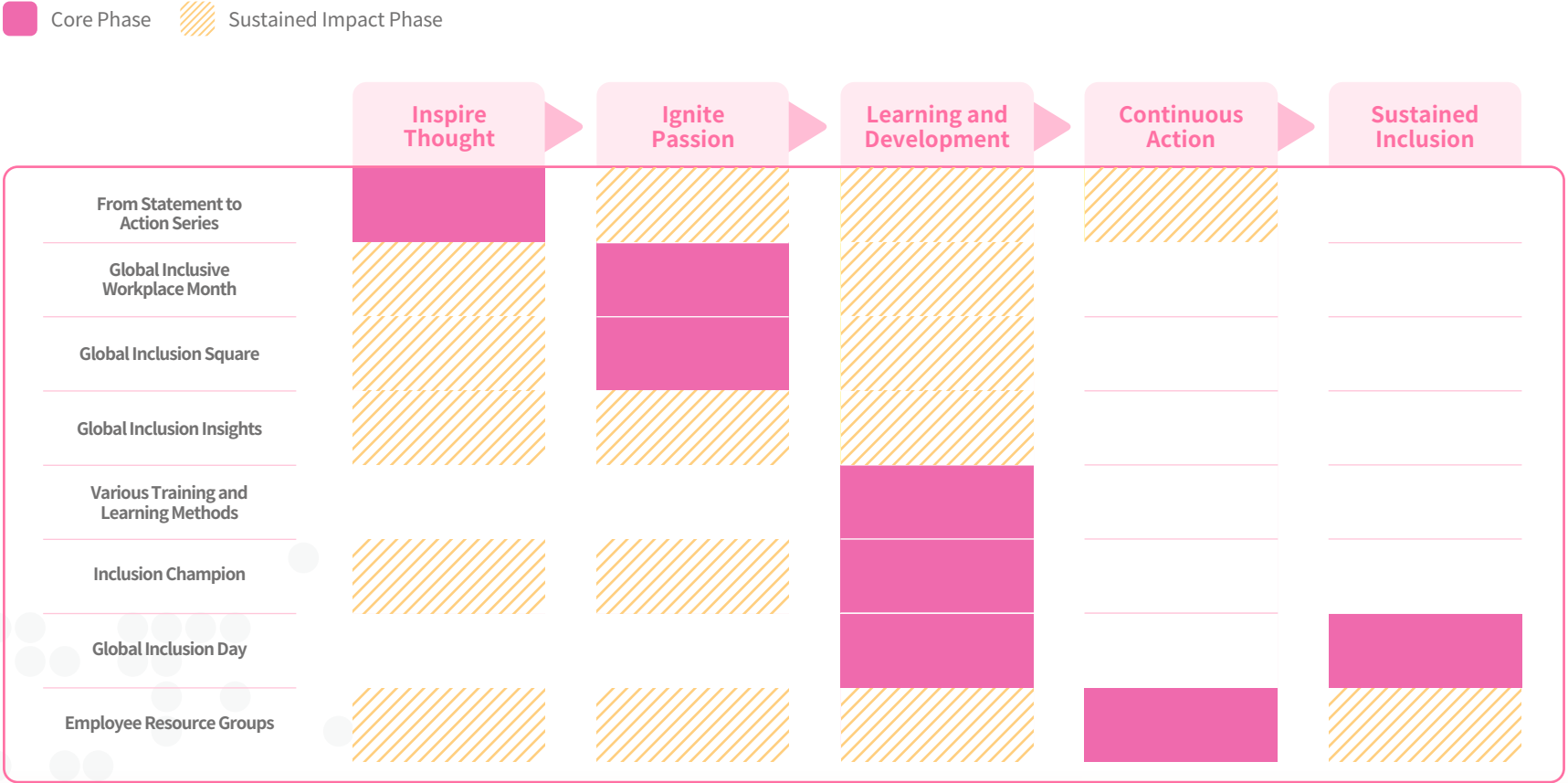


Engage All and Foster Consensus on Inclusion

Building an inclusive workplace relies on the collective participation of everyone. Only when every colleague possesses an inclusive mindset and can translate this concept into daily practice can inclusion truly permeate the work culture. To this end, the Company promotes an inclusive workplace, utilizing diverse methods to help colleagues understand issues, deepen their understanding and commitment, and transform important concepts into daily actions. In 2025, the Company extended the Inclusion Champion initiative to its global subsidiaries. It also launched various learning resources, including courses, workshops, and dedicated thematic websites, and continued to implement an open management model. This encouraged more open and honest communication and interaction among colleagues, fostering unity to drive innovation.

Progressively guiding colleagues to participate in the inclusive workplace

※ The impact and benefits of various inclusive workplace projects span across different stages and are not limited to a single period. To provide a focused explanation, this section highlights the key impacts and achievements each project attained during its core phase.





Inspire thought, deepen understanding

Help colleagues understand meaning and importance, enhance their awareness and establish a common language and fundamental concepts toward the inclusive workplace



Hosting 3 gender diversity lectures to bring colleagues together and establish Pride@tsmc

Respecting Difference, Building an Inclusive Workplace - Gender Diversity

In 2025, TSMC launched a series of activities titled, "Respecting Differences, Building an Inclusive Workplace". Following a phased strategy of "enhancing understanding, fostering empathy, gaining support, encouraging action, and strengthening belonging," this initiative utilized progressive topic guidance and dialogue to help establish genuine respect, thereby fostering a mutually supportive inclusive culture. Expert-led sessions guided employees from gender awareness to active allyship. Backed by strong support, TSMC launched the fifth ERG, Pride@tsmc, translating understanding into real impact.

3 LGBTQ+ introductory seminars and launched **Pride@tsmc**



Hosting 3 Accessibility Experience Days to work with employees in building an inclusive workplace

Respecting Difference, Building an Inclusive Workplace - Accessibility

The Accessibility Experience Day series of activities, hosted by the Accessibility@tsmc, collaborated with external non-profit organizations to conduct three immersive experiences related to disability topics. Colleagues gained an understanding of the real needs and situations facing people with disabilities and rare diseases, with the intention of inspiring deeper empathy.

3 Accessibility Experience Day and 2 keynote lectures



Ignite
passion, build
consensus

Encourage colleagues to understand, recognize, and actively participate, fostering collective support for goals to shape a positively engaged atmosphere

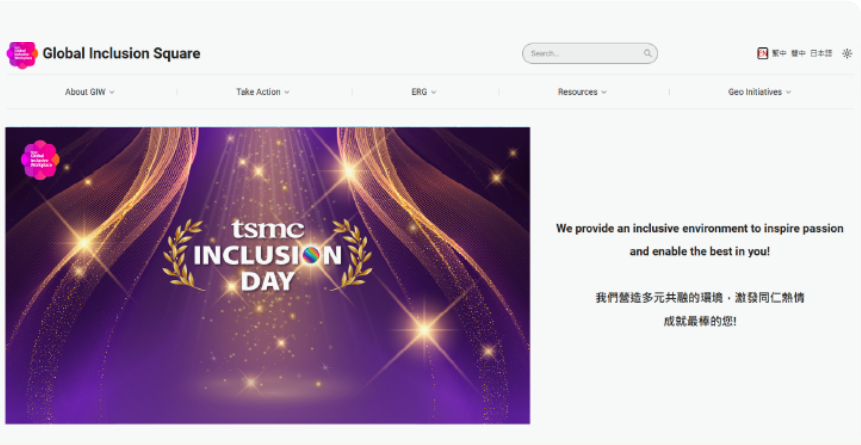


Fostering a sense of belonging by sharing experiences of collaboration

Global Inclusive Workplace Month

TSMC leaders believe that a sense of belonging is a crucial foundation to drive innovation, unleash potential, and support sustainable corporate growth. When employees feel connected and valued, they align more closely with the organization. This sense of belonging inspires enthusiasm, driving active participation and meaningful contributions. In October, TSMC hosted its Global Inclusive Workplace (GIW) Month. Under the theme I Belong@tsmc: Inclusion with Allyship, it connected global fabs and engaged its five ERGs and external organizations over eight events. Under the 'I Belong@tsmc' initiative, the company launched the 'I am a TSMC'er' global online campaign. This event invited employees worldwide to share their daily experiences and memories, reinforcing their connection to the corporate culture. These stories – showcasing mutual support, teamwork, and personal fulfillment – fostered a deep sense of community. By highlighting the unique experiences of team members across different regions, the campaign successfully united employees under a shared identity: 'I Belong to TSMC.'

8 initiatives, 9,424 participants, Over 1,400 "belonging" stories



Global Inclusion Square brings together best practice cases and learning resources

Thematic Internal Website

To foster a shared global vision, TSMC optimizes its internal communication platforms and collaboration mechanisms, for colleagues to access, understand, and participate in inclusion topics. The thematic internal website, Global Inclusion Square, was launched from headquarters in 2024 and expanded globally in 2025. It has become a central hub for gathering best practices and learning resources for inclusive workplaces worldwide. It provides a platform for colleagues to share knowledge and exchange perspectives. By connecting local experiences with the shared global vision, Global Inclusion Square has fostered a global consensus and consistent direction for promoting inclusive workplaces.

161,115 Views



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Open Doors to Talents of All Backgrounds

Engage All and Foster Consensus on Inclusion

II. Foster Employee Resource Groups

Empower Colleagues to Enhance Personal Value

III. Expand Our Impact, Together

Measurement and Progress



Empower learning, enhance capabilities

Utilize learning resources to help colleagues master implementation methods, enhancing understanding and application



Regular Newsletters: Sharing Knowledge, Empowering Practice

TSMC Global Inclusion Insights

Since 2025, TSMC has published the quarterly newsletter TSMC Global Inclusion Insights. It features management perspectives, practical case studies, and global subsidiaries' initiatives, aiming to empower continuous learning, deepen understanding of inclusion, and translate it into daily practice. Through regular content dissemination, the newsletter builds awareness and recognition, fostering consensus. It also serves as a key medium to deepen corporate culture, integrating inclusive principles and behaviors into daily operations.

50+ Inclusion Stories / Actions shared by global colleagues and partners

20+ Partner Organizations and Allies driving inclusive impact together



Master Class shares cross-cultural communication insights, with real-time AI translation engaging colleagues worldwide

Diverse Training and Learning Methods

To help colleagues translate inclusive concepts into actionable workplace skills, TSMC employs a framework and diverse course designs, enabling them to understand inclusion issues and practical approaches. In 2025, building upon the Global Inclusive Workplace Learning Framework – B.E.A.R., efforts focused on strengthening inclusive leadership and reducing unconscious bias. Diverse learning methods were employed to deepen colleagues' understanding of inclusive workplaces. The T-Bear Embarks on a GIW Learning Journey series included online courses, experiential learning, online chat stickers, and global live masterclasses. The masterclasses, in particular, invited top international experts to share insights and practical strategies for enhancing cross-cultural collaboration and communication efficiency.

Over **101,000** participants, achieving an average satisfaction score of **96**



Expanding the Inclusion Champion program globally, guiding colleagues to practice inclusion within their local contexts

Inclusion Champion

The program was first launched at TSMC headquarters in 2024, aiming to encourage colleagues to continuously learn and demonstrate inclusive actions. While fostering an inclusive workplace, it also promotes self-growth and helps participants achieve their best. In 2025, the program expanded globally, encouraging TSMC colleagues worldwide to take action to demonstrate inclusiveness. This program was promoted by global fabs, while overseas fab employees tailored local activities based on their key inclusion development areas. This allowed colleagues to participate and practice in contexts more aligned with local nuances.

33 events, **15,518** participations, **99** Inclusion Champions, **4** of whom from overseas



Take actions,
implement
continuously

Support colleagues in translating knowledge into actions, demonstrating corresponding behaviors in daily operations to build a practical and sustainable implementation model



ERGs are key to driving inclusion and expanding participation

ERGs Demonstrate Concrete Actions

TSMC believes that **ERGs** are critical to drive inclusion, expand participation, and achieve sustained behavioral practice. For individuals, this fosters inclusive awareness and the ability to act; for the organization, it connects employee needs with the Company's strategic direction, promoting the integration of an inclusive culture into daily operations and organizational functioning.

In 2025, ERGs responded to Global Inclusive Workplace Month (GIW Month), collaborating with external partners and allies through cross-cultural exchanges, issue advocacy, celebrations, and commemorative activities. They created environments for colleagues to understand differences, build connections, show support, and practice inclusion concepts.

19 initiatives, **5,804** participants



TSMC holds ERGs strategy workshop regularly to help enablement and drive the Company's inclusion goals



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Measurement and Progress

GIW Month: The Global Inclusive Workplace Team partners with ERGs and external organizations to embody inclusion and allyship



Women in Tech forum

Theme | Empowering women

Collaborations | Women@tsmc

Senior Vice President and General Counsel Sylvia Fang shared leadership insights with Acer Chairman Jason Chen, and recognized outstanding female colleagues in patent and trade secret achievements



U.S. Veterans Day commemoration event

Theme | Honoring U.S. veterans

Collaborations | Veterans@tsmc

Invited a former U.S. Arizona Army and Air National Guard major general to share leadership paradigms. North American colleagues also made festive ornaments and bracelets to pay tribute to Soldiers' Angels, an organization supporting U.S. military personnel



Cross-culture dialogue

Theme | Cross-culture exchange

Collaborations | Global Family@tsmc

External leadership coaches engaged in dialogues with colleagues from diverse cultural backgrounds, combining Western methodologies with everyday Asian cultural cases, transforming cultural differences into opportunities to explore common humanity

Theme | Disability inclusion practices

Collaborations | • Disability: IN • TSMC Global Inclusive Workplace Team • Accessibility@tsmc

Collaborated with Disability:IN in response to the International Day of Persons with Disabilities. Through panel discussions with experts from various companies, they explored practical experiences, challenges, and opportunities related to identity and voluntary disclosure



Diwali celebration

Theme | Multicultural appreciation

Collaborations | • TSMC North America
• Global Family@tsmc

Headquarters and TSMC North America each held in-person celebrations. North American colleagues formed a multinational team, embodying the spirit of multicultural collaboration in an Indian Bollywood dance performance



Pride parade

Theme | Respect and empathizing sexual orientation diversity

Collaborations | • Pride@tsmc
• TSMC Arizona

With company support, participated in Pride Parades in Taiwan and Phoenix, Arizona. Organized by colleagues who identify with LGBTQ+ inclusion, they rallied colleagues and their friends and family to join, demonstrating the Company's support



Strengthen culture, sustain impact

Through mechanisms, feedback, and experience sharing, solidify practices and culture, deepen commitment, and ensure the continuous internal and external spread of positive influence



TSMC Inclusion Day fosters a virtuous cycle through its recognition programs

TSMC Inclusion Day

To embed inclusion into the corporate culture and ensure that every colleague who contributes to it is recognized, TSMC established a mechanism for encouragement and affirmation. Through Inclusion Day, colleagues participated in the Inclusion Champion program and were commended, strengthening a positive cycle and encouraging more people to become advocates. In 2025, the company held its inaugural Inclusion Day, where senior executives publicly recognized participants and implementers in an award ceremony, while acknowledging several ERG chairs and core members. A second Inclusion Day was held in Q1, 2026. Beyond recognizing colleagues' outstanding contributions to promoting inclusive workplace development, this institutionalized recognition and role modeling is intended to guide more colleagues to translate inclusive concepts into daily practices.

2026 Inclusion Day honors **99 Inclusion Champions**

Global Inclusive Workplace Report Goes Live

Every page reflects our belief: when differences become strength, workplaces grow warmer and brighter. Explore how inclusion unites teams and empowers every individual to shine.



Sharing progress through continuous updates on practices

Continuous Communication and External Recognitions

TSMC regularly communicates its global inclusive workplace progress on its official website. Focusing on the three strategic directions for building an inclusive workplace, it shares efforts and achievements, serving as an important platform to strengthen trust among internal and external stakeholders, enhance understanding of the Company's philosophy, and deepen industry exchanges. It also demonstrates TSMC's commitment to integrating inclusive concepts into its institutional design, extending it into a long-term vision closely aligned with its business philosophy and core values.

The collective efforts of all colleagues have also garnered external recognition. TSMC's institutional innovation, centered on "employee career development" as the core of its inclusive workplace, received the First Place in "Best Workplace for Inclusion" category at the Global Views ESG Corporate Sustainability Awards. This not only affirms TSMC's people-centric philosophy but also commends its comprehensive implementation from the board of directors and leadership levels down to daily operations.

Continuously engaging with the public to share progress in workplace inclusion and practical insights



Empowering Colleagues to Enhance Personal Value

TSMC continues to advance an inclusive workplace where every employee, regardless of identity or background, can grow with the Company over the long term and contribute their strengths. To this end, TSMC focuses on two key categories — unlocking talent potential and supporting employees — while providing resources and initiatives that empower every employee to thrive at work, sustain their passion, and grow alongside the Company.



Enabling Diverse Pathways to Unlock Talent Potential

To address the varied development needs of employees arising from differences in work environments, job characteristics, and personal backgrounds, TSMC provides a variety of learning resources and support to inspire the best performance from each colleague.



Putting People First to Support Sustainable Careers

TSMC continues to implement fair compensation and promotion systems, strengthen two-way communication through active listening and positive feedback, advance a range of supportive measures, and foster a flexible and accessible workplace environment.

Enabling Diverse Pathways to Unlock Talent Potential

Diverse Learning Resources and Channels

To support employees' all-around capability development and foster a mindset of self-directed learning, TSMC adopts the "70-20-10" learning model, focusing on three key categories: Experiential Learning (70%), Feedback and Coaching (20%), and Education and Training (10%). Combined with a blended learning approach, this model enables TSMC to provide diverse and versatile learning and development resources, allowing employees to choose learning experiences and build capabilities based on their individual strengths, interests, and professional needs. By integrating internal and external learning platforms, TSMC offers employees a wide range of learning options. The Company also uses data analytics to identify topics of strong interest and proactively recommends relevant course information to employees. In 2025, TSMC provided more than 50,000 online and offline courses, with cumulative course completions exceeding 3.35 million.

Developing Global Talent

In support of global expansion, TSMC provides diverse language learning resources to help employees strengthen their communication foundation while further enhancing their global perspective and business application capabilities. Employees can assess their proficiency through language testing and strengthen practical skills through a variety of learning formats. In 2025, the Company's language learning programs recorded 97,015 participations, continuing to build the language capabilities needed for cross-border collaboration.

Beyond language tools, TSMC also places strong emphasis on cultural understanding. In 2024, the Company launched the Intercultural Intelligence Program to support employees in working effectively with colleagues from diverse backgrounds. Centered on the TSMC Core Values and informed by operating experience from its subsidiaries in Japan, the United States, and Germany, as well as insights from external consultants, the program features a learning framework structured on eight core themes and offers 88 in-person courses along with online learning resources. The framework is designed to build employees' intercultural awareness and adaptability, while incorporating inclusive leadership and unconscious bias, helping them develop the mindset and skills needed to navigate cross-cultural challenges. To accelerate experiential learning and improve workplace effectiveness, common workplace scenarios are also integrated into course materials, enabling employees to simulate interactions with colleagues from diverse cultural backgrounds. In 2025, TSMC delivered 166 in-person course sessions, 3,157 participants and a recommendation score of 95.8. Online learning resources recorded 3,850 course completions.

To further strengthen practical application, TSMC also launched the Scenario-based Intercultural Group Coaching in 2025. The workshop helps employees explore challenges in cross-cultural collaboration and management, identify the cultural dynamics behind them, and translate what they learn into practical action plans and communication strategies.



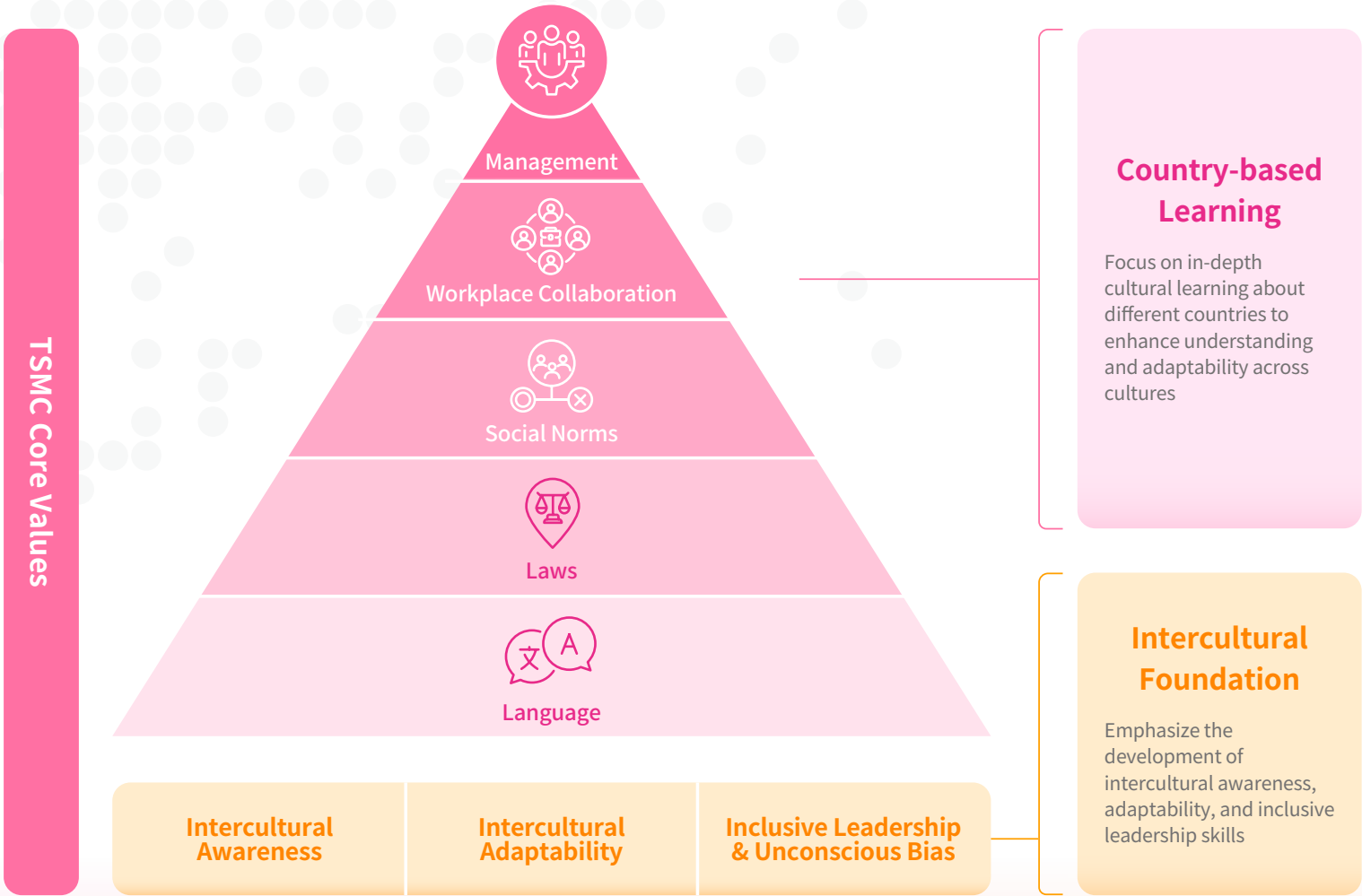
The Intercultural Intelligence Program aims to strengthen employees' practical cross-cultural capabilities



The Scenario-based Intercultural Group Coaching Workshop helps strengthen practical application in actual workplace settings



TSMC's Intercultural Learning Framework



Through the sharing of common challenges by leaders with relevant hands-on experience, we learned how to apply the SBI framework (Situation-Behavior-Impact) in cross-cultural communication. This helped us better understand how the same words can be received very differently in different cultural contexts, and enabled us to benefit from more diverse ways of communication.

Participant
Scenario-based Inter cultural Group Coach Workshop

Erin Meyer's insights gave me a new understanding of cultural differences. These differences aren't barriers, but rather the key to understanding one another. When we're willing to pause, listen more closely to how others think and express themselves, we realize that collaboration can become smoother and trust can be built more easily. In an international work environment, the willingness to understand one another and show empathy truly brings people closer, making the team feel not just like a group of colleagues, but more like a cross-cultural family.

Participant
Scenario-based Inter cultural Group Coach Workshop



Empowering and Supporting Female Talent

TSMC supports the development of female talent through diverse mentoring mechanisms. Within the Operations organization, the approach centers on a structured thematic framework, while the R&D organization provides more flexible guidance tailored to the needs of individual departments, helping address the growth challenges faced by female employees across different professional fields.

► Operations Organization: Supporting Female Talent Development Through a Thematic Approach

To support female talent in realizing their potential, the Employee Resource Group Women@tsmc partners with the Human Resources organization to implement the Operations Organization Female Talent Caring Program. Through diverse formats — including a **Group Mentoring Program**, Skip-level Communication Meetings, Lectures and Seminars, and Social Networking Activities — the program fosters talent connections, encourages experience-sharing and exchange, and helps enhance female talent engagement, retention, and career development.

Group Mentoring Program

Mentors work with the Human Resources organization to design two learning courses — Career Development and Mindfulness-based Stress Relief — which are then delivered to mentees through knowledge-sharing and mutual exchange of experience



32 sessions were held, with 1,385 completions; 18 Seed Mentors were trained. Course satisfaction scores exceeded 93

Skip-level Communication Meetings

Department heads of each fab organize at least one dedicated Women's Communication Session each year to expand communication channels and support women's career development



Conducted across 22 fabs in 2025

Lectures and Seminars

Internal and external speakers are invited to share personal insights and approaches to navigating work and career challenges



17 sessions were held, attracting more than 4,770 participants, with satisfaction rate of over 90%

Social Networking Activities

Designed to strengthen interaction and build support networks among talent



16 sessions were held, with more than 2,180 participants

In 2025, the Operations Organization Female Talent Caring Program was further expanded. In addition to extending existing support mechanisms, the program also incorporated external speakers and adopted **group-based learning courses** as a primary format, enabling broader participation among women employees.

► R&D Organization: Providing Tailored Support Based on Female Talent Development Contexts

To address the specific development needs of its talent, the R&D organization empowers each function to independently design mentoring programs tailored to their work contexts and culture. Through guidance and experience-sharing by senior female leaders, these programs help foster a supportive environment that promotes continued development at both the professional and personal levels.

In parallel, the R&D organization also promotes cross-department mentor-mentee matching, creating opportunities for female employees to connect with mentors outside their immediate teams. This approach offers broader perspectives and role models, while also expanding cross-functional exchange in both professional development and career experience. The Human Resources organization supports these efforts by providing an execution framework and **program support**, helping to ensure steady implementation. Each function designs mentoring content according to its needs, focusing on **common issues** faced by female employees at different stages of their career, so that participants can gain more relevant reference points and support. From building support networks for mental and emotional wellbeing, to aligning career development, to deepening professional skills and leadership development, this empowerment mechanism helps female employees receive appropriate support and guidance during different phases of career transition.

Thanks to my mentor's willingness to share her own experiences, I gained practical reference points and actionable ways to navigate the psychological transition and pressure adjustment involved in moving from a technical role into a management role.

Mentee
Female Mentoring Program in R&D Organization





People Story | Female Mentoring Program in R&D

At key stages in their careers, employees in the R&D organization often find themselves balancing multiple responsibilities at once — professional advancement, team leadership, and family care. For many newly appointed managers, this transition can be especially demanding. The Female Mentoring Program in R&D was created to provide a cross-team platform for connection and support, where female employees can gain diverse perspectives through experience-sharing and in-depth dialogue with mentors from other departments. At its core, the program offers a space where participants can feel understood — and continue to grow with confidence.

Connecting across departments sparks empathy and new perspectives

One of the program's distinguishing features is its cross-department mentor-mentee matching approach. Mentee Yu-Jing Chiu shared, "Although we came from different departments, we face very similar situations at work, so we're able to better understand each other." Because these conversations took place across different R&D units, participants could relate to one another's work context without the added concern of direct reporting or day-to-day working relationships. For her, the most meaningful part of the experience was feeling "understood and deeply resonated with — it was a very healing process." The value of these exchanges went beyond emotional support; they also gradually shifted how participants approached challenges. Yu-Jing reflected that, through conversations with her mentor and fellow mentees, she came to realize that facing a problem does not always mean rushing to find an answer right away. Sometimes, the first step is to help one another feel grounded, build understanding, and then work together toward a solution. In this way, the program not only supports emotional wellbeing, but also encourages participants to reflect from different roles and perspectives, deepening trust and mutual understanding.

As a new manager, mentee Ya-ting Lin struggled with work-life balance and overanalyzing team feedback. Her mentor reframed this for her: "Sharing emotions isn't bad—it can be a call for help." This shift helped Ya-ting look past the emotions to address her team's actual needs, transforming her leadership style. With her mentor's guidance, she began practicing more effective delegation, creating more room for adjustment and balance in her own life. Through each conversation, pressure gradually became something she could respond to more constructively — supporting not only her immediate transition, but also her longer-term development and retention.

Not only supporting mentees, but also helping mentors better understand organizational needs

The impact of the program has extended beyond the mentees themselves; it has also shaped the mentors in meaningful ways. For mentor Joy, the experience challenged a long-held assumption. She had once believed that high-performing employees were naturally capable of taking on most responsibilities. But through mentoring, she came to better understand the pressure that her female colleagues often carry during role transitions and leadership changes. That realization influenced her leadership approach, prompting her to think more carefully about how to communicate, assign responsibilities, and pursue results while remaining aware of the emotional and psychological demands behind the work.

Another mentor, S.H. Wu, highlighted an additional layer of the program's value. She shared: "We inevitably face institutional blind spots within our own organizations. Engaging with mentees has enabled me to look beyond my usual boundaries, appreciate the unique challenges of other roles, and find new inspiration." For her, these exchanges were not only a form of companionship, but also a channel through which real experiences could flow back into the organization. The understanding gained through

mentoring did not end with the conversations themselves; it returned with each mentor and mentee to their respective teams, influencing how they communicate and work with others. In this way, the mentoring relationship supports not only immediate personal growth, but also helps the organization build a more empathetic and inclusive culture. Through each conversation, the program creates more space for understanding, belonging, and sustained development — making inclusion not just a principle, but something people can genuinely experience in their workplace.



Cross-team collaboration platform fosters diverse insights

Fostering Psychological Safety and a Culture of Innovation

At TSMC, psychological safety is not only fundamental to employee wellbeing, but also a key driver of sustained organizational excellence. Only in a workplace environment grounded in trust and a sense of safety can employees fully unlock their innovative potential.

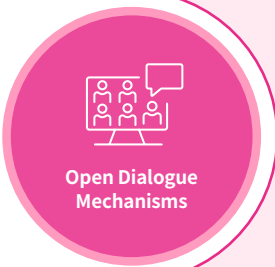
The R&D organization offers an example of this connection. In an industry environment characterized by rapid change and rigorous quality standards, strong technical capabilities and execution discipline are indispensable. Yet true technological breakthroughs also depend on employees to think beyond established boundaries, openly exchange perspectives, and explore the unknown with confidence. For R&D teams, an innovative culture is the foundation that sustains research momentum, while psychological safety is what allows that innovation to actually develop and succeed. TSMC has continued to strengthen both psychological safety and innovation culture within the R&D organization.

In 2024, efforts focused on fostering "Open Communication", with the aim of building shared understanding of psychological safety among colleagues. Beginning in 2025, these efforts expanded further toward cultivating a "Culture of Inclusiveness and Openness", while also strengthening alignment with the Company's broader inclusion strategy and gradually establishing a more comprehensive implementation mechanism.

To turn psychological safety into everyday practice, the R&D organization has advanced initiatives across three key areas: Open Dialogue, Manager Enablement, and mechanisms that Encourage Experimentation and Recognition. Through these efforts, psychological safety is being embedded into the organization's cultural foundation, helping to shape a more open and innovative environment. As the initiatives continue, the R&D organization has seen tangible progress in Open Communication, with more employees voicing their opinions in Townhalls and Skip-level Communication Meetings. The 2025 Employee Engagement Survey also showed that the R&D organization's culture continues to move in a more open direction, with psychological safety and open communication increasingly reflected in management practices and team interactions.

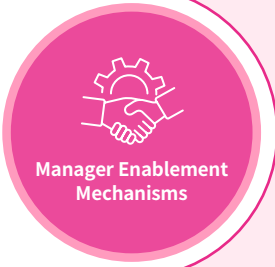


R&D Organization's Three Key Areas for Fostering Psychological Safety



- Approach**

Provide employees with a safe space to voice ideas and build the foundation for open expression
- Practical Actions**
 - Townhalls: Share organizational direction and engage employees in dialogue
 - Skip-level Communication Meetings: Enable cross-level exchanges on employees' ideas and challenges
 - Management Forums: Promote consensus on strategic initiative



- Approach**

Equip managers to provide constructive feedback and recognition, strengthen mutual trust, and foster a supportive team climate
- Practical Actions**
 - 360-degree Surveys: Strengthen multi-category feedback mechanisms and support manager development cycles
 - Management Culture Workshops: Such as Creating an Innovative Team with Psychological Safety and Courage to Take on Challenges", designed to strengthen managers' ability to lead open and supportive teams



- Approach**

Recognize and encourage innovative ideas and cross-functional experimentation, while reinforcing employees' willingness to continue thinking beyond boundaries and engaging in exchange
- Practical Actions**
 - R&D Idea Forum: Continuously build the innovation momentum of R&D teams through annual sessions
 - Awards and Recognition Mechanisms: Such as the "Risk-taking Innovation Award" and "Special Contribution Award" which recognizes significant contributions and innovative attempts
 - Innovation Workshops and Case Sharing: Such as Hackathons to encourage proposal exchanges and innovation experience-sharing



Putting People First to Support Sustainable Careers

Fair Rewards and Promotion Systems

With a merit-based approach, TSMC prioritizes integrity and capability as the primary criteria in hiring and promotion. In performance evaluation, the Company excludes non-performance-related factors to ensure that assessment outcomes are based on actual performance. To maintain fairness and competitiveness in rewards, TSMC regularly reviews its performance evaluation system and compensation policies, ensuring that no differential treatment occurs on the basis of gender, age, disability, religion, or other such factors, and that all talent is rewarded according to their capabilities and contributions.

Fostering Two-way Communication and Listening to Employee Voice

TSMC values employee perspectives and provides a multitude of communication channels to encourage employee feedback and support continuous improvement in management practices. The Company strengthens interaction and communication between employees and managers at all levels, helping enhance employees' sense of belonging and organizational cohesion. These communication channels include:

TSMC Diverse Communication Channels

Format	Purpose
Communication meetings for various levels and organizations of managers and employees	Townhall meetings held by the Management team, and different levels of communication meetings held within the Functions to help convey important Company messages
Quarterly Silicon Garden Meetings (Labor-management Meetings)	A forum where employees raise general organization-wide suggestions, which are consolidated by representatives and discussed collectively at the meeting
Core Values Employee Survey	Taking an employee-centric approach, closely examine the integration of TSMC's core values in daily operations. Based on survey results, pinpoint key strengths and areas for growth, providing targeted feedback and recommendations to further strengthen and sustain TSMC's core value foundation.
Global Employee Engagement Survey	Three core pillars drive the management objectives: delivering an employee experience centered on the core values; aligning performance metrics with high-performance benchmarks to identify growth opportunities; and delivering key data insights to bolster the annual report
Diverse Opinion Surveys (e.g., Organizational Climate Surveys, Leave Policy Surveys)	Develop and implement improvement actions based on employee feedback
Employee Portal (myTSMC)	Feature talks by the Founder and Former Chairman as well as the Chairman and the CEO, corporate messages, announcements of recent activity and other topics of interest to employees
Internal Electronic Newsletter	Cover key company activities, publishes inspirational articles, and features outstanding teams or individuals
Employee Opinion Box	Feedback on daily work routines and personal job-related matters, including meals, transportation, housing, benefits, time and attendance.
Fab Caring Circle	On-site issues dedicated to production line colleagues, including production processes, machinery and equipment, or cleanroom management.

Flexible Measures to Enhance Employee Wellbeing

To support sustainable career development of diverse talent, TSMC provides benefits that go beyond statutory requirements and promotes flexible workplace policies as well as the TSMC Global Flexible Benefit Plan (tFlex). These measures enable employees to make flexible use of leave and resources according to their individual needs, while also providing corresponding support at different stages of life and career. In addition, the Company continues to review and optimize working time management and care measures to help employees maintain a healthy work condition and better balance work and life.

Mental Health Support

Employees' mental health is an indispensable part of an inclusive workplace. To promote psychological wellbeing, TSMC has moved beyond the traditional model of passive counseling by integrating mental health support into the annual employee health examination process. Based on questionnaire assessment results, the Health Center proactively invites employees to meet with psychologists for supportive conversations. Through professional guidance, employees are supported in identifying sources of stress in their daily work and learning ways to relieve psychological strain, enabling them to perform at their best while maintaining physical and mental balance. As of the end of 2025, 1,487 employees had benefited from this initiative, with a 95% satisfaction rate.

In addition, in response to the World Health Organization's World Mental Health Day on October 10, the Company and the employee resource group Accessibility@tsmc jointly launched the "2025 World Mental Health Month: A Journey of Psychological Healing" series. Through a variety of activities, the initiative combined mental health topics with popular culture and everyday practices, while helping employees develop self-healing skills and fostering an open and supportive workplace atmosphere. In addition to providing practical tools for stress relief, the initiative continued to promote a positive culture of caring for one another and seeking help when needed.

The Company provides regular physical health checkups and mental health support as part of the annual health examination, which is very helpful for employees facing multiple pressures from society, work, and family. This arrangement made me feel genuinely cared for and showed me the Company's concern for its employees.

Participant
Annual Health Examination
Employee Care Program

The World Mental Health Day lecture taught me that some things we take for granted are only truly appreciated once they are gone. I really appreciated how the session introduced animated works from a new perspective — it was deeply inspiring, and I hope to see more sharing like this in the future.

Participant
World Mental Health Month
livestreamed Lecture

Supporting Employees in Building and Caring for Their Families

► Comprehensive Support for Family Caregiving

To help employees balance career development and parenting responsibilities, TSMC provides a broad range of support programs, including the TSMC ChildCare Benefit Program 3.0, launched at Taiwan sites in 2025, as well as counseling and consultation services and a variety of parenting-themed seminars. Together, these resources help employees pursue their careers while also feeling supported in their family roles, giving them greater confidence in starting and raising a family. Designed as a long-term support framework spanning "from pre-pregnancy until a child reaches age 12," the program provides corresponding benefits, flexible resources, health knowledge, parenting skills, and psychological support at different stages, helping new parents feel more prepared for family life. In addition, professional counseling and one-on-one parenting consultations are available to provide employees with trusted expert support when they face parenting questions or stress.

To further strengthen employees' family support systems and foster a more family-friendly workplace, the Company has established four kindergartens across its Hsinchu, Taichung, and Tainan sites in Taiwan, with total capacity for 528 children. In recognition of the working patterns common in the technology industry, these kindergartens offer flexible childcare services from 7:00 a.m. to 8:00 p.m., providing a safe, high-quality, and stimulating learning environment for employees' preschool-aged children between 2 and 6 years old. In doing so, they also serve as a valuable source of support for employees as they pursue their careers. Guided by a holistic education philosophy, the kindergartens are built around four distinctive pillars: theme-based science education, immersive food and agricultural education, life-oriented language education, and interactive parenting education. Through these approaches, they integrate the spirit of exploration and local cultural elements into early childhood education.

■ Comprehensive Family Caregiving

Parenting-themed Seminars

Invite experts to share practical knowledge on parenting, mental health, and parent-child interaction

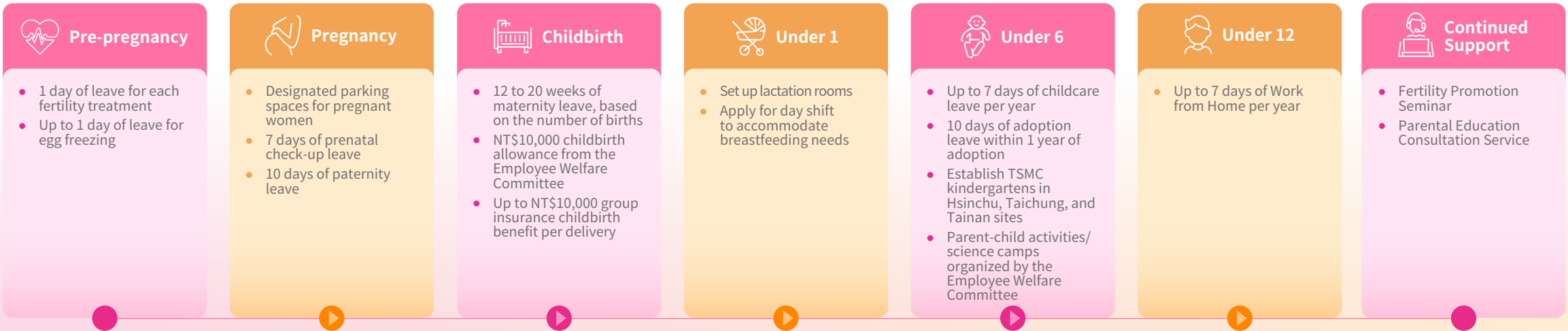
TSMC ChildCare Benefit Program 3.0

Provide support resources spanning from pre-pregnancy through early childhood development, helping employees balance work and parenting needs

Consultation and Counseling Services

Establish professional consultation channels to provide one-on-one guidance on parenting issues, as well as psychological support and counselling

■ TSMC ChildCare Benefit Program 3.0





► Flexible Parental Leave Beyond Statutory Requirements

To help employees better balance parenting responsibilities and career development, and in response to the updated Ministry of Labor regulations, TSMC enhanced its Parental Leave Policy in 2025 (effective starting 2026). In addition to introducing more flexible leave arrangements — such as preserving full attendance eligibility and allowing leave to be taken on a daily basis — the updated measures also cover several protections that go beyond regulatory requirements. These include uninterrupted accumulation of tenure, annual leave and flexible leave entitlements, and eligibility for profit-sharing during the leave period. In addition, Family Care Leave was increased from 7 days to 14 days (up to a combined maximum of 14 days with personal leave), and the return-to-work process was simplified, helping employees feel more confident in taking time to care for their families and transition back to work more smoothly.

► Diverse Leave Support to Balance Family and Career Development

In response to employees' diverse family planning and caregiving needs, TSMC provides flexible leave support across different life stages. During the pre-pregnancy stage, the Company introduced Egg Freezing Leave (1 day) and Fertility Treatment Leave (1 day per treatment cycle), reflecting respect for reproductive autonomy and diverse family-building choices. During the parenting stage, TSMC also offers Childcare Leave (7 days per year, before a child reaches age 6) and Adoption Leave (10 days), supporting diverse family structures and helping employees better balance caregiving responsibilities.

In 2025, 8,883 employees applied for these newly introduced leave programs, representing approximately 11.2% of employees at Taiwan sites, indicating that the measures are well aligned with employees' needs. Among these, the gender ratio of employees applying for fertility, childcare, and adoption leaves is roughly 7 to 3 (male to female), suggesting that these benefits are not only being actively utilized, but are also helping empower employees to share parenting responsibilities more equitably, further reinforcing a positive cycle of dual-career, dual-caregiving families.

Advancing Diversity and Inclusion Through Workplace Design

Guided by a people-centered approach, TSMC elevated its workplace environment from one focused on accessibility to one designed as an Inclusive Space. Through collaboration between the Public Utilities & Services Department and Employee Resource Groups (ERGs), the Company combines professional expertise with user perspectives to improve the workplace experience. Between 2023 and 2024, TSMC enhanced a range of facilities, including accessible design features, multicultural spaces, accessible map guidance, and application services for ergonomic office chairs to support pregnant employees.

Beginning in 2025, TSMC further introduced gender-inclusive restrooms and refined circulation planning for pregnant employees, reflecting greater awareness of diverse gender identities and the needs of employees at different life stages. These space improvements are intended to foster an environment of belonging and respect, where employees can feel at ease and fully realize their professional potential.

► All-gender Restrooms

To foster a workplace that is inclusive, safe, and comfortable, TSMC began introducing all-gender restrooms in office buildings at its Taiwan headquarters in 2025. The aim is to ensure that employees of diverse gender identities and expressions feel respected and accepted in their use of shared facilities. Furthermore, TSMC has officially integrated all-gender restroom designs into the standard design specifications for all future newly constructed plants in Taiwan, consolidating them with existing barrier-free facility standards to ensure these inclusive spaces are fully realized upon plant completion.

I'm grateful that the Company introduced Childcare Leave, which allowed me to accompany my child, who is currently receiving early intervention services, and to take part in and witness each important step of their rehabilitation progress. This has been deeply meaningful for my child's physical and emotional development, and it has also helped me find balance between family and work so that I can provide the best possible support for my family.

TSMC employee

”



■ All-gender restrooms at TSMC

► Enhanced Pregnancy-friendly Facilities

TSMC values the physical and mental wellbeing, as well as workplace safety, of pregnant employees. In addition to establishing legally compliant health management and care mechanisms across all sites, the Company continued in 2025 to enhance workplace facilities such as rest and care spaces, access routes, and dedicated storage areas, helping to ensure that pregnant employees receive more comprehensive support on the job.

Pregnancy Rest Area Providing a Comfortable Space for Rest

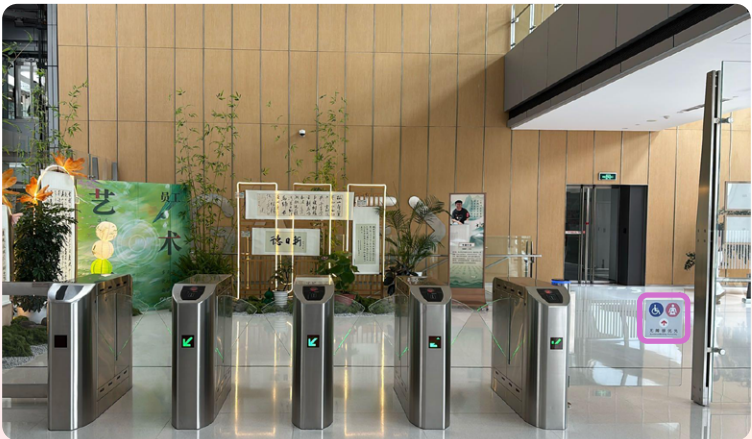
As an example, the R&D building in Taiwan has built a dedicated pregnancy rest area, which features comfortable seating and a semi-open design. Conveniently located near the restroom and pantry, the space allows pregnant employees to take breaks easily during the workday



Pregnancy rest area at the R&D Center at TSMC's Taiwan headquarters

Accessible Routes to Reduce Mobility Strain During Pregnancy

TSMC Nanjing expanded of accessible entrances and exits and optimized the design of access gates and doorways, enabling pregnant employees and colleagues with mobility limitations to move more smoothly while reducing discomfort caused by prolonged waiting and crowd congestion



Accessibility enhancements to gate facilities at TSMC Nanjing

Dedicated Phone Lockers for Pregnant Employees to Enhance Workplace Safety and Convenience

TSMC Nanjing added dedicated phone lockers for pregnant employees and adjusted their height and placement based on ergonomic principles, providing a more convenient and supportive work environment during pregnancy



Dedicated phone lockers for pregnant employees at TSMC Nanjing



Measurement and Progress

TSMC measures the impact of its inclusive workplace initiatives through real-time feedback from activity participants, alongside regular, large-scale employee surveys. In the 2025 Employee Engagement Survey, the Inclusive Workplace category was evaluated across four key pillars: Support for Diverse Talent, Listening to Employee Voice, Inclusive Leadership, and Sense of Belonging. The Company achieved a 92% score in this category, showing an increase from the previous survey. Compared against the Global High-Performance Norm, this score achieved TSMC's target of top 50%. This outcome demonstrates the success of the Company's efforts to foster an inclusive culture and underscores its commitment to continuous progress.

Four Main Areas of Measurement for an Inclusive Workplace



Support for Diverse Talent

Description

Valuing talent diversity, including differences in backgrounds, characteristics, and ways of thinking.

Importance to TSMC

TSMC's support for diverse talent is embedded in day-to-day operations, enabling employees of all genders, ages, disabilities, religions, races, ethnicities, nationalities, political affiliations, and sexual orientations to contribute their perspectives and creativity.



Listening to Employee Voice

Description

Valuing employees' opinions and ideas, and taking action to understand them effectively.

Importance to TSMC

TSMC adopts multiple channels to listen to employees' opinions and ideas across all levels of the organization, enabling constructive dialogue between decision-makers and employees, fostering a people-centered management approach, respecting diverse employee needs, and strengthening employees' sense of belonging.



Inclusive Leadership

Description

Respecting and valuing employees with different backgrounds and perspectives, and working effectively with diverse teams to achieve shared goals.

Importance to TSMC

TSMC actively develops employees' leadership capabilities in multicultural and diverse teams, helping them maintain openness and communicate effectively when working with people from different backgrounds. In doing so, the Company enhances organizational effectiveness while advancing an inclusive workplace.



Sense of Belonging

Description

Ensuring that employees feel respected and accepted regardless of their background or identity.

Importance to TSMC

TSMC fosters an inclusive workplace that enables employees to express their ideas and perspectives in an environment of mutual respect and belonging. This enables them to focus on their personal development and work goals while strengthening the Company's overall competitiveness.