



III. Expand Our Impact, Together



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 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 has a strong sense of belonging.

III. Expand Our Impact, Together

To advance an inclusive workplace, the Company benchmarks against international best practices and engages with professional associations, academic institutions, and industry partners to refine its approach while extending its positive impact across the industry and society:



Benchmarking International Best Practices

Through engagement with international organizations, professional associations, and industry platforms, TSMC stays abreast of emerging trends and practices, and draws on external insights as important references for the continuous enhancement of its internal policies and employee experience.



Raising Visibility of Inclusive Workplace Issues

By sharing practical experience and industry perspectives across diverse settings — including campuses, communities, and forums — TSMC helps deepen external understanding of inclusive workplace issues and elevate attention to their importance.



Creating Positive Impact Through Industry Collaboration

TSMC continues to extend its practical experience beyond the Company through cross-industry exchange, community engagement, and supply chain collaboration, encouraging more partners to understand, participate in, and contribute to inclusive workplace efforts, thereby amplifying positive impact across society.

TSMC's ongoing efforts to advance an inclusive workplace have earned recognition both internally and externally. In the 2025 Employee Engagement Survey, the Company received a score of 92% in the Inclusive Workplace category and was awarded First Place in the Best Workplace for Inclusion category at the Global Views ESG Corporate Sustainability Awards, while ranking second in the "Large Enterprises – Manufacturing Sector" category of the Commonwealth Talent Sustainability Award. These results also serve as meaningful reference points for the Company's continued review, refinement, and efforts to broaden its impact.



TSMC receives First Place in the "Best Workplace for Inclusion" category at the Global Views ESG Corporate Sustainability Awards, with the Company's Vice President of Human Resources accepting the award





Partner with Professional Associations and Organizations to Advance Shared Impact

With a focus on three key areas – Women's Empowerment, Disability Inclusion, and LGBTQ+ Inclusion – TSMC engages with professional associations and think tanks to exchange insights, share its own experiences, and benchmark against leading practices. Through these efforts, the Company continues to refine and strengthen its inclusive workplace initiatives while contributing to advocacy on these priority issues. By extending positive impact through dialogue and collaboration, TSMC works together with external partners to advance shared values.

Women Empowerment

TSMC is committed to expanding opportunities for women to grow and thrive in the technology industry, extending its efforts beyond the Company to the broader industry and society. From staying attuned to global trends and practices, to raising the visibility of women talent issues, and sharing implementation experience to encourage broader external engagement, TSMC works with industry stakeholders to foster a more supportive and enabling environment — one that encourages more women to explore technology careers and build their influence.

Benchmark Global Trends and Practices to Strengthen Strategies for Women's Talent Development

TSMC participates in the [Women's Leadership Initiative \(WLI\)](#), a women-focused leadership platform under the Global Semiconductor Alliance (GSA), engaging in executive forums and women's leadership exchanges to stay informed on global talent challenges and industry trends. Through these platforms, the Company has joined more than 250 industry leaders and representatives from 12 partner companies in discussions on women leadership development and experiences in advancing an inclusive culture. These exchanges provide valuable reference points for strengthening TSMC's women talent development efforts, while also offering an opportunity to share the Company's experience in fostering an environment conducive to international talent.



TSMC shares its practices for fostering an inclusive environment for international talent in the 2025 GSA Asia Pacific Executive Forum



Women@tsmc participated in the GSA-WLI APAC Women Leadership Council Gathering, joining corporate representatives to explore collaborations for advancing women talent development

Advancing Women's Empowerment and Broadening Pathways for Women in Technology

TSMC expands opportunities for women to grow and thrive in the technology sector. The Company engages with campuses and professional platforms — including the GSA Talent Initiative (GTI) University Program and the Society of Women Engineers (SWE) Conference — where senior leaders share their experience to encourage young women to explore technology careers, while also attracting a strong pipeline of prospective talent. Community-based exchange opportunities, such as the GSA-WLI APAC Lunch and Learn sessions help inspire women to embrace challenges, speak up, and continue growing in their careers. Furthermore,

TSMC supports local women's empowerment initiatives by partnering with ELANCE Academy, an organization dedicated to uplifting women. TSMC Europe participated in the inaugural Strong Women Network forum to facilitate intergenerational dialogue between young students and female professionals. Additionally, TSMC nominated ELANCE for the Zuidas Sustainability Award to raise public awareness of female self-confidence and independence. Through these actions, TSMC continues to expand its social impact and empower women at every stage of their development.

Career:

- Joined TSMC F6 Process Integration Engineering in 2002
- Led 8-inch production and involved MIM technology developing with R&D, 12Y
- Joined R&D to develop MIM technology (Logic wafer Stacking), 2Y
- Joined F14A Process Integration Development, 9Y~
- Award and Innovation
 - Patents x122, TSMC Most valuable Patent Award, TSMC 2015/ 2017/ 2020 TSMC Operations Innovation Award and 2017 Golden Award
 - Taiwan Contentment Award Golden Tower Award in 2016/ 2019/ 2023, NCKU Outstanding Achievement Award in 2025.



Women@tsmc deputy chair shares insights with industry peers at GSA University Program



TSMC shares career experiences at the SWE Career Fair in New Orleans



Women@tsmc representatives share career stories at the WLI Asia-Pacific Lunch & Learn

Deepening Impact through Industry and Community Collaboration

TSMC also shares its experience in advancing women's talent development and fostering an inclusive workplace, extending internal practices to the broader industry and society, encouraging greater engagement from external partners. To this end, Women@tsmc hosted the Women in Technology Networking Tea Gathering, bringing together more than 40 representatives from companies including Microsoft and Micron to exchange practical experience and outcomes in women's empowerment, strengthen connections and mutual learning among ERGs, and explore effective approaches to advancing women in technology. In addition, the chairperson of Women@tsmc was invited to speak at the Chinese Institute of Engineers' (CIE) Empowering Women Forum, where she shared TSMC's practical experience in women's talent development, ERG collaboration, and inclusive workplace initiatives, offering reference points for participants from industry, government, and academia.



Women@tsmc connects with corporate women's networks to discuss women's empowerment



Women@tsmc Chair shares TSMC's best practices for empowering female talent

Disability Inclusion

In the area of disability inclusion, the Company not only engages in international initiatives, but also integrates global perspectives into local practice, with the aim of fostering a more accessible and inclusive workplace and broader social environment for people with disabilities.

Leveraging Global Experience to Enhance Talent Inclusion

To continuously strengthen its workplace inclusion strategies for talent with disabilities, TSMC joined the international nonprofit organization [Disability:IN](#) in 2024. As a global leader in disability inclusion advocacy, Disability:IN provides a platform through which TSMC can engage with leading companies worldwide via its annual conference and topic-based committees, gaining access to the latest trends, issue insights, and relevant data as important references for the Company's ongoing efforts to enhance its disability inclusion practices.

► Participating in Asia Pacific Dialogue on Inclusive Practices

In support of the International Day of Persons with Disabilities in 2025, TSMC collaborated with Disability:IN to join experts from companies including Microsoft, Accenture, and GE Aerospace across the Asia Pacific region in discussions on the practical implementation, challenges, and opportunities related to [employee Self-ID](#). These exchanges helped encourage and support companies in building more open and inclusive environments.

► Contributing to Global Inclusion Benchmarks

TSMC was invited to provide recommendations on the globalization of questionnaire items for the Disability Equality Index, a key benchmarking tool developed by Disability:IN. Through input from TSMC and other participating companies, the index incorporated perspectives from the Asia Pacific region and broadened its global applicability. This helps companies more comprehensively assess and advance their disability inclusion efforts, while also contributing to practice standards informed by a wider range of perspectives and supporting progress in disability inclusion worldwide.

Deepening Local Engagement, Building Support Networks

In addition to the Company's participation in international initiatives at the corporate level, TSMC's subsidiaries also extend its inclusion commitments into the communities where they operate. TSMC Washington, LLC, for example, works closely with local government agencies, nonprofit organizations, and community representatives to address employment issues affecting people with disabilities. Through ongoing participation in meetings of the Washington State Rehabilitation Council (WSRC), the Company strengthens employer engagement, contributes to dialogue on employment-related challenges, and helps reinforce local support networks. In parallel, through collaboration with the Division of Vocational Rehabilitation (DVR), TSMC Washington participates in the Yakama Nation Vocational Rehabilitation program, supporting employment and independent living for tribal members with disabilities by helping connect relevant services and contributing to a more accessible and supportive local employment environment.

Collaborating with NGOs, Enhancing Social Awareness

Through a range of public welfare initiatives, TSMC deepens employees' understanding of and empathy for disability-related issues, while extending the value of inclusion more broadly into society. For example, TSMC China has participated in a wide range of community initiatives. These include regular involvement in the "Dark Runners" program, where employee volunteers serve as running guides for people with visual impairments, supporting their social participation through direct companionship while also helping foster greater public empathy. TSMC China also co-organized the "Walk Together" Children's CityWalk charity event with the Shanghai All for Love Foundation and the Shanghai Children's Foundation, attracting nearly 1,000 families and helping instill the values of care, respect for differences, and inclusion from an early age. In addition, volunteers in the "Star Reading Room" program support children with autism through structured reading activities that help build vocabulary, strengthen verbal logic, enhance nonverbal communication, and improve concentration.

In Taiwan, the Accessibility@tsmc ERG partnered with the Global Inclusive Workplace team to host a series of [Accessibility Experience Day events](#) across TSMC facilities in the Hsinchu, Central, and Southern Taiwan Science Parks. In collaboration with the Taiwan Foundation for Rare Disorders, more than 250 employees gained first-hand insight into the daily challenges faced by people with disabilities and individuals living with rare diseases. These experiences helped deepen empathy and strengthened employees' commitment to becoming allies for inclusion, extending inclusive values beyond the workplace and into society.



Volunteers act as guide runners, encouraging visually impaired individuals to explore and raising awareness of the issue



Volunteers actively participate in social causes to foster understanding and spread inclusive values to the public

LGBTQ+ Inclusion

Aligning with International Initiatives to Deepen LGBTQ+ Inclusion

In 2025, TSMC became a member of the international advocacy organization [Out & Equal](#), making it the first member company headquartered in Asia. This milestone reflects the Company's commitment to aligning with global efforts to advance LGBTQ+ inclusion. Through strategies such as business transformation, leadership development, and global community engagement, Out & Equal supports companies in embedding workplace inclusion into organizational culture and empowering the next generation of LGBTQ+ and ally leaders. TSMC's membership not only signals alignment with international leading practices, but also underscores its ongoing commitment to fostering an inclusive workplace.

TSMC participated in the Out & Equal Workplace Summit for the first time, in 2025, engaging in in-depth exchange with more than 4,000 representatives from over 250 companies and taking part in more than 100 workshops. By learning from international leading practices, and sharing challenges and opportunities with peers, the Company further strengthened its foundation for advancing LGBTQ+ inclusion while continuing to extend inclusive values beyond the workplace.



At the Out & Equal Workplace Summit, TSMC engages with global companies to exchange insights and benchmark against leading practices

Supporting Public Initiatives to Amplify Social Impact

In October 2025, with Company support, Pride@tsmc participated in the Taiwan LGBTQ+ Pride Parade, while nearly 100 employees of TSMC Arizona, together with their family members and friends, joined the Phoenix Pride Parade. In total, the two events brought together approximately 250 employees and their loved ones in a visible demonstration of support for LGBTQ+ inclusion. These efforts not only reflected allyship within the Company, but also extended TSMC's commitment to LGBTQ+ inclusion beyond the workplace and into the broader community. Through public participation in major social events, TSMC also helped raise the visibility of gender and sexual diversity issues while fostering broader understanding in society.



Pride@tsmc demonstrates allyship to boost the visibility of LGBTQ+ issues



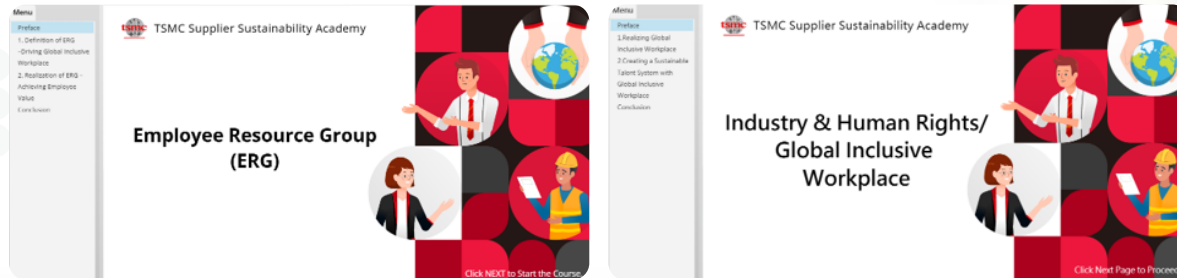
Showing solidarity for LGBTQ+ issues, TSMC Arizona staff and their families march together in the Phoenix parade

Empower the Supply Chain

An open and inclusive environment is essential to fostering innovation, strengthening competitiveness, and supporting long-term success and sustainable growth. In addition to embedding these values in its day-to-day operations, TSMC also works with supply chain partners to help shape a more inclusive industry ecosystem.

The Company extends its inclusive workplace practices across the supply chain by developing online courses for the TSMC Supplier Sustainability Academy, introducing inclusion-related concepts to supplier partners. Through training and the sharing of practical experience, these efforts help suppliers enhance their understanding of and capabilities in advancing inclusive workplace practices, while broadening the influence of these concepts and provide a positive example for the industry.

In 2025, the annual TSMC Supply Chain Management Forum brought together 160 representatives from 97 supplier companies. Through exchange and experience-sharing, the event demonstrated supplier partners' growing attention to and support for inclusive workplace issues. By working alongside suppliers to advance inclusion and extend its inclusive culture beyond the Company to external partners, TSMC aims to help build a more resilient and sustainable industry ecosystem.



Through TSMC Supplier Sustainability Academy, TSMC extends its practical experience in inclusive workplaces to its supply chain

