



II. Foster Employee Resource Groups



TSMC Global Inclusive Workplace

August 2026



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 each employee, and encourages every employee to contribute their strengths regardless of identity or background. 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 "Engage 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.

II. Foster Employee Resource Groups

Inspire Passion to Co-create Excellence

Through employee-led [Employee Resource Groups](#) (ERGs), TSMC supports the career development of diverse talent and fosters a workplace where employees are valued and feel a sense of belonging. The Company also encourages all colleagues who identify with an ERG's mission to participate as allies. ERGs not only help employees deepen their personal growth but also strengthen the Company's operations by building a solid foundation for innovation while contributing to overall performance. TSMC's ERGs create impact across three levels: the individual, the Company, and society.



Provide attention to diverse groups in the broader public sphere, raising awareness of related issues while encouraging positive social dialogue. ERGs also connect with external stakeholders to share experiences and practices, promote learning and exchange, and contribute to broader social progress and wellbeing.



Company

Provide feedback and recommendations to the Company on raising inclusion awareness, establishing supportive measures, and shaping the work environment, while collaborating with relevant departments to ensure that resulting changes better reflect employee needs. Under the principle of merit-based employment, ERGs help create an environment that attracts diverse talent and enables them to contribute their strengths, with the goal of enhancing overall innovation and productivity.



Individual

Build supportive networks among diverse talent and allies, promote mutual understanding across the workforce, and through mentoring and related support programs, strengthen individual's sense of belonging and career development within the Company.

From 2022 to 2025, driven by employees' own initiative, TSMC established five ERGs: Women@tsmc, Global Family@tsmc, Accessibility@tsmc, Veterans@tsmc in the United States, and Pride@tsmc. These groups focus respectively on key topics including gender, race / nationality, disability, U.S. veteran status, and sexual orientation. Each ERG is sponsored by at least one senior executive to help ensure that its direction remains aligned with the Company's People Vision. Open to all employees, ERGs provide a platform for colleagues across the Company to actively engage in issues they care about and raise their voices, thereby increasing both the visibility of and attention to these topics.

In 2025, to further strengthen alignment between ERGs and the Company's inclusive workplace strategy, TSMC held a Cross-ERG Strategy Workshop, bringing together 40 core team members from the four headquarters-based ERGs: Women@tsmc, Global Family@tsmc, Accessibility@tsmc, and Pride@tsmc. Facilitated by professional consultants, participants learned from benchmark cases, engaged in in-depth dialogue, and integrated perspectives of each ERG to develop collaborative annual goals and strategic roadmaps. The workshop not only created a cross-functional platform for exchange, but also fostered stronger connections among core members, helping ensure that inclusion initiatives remain aligned with the Company's development vision and contribute to shared goals.

The Employee Resource Groups of TSMC

ERGs	Area of Focus	Mission
Women@tsmc	Women Empowerment	Connecting and empowering women at TSMC to unleash their potential, be their authentic selves, and become the best version of themselves.
Global Family@tsmc	Nationality / Ethnicity	Dedicated to welcoming and supporting global talent as they adapt to a new chapter of work and life at TSMC, while fostering a Global Inclusive Workplace where people of diverse backgrounds and experiences can come together and realize their full potential.
Accessibility@tsmc	Disability	Connecting with and supporting talent with disabilities as they integrate and grow in the workplace, while also increasing employees' understanding of accessibility and inclusive workplace topics, with the goal of advancing TSMC's People Vision.
Veterans@tsmc (U.S.)	U.S. Veterans	Fostering career growth, community outreach, and personal development within the organization. Veterans@tsmc's commitment encompasses veteran recruitment, career development, outward engagement, and retention, ensuring that those who have bravely served their country continue to thrive and succeed in their professional careers.
Pride@tsmc	Sexual Orientation	Creating an environment where LGBTQ+ employees and allies can thrive as their authentic selves, advance their careers, respect one another, and cultivate a culture of trust and inclusion.



I. Cultivate an Inclusive Employee Experience

Inspire Passion to Co-create Excellence

Women@tsmc

II. Foster Employee Resource Groups

Global Family@tsmc

Accessibility@tsmc

III. Expand Our Impact, Together

Veterans@tsmc

Pride@tsmc

Women@tsmc

Established in March 2022



Sylvia Fang

Senior Vice President
Executive Sponsor of Women@tsmc

Women@tsmc hopes to empower every colleague to reach their full potential. Through our global support network, we uplift each other internally, and seek to collaborate with the global semiconductor industry to realize our shared vision of inclusion.



S.Y. Sheen

Technical Director
Chair of Women@tsmc

Women@tsmc serves as a warm and supportive pillar for our colleagues. From mentorship to holistic care, we are committed to respecting and supporting the diverse roles and unique value of everyone. Through our global network, we encourage everyone to unleash their full potential, growing and thriving with TSMC.

Women@tsmc is focused on empowering women and is committed to supporting female employees in realizing their potential and expressing their authentic selves at different stages of their careers. To ensure that inclusive workplace strategies are aligned with organizational needs, Women@tsmc operates through a central chapter, with subchapters tailored to the characteristics of different organizations, such as R&D and Operations. Since 2023, it has further expanded to global sites, building a support network that spans subsidiaries. In 2025, during the International Women's Day celebration and the third anniversary of its founding, Women@tsmc held its first formal chair election and leadership transition. Under the theme "Portraits of Women, Pathways of Women," the event highlighted the diverse identities, values, and inspiring experiences of women employees at TSMC.

The central chapter and local subchapters also continue to bring in perspectives from women leaders across different industries and fields, creating role-modeling effects and demonstrating the impact of localized operations and intergenerational knowledge transfer. The Japan Advanced Semiconductor Manufacturing, Inc. (JASM) chapter, officially established in July 2025, translated experience inherited from headquarters into local practice, building a mutual support network for women employees at JASM. Meanwhile, TSMC (China) organized a retirement-sharing session for core members, where senior employees shared their career journeys and passed on valuable experience. The scope of Women@tsmc's care has expanded beyond the workplace to encompass whole-person wellbeing and broader social good. From TSMC North America's recognition of Global Day of Parents in support of work-family balance, to TSMC Arizona's "Pink October" initiative promoting breast cancer prevention, these efforts reflect a holistic commitment to employees' health and multiple life roles.

Beyond nurturing internal talent, Women@tsmc collaborates with global organizations like the Global Semiconductor Alliance (GSA) to drive external engagement. By facilitating industry dialogues and empowering students on campus, Women@tsmc amplifies the commitment to women's empowerment into broad [social impact](#).



The third anniversary ceremony highlighted the diverse identities of women at TSMC, and the inspiration drawn from their experiences



Leveraging headquarters' experience to facilitate the establishment of the JASM Chapter



The Nanjing chapter invited senior leaders from headquarters to advance the transmission of career experience



The North America chapter recognized Global Day of Parents in support of work-family balance



People Story | Starting from Care, Growing into Influence

To support female talent realize their potential, Women@tsmc, in partnership with the Human Resources organization, launched the Operations Organization Female Talent Care Program. As the number of female employees continues to grow, the program extended existing support mechanisms incorporating external resources to help build a stronger pipeline of future leaders. Through group-based learning centered on two themes — "Expanding Influence" and "Mindfulness-based Stress Relief" — the program helps female engineers develop self-leadership and emotional resilience as they navigate the dual demands of work and family, laying a stronger foundation for long-term growth.

The program's co-initiator S.Y. Huang, shared that it was designed not only to create a space where employees can pause, reflect, listen to one another, and support one another, but also to serve as a steppingstone toward stronger management capability. In her observation, many high-performing employees are deeply accustomed to "getting things done," yet as they take on greater responsibility, they may overlook self-awareness along the way. The program's core purpose is to help these future leaders build inner stability when facing challenges. As she put it, "only by learning to take care of themselves can they truly lead others."

A shift in perspective: from "I'm struggling" to "leading the team forward together"

S.Y. noted that the most valuable part of the group learning experience lies in the way participants' perspectives intersect, resonate, and gradually evolve. "At the beginning, many people naturally focus on how hard things are for them, and may wonder why no one is helping them to solve the problem," she said. The group discussions are intended to help participants see themselves in others' stories and begin to think more positively about how to balance personal challenges with team growth. This shift — from "me" to "us" — according to S.Y. is where leadership begins. "When people start thinking from the perspective of growing together with the team, they are more likely to bring that understanding, communication, and collaboration back to the workplace, allowing the impact to grow from the individual to the team," she explained.

One participant, Shih Ching Hung, offered a vivid example of how a leadership mindset takes shape. Having stepped into a management role shortly after joining the Company, she faced significant pressure as she adapted to both a new environment and new responsibilities. Through the program, however, she began to develop the mindset shift needed to move from being an individual contributor to becoming a team leader. The discussions and peer exchange encouraged her to pay closer attention to each person's work style and communication habits, and to gradually adjust the way she interacted with them. "I learned to understand and work with people in the way they need, to identify what matters to them, and to lead everyone forward together," she said. The course taught Shih Ching to achieve win-win outcomes by recognizing diverse needs. When tensions arose, she learned to pause, view the situation from the other person's perspective, and resolve issues collaboratively. This training has helped her navigate the pressures of management and bring a calmer, more grounded presence to her team.

Inner resilience: the strength behind supporting others

Another participant, Y.J. Chen, found a different kind of support through the "Mindfulness-based Stress Relief" component of the program. Through the course, she learned how to better understand and manage her emotions. This ability to shift perspective helped her communicate with greater empathy both at work and at home. What began as workplace learning gradually became a way for her to better care for herself and support her family in daily life. This kind of emotional resilience is also an essential leadership quality. The ability to remain grounded enables leaders to become a steady source of support for their teams.

In S.Y.'s view, meaningful and lasting support is not simply about helping employees get through immediate challenges. It is about helping them gradually develop the capacity to support others — after they have first learned to understand and care for themselves. "People can go further when they help one another," she said. "When everyone is willing to reach out and support each other, that culture of mutual support gradually takes root and begins to influence more people." The impact of this program lies not only in the support and growth it provides to individual participants, but also in the way it gradually shapes a more positive, understanding, and collaborative organizational culture — one grounded in empathy, emotional resilience, effective communication, and inclusive leadership. As these women apply what they have learned in their daily work, they become seeds of influence, allowing the impact of shared growth to spread from the individual, to the team, and across the wider Operations organization.



Through case discussions and mentor guidance, the program helps lay a strong foundation for the development of female talent



Global Family@tsmc

Established in August 2023



Chris Lin

Vice President
Executive Sponsor of Global Family@tsmc

Global Family@tsmc plays a vital role in helping colleagues and their families feel welcomed, supported, and connected. Through cultural exchange and genuine engagement, Global Family helps diverse talents embrace our culture and thrive together. As TSMC grows globally, this sense of belonging is essential to building a stronger, more collaborative, and people-centered organization.



Jin Cai

Deputy Director
Co-chair of Global Family@tsmc

Having spent 20 years in the United States before joining TSMC, I understand firsthand the cultural transitions and challenges that can shape both work and life. Global Family@tsmc has provided invaluable support to employees and their families. I am proud to help build connections and foster a strong sense of belonging for overseas hires, both within the Company and beyond.

Global Family@tsmc is committed to helping global talent smoothly adapt to the workplace in cross-cultural settings, ensuring they preserve their diverse cultural uniqueness while deeply integrating with local teams. For newly arrived international colleagues, Global Family@tsmc provides a comprehensive, bilingual "Life in Taiwan Guide," which offers practical and regularly updated guidance on healthcare, transportation, education, and local cultural etiquette. To further deepen this support, the "Cross-Culture Ambassador" program was officially launched in 2025. Under this initiative, colleagues with rich overseas experience volunteer as ambassadors to help new international partners bridge cultural gaps and quickly adapt to both life in Taiwan and the corporate culture through regular care and knowledge sharing.

Beyond daily life integration, the support also extends to long-term career development. Recognizing that managers' practical experience is the best guide for talent growth, Global Family@tsmc continuously promotes sharing seminars led by managers. Through in-depth dialogues, managers with rich international experience personally pass down cross-cultural management insights, strategies for navigating career turning points, and growth paths in a globalized workplace. This initiative aims to help international colleagues overcome career bottlenecks, unleash their professional potential, and establish a workplace support network within the organization, empowering global talents to achieve professional success and self-realization here.

Through diverse networking sessions, festive activities, and regular gatherings, Global Family@tsmc builds local interpersonal networks for international colleagues. In 2025, various events—including cross-cultural dialogue seminars and Diwali celebrations—attracted over 1,500 attendees throughout the year, allowing colleagues to deepen mutual understanding through cultural experiences, further promote exchange, and build a sense of belonging. At the same time, understanding that "family support" is key to helping colleagues grow roots in Taiwan, the program specially plans unique local tours and supportive communities to help family members integrate into Taiwanese society, ensuring the entire family can live and work happily here.



Cross-cultural dialogue seminars feature diverse speakers sharing their unique cultural insights to promote cross-cultural interaction and understanding



The management team shares experiences in cross-cultural management



Feature Story

Supporting International Talent to Settle with Peace of Mind, Advancing Together in Globalization

As TSMC expands globally, attracting, retaining, and supporting international talent to unleash potential in cross-cultural environments is vital. Beyond being a resource for daily life, Global Family@tsmc serves as a career development platform — helping international colleagues build connections, find direction, and channel their diverse expertise to drive TSMC's globalization.

Belonging: the foundation for long-term development

For Leonie from Germany, Global Family@tsmc's greatest value is welcoming new arrivals and giving them a safe place from day one. Kundan, an R&D engineer from India who arrived with no prior Chinese knowledge, felt this warmth deeply. By connecting with diverse colleagues, he quickly adapted to Taiwan, turning this sense of belonging into the cornerstone of his long-term career at TSMC.

Side-by-side with leaders: broadening career horizons

Beyond daily care, Global Family@tsmc helps colleagues find career direction by hosting informal exchanges with senior executives, allowing them to see the bigger picture. Kundan found great inspiration during a lunch exchange with Dr. Geoffrey Yeap, senior vice president, Research & Development / Technology Development. "The challenges faced by an R&D organization are usually highly demanding, which is why it is crucial to overcome them with a positive mindset. We shouldn't just focus on short-term goals, but also learn to view our work with a long-term perspective."

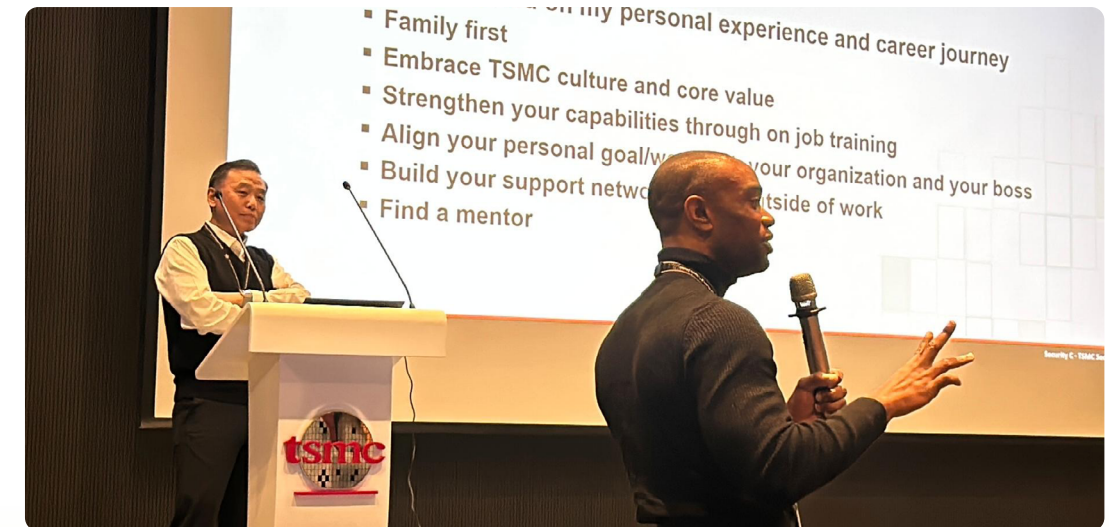
Similarly, Alex, a seasoned IT professional, connected with leadership in relaxed settings: "We even went hiking with Chris (Dr. Chris Lin, vice president and CIO, Corporate Information Technology) and chatted like friends," Alex said with a smile. These natural interactions showed TSMC's dedication to talent growth, fostering a strong commitment to long-term development.

Bridging Cultures: Unleashing Professional Value

With belonging and direction, colleagues naturally channel cross-cultural strengths into their roles. Global Family@tsmc enables colleagues from different departments to exchange ideas and drive mutual success. For example, The cross-cultural seminar that Leonie hosted received enthusiastic feedback. It not only provided networking opportunities for international colleagues but also enabled her to hear firsthand their thoughts on joining TSMC. Meanwhile, Alex, a user experience engineer, used the platform to gather user needs and optimize system designs, achieving a professional win-win.

Rock, a member of Global Family@tsmc, with extensive multinational business development experience, highlights the value of "cultural integration" in TSMC's fast-paced environment. Through co-organizing events, local and international colleagues learn to align in mutual respect: "It's not just about organizing events; it unconsciously helps international colleagues familiarize themselves with the organization's operating style, finding paths to unleash their expertise and showcase their cultural characteristics," he said.

As connections deepen, the impact of Global Family@tsmc transcends the 'individual' mindset, to enhance understanding TSMC's culture. Alex noted: "Even when work gets extremely busy, Global Family still makes us feel that the Company truly cares about its employees." For Rock, the platform allowed him to leverage his past experience, finding a strong sense of purpose in helping TSMC go global.



Connecting with senior leaders accelerates employees' alignment with the Company

Accessibility@tsmc

Established in December 2023



K.C. Hsu

Vice President
Executive Sponsor of Accessibility@tsmc

Inclusion echoes TSMC core values, and Accessibility@tsmc is dedicated to turning this vision into meaningful action. We hope our colleagues will support each other with respect and empathy, creating a workplace where everyone truly belongs



Yung-Sheng Chang

Department Manager
Chair of Accessibility@tsmc

Accessibility@tsmc provides a supportive platform for TSMC employees and their families to discuss disability and accessibility needs. From workplace barrier-free facilities and mental wellness mentorship to early childhood intervention, we offer a welcoming space for everyone. We invite TSMC employees to bring kindness, compassion, and warmth to join us in making a difference!

Accessibility@tsmc advances disability inclusion by deepening employees' understanding of and empathy for disability-related issues through a variety of initiatives, helping to transform support and respect into a natural part of everyday interactions. In 2025, the ERG hosted TSMC's first Accessibility Experience Day as part of the Company's "Respecting Differences, Fostering an Inclusive Workplace" series of initiatives. In alignment with [International Disability Pride Month](#) and co-organized with the Rare Disease Foundation and the Taiwan Wheelchair Association, the event adopted a five-stage strategic framework — Enhancing Understanding, Building Empathy, Gaining Support, Encouraging Action, and Strengthening Belonging. Through immersive accessibility experiences and specialized lectures, employees were invited to simulate aspects of the daily lives of persons with disabilities. In doing so, they gained a deeper understanding of different types of disabilities and related needs, while recognizing that many barriers stem not from individual limitations, but from the constraints of the environment. This shift in perspective helps make support and respect more naturally embedded in day-to-day collaboration.

Disability is not limited to visible physical conditions, but also includes a wide range of psychological and developmental needs. In 2025, Accessibility@tsmc further established two subgroups: a "Mental Health" group and a "Parents of Children with Early Treatment Needs" group. The Mental Health Group focuses on raising awareness of psychological wellbeing and helping employees better recognize and respond to mental health needs. The Parents of Children with Early Treatment Needs Group builds a support network for employee parents whose children require early intervention services, enabling them to access meaningful connection and support through the sharing of experiences and resources.

As of the end of 2025, Accessibility@tsmc had grown to more than 1,400 members, while its series of activities attracted over 1,000 participations and received support from senior leaders. Accessibility@tsmc continued to foster empathy and awareness by inviting speakers such as Keico Lin (金剛芭比林欣蓓), Chao-Wei Tsai (蔡傑爸), You-Fang Chen (陳幼芳), and disability advocates Jing-Qi Chen (玻璃娃娃陳靜琪) and Shi-Huang Hsu (口畫藝術家許世皇) to share their personal stories — [from physical challenges to psychological adjustment](#). In addition, the ERG produced two accessibility awareness videos to further strengthen understanding and mutual support among employees. The momentum built from within not only reflects the Company's commitment to an inclusive workplace, but also underscores its aspiration for every employee to live authentically and confidently in an environment that respects differences.



Accessibility Experience Day brought employees together, turning empathy into meaningful action and support



Feature Story

The Power of Perspective-Taking: Accessibility Experiences that Builds Warm Connections Across Differences

The 2025 Accessibility Experience Day by Accessibility@tsmc proved that inclusion can be put into action. Driven by personal stories and a shared purpose, organizers Sherry Hsueh, C.H. Chang, and Hsin-Hao Chang aimed to show that accessibility is a universal support we all may need at different life stages. This initiative sent ripples across TSMC sites. By fostering empathy and recognizing diverse needs, it helps cultivate a workplace where everyone can belong, collaborate, and grow.

Invisible needs require us to listen with intention

"Most people are not lacking goodwill — they simply don't know these needs exist," said Sherry, a key driver of the initiative who has a hearing impairment. In the fast-paced semiconductor industry, she knows firsthand that many disabilities are invisible. To bridge this gap, she partnered with Accessibility@tsmc's Mental Health and Early Treatment Parents groups to organize lectures on mental health and early intervention. These sessions helped employees understand overlooked yet deeply real needs at work and home.

"Some families don't know where to turn for help, and some people are struggling with the impact of stress on their mental health. If we can pay a little more attention to one another, then people who need support will know that they're not alone," Sherry reflected. She has seen how, once these less visible needs are spoken aloud, the workplace begins to feel like more than just a place to work — it becomes the starting point of a positive cycle

of care. When colleagues learn to slow down their speech, and managers become willing to adjust how they communicate, that sense of being understood becomes a source of reassurance — and one reason why people choose to stay and grow at TSMC.

From perspective-taking to genuine empathy

While the lectures built emotional resonance, the hands-on experiences delivered a deeper physical impact. At the Central Taiwan site, C.H. partnered with the Taiwan Wheelchair Association to introduce real barriers, transforming familiar pathways with grass and ramps. Only after sitting in a wheelchair did colleagues realize how many limitations were hidden in routes they took for granted.

"Unless you experience it yourself, it's hard to truly understand what the other person needs," C.H. observed. What participants took away was not just a novel experience, but a more lasting sense of empathy. After one of the activities, a group of employees began spontaneously discussing the route accessibility challenges faced by an injured colleague who used a wheelchair. In that moment, they came to see that an accessible environment is not something meant for only a few people, but a shared resource that may matter to anyone. This deeper understanding of difference helps strengthen psychological safety in the workplace. It also enables employees to respond more naturally and appropriately when working with colleagues from diverse backgrounds, creating a more respectful and supportive environment and ultimately strengthening cross-functional collaboration.

Across functions, building a network of support

Behind the Accessibility Experience Day was a passionate, non-expert team. Hsin-Hao admitted that cross-functional coordination and administration were major challenges, yet she was deeply moved by the company-wide unity. From the Global Inclusive Workplace team and Public Utilities Service Department to ERG leaders across Taiwan, everyone united not just to run an event, but to uphold a shared belief. This collaboration became a model for cross-functional inclusion, turning accessibility from an idea into a continuously improving practice.

"What surprised me most was that employees who joined the event last year came back this year and volunteered to help," Hsin-Hao said with a smile. Change, she has seen, often begins in small ways. For Sherry, the most meaningful feedback was the thoughtfulness of colleagues around her. For C.H., it has been hearing people begin to ask, "What kind of support do you need?" These subtle but important shifts not only strengthen the employees' sense of belonging, but also help make TSMC a place that can attract, retain, and enable talent from diverse backgrounds to thrive.

Looking ahead, Accessibility@tsmc will continue advancing disability inclusion, turning empathy into systemic and physical improvements. By thinking one step further for each other, this inclusive spirit drives innovation and organizational resilience. Where accessibility and care go hand in hand, everyone can feel safe to shine.



During Accessibility Experience Day, employees experienced mobility limitations firsthand and learned proper assistance techniques



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Established in November 2024



Spencer Leese

Director
Executive Sponsor of Veterans@tsmc

We are finding that many of the same attributes that our Veterans gain through military experience carry over well to success in the fast-paced world of semiconductor manufacturing. This ERG is working to establish a pipeline for Veterans to understand more about opportunities at TSMC and also provide community for Veterans working at TSMC. My role as executive liaison is to help align the goals of the ERG with the goals of the Company.



Robert (Bobby) Sobeski

Chair of Veterans@tsmc

Following my service as a U.S. Army infantry officer, my electrical engineering background led me to TSMC. I appreciate the leadership that facilitated my SkillBridge internship as an engineer, a vital opportunity that helped me translate my military discipline into the tech industry. Now, as Chair of our Veteran ERG, I serve our community by expanding these pathways for fellow mission-focused veterans. By strengthening community, mentorship, and SkillBridge initiatives, I strive to help more veterans find a true home and a meaningful way to contribute to the success of TSMC.

Veterans@tsmc is committed to supporting U.S. veterans in their continued development and success at TSMC. The high level of discipline, exceptional leadership, and diverse backgrounds that U.S. veterans cultivate through their military experience bring rich perspectives and expertise to the workplace. Consequently, strengthening the inclusion of veteran talent fuels innovation within TSMC.

In 2025, members of Veterans@tsmc participated in the Phoenix Veteran's Job Fair to engage with potential candidates and continue expanding the veteran recruitment network. To promote the development and retention of veteran talent within TSMC, Veterans@tsmc hosts regular internal networking events. In support of GIW Month, the "Crafting Gratitude" initiative was launched on Veterans Day (November 11). This event invited employees to express their appreciation and care for veterans and active-duty service members by creating handmade festive ornaments and braided paracord bracelets. Additionally, Kerry L. Muehlenbeck, former Arizona adjutant general, JD, LL.M, PhD, faculty at Mesa Community College, was invited to share her journey of transitioning from military service to the civilian workforce and her leadership experiences. This session inspired employees' career development and confidence, attracting over 200 participants from TSMC North America, TSMC Washington LLC, and TSMC Arizona.

While building internal support networks, Veterans@tsmc also extends its reach to the broader veteran community. For instance, during an exchange meeting with the [Arizona Coalition for Military Families \(ACMF\)](#), both parties discussed providing resources such as interview assistance, training, and career coaching for veterans. TSMC also assigned consultants to help optimize external training materials, enhance the understanding of technician roles, and refine the talent selection process. Meanwhile, by developing detailed skills inventories, the company helps veterans more effectively showcase their capabilities and continues to strengthen their skill development through certification and training programs.



In support of GIW Month and Veterans Day, colleagues are invited to participate in a crafting activity and share their creations to express gratitude



In celebration of Veterans Day, Veterans@tsmc invites Dr. Kerry L. Muehlenbeck to share her career journey

Pride@tsmc

Established in May 2025



P.H. Chen

Vice President
Executive Sponsor of Pride@tsmc

As the first country in Asia to legalize same-sex marriage, Taiwan has shown the world its openness to diverse values. The launch of Pride@tsmc not only echoes this national progress in inclusion and gender equality, but also marks a key milestone in driving our own internal culture of inclusion.



Yen-Fei Lin

Department Manager
Chair of Pride@tsmc

Pride@tsmc is committed to creating an environment where LGBTQ+ and all colleagues can shine as their authentic selves, grow and respect one another, and together cultivate a culture of trust and inclusion.

In 2025, as part of the Company's "Respecting Differences, Fostering an Inclusive Workplace" series of initiatives, TSMC adopted a three-stage approach — Enhancing Understanding, Building Empathy, and Gaining Support — and organized three lectures. These lectures attracted almost 2,500 employees and featured external experts and LGBTQ+ allies who shared their perspectives and experiences, helping to foster dialogue on LGBTQ+ topics within the workplace. During the third session, the Company officially announced the establishment of its fifth Employee Resource Group, Pride@tsmc. Through open advocacy and dialogue, the ERG aims to help create an environment and culture of trust and inclusion, where LGBTQ+ colleagues and all employees can contribute as their authentic selves. The establishment of Pride@tsmc reflects TSMC's continued efforts to deepen understanding and gradually build momentum around LGBTQ+ inclusion.

Pride@tsmc engages members while raising the visibility of LGBTQ+ topics within the Company through a variety of activities. Its Rainbow Cotton Candy Roadshow reached more than 2,000 participations across five sites, enabling more employees to engage with LGBTQ+ topics while also receiving support from site leaders and senior management. This helped bring inclusion more directly into the workplace. The public debut of the group's logo during the roadshow further strengthened recognition and visibility. Through the logo launch and the support of senior leaders, the initiative helped break through the invisible barriers that often surround LGBTQ+ topics in the workplace, turning support into something employees could more tangibly feel, strengthening psychological safety, and connecting allies and support networks across sites.

In addition to deepening internal support, Pride@tsmc has also extended the spirit of inclusion into the broader community through external participation. In response to the Company's Global Inclusive Workplace Month, Pride@tsmc mobilized employees to join the Taiwan LGBT+ Pride Parade, with more than 150 employees and family members participating alongside senior leaders. Under waving rainbow flags, this support once again demonstrated TSMC's commitment to LGBTQ+ inclusion, while extending its impact into society, encouraging broader dialogue and inclusion.



The Rainbow Cotton Candy event draws great employee turnout and strong management backing



The unveiling of logo draws significant attention and resonance, raising awareness and interest among colleagues



Feature Story | Walking Together Under the Rainbow: From Allies to Co-Creators

At TSMC, excellence relies on employees feeling at ease, speaking openly, and contributing fully. Inclusion is not just corporate responsibility, but the foundation for people to do their best work. Pride@tsmc grew from everyday observations supported by the Company. Founding member Sheng-Hsiang Lin's journey began when he noticed a transgender colleague's discomfort using restrooms, prompting him to envision a friendlier environment. Another founder, Horus Kao, realized the importance of inclusion when an IT candidate asked about TSMC's LGBTQ+ stance, showing that the new generation evaluates employers based on diversity. He believed an outstanding company is defined not only by technical leadership, but by a broad culture where everyone feels psychologically safe to contribute.

Moving forward steadily: building trust through thoughtful dialogue

For Yen-Fei Lin, Chair of Pride@tsmc, the key to advancing the topic was never the volume of voices, but the maturity of the conversation. That is why Pride@tsmc adopted a professional approach from the beginning. Working closely with the Company's Global Inclusive Workplace (GIW) team, the group built conversations step by step — starting with guided discussions and gradually deepening them. Educational lectures with counselors, physicians, and legal professionals also helped employees approach the topic through informed understanding and, ultimately, deeper empathy. Core team member S.M. Lien believes this approach mattered because it allowed those who were still observing, or just beginning to learn about the topic, to feel the professionalism and sincerity behind the effort. That,

in turn, made it easier for more colleagues to lower their guard, engage, and connect with the issue in a meaningful way. In many ways, Pride@tsmc's path was not one of sudden advocacy, but of patiently building trust — trust that allowed more people to step closer.

A sense of being seen: from workplace support to family understanding

Over time, Pride@tsmc helped turn formal organizational support into something more personal: a sense of reassurance among colleagues. Candy Chen, who leads the group's promotion efforts, shared that the team created a series of Microsoft Teams stickers expressing support for LGBTQ+ inclusion. These small digital symbols may have seemed simple, many colleagues began using them to show support, and the team received heartfelt stories through feedback surveys. One by one, allies who had long remained invisible began to emerge. As Candy put it, "That feeling of 'being seen' is essential to building a sense of belonging."

This supportive atmosphere helped previously quiet colleagues feel safe. Pride@tsmc observed that an inclusive environment makes once-difficult conversations and mutual understanding surprisingly natural. With company support, employees no longer need to hide their authentic selves, freeing them to focus their energy on innovation and professional growth.

This support extended beyond the workplace. Candy noted that TSMC's public participation in the Pride Parade encouraged employees and eased parents'

worries, sometimes even opening the door to family reconciliation. For S.M., the parade was a powerful way to 'teach by example.' she brought her three children to introduce them to LGBTQ+ topics and Pride@tsmc, hoping they would learn openness and understanding. For her, it was about passing values forward.

Pursuing ordinary equality, so respect becomes part of everyday life

Pride@tsmc has grown from a small group into a community of over 30 core members and 2,500 supporters, proving the unifying power of inclusion. Yet, the group continues to broaden its impact. For Yen-Fei, the goal is to make respect an ordinary part of daily life. She believes many colleagues want to support but "simply don't yet know how to interact naturally." To bridge this, Pride@tsmc hosts expert lectures and dialogues, helping employees turn respect into action so that allyship becomes an instinct grounded in empathy.

"We're all the same; we're not different," is the belief guiding the group. Supported by the Company and its employees, inclusion is gradually becoming part of TSMC's DNA. This culture will drive continued excellence and innovation, allowing every employee to shine authentically.



Over 150 TSMC employees and family members joined the Taiwan Pride Parade under the Pride@tsmc initiative, showing support and sparking positive resonance



The LGBTQ+ inclusive Teams stickers sparked a ripple effect, bringing invisible allies together