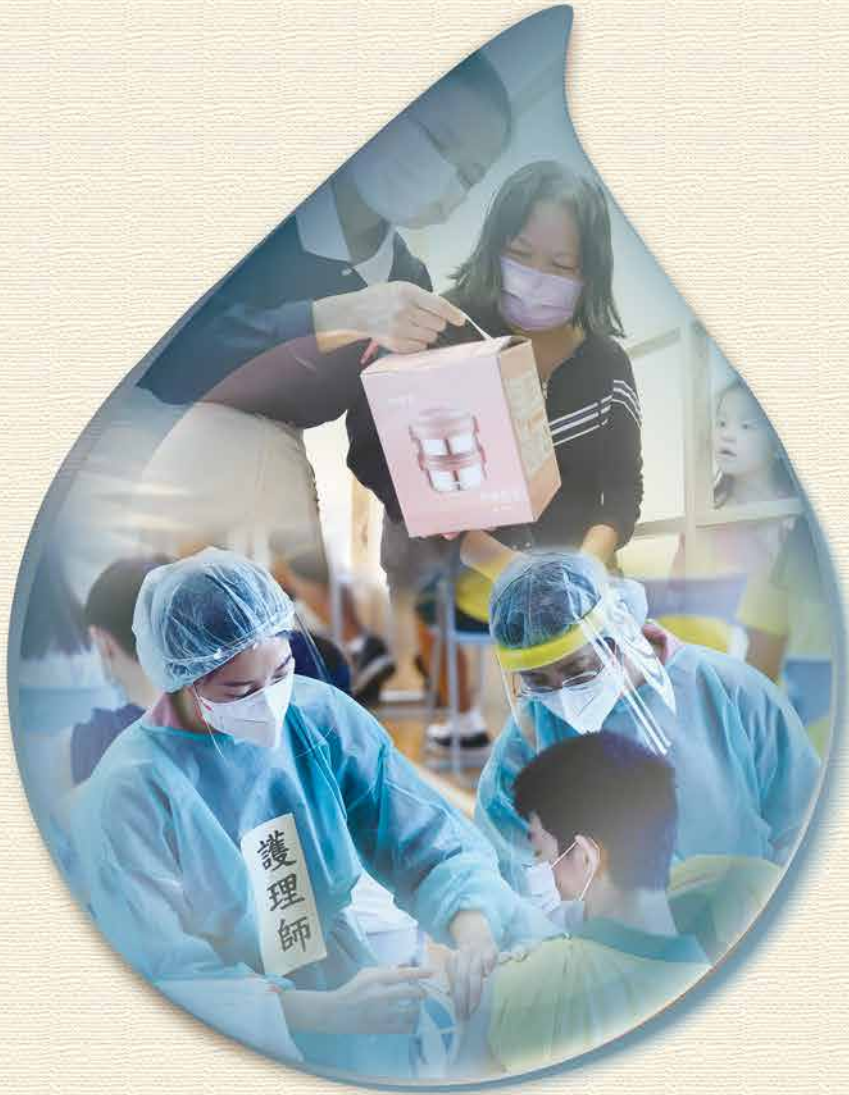




佛教慈濟慈善事業基金會  
Buddhist Tzu Chi Charity Foundation



2020-2021

Sustainability Report

# Contents

www.tzuchi.org.tw

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## About This Report

**Welcome to Buddhist Tzu Chi Charity Foundation (hereafter “the Foundation,” “Tzu Chi,” or “We”) Sustainability Report. This is the 4th installment from our Foundation on the implementation of sustainable management in a non-profit organization and an affirmation of our social and environmental responsibility. Tzu Chi maintains a responsible and committed attitude toward issues that influence our work in charity relief and pertinent issues of all parties interested in our Foundation. We diligently review and disclose our strategies, procedures, and implemented results. At the same time, this report is an important channel to facilitate communication with stakeholders. We hope to continuously improve our efforts in sustainable development by considering both internal and external stakeholders’ advice and instructions.**

\* Note: Public welfare followers are stakeholders



## Contact Us

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## Report Timeline and Scope

Tzu Chi has regularly published Sustainability Reports every two years since its first Sustainability Report in August 2016, and the last report was published in August 2020. This is the 4th report, and the reporting period is from January 1, 2020, to December 31, 2021. Chinese and English versions are available for reference on the Tzu Chi website (CSR section). The contents mainly present our commitments and achievements in three major aspects: organizational governance, the environment, and society. In the future, we anticipate publishing a sustainability report every two years. The goal is to outline our management strategies and implementation results while highlighting our commitment to achieving Sustainable Development Goals.

The financial performance information in this report is published according to the International Financial Reporting Standards and audited by certified accountants. Tzu Chi's compassion relief work spans 128 countries and regions, including individually operating bases outside Taiwan. However, all data and indicators in this report are restricted to the parameters of the Buddhist Tzu Chi Charity Foundation's operations in Taiwan. Tzu Chi's domestic operating bases (including branches, Jing Si halls, and liaison offices) are

spread across Taiwan. Regional environmental data, such as water usage, electricity usage, and waste volume, can be difficult to collect. Therefore, domestic environmental data, based on significance and particularity, are restricted to the Hualien Tzu Chi Campus (or the "Headquarters"), Taipei Branch, Taichung Branch, Changhua Branch, Tainan Branch, Kaohsiung Branch, Taoyuan Branch, and Pingtung Branch, as well as Banqiao Jing Si Hall and Sanchung Jing Si Hall.

## Reporting Initiative Framework

This report was created according to the Global Reporting Initiative (GRI) Standards released by the Global Sustainability Standards Board (GSSB) and follows the GRI "core option disclosure" requirements.

## Report Certification

This report was commissioned to SGS Taiwan Ltd. for certification according to AA1000AS guidelines. It has been confirmed to comply with AA1000 Type 1 Moderate level and the GRI "core option" disclosure requirements. Please refer to the Appendix for the publicly issued Independent Verification Statement.



## WORDS FROM OUR FOUNDER

**The world is suffering, and all beings under the heavens and above the ground are being tested. Disasters of land, water, fire, and wind spread frequently, and they are happening throughout the world almost continuously. The COVID-19 pandemic has spread widely and is shrouded in the void. This virus does not care about national borders, ethnic races, or skin color. Everyone must be cautious, carefully protect themselves, and do their best to help.**



As the waves of this pandemic rolled in, many nations locked down their cities and towns. But that did not stop the Foundation's relief efforts. We have marched into the hardest-hit areas with proper protective gear to offer charity and help with compassion and courage. One of our goals is to free all sentient beings from suffering by overcoming all difficulties and embracing hard work. This is the common conviction of Tzu Chi members worldwide.

As people support Tzu Chi worldwide, we have no reservations about giving to the people. That is the principle of mutual love and compassion. Tzu Chi aims to inspire compassion and kindness in the world. "Tzu" means boundless compassion, and "Chi" means kindness to all. During these trying times, we must cherish and protect one another and do everything we can to bring relief resources to suffering people. We must gather the kindness in one another's hearts and turn it into an unstoppable force of good deeds and blessings.

The recent waves of disasters are warning messages from nature to human beings, and major lessons must be learned. Be grateful and repent. We must show gratitude to the earth for its bounties that give us sustenance. People must unite to form a society with sufficient clothing, food, housing, and transportation by helping each other. We can only stay vigilant and correct our blunders by repenting the mistakes made in life because of greed, hatred, and

ignorance. Let us pray with sincere devotion and pure kindness, and practice vegetarianism to express the dedication of the heart.

Human beings cannot stop COVID-19. We must continue to be vigilant, devote our hearts to prayers, practice fasting and vegetarianism, and gather the strength of love and blessing. It is more than just verbal expressions of love. Comprehensive love must start by renouncing meat, and we must become vegetarians to stop the cycle of bad karma. According to the 2019 statistics from the Food and Agriculture Organization of the United Nations, over 80 billion animals were slaughtered for human consumption that year, and more than 200 million lives were taken daily. All living beings are equal. When animals are killed, they also feel the emotions of fear of death, grief, and hatred. Human beings have endless desires, and diseases enter our bodies along with food when we choose to devour animals.

Let us eliminate the ignorance and the desire to eat meat. Whole grains and green vegetables can provide balanced sustenance and nutrition for the body, and we can enjoy them with peace of mind. More vegetarians mean fewer animals farmed for food, which leads to less polluted air, less consumption of land and water resources, and a reduced burden on the earth's environment. The world will reach a state of peace when everyone is physically and mentally healthy. All living beings must coexist in



harmony. We should abstain from killing, practice vegetarianism, protect life, and love one another. Such calls are constantly being expanded, and people are inspired by these calls. Promoting and practicing vegetarianism is vital, and the Tzu Chi members are leading by example. The Buddha's teaching is that all living beings are sentient, and we must love and protect all creatures.

Vegetarianism can cultivate our compassion, benefit the world, and create stable and content societies. That is compassion. By acknowledging suffering worldwide, we may gather the strength of kindness and giving to help stop the suffering from spreading. That is kindness. Embrace compassion and kindness, and let them be the "beacon" of your heart. We are all navigators in the vast unknown ocean. If each boat is lit with the beacon of compassion and kindness, we can all sail toward the lighthouse together and dock safely.

"Suffering is abounding in this world, and Bodhisattva must emerge wherever there is a calamity." Many Tzu Chi volunteers hope to become a human Bodhisattva who can help to alleviate suffering. Even if one's individual strength is meager, we can combine our strengths and rely on one another to help. Like the glimmers of fireflies when gathered in the sky, their light can guide people toward the right path and bring comfort to the arduous world.

An idea was sparked 55 years ago: 30 people would save two cents a day. From this humble beginning, charity work that began in Taiwan has expanded to all corners of the world. Today, Tzu Chi volunteers are distributed across 66 countries and regions. Whenever there is a disaster in neighboring countries, we gather materials and food locally to offer relief. Without the two cents a day back then, Tzu Chi's long-term or emergency assistance and humanitarian care footprint in 128 countries today would not have been possible.

We will light a candle in the darkest corners to show people the way toward the light. For those who are suffering, we will offer vital living materials to keep them from starving or freezing. Everything Tzu Chi volunteers do is to help the poor turn their lives around. We hope to recruit Bodhisattvas in the world to make the transition path wider and smoother and give more suffering people the opportunity to improve their lives.

World peace will eventually become possible as we inspire kindness in everyone's hearts.

釋證嚴



## WORDS FROM OUR CEO

**The Global Risks Report 2021, published by the World Economic Forum (WEF), revealed that 2021 would be the year of a fractured future. Since COVID-19 broke out at the beginning of 2020, it intensified and spread across the globe in 2021. International geopolitical tensions and the trade cold war continued. These factors have severely affected stability, especially for people in economically disadvantaged countries or at the bottom of society. These factors show that the world is facing future conflicts and divisions.**



Tzu Chi will continue to uphold Master Cheng Yen's "great love without borders" humanitarian spirit to provide care to vulnerable groups lacking COVID-19 prevention or living resources. We devised a plan that transcended the national, religious, field, institution, or public and private organizational borders to provide various assistance programs to over 10,000 institutions and organizations. As of May 2022, we have provided pandemic prevention materials (over 52.01 million items) and economic relief (over 21.65 million people benefited) to 97 countries and regions. Among them, 24 countries and regions received assistance from Tzu Chi for the first time, which increased the number of countries receiving aid from Tzu Chi to 128.

In May 2021, Taiwan's COVID-19 status worsened, raising the alert to Level 3. Tzu Chi's direct assistance practice became particularly arduous during the pandemic. However, the Master took the initiative to expand capacity based on the Medical, economic, educational, screening, vaccine, and other needs by consolidating Tzu Chi's four missions to provide comprehensive pandemic prevention support in terms of Medical Anti-pandemic Materials, Disease Relief, Safe School Programs, Community Protection Stations, and Vaccine Procurement Donations. Tzu Chi announced at the end of May 2021 that it would purchase the urgently needed vaccines for Taiwan.

Subsequently, Tzu Chi has partnered with Hon Hai Yonglin Foundation and TSMC to acquire a total of 15 million doses of BNT vaccine and donate them to Taiwan's health authorities to vaccinate the public. On September 22, 2021, adolescents between the ages of 12 and 17 were finally able to receive a COVID-19 vaccination in Taiwan.

Looking back at the nonstop challenges during our pandemic prevention, support, and disaster relief efforts worldwide, we were almost in over our heads. But the Foundation did not hesitate to fulfill the Master's plan to help others from dire disasters. We didn't care how much money it would take or how difficult it would be; we just wanted to complete the missions. Master Cheng Yen once reminded us, "We don't persist after seeing hope. We must persist to gain hope." In this regard, I would like to express my sincere gratitude to many Tzu Chi volunteers and corporate leaders who stood at Tzu Chi's side and gave us their complete trust and support.

In October 2021, Tzu Chi attended Glasgow's 26th United Nations Climate Change Conference (COP26). Tzu Chi was invited to participate in four conferences and hosted nine press conferences to explore all aspects of climate change impacts, solutions, collaborative experiences, and Tzu Chi actions with industries, governments, academia, and civic organizations



worldwide. On April 7, 2022, Tzu Chi officially joined the UNFCCC Climate Neutral Now Initiative to jointly promote climate actions.

We took the first step in Taiwan to declare “net zero emissions” in mid-2021 and used Science-Based Targets (SBT) to set carbon reduction objectives starting from the greenhouse gas inventory. The goals are to stop carbon emission growth by 2025, reduce carbon emissions by 50% by 2040, and achieve net zero emissions by 2050. The environmental protection mission is gravitating from recycling and “circular economy” to net zero emissions to achieve sustainability for all humankind and the earth. Everyone must practice environmental protection, become vegetarian, and live a simple life. This concept is the best medicine for fundamental pandemic prevention and human sustainability.

Nothing is permanent except change, and the Tzu Chi Foundation is committed to achieving sustainability. In 2022, Tzu Chi has actively worked in concert with the United Nations Environmental, Social, and Governance (ESG) strategy for sustainable development:

I. Environmental Sustainability Actions: “One-stop Environmental Protection” circular economy, “Online Environmental Education Competition” environmental education, and promote “Net Zero Emissions” by 2050.

II. Social Sustainability Actions: Participate in global charitable activities, promote community resilience plans, train “disaster relief” and “caring” volunteers, and expand the “youth public welfare practice plan” to exert “youth and senior co-creation.”

III. Governance Sustainability Actions: Plan short-, medium-, and long-term sustainable development plans; structure this Foundation’s organizations at all levels; strengthen the “global cooperation and common good” partnerships; and gravitate toward comprehensive sustainability actions.

Tzu Chi will enter its 57th year in 2022. All Tzu Chi disciples’ common mission is to expand the Jing Si Dharma Lineage of the humanistic Buddhism concepts to all Tzu Chi branches and liaison offices worldwide and achieve sustainability for Buddhism-inspired charitable missions.

*Do-Jen Yen*



Video: CEO Yen's Big Data Overview



## Performance Highlights

The cumulative carbon reduction benefits from environmental recycling in Taiwan are equivalent to the carbon sequestration by

**7,873** Daan Forest Parks in one year

Provided medical pandemic prevention items

**50.7** million

such as masks, protective clothing, face shields, gloves, isolation gowns, shoe covers, and medical equipment

Number of beneficiaries under the Anti-pandemic Relief Program

**21.64** million

summer nutritional support projects, and provided blessing packages, relief funds, and material cards to quarantined people

Global charitable care



**128**  
countries/regions  
(as of April 2022)

Global volunteers are distributed in



**66**  
countries/regions  
(as of April 2022)

Volunteers are certified worldwide

approx. **100,000**  
people

Vaccination stations worldwide

**74** branches ▶ approx. **1,37**  
million people

Disaster relief domestic/foreign beneficiaries

approx. **14.42** million NTD\$ in 2020

approx. **3.07** million NTD\$ in 2021

New Shoots Scholarship beneficiaries

approx. **21,000** people in 2020

approx. **28,000** people in 2021

Social assistance beneficiaries

approx. **3.77** million people in 2020

approx. **2.84** million people in 2021

Elderly-care beneficiaries

approx. **1.8** million people in 2020

approx. **1.43** million people in 2021

Special  
Report**Working Together for  
Pandemic Prevention**

## Global Partnerships for Welfare and Goodwill

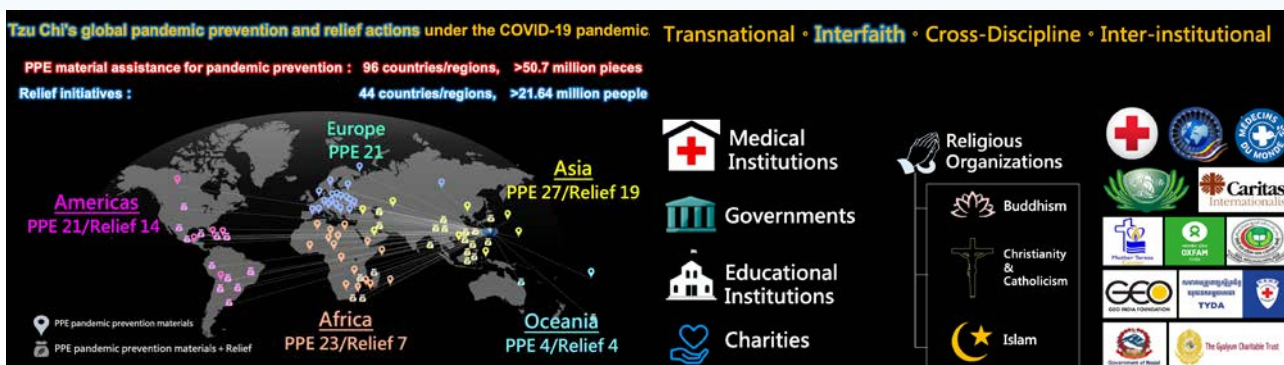
We shared our pandemic prevention initiatives with you in the previous report. Time flies, but the COVID-19 pandemic is still running its course. Although the lives lost are tragic, the nature of mutual help and kindness adds a touch of tenderness.

In 2020, the COVID-19 pandemic ravaged the world and changed the normal way of life for people worldwide. As of late April 2022, the number of COVID-19 cases worldwide has reached 507 million, and 6.21 million people died because of this virus. As an international charitable and humanitarian organization, our caring efforts and assistance have never stopped. Our founder, Master Cheng Yen, calls for everyone to see “the world as one and do good deeds to create blessings.” We must gather the power of love and comfort each other from the world’s sufferings.

This is an action for the common good from over two million members worldwide. Tzu Chi Foundation’s 100,000 volunteers worldwide live near their home countries and are very concerned about the local pandemic status. They have maintained close discussions about the division of labor with Taiwan headquarters to adjust the assistance model according to the local situation.

Pandemic Prevention Actions as December 31, 2021

- Regardless of race, religion, or skin color, our volunteers span five continents and are connected using modern information technologies. Tzu Chi’s volunteers worldwide and the Taiwan headquarters often join forces with NGOs such as the World Medical Association and the International Committee of the Red Cross as well as religious organizations such as Caritas Internationalis and the Order of the Ministers of the Infirm to solicit and procure pandemic prevention materials in various countries or regions while investing in pandemic prevention and care.
- With 130 partners worldwide, we have assisted 96 countries and regions throughout the globe and helped over 10,000 medical, government, educational, and charitable institutions by providing 50.7 million in aid and 6,229 pieces of medical and pandemic prevention materials such as masks, protective clothing, face shields, gloves, isolation clothes, shoe covers, and quick screening kits.
- We have distributed pandemic relief funds, material cards, food packs, safe living boxes, and living packs, in 44 countries and regions, and over 21.64 million people have received benefits.





## Disease Prevention Goals and the Three Main Stages



Mid- and Long-Term Goals for Disease Prevention:

### Emergency Relief

Select key countries and regions, directly deliver PPE, distribute PPE with a respectful attitude, and ensure that PPE is delivered timely and with precision, thereby ensuring that lives are saved.

### Care and Consolation

We provide care packets for countries and regions affected by the pandemic. Our good wishes and supplies are delivered via governmental systems to those undergoing quarantine and home isolation, and to frontline disease prevention unit charged with caring for patients and preventing the spread of the pandemic.

### Disease Prevention and Disaster Mitigation

We collaborate with government-level medical and disease prevention units to promote disease prevention education via the community volunteer system and the media, including Da-Ai TV, the radio, websites, and Facebook fan pages, thereby achieving the goals of “a stitch in time saves nine” and “prevention over containment.”

### Relief Project

This pandemic impacts all aspects of life. We have launched a care network to revisit closed cases for families in need. If needed, the cases are reopened, and supplies and economic subsidies are provided to mitigate the economic impact that the pandemic has had on these families.

### Education Project

We have long advocated for continuous education for children. Therefore, we provide scholarships and other forms of support for children of affected families.

### Promote the Value of “Respecting Life”

We inspire and launch kind and compassionate thoughts and promote vegetarianism to protect all life and elevate physical and psychological health, as well as the health of all beings and Mother Nature.

### Transform Disease Prevention Measures Into Habitual Behavior

Internalize disease prevention measures as habitual behavior through education, the use of the media and the internet, and promotional materials, thereby fostering good health.

As the global pandemic status changes, we have assigned dedicated employees to collect global pandemic information. We also set a three-phase pandemic prevention goal in 2020. The short-term goal was to provide emergency relief, reassurance and comfort, pandemic prevention, and disaster reduction. The mid-term goal was to provide relief and safety education courses. The long-term goal was to help people adopt pandemic prevention actions as a part of daily life and espouse the true value of life.

We have invested in international charitable assistance for the long-term and taken the relevant assistance actions to meet the needs of different countries and regions due to geographical environment, customs, and condition differences as well as the subjective and objective conditions of the various countries. These efforts are reflected in the seven major strategies for pandemic prevention. As a charitable organization, we have always adhered to the five principles of charity to provide aid in a “direct, focused, respectful, pragmatic, and timely” manner. Our goal is to provide relief and give everyone peace of mind. In recent years, Tzu Chi has also actively invested in disaster prevention education as the number of disaster and pandemic crises climbed. We aim to enhance the public’s disaster prevention awareness through disaster prevention workers and cultivate professional caregivers such as religious teachers, social workers, and caring volunteers. To ensure the students’ education is not suspended due to the pandemic, we have also adopted the global online long-distance learning support method to prevent learning gaps caused by school interruptions for underprivileged students.

## Seven Strategies for Unified Disease Prevention

01

### Five Principles for Accurate Aid

Our principles for charitable aid have long been “direct, focused, respectful, pragmatic, and timely.” By linking our branches around the world and joining forces with international and local organizations, we are able to deliver needed PPE during times of emergency to medical institutions, government organizations, and the general public, thereby fulfilling our objective of saving lives.

### Care and Consolation for Stabilizing Society

Those undergoing home isolation or quarantine, people who have been confirmed to have COVID-19, and frontline medical and disease prevention units are provided with “Daily Reminders” from Master Cheng Yen and care packets that contain needed supplies. The reminders and supplies soothe uneasiness and fear, stabilizing families and society, and offer positive support and encouragement. The care packets contain nutritious food, medical and health-care supplies, and books about spiritual well-being.

02

03

### Disease Prevention Education Centered on Mitigation the Effects of the Pandemic

The Foundation collaborates with medical and concerned units to disseminate disease prevention measures to the public via our cultural-mission platforms, such as television, radio stations, print media and magazines, and the internet. The measures include frequent handwashing, wearing masks, maintaining social distance to reduce the chance of transmission, improving health, temperature-taking, and adhering to the name-based registration system when entering public venues. This information ensures that the public has comprehensive knowledge on disease prevention and practices this knowledge, thereby greatly reducing the chances of transmission and mitigation the impact of the pandemic.

### Relief Measures and Charitable Aid

The pandemic has severely impacted the global economy. As a result, some industries are finding it difficult to recover in the short term. The likelihoods of the economically underprivileged are especially vulnerable to the impact caused by the pandemic. Through the “World as One; Do Good Deeds to Create Blessings” campaign, the Foundation collaborates with local governments in applying relief measures, charity, and aid to families in need.

04

05

### Subsidies to Ensure Continuous Education

In light of the pandemic, many countries around the world have closed schools and turned to online classes instead. To prevent the formation of learning gaps or the possibility of students dropping out of school, Tzu Chi has launched education subsidies both domestically and abroad for schoolchildren who are underprivileged or come from economically disadvantaged backgrounds. These subsidies ensure that no child is left behind.

### Promote Vegetarianism to Protect All Living Beings

Tzu Chi reiterates the importance of “respecting life” and inspiring kind and compassionate thoughts. We encourage protecting all living beings by practicing vegetarianism, which also improves the immune system, promotes physical health, elevates and cleanses the soul, and safeguards the environment. Vegetarianism is key to achieving sustainable development.

06

07

### Global Charity to End Suffering and Promote International Cooperation

The pandemic is spreading at an unforeseen pace, affecting countless people. Disease prevention is a race against time. Delivering PPE to those in need in the shortest time possible is our mission. Other than utilizing our global branches and charity network, we have also collaborated with international organizations, such as Medecins du Monde(MDM), the Red Cross, and Order of the Ministers of the Infirm to carry out humanitarian and charity work that transcends religion, race, politics, and language. Together we engage in joint charity work to protect lives, health, and love.

### Additional Global Pandemic Prevention Actions

- If one side is in trouble, ten sides rush to help. When one hand takes action, cross-border, cross-religious, and cross-institutional rescue operations will ensue.
- Tzu Chi volunteers worldwide have partnered with the Taiwan headquarters to solicit and procure pandemic prevention materials from various countries and regions and invest in anti-pandemic care.
- The assistance efforts between partners and religious organizations are synchronized using modern information technology.
- Online learning hardware and software services are provided to track students’ digital learning, reduce the digital gap, and lower social costs.

Tzu Chi has always had its finger on the pulse of the world’s frontline humanitarian aid. Since the beginning of the COVID-19 crisis, we have invested in cross-border, cross-religion, and cross-institutional relief operations while investing resources into charity, medical care, education, and humanistic culture. We also purchased BNT vaccines and donated them to Taiwan, the birthplace of Tzu Chi, relieving the burdens of suffering people in the spirit of Avalokitesvara Bodhisattva.



The first COVID-19 outbreak had a major impact on the global economy, society, and environment. We launched the first response team on January 26, 2020, and officially established the Pandemic Prevention Coordination Command Center at the Hualien Jing Si Abode on January 28. Subsequently, our volunteers worldwide have invested a lot of their workforce to solicit materials and donations and hold cross-border donation/delivery events. Over 997 pandemic prevention conferences were held as of May 2022.

#### Assistance Initiatives

- Charitable efforts: Focus on care for the vulnerable and community protection. Such efforts include supporting nutrition programs for underprivileged students, developing rapid screening tests, and establishing traditional Chinese herbal treatments. The first charity event was launched in the United States on January 29, 2020. Tzu Chi volunteers in the United States were invited by the Centers for Disease Control and Prevention (CDC) to participate in isolation and quarantine services with the Red Cross, the Salvation Army, and other organizations to provide supplies and language translation for quarantined people.
- Care for the vulnerable: Over 21.64 million people in 44 countries and regions benefited from the global disease relief assistance program.
- Community protection: Established 25 screening stations across Taiwan.

- R&D actions: Under the wise suggestion from our founder, Master Cheng Yen, wormwood and tick-trefoil were added to the original six herbs under the traditional Chinese medicine theory to make the “Jing Si Herbal Tea” and concentrated liquid. This Chinese medicine has the effect of clearing the virus from the body and enhancing immunity. A total of 36,722 boxes were delivered to 35 countries and regions.
- Other actions: Implemented the summer nutritional support program and provided peace of mind blessing packages to those in isolation and quarantine. The number of beneficiaries reached 196,023 households.
- Medical aid: The provision of medical resources and anti-pandemic materials has become the strongest backing for medical personnel. We have also donated medical equipment to help them save lives with peace of mind. The world’s first COVID-19 medical action was held in the United States on January 30, 2020, to raise funds, invest in procuring medical and pandemic prevention supplies, and provide strong backing to medical units.
- Pandemic prevention materials: Up to 50.7 million pieces, including masks, protective clothing, face shields, gloves, isolation gowns, shoe covers, and rapid screening tests.
- Medical equipment and instruments: 30,127 pieces, including oxygen tanks, oxygen generators, respirators, ambulances, and oxygen cylinders.





- **Medical protection:** Used 74 Tzu Chi branches worldwide as vaccination stations, which served over 1.37 million people.
- **Educational actions:** Focus on distance teaching to reduce the digital gap. Taiwanese school-children were forced to suspend school due to COVID-19. We realize that children from vulnerable families have weak adjustments, lower willingness to learn independently, and a lack of motivation for online learning, which may lead to long-distance learning dropout. This may result in learning gaps, difficulty in continuing courses in the future, consuming more social resources, and increasing the burden on teachers. We have joined forces with the public and private sectors through public welfare partnerships to rent SIM cards, wireless sharing devices, and other information equipment to reduce the digital gap. The goal was to launch an online accompaniment reading campaign by providing 19,876 information devices to enable 1,183 young people to study online during the summer vacation. The system enabled over 3,162 schoolchildren in Taiwan to receive uninterrupted learning despite class suspensions.
- **Holistic initiatives:** Focus on mental health to relieve the pressures caused by COVID-19. Religion has the positive energy to calm people's hearts. As a Buddhist NGO, Tzu Chi attaches great importance to spiritual care. Master Cheng Yen has conducted online lectures every day to share blessings with the world and pray for everyone in it.
- **Private vaccine procurement:** Due to international political factors, official vaccine procurement is difficult, and the vaccine procurement review mechanism for the private sector is extremely complicated. We cooperated with two other non-governmental organizations, Hon Hai and TSMC, to purchase BNT vaccines for adolescents aged 12 to 17 as well as the general public. All 5 million doses of the vaccines purchased were donated to the competent authority.



Even though the vaccine purchase far exceeded Tzu Chi's annual budget, life is priceless. When the vaccine purchase plan was announced, it inspired kindness and mutual help from the whole world, and donations from people worldwide were sent to Taiwan. I believe this altruism is a ripple effect of over a half-century of kind gestures and goodwill.

We could not have ever completed any of these feats independently. Thanks to our 130 partners worldwide, the 2 million members worldwide provide strong backing to our charitable actions, and donations and trust from people from all walks of life have laid a stable foundation for our humanitarian path. "Accurate Response, Fast Action" epitomizes the regular charity actions of global volunteers in various countries over the years. We have also adjusted our charitable practices in response to the COVID-19 status to continue our mission to provide care and support with kindness and love.



A call for environmental protection with our own two hands; a wish to protect the earth with charitable legacy.

One  
belief

Cannot bear to see  
the earth injured

One  
voice

Promoting  
environmental  
protection with our  
own two hands

One  
action

Promoting  
environmental  
protection through  
action and by  
spreading the word

One  
immeasurable  
life

A commitment  
to safeguarding  
the earth

Special  
Report

## Persist in Kindness, Protect the Earth and Fulfill the Environmental Protection Mission

**Environmental issues have become critical as climate change has intensified and resources have been increasingly depleted in recent years. In 1990, Master Cheng Yen proposed “protecting the environment with our own two hands,” which grew into Tzu Chi’s commitment to safeguarding the earth. We have set up environmental protection stations, invested in resource recycling, and promoted a circular economy for over 30 years. We are also committed to environmental education, concept promotion, and the development of environmental teachers. We aim to create a friendly and harmonious relationship between people and nature and between individual people.**

### Tzu Chi’s Environmental Protection Mission

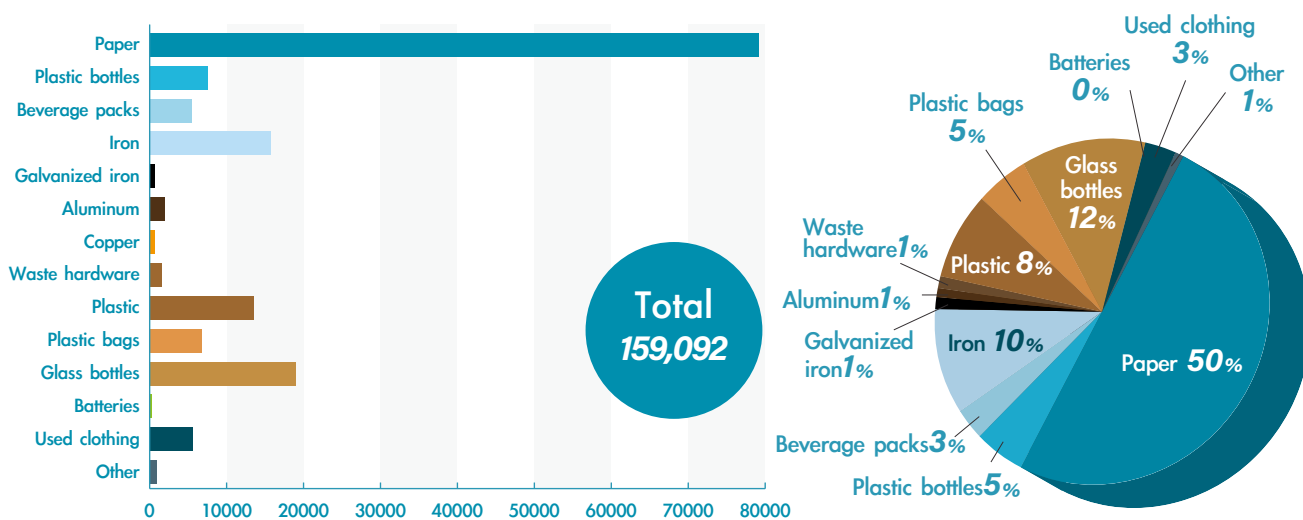
Tzu Chi had already established an environmental protection station in the 1990s to promote resource recycling when the resource sorting and recycling concept was not yet popular. The environmental protection station is one of the community domains and is mostly provided free of charge by the community members. It is used to collect resources and recycled materials, and is open to the public to allow people to learn about Tzu Chi’s mission of environmental protection and take action to protect the environment. As of the end of 2021, there were a total of 269 environmental protection stations and over 90,000 certified environmental volunteers in Taiwan. The total weight of recycled materials from 1992 to 2021 reached 2,464,904 metric tons. It has been converted to 3,061,986 metric tons of carbon reduction benefit, equivalent to the annual carbon absorption of 7,873 Daan Forest Parks.





### 2020-2021 Total Weight of Recyclables Collected by the Foundation

unit/metric ton



Notes 1: [The upper limit of the carbon reduction benefit of recycling waste containers of various materials in 2021] has adopted the values provided by the 2021 "List of Recyclable Containers and Fee System Project Work Plan."

Notes 2: The GWP value of the [Waste Container Recycling Carbon Reduction Benefit Calculation Results] was adopted using the life cycle assessment software Simapro 7.3.2 and the fourth assessment report of IPCC 2007.



## Environmental Protection Promotion

In addition to environmental protection practices, Tzu Chi also realizes that only by education starting from a young age can the concept of environmental protection take root. Therefore, the function of the environmental protection station has gradually transformed into a base for environmental protection education to educate people in the community to sort the recyclable resources and implement environmental protection actions on their own. In 2005, we proposed strengthening environmental protection in five aspects: youth, life, knowledge, family, and spirituality. The goal is to deepen environmental protection in life and implement it at the family and personal level.

In 1999, the efforts of our environmental protection volunteers were noticed by National Sun Yat-sen University, which designated the Bagualiao Environmental Protection Station as the environmental education learning site. This site became Tzu Chi's first environmental education station, and the model established has gradually expanded throughout Taiwan. Currently, over 110 environmental protection stations in Taiwan are open to receive school and community visits. A total of 523,100 people had visited them by the end of 2021. We have been offering lecturer training courses since 2011 to comprehensively convey Tzu Chi's environmental protection philosophy and correct knowledge to the visiting public. So far, we have held 13 sessions and trained 1,215 internal lecturers, and 12 environmental education instructors became certified by the Environmental Protection Agency.



## Collaborative Charity Within Communities

The Taiwanese society currently faces three major challenges: low birth rate, heterogeneity, and aging. These challenges impact societal, economic, and family structures. Tzu Chi adheres to the Hierarchy of Needs theory when caring for society. We employ various strategies for people of different age groups to spread love and a sense of belonging and to respond to the current social situation with dignity and self-actualization. Considering that about 56% of Tzu Chi's environmental protection volunteers are over 65 years of age, in recent years we have planned a multi-service program to turn environmental protection stations into multi-functional community service stations, with a focus on elderly services. We joined forces with Tzu Chi University, Tzu Chi Hospital, and experts and scholars to establish a school for the elderly. The course contents include health testing, health promotion, and social participation of the elderly, which conform to the care-based concept promoted by the government and echo Tzu Chi's core philosophy of localizing community care.



## 7 Major Functions of Tzu Chi's Environmental Protection Mission

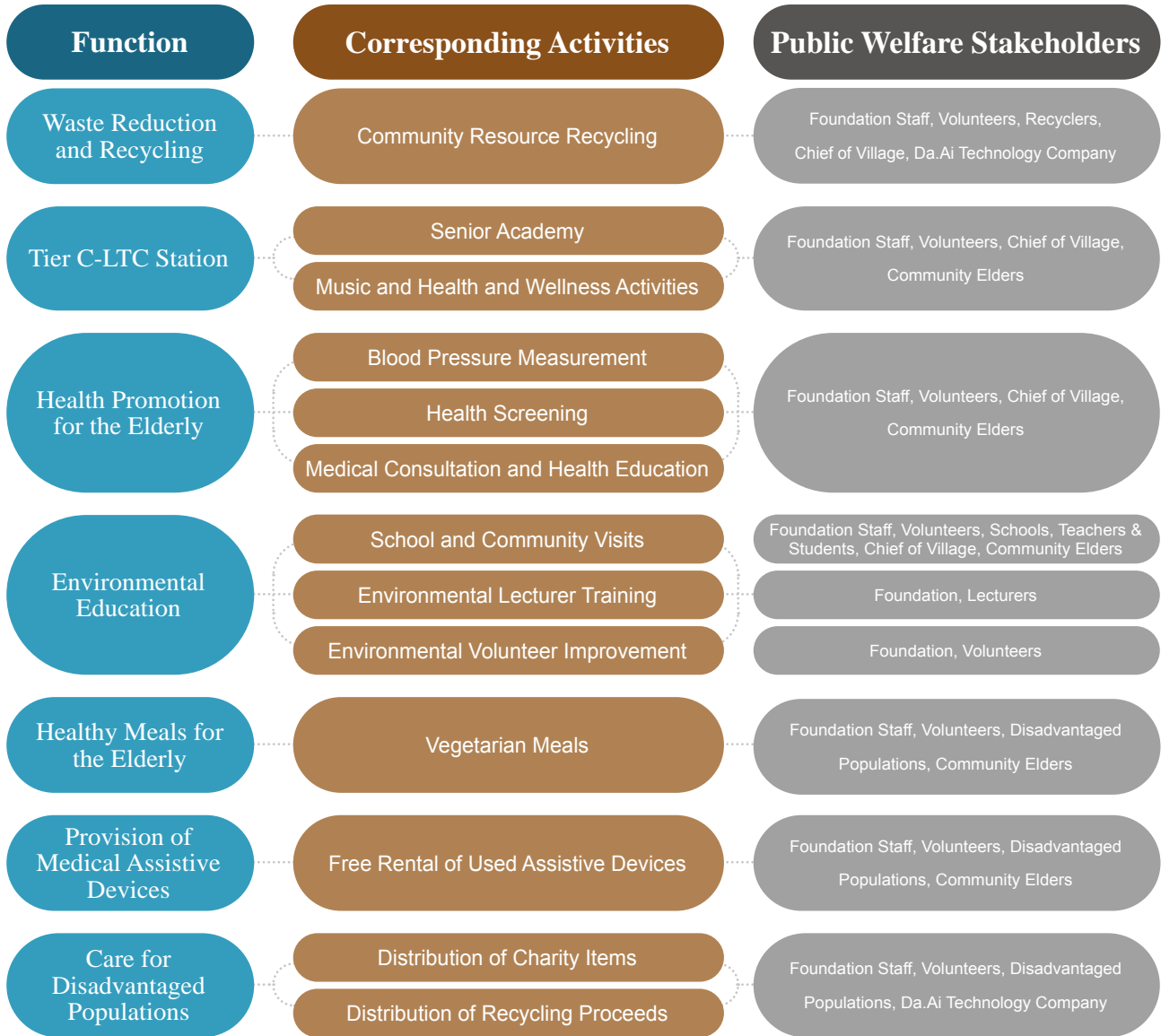
This service project combination enables the environmental protection stations to create tangible environmental benefits while promoting the three desirable qualities of a senior citizen: a lifetime of experience, good health, and the willingness to volunteer and share. The project encourages the elderly to partake in community services and activities, promotes health in the elderly population, and reduces medical costs and burdens. In 2021, there were 118 blood pressure measurement stations in Taiwan, with over 90,000 blood pressure measurements taken, and assistive devices loaned in Taiwan have reached 20,064 households. This model has also extended the purpose of recycling from protecting the earth to caring for its people. These environmental protection stations connect the resource network of the community to become the notification station for neighbors in need. Any family in the community with financial or medical needs may list their needs and receive assistance.

## Social Return on Investment (SROI): Tzu Chi's Environmental Protection Mission

We used the systematic and scientific "Social Return on Investment" (SROI) method to evaluate the social impact of Tzu Chi's environmental protection mission and its projects' performance. The goal is to quantify the projects' results and allow Tzu Chi to communicate with the community through a common language. We distinguished four types of public welfare stakeholders according to the degree of participation, importance, and characteristics as follows: "Activity Initiators" (Tzu Chi Foundation, Tzu Chi environmental protection station staff), "Activity Executors" (Tzu Chi environmental protection station volunteers), "Activity Beneficiaries" (help recipients, visiting groups), and "Other Public Welfare Stakeholders" (neighborhood chiefs, family members of volunteers at the environmental protection station, resource recyclers, DA.AI Technology Company employees, and employees of the Center for Tzu Chi's Mission of Culture.)



## Environmental Protection Career Benefit Assessment





## Core Public Welfare Stakeholder Assessment Results

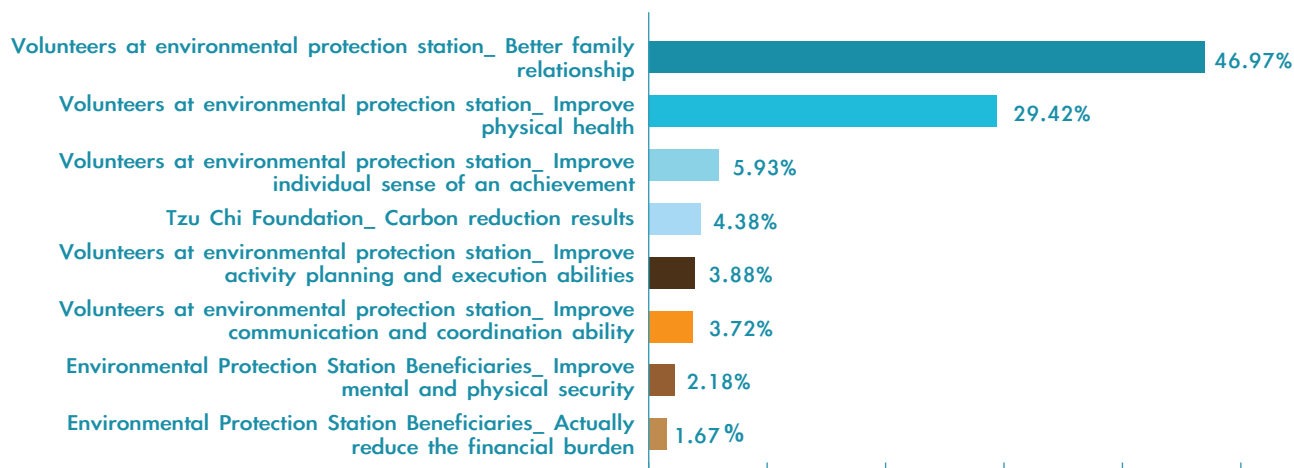
### Environmental Protection Activities and Corresponding Public Welfare Stakeholders



Considering the time cost of volunteers (estimated by the minimum hourly wage at the time), the overall SROI value of Tzu Chi's environmental protection charity activities is 6.3. This means NTD\$1.0 invested in Tzu Chi's environmental protection cause would generate NTD\$6.3 in social influence. The benefits are even higher if the volunteers provide free services out of pure kindness. Tzu Chi's environmental protection projects have diverse effects: Volunteers at environmental protection stations throughout Taiwan directly perform the core operations. While establishing rescue networks among the communities, the operations also enhance the sense of identity and belonging in the volunteers at the environmental protection stations, strengthen family relationships, improve the existing knowledge of the elderly, and create other social benefits. There are nearly 30 assistive device rental platforms in Taiwan aimed at helping the elderly or disabled to improve their quality of life. And we should never underestimate the environmental benefits of carbon reduction through recycling.

The analysis results indicate that our overall environmental protection effort have had a great impact on both individual volunteers and wider communities. We will continue to analyze, manage, and create niches to maximize value based on the analysis results. **We are also expected to obtain the external British Social Value UK certification.**

### The Top Eight Major Changes in SROI Distribution Brought About by Public Service Activities at Environmental Protection Stations



\* Note: The percentage of the first eight items is retrieved from the distribution ratio and presented



# VISION future

## Special Report **Tzu Chi Joins Hands with Young People to Create Social Benefits**

The Youth Public Welfare Practice Program is tailor-made for young people and is a sub-program of the Fun Vision Future Incubator - Youth Innovation Promotion Project. This program offers scholarships to people up to the age of 40 (inclusive) and carefully reviews the unique ideas of each team. The process is called the Public Welfare Incubation System, which is divided into three phases: pre-incubation (understanding the needs of each team and evaluating development), incubating (providing modular courses, assisting in resource linking, and media exposure), and post-incubation (publishing the results and completing the public welfare report). The goal is to form a learning circle of mutual assistance, trust, and care to share the common good so that creativity can continue to circulate and grow.

We focus on the social, environmental, and economic issues facing Taiwan and the world at large. In addition to observing the 17 United Nations Sustainable Development Goals (SDGs), we aim to fulfill the six mission categories specified in our Buddhist Tzu Chi Charity Foundation Vision Statement. These mission categories are: “Goodness of the Hope” (Note 1), “Goodness of the Life” (Note 2), “Goodness of the Community” (Note 3), “Goodness of the Environment” (Note 4), “Goodness of the Earth” (Note 5), and “Goodness of the World” (Note 6). Youth public welfare proposals cover a wide

Notes	Tzu Chi's six Mission Categories	SDGs	Mission Description
1	<b>Goodness of the Hope</b>		Promote poverty alleviation and assistance with poverty issues according to the charity localization principle. Cooperate with the government and other relevant charitable organizations in various ways, especially in the deviant behavior and community disadvantage aspects, to formulate poverty alleviation programs (e.g., education, health, and spirituality workshops) and jointly create a harmonious society.
2	<b>Goodness of the Life</b>		Tzu Chi has developed various charitable service programs in response to the needs of the times, tailored to different ethnic groups and social issues, and in combination with diverse volunteer cultures. Through the volunteers' autonomous interaction with the community, the neighbors in need can receive timely care and help, solidify the emotional binding of the community, and establish a mutual friendship and rescue network among the communities. Our focus is on the population's health issues regarding the body, mind, and spirit. We aim to build community care bases to promote the health of the elderly, support high-risk and vulnerable families, and improve the quality of life.
3	<b>Goodness of the Community</b>		Establish a community population care system to improve the notification mechanism. Assist low- and middle-income families in creating a safe living environment. Encourage everyone to participate in charity, mutual aid, and empowerment to create a sustainable community. Acts of goodwill will accumulate over time through friendly interpersonal communications and interactions between neighbors, and this ripple will gradually spread to all families in the community.
4	<b>Goodness of the Environment</b>		Create a friendly and harmonious relationship between people and nature and between individual people. Promote environmental education, resource classification, waste reduction, energy conservation, and carbon reduction to address environmental issues such as water resources, air pollution, and waste management. Partner with environmental protection groups to jointly promote a green and sustainable environment.
5	<b>Goodness of the Earth</b>		In addition to promoting land conservation and ecological restoration, in response to climate change and environmental disaster issues, we have also upgraded disaster relief equipment such as the R&D of compassionate technology disaster relief materials. The Foundation has also promoted disaster reduction projects and disaster prevention education in various places and set up a disaster relief information platform to reduce the impact of disasters.
6	<b>Goodness of the World</b>		Tzu Chi is a member of the United Nations NGO. We have established a global network for major international disasters, infectious diseases, refugee issues, and other crises, to fulfill its international social responsibilities. The Foundation has also cooperated with the United Nations, international non-governmental organizations, overseas Tzu Chi members, and local governments and institutions, to combine the global resources to conduct humanitarian aid, environmental protection, and social development initiatives and activities. In the event of major international disasters, Tzu Chi volunteers have actively provided cross-border assistance according to the laws and regulations of Taiwan and other countries to call for global donation support, volunteer help, and material exchange.

## Vision Future Fun Four Pillars of the Project



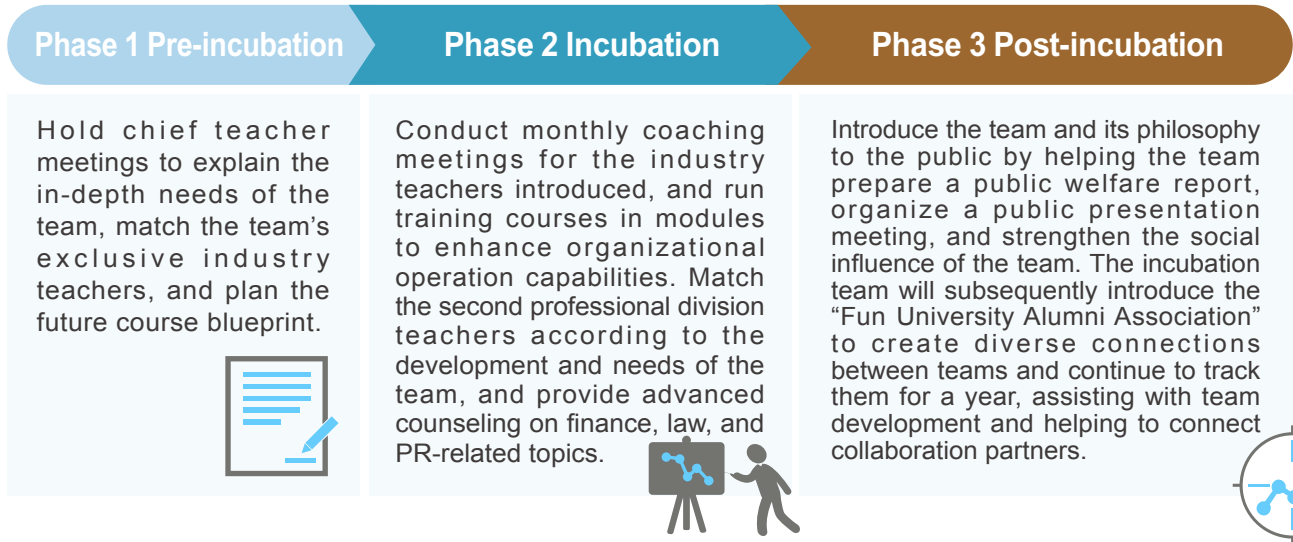
range of topics, including charity innovation, medical care, education innovation, disaster prevention, rescue innovation, environmental protection, food supply innovation, youth, senior co-creation, circular economy, and local revitalization/community creation. Tzu Chi has invited experts and scholars to work together to match resources, build a diverse learning platform, and show the public that young people can positively influence society through their rich creativity and practice.

We have promoted the Youth Public Charity Practice Project with Impact Hub Taipei to build a bridge for young people to participate in public welfare and pay attention to charity issues. Since 2017 we have promoted the Fun Vision Future Incubator - Youth Innovation Project to run a series of youth-based activities such as “Rescue Help! Disaster Prevention and Relief Experience Camp, Compassionate Technology Innovation Competition, Future Thinking Workshop, Innovation Gathering, and Youth Public Charity Practice Program. The goal is to observe future trends from young people’s perspectives and explore solutions to future issues. We must start from the SDG trends that are of common concern worldwide, inventory our capabilities through international reflection, and use planning concepts to resolve problems. This is the first youth public welfare incubation social innovation platform in Taiwan.

- Charity innovation**  
Use different technologies or diversified methods to propose innovative solutions for clients
- Medical care**  
Propose solutions to improve human health, disease prevention, quality of life care, and nursing
- Educational innovation**  
Propose models that meet the educational needs of the target audience or transcend the existing educational system and framework
- Innovation in disaster prevention and rescue**  
Use different models and technologies to effectively prepare for disasters, reduce their impact, and promote recovery
- Environmental protection**  
Propose solutions to resolve environmental degradation problems and promote environmental sustainability
- Food supply innovation**  
Improve supply-and-demand-related issues in the food supply chain
- Youth and senior co-creation**  
Facilitate connections between young people and the elderly to create mutually beneficial solutions
- Circular economy**  
Propose an innovative model that conforms to the “cradle to grave” concept, which has zero waste from the start to the end of resource input
- Local revitalization/community building**  
Propose solutions to resolve balanced regional development problems, enhance regional industries, and promote local cultural heritage



## Three Phases of the Incubation Training System



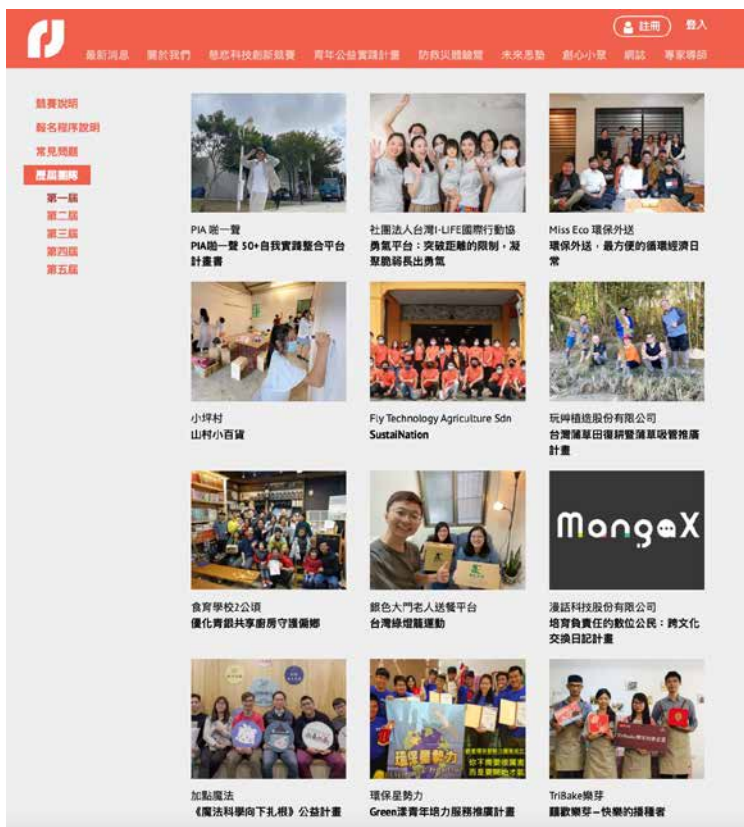
The Youth Public Charity Practice Program attaches great importance to the views and practices of the participating teams and often engages in team dialogues and discussions. Statistical analysis questionnaires are also performed during incubation to monitor the program. When the participating teams have ideas, they can also set the practice method through creativity or information. We also facilitate the introduction of appropriate industry experts to provide customized guidance during the incubation stage and give the most suitable assistance to the team when there is a high demand for learning in resource linking, brand building, and marketing strategies.

From 2017 to the end of 2021, we cultivated 44 teams out of 807 participating teams in the Fun Vision Future Incubator project to transform social issues into actionable and creative practices. After the selection, we provided grants to implement public welfare actions, create opportunities for the charity to connect with young people, and inspire discussions and communication across generations on issues of common concern.

According to statistics from 2017 to 2021, 1,509 people participated in public-welfare-education-related activities. Among them, 11 public welfare courses provided free NPO partner talent enhancement and training. Six public welfare reading events and 35 future thinking workshops were held to introduce social innovation to the public. Since 2022,



Year	2018 1st year	2019 2nd year	2020 3rd year	2021 4th year
Number of proposals	245	218	217	127
Number of proposals reviewed	176	120	119	108
Number of proposals accepted	<b>10</b>	<b>10</b>	<b>13</b>	<b>11</b>
Top 3 proposal themes	Rural Education Circular Economy Community Building	Innovation in Education Circular Economy Philanthropic Innovation	Innovation in Education Regional Revitalization Philanthropic Innovation	Innovation in Education Philanthropic Innovation Regional Revitalization



技職 3.0



ONE Forty



讓狂人飛



愛·物資



IBU 原鄉兒少



逆風劇團



我們都有病



美威教科書

we have also focused on designing practical workshops such as Public Welfare Workshops. We have also visited special teams spread across Taiwan via the “Little Trip” public welfare reading event to promote experience sharing and exchange between the teams, and encounter different fields through practical visits.

The project has entered its fifth year since its launch in 2017. In addition to the local youths in Taiwan, the project has also expanded to invite the youths of the Asia-Pacific region (Japan, Indonesia, Malaysia, Singapore, and South Korea) to join the ranks of creative incubation. The goal is to use charity and public welfare as a means of communication to give young people the tools to sow the seeds of social influence and create change.

We will continue to refine and revise the cultivation process during the project promotion process each year. In 2021, the project focused more on the SDGs’ spirit and principles to “understand sustainable development, learn about social issues, and enable young people to create more positive social influence through public welfare incubation.” The goal is to develop in two major directions: Sustainable Development and Social Innovation Incubation and Training. We hope that the overall annual plan can incorporate contemporary issues and trends as well as the Foundation’s long-term experience in cultivating public welfare.

#### Follow the Fun Vision Future Incubator Project



Join our mailing list



Instagram



Youtube

#### Fun Vision Future Incubator



Youth Innovation Promotion Project

#### The project has entered its fifth year in 2022



The previous teams and actions are as follows

## Youth Public Welfare Team Creative Services



Five years after the project started, 55 teams have been cultivated. Although the goals of each team may not be able to bear fruit, the feedback questionnaire indicated that the participating team members had gained substantive advice and practices through the industry teacher meetings and training courses. Take the 2021 team Kiddorun 01 as an example: After investing in professional teachers and development funds, the priority was reorganizing the service projects to focus on the rural education training system. We have also integrated the “Art Car” program to deliver education resources, providing services to 609 students from nine schools and eight tribes. The program also empowers teachers in remote villages by giving children a facility to go to after school. It has established a clear model to foster a wider perspective in the children of Nan’ ao Township of Yilan through education.



Kiddorun01



**臺灣重心  
創意行動協會**  
Taiwan Youth Creative Action Association

The Taiwan Youth Creative Action Association aims to help teachers in elementary and secondary schools by focusing on 3 SDGs: environment, protection, and social inclusion. It was promoted in conjunction with the 2019 syllabus in the teacher’s manual and distributed to 2,500 elementary schools in Taiwan with the assistance of Tzu Chi. The project also inspired 600 teachers to actively inquire about the application manual. After participation, the creative team designed the association’s operation and service transformation model. In addition to sustainable operations, the team found its brand value and positioning and transitioned to a higher level.



Taiwan Youth  
Creative Action Association



The TriBake Social Enterprise has established an accessible baking facility. The goal is to assist 6-12 disabled participants to re-enter society, and each job opportunity represents the hope of the family behind them. A total of, 300 people are anticipated to participate in the baking workshops. This project aims to eliminate employment discrimination against people with disabilities and create an inclusive workplace.



TriBake Social Enterprise

The service concepts provided by the various team projects correspond to different SDG values, indicating that young people are deployed into diversified fields. Our pledge to promote social welfare is rock solid, and we will continue to invest the resources and experience required by each team. This youth force will spread into society at large and strengthen the momentum of social innovation. For Tzu Chi, providing a stage for young public welfare talent can also promote innovation and communication within the organization, establish connections with external organizations, stimulate innovative ideas and practices, and collaborate with young people for the common good.



Over the years, various teams have gradually formed a “CROSS” learning circle (Cooperation, Resources linking, Opportunity to learn failure, Success key, and Social network) of mutual assistance, trust, and love. This is especially true



for the cross-domain cooperation among young people to expand the Resources linking connections, provide an opportunity to learn from failure, build a toolkit for success, and expand their social networks. We created the “Fun University Alumni Association” under this excellent cross-disciplinary learning atmosphere and held 16 sessions between 2018 and 2021. A total of 344 participants have studied together so far, and every gathering is a creatively stimulating and invigorating process.

We are happy to see young people gather to showcase their creativity and focus on doing good deeds to bolster public welfare. The goal is to exert the power of the global village to care for people, things, and subjects. We have also given positive advice to teams or young people through mentoring programs and international experience, built public welfare platforms, and started public welfare dialogues for youths to help them engage with society, exert their influence to make the world a better place, and achieve a common good for everyone.

## Youth Online Learning Fun

#Leave No Child Behind

青年線上伴學趣！



“Leave no child behind!”

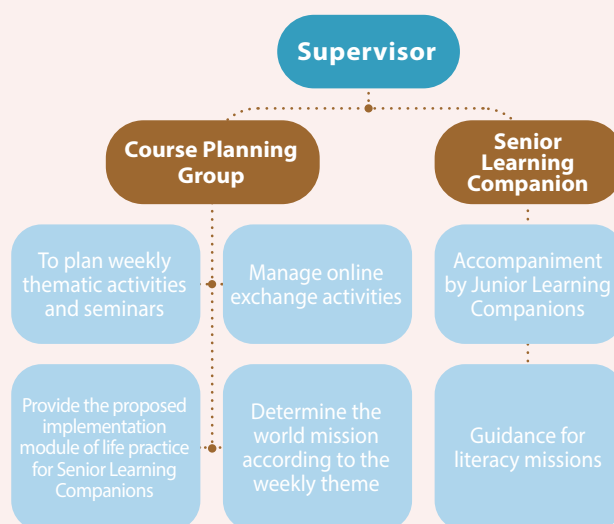
All schools in Taiwan switched to online classes in mid-June 2021 due to the impacts of COVID-19. The most severely affected groups are underprivileged students facing “Summer Learning Loss.”

According to the August-September 2021 survey by the Statistics Department of the Ministry of Labor, about 40.4% of students in Taiwan’s colleges and universities work part-time after school or during winter and summer vacations to earn tuition fees or extra allowance. Although their reasons for work-study differ, the economic factor (sharing household expenses, making tuition fees) accounts for the second highest at 29.1%, and the significance cannot be underestimated.

We immediately observed this situation on the front line of the community, and the education mission station has taken action to remedy it. Tzu Chi Foundation, Tzu Chi Educational

Mission, Tzu Chi International Youth Association, and the PaGamO online education platform have joined forces to implement the “Youth Online Learning Fun” program. The goal is to provide a platform for college students to tutor elementary school students online. The effort also provides a safer environment for the work-study field and bridges the learning gap for underprivileged students during the pandemic.

We openly invite college students to join the learning program through volunteering or work-study. The study team model is adopted for the program, and the students are divided into elementary, junior high, and high school study teams. The program is designed to have two to three college students accompany four to six elementary school students of the same grade for each team. The team engages in online learning to increase student interaction and collaboration to enhance learning efficiency.



We partnered with PaGamO to help elementary students enhance their reading skills by playing the “Reading Wisdom Hall” games. Regarding academic subjects, we adopted the adaptive learning online digital textbook resources provided by the Ministry of Education and arranged for college students to guide elementary school students and learn together.

We have further strengthened supportive teaching in English and Mathematics, subjects in which underprivileged students tend to be relatively weak, and we have taken advantage of “Cool English” online resources to offer after-school learning opportunities for elementary school students. We have also integrated general humanities courses designed by the Tzu Chi team, such as Time Management, Emotional Awareness, and Adjustment.

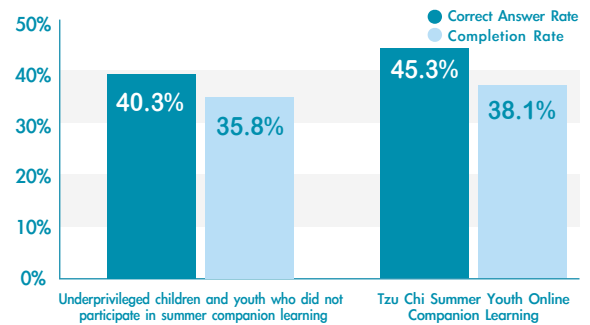
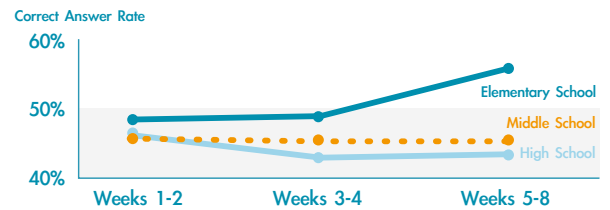


The program has been implemented for three semesters so far, starting in July 2021. A total of 1,665 aspiring university students have assisted 3,337 elementary school students in online digital learning. The program uses technology to bridge the digital learning gap for underprivileged students. This charity service aims to improve disadvantaged students' twin plights of low learning motivation and low achievement. This self-study method guided by college students embodies the spirit of altruism. It also offers a different type of learning for youth through the online companion learning process.

The statistics indicated that participation in youth online companion learning could effectively improve literacy learning for underprivileged students and reduce or even eliminate the decline in academic aptitude during long vacations. Feedback from elementary school students also showed that online learning had improved their learning motivation, helped them to grasp current affairs, and strengthened their environmental awareness. The reading exercises and interactions with college companions can also expand their horizons.

**High school students showed significant improvement in answering literacy questions.**

Elementary and middle school students showed steady progress and developed stable reading habits.



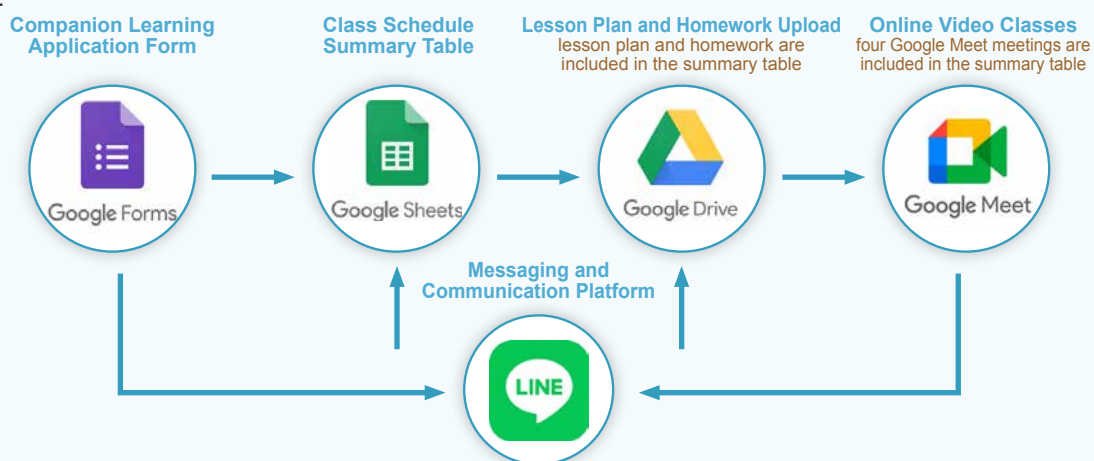
**Alleviating the Digital and Learning Gap for Disadvantaged Children**

Summer Period 2021/7/5-2021/8/27	Second Period 2021/9/24-2022/1/7	Third Period 2022/3/16-2022/6/10
<p><b>2,361</b> Junior Learning Companions</p> <p><b>862</b> Aspiring Youths</p> <p><b>26</b> Literacy Missions</p>	<p><b>599</b> Junior Learning Companions</p> <p><b>578</b> Aspiring Youths</p> <p><b>72</b> Literacy Missions</p>	<p><b>377</b> Junior Learning Companions</p> <p><b>255</b> Aspiring Youths</p> <p><b>Literacy Missions in Progress</b></p>

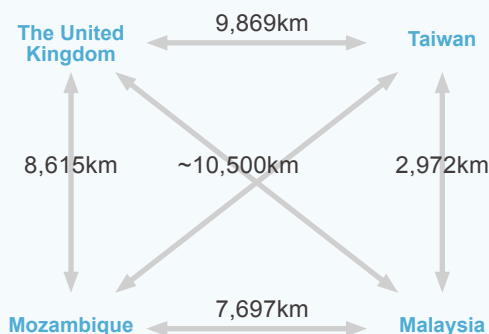


## International Online Learning Fun

COVID-19 has reduced learning opportunities for students across the globe, not just in Taiwan. Increasingly more students are using online learning to improve their academic skills, and the world is making continuous efforts to develop online learning platforms. We have extended our “Youth Online Learning Fun” experience and related models from Taiwan to offer companion learning worldwide. We used Line as the communication platform and free software such as Google Meet, Google Drive, and Google Files that offer free storage space to provide multinational online companion learning for young students.



Different from the Taiwan students’ curriculum, international online companion learning focuses on bridging students’ digital gap. The courses include technical photography, videography, and editing skills, in addition to basic computer skills.



Currently, the participating countries include Taiwan, Malaysia, the United Kingdom, and Mozambique. A total of 84 students have participated in the companion learning program. In the future, we will gradually increase the number of participating countries for companion learning programs so that Taiwanese students may have more international exchange opportunities despite COVID-19.





01

**Unconditional  
Kindness and Universal  
Compassion**





## Organizational Profile

Name of Organization	Buddhist Tzu Chi Charity Foundation
Date of Establishment Approval	January 16, 1980
Approval Number	69-She-5-Zi No. 2235
Registration Number	110-Zheng-Ta-Zi No. 000013
Agenda	Organization for social welfare and public charity

**Buddhist Tzu Chi Charity Foundation is a Buddhist group that focuses on “compassion of the heart and goodwill toward humanity.” Its founder, Master Cheng Yen, strives to inspire love and compassion and motivate everyone to do good deeds.**



Our goal is to observe the charity needs at the front line. We are a charitable organization from Taiwan and one of the United Nations International Non-Governmental Organization (NGO) philanthropic groups. With “selfless love” as our core value, we have developed into an international-scale humanitarian care organization. Our rescue operations span five continents without any restrictions on politics, race, religion, national border, or skin color. Our goal is to provide appropriate assistance to those suffering from natural and man-made disasters worldwide and introduce the island of Taiwan to the international community through good deeds, compassion, and kindness.

During the 1950s and 1960s, Taiwan suffered from an economic depression following World War II and supplies were extremely scarce. Our organization was born during such difficult times.

In 1966, the Buddhist Tzu Chi Charity Foundation was established in Hualien. The Foundation’s fundraising work was challenging due to the economic depression. Master Cheng Yen and her five disciples made a pair of baby shoes every day, and the Foundation’s first 30 members (housewives who saved two cents from their grocery money each day) provided the funds necessary to start its charity and poverty alleviation work.

During the 1980s, Taiwan transitioned toward strategic industrial development, such as electronics and electrical machinery. The Hsinchu Science Park, known as “Taiwan’s Silicon Valley,” was established, and small and medium-sized enterprises flourished. “Made in Taiwan” products were exported worldwide, the people’s income gradually increased, and Taiwan became one of “The Four Asian Tigers.” At this time, the charity also extended from the eastern corner throughout the entire island of Taiwan. Master Cheng Yen personally led Tzu Chi members to help the poor. During the process, the teams found that most care recipients suffered illness due to poverty. So, in 1972, the Foundation established the Free Medical Clinic for the Poor to provide free medicine. People with severe illnesses were transferred to hospitals in Taipei for treatment.

In 1979, we decided to construct a modern large-scale general hospital in Hualien at an estimated cost of NTD\$800 million. The Foundation went through countless twists and turns in this

process, from fundraising to finding land. We officially registered the Buddhist Tzu Chi Charity Foundation in 1980. Tzu Chi Hospital opened in 1986 under the Buddhist spirit of “compassion and joy” without accepting any security deposits to become a bedrock to protect life.

After realizing that medical talent is hard to find, Tzu Chi started to branch out from medical care to education by establishing Tzu Chi Nursing College and Tzu Chi Medical College to cultivate medical professionals with skills and morals. To cultivate the next generation and instill good character, we also established kindergartens, elementary schools, junior high schools, high schools, universities, research institutes, and doctoral classes under the principle of “whole person, whole family, and whole process” comprehensive support.



Taiwan’s economy boomed in the 1990s, and its foreign exchange reserves ranked first or second in the world. Major media started to describe Taiwan as “flooded by money.” Along with the prosperity came social phenomena such as stock market fever, unchecked gambling, environmental pollution, social values confusion, smuggling, and kidnapping. In the U.S., *Time magazine* called Taiwan “the island of greed.” During these unsettling times, Tzu Chi, the Government Information Office, and the Ministry of Labor of the Executive Yuan jointly held a series of lectures on “happiness in life.” The goal was to spread the principle of “being kind to each other” throughout society through persistent advocacy. We also collaborated with the King Car Cultural & Educational Foundation to promote the “Preserve the Pure Land” event. The first phase aimed at “purifying people’s hearts, families, and society.” The *Global Views Monthly* magazine rated it as Taiwan’s largest mass movement in 1991. The second phase

focused on “environmental protection and greening,” which promoted environmental protection, protecting life, and cherishing the earth. People originally regarded recycling as “picking up rubbish,” but our efforts transformed it into an action to protect the earth.

We have combined the passions of people of all ages and from all walks of life to care for society through these activities and guide people’s hearts toward goodness and light.



### The Treasure of Taiwan is Goodness

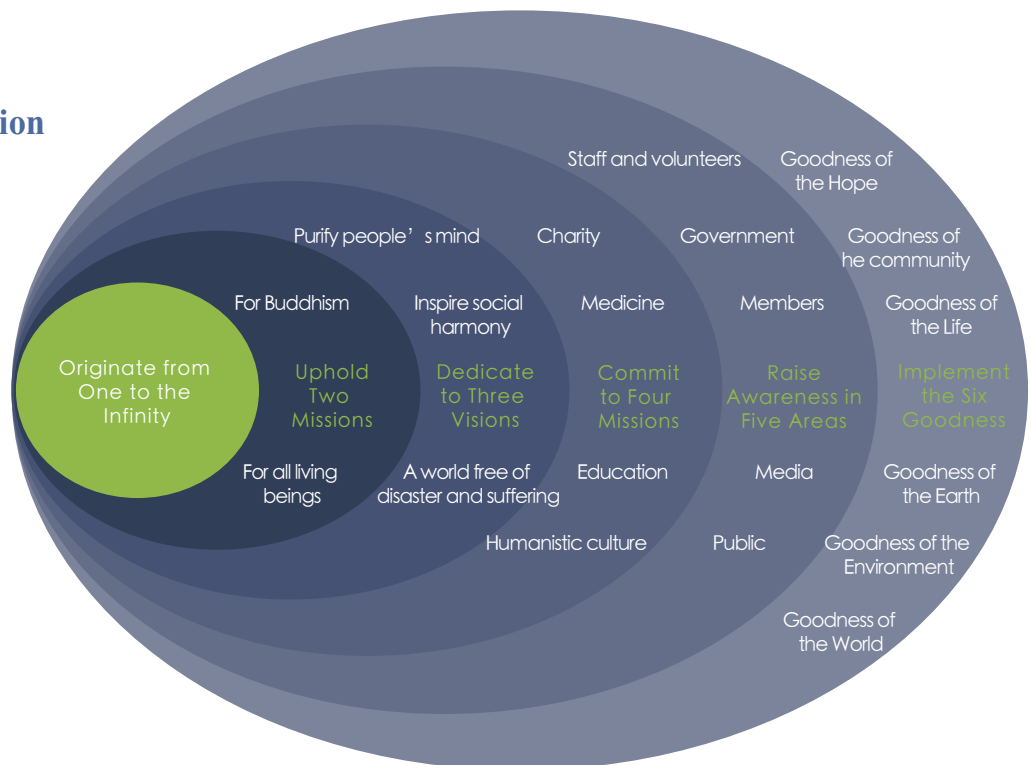
There was an outpouring of goodwill during the Jiji earthquake in 1999. We deployed over 100,000 people to provide aid during the emergency and disaster relief period and subsequently constructed 51 Hope Project Schools. These achievements epitomize the endless potential of love in civil society.

Tzu Chi has developed an international relief model based on its cumulative global disaster relief experience. As a result, the footprints of mercy have gradually expanded from the smallest island in Taiwan throughout the five continents worldwide, and Taiwan has shined like a bright star through its charity actions.

### Keeping Pace with the Times in Taiwan

At a time when the world’s population is facing the plights of poverty, environmental devastation, climate change, and the widening gap between the rich and the poor, we will continue to keep up the pace of charity work in step with the times and make adjustments according to local conditions. In 2015, the United Nations Sustainable Development Summit established 17 Sustainable Development Goals (SDGs), and we immediately formulated the “Buddhist Tzu Chi Charity Foundation White Paper” in May of the following year. The goal was to respond with “six visionary goals” to fulfill our responsibilities as global citizens and contribute to sustainable development. They are based on Master Cheng Yen’s three fundamental aspirations—purifying people’s hearts, creating a harmonious society, and making the world free of disasters—that have guided Tzu Chi’s charitable services for the past 57 years and dovetail with the SDGs.

### Our Vision, Mission and Practices



## Six Visionary Goals

 <p><b>Goodness of the Hope</b></p>	<p>Promote poverty alleviation and assistance according to the principle of charity localization. Cooperate with the government and other relevant charitable organizations in various ways, especially in the deviant behavior and community disadvantage aspects, to formulate poverty alleviation programs (e.g., education, health, and spirituality workshops) and jointly create a harmonious society.</p>
<p>Take a holistic approach to health issues of the population, focusing on the body, mind, and spirit. Build community care bases to promote the health of the elderly, support high-risk and vulnerable families, and improve the quality of life.</p>	<p><b>Goodness of the Life</b></p> 
 <p><b>Goodness of the Community</b></p>	<p>Establish a community population care system to improve the notification mechanism. Assist low- and middle-income families in creating a safe living environment. Encourage everyone to participate in charity, mutual aid, and empowerment to create a sustainable community.</p>
<p>Promote actions such as environmental education, resource classification, waste reduction, energy conservation, and carbon reduction to settle environmental problems such as water resources, air pollution, and garbage. Partner with environmental protection groups to jointly promote a green and sustainable environment.</p>	<p><b>Goodness of the Environment</b></p> 
 <p><b>Goodness of the Earth</b></p>	<p>In addition to land conservation promotion, ecological restoration, and other actions in response to climate change and environmental disaster issues, we have upgraded disaster relief equipment such as the R&amp;D of compassionate technology disaster relief materials. The Foundation has also promoted disaster reduction projects and disaster prevention education in various places and set up a disaster relief information platform to reduce the impact of disasters.</p>
<p>Tzu Chi is a member of the United Nations NGO. Tzu Chi has established a global network for major international disasters, infectious diseases, refugee issues, and other crises to fulfill its international social responsibilities. The Foundation has also cooperated with the United Nations, international non-governmental organizations, overseas Tzu Chi members, and local governments and institutions to consolidate global resources to conduct humanitarian aid, environmental protection, and social development initiatives and activities. In the event of major international disasters, Tzu Chi volunteers have actively provided cross-border assistance according to the laws and regulations of Taiwan and other countries to call for global donation support, volunteer help, and material exchange.</p>	<p><b>Goodness of the World</b></p> 

For detailed information, please refer to the Buddhist Tzu Chi Charity Foundation White Paper via the QR code below





## Aspect of Charity Strategy

Welfare services • physical and mental wellbeing



Community care • localization



Humanitarian care • disaster relief and assistance



Poverty relief and assistance •  
New Shoots Scholarship



30th Anniversary of  
Tzu Chi's Environmental Protection Mission •  
global environmental protection



Employee and volunteer recruitment •  
cultivation and training



## Tzu Chi's Actions Toward UN SDGs

### Charity Mission

Tzu Chi's Charity Starts in Taiwan and Expands Internationally



Tzu Chi's charity work to "end poverty and hunger, improve people's livelihood, and promote sustainable economic development" echoes the United Nations SDGs. With the principle of charity localization, Tzu Chi operates diversified programs to end poverty and address livelihood problems in collaboration with local governments and organizations to achieve a harmonious and prosperous social balance.

### Medicine Mission

Providing Medical Care and Preserving Quality of Life



Tzu Chi's global medical mission aligns with the United Nations SDGs to ensure healthy lives and promote well-being. Tzu Chi provides medical care, promotes health, and establishes community health care stations from the three perspectives of body, mind, and spirit in the face of global population growth and human health issues. We strive to improve the quality of life and health of people in remote, impoverished, and disaster-prone areas.

### Education Mission

Training Professionals and Fostering Hope



The long-term goal of Tzu Chi's educational mission is to promote quality education, further human equality, inspire respect for life, and reaffirm human dignity through school systems, social motivation, and community volunteering systems. We are committed to inspiring worldwide sustainable development that starts with the education of each individual, and our objective aligns perfectly with the United Nations SDG of "quality education."

### Culture Mission

Enhancing Humanistic Culture to Enrich Life



Tzu Chi promotes humanitarian concepts and environmental protection to establish friendly and harmonious relationships between people and nature and between individual people. We promote waste reduction, resource recycling, circular economy, and other specific actions in response to climate change and environmental disasters. We hope to work with our international partners to create a global village of peace and justice while upholding environmental awareness and sustainability. Our goals align with the United Nations SDGs of sustainable energy development, economic development, ecological development, peace and justice, and global partnerships.

To achieve both our vision and the United Nations SDGs, we will:



Four Missions ■ Charity ■ Medicine ■ Education ■ Humanistic Culture

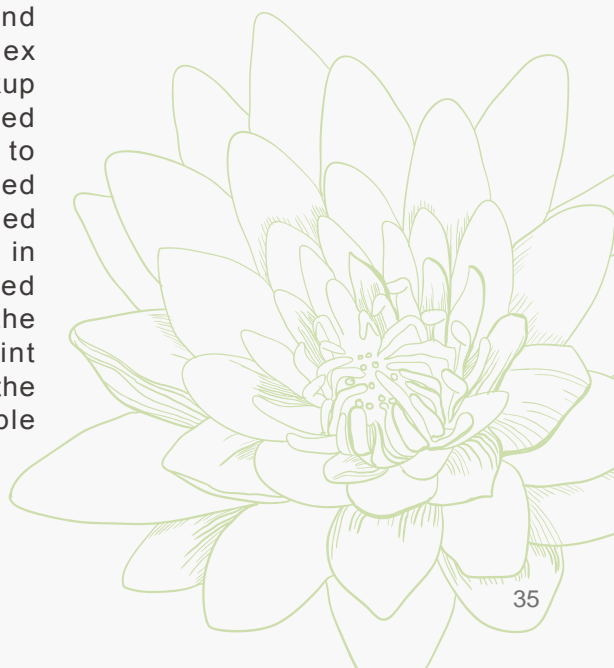
**01** Establish global charity systems based on “**religious devotion**”

**02** Establish sustainable development models with “**take action**” values

**03** Establish charity features focusing on “**participation by all**”

**04** Establish charity cycle structures to “**inspire love**”

Tzu Chi Foundation wants you to join us on the path of benevolence. The times are changing rapidly, and diverse and complicated social problems and complex disasters challenge our on-site disaster relief and backup support mechanisms. We hope to inspire like-minded partners and pioneers in various professional fields to work together for the common good. We have signed contracts with professional institutions and established partnerships with county and municipal governments in Taiwan. Internationally, we have actively participated in relevant conferences and summits organized by the United Nations, expanded our philanthropic footprint around the world, strengthened our reputation within the international community, and enabled the sustainable development and progress of charity events.





## Organizational Governance

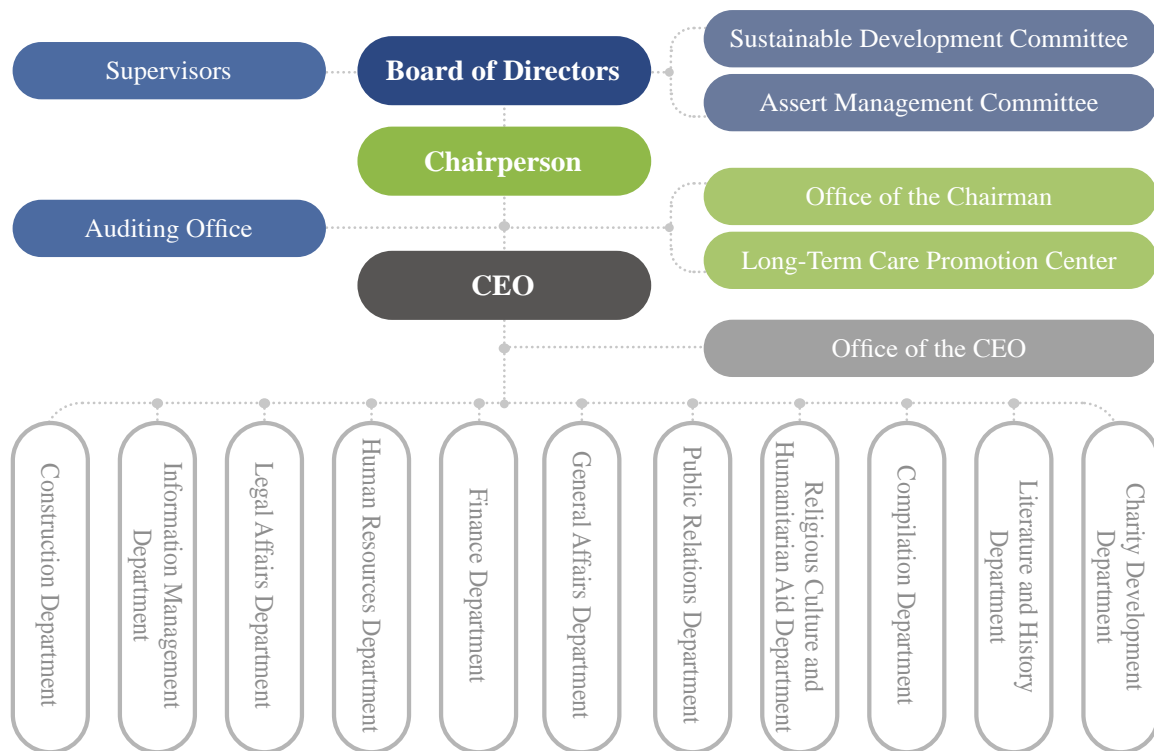
**The top priorities of organizational governance are to be effective, respond quickly, and appropriately allocate limited resources to ensure the highest efficiency in achieving organizational goals.**

Name	Business Supervision Department	Project Convener
CEO Po-Wen Yen	Foundation-related Operations	Organization sustainability, youth volunteer recruitment
Deputy CEO George T. Chang	Charity Development Department	UN relations, local partnerships, security, and aesthetic projects
Deputy CEO Simon Shyong	Religious Culture and Humanitarian Aid Department	Volunteer education and training, environmental education
Deputy CEO Scott Liu	Human Resources Department, General Affairs Department, Construction Department, Information Management Department, Finance Department, Legal Affairs Department	Internal audit and regulation compliance, organization optimization, information transparency, asset and subsidiary management, Big Data analysis, net zero emissions
Deputy CEO Rey-Sheng Her	Literature and History Department, Compilation Department, Public Relations Department	Tzu Chi discourse international accreditation, academic exchanges
Deputy CEO David Liu	Religious culture and Humanitarian Aid Department - Southeast Asia Regional Affairs	Overseas aid projects



## Organizational Chart of the Buddhist Tzu Chi Charity Foundation

(verified on Dec 4, 2020)



We appointed Mr. Po-Wen Yen as our CEO after he retired from United Microelectronics Corporation's CEO position in 2017. We also reappointed CEO Po-Wen Yen for a second term during the first session of the 13th Board of Directors and Supervisors meeting in 2020. CEO Po-Wen Yen attaches great importance to organizational sustainability, net zero emissions, youth charitable participation, and international partnerships and initiatives, and he has further clarified the power structure in the past two years to facilitate hierarchical responsibility. He also supervises the Foundation's key operations and serves as the project convener. Instead of dividing the people, his division of labor strategies has strengthened a sense of cohesion among the staff. The Foundation's CEO and Deputy CEOs are male and over 50 years old.

Regulation compliance is the foundation of law abiding and moral awareness for employees. Preventing illegal acts is one of the organization's key principles. We moved the legal department to a new department in 2021 and added a legal affairs team to handle regulation compliance, contract review, doubt consultation, and dispute resolution. The goal is to reduce legal violations by any department.

In 2021, we promoted Rey-Sheng Her, former director of the Literature and History Department, to the position of Deputy CEO to take charge of the Literature and History Department, Compilation Department, and Public Relations

Department. Deputy CEO Rey-Sheng Her is responsible for constructing and promoting Tzu Chi literature, strengthening the timeliness and accuracy of interactions between Tzu Chi and the public, and ensuring the timeliness and professionalism of news processing operations.

Deputy CEO Rey-Sheng Her has been a visiting scholar at Harvard Kennedy School, Oxford University, Cambridge University, and Columbia University. He often engaged in "altruistic thinking," "sound economy," and "sound governance" related to theoretical research, discourse, and practice, and has devoted himself to humanistic communication, religious charity, and academic research for many years. He has jointly launched the Yin-Cheng Distinguished Lecture Series on Buddhism with seven world-renowned universities (Harvard, Princeton, Oxford, Cambridge, Columbia, Peking, and the University of British Columbia) with the aim of promoting contemporary Buddhism studies.

Mr. Her is currently a CAMLab Distinguished Scholar at Harvard College of Arts and Sciences, a Distinguished Fellow at the University of British Columbia, a Distinguished Fellow at the Renmin University of China, and a Distinguished Professor at China International Philanthropy Institute. He also teaches at National Chengchi University, Tzu Chi University, Tzu Chi University of Science and Technology, Hsuan Chuang University, and other universities.

## 2020-2021 Committee Meetings

Committee	Meeting Frequency	Discussion Topics
Asset Management Committee	7	School construction donation aid case, land donation strategy, idle assets disposal, forest protection policies, etc.
Sustainable Development Committee	1	Global pandemic and risk response, youth development and organizational sustainability, common good cooperation and sustainable vision, net zero emissions

Note: Each committee also has unscheduled internal communication among members, which is not included in the number of meetings.

## Sustainable Governance

A sound governance structure is a critical cornerstone for the stable development of our organization. The Foundation will fulfill the founder’s vision of transmitting the Jing Si Dharma Lineage and advancing the Tzu Chi Path and perform duties with a high degree of self-discipline and prudence under supervision by the Ministry of Health and Welfare and according to the Foundations Act, the applicable laws and regulations, and the Foundation’s Articles of Incorporation.

The Foundation’s board of directors is its highest governance organization and will hold conferences to review relevant issues as required by law, promote organizational governance, and effectively guide and supervise the management level. In addition to making the best use of donations from the public, we must emphasize compliance with local laws and regulations, information transparency, full disclosure, integrity, and sustainable management.

Among the 13 directors, 8 are women, and there is one supervisor. The average age of the directors is 66 years old, and all positions are unpaid. A total of 13 meetings were held (including 5 interim board meetings) from 2020 to 2022, with an attendance rate of over 92%. These meetings were mostly in response to the BNT vaccine purchase decisions and charitable

assistance needs. The Foundation’s operations are in strict compliance with the Foundations Act, Charity Donations Destined for Social Welfare Funds Implementation Regulations, other government decrees related to social welfare foundations, the Foundation’s donation charter, and all other internal provisions. We have also formulated the Integrity Management Guideline to stipulate that the Foundation’s directors, supervisors, CEOs, and employees must maintain honesty during business executions and observe the conflict of interest rules. The Foundation will dismiss any personnel with severe integrity violations according to the relevant laws and regulations or the Foundation’s internal provisions.

The board of directors has two functional committees: the Sustainable Development Committee and the Asset Management Committee. They are in charge of sustainable development strategies and other major topics, including formulating asset management policies. Among them, organizational sustainability is a critical issue for all directors, and therefore, all directors must participate and include this issue in board meetings for discussion.

In response to the growing population of senior citizens, we established a Long-term Care Promotion Center under the board of directors in 2018. Chairperson Pi-Yu Lin was appointed the convener of the center to actively promote “whole person, whole family, whole process, whole team, whole community, and wholehearted” care. The center was also commissioned to implement compassionate care and a friendly community promotion plan by consolidating resources from hospitals, institutions, and schools. A total of 24 long-term care centers were established in Taiwan under Convener Pi-Yu Lin’s leadership. The system combines medical and elderly care to ensure modern medical services and elderly care protection, and give the elderly more dignity and a greater quality of life during their later years.



## Risk Management

### Risk Categories and Countermeasures

“Prevent in advance, deal with the event as it happens, and make improvements afterward.” It is our way of coping with internal and external risks. The risk types have become increasingly diverse in light of the volatile environment. After our domestic and foreign risk inventory in 2018, we selected four risk categories that we must pay special attention to for the next decade, as well as proposed countermeasures. We will review the risk categories and make appropriate corrections in the future. Considerations for the current four risk categories are as follows:

#### • Regulation Compliance Risk

In response to increasingly stringent domestic and international laws and regulations, the Foundation’s status as an international charity organization requires it to closely monitor relevant laws and regulations, identify risks, and formulate possible countermeasures and coping measures. To avoid violating the law and ensure sustainable development, the Foundation must also provide education and training and raise the awareness of administrative departments and volunteer teams.

#### • Geopolitical Risk

Humanitarian aid must be given out for humanitarian purposes, and relief and assistance should transcend religion, gender, race, complexion, and political views. Therefore, it is important to encourage Tzu Chi branches, organization administrators, and volunteers to abide by these principles and prevent politics from adversely affecting charity promotion in an age of rapid global information dissemination. This requires continuous internal and external communication and exchange, and an effort to foster understanding and minimize misunderstanding, thereby ensuring the smooth undertaking of humanitarian relief and assistance.

#### • Human Resources Risk

The average age of the Foundation’s volunteers has gradually increased, which affects charity promotion and fundraising performance. In this regard, we actively urge young people to join us in providing social services. We aim to attract

young international volunteers by adopting diversified, flexible, and innovative strategies to benefit both younger and older generations.

#### • Environment and Climate-change Risk

In response to the rapidly changing climate, the Foundation is honing its sensitivity toward environmental risk and its ability to prevent disasters and provide relief and assistance. We aim to transform the concept of environmental protection into concrete actions through international conference initiatives, and execute local actions for continuous promotion and improvement. Meanwhile, the organization will construct software and hardware systems. We plan to create professional course software related to disaster prevention, religious teaching, social work, and care giving. To facilitate on-site disaster prevention in the future, we will continue to develop disaster prevention equipment and materials, promote disaster-prevention science education, and strive to promote our principles of “prevention charity,” “disaster mitigation and adaptation,” and “resilient community.”

Based on the category of risk, we can identify the aspects of its possible short-term (1-2 years), medium-term (3-5 years), and long-term (6-10 years) impacts, as well as propose corresponding strategies and measures. The corresponding results and performances are disclosed in the relevant chapters of this report, as shown in the table below.





Risk Category	Item	Effects	Time Frame
<b>Physical risks</b>			
Environment and climate change risk	<b>Immediate catastrophic climate event</b>	Extreme climate and environmental changes around the world have increased the occurrence of major disasters, which in turn impact the Foundation's charity work and finances to some degree.	<b>Short- and mid-term goals</b>
	<b>Long-term climate change phenomenon</b>		<b>Mid- and long-term goals</b>
<b>Transformation risks</b>			
Compliance risks	The increased stringency in domestic and international laws and regulations, such as the promulgation of the Foundations Act and Money Laundering Control Act, impacts organization management to some degree.		<b>Short- and mid-term goals</b>
Geopolitical risks	Regional, political, and cultural risks have a certain degree of impact on the Foundation's charity promotion and local operations.		<b>Mid- and long-term goals</b>
Human resources risks	Aging members and volunteers have a considerable impact on the Foundation's charity work and finances.		<b>Mid- and long-term goals</b>

Note: The Time Frame column indicates that Tzu Chi may face relevant risk impacts over short (1-2 years), medium (3-5 years), and long (6-10 years) periods in the future.

Risk Category	Likelihood and Level of Impact						2020-2021 Response Strategies and Measures	Performance Disclosure Chapter
	Short-term		Mid-term		Long-term			
	Reputation Impact	Operation Impact	Reputation Impact	Operation Impact	Reputation Impact	Operation Impact		
Compliance Risks	★ ★ ★ ★ ★	★ ★	★ ★ ★ ★	★ ★ ★	★ ★	★ ★	<ul style="list-style-type: none"> <li>Deputy CEO Scott Liu is the highest responsible supervisor for regulation compliance events. The Legal Affairs Department is the regulation compliance affairs unit responsible for assisting the regulation compliance supervisors in risk analysis and managing the Foundation's legal risk events</li> <li>Handle regulation compliance event contact reports as they occur, review the cause of risk incidents, deal with the results immediately and establish future improvement measures, and improve the internal control operation mechanism through legal risk event notification and handling procedures for the Foundation to ensure regulatory compliance</li> <li>Strengthen education and training, and improve information transparency</li> </ul>	Chapter 1

Risk Category		Likelihood and Level of Impact						2020-2021 Response Strategies and Measures	Performance Disclosure Chapter
		Short-term		Mid-term		Long-term			
		Reputation Impact	Operation Impact	Reputation Impact	Operation Impact	Reputation Impact	Operation Impact		
Geopolitical Risks	Regional, political, and cultural differences impact the Foundation's charity promotion and local operations to some degree.	★ ★	★ ★	★ ★ ★	★ ★ ★	★ ★ ★	★ ★ ★ ★	<ul style="list-style-type: none"> <li>•Ensure humanitarian charity activities and avoid sensitive geographic, regional, political, religious, and racial issues</li> <li>•Strengthen communications and interaction</li> </ul>	Chapter III
	Human Resources Risks	Member and volunteer aging has a considerable impact on the Foundation's charity work and finances.	★	★ ★	★	★ ★ ★	★	★ ★ ★ ★ ★	<ul style="list-style-type: none"> <li>•Devise unified and continuous multi-year plans for Taiwan and internationally to inspire international youth to participate in charitable events</li> <li>•Promote charity operations using tacit knowledge to reduce personnel turnover, enable employees to continue to get involved, and reduce training and organizational costs</li> <li>•Educate and train volunteers to strengthen electronic and networked information skills, which can help elderly volunteers to focus on individual case care</li> </ul>
Environment and Climate Change Risk	Extreme climate and environmental changes around the world have increased the occurrence of major disasters, which in turn impact the Foundation's charity work and finances to some degree.	★	★ ★ ★ ★ ★	★ ★	★ ★ ★ ★	★	★ ★	<ul style="list-style-type: none"> <li>•Participate in international forums and key conferences to advocate and speak out, exert influence, and strengthen mobility</li> <li>•Participate in UNFCCC meetings</li> <li>•Advocate for environment-related initiatives and environmental education</li> <li>•Research and develop disaster prevention facilities and equipment</li> </ul>	Chapter IV
	Long-Term Climate Change Phenomenon	★	★ ★	★ ★	★ ★ ★	★ ★ ★	★ ★ ★ ★	<ul style="list-style-type: none"> <li>•Invest in training courses for disaster prevention personnel, religious teachers, social workers, and caregivers so they may offer immediate help when disaster strikes</li> </ul>	

**Legal Compliance Education Concept Development**  
A total of 2,152 participants took the post-test, with an average pass rate of 92.1%

**Faithful Reporting of Violations Immediate Action**  
Deputy CEO Liu Hsiu-Cheng is the highest-ranked person responsible for legal compliance

**Trademark Protection Charity Symbols**  
The core trademark of Tzu Chi Lotus Dharma Boat has a global presence in 43 countries and 5 continents

**Risk Reduction Contract Institutionalization**  
Completed 74 draft regulations in 11 categories: Compliance / Anti-Money Laundering and Counter Terrorism / Integrity and Anti-Corruption

### Establish Regulation Compliance System

Item	Key Execution Points	Coordination Items for Each Unit
Establish a communication channel of mutual trust	Establish a notification, consultation, and coordination mechanism	<ul style="list-style-type: none"> <li>•Deploy regulation compliance employees in all units</li> </ul>
Update provisions	Create relevant internal compliance messages Notify the latest business-related regulations irregularly	<ul style="list-style-type: none"> <li>•Immediately notify concerned parties of violations and penalties</li> </ul>
Regulation compliance training	Hold regulation compliance education and training Provide case sharing and issue advocacy letters	<ul style="list-style-type: none"> <li>•Participate in educational training</li> </ul>
Regulation compliance assessment	Handle regulation compliance event contact reports, review the cause of risk incidents, deal with the results immediately, and establish future improvement measures	<ul style="list-style-type: none"> <li>•Propose and implement improvements</li> </ul>

## Regulation Compliance

We have established the first internal control system for organizational management. In the past three years, the Legal Affairs Department has successively completed 12 internal control cycle risk assessments for the Foundation on charity, personnel, finance, general affairs, and construction issues, as well as 100 third-level operation methods. We have also issued, updated, and managed internal control operation file system announcements as required to assist the internal unit in ensuring regulation compliance during operations.

We realized that corporate governance compliance and legal risk control are top priorities, and we are committed to building a compliance culture. Therefore, we have appointed Deputy CEO Scott Liu as the highest-ranked supervisor responsible for regulation compliance events. The Legal Affairs Department is the regulation compliance affairs

unit responsible for assisting the regulation compliance supervisors in risk analysis and managing the Foundation's legal risk events. It also handles regulation compliance event contact reports as they occur, reviews the cause of risk incidents, deals with the results immediately, establishes future improvement measures, and improves the internal control operation mechanism through legal risk event notification and handling procedures for the Foundation to ensure regulatory compliance. Besides losses and benefits, regulation compliance reflects our commitment to social responsibilities. Therefore, the Foundation has issued 8 regulation compliance affairs liaison reports between July 2021 and March 2022.

From 2019 to 2021, the Foundation's management had 26 regulation violations, and the administrative agency required improvement within a certain time frame. Among them, 14 cases received penalty fines and 5 involved overdue tax payments. We have resolved 45





Course Year	Course Title	Number of Participants	Number of Participants Who Took the Test	Number of Participants Who Passed the Test
2019	Contract Strategy - Legal Advice on Cases	254	-	-
2020	Law and Practice of Dealing with Automobile Accidents	148	-	-
2021	Legal Risk Prevention	619	619	590
2021	General Studies (Information Security)	510	474	411
2021	General Studies (Gender Equity)	510	367	344
2021	Hazard-free Construction	64	-	-

cases according to the law and established preventive measures going forward.

## Regulation Education and Training

Between 2019 and 2021, we held various regulation compliance education and training sessions, and the total number of participants reached 2,105. During these sessions, tests were given after general law and regulations courses (such as Legal Risk Prevention, Information Security, and Gender Work Equality Law), and the average pass rate was 92.1%. These courses have effectively enhanced the regulation compliance awareness of our employees.

## Protect the Trademark and Establish a Charity Logo

Our charitable services are spread across the globe, and trademarks have become key to building trust in philanthropic services. Therefore,

we have registered our core trademarks such as "Lotus Dharma Boat," "Tzu Chi," "慈濟," "Great Love," and "DAAI" in countries where we run our missions. We have registered 800 charitable promotion items in a total of 43 countries on five continents as of 2021 and established the international logo for Tzu Chi's philanthropic services.

To prevent others from illegally copying our trademarks or conducting malicious trademark registration competitions, the Foundation has appointed a patent and trademark firm to help us monitor the trademark market. When an infringement case is discovered, we will file an administrative remedy with the authorities according to the law to correct the legal infringement. As of 2021, we have successfully challenged 37 illegal registration cases and remedied one medical institution's name registration infringement.



## Reduce Risk via Internal Contract Institutionalization

We have successfully formulated contract drafts for contracts regularly signed externally and established a contract database for management to control contract risks. As of 2021, a total of 74 sample drafts in 11 categories were created, and the use of sample drafts has been promoted using internal education and training seminars and workshops.

In addition to fulfilling the administrative needs of the Foundation, our policies were also incorporated into the drafts, such as offering vegetarian meals and banning alcohol at construction sites to promote Tzu Chi's humanity culture. We have also referenced anti-corruption clauses provided by international laws to improve the cooperation manufacturers' integrity awareness and expand the Foundation's influence. After formulation, there is also a regular review and update mechanism to optimize the drafts according to laws and regulations.

In addition to contract drafts, we have formulated contract management measures, standardized the types of contracts that must be signed in person, and established contract review, printing, and filing procedures to improve the quality of contract management. From 2019 to 2021, the number of contract review cases handled by the Legal Affairs Department increased from about 580 to 870 per year, and the contract draft utilization ratio has increased from 37% to 62%. The categories include leasing, loaning, donation, sale, charitable cooperation, charitable appointment, engineering, copyright authorization, or assignment of various real estate or movable properties. In addition to improving administrative efficiency and controlling basic risks using contract drafts, the Legal Affairs Department must also conduct risk reviews and guidance for non-regular draft contracts to safeguard the rights and interests of the Foundation and ensure social credibility.

## Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT)

To comply with the nation's AML/CFT regulations, in 2018 the Foundation invited Kai-Ting Ho of the Anti-Money Laundering Office of the Executive Yuan to conduct lectures on the current AML/CFT status and trends for domestic and

foreign operations. We have also established numerous money-laundering prevention and anti-financial terrorism measures under the competent authority's guidance. They include the relevant internal control systems for money laundering and terrorism risk identification, assessment, management, and other legal compliance or standard operating procedures. We have also completed the Money Laundering Prevention Risk Assessment for Social Welfare Foundations reports each year and submitted them to the Ministry of Health and Welfare for reference. Since we are an international NGO, the Foundation attaches great importance to international charitable cooperation risk identification to prevent AML/CFT violations and maintain the Foundation's credibility.

## Development Performance for Global Organization Legalization

Tzu Chi's missions spread across the globe. To promote the legalization of global voluntary organizations and link the Jing Si Dharma Lineage of Taiwan headquarters, the Legal Affairs Department has established comprehensive standardized assessment and legal procedures to construct a Jing Si Dharma Lineage and responsibility governance organizational network. In addition to setting up bases in various continents and countries, we have completed standardized organization registrations from 2018 to 2021 in developing countries such as Turkey, Jordan, Eswatini, Mozambique, Mexico, Chile, Cambodia, Honduras, Myanmar, South Africa, Paraguay, Guatemala, Dominican Republic, Ecuador, India, and Haiti. We correspond service projects to six visionary goals with "Goodness of the hope, Goodness of the life, Goodness of the community, Goodness of the environment, Goodness of the earth and Goodness of the world". And these six visionary goals are in accordance with the Sustainable Development Goals of the United Nations organization to establish national organizations Governance. The goal is to strengthen the global community's awareness of Tzu Chi's specific SDGs contribution and establish a model for the world's NGOs.



## Information Security

Information security is a major global concern. Due to the diversity of Tzu Chi's charitable services and our donors coming from all corners of the world, we attach great importance to managing and maintaining personal data regarding our members and volunteers. Under the instruction of CEO Po-Wen Yen, we invited information security consultants and vendors in July 2021 to complete the Chinese and English versions of the Information Security White Paper after conducting six meetings. By building a safe and reliable information communication environment, we can effectively prevent information security incidents, ensure information system network security, and quickly repair defects. It has become our first systematic information communication security tool.

We have used nine major projects as our continuous management objective model and continued to follow the ISO27001 process control as the basis for our information security management structure. The goal is to establish or adjust the relevant management norms and methods in response to the organization's information security needs and prevent unauthorized information access. We have also standardized access permission, hierarchical information confidentiality management, access control management, physical and environmental security management, communication security operation management, development and maintenance management, and hierarchical control according to the division of labor to achieve the best protection management and continue to optimize and improve. In addition, three employees were deployed to obtain the ISMS Lead Auditor Certification in 2021.



### General Employee Information Education

Year	Topic	Number of Events	Number of Participants	Location
2020	Information Security Education and Training	4	1,425	On-site
2021	Information Security Education and Training	1	882	Online
<b>Total</b>		<b>5</b>	<b>2,307</b>	

### Volunteer Information Security Education and Training

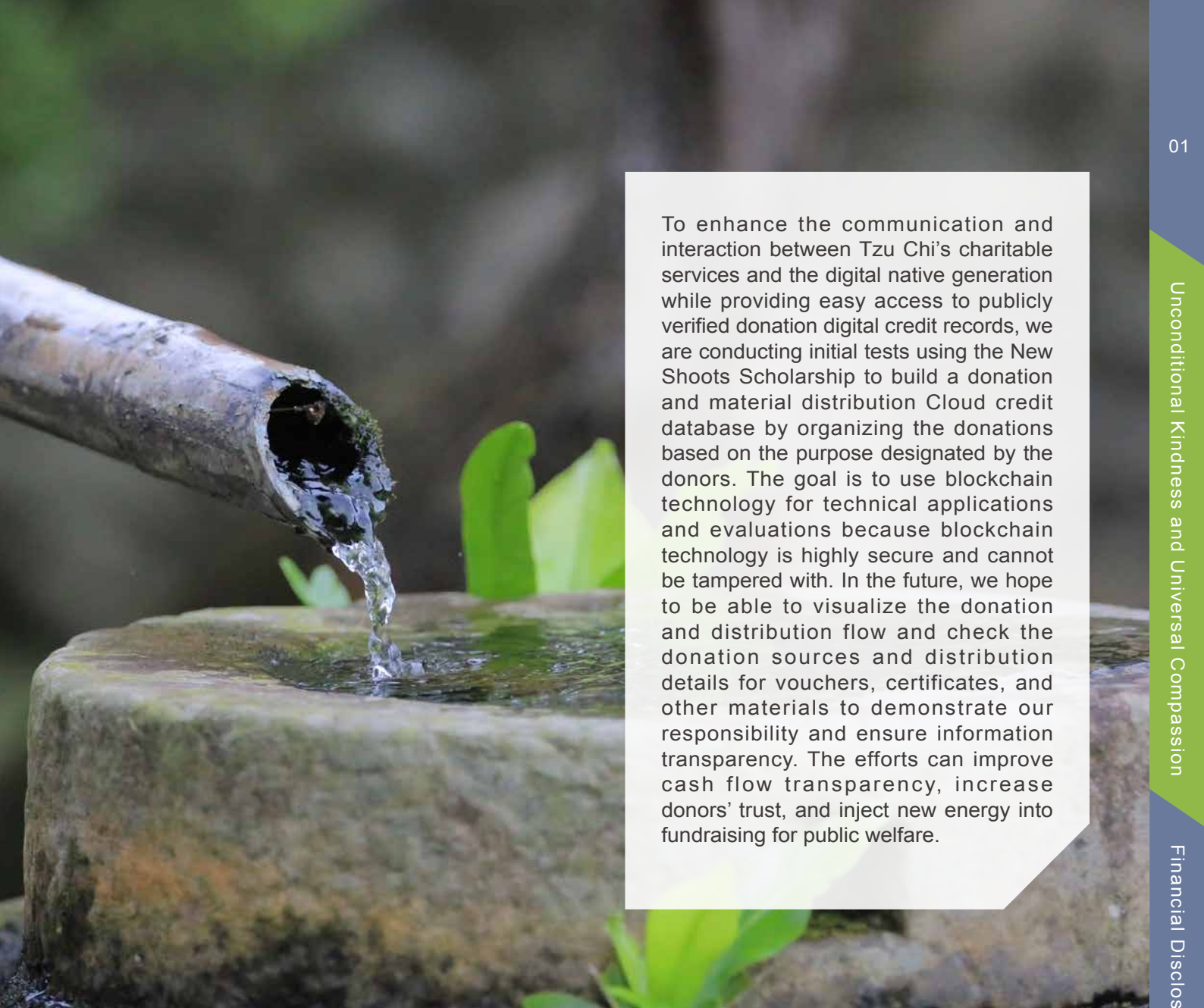
Year	Topic	Number of Events	Number of Participants	Location
2020	Information Security and Social Software	1	2,752	Online
2021	Hacking attempts did not stop due to COVID-19. What are the best defenses to minimize risks and damages?	1	3,217	
<b>Total</b>		<b>2</b>	<b>5,969</b>	

To strengthen information security, we have taken measures to ensure the normal data backup and off-site storage operations, adopted information security measures such as firewalls, intrusion detection systems, data leakage prevention (DLP), and anti-virus software, and introduced network attack defense systems to detect and monitor network abnormalities and threats to minimize the risk of malicious attacks hidden in software from unknown sources. In addition to these measures, we will organize a “cyber-attack, illegal intrusion, and ransomware infection, natural disasters, or information security incident” emergency response drill once a year to improve information security.

We also organize information security publicity courses in major branches in Taiwan to strengthen information security awareness for employees and volunteers. From 2020 to 2021, seven information security education and training sessions were held, and 2,307 employees and 5,969 volunteers participated in these sessions.

To train employees in safe email use, we commissioned the information security professional unit to conduct two social network engineering walkthrough drills in 2020 and 2021. The goal is to help employees strengthen their awareness of malicious email fraud and reduce the risk of APT attacks. The results of the drills were used to verify the annual information security education performance.





To enhance the communication and interaction between Tzu Chi's charitable services and the digital native generation while providing easy access to publicly verified donation digital credit records, we are conducting initial tests using the New Shoots Scholarship to build a donation and material distribution Cloud credit database by organizing the donations based on the purpose designated by the donors. The goal is to use blockchain technology for technical applications and evaluations because blockchain technology is highly secure and cannot be tampered with. In the future, we hope to be able to visualize the donation and distribution flow and check the donation sources and distribution details for vouchers, certificates, and other materials to demonstrate our responsibility and ensure information transparency. The efforts can improve cash flow transparency, increase donors' trust, and inject new energy into fundraising for public welfare.

## Financial Disclosure

The Foundation entrusted KPMG to review its financial statements for 2021. An audit was conducted, and a report containing an "unqualified opinion" was released on May 20, 2022, as follows:

The CPA audited the Buddhist Tzu Chi Charity Foundation's balance sheets on December 31, 2020 and December 31, 2021, as well as its expenditure and balance statement, changes in net worth statement, cash flow statement, and financial statement notes (including a summary of significant accounting policies) for 2020 and 2021.

In our opinion, the accompanying financial statements have fairly presented all material respects of the Foundation's financial position for 2021 and 2020, as well as its financial performance and its cash flows for 2021 and 2020, according to the Foundations Act, the National Social Welfare Consortium Accounting and Financial Reporting Standards, the Business Entity Accounting Act, and the Regulation on Business Entity Accounting Handling, the provisions relating to the preparation of the financial statements, and generally accepted accounting principles.

## 2020 and 2021 Income and Expenditure

Unit: NTDS\$

Item	2020	2021
<b>Operating Income</b>		
Donation Income	5,156,533,605	9,102,887,911
Financial Income	398,608,898	303,387,343
Income from Subsidiary Business Units	302,881,369	428,997,656
Other Income	324,267,326	266,917,153
<b>Total Operating Income</b>	<b>6,182,291,198</b>	<b>10,102,190,063</b>
<b>Operating Expenditure</b>		
Social Assistance	2,126,554,251	3,362,368,122
Disaster Relief	1,613,274,567	6,386,971,234
Scholarships	389,143,726	443,597,290
Youth Welfare	470,662,575	325,250,514
Senior Welfare	378,467,513	385,831,300
Community Welfare	49,698,436	105,608,443
Volunteer Service	204,220,506	154,982,217
Mission of Education	803,434,067	829,869,834
Expenses of Subsidiary Business Units	299,591,145	427,916,099
Administrative and Management Expenses	354,024,760	397,005,852
Other Expenditure	533,897,900	526,485,371
<b>Total Operating Expenditure</b>	<b>7,222,969,446</b>	<b>13,345,886,276</b>
<b>Balance</b>	<b>-1,040,678,248</b>	<b>-3,243,696,213</b>

### I. Operating Income Description

- Donation income (charity, international, and project income) The Foundation raises funds with a belief in inspiring love and creating a cycle of kindness in society. We encourage Tzu Chi Commissioners to visit members regularly to spread the concept of love, share the current status of Tzu Chi, and generate goodwill for the Foundation and its work.
- Income from subsidiary business units (income of Tzu Chi Great Love Kindergarten, baby day-care centers, and long-term care institutions)
- Other income (incomes from sales, services, etc.)



## Donation Income Based on Donor Statistics

	Item	Number of Donors	Number of Donations
2020	Personal Donations Under NTD\$100	8,231,860	735,645,103
	NTD\$101-NTD\$500	3,518,322	906,681,290
	NTD\$501-NTD\$1000	590,481	445,291,361
	Above NTD\$1000	485,811	2,662,925,459
	Corporate Donations	85,043	380,636,868
	NPO Donations	1,011	25,353,524
	<b>Total</b>	<b>12,912,528</b>	<b>5,156,533,605</b>
2021	Personal Donations Under NTD\$100	7,609,401	676,065,392
	NTD\$101-NTD\$500	3,368,775	880,575,389
	NTD\$501-NTD\$1000	646,877	505,134,422
	Above NTD\$1000	582,457	5,477,552,040
	Corporate Donations	82,915	1,501,249,055
	NPO Donations	957	62,311,613
	<b>Total</b>	<b>12,291,382</b>	<b>9,102,887,911</b>

## II. Operating Expenditure Descriptions

The Foundation's expenditure items are categorized according to the functional fees listed in the Independent Auditor's Report. Please refer to the Foundation website for more information concerning project outcomes.



Expenditure Item	Description
Social Assistance	<ul style="list-style-type: none"> <li>• Provide care and support to long-term impoverished individuals or families, temporary disaster victims, disadvantaged groups in the community, international refugees, and others, regardless of race, religion, and nationality.</li> <li>• Provide financial subsidies and diversified support to individuals, families, and communities to jointly build a social safety net.</li> <li>• Exert the benefits of poverty relief and emergency assistance in Taiwan and overseas to achieve the stable homeland and beautiful community effect. The goal is to help the poor escape poverty, provide food and clothing to those in need, heal the sick, educate the young, and care for the elderly.</li> </ul>
Disaster Relief	<ul style="list-style-type: none"> <li>• Establish six major disaster relief modes domestically and abroad: Prevention, Mitigation, Preparation, Response, Recovery, Rebuilding.</li> <li>• Take short-, medium-, and long-term care actions to provide financial assistance, material distribution, free medical consultations, cash-for-work, education programs, and spiritual comfort according to the time, space, and community conditions of the disaster area.</li> <li>• We have launched global pandemic prevention and care activities and provided aid to 96 countries and regions in the past two years. The donated items include medical and pandemic prevention materials, pandemic relief, safety education programs, and providing Jing Si Hall with a vaccine administration station. Tzu Chi purchased five million doses of the BNT vaccine and donated it to Taiwan to vaccinate young students and the general public to protect their health.</li> </ul>
Scholarships	<ul style="list-style-type: none"> <li>• Fulfill the “Poverty Relief Through Education” objective by supporting students with financial difficulties, unstable family structures, and insufficient support networks.</li> <li>• Provide equal educational opportunities, help disadvantaged families out of poverty, nurture students in adversity, stimulate learning motivation, build self-confidence, and help students to realize their dreams.</li> </ul>
Youth Welfare	<ul style="list-style-type: none"> <li>• Respond to the low birthrate society and the “Tranquility Crisis” caused by falling annual birth rates. Connect families, schools, and communities to inject learning resources for children and youth, shorten the gap between urban and rural areas, enhance learning, and cultivate professionals.</li> <li>• Use the college youth online companion learning support system to strengthen motivation for disadvantaged children to learn independently, improve their reading knowledge, deepen their moral literacy, and reduce the learning opportunities caused by the digital gap.</li> <li>• Expand youth participation in public welfare and public welfare education for the new generation, foster youth innovation, and participate in UN affairs via public welfare innovation.</li> <li>• Invite youth to participate in social service work and work with them to create social good.</li> </ul>
Welfare Senior	<ul style="list-style-type: none"> <li>• Build a confident, safe, and happy senior life for the elderly by providing financial assistance and spiritual care, promoting physical health, and offering secure financial resources to help the elderly live happily with their families.</li> <li>• Continue to promote visits and care for the elderly in the community, improve safety for the elderly at home, establish health care stations, and create care projects for the elderly in the community.</li> <li>• Collaborate with the government’s Long-term Care 2.0 program to establish long-term care institutions, individual management bases, and community care data, to build a comprehensive community care service system.</li> <li>• Practice preventive care and health promotion to promote community care bases in Jing Si Halls or other locations and promote “happy learning”, “happy meals,” and “healthy social participation” for the elderly.</li> </ul>
Community Welfare	<ul style="list-style-type: none"> <li>• Community care is critical for providing various welfare services. The goal is to implement social welfare through various programs in the community, build caring network platforms for friendly communities, and provide supportive and preventive charitable care.</li> <li>• The Foundation has established service networks with Jing Si halls and liaison offices in several areas to promote various welfare services and social welfare activities, revitalize the community, care for the disadvantaged in the community, and gather the strength of the community.</li> </ul>
Volunteer Service	<ul style="list-style-type: none"> <li>• Cultivate volunteer talent to facilitate professional service knowledge learning and establish a sustainable learning blueprint for volunteers.</li> <li>• Positively encourage lifelong learning and show the value of life by doing volunteer service.</li> <li>• Protect volunteers’ physical and mental health and strengthen safety education.</li> <li>• Inspire the practice of the “compassionate altruism” concept, implement the “giving with gratitude” altruism, and practice the compassion and wisdom of “affection and love” to serve the people.</li> </ul>
Educational Mission	<ul style="list-style-type: none"> <li>• Support educational aspirations by sustainably developing higher education and medical education institutions in Eastern Taiwan. Cultivate various outstanding medical and professional talents according to the Foundation’s donation charter. Support students via comprehensive hardware development to provide a high-quality learning environment and achieve the goal of “providing education through charity and practicing charity through education” to give back to society.</li> </ul>

- Operating expenses on subsidiary business units (expenses of Tzu Chi Great Love Kindergarten, baby day-care centers, and long-term care institutions)
- Administrative and management expenses (personnel and affairs expenses arising from the Foundation’s operations and missions, including personnel costs, transaction costs, miscellaneous acquisitions, depreciation, and amortization costs)
- Other expenses (e.g., cost of selling goods or services)

### III. Income and expenditure for 2020 and 2021 include the “Global Charity to End Suffering.” The income and expenditure statements are provided below. Please refer to the Foundation website for the outcomes and achievements of the program.

#### 2020 “Global Charity to End Suffering” Fundraising and Utilization Status

Approval Letter No.: Wei-Bu-Juo-Zi No. 1081370467

Fundraising Period: January 1, 2020 to December 31, 2020

Execution Period: January 1, 2020 to June 21, 2021

Item	Amount (in NTD\$)
<b>Total Fundraising Income</b>	
Donation Income	623,494,869
Interest Income	105,147
<b>Total Fundraising Income</b>	<b>623,600,016</b>
<b>Necessary Expenses for Fundraising Activities</b>	
Miscellaneous Expenses for Fundraising Activities	325,905
<b>Net Fundraising Income</b>	<b>623,274,111</b>
<b>Expenses</b>	
Major Disaster Relief and Assistance: Taiwan	43,403,063
Major Disaster Relief and Assistance: Overseas	354,930,850
Long-term Charitable Support: Taiwan	161,353,333
Long-term Charitable Support: Overseas	49,409,743
Charity Innovation and Sustainable Development	14,191,938
<b>Total Expenses</b>	<b>623,288,927</b>
<b>Surplus or Deficit</b>	<b>-14,816</b>

#### 2021 “Global Charity to End Suffering” Fundraising and Utilization Status

Approval Letter No.: Wei-Bu-Juo-Zi No. 1091364558

Fundraising Period: January 1, 2021 to December 31, 2021

Execution Period: January 1, 2021 to January 21, 2022

Item	Amount (in NTD\$)
<b>Total Fundraising Income</b>	
Donation Income	3,516,565,901
Interest Income	68,049
<b>Total Fundraising Income</b>	<b>3,516,633,950</b>
<b>Necessary Expenses for Fundraising Activities</b>	
Miscellaneous Expenses for Fundraising Activities	1,893,772
<b>Net Fundraising Income</b>	<b>3,514,740,178</b>
<b>Expenses</b>	
COVID-19 Vaccine Procurement	2,832,242,456
Major Disaster Relief and Assistance: Taiwan	2,460,666
Major Disaster Relief and Assistance: Overseas	3,897,838
“Stable Home and Beautiful Community” Charity: Taiwan	597,829,473
“Stable Home and Beautiful Community” Charity: Overseas	124,601,898
<b>Total Expenses</b>	<b>3,561,032,331</b>
<b>Surplus or Deficit</b>	<b>-46,292,153</b>



Online Donation



Donation Disclosure



02

**Collaborative Charity to  
Sow the Seeds of Kindness**







## Analysis of Issues of Interest

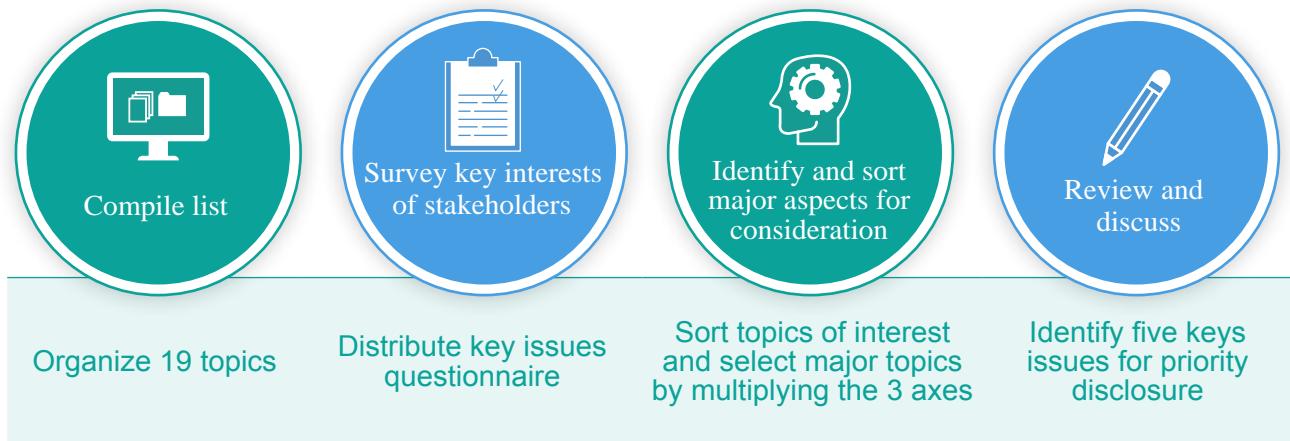
To identify the topics of concern, we have issued questionnaires to collect opinions from public welfare stakeholders. In this report, Tzu Chi has expanded its external communications and contacts: In addition to employees and volunteers, the scope of public welfare stakeholders includes aid recipients, members, the media, government authorities, academia and third-party manufacturers, and the general public. We have collected suggestions and opinions from these parties to identify issues of concern from those who have actual or potential influence on Tzu Chi under the latest international sustainable development trend.

We have referenced feedback from public welfare stakeholders, global and local sustainability-related information, news media reports, benchmarking practices, and past concerns from other non-profit organizations

under the environment, society, and governance perspectives. In this annual report, 19 topics of concern were proposed and questionnaires were designed to conduct online surveys with 8 types of public welfare stakeholders. A total of 3,712 valid online questionnaires were collected from the 8 types of public welfare stakeholders (72 aid recipients, 197 members, 2,962 volunteers, 5 media, 6 government authorities, 37 academia and third-party manufacturers, 156 general public, and 277 employees).

Each topic is systematically analyzed according to “the degree of attention to public welfare stakeholders” and “the degree of importance to Tzu Chi.” The opinions of senior managers are further referenced to plot a matrix for each topic according to the high, medium, or low level of impact. The closer a topic is to the upper right in the matrix, the higher the importance to Tzu Chi’s sustainable operation and public welfare stakeholder attention. A total of five key themes are used as the basis for disclosure prioritization in this report.

### Key Issues Identification Process



#### Search key issues

- Stakeholders’ feedback
- Sustainable development trend
- News media
- Benchmarking
- Past topics of interest

#### Identify materiality through survey

Collect feedback regarding environment, society, and governance topics through online questionnaires, and rank topic importance based on “the degree of importance to Tzu Chi,” “the degree of concern for public welfare stakeholders,” and “Tzu Chi’s external influence”

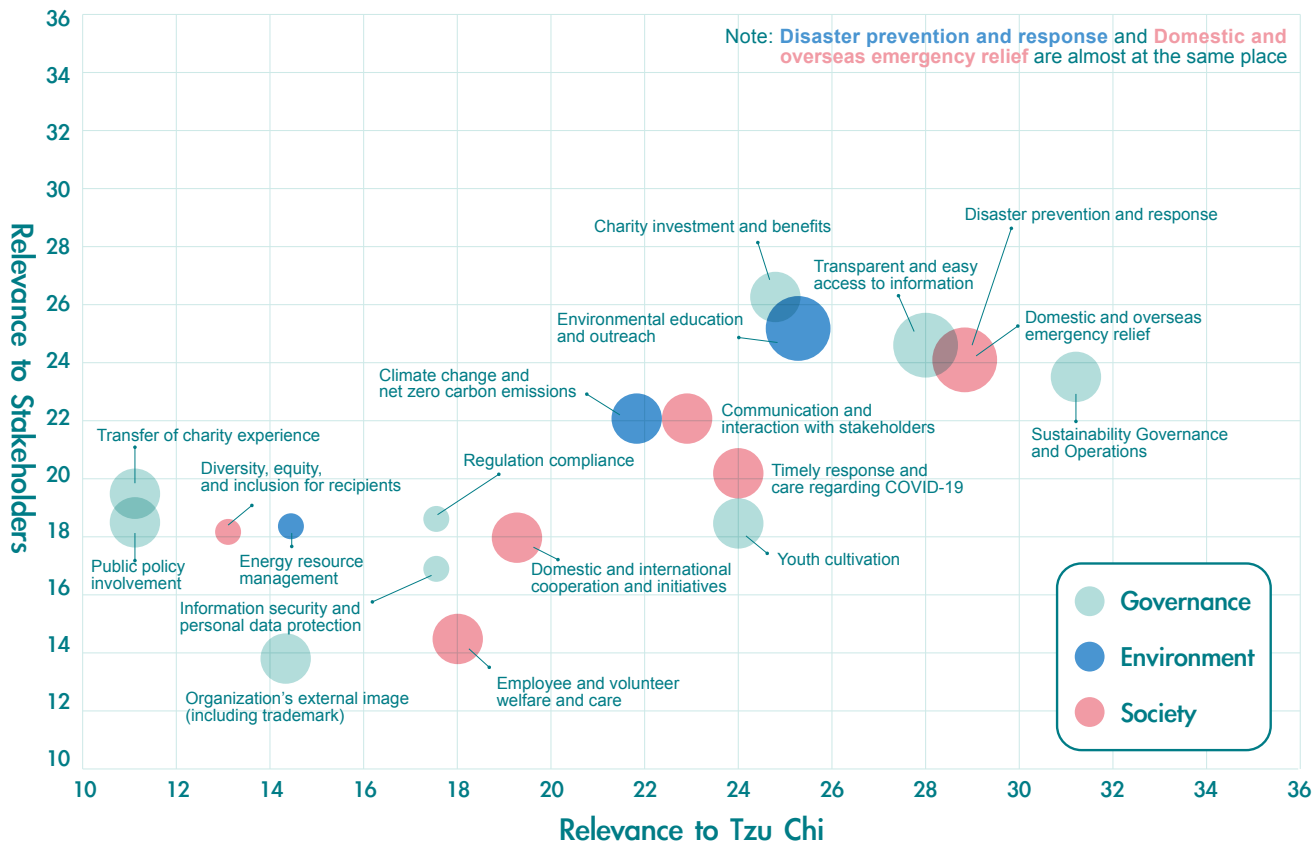
#### Rank topics of interest

Analyze the degree of concern for each topic from public welfare stakeholders and its importance to Tzu Chi’s sustainable operation, and identify the topics that public welfare stakeholders are concerned about

#### Verify topics of interest matrix

- The CEO will confirm the analysis results and determine the priority for the concerned topics to be disclosed
- Confirm the impact and relevance of each topic, the management approach disclosure, and the disclosed contents





### Topics of Concern Matrix

The criteria for determining the importance of the topic of concern is multiplying the values for “the degree of importance to Tzu Chi,” “the degree of concern for public welfare followers,” and “Tzu Chi’s external influence.” After ranking, the top 25% of the topics of interest are regarded as the topics of concern for 2020-2021.

## Response to Key Focus Topics

Topics that public welfare stakeholders are highly concerned about, and which are highly important to Tzu Chi’s sustainable operation according to the topics of interest matrix, include issues such as “Domestic and International Emergency Relief,” “Charitable Investments and Benefits,” “Disaster Prevention and Response,” “Environmental Education and Outreach,” and “Sustainability Governance and Operations.” The above five key topics are the material disclosure areas for this annual report, and the topics mentioned above will be disclosed according to the GRI Guideline requirements.

Although the “Transparent and Easy Access to Information,” “Communication with Stakeholders,” “Timely Response and Care Regarding COVID-19,” “Climate Change and Net Zero Carbon Emissions,” and “Youth Cultivation” topics are identified to have medium importance to Tzu Chi, they are also topics of concern for the public in today’s society. Therefore, this annual report will appropriately disclose its management performance and content according to the content covered by the preceding topics.

In addition to the major topics such as “Charitable Investments and Benefits,” “Transparent and Easy Access to Information,” “Domestic and International Emergency Relief,” “Sustainability Governance and Operations,” and “Information Security and Personal Data Protection” in the previous report, we have added “Disaster Prevention and Response” and “Environmental Education and Outreach” in this report. Regarding Disaster Prevention and Response, recent natural disasters in Taiwan primarily comprised earthquakes, typhoons, floods, and landslides. In addition to the usual preparation for disaster prevention materials, Tzu Chi has actively introduced new technologies and joined forces with the government to participate fully in disaster prevention and relief operations. Tzu Chi is committed to developing disaster relief and disaster prevention contingencies. Due to the intensification of global climate change and environmental impacts, environmental protection and disaster prevention is vital for environmental education and outreach. Tzu Chi has recently integrated environmental protection and disaster prevention concepts into engaging educational materials to facilitate external promotion and provide the public with detailed environmental protection knowledge with remarkable and far-reaching results.

## Issues of Interest (Sorted by Importance)

Number	Theme Contents	Dimension
1	Domestic and International Emergency Relief	Society
2	Charity Investment and Benefits	Governance
3	Disaster Prevention and Response	Environment
4	Environmental Education and Outreach	Environment
5	Sustainability Governance and Operations	Governance
6	Transparent and Easy Access to Information	Governance
7	Communication and Interaction with Stakeholders	Society
8	Timely Response and Care Regarding COVID-19	Society
9	Climate Change and Net Zero Carbon Emissions	Environment
10	Youth Cultivation	Governance
11	Domestic and International Cooperation and Initiatives	Society
12	Regulation Compliance	Governance
13	Public Policy Involvement	Governance
14	Energy Resource Management	Environment
15	Transfer of Charity Experience	Governance
16	Information Security and Personal-Data Protection	Governance
17	Diversity, Equity, and Inclusion for Recipients	Society
18	Organization’s External Image (Including Trademark)	Governance
19	Employee and Volunteer Welfare and Care	Society

We are grateful for all the suggestions received. We are committed to upholding honesty, integrity, openness, and transparency, and continuing to actively adjust information-disclosure mechanisms in response to the expectations of the public and our stakeholders.

## Stakeholder Category Identification

We have conducted an overall internal organizational operation review, compiling and disclosing sustainability information. By issuing this Sustainability Report, we aim to convey the results of our charitable services and emergency relief and environmental protection promotion and practice to all internal and external public welfare stakeholders.

When we compiled the previous edition, we conducted face-to-face interviews and group discussions to identify and classify non-profit stakeholders who may be contacted or influenced by our core operations and categorized a total of ten public welfare stakeholders. This year, Tzu Chi has reconsidered and reorganized public welfare stakeholder categories to simplify them. “Academia” and “Third-party Manufacturers” were

Coverage of the key issues that concern the Foundation and the corresponding GRI Standards are listed below

Issues of Interest	Organization Boundary				GRI Standards and Corresponding topics	Corresponding Chapter/s
	Has a Direct Relationship with the Foundation	Has a Commercial Relationship with the Foundation	Has Other Indirect Relationships with the Foundation			
	Tzu Chi Foundation	Partnerships	Four Missions			
Domestic and International Emergency Relief	★	★	★	★	GRI 203: Indirect Economic Impacts	Chapter III
Charitable Investments and Benefits	★	-	★	★	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts	Chapter I Chapter III Chapter V
Disaster Prevention and Response	★	-	-	-	GRI 203: Indirect Economic Impacts	Chapter III
Environmental Education and Outreach	★	-	-	-	GRI 203: Indirect Economic Impacts	Chapter IV
Sustainability Governance and Operations	★	★	★	★	GRI 202: Market Presence GRI 401: Employment GRI 404: Training and Education GRI 405: Employee Diversification & Equal Opportunities	Chapter I Chapter III Chapter V Appendices: Relevant Graphs and Data

condensed into one category since they both serve in auxiliary assistance and support roles to Tzu Chi, and the “Other Entities Involved in Tzu Chi’s Missions” category has been removed since it overlapped with other categories.

The influence of other Tzu Chi charities (medical, educational, and humanistic missions) is reflected in the value chain. Therefore, other Tzu Chi charities were deleted from the public welfare stakeholder category this year, which was approved by the CEO during the Sustainability Promotion Conference.

Tzu Chi’s public welfare stakeholders are now classified into the following eight categories: Aid Recipients, Members, Volunteers, Media, Government Authorities, Academia and Third-party Manufacturers, the General Public, and Employees.

## Stakeholder Communication





We attach great importance to the voices of public welfare stakeholders. We will continue to communicate with them via various communication channels to identify, understand, and respond to the issues they are concerned about. This





Report further divides the issues into economic, environmental, and social impacts. Questionnaires were sent to public welfare stakeholders to identify major topics, and the CEO and deputy CEO then provided confirmation and supplements and proposed corresponding strategies and actions. The goal is to make constant adjustments and improvements through continuous communication and interaction with various public welfare stakeholders, information transparency, open communication, and data disclosure.

We have a considerable obligation to all eight categories of public welfare stakeholders: Aid Recipients (those receiving care from the Foundation), Members (donors), Volunteers (certified Tzu Chi volunteers who have been trained and evaluated), Media, Government Authorities, Academia and Third-party Manufacturers (counterpart vendors), the General Public (not any of the above), and Employees (staff serving at Tzu Chi Foundation). We attach great importance to communication with public welfare stakeholders and listen to advice from all walks of life with sincerity and affection. The goal is to convey the charity services, emergency relief, and environmental sustainability promoted and practiced by Tzu Chi to the public welfare stakeholders who care about these topics.



We have established a variety of communication channels, selected a smooth communication platform and corresponding communication frequency according to the attributes and needs of each public welfare stakeholder, made good use of modern network technology, and developed community platforms to strengthen the connection and interaction with public welfare stakeholders. The topics of concern for public welfare stakeholders were determined based on the top five highest scores according to this year’s major topic questionnaire analysis results.

8 Categories of Public Welfare Stakeholders	Issues of Interest	Channel/s of Communication	Frequency
 <p><b>1. Aid Recipients</b> (including socially disadvantaged groups, families receiving home care services, and recipients of emergency relief)</p>	Charitable investments and benefits, environmental education and promotion, domestic and international emergency relief, transparent and easy access to information, climate change and net zero carbon emissions	Home visits	Unscheduled
		Media (public, social, communication)	Any time
		Phone calls	Any time
		Inquiries	Any time
		Emails	Any time
		Event participation	Unscheduled
		Routine aid distribution activities	Once per month
 <p><b>2. Members</b> (donors supporting the Foundation’s charity work)</p>	Environmental education and promotion, domestic and international emergency relief, transparent and easy access to information, climate change and net zero carbon emissions, and contact and interaction with public welfare stakeholders	Visits	Unscheduled
		Donation receipts	Once a month/year
		Donation credits	Any time
		Event participation	Unscheduled
		Foundation website	Any time
		Emails	Any time
		Media (public, social, communication)	Any time
		Magazines and publications	Once a month
		Dedicated hotline for members	Any time
		 <p><b>3. Volunteers</b></p>	Environmental education and promotion, domestic and international emergency relief, climate change and net zero carbon emissions, contact and interaction with public welfare stakeholders, and charity experience inheritance
Text messages	Unscheduled		
Meetings	Unscheduled		
Postal mail	Any time		
Foundation website	Any time		
Emails	Any time		
Media (public, social, communication)	Any time		
Magazines and publications	Once a month		
Education and training	Unscheduled		
Annual report	Any time		
 <p><b>4. Media</b></p>	Disaster prevention and response, charitable investments and benefits, public policy participation, domestic and international emergency relief, and timely COVID-19 response and care	Press release	Any time
		Press conference	Unscheduled
		Media (public, social, communication)	Any time
		Foundation website	Any time
		Magazines and publications	Monthly/quarterly issues
		Annual report	Once a year

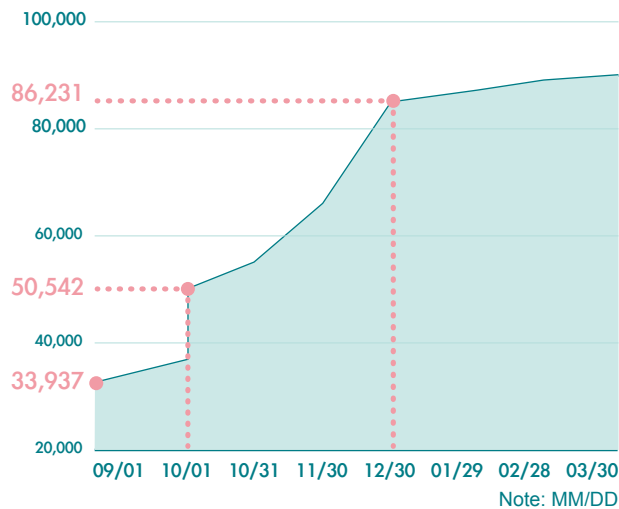
 <p><b>5. Government Authorities</b></p>	<p>Information transparency and easy access, timely COVID-19 response and care, disaster prevention and response, contact and interaction with public welfare stakeholders, and organizing sustainable management operations</p>	<table border="1"> <tbody> <tr><td>Meetings</td><td>Unscheduled</td></tr> <tr><td>Visits</td><td>Unscheduled</td></tr> <tr><td>Official letters</td><td>Unscheduled</td></tr> <tr><td>Participation in coordination meetings</td><td>Twice a year</td></tr> <tr><td>Participation in education and training</td><td>Unscheduled</td></tr> <tr><td>Participation in public hearings</td><td>Unscheduled</td></tr> <tr><td>Field surveys</td><td>Unscheduled</td></tr> <tr><td>Annual report</td><td>Once a year</td></tr> </tbody> </table>	Meetings	Unscheduled	Visits	Unscheduled	Official letters	Unscheduled	Participation in coordination meetings	Twice a year	Participation in education and training	Unscheduled	Participation in public hearings	Unscheduled	Field surveys	Unscheduled	Annual report	Once a year																
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 <p><b>6. Academia and Third-party Manufacturers</b></p>	<p>Contact and interaction with public welfare stakeholders, charitable investments and benefits, information transparency and easy access, domestic and international emergency relief, and environmental education and promotion</p>	<table border="1"> <tbody> <tr><td colspan="2">Academia</td></tr> <tr><td>Annual report</td><td>Once a year</td></tr> <tr><td>Yearbook</td><td>Once a year</td></tr> <tr><td>Seminars/Forums</td><td>Unscheduled</td></tr> <tr><td>Interaction and exchanges</td><td>Unscheduled</td></tr> <tr><td>Visits</td><td>Unscheduled</td></tr> <tr><td>Questionnaires and interviews</td><td>Unscheduled</td></tr> <tr><td>Event participation</td><td>Unscheduled</td></tr> <tr><td>Foundation website</td><td>Any time</td></tr> <tr><td colspan="2">Third-party Manufacturers</td></tr> <tr><td>Contracts</td><td>Unscheduled</td></tr> <tr><td>Meetings</td><td>Unscheduled</td></tr> <tr><td>Event participation</td><td>Unscheduled</td></tr> <tr><td>Phone calls</td><td>Any time</td></tr> <tr><td>Postal mail</td><td>Any time</td></tr> <tr><td>Emails</td><td>Any time</td></tr> </tbody> </table>	Academia		Annual report	Once a year	Yearbook	Once a year	Seminars/Forums	Unscheduled	Interaction and exchanges	Unscheduled	Visits	Unscheduled	Questionnaires and interviews	Unscheduled	Event participation	Unscheduled	Foundation website	Any time	Third-party Manufacturers		Contracts	Unscheduled	Meetings	Unscheduled	Event participation	Unscheduled	Phone calls	Any time	Postal mail	Any time	Emails	Any time
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 <p><b>7. General Public</b></p>	<p>Information transparency and easy access, climate change and net zero carbon emissions, charitable investments and benefits, environmental education and promotion, and disaster prevention and response</p>	<table border="1"> <tbody> <tr><td>Emails</td><td>Any time</td></tr> <tr><td>Phone calls</td><td>Any time</td></tr> <tr><td>Foundation's website</td><td>Any time</td></tr> <tr><td>Magazines and publications</td><td>Monthly/quarterly issues</td></tr> <tr><td>Event participation</td><td>Unscheduled</td></tr> <tr><td>Media (public, social, communication)</td><td>Unscheduled</td></tr> <tr><td>Visits</td><td>Unscheduled</td></tr> <tr><td>Annual report</td><td>Once a year</td></tr> </tbody> </table>	Emails	Any time	Phone calls	Any time	Foundation's website	Any time	Magazines and publications	Monthly/quarterly issues	Event participation	Unscheduled	Media (public, social, communication)	Unscheduled	Visits	Unscheduled	Annual report	Once a year																
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## Communication in Promoting Integrity and Virtues

### Create an official LINE account for precise communication and sharing

We launched the Customer Relationship Management (CRM) system through the Official Tzu Chi Foundation LINE Account in October 2021. Tzu Chi’s public welfare stakeholders are invited to join this official LINE account.

At present, the “friends” who have joined are divided into four categories: “Tzu Chi certified volunteers,” “community volunteers,” “donors,” and “Tzu Chi friends.” This classification enables us to provide precise communication and exclusive push broadcast messages to suitable public welfare stakeholders.



### Number of Official Tzu Chi Foundation LINE Account “Friends”

Date	No. of “Friends”
September 1, 2021	33,937
October 7, 2021	50,542
December 31, 2021	86,231

## TCnews Charity News Network Community Interdisciplinary Cooperation

Tzu Chi launched the TCnews Charity News Network in May 2018 to deliver good news to the public through digital media. In 2019, the Foundation expanded its free news authorization cooperation with six portal websites, including HiNet Times, Match Life Network, PChome News, Sina News, Yahoo News, and Yam News. We also entered into cooperation with LINE TODAY in November 2020. The goal is to enhance the positive influence of good news through friendly interaction with external media.



Many Tzu Chi events were held online due to the COVID-19 pandemic. The number of TCnews YouTube live videos, views, and subscribers in the past three years has grown each year:

Year	Live Videos	Views	Subscribers
2019	103	79,230	630
2020	214	864,029	8,188
2021	565	2,350,155	16,572



## Friendly Partnership Expands the Influence of Charity

We have partnered with external friendly public welfare organizations and social welfare groups and taken the initiative to provide visual materials for press releases. These materials are published on the TCnews Charity News Network website for free to expand the influence of the charity. Since the TCnews launch in 2018, the network has collaborated with ten non-profit organizations and social welfare groups to publish news.

### TCnews Collaborators

Eden Social Welfare Foundation	Humanistic Education Foundation
Genesis Social Welfare Foundation	Autism Society of Taiwan
Hsin Yi Foundation	World Peace Association
Taiwan Foundation for the Blind	The Cerebral Palsy Association of R.O.C.
Sunshine Foundation	Home Support Center

## E-newsletter Column Sharing Good News

We launched the JSHeartland website, which contains six columns: “Spiritual Spring,” “Cool Respite of Life,” “Jing Si in Life,” “Earth’s Business,” “Travel with Words,” and “Kaohsiung Study Club.”

The newsletter uses the internet to present the Dharma of Master Cheng Yen and our charity philosophy in the form of articles, photo albums, videos, and e-books. In addition to these formats, it also provides an open reader submission and review mechanism and created the “Kaohsiung Online Reading Club” column to translate the



contents into nearly 20 languages to spread the beauty of kindness and actively communicate with our charity followers worldwide.

## Bilateral Communication with Sincerity and Affection

The Foundation has opened a suggestion mailbox on its official website to serve as a communication platform for general public and the general public to provide opinions, suggestions, or submit requests for assistance. In 2020 and 2021, we received 894 and 1,004 messages, respectively, through the suggestion box on the official website, totaling 1,898 messages. The largest category was requests for charity assistance (domestic and international), accounting for 29.3%. The second largest category was consultations and inquiries about Tzu Chi’s missions, such as medicine or education, accounting for 27.3%. The third largest category was e-newsletter subscription/cancellation services, accounting for 11.3%. The “Other” category included complaints and protests (accounting for 7.9%) and suggestions (accounting for 7.2%). We have also established relevant operating procedures to monitor, reflect, improve, and respond to issues in real time.



### JSHeartland E-newsletter





心靈活水 人間自有清涼境 靜思在人間 地球事 乘著文字去旅行

*Teachings and Commentary on the*  
**SUTRA OF INFINITE MEANINGS**  
(Two Volumes)

Master Cheng Yen explained the sutra word by word, verse by verse, and complemented it with many analogies and real-life stories, connecting matters to principles.

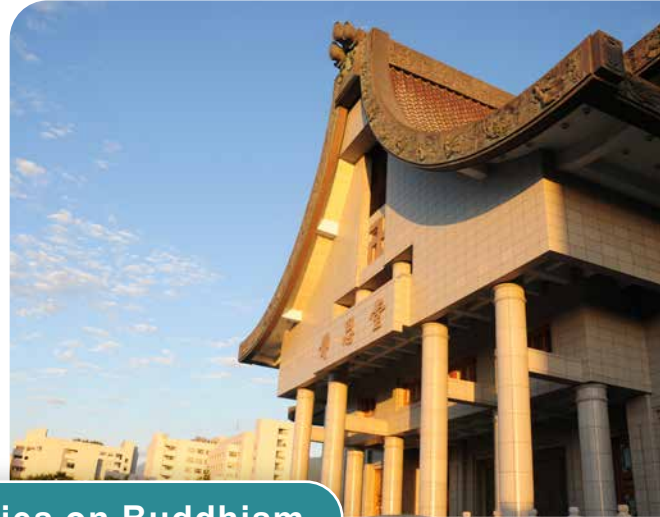
中文	Bahasa Malaysia	தமிழ்
English	Bahasa Indonesia	नेपाली
Japanese	Português	Српски
ไทย	ភាសាខ្មែរ	Türkçe
Français	العربية	Tiếng Việt
ಕನ್ನಡ	Español	
Deutsch	Italiano	



高雄線上讀書會  
Online Study Club, Kaohsiung

## Tzu Chi Discourse International Accreditation

Under the leadership of deputy CEO Rey-Sheng Her, the Literature and History Department has established the Yin-Cheng Distinguished Lecture Series on Buddhism, Tzu Chi Global Symposium for Common Goodness, Tzu Chi Studies Lectures on Theory and Practices, Tzu Chi Forum, and other academic platforms to compile the Tzu Chi story, develop the Tzu Chi model, and establish the Tzu Chi theory. The goal is to cultivate Tzu Chi discourse talents internally and drive Tzu Chi research externally to Tzu Chi Discourse International Certification.

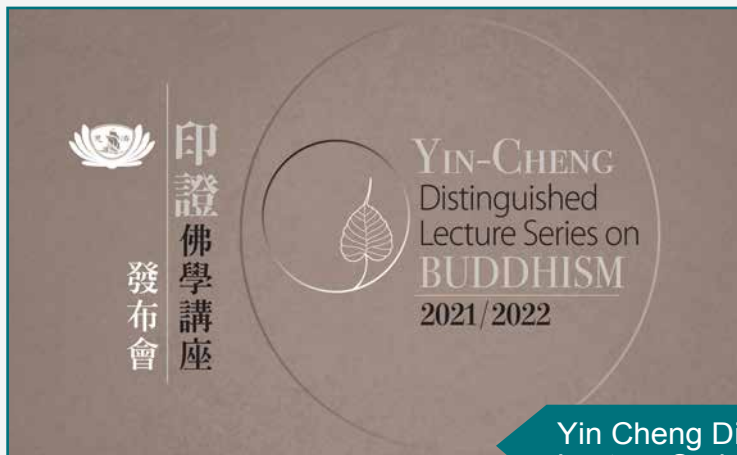


### Yin-Cheng Distinguished Lecture Series on Buddhism

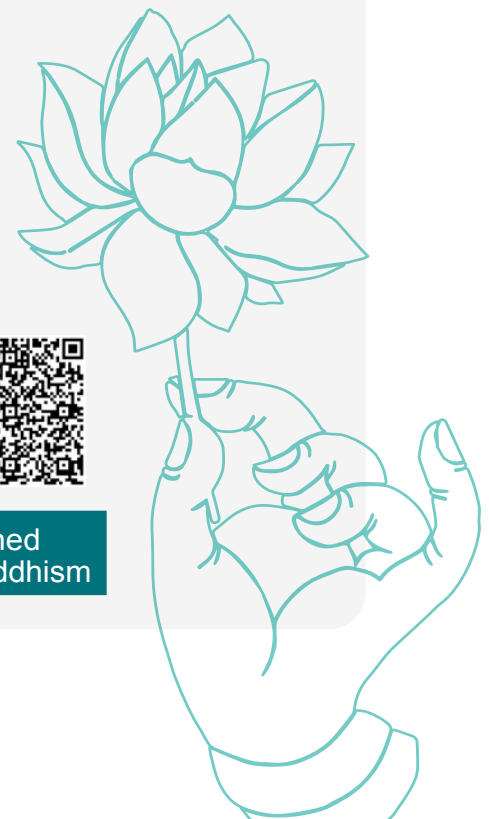
To follow the concepts, practices, and influences of global Buddhism in contemporary society while promoting the research and teaching of modern Buddhism in academia, Deputy CEO Rey-Sheng Her has cosponsored the Yin Cheng Distinguished Lecture Series on Buddhism with Professor Jin-Hua Chen of the Department of Asian Studies at UBC. It was jointly established with seven reputable universities worldwide: Princeton, Harvard, Cambridge, Oxford, Columbia, Peking, and the University of British Columbia.

The Academic Steering Committee, composed of professors from the preceding seven universities, unanimously agreed to name the lecture series after Master Yin Cheng. We anticipate the Yin Cheng Distinguished Lecture Series on Buddhism will become a key platform to promote the research of contemporary Buddhist concepts and practices.

We also strive to publish Chinese and English periodicals through the Lecture Series to disseminate contemporary Buddhism, Master Cheng Yen's ideology, and Tzu Chi practices worldwide. The goal is to expand Tzu Chi's academic influence and visibility in Taiwan and around the world.



Yin Cheng Distinguished Lecture Series on Buddhism



## Tzu Chi Global Symposium for Common Goodness

As world problems such as the COVID-19 crisis, the continuing effects of greenhouse gas emissions, the widening gap between the rich and the poor, ethnic and religious conflicts, and the impact of knowledge on the economy transcend national borders and become increasingly complex, they cannot be solved by a single country or institution. It requires cross-country, cross-field, cross-institution, and coordinated efforts from the government and the private sector to help resolve these problems effectively.

As an international religion-based non-profit organization, we have established the Tzu Chi Global Symposium for Common Goodness to form extensive cross-border and cross-domain partnerships to help resolve global issues under the principles of “common good” and “common responsibility” and join efforts on sustainable global development.

## Tzu Chi Studies Lectures on Theory and Practices

To inspire Taiwanese and international scholars to invest in Tzu Chi research, Jing Si Abode and Tzu Chi Foundation, Tzu Chi University, and Tzu Chi University of Science and Technology have jointly established the Tzu Chi Studies Lectures on Theory and Practices. The goal is to invite senior scholars who have conducted long-term Tzu Chi field research to give speeches and share their research results.

## Tzu Chi Forum

The first Tzu Chi Forum was held in 2010 to help strengthen Tzu Chi research and cultivate Tzu Chi discourse talent. The goal was to create a dialogue and exchange platform for scholars in Taiwan and abroad. The Tzu Chi Forum is a gateway for international academic and religious circles to learn about Tzu Chi's ideology and humanitarianism. The goal is to promote the study of Tzu Chi sects through educational seminars held every two years, cultivate Tzu Chi discourse talent, and achieve the Tzu Chi Discourse International Certification objective.



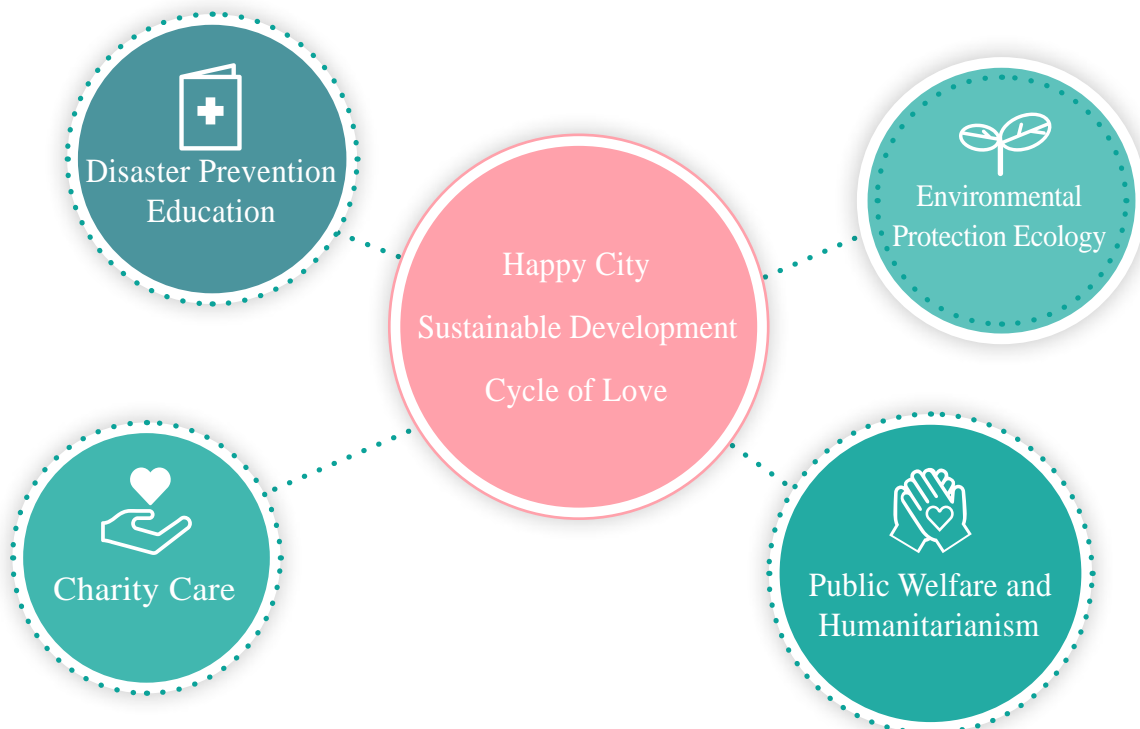




## Partnerships

Strategic Direction and Commitment

### SDGs



### Charity Care

Our “Stable Home and Beautiful Community Project” aims to provide home-safety improvements for older adults living alone, senior care, meal sharing, education subsidies for economically disadvantaged children, and other charity initiatives for underprivileged families.



### Disaster Prevention Education

Provide disaster prevention and relief education and training, and establish a disaster relief cooperation mechanism for personnel at all levels, institutions, schools, and the general public.



### Eco-environment Protection

Provide environmental protection education, pandemic prevention promotion, vegetarian food promotion, and plastic reduction actions to help achieve ecological sustainability, clean land, and a healthy mind and body.



### Public Welfare and Humanitarianism

Continue to interact and care for institutions and campuses to pass on the value of righteous faith, filial piety ethics, and the spirit of doing good deeds to achieve family warmth and social harmony.





## Collaborate in Practicing Smart Disaster Prevention

Our goal is to quickly respond to provide timely rescue and relief assistance and collaborate with various professional partners to plan and improve disaster relief projects according to needs.

We have learned from past disaster relief experiences that the complexity of disasters is increasing, and we must respect priceless human lives. Therefore, we have partnered with more professional groups to establish a tacit understanding to join efforts during disaster relief, with the goal of providing timely and accurate information during disaster events and offer professional backup.

The Foundation engages in various disaster prevention and relief operations. Its goal

is to improve disaster prevention and relief professionalism in terms of disaster prevention, mitigation, preparedness, response, recovery, and reconstruction. We will continue expanding our partnerships with professional institutions and organizations in various fields.

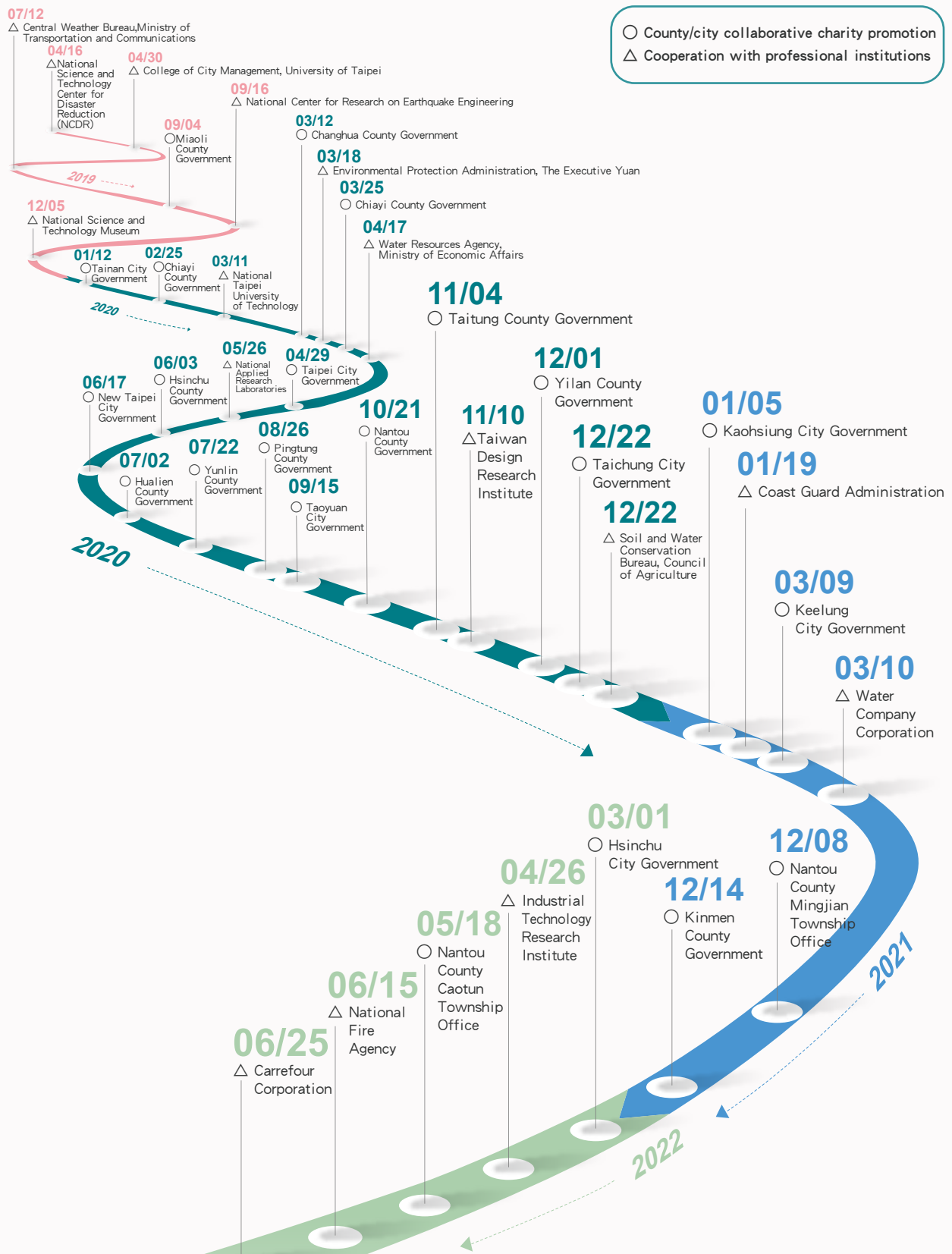
Since 2019 we have successively signed memorandums of cooperation with 11 central ministries and academic institutions as well as 21 local governments to promote exchanges. The goal is to jointly promote charity and disaster prevention through government/civilian cooperation to promote efficiency and performance, exert a positive influence, and enable everyone to exert the spirit of mutual love and common good through interdisciplinary collaboration in charitable care, disaster prevention education, ecological/environmental protection, public welfare, and humanities.

Private Enterprise Institutions	
<p><b>PX Mart</b> August 26, 2018</p> <ul style="list-style-type: none"> <li>• Issue Tzu Chi Charity Cards</li> <li>• Issue Disaster Emergency Relief Cards</li> </ul>	
<p><b>Water Company Corporation</b> March 10, 2021</p> <ul style="list-style-type: none"> <li>• Provide international disaster emergency water supply relief and water purification technology</li> <li>• Water purification technology education and training technical consultation and guidance</li> </ul>	
<p><b>Carrefour Corporation</b> June 25, 2022</p> <ul style="list-style-type: none"> <li>• Support disaster emergency relief material spending and withdrawal</li> <li>• Manufacture support for customized disaster products</li> <li>• Public welfare activity cooperation</li> </ul>	



# Global Cooperation and Common Good MOU Chart

## 2019 and 2020 Tzu Chi Foundation MOU signing process



Note: MM/DD

## International Participation Collaboration for Sustainability



The world's climate is undergoing increasingly drastic changes due to the imbalance of the four elements of nature (earth, water, fire, and wind). We have applied our disaster relief experiences to help resolve major issues such as global humanitarian aid.

We have actively participated in UN affairs to share our experience with the world's organizations and give timely advice through the organization's platform. We also engaged in various sustainable development projects worldwide to work together for the well-being of humanity.

As a philanthropic religious organization, we strive to promote the spirit of great love under religious principles to drive common knowledge, consensus, and action. We aim to actively participate in important international conferences and focus on topics such as humanitarian aid, climate change, environmental protection, youth public welfare, and charitable participation by women. The goal is to share Tzu Chi volunteers' global charity footprints on mainstream international platforms and inspire more people to do good deeds. We were appointed by the United Nations Inter-Agency Task Force (IATF) to co-chair its Multi-Faith Advisory Council (MFAC). The appointment took effect on January 1, 2022 for a period of two years, and we strive to do our best on human rights, peace, and sustainable development issues.

Our humanitarian assistance in Ukraine and surrounding countries during the Russia-Ukraine War in 2022 includes direct financial assistance, relief supplies, assisted care, medical assistance for Polish refugees, protection for women and children, psychosocial assistance, food delivery, and other types of refugee assistance. We have also established cooperation agreements with UNICEF, IsraAID, Camillian Disaster Service International, Polish Women Can Foundation, and other organizations to strengthen assistance to Ukrainian refugees who fled to Poland, Romania, and Moldova.

Tzu Chi's humanitarian assistance to the Ukrainian people was recognized by the United Nations Relief Network, which issued a special article to report Tzu Chi's efforts to help the Ukrainian people in Poland. The article, which was titled "Tzu Chi Distributed 45,000 Gift and Cash Cards to Ukrainian Refugees," described Tzu Chi's humanitarian assistance in Ukraine and surrounding countries during the Russia-Ukraine War.

The United Nations Relief Network article notes that since the outbreak of the Russia-Ukraine War on February 24, 2022, Poland had accepted over 3 million Ukrainian refugees. Tzu Chi volunteers have distributed gift and cash cards, eco-friendly blankets, and other relief materials in cities such as Warsaw, Lublin, and Poznań. Over 8,000 people have received gift and cash cards



worth 2,000 PLN (Polish currency) as of May 21, and Tzu Chi plans to issue nearly 37,000 more gift and cash cards over the next few months. Tzu Chi has also collaborated with CADIS to provide long-term housing and psychosocial support to refugee women and children, in addition to providing food and other relief items to 30,000 internally displaced persons in Poland.

With the common mission of serving humanity, we believe inter-religious cooperation can help refugees in all aspects. We are grateful for the donations and support from all walks of life. The strength of one person may be small, but the power of a collective group can help everyone to go further.



 United Nations Relief Network  
Special Article in English





03

**Compassion and Wisdom  
of the Path to Kindness**





## Poverty Relief and Assistance

**We attach great importance to inspiring the goodness of human nature as we help the impoverished. We must teach the rich to help the poor so that the rich can enjoy giving, learn to help the poor with love, and find the meaning of life. We must also inspire passion in the hearts of the rich to help the poor escape the pit of poverty. The goal is to provide short-, medium-, and long-term assistance to the poor, help them become self-reliant and inspire more people to do their best to give and achieve personal growth through giving.**

### SDGs



Since 2019, the number of cases under the care of Tzu Chi volunteers has decreased each year as the social environment in Taiwan and the care recipients have become more self-reliant. In 2019, Tzu Chi launched the Safe Home, Beautiful Community Project (“Safe and Beautiful Project” in short) and the Students Assistance Project. Under the threat of COVID-19, we have also reactivated the support projects that were stopped and expanded our help to students due to the general environment’s impacts on people’s livelihoods. As the level of care increased, so did the number of cases.





The corresponding topics are “Charitable Investments and Benefits” and “Domestic and International Emergency Rescue”

Asia (34 countries/regions)		
Taiwan	Bangladesh	The Philippines
Mainland China	Hong Kong	Mongolia
North Korea	Malaysia	Vietnam
Indonesia	Nepal	Thailand
Cambodia	Jordan	India
Afghanistan	Turkey	Japan
East Timor	Iraq	Iran
Brunei	Sri Lanka	Pakistan
Singapore	Myanmar	South Korea
Syria	Israel	Laos
Russia	Macao	Lebanon
Bhutan		

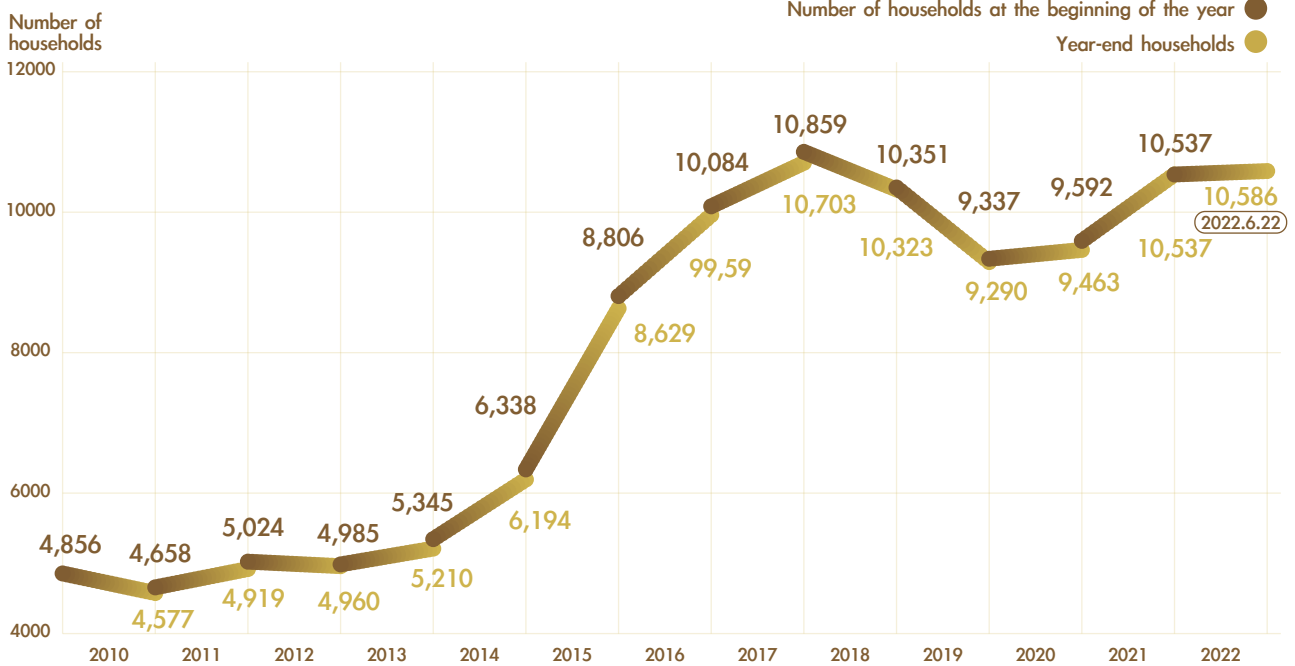
Europe (26 countries/regions)	
Kosovo	Azerbaijan
Chechnya	Ukraine
United Kingdom	Austria
Czech Republic	Italy
Netherlands	Denmark
Portugal	Sweden
Switzerland	Belgium
Spain	France
Germany	Ireland
Norway	Bosnia
Serbia	Albania
Vatican City	Croatia
Greece	Poland

Americas (26 countries/regions)
USA
Canada
Mexico
Brazil
Argentina
Peru
Haiti
Honduras
Dominic
Nicaragua
Guatemala
El Salvador
Colombia
Paraguay
Venezuela
Costa Rica
Sint Maarten
Bolivia
Chile
Ecuador
The Commonwealth or Puerto Rico
Dominica
St Lucia
Belize
Saint Vincent and the Grenadines
Saint Martin

Africa (32 countries/regions)			
Ethiopia	Rwanda	Guinea-Bissau	Eswatini
Gambia	South Africa	Lesotho	Côte d'Ivoire
Liberia	Zambia	Senegal	Tunisia
Tanzania	Mozambique	Republic of Zimbabwe	Botswana
Sierra Leone	Namibia	Republic of Benin	Kenya
Burkina Faso	Malawi	Democratic Republic of Congo	Niger
South Sudan	Sudan	Mauritania	Madagascar
Mali	Ghana	São Tomé and Príncipe	Uganda

Oceania (10 countries/regions)
Papua New Guinea
Marshall Islands
Federated States of Micronesia
Australia
Solomon Islands
New Zealand
American Samoa
Northern Mariana Islands
Republic of Fiji
Kingdom of Tonga

## 2010-2022 Households Receiving Long-term Relief from the Tzu Chi Foundation



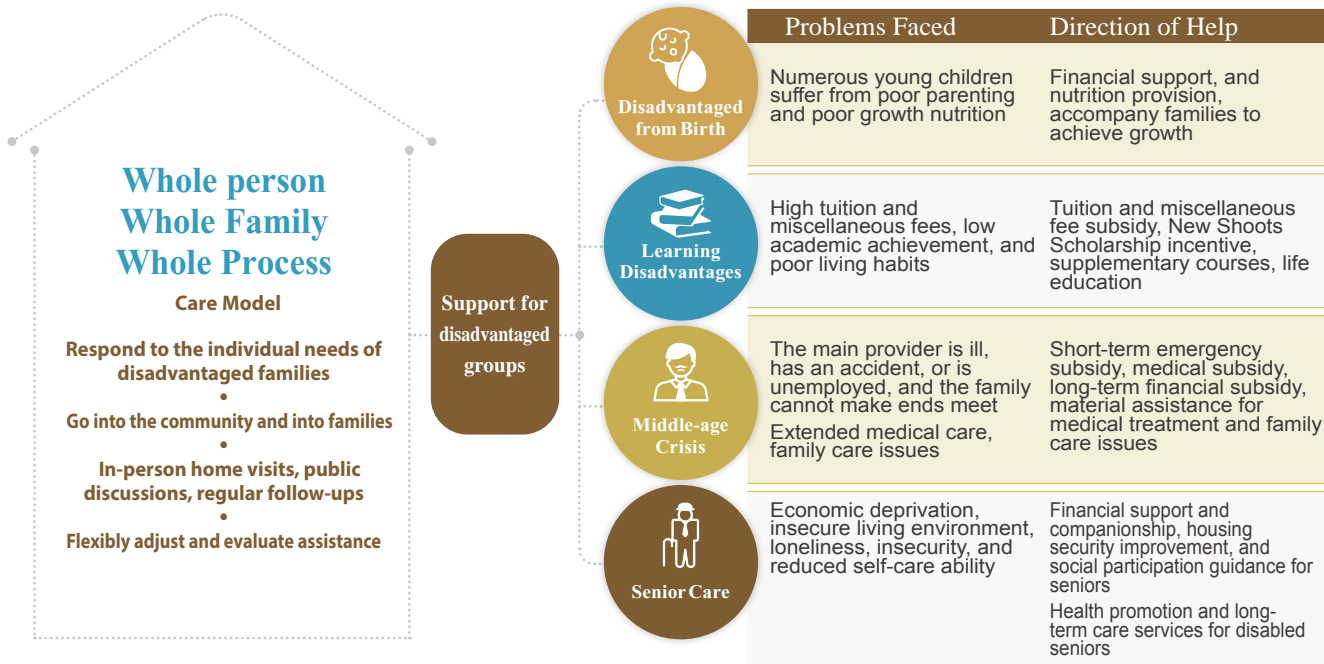
### Poverty Relief and Assistance

According to the statistics released by the Department of Social Assistance and Social Work within Taiwan’s Ministry of Health and Welfare (MOHW), there are 261,182 low-income households and low- to mid-income households as of 2020, accounting for about 2.93%. According to the latest data from Japan’s Ministry of Health, Labor, and Welfare in 2021, the relative poverty rate in Japan for 2018 was 15.4% (the median household’s disposable income was JP¥2.53 million, and households with a disposable income of less than JP¥1.27 million were considered to be below the poverty line). It is estimated that the actual poverty rate in Taiwanese society may be higher than official statistics indicate. These people who are living in poverty but not included in the “statutory

poverty” protection are the subjects of our long-term care to supplement the shadow area of the government care policy.

Our charitable services are provided on a case-by-case basis. We offer long-term financial aid, home care, medical assistance, student subsidies, short-term emergency aid, and environment-improvement services according to individual needs. These services are carried out jointly by social workers and volunteer teams. Care plans are formulated and supplemented by service plans to achieve “whole person, whole family, and whole process’ care. We conduct regular home visits to assess and track the conditions of the care recipients, which help us to provide the most appropriate assistance. We also undergo closing assessments and counseling to ensure that the recipients are self-reliant.





### New Shoots Scholarships

Many disadvantaged families, such as those that are impoverished, single-parent families, or households with intergenerational parenting, cannot afford the high tuition fees for high schools and colleges. Because adults in these families are often struggling just to take care of themselves, their children may have to care for their elders from a young age. Children without family support have a harder path to education, and family dysfunction often leads to schooling difficulties for children. When a student or family cannot break through the educational predicament independently, scholarship and aid mechanisms can give much-needed help. Scholarships and grants are more than just financial assistance; they are also part of the community volunteer network. Our goal is to provide school and family education support via student grants, New Shoots Scholarships, academic tutoring, and camp activities, creating a comprehensive “whole person, whole family, and whole process” support network to offer the warmest and strongest backing to disadvantaged students and their families.

Before school starts each year, Tzu Chi volunteers visit schools and case subjects to learn about their needs. We are grateful to the public for providing information about students who have difficulty attending school. After

assessing their situations through home visits, we provide immediate aid to families struggling to pay tuition. After that, we monitor and track their academic progress, adaptability, and home environment, and accompany them as they grow and develop. We also established the New Shoots Scholarship to inspire students to integrate academic performance, attitude toward life, and etiquette into their daily lives. To inspire children to develop good habits, we also set up awards in various fields, such as filial piety, progress, attendance, as well as special performance awards. Children are the future and the hope of families and society, and education is the children’s hope for the future. That is why we created the New Shoots Scholarship to help rural and disadvantaged students. We hope the awards will inspire the children to work hard and succeed in life.







### Target Recipients of Poverty Relief and Assistance

- Providing a safe and secure living environment and offering poverty-alleviation counseling
- Orchestrating aid distribution, festival-period care, outreach medical services, and other services
- Improving the living environment of older adults to minimize accidental falls
- Alleviating poverty through education, providing scholarships, student aid, and education incentives
- Promoting healthy life habits, establishing “tea parties” for self-help groups, and organizing workshops to encourage “tea instead of wine” and help people gradually curb alcohol dependence
- Improving self-affirmation and encouraging people to help others
- Comprehensively assessing and improving the living environment of long-term care homes
- Establishing various reporting channels, with a particular focus on care for socially disadvantaged groups
- Collaborating with the Tzu Chi Medical Mission and Tzu Chi International Medical Association (TIMA) to establish a mechanism for outreach care at patients’ homes to address population aging and safeguard the growing number of older adults living alone
- Promoting poverty alleviation through education and the seamless trajectory from school to professional careers

### Target Recipients of Poverty Relief and Assistance and New Shoots Scholarships

- Older adults unable to sustain themselves
- Disadvantaged families in financial hardship with infants or school-age children
- Families struggling due to an injury, sickness, or loss of a family member
- Families impacted by natural disasters
- School children of long-term care or home-care households (categorized based on school age: elementary school, junior high school, high school, and college)

Operation Items		Aid Recipients	Volunteers Involved
2020	Social Assistance	3,766,793	1,734,236
	Scholarships	21,314	40,816
	<b>Total</b>	<b>3,788,107</b>	<b>1,775,052</b>
2021	Social Assistance	28,356,463	2,175,554
	Scholarships	28,701	62,309
	<b>Total</b>	<b>28,385,164</b>	<b>2,237,863</b>

## A Big Future with Small Steamed Buns: The New Life of a Mother

Cheng-Chi Liu had diabetes, high blood pressure, and other diseases. During his employment at a racecourse, he went to see a doctor because his muscles were weak and he could not stand for a long time. The diagnosis was spine compression at the 4th and 5th lumbar due to long-term heavy labor. His feet also began to atrophy, and surgery was necessary to keep him from being in a wheelchair for the rest of his life.

After the surgery, he became a stay-at-home dad. But Cheng-Chi Liu's wife, Nian-Xiang Hong, had no professional skills and the family was under financial pressure. The hospital referred them to the Tzu Chi Foundation for care. Although they received subsidies from government units and the Tzu Chi Foundation, the family still needed something to focus on to be sustainable. Tzu Chi volunteers learned that Nian-Xiang Hong knew how to make steamed buns and gave her tips on making them to sell. She was encouraged to ferment old dough to make handmade steamed buns that taste delicious and do not hurt the stomach. She was also given a second-hand flour mixer to help increase production. The volunteers also helped her to promote the products. As a result, the family can maintain a livelihood and gradually improve their living conditions.

Ms. Hong says, "Tzu Chi has given me a lot of help. I will try my best to sell steamed buns well. I vow that I will also help those in need no matter how much I earn." In addition to making fixed donations and becoming a Tzu Chi member, she also goes to the environmental protection station with her husband to help sort resources and pass on the love the family has received through community service volunteering.



## From Receiving Help to Helping Others: How Yun-Rou Chang Got Up from Rock Bottom

In 1983, Yun-Rou Chang's husband was in a car accident and injured his brain. Her son was only eight months old at the time and had multiple learning disabilities, so Ms. Chang suddenly found herself having to take care of two fully dependent family members. The family's financial burden fell on her. On top of it all, her house started to leak after torrential rain.

Ms. Chang worked as an attendant, operator, street vendor, and at her family-run OEM factory. She chose not to owe debts and always used her income to repay tuition fees and living expenses. But working odd jobs was not a long-term solution. Despite her difficult circumstances, her unyielding personality made her reluctant to ask others for help. The parenting center that took care of Ms. Chang's son reported the case to Tzu Chi, and we immediately arranged for volunteers to visit the family. Ms. Chang said there are those in worse predicaments than her. After many interviews with the volunteers, she finally accepted assistance for her son.

With gratitude in her heart, Ms. Chang volunteers at the Tzu Chi Environmental Protection Station two days a week to do her part for environmental protection. Tzu Chi adheres to the principle of "care and respect" to provide dignified and respectful assistance to those in need.

We also sow the seeds of kindness in the hearts of everyone through sincerity so the care recipients may one day turn into care providers, thereby promoting the "circle of goodness" in society.





### **Tzu Chi's Volunteers Focus on Helping the Poor**

Chien-Min Kao, a truck driver, suffers from high blood pressure, diabetes, and survived a stroke. After a car accident, he was paralyzed on the right side of his body, his eyesight and urinary system were damaged, and his language expression had seriously deteriorated. He was issued a severe disability certificate and must stay in bed most of the time. His sister, Li-Fang Kao, was responsible for taking care of him. Under the dual pressures of work and care, Li-Fang Kao, who had a mild disability certificate herself, due to a brain tumor that caused epilepsy, and which affected the optic nerve and caused iritis in her right eye.

Upon learning about their situation, Tzu Chi volunteers immediately provided Ms. Kao and her brother with electric beds, diapers, and other resources. For the past six years, Tzu Chi volunteers have supported Ms. Kao through the lowest point of her life. After persuasion from volunteers, she finally decided to accept long-term care resources for her brother. He always looks forward to the monthly visit from Tzu Chi volunteers who help him wash up, cut his hair, and simply talk with him to reducing Ms. Kao's burden. Mr. Kao also recognizes her sister's hard work and actively cooperates with his medical treatment and rehabilitation without complaint. He went from being bedridden to being able to walk slowly and he can now speak some simple sentences.

Ms. Kao used to suffer from emotional distress and illness and went to the Psychiatry Department for treatment. She gradually got out of the low point of her life with the encouragement and help of Tzu Chi volunteers. She was deeply moved by Tzu Chi volunteers' willingness to give throughout the process and has now become a volunteer herself.



## Chih-Ting Huang Went to the Military Academy for her Family: The New Shoots Scholarship Helps Students to Pursue their Dreams

Chih-Ting Huang grew up in an impoverished family and was determined to enter the Military Academy to help them.

Ms. Huang's father was a computer engineer, and her family used to be prosperous. Two decades ago, her father's investment in mainland China failed, and he returned to Taiwan to work. But the companies he worked for kept on closing, so he took a teaching job and worked part-time as a driver. Ms. Huang's mother and sister died in a car accident, which was mentally devastating to Ms. Huang and caused her to go in and out of hospitals.

Nevertheless, Ms. Huang grew into a mature and strong-willed woman. She had diligently practiced Taekwondo since kindergarten and it became an alternative channel of expression for her, earning her three black belts and dozens of competition medals. Ms. Huang knew what she wanted for her future and applied for the Military Academy. She finally got accepted and is currently studying there, thanks to her strict self-discipline and proper time management. Her Taekwondo skills are also constantly improving. After setting a goal, she will achieve another goal and continue to work hard for her future.

Ms. Huang received Tzu Chi's New Shoots Scholarship for six consecutive years, and she was commended at the 2021 New Shoots Scholarship award ceremony because of her inspirational life story. She conveyed encouragement and warmth to all participating children and shared how she persevered despite life's adversities.

She has established a good relationship with Tzu Chi volunteers since the sixth grade when she started to receive "Special Performance" or "Study Field" recognitions during Tzu Chi's New Shoots award ceremony and continued to do so every year. She is still moved beyond words every time she receives an award and is thankful to Tzu Chi's assistance from all walks of life, which is an important driving force for her to progress and succeed.







According to the observational statistics released by the Central Weather Bureau (CWB), Taiwan experiences an average of 22,000 earthquakes each year. Of those,

roughly 500 are sizable earthquakes that could topple buildings, collapse bridges, and cause landslides. Taiwan faces these constant disasters every year, which can cause vast losses of life and property.

Disaster assistance is one of our key charitable missions and one of the nation's main impressions of us. The Foundation's disaster aid and relief are based on being direct, focused, respectful, pragmatic, and timely. We employ scientific methods to assess disasters' subjective and objective factors and plan for short-, medium-, and long-term relief, assistance, and reconstruction. We firmly believe that emergency aid and humanitarian care should be offered regardless of race and religion. We aspire to build a global society based on gratitude, respect, and love.

When a disaster occurs in Taiwan, Tzu Chi Hualien Headquarters establishes a disaster prevention command center in Hualien and many local community disaster-prevention and coordination centers according to Tzu Chi Disaster-prevention and Coordination Procedures and the organizational framework for coordination centers. The Foundation workers and volunteers are mobilized to provide essential items, such as hot meals, comfort and companionship, emergency money, environmental clean-up, free clinics, and other necessary assistance to disaster victims to help them return to their normal lives.

In terms of international charity and emergency relief and aid, the Foundation strives to remain up-to-date with the latest global disaster news and improve its allocation of disaster-relief supplies to ensure mental and physical safety and long-term support. Through the provision of international assistance and medium- and long-term care, the Foundation aspires to end poverty, hunger, and disease and provide education to the young and security to the old. The Foundation also hopes to realize the sustainable charity practice of using local resources to help local people, undertaking relief work by applying local resources and motivating local citizens to work together in rebuilding their homes.

### Target Recipients of Humanitarian Care and Disaster Relief

- Delivering emergency food to impoverished countries and ending any immediate hunger crisis
- Promoting disaster prevention, preparedness, and reduction as key components of disaster relief and assistance
- Providing humanitarian care to refugees and collaborating with various government agencies and organizations to deliver daily supplies, organize free clinics, and distribute education resources
- Working with NGOs to provide medical equipment and everyday resources and minimize casualties during a pandemic
- Researching and developing effective emergency resources that overcome temporal, spatial, and interpersonal constraints
- Collaborating with international humanitarian relief and scientific research organizations
- Researching and developing humanitarian relief resources that take time, region, and different disaster dimensions into account
- Monitoring of global warming issues and preparing for potential disasters
- Enhancing the resilience of disaster-prone areas by implementing time- and space-specific "work-for-relief" and "work-for-food" strategies



	Operation Items	Aid Recipients	Volunteers Involved
2020	Disaster Relief	14,419,933	68,405
2021	Disaster Relief	3,073,910	17,634



## Tzu Chi Emergency Relief Provides Spiritual Healing for Frontline Personnel

On April 2, the first day of the Qingming Festival holiday in 2021, the No.408 Taiwan Railway Taroko Express train departed from Shulin, carrying many tourists from Huadong to the south. While passing through the Chongde Qingshui Tunnel in Hualien, the train hit a construction vehicle that had slid down the slope above the rails. The train derailed and smashed into the mountain wall. Many carriages were twisted and deformed, with the accident resulting in 49 deaths and over 200 severe injuries.

Tzu Chi Foundation and Hualien Tzu Chi Hospital immediately activated the rescue mechanism and provided follow-up care during the rescue efforts by the police, Taiwan Railway, coast guard, medical staff, and volunteers.

After the accident, Jing Si Abode made 3,112 hot-food lunch boxes, and 4,519 volunteers provided help at the Hualien Funeral Home, Renshui Service Station, Qingshui, Chongde, and Xincheng areas. Volunteers from Taitung, Shuangbei, Taoyuan, Tainan, Yilan, and Taichung also joined in to help provide comfort and care to the victims and their families.

Due to geographical reasons, Hualien Tzu Chi Hospital provided primary medical care. The “Red No. 9 First-level Emergency Care” protocol was established immediately. Hundreds of doctors, nurses, examiners, pharmacists, social workers, administrators, general affairs staff, police officers, and other employees rushed to the emergency department without hesitation to offer support as soon as possible. They quickly put on different-colored triage and task vests and established the check-in, triage, first aid, observation, and care areas.

After the on-site rescue efforts ended, the volunteers knew there was still a long way to go, and followed up by assisting those in physical pain and mental anguish. Follow-up care actions were launched in various counties and cities across Taiwan. Tzu Chi International Medical Association (TIMA) launched a peace-of-mind recovery project that combined physical and mental treatment with traditional Chinese and Western medicine to support the victims and their families’ recovery from the incident. Dr. Chia-Fu Lee, a physician in the Department of Psychosomatic Medicine at Taipei Xindian Tzu Chi Hospital, said, “After they are discharged from Hualien Tzu Chi Hospital, a case-by-case social worker model is adopted to assist them when they need it most. All the medical staff wants is to see the patients smile.” Meanwhile, psychological counseling was also provided to the search and rescue personnel in hopes of alleviating any emotional trauma they may have suffered.

Disasters serve to awaken people’s awareness. Disasters eventually end, but family members still need long-term care and companionship to overcome their psychological trauma. Tzu Chi has learned lessons from every disaster and will continue to accompany family members through the dark times of their lives until they see the light of tomorrow.



A 7.2 Richter scale earthquake hit Haiti on August 14, 2021, which killed over 2,000 people and destroyed nearly 130,000 houses. Volunteers cooperated with local religious organizations to go deep into the hardest-hit areas and provide large-scale distributions. On October 1 in Beaumont, 2,100 disaster-affected families received food bags, rice, and Tzu Chi Family Medical Kits for basic pandemic prevention.



### Disaster Relief After a Major Earthquake in Haiti

On August 14, 2021, a 7.2 Richter scale earthquake struck Haiti. Over 2,000 people died, nearly 130,000 houses were damaged, and 650,000 disaster-stricken residents urgently needed assistance. Haiti also had limited COVID-19 vaccines, weak prevention awareness, and a severe pandemic outbreak. Pandemic prevention became the first problem we needed to overcome in this disaster relief situation. The second issue was the gang problem that even the military and police had difficulty suppressing. The volunteers tried to prevent robberies during supply transport. They also had to take detours to avoid the gang-patrolled areas. The materials finally reached their destination late at night and were prepared for distribution the next day.



In 2021, Indonesia was severely hit by COVID-19. Tzu Chi has continued to distribute charitable relief in addition to supporting medical units by replenishing their pandemic prevention materials and medical supplies. In the first half of the year, we jointly launched the "One Million Spring Festival Gift Packs" with local businesspeople to distribute white rice to impoverished families. In addition, Pekanbaru Tzu Chi volunteers cooperated with the Water Police Department of Poldra Riau to distribute 300 ten-kilogram bales of rice along the Siak basin to people living by the river.

In 2021, Tropical Storm Dianmu caused disasters in Thailand, and the low-lying areas in Lopburi Province suffered the worst flooding in two decades. Tzu Chi volunteers delivered life kits and cleaning tools to the affected residents in three counties.



From September to November 2020, ten typhoons and tropical depressions successively hit the Philippines. On November 1, the powerful typhoon Goni struck with gusts of 225 kilometers per hour. It was the strongest typhoon globally in 2020, made landfall four times, and hit the provinces of the Bicol region in southern Luzon island. On November 11, Typhoon Vamco hit the local area again. As a result, the streets were filled with mud and waste, and the economy was stagnant.





After suffering devastation by Intense Tropical Cyclone Idai in March 2019, Mozambique was hit by two other successive cyclones in 2020 and 2021. It has been listed by the World Food Organization as one of the most severe food crisis countries due to natural disasters, wars, and the pandemic. Fortunately, the Tzu Chi Da-Ai Farm in the countryside of central Sofala Province has provided assistance to the impoverished in villages and towns. Since 2021, it has taken care of over 10,000 households and alleviated the food shortage crisis.

To assist the Haitian government, Tzu Chi Foundation and the Red Cross took the initiative to donate 18 metric tons of disaster relief materials such as tents, foldable beds, plastic canvas, sleeping bags, blankets, masks, gloves, personal hygiene products, and dry foods. The items were coordinated by the Ministry of Foreign Affairs and delivered to the Haitian victims as soon as possible. The disaster relief materials were transported to Haiti by air through three-party cooperation. After arrival, the Haitian Tzu Chi volunteers delivered them to the affected people with the assistance of the Haiti embassy and supervision by the Haitian government.



The presence of Tzu Chi volunteers was a godsend for priests and nuns who were weary from protecting the disaster-stricken residents. People were displaced and needed supplies and medical care after the major earthquake. Tzu Chi brought rice and food supplies and let the church and the people feel the care of benevolent people around the world. As these follow-up actions were long-term, we collaborated closely with the local church to provide food supplies for emergency relief. In the future, we will continue to train and inspire local volunteers, combine the energy of common good across religions, and adopt the “1 + 1 > 2” concept to help victims get their lives together after the devastating earthquake.





## Russia-Ukraine War-International Relief Charities and Inter-religious Cooperation

Russia invaded Ukraine on February 24, 2022. According to statistics from the United Nations Office for the Coordination of Humanitarian Affairs updated on June 29, over 5.3 million Ukrainian refugees have fled their homes to other European countries, while approximately 6.27 million Ukrainians are internally displaced. In addition to the threats of starvation, death, and family separation, refugees are also faced with psychological trauma, educational needs, and long-term recovery.

Our founder, Master Cheng Yen, recalled the frightening and tragic scenes of hiding from the US military bombing in World War II when she was young. She is deeply concerned about the humanitarian crisis facing Ukraine and neighboring countries. Regardless of religion, race, or cultural spirit, Tzu Chi will continue to care for the health and well-being of children and families in need. Tzu Chi volunteers from countries such as Taiwan, Germany, the United Kingdom, France, the Netherlands, Austria, Spain, the United States, and Turkey have traveled great distances to assist Ukrainian refugees in Poland.

## Foo Tan Yi Fang Invites Philanthropists Worldwide

In such a large-scale humanitarian crisis, it is necessary to invite partners with compassion, gratitude, respect, and love to join forces, help the Ukrainian refugees maintain physical and mental stability, and provide timely assistance for the women and children who have fled.

Most refugees are stranded in neighboring countries such as Poland, Romania, and Moldova. They hope to return to their hometowns as soon as possible, but their hometowns are impossible to reach at present. Most Ukrainian families were forced to leave their homes in a hurry with only a few supplies and travel expenses. To help Ukrainian refugees overcome difficulties, Tzu Chi has continued to distribute humanitarian aid in Europe by providing shopping cards, eco-friendly blankets, and living materials to Ukrainian families in need.

As of June 29, since the first distribution in Poznań on March 5, aid operations have been completed in Poland (Warsaw, Lublin, Szczyk, etc.) to provide 23,486 supermarket shopping cards and 26,307 eco-friendly blankets to a total of 55,272 Ukrainian refugees. The supermarket shopping card donations were equivalent to US\$10,642,824 (46,722,000 Polish złoty).

To provide immediate relief to Ukrainian refugees, we also signed a memorandum of cooperation with the Israel Forum for International Humanitarian Aid (IsraAID) to provide supplies, education, and medical support.



Partnership with UNICEF: Tzu Chi Foundation and UNICEF signed an MoU (memorandum of understanding) and Tzu Chi donated US\$10 million to UNICEF to help Ukrainian children and their families affected by the war.



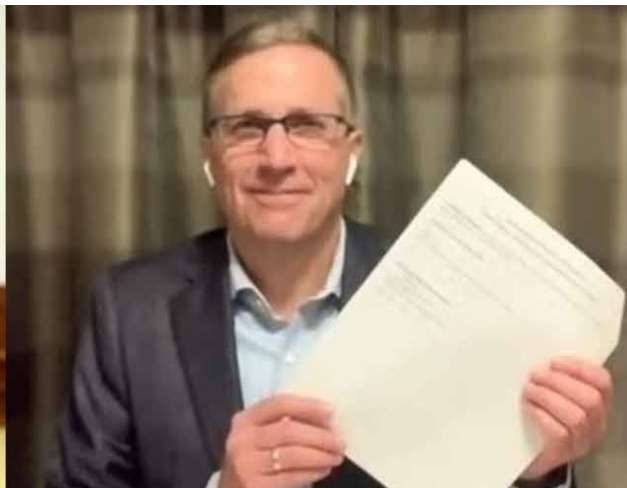
Interfaith partnership with the Camillian Disaster Service International (CADIS): Tzu Chi Foundation partnered with CADIS to set up service stations, maintain refugee shelters, and distribute shopping cards, food, clothing, hygiene products, medical kits, and other supplies. It is expected to assist 40,000 people in Ukraine over a five-month period.



Cooperation with IsraAID, an Israeli humanitarian organization: Together, we will assist the Ukrainian people stranded in Romania and Moldova by providing daily necessities, medical supplies, volunteer medical services for women and children, safe spaces and educational services for women and children, and learning centers to help integrate Ukrainian families into their local communities so that women and children can pass through this transition with peace of mind.



Partnership with the Polish Women Can Foundation (Polki): Tzu Chi Foundation partnered with Polki to assist Ukrainian women and children in Poland with medical care, including family medicine, obstetrics and gynecology, pediatrics, and physical and psychological counseling, and to assist in the adaptation and education of children, including life counseling programs such as learning Polish and continuing interrupted education.





## Partnering with NGOs to Expand the Aid Network

To transport medicine, medical equipment, and other necessities urgently needed by Ukrainian refugees while reinforcing the supplies for the refugees, we also signed contracts with four international organizations: Airlink, Adventist Development and Relief Agency (ADRA), Project HOPE (Health Opportunities for People Everywhere), and World Hope International.

While assisting Syrian refugees in Turkey, we also observed that any disaster might spark hatred in children's hearts. This is especially true when many children are separated from their families or must take refuge in neighboring countries alone due to the Russia-Ukraine War. They are facing a high risk of human trafficking and exploitation. Therefore, we immediately contacted the United Nations Children's Fund (UNICEF) and signed a memorandum of cooperation to help provide medical care, education, and a safe and stable environment for children affected by the Russia-Ukraine War. The goal is to provide immediate protection, identify unaccompanied children, offer psychological support, and protect children from sexual exploitation and abuse. We aim to guide the children to reduce the hatred in their hearts and return them to the education system to prevent unequal treatment.

Carla Haddad Mardini, Director of UNICEF's Private Fundraising and Partnerships Division, stated, "Children affected by war desperately need a safe and stable environment as well as child protection, medical, and educational services. UNICEF teams work around the clock in Ukraine and neighboring countries to provide the assistance that refugee children need. Thanks to the assistance of organizations such as the Buddhist Tzu Chi Foundation, we can continue to help more children."

Don't underestimate the power of love. Little efforts can combine to form great power. We will continue to follow up and assist the refugees of the Russia-Ukraine War.







## Welfare Services

**According to the 2021 population statistics from the Ministry of the Interior, Taiwan’s population has entered negative growth for two consecutive years. In 2021, the number of births per month dipped below the number of deaths. The number of births for 2021 was 153,820, which was a reduction of 11,429 compared to 2020. In 2018, the ratio of the population aged 65 or older reached 14.5%, which pushed Taiwan into classification as an “aging society.” It is estimated that the population ratio for the elderly will reach 20.7% by 2025, which is close to that of a “super-aging society.”**

**Taiwanese society currently faces three major challenges: a low birthrate, heterogeneity, and aging. These challenges impact society, the economy, and family structures. We adhere to the Theory of the Hierarchy of Needs when caring for humanity. We employ strategies for people of different age groups to spread love and a sense of belonging and respond to the current social situation with dignity and self-actualization.**



## Welfare Services / Physical and Mental Well-being entail

- Promoting humanistic literacy and moral education, and establishing children's humanistic literacy and the parent-child relationship
- Investigating the impact of virtual communities on adolescents, organizing youth events, guiding young adults in society, and encouraging them to care for society and establish an interpersonal relationship
- Planning diversified service programs to cope with population aging and incorporating these programs into community health care stations, the Tzu Chi Medical Mission, and TIMA to provide older adults with preventive medicine and care, and promote long-term care center strongholds
- Organizing "Healthy Story House" family reading spaces and weekly parent-child studies to promote humanistic literacy through reading, parent-child interaction, and companionship
- Planning social activities to promote experiential learning, environmental learning, and peer learning and to encourage lifelong learning habits in young people
- Encouraging older adults to partake in community services and activities, promoting health, and reducing medical costs and burdens

## The target recipients of Target Recipients of Welfare and Community Care Services

- Children and families with children
- Teenagers and families with teenagers
- Young adults and families with young adults
- Older adults and families with older adults

Operation Items		Aid Recipients	Volunteers Involved
2020	Youth Welfare	433,288	38,295
	Elderly Welfare	1,801,222	12,676,642
	<b>Total</b>	<b>2,234,510</b>	<b>12,714,937</b>
2021	Youth Welfare	734,768	49,760
	Elderly Welfare	1,427,966	9,176,299
	<b>Total</b>	<b>2,162,734</b>	<b>9,226,059</b>



## Twice Through the Valley of the Shadow of Death: The Path of Philanthropy Forges Ahead

Yu-Ting Tseng was born a triplet, but he was the only one who was different because he was born with one blind eye. This congenital birth defect made him feel inferior and lack self-confidence from the time he was a child. It didn't help that he was teased and bullied by his peers in school. Although he knew that everyone was an independent individual, his young mind was still deeply traumatized. "Why don't I have a healthy body?!"

Yu-Ting was bitter toward his parents until he gained new insights in high school after joining the activities organized by the Tzu Chi Junior College Youth Association. What affected him most was the various forms of suffering he witnessed through the visit and care activities during the volunteering process, which made him realize his blessings. "So, what if I have just one good eye? Those who can give are truly blessed."



Then Yu-Ting was in a car accident and somehow miraculously survived after being declared dead twice by doctors. After his survival, he realized that "God let him live to give him more important missions in life." He apologized to his parents and profoundly realized that "filial piety and good deeds cannot wait." He became more determined as a volunteer by seizing every opportunity to give and devoting his life to philanthropy.

After devoting himself to social services, Yu-Ting experienced the feeling of being loved, and the warmth he received from all walks of life enlightened him. So, he gathered like-minded students to create the first Tzu Chi Collegiate Association during college, hoping to inspire generations of young people to direct their vitality and vigor to do meaningful and positive work for others in need, society, and even the earth.





## Healthy Story House Brings Parent-Child Relationship Closer to Embracing Reading and Life

“Healthy Story House, Good Books for the Family!” The unveiling ceremony for the Hualien Tzu Chi Jing Si Hall’s Healthy Story House was held in April 2021, which offered activities designed to provide warm parent-child time.

Age 0-6 is the golden period of brain cell development and critical early childhood development. Dr. Shao-yin Chu, a pediatrician for Hualien Tzu Chi Medical Center, indicated that reading together with children is the most important gift after the birth of a baby. Reading is critical to settling the body and mind of the next generation. We encourage all parents to read with their children. Reading can enrich children’s knowledge. The poor are rich because of books, and the rich are blessed because of books. We invite everyone to visit the Healthy Story House to cultivate children’s reading habits from an early age.

The Healthy Story House started from the Tzu Chi Jing Si Halls in Hualien to create a child-friendly reading space, provide a variety of picture books, and let children enjoy a free and playful reading time. We have also held parent-child learning activities every weekend and invited parents to create valuable parent-child times together because reading is more than just extracting words from books. It is a process in

which parents and children can strengthen their bonds with each other.

In 2022 we began organizing parenting education workshops to enable parents to conduct in-depth learning in small groups. The goal is to discuss and learn about the parent-child relationships and how to interact properly with the family.

The Health Story House has also organized the Parent-Child Reading Family Book Bag Exchange Program. Each book bag contains four suitable children’s books according to age, as well as a book ideal for parents to read to them. The goal is to give every child the opportunity to read different children’s books, learn from the positive and beautiful language therein, build their vocabulary capacity, and develop writing and language expression skills, enabling children to grow up in a loving environment through companionship and interaction, and allowing both parents and children to share the joy of reading together.





## Community Care and Localization

Compared with village/township units in the government administrative system, “community” plays a more important role in local work. “Community” is based on regionality and interpersonal interaction. Therefore, the local work makes it possible for us to enter the local life more pragmatically through community implementation, and the basic promotion units are critical in advancing our work.

Charity work must be done at a community level to make charitable service accessible. Such work includes recruiting community volunteers, promoting community involvement, formulating service plans, consolidating community resources, developing community work, and identifying socially marginalized individuals within communities, helping disadvantaged groups gain affirmation and dignity.

The targets of community services are extremely diverse. Disadvantaged groups who are marginalized and hidden in communities desperately need companionship. We therefore aim to help them regain the confidence to reintegrate into society. We work closely with Tzu Chi’s medical teams to visit and provide clinical services in disability and senior institutions across Taiwan. Moreover, volunteers work with the Tzu Chi Medical Mission and TIMA to visit and provide care and clinical services in nursing homes, prisons, police and fire departments, and schools for the disabled. Tzu Chi’s volunteers and TIMA provide consistent care to those in need.

We also cooperated with Zixuan Cultural and Education Foundation and Tzu Chi University to set up 16 social education promotion centers across Taiwan to promote lifelong learning by offering various courses for community residents. In addition, communities provide various courses to enrich the lives of their residents.



### Community Charity, Caring Network



#### Community Care and Localization

- Recruiting volunteers and building support networks within communities
- Mobilizing volunteers to visit communities, interact with people, assess needs, and activate community functions
- Promoting the community-support spirit of “treat people lovingly, live with benevolence,” caring for others in everyday life, and providing relief during critical times
- Continuing the promotion of mutual support within communities to achieve self-sustainability
- Establishing community-reporting mechanisms to improve the immediacy and accessibility of community services
- Assisting in community empowerment, focusing on the cultivation of local volunteers to achieve the goal of creating “a family-like community”

#### Target Recipients of Community Care and Localization

- Community residents
- New immigrants
- Disadvantaged groups (including older adults living alone, former inmates, the homeless, and people with disabilities)

Operation Items		Aid Recipients	Aid Recipients
2020	Welfare Community	5,189,301	1,334,666
2021	Welfare Community	29,220,287	2,347,158



## Tzu Chi Accompanies New Immigrants to Accelerate Life Adaptation

We have provided care to new residents in various communities across Taiwan for a long time and established the “New Immigrant Happy Life Development Class.” New immigrants are often unfamiliar with their surroundings when they first come to Taiwan or encounter problems with language and adapting to life. That is why Tzu Chi volunteers offer warm companionship, professional course arrangements, lecturer sharing, and the best spiritual support to new immigrants.

Since 2004, Tzu Chi University Continuing Education Center has successively established new immigrant development classes cities such as Kaohsiung, Taoyuan, New Taipei, and Hualien to help new immigrants integrate into Taiwan’s life. We also help Taiwanese partners to understand the cultures and customs of their spouse’s country. In September 2009, new immigrant moms dressed in their own country’s traditional costumes and attended a party to celebrate the 10th anniversary of the Banqiao District’s “New Immigrant Growth Class.”



We offered computer and literacy classes in previous years to help new immigrants live without obstacles. After several years of development, we gradually integrated life-oriented and skill-based courses such as home care and massage to help new immigrants to contribute and support the family economy, with the additional assistance of finance classes. Beyond providing income, handicraft learning such as the creation of handmade soap makes an interesting skill and increases the joy of life.

“Foreign Spouse Grateful for Integrating into a New Life in Taiwan.” Yu-Hsuan Lin came from Vietnam to Taiwan for a marriage 17 years ago, and hoped to spend her life with a loving husband. But it did not work out until the volunteers changed her with warm love. Now the family has become harmonious. “I am not alone with everyone’s company in the new immigrant development.” Min Chang also said she made many friends from other countries in the class, shared their thoughts, and talked about parenting issues and getting along in a marriage. These interactions changed her and helped her to integrate into the family. She used to be short-tempered and irritable, but “seeing beautiful flowers during flower arrangement classes has soothed her troubles and given her comfort.”

## Protect the Elders, Help them to Learn and Enjoy Life

We are often greeted with chats and laughter from elders as we enter a Tzu Chi Jing Si Hall. Here, the elders learn new things, maintain physical and mental health, share meals, and chat with each other throughout the courses organized by the community care base. Yueh-Chu Wu, a 97-year-old grandmother, looks forward to every Friday when her grandsons come to pick her up to serve as a volunteer at the Jing Si Hall in Kaohsiung City. She has adopted the cleaning task for the 7th floor, goes to the class to chat with old friends after cleaning, enjoys the meal, and then goes home. She said that at her age, it is a blessing for people of the same age to chat and eat together.

A “super-aging society” is coming with the increase in the elderly population. The diet and nutrient intake of the elderly can affect their

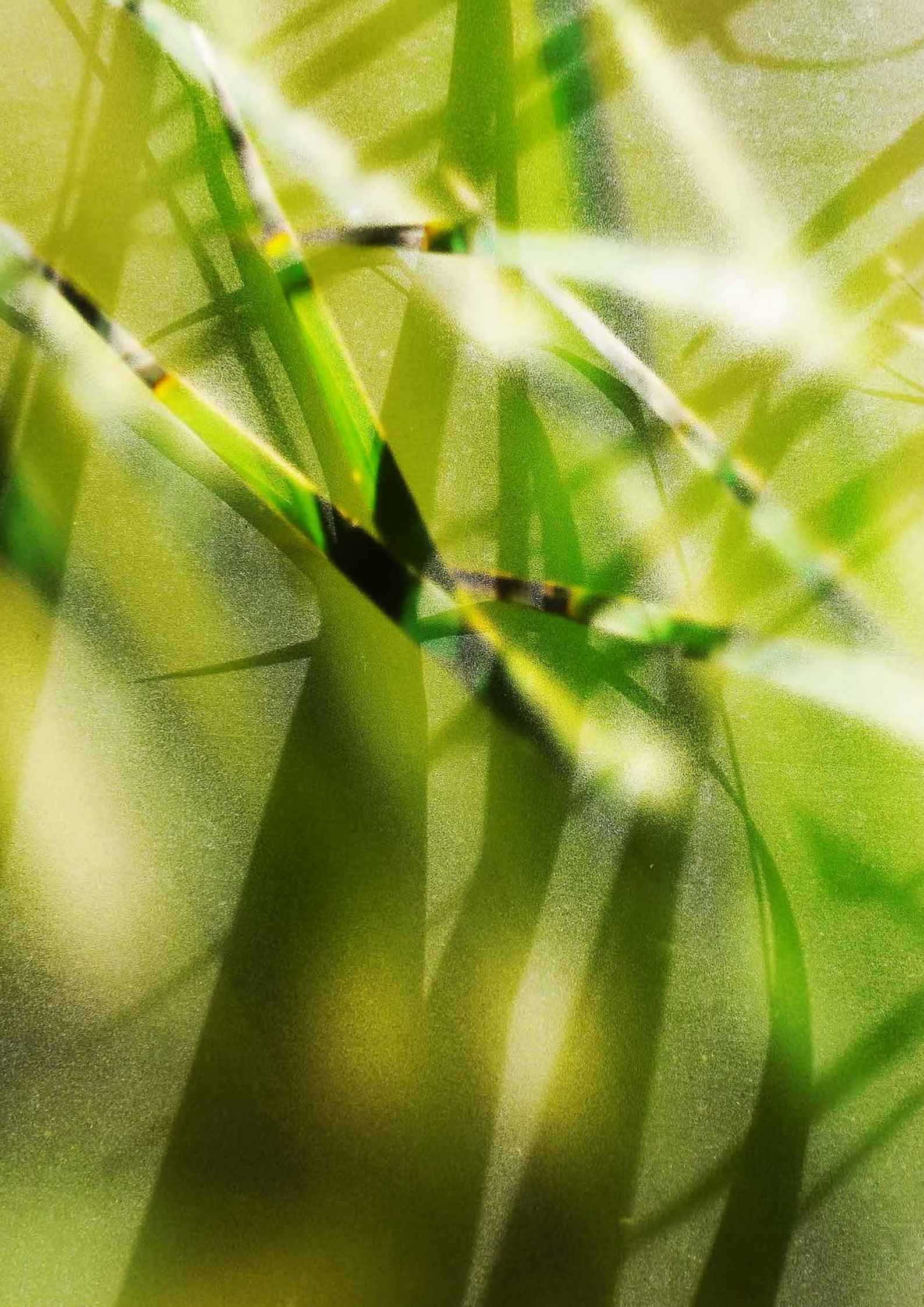


overall health and quality of life. Chao-Chun Wu, Director-General of the Health Promotion Administration, indicated that according to the household registration statistics of the Ministry of the Interior, at the end of January 2021, the number of older adults over the age of 65 in Taiwan reached 3.804 million and accounted for about 16.2% of the total population. Eating healthily for the elderly requires more attention.

To live is to exercise because the older you get, the faster you lose your muscles. That is why older adults are prone to falls and injuries if not careful. We must encourage the elderly to exercise, and the first step is to create an environment and atmosphere that can inspire them to become active. The main problem is not getting old, but being unhealthy. If the elderly can maintain a healthy body and mind and live a full and happy life every day, then aging will no longer be a regret but the beginning of a happy second life.











# 04

## Environmental Friendliness and Sustainability





## Connecting with International Standards and Focusing on International Issues

**Tzu Chi is a Buddhist organization, vegetarianism is part of our mission, and we are committed to environmental protection. We pay attention to climate change and other environmental issues year-round and promptly propose feasible ways for everyone to improve the environment.**

### SDGs



We have followed the UN climate change conferences since 2012 and were invited by the UN to participate in the most important annual climate conference worldwide in 2021. It was the seventh time Tzu Chi had participated in the United Nations Climate Change Conference. The 15 Tzu Chi representatives came from all over the world, including Taiwan, the United States, Malaysia, Germany, and the United Kingdom.

During the summit, the team discussed with the relevant organization representatives how to cooperate with the United Nations Food and Agriculture Organization (FAO) to help famine countries, sought cross-religious cooperation projects with faith leaders from various countries, organized peripheral forums, and made presentations through multiple press conferences.

The summit was held in Glasgow, Scotland, with the participation of politicians, scientists, experts, and business and NGO representatives from more than 200 countries worldwide. The goal was to propose various action plans in response to the goals set by the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement to slow down climate change and build consensus to face the challenges brought about by global warming.

We held a press conference on the topic of the “Buddhist Path to Carbon Neutrality” At the COP26 climate summit to illustrate Tzu Chi’s missions and the efforts and practices of Buddhist organizations to improve climate change. We also organized and participated in three speeches. The first was the “Spiritual Purification and Global Warming” speech we hosted. The World Health Organization requested the second speech, which was given by the Vice President of Dalin Tzu Chi Hospital on “Tzu Chi Hospital’s Experience and Achievements in Providing Vegetarian Diets.” The World Wide Fund for Nature requested the third speech on the “Climate and Nature Dialogue” to share the spiritual aspect of caring for the environment.

During Climate Summit peripheral meetings, Tzu Chi co-organized the “Remove Carbon Emissions from Meat and Transform the Food System” meeting. During the summit period, we held eight press conferences to share the four missions of Tzu Chi, covering topics such as carbon reduction, international disaster relief, climate, diet, food, and youth for cross-border, cross-organizational, and cross-religious dialogues.

In terms of extreme climate, Master Cheng Yen stated, “We must first change the human heart before changing the climate. The universe has a greenhouse effect, and the human heart also has a ventricular effect.” She repeatedly mentioned that vegetarianism is critical to resolving the climate change issue and must be promoted.

In 2019, the United Nations Intergovernmental Panel on Climate Change (IPCC) found that reducing the feed for animals intended for human meat consumption is indeed helpful for reducing carbon emissions and slowing down

## Tzu Chi at COP26

### ① Tzu Chi Action Plan Proposals

Tzu Chi’s UN delegation has shared specific actions and achievements in energy conservation and carbon reduction for different fields over the years.



### ② Climate and Nature Symposium 80% Full Initiative

Tzu Chi was invited to participate in the Climate and Nature Symposium organized by the World Wide Fund for Nature and proposed the “80% full 20% helping others” concept on how to give the environment and ecology a respite from a religious perspective.



### ③ Replacing Meat with a Vegetarian Diet

Tzu Chi and the International Plant-based Diet Organization jointly held a press conference to call on individuals, organizations, and governments to take systematic actions to significantly lower meat consumption and reduce methane emissions.



Chinese version



English version



global warming. The vegetarian diet and lifestyle are friendly to the earth.

In May 2021, the *BMJ Nutrition, Prevention & Health* journal published an article regarding research on the relationship between plant-based diets, pescatarian diets, low-carb diets, high-protein diets, and COVID-19. It was conducted by a research team at Johns Hopkins University in the United States using the multivariate logistic regression analysis method. The research team found that the immune system is improved due to a large intake of vegetables and fruits, which are rich in vitamins, nutrients, and minerals. Further analysis of those infected with COVID-19 showed that the risk of severe illness was reduced by about 73% for patients on a plant-based diet compared to those on a low-carb and high-protein diet, and the risk was reduced by about 59% for patients on a seafood diet. Conversely, patients on a high-protein or low-carb diet were four times more likely to develop severe illness than those on a plant-based diet. This result reinforces the health benefits of a vegetarian diet in addition to how it can help to slow down global warming.



## Tzu Chi's Participation History for COP Climate Change Conference

Year	COP	Location	Description
2012	COP18	Doha, Qatar	Started focusing on the Climate Change Conference.
2013	COP19	Warsaw, Poland	Invited to attend the United Nations Framework Convention on Climate Change (UNFCCC) meeting and become an official observer of UNFCCC as a non-governmental organization. United Nations officials affirmed Tzu Chi's participation and hoped to use our rich practical experience to remedy climate change issues.
2014	COP20	Lima, Peru	Jointly held a symposium with the International Ocean Trust and the Nigerian Emergency Rescue Command Center to emphasize environmental protection's importance.
2015	COP21	Paris, France	Invited to hold a press conference at COP for the first of three consecutive years. Set up a publicity booth to share the charitable actions of volunteers worldwide. During the conference, Master Cheng Yen's "Living in Harmony with the Earth" speech in Chinese was broadcasted with English, French, and German voiceover narration to help the United Nations Climate Change Conference platform inspire everyone to take action to protect the earth. The conference was also the first in history in which all participating countries pledged to reduce greenhouse gas emissions. The Paris climate agreement has been called the "most complex and far-reaching global agreement ever made."
2016	COP22	Marrakech, Morocco	Tzu Chi was the only Buddhist group in the conference, which mainly discussed how to strengthen cooperation and reduce environmental pollution to protect the earth. We proposed strengthening disaster victims' resilience to cope with disasters before they occur to reduce losses and injuries. We also advocated using vegetarianism to implement carbon reduction.
2017	COP23	Bonn, Germany	The exhibition area showcased the disaster relief equipment developed by Tzu Chi, such as eco-friendly blankets and foldable beds provided after the earthquake in Mexico, and the spirit of Tzu Chi international disaster relief. Proposed "less meat, less warming" to create a win-win outcome for humans, animals, and the environment.
2018	COP24	Katowice, Poland	Discussed how the goals of each country's carbon reduction and plastic reduction plans are implemented. Ten press conferences were held where experts from various fields jointly discussed and conveyed Tzu Chi's long-term commitment to promoting environmental protection for the earth, the body, and the spirit. A booth was set up to promote Tzu Chi's environmental protection causes and Tzu Chi technology products.
2019	COP25	Madrid, Spain	Strengthened interactions with other groups, participated in peripheral meetings, held six press conferences, hosted a sub-forum, and advocated vegetarianism, environmental protection, and low-carbon life concepts. Showcased the plastics, paper containers, and textiles as well as the environmentally friendly bricks, recycled toilet paper, and plastic wood made from waste textiles that we developed under the "zero waste recycling concept" to create a "zero waste" circular economy. Representatives from various countries praised Tzu Chi's actions and R&D efforts.
2020		-	The 2020 COP climate summit was canceled due to the global COVID-19 pandemic.
2021	COP26	Glasgow, Scotland, United Kingdom	Held eight press conferences to share the four missions of Tzu Chi covering topics such as carbon reduction, international disaster relief, climate, diet, food, and youth. The goal was to share concrete energy conservation and carbon reduction actions and results with the world and engage in cross-border, cross-organizational, and cross-religious dialogues.





### Strategic Direction

- Establishing a robust disaster prevention and response system
- Cultivating the seeds of community disaster prevention and accelerating talent training
- Strengthening the development of disaster prevention and relief equipment as well as compassion technology
- Establishing disaster prevention community operation network and education promotion model
- Strengthening collaboration with professional organizations and enhancing professional competency

- Strengthening coping strategies against climate change
- Building sustainable carbon reduction and resilient communities
- Improving sustainable-environment development
- Establishing global partnerships

### Action Objectives

## Adaptive Actions for Environmental Changes

**“We face a stark choice. Either we stop [climate change]—or it stops us.”**

– UN Secretary-General António Guterres, COP26 Climate Change Conference

The World Economic Forum has published the Global Risks Report annually to monitor humanity’s major risks. The 2021 report indicated that in addition to the immediate COVID-19 challenges, environmental and climate risks are unavoidable short- and long-term problems, and extreme weather has become the most likely risk for five consecutive years.

The increased disaster risk caused by extreme weather is a problem that all mankind must face and resolve. From Taiwan’s disaster policy perspective, 2022 is the last year for the government to promote the five-year “Disaster Prevention and Relief Deep Cultivation Phase III.” The third phase focuses on promoting resilient communities and disaster preparedness training. Tzu Chi Foundation has been committed to disaster assistance for a long time. We know how important disaster prevention and mitigation are based on our practical disaster relief experience, and we often contemplate how to improve community disaster prevention efforts. Our priorities include: actively cultivating disaster prevention personnel to enhance disaster preparedness and rescue capacity, improving the internal operating mechanism to strengthen physical fitness, strengthening cooperation with the public sector to create a disaster safety network for the common good, and striving to build resilient and sustainable communities.



We have divided disaster management into four phases, focusing on six major emergency rescue dimensions: prevention, mitigation, preparation, response, recovery, and rebuilding.

In June 2019, we established a special Disaster Prevention Team to promote the overall development of disaster prevention and relief operations. The team will engage in various disaster prevention, recovery, and reconstruction work, organize employee and volunteer training in the organization, provide disaster prevention personnel training, and run disaster prevention knowledge courses. We have actively expanded cooperation with the following communities, schools, and government ministries: the Ministry of Education, science and technology museums, science and education museums, national education institutes, and social education units. The goal is to jointly promote disaster prevention education and disseminate various prevention concepts to the public through exhibitions, expositions, and digital online virtual exhibitions, promote disaster prevention education on campus through physical disaster prevention teaching aids and interactive games, and help teachers and students understand disaster prevention education through edutainment.



## Disaster Relief Operations

Phase	Actions	2020 Execution Priorities	2021 Execution Priorities
Disaster Prevention	Disaster Prevention Education	<ul style="list-style-type: none"> <li>Cooperated with domestic disaster prevention and relief-related central government agencies, local government agencies, disaster prevention and relief education research units, NGOs, and public and private enterprises and signed memorandums of cooperation to promote cooperation and exchanges.</li> <li>Disaster prevention training: In July 2020, we became the nation's ninth disaster prevention training institution, approved by the Ministry of the Interior. We trained 351 Tzu Chi volunteers to become disaster prevention workers in 2020.</li> <li>Youth disaster prevention talent cultivation: 3-phase training courses are held to enhance disaster prevention awareness for youth, master disaster prevention and relief information, and learn how to use it in practice.</li> <li>Emergency rescue team research: Organized charitable technology equipment maintenance and operation training and Q-water education and training by the Water Resources Department. Joined the disaster medical assistance team (DMAT) in 2020 to provide spiritual comfort and logistical support.</li> <li>Participated in the Hualien and Taitung DMAT joint exercise.</li> <li>Participated in the New Taipei City 119 Fire Festival.</li> </ul>	<ul style="list-style-type: none"> <li>Cooperated with domestic disaster prevention and relief-related central government agencies, local government agencies, disaster prevention and relief education research units, NGOs, and public and private enterprises and signed memorandums of cooperation to promote cooperation and exchanges.</li> <li>We held 11 training sessions for disaster prevention workers in 2021 and certified 730 Tzu Chi volunteers to become disaster prevention workers. We also provided external training for 131 people. From 2020 to 2021, a total of 1,212 Tzu Chi volunteers became certified disaster prevention workers.</li> <li>Held 10 disaster prevention personnel practical training sessions participated by 526 people.</li> <li>Held training courses for disaster prevention practitioners, such as seed instructors, emergency rescue teams, and practical disaster prevention technology operations for young people.</li> <li>Used games to teach correct disaster prevention knowledge and environmental protection concepts to children at the Science Education Center's Disaster Prevention Fair and the popular Science Fair of the Science Festival.</li> <li>The Disaster Prevention Fair program of the Ministry of Education used 3D online booths to promote disaster prevention concepts.</li> <li>The police and fire units in various regions joined forces with Robocar Poli to hold 7 "Disaster Prevention Parent-Child Mobilization" events across Taiwan to promote disaster prevention knowledge and self-protection concepts.</li> <li>The municipal governments and district offices executed earthquake disaster prevention drills during the 2021 National Disaster Prevention Day to demonstrate victim care in outdoor shelters.</li> </ul>
Disaster Mitigation	Disaster Mitigation Project	The old school building renovation projects for Kung-Kuang Junior High and National Yuanli Senior High School were completed in 2020. A total of 26 disaster mitigation hope projects have been completed since 2014.	-
Disaster Preparation	Compassionate Technologies	Compassionate Technology Equipment R&D and Optimization: mobile kitchens, Qwater portable water purification equipment, high-mobility energy-saving water purification equipment, water purification boats, hot water boat, solar energy, LED streetlights, all-terrain vehicles (ATVs), small Bobcats, simple houses, rocket stoves, membrane disc ultrafiltration (UF) modules, etc.	Compassionate Technology Equipment R&D and Optimization: Qwater portable water purification equipment, high-mobility energy-saving water purification equipment, water purification boats, water purification vehicles, water purification buckets, mobile kitchens, etc.
	Disaster Relief Materials	The Tzu Chi Disaster Preparation Education Center was established under three aspects: ecology, environment, and disaster prevention. The center includes a disaster prevention education hall, outdoor charity technology equipment experience area, disaster prevention, relief technology R&D equipment verification space, material storage, etc.	-
Adapting to Changes	Safety, Worry-free	Provided care in 262 community-based disasters such as car accidents, fires, and public security accidents.	Provided care in 180 community-based disasters such as car accidents, fires, and public security accidents.

## Disaster Prevention Personnel Training



### Disaster Prevention Specialists

- \* **Disaster-free periods:** Possess disaster prevention awareness, knowledge, and skills. Independently assist in disaster prevention activities at home, community, and workplace.
- \* **During a disaster:** Implement self- and mutual-rescue before the government rescue arrives. Assist in disaster response measures such as initial firefighting and rescue, shelter and evacuation, and disaster investigation and notification.
- \* **After a disaster:** Participate in refugee shelter and reconstructions, provide community resilience functions, and strengthen care for the disadvantaged.

Large and small disasters frequently occur at home and abroad. When we actively assist, we cannot bear to see the world's suffering due to uncertainties. We seek positive strength in reconstructions and actively find better motivations from experience. We will continue to steadily promote disaster prevention and relief by establishing a special organization for disaster prevention and relief operations.

The first step in disaster prevention is strengthening community awareness of disaster prevention. We must implement disaster prevention awareness in the daily community disaster prevention work and set up a mutual aid system for disaster prevention in neighborhoods and communities. The second step is to increase the autonomous disaster prevention capacity of the community. We must closely integrate the government's development strategy and resources with the community and effectively collaborate with the public and private sectors through community disaster prevention organizations. We have made solid progress in four aspects: increased awareness, resource integration, policy promotion, and

R&D promotion. The goal is to gradually build a resilient community that can withstand disaster challenges.

In recent years, disasters have become more frequent and severe in Taiwan. We must actively promote disaster prevention and response and cultivate disaster prevention talent to enable various regions to face disaster challenges independently. In July 2020, the Ministry of the Interior officially approved us as a "disaster prevention training institution" to enhance disaster prevention awareness and self-rescue capabilities. By the end of 2021, we had conducted 20 disaster preparation training sessions and 1,212 Tzu Chi volunteers had obtained disaster preparedness certificates. The goal is to let Tzu Chi volunteers with extensive disaster relief experience join community disaster organizations and then integrate community resources to achieve disaster prevention, mitigation, preparation, response, and recovery. The goal is to help strengthen the communities' resilience, enhance their disaster tolerance, and enable rapid recovery after disasters. So far, we have cultivated over 12% of disaster preparedness personnel in Taiwan.





### Diversified Disaster Prevention Specialists: Interdisciplinary Integration Training for Disaster Prevention

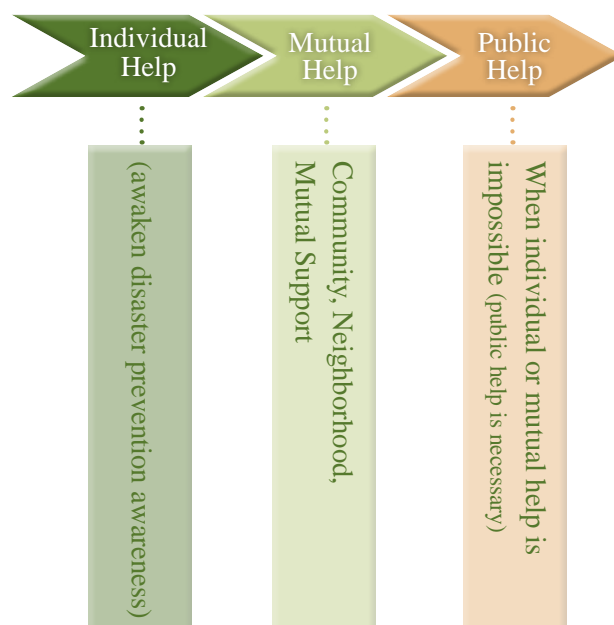
Modern disasters are often complex. For example, earthquakes may cause fires, and floods may lead to landslides. In addition to disaster prevention personnel training, we have also co-organized the Volcanic Disaster Prevention Training with the Internal Affairs and Fire Agency and signed memorandums of cooperation in 2021 with the Water Resources Agency of the Ministry of Economic Affairs and the Soil and Water Conservation Bureau of the Council of Agriculture to facilitate the interdisciplinary integration of Multi-disaster Prevention Specialists. The efforts have actively integrated the education and training resources of different disaster relief units through Tzu Chi Disaster Prevention Seed Lecturers.

On April 2, 2021, the Taiwan Railway Taroko train accident occurred. The tragic scene from such a sudden and dramatic disaster can lead to acute psychological trauma and post-traumatic stress disorder. As such, we started to develop the Tzu Chi Care Specialist system composed of a three-in-one “religious and spiritual care,” “social work professional service,” and “volunteer team care” mechanism. We are also actively collaborating with the Department of Social Assistance and Social Work as well as the Department of Mental Health of the Ministry of Health and Welfare, Taiwan Association of Social Work Education, the county and city social bureaus/divisions, health bureaus, Buddhist Lotus Hospice Care Foundation, and Anya Management & Consulting Co., Ltd. The goal is to integrate important domestic social work and mental health professional resources, combine our rich passion and experience from long-term care service investments with domestic practical and academic teachers, and work together to establish a more comprehensive and systematic disaster care training system in Taiwan.

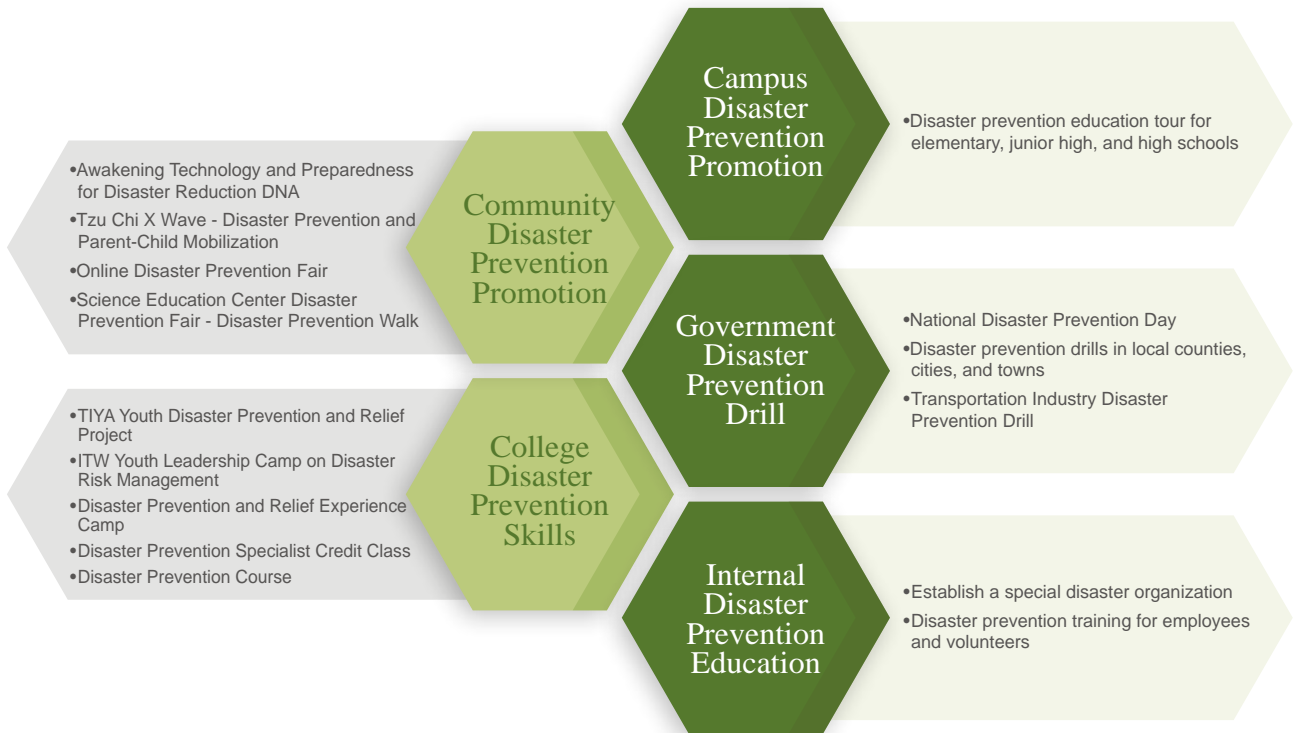
The first Tzu Chi Care Specialist training course was launched in eight Jing Si Halls across Taiwan on June 25, 2022. The Tzu Chi Care Specialist system provides a platform to cultivate more volunteers with caring qualities and abilities for Tzu Chi. It can give support to gradually promote the three-in-one disaster care mechanism via cooperation with central and local government units. It also establishes a more complete and more heartwarming public-private cooperation mechanism for Taiwan when facing large-scale disaster response in the future.

### Disaster Prevention Awareness Enhancement

Disaster prevention and rescue is “70% individual help, 20% mutual help, and 10% public help.” The “individual help” part is critical, and disaster relief is just the tail end of the disaster relief chain. Only by responding to the source can we decrease disasters and reduce human life and property damage, and this is our original intention of “respect for life.”







Since high-level reflexes, physical strength, and endurance are required during disaster relief, we have also introduced the government's Disaster Relief Volunteer program into colleges such as Tzu Chi University, Tzu Chi University of Science and Technology, National United University, and National Taiwan University. The goal is to cultivate young disaster relief personnel by inspiring students to earn disaster course credits by taking disaster relief training courses.

We have also cooperated with the National Science and Technology Center for Disaster Reduction to organize the International Training Workshop (ITW) Youth Leadership Camp on Disaster Risk Management. Graduate and doctoral students from 21 countries attended the workshop at National Taiwan University to acquire disaster prevention and relief knowledge and skills through dynamic simulation, practical operation, and other learning activities.

We additionally co-organized the Disaster Prevention and Relief Experience Camp with Tzu Chi University to train students and teachers of the Hua-Shih College of Education on information application technologies before, during, and after a disaster. The goal is to enrich the concepts and actions of young students in disaster prevention and relief.

Given the frequent earthquakes in Eastern Taiwan, we partnered with the National Science and

Technology Museum to organize the Awakening Technology and Preparedness for Disaster Reduction DNA exhibition, which received 20,706 participants. In the same year, the police and fire units in various regions joined forces with Robocar Poli to hold seven Disaster Prevention Parent-Child Mobilization events across Taiwan to promote disaster prevention knowledge and self-protection concepts.

In addition to promoting disaster prevention education in various ways, we have joined forces with communities, campuses, and organizations, participated in various disaster prevention drills run by local governments and transportation enterprises, and engaged in public-private cooperation projects to strengthen the disaster response capacity. When a major disaster strikes, we must quickly mobilize the people's strength and put it into disaster relief work.



Recipients of Disaster Prevention Education	Recipients of Disaster Prevention Education	Recipients of Disaster Prevention Education
Families with Children	<b>Tzu Chi x Robocar Poli Disaster Prevention and Parent-Child Mobilization</b>	Appropriate local disaster prevention courses featuring popular “Robocar Poli” figures were designed by the local fire station and police station to simulate disasters. The goal was to enable police and firefighters to promote the correct disaster prevention knowledge and self-protection concepts. A total of seven Disaster Prevention Parent-Child Mobilization sessions were conducted throughout Taiwan. On average, each session attracted thousands of parent-child families.
Elementary School Junior High School High School	<b>Campus Disaster prevention Education Tour:</b> Nanshan High School, Zhonghe Elementary School, Zhanghe Junior High School, Tianmu Elementary School, Shidong Elementary School, Beitou Elementary School, Yunong Elementary School, Sanyu Elementary School, Taoyuan Elementary School, Guandu Elementary School	The Jiji Earthquake 20th Anniversary Disaster Prevention Education Exhibition was organized in various schools to enable students to turn disaster reduction knowledge and preparation into common sense. The tour included 10 schools, and 10,819 students participated in the exhibition.
Internal Colleagues	<b>TIYA Youth Disaster Prevention and Relief Project</b>	Tzu Chi International Youth Association (TIYA) aims to enhance disaster prevention awareness for young people, give them a clear grasp of disaster prevention and relief information, learn how to apply the knowledge in practice, and cultivate youth disaster prevention and relief education and training teams.
	<b>Disaster Prevention and Rescue Experience Camp</b>	The Fun Vision Future Incubator program offers technology and information application guidance before, during, and after a disaster.
	<b>International Training Workshop - Youth Leadership Camp on Disaster Risk Management</b>	This collaboration between National Science and Technology Center for Disaster Reduction, Tzu Chi Foundation, and International Cooperation and Development Fund simulated disaster scenarios, information systems, on-site operations, and teamwork. It revealed the initiative and creativity of 82 young people from 21 countries, and improved their preparation and ability for disaster prevention and mitigation.
Tzu Chi Staff	<b>NCDR Information Platform Tragedy Administration Operations Disaster Prevention Coordination and Operation Workshop</b>	The workshop provided disaster prevention knowledge training courses for Tzu Chi staff throughout Taiwan to strengthen internal disaster prevention awareness and help employees to acquire the relevant skills to serve as community disaster prevention influencers and implement prevention measures before disaster strikes.
General Public	<b>“Don’t Forget that Year” Special Exhibition on Disaster-prevention Education</b>	The Jiji earthquake made people realize the impermanence of life and that Taiwan is an earthquake-prone island. This exhibition aimed to inspire people to reflect on one another and the environment and incite them to take action to help prevent future disasters.
	<b>Disaster Prevention Education</b>	This program offered challenge activities and achievement exhibitions coupled with compassionate technology. It improved the disaster prevention knowledge of teachers and students through various intellectual and interesting experience activities, and strengthened disaster prevention literacy cultivation for students.
	<b>Awakening Technology and Preparedness for Disaster Reduction DNA Exhibition</b>	We organized the “Awakening Technology and Preparedness for Disaster Reduction DNA exhibition with the National Science and Technology Museum to provide comprehensive disaster prevention knowledge entertainingly through Disaster Prevention Concept Construction, Disaster Prevention Technology Learning, and Disaster Prevention Actions. The goal was to remind the public to remain sensitive and prepare for disasters.
	<b>Science Education Center Disaster Prevention Fair - Disaster Prevention Walk</b>	The Disaster Prevention Walk was organized to share the latest disaster prevention and mitigation knowledge at the Disaster Prevention Fair hosted by the National Taiwan Science Education Center and integrate disaster prevention, fire escape, disaster prevention resource display, and disaster prevention interactive game experiences.
	<b>Ministry of Education Disaster Prevention Campus Fair</b>	Tzu Chi Foundation was the first NGO invited to participate in the fair since its inception. Due to the pandemic, the exhibition content was presented online in 3D, and VR was used to make the presentation more stimulating.

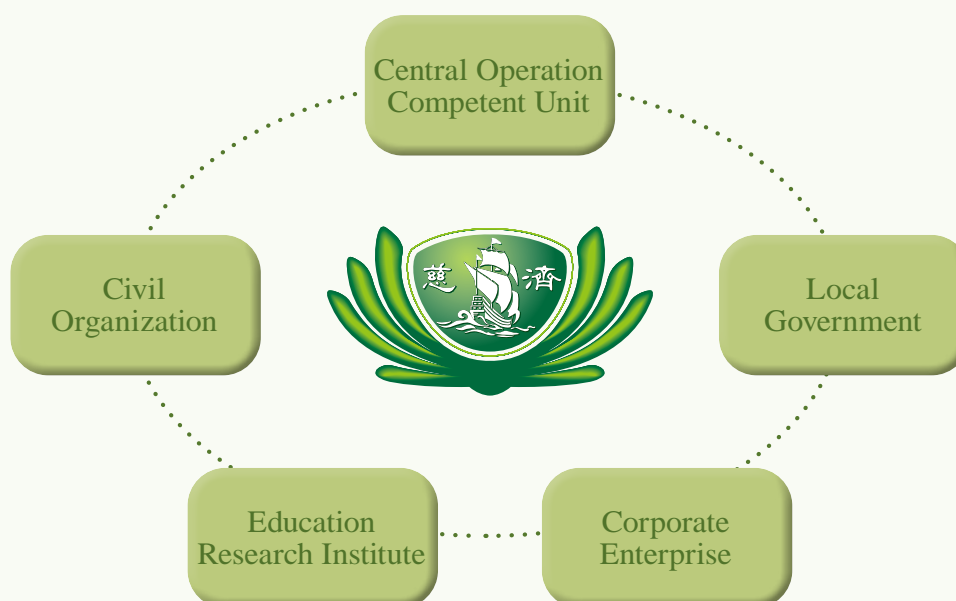


## Disaster Prevention Research Promotion

In addition to our invaluable disaster prevention and relief work experience, we have also invested in long-term material and equipment R&D required for disaster relief. To provide efficient relief at disaster scenes worldwide, we have cooperated with the Industrial Technology Research Institute (ITRI) to develop numerous innovative rescue materials with disaster prevention or mitigation functions under the environmental protection concept. The goal is to combine compassion and technology to create effective disaster relief equipment. The contents include what we call “compassionate technology” items, such as a mobile kitchen, simple house, solar energy application, water purification equipment, instant rice, foldable beds, eco-friendly screens, and other everyday food, clothing, housing, or transportation items. We offer it in disaster-stricken areas at home and abroad as needed to strengthen the personal safety of recipients and meet the disaster prevention, mitigation, and relief assistance needs.

Compassionate Technology Equipment	Description
<p data-bbox="263 721 454 750"><b>Foldable Beds</b></p> 	<p>The Jing Si Multifunctional Foldable Bed is widely used in global disaster relief work because it is lightweight and convenient to transport. This design has won six awards, including the Nuremberg International Invention Award in Germany and the Contemporary Good Design Award in China. The Contemporary Good Design jury praised it as “a socially responsible design.”</p> <p>During the Kaohsiung gas explosion in 2014 and the Formosa Fun Coast water park dust explosion in 2015, we provided hundreds of foldable beds and set up rest areas for victims. The foldable beds were also delivered to disaster-stricken places such as the Philippines, Nepal, and Malaysia. In 2021, after the Haiti earthquake and Taiwan Railway’s Taroko Express Train No.408 Qingshui Tunnel accident, we provided foldable beds for victims to take temporary shelter and rest. They were also used to provide temporary rest and serve as office equipment for rescuers.</p>
<p data-bbox="284 981 438 1010"><b>Instant Rice</b></p> 	<p>The R&amp;D for instant rice was intended for international disaster relief and emergency relief, with the goal of turning white rice into instant dry rice so victims could have a bowl of rice or porridge to enjoy during the post-disaster period when there are limited resources. The instant rice we developed provides immediate, satisfying, healthy, and delicious food, which is very helpful for disaster relief efforts.</p>
<p data-bbox="167 1236 550 1265"><b>Water Purification Equipment</b></p> 	<p>We have collaborated with the ITRI and Taiwan Water Corporation to develop emergency water purification technology.</p> <p>To create rapid water purification equipment, the ITRI combined the new porous biological carrier based BioNET patented biological treatment system technology with the microfiltration (MF) membrane to develop a small and high-efficiency water purification package module device called the “BioMF Mobile Emergency Water Purification System.” It can efficiently remove pollutants such as suspended particles and microorganisms in the water, treat the polluted water source, and turn it into safe drinking water.</p> <p>With the support of the Water Resources Agency, Q water purification equipment has established an experimental water purification membrane factory in Luofu Elementary School in Taoyuan County. In “Q water,” the “Q” stands for “quick,” “quantity,” and “quality.” Two ordinary people can assemble the system in 20 minutes on site. The ITRI has also collaborated with Tzu Chi on the “Q water purification boat” project, which can purify sewage immediately and can be applied to emergency water supplies in flood-affected areas in the future.</p>
<p data-bbox="263 1550 454 1579"><b>Action Kitchen</b></p> 	<p>After the Jiji Earthquake, Master Cheng Yen recognized that we must build mobile kitchens that could ensure food hygiene and safety in the disaster area and immediately resolve food problems for rescuers and victims in disaster areas. The latest mobile kitchen module has adopted the separated vehicle body and kitchen design concept. After folding, the kitchen is a white box that can be carried by any 3.5-ton truck. The kitchen can provide 4 dishes and 1 soup for a thousand people within 3 hours. During more serious disasters, all pots and pans can be used to boil water to make instant rice, which can feed a big crowd in 3 hours.</p>
<p data-bbox="231 1803 486 1832"><b>Eco-friendly Screen</b></p> 	<p>To provide victims with better privacy and respect, we have collaborated with Jing Si Humanities to develop the “Jing Si Eco-friendly Screen” to enhance the privacy of victims during shelter and resettlement. The screen is made from recyclable, fire-resistant plastic and serves to create temporary partitions. In 2022, we also developed emergency tents that provide short- and medium-term outdoor shelters. We have continued to improve and adjust the tents to provide waterproof, anti-mosquito, ventilation, privacy, sleep light, and lightweight yet sturdy frame features.</p>





## Disaster Prevention Resources Integration

Tzu Chi is deeply involved in disaster prevention, mitigation, preparation, response, recovery, and reconstruction operations. We have cooperated with domestic disaster prevention and relief related central government operation units, disaster prevention and relief education research units, county and city local government agencies, townships and urban offices, NGOs, and public and private enterprises, and signed a memorandum of cooperation with these entities to promote collaboration and exchanges.

To sustain disaster prevention awareness, we have established charity care, disaster prevention education, environmental protection, ecological, public welfare, and humanities cooperation platforms with 20 county and city governments across Taiwan. We have also established 16 public and private organizations, such as central ministries and professional research institutions, to establish a tacit understanding before a disaster and work together to mitigate the effects of disasters should they strike.

We have also collaborated with the PaGamO online game learning platform to facilitate knowledge continuation and replication by promoting environmental and disaster prevention education through “e-sports games.” The goal is to collect Big Data on learning outcomes. The research team, led by a professor from National Taiwan Normal University, conducted a comprehensive inventory to understand the learning status and demand gap of disaster prevention education. In the future, the Ministry of Education, the Environmental Protection Administration, and Tzu Chi will also provide environmental education R&D and teacher training to provide a reference for future teaching design.



Level	Unit Name	Cooperation Item
Central Ministry	National Science and Technology Center for Disaster Reduction (NCDR), Ministry of Science and Technology	<ul style="list-style-type: none"> <li>•Tzu Chi and NCDR collaborate on research and application work for disaster prevention and rescue-related technology</li> <li>•NCDR may assist the Tzu Chi Foundation in implementing and applying disaster prevention technology achievements and personnel training</li> <li>•Tzu Chi may assist NCDR by providing professional consultation on the relevant disaster prevention and rescue technological work promotion</li> <li>•NCDR may provide its disaster information service products for use by the Tzu Chi Foundation</li> <li>•Tzu Chi will provide on-site disaster investigation and survey, disaster investigation scope, and operation items to NCDR</li> </ul>
	Central Weather Bureau, Ministry of Transportation and Communications	<ul style="list-style-type: none"> <li>•Jointly use technology and knowledge to promote technology, environmental protection, and disaster prevention based on disaster prevention and rescue as well as environmental protection</li> <li>•Cooperate and jointly promote the application, promotion, and research of disaster prevention and rescue-related meteorological information</li> </ul>
	Water Resources Agency, Ministry of Economic Affairs	<ul style="list-style-type: none"> <li>•Disaster prevention education and promotion</li> <li>•Water conservancy information exchange</li> <li>•Disaster assistance cooperation</li> <li>•The agreement between the two parties can facilitate public interests, domestic and foreign disaster relief, water and environment protection, and humanistic spirit enhancement</li> </ul>
	Soil and Water Conservation Bureau, Council of Agriculture	<ul style="list-style-type: none"> <li>•Community-based disaster prevention and resource sharing</li> <li>•Research and application of disaster prevention and rescue technology as well as volunteer training</li> <li>•Disaster prevention personnel knowledge and skill training</li> <li>•Disaster prevention publicity and promotion, and disaster status information sharing</li> <li>•Disaster prevention propaganda supplies, rainfall observation equipment, and disaster prevention information and application products</li> <li>•Post-disaster-related care and assistance to vulnerable groups</li> <li>•Other cooperation matters agreed to by both parties</li> </ul>
	Coast Guard Administration, Ocean Affairs Council	<ul style="list-style-type: none"> <li>•Disaster relief</li> <li>•Humanity and goodness</li> <li>•Social assistance</li> <li>•Local revitalization and other cooperation</li> <li>•Environmental protection ecology</li> </ul>
	National Fire Agency, Ministry of the Interior	<ul style="list-style-type: none"> <li>•Disaster logistics support</li> <li>•Disaster prevention education and promotion</li> <li>•Community resilience promotion</li> <li>•Disaster prevention training</li> </ul>
Education Research Unit	National Science and Technology Museum, Ministry of Education	<ul style="list-style-type: none"> <li>•Community-based disaster prevention and resource sharing</li> <li>•Research and application of disaster prevention and rescue technology as well as volunteer training</li> <li>•Disaster prevention personnel knowledge and skill training</li> <li>•Disaster prevention publicity and promotion, and disaster status information sharing</li> <li>•Disaster prevention propaganda supplies, rainfall observation equipment, and disaster prevention information and application products</li> <li>•Post-disaster care and assistance to vulnerable groups</li> <li>•Other cooperation matters agreed to by both parties</li> </ul>
	National Science and Technology Museum	<ul style="list-style-type: none"> <li>•Held the Awakening Technology and Preparedness for Disaster Reduction DNA exhibition at the Tzu Chi Jing Si Halls in Hualien</li> <li>•Cooperate on disaster prevention education exhibition and promotion activities at the Disaster Prevention Education Center in Tzu Chi Miaoli Park</li> </ul>
	National Applied Research Laboratories	<ul style="list-style-type: none"> <li>•Jointly promote cooperation in charitable humanitarian aid, disaster prevention and relief, public welfare technology, and popular science education.</li> </ul>
	Taiwan Design Research Institute	<ul style="list-style-type: none"> <li>•Assist the Foundation in introducing design value and creative energy through external design energy counseling, create social innovation action plans, and strengthen the sustainable competitiveness of enterprises.</li> </ul>
	Industrial Technology Research Institute	<ul style="list-style-type: none"> <li>•There are seven major aspects of public welfare technology: rural technology, emergency assistance, recycling, green energy technology, net zero carbon emissions, smart care, and smart machinery. We aim to combine Tzu Chi' s disaster relief experience with ITRI' s R&amp;D technology to develop frontline disaster relief equipment and improve disaster relief efficiency.</li> </ul>

Level	Unit Name	Cooperation Item
Local Governments	Miaoli County Government	<ul style="list-style-type: none"> <li>• Charity Care</li> <li>• Disaster Prevention Education</li> <li>• Ecological Protection</li> <li>• Public Welfare Humanities</li> <li>• Local revitalization</li> <li>• Medical Health</li> </ul>
	Tainan City Government	
	Chiayi County Government	
	Changhua City Government	
	Chiayi City Government	
	Taipei City Government	
	Hsinchu County Government	
	New Taipei City Government	
	Hualien County Government	
	Yunlin County Government	
	Pingtung County Government	
	Taoyuan City Government	
	Taitung County Government	
	Yilan County Government	
Nantou County Government		
Taichung City Government		
Kaohsiung City Government		
Keelung City Government		
Kinmen County Government		
Hsinchu City Government		
Penghu County Government		
City/ Township/ Village Offices	Nantou County Mingjian Township Office	<ul style="list-style-type: none"> <li>• Disaster prevention education and promotion</li> <li>• Disaster relief materials and HR support</li> <li>• Disaster prevention training</li> <li>• Community resilience development</li> </ul>
	Nantou County Caotun Township Office	
Private Enterprises	PX Mart	<ul style="list-style-type: none"> <li>• Issue Tzu Chi charity cards</li> <li>• Issue disaster emergency relief cards</li> <li>• Provide international disaster emergency water supply relief and water purification technology</li> <li>• Water purification technology education and training technical consultation and guidance</li> <li>• Support disaster emergency relief material spending and withdrawal</li> <li>• Manufacture support for customized disaster products</li> <li>• Public welfare activity cooperation</li> </ul>
	Taiwan Water Corporation	
	Carrefour Corporation	

In addition to community disaster relief work, we also promote the resilient community and disaster area volunteer center models. For public-private public charity cooperation in disaster prevention and rescue, we aim to collaborate with county and city government staff weekly to facilitate real-time disaster response. Tzu Chi aims to engage in the following disaster care items: emergency rescue logistics support in disaster areas, emergency medical logistics and mental health services, shelter and care for victims, religious ceremonies and memorial services, farewell companionship and care, and common interest cooperation. We aim to build common-good platforms with the central ministries, bureaus, and departments of the county and city governments to engage in various stages of disaster prevention, pre-disaster preparedness, disaster relief, and post-disaster recovery. The goal is to strengthen community disaster prevention, resilience, disaster response, and post-disaster recovery through intensive interactions and exchanges.







## Environmental Education, Clean Source

**Environmental protection mission: care for the earth from three aspects: action, environmental protection, and education.**

“Environmental protection is to cherish the earth and our future generations and love the earth and human beings.” Master Cheng Yen’s appeal led many people to roll up their sleeves and participate in the event during their spare time. Statistics indicate that among Tzu Chi’s environmental protection volunteers, about 56% are adults over the age of 65. All kinds of people have gained new insights from environmental protection work, from white-collar office workers, experts, and scholars to rehabilitated or homeless people.

As of late 2021, we established 8,681 Tzu Chi environmental protection sites in 19 countries and regions worldwide, with 105,269 environmental volunteers. These volunteers of all ages—from young children to the elderly—have jointly protected the earth through collective actions. Tzu Chi encourages senior citizens to go out of their homes, revitalize their bodies and minds, and take action to protect the earth. To coexist with the planet, we have subdivided recycling items and advocated a simple lifestyle. For three decades, we have continued to promote environmental protection in the community and protect the earth with collective action.

## 30th Anniversary of Tzu Chi's Environmental Protection Mission Global Initiative



We have engaged in environmental protection since Master Cheng Yen called for “protecting the environment with our own two hands” in 1990. In 2021, we collaborated with various institutions, enterprises, and civil organizations to organize a series of environmental education initiatives and experience activities. The goal is to introduce everyone to practice a “carbon-reducing life” and guide people to protect the earth and “breathe with the earth together.” We strive to establish a friendly and harmonious relationship between people and nature and between individual people, as well as promote sustainable development. We also strive to develop Taiwan’s role in global environmental protection using our models’ performances and impacts.



\* Video: Tzu Chi's 30 Years of Environmental Protection



\* Video: Tzu Chi's 30 Years of Environmental Protection  
“Protect the Environment by Simplifying Our Life” Tips



\* Environmental Protection Administration of the Executive Yuan - Green Life Information Network

In March 2020, we signed a memorandum of cooperation with the Environmental Protection Administration of the Executive Yuan, for the “Protect the Environment by Simplifying Our Lives” environmental sustainability and education promotion effort. The goal is to bring people’s lives closer to the environmental protection concept and join the cumulative “Green Living Action.” In the middle of the year, we went further into various counties and cities, and held a plastic-free picnic party with local governments during the “Vegetarian Non-impact Family Day,” held the “Breathe with the Earth Together” environmental protection education exhibition, and built the Environmental Action Education Vehicle. The goal was to promote parent-child learning and raise the public’s awareness of environmental protection and sustainability using the multimedia infotainment presentation method.

2020 marked the 50th anniversary of Earth Day. Tzu Chi has continued to speak out in Asia and has joined forces with National Geographic Taiwan Branch to hold an environmentally friendly road race, provide unpackaged food and tableware, and promote the rejection of single-use products to raise public awareness and action on environmental protection.

Tzu Chi cooperated with our partner, DA.AI Technology Co., Ltd., to refurbish two 40-foot second-hand containers into mobile environmental education vehicles. We used solar power generation technology and second-hand items to transform the educational vehicles' interior into an interactive game area. We also partnered with the Gorilla Foundation, which authorized us to play the video story of the gorilla Koko, who appealed to human beings to love the earth. The goal was to convey the spirit of cherishing resources and sustainable life.



From July 2020 to mid-2022, the mobile environmental education vehicles toured 41 times in 11 counties and cities and trained over 3,000 guides and commentators. Approximately 36,135 people participated in the interactive games, and the number of visitors was about 66,000.

### Achievements by Environmental Action Education Vehicles





During the 6th Tzu Chi Forum, we invited the governmental, academic, and civil environmental groups to re-examine their thinking on environmental education. The goal was to interact with one another, share and discuss sustainability issues, and disseminate relevant results through the media. We also held the “Earth Business is My Business” youth sub-forum to promote cross-generational interactions and innovative practices. We aim to make society kinder to the earth through social interactions with Generation Z. To calculate the carbon emissions of activities in a more scientific way, we commissioned SGS Taiwan to conduct the ISO14067 Carbon Footprint Inventory and Certification during the forum preparation and holding periods, and pledged to achieve net zero emissions.



\* The 6th Tzu Chi Forum Video Zone

The ultimate goal of our environmental protection efforts is to make “every day Earth Day.” We are also committed to promoting a circular economy because it signifies the energy of “spiritual circulation.” Tzu Chi volunteers’ projects have entered the green industry chain and are made into disaster relief equipment and daily necessities. Our goal is to use the dual-cycle model to inspire more people to green living and actions and work together to protect the earth.



\* Next 30 Years of Environmental Protection

## Promote Vegetarianism:

### Healthier Me 21-Day Challenge

We deeply believe in the health benefits of vegetarianism, both for humankind and the planet: a vegetarian diet can help reduce carbon emissions and slow global warming.

**It can be hard to be a vegetarian by yourself, but being in a group of vegetarians provides great motivation!**

We created the full vegetarian diet management plan “Healthier Me: 21-Day Challenge” to focus on health through a nutritional diet.

The 21-Day Challenge originated from the online health education activity initiated by the Physicians Committee for Responsible Medicine (PCRM) in 2009. Participants must eat according to the “Power Plate” designed by the organization. According to the food volume, each meal plate is divided into four parts: fruits, vegetables, whole grains, and legumes. The goal is to adopt a whole-food plant-based diet for 21 consecutive days. The 21-Day Challenge joined forces with local vegetable vendors, TIMA physicians, and nutritionists to create lunch and dinner boxes. The blood test reports of the participants before and after the challenge were used to showcase the transformative power of healthy eating.

Malaysia, Singapore, Indonesia, and Hong Kong have now joined this plan in addition to Taiwan. Since the program was launched in 2020, 185 sessions have been held in five countries/regions with 5,895 participants as of the end of 2021. By sharing with Tzu Chi volunteers worldwide, learning from each other, and forming a team to replicate the model for promotion, we have gradually promoted this program in numerous countries and regions, and a total of 5,683 participants have joined to improve their health.



## Striving for the Sustainability of Earth through Environmental Protection

Our goal of environmental protection aims to inspire community members and volunteers to help create a sustainable environment and cherish all life on earth.

“Doing” is critical: talking without practice is in vain. We’ve found that starting with the family on environmental education is one of the best recipes for success.

We have promoted the “Seven Modes of Environmental Protection” for over 30 years.

We have also promoted environmental education in five aspects: school and social-environmental education, environmental and resource management, climate change, disaster prevention, and community engagement. The goal is to sprinkle the seeds of environmental protection education in every family through the 90,000 environmental protection volunteers in Taiwan and provide environmental education in every community.

Tzu Chi’s environmental education promotion has gradually spread and expanded from employees to volunteers, from internally to the public, and from place to place. In addition to education promotion, we want more people to join and become seeds of environmental education. The goal is to increase the breadth of environmental education work and inspire more people to join the practice.

### Seven Modes of Environmental Protection

Environmental Protection Rejuvenation	Introduce young people to the concept of environmental protection so they may understand and practice it
Environmental Protection Lifestyle	Apply environmental protection to everyday life (for example, don't eat without environmentally friendly tableware, and use only environmentally friendly shopping bags)
Environmental Protection Education	Understand the components of environmental protection (for example, batteries containing mercury, lead, and cadmium are highly toxic)
Environmental Protection Familiarization	Start by convincing your family members, and bring your family to convince society to promote environmental protection work
Environmental Protection Spiritualization	Always say good things, do good things, and make good wishes
Environmental Protection Refinement	Protect the environment with zero recycling, zero food waste, and zero trash
Environmental Protection Healthicization	Purify the earth, the body, and the mind



End of 2021

**91,102**

Tzu Chi environmental volunteers were certified

**Yilan-Hualien-Taitung region**

Volunteers

**3,793**

**North of Pingtung South of Taoyuan**

Volunteers

**49,498**

**Taipei-Keelung metropolitan area**

Volunteers

**37,811**

**1,212**

Professional Disaster Relief Volunteers throughout Taiwan

(not including the number of people who participated in emergency relief)

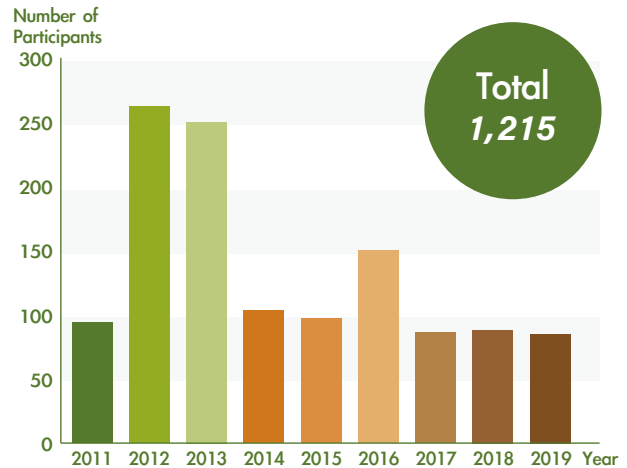
 <p>School and Social Environment Education</p>	<p><b>Let environmental education take root during childhood from kindergarten to university to inspire educational aspirations. Our goal is to enable the public to personally experience environmental protection actions first-hand through environmental education from Tzu Chi Jing Si Halls and environmental protection stations throughout Taiwan.</b></p> <ul style="list-style-type: none"> <li>• In 2020, we held four “Breathe with the Earth Together” environmental protection outreach sessions with 52,215 visitors. These special environmental protection exhibitions have taken place on the campuses of 11 schools with a total of 10,536 visitors.</li> <li>• The “Eco-Challenge 30” Chinese Facebook fan page was established on June 21, 2020 and more than 2,000 people continue to follow it every day.</li> <li>• 2020 National Geographic Road Run - 50th Anniversary of Earth Day: 20,000 people participated in the road run, which became Asia's first large-scale sports event since the COVID-19 outbreak. The event advocated five major actions to espouse environmental protection for the event: no packaging bags, electronic certificate digitalization, lottery ticket digitalization, reducing disposable utensils, and using reusable plates at the racetrack.</li> <li>• The Tzu Chi Environmental Protection Education Vehicles: Two 40-foot second-hand containers were renovated to provide interesting and interactive electronic games. The vehicles completed 30 environmental protection tours across Taiwan for parents, children, teachers, and students.</li> <li>• To improve the environmental education quality and break through space limitations, we created an exclusive “Tzu Chi World” on the PaGamO digital learning platform. The platform uses online question banks and environmental education and disaster prevention knowledge tasks to help students learn online. The game-based learning mechanism and reward distribution aim to enhance students' interest and motivation to learn environmental protection and disaster prevention knowledge. The task course is set monthly for one year, with 12 total tasks. Each learning task lasts for two weeks. Those who complete the tasks will receive Tzu Chi's exclusive virtual gifts and use this digital learning platform to achieve the environmental education objective. The Tzu Chi PaGamO World has had 109,000 participants as of TTKK and 820,000 people have answered environmental disaster prevention questions. A total of 94,978 participants, regardless of age, have participated in the Tzu Chi Environmental Disaster Prevention Competition alone, including 75,944 schoolchildren.</li> </ul>
 <p>Environment and Resource Management</p>	<p><b>Promote the “purity at the source, environmental protection, and refinement” concept by cherishing the earth's resources and continuing to move from the goal of “waste reduction” toward the ultimate goal of “zero waste.”</b></p> <ul style="list-style-type: none"> <li>• DA.AI Technology Co., Ltd. won the 2021 MIT Taiwan Gold Award. It is committed to environmental protection promotion and has combined environmental protection with charity to donate to many disaster-stricken countries, improve the environmental education quality, and contribute to sustainable development.</li> </ul>
 <p>Climate Change</p>	<p><b>Tzu Chi has followed UN climate change issues for many years, and in 2021, we were invited by the UN to participate in COP26 Climate Change Conference, the most important annual climate summit worldwide. We held a press conference on the “Buddhist Path to Carbon Neutrality” to describe our efforts and practices to improve climate change.</b></p> <p><b>We have also held Tzu Chi forums to promote environmental protection and simple life actions and inspire the public to recognize the global ecology, pandemic, food, water resources, human survival, and climate issues.</b></p> <ul style="list-style-type: none"> <li>• We co-organized the 6th Tzu Chi Forum with the Environmental Protection Administration of the Executive Yuan, Water Resources Department of the Ministry of Economic Affairs, Academia Sinica, National Central University, National Taiwan Normal University, Tzu Chi University, Taiwan Sustainable Energy Research Foundation, and the Vision Project of the United Daily News, with assistance from Tzu Chi University of Science and Technology, Sustainable &amp; Circular Economy Development Association, the Society of Wilderness, and DA.AI Technology Co., Ltd. The goal was to share experiences under the “Future Earth and Green Action” topic to inspire young people to care about the earth.</li> <li>• We held the “Earth Business is My Business” Tzu Chi Youth Sub-Forum to create an open and free platform to achieve knowledge sharing and action consensus through exchanges and discussions. Despite the COVID-19 pandemic, the program received enthusiastic participation from scholars and young students online. A total of 286 people participated on November 14, 2020 with 1,504 connection points, and 309 people participated on November 15, 2020 with 1,421 connection points.</li> </ul>
 <p>Disaster Prevention and Rescue</p>	<p><b>In 2019, the Disaster Prevention Team was established under the Department of Charity Development to devote more efforts to disaster prevention and preparation. We launched the first disaster prevention personnel seed training in March 2020 to prepare for establishing a disaster prevention personnel training institution. It has been approved by the Ministry of the Interior to become the nation's ninth disaster prevention personnel training institution.</b></p>
 <p>Community Participation</p>	<p><b>Tzu Chi volunteers are also community citizens and care about the residents' living environment. We are friendly to our neighbors and follow the “community safety is personal safety” concept to implement community management, build community consensus, and jointly care about environmental issues.</b></p> <ul style="list-style-type: none"> <li>• In 2021, our total paper recycling weight was 1.51 million metric tons, equivalent to saving 30,370 twenty-year-old trees (50 kg of paper = 1 twenty-year-old tree).</li> <li>• Environmental recycling in Taiwan has created a cumulative carbon reduction benefit of 3,061,986 metric tons, equivalent to carbon sequestration by 7,873 Daan Forest Parks for one year.</li> <li>• In 2020, six Vegetarian Non-impact Family Day events were held with over 21,000 participants.</li> </ul>



## Environmental Education Teachers and Talent Cultivation

The cornerstone of environmental education promotion is teacher training. As of late 2021, 523,100 people visited 269 environmental education stations in Taiwan. In addition to the community and international crowds, many campus students also came to study, and lecturers from environmental education stations were often invited to share their experiences with organizations. Behind these accomplishments were the environmental education teachers serving the people who come to the environmental education station. Therefore, we have actively encouraged volunteers interested in environmental education to join the ranks of environmental education teachers. As of the end of 2021, there are 12 environmental education lecturers certified by the Environmental Protection Administration. From 2011 to 2019, a total of 13 lecturer training courses were held (due to the COVID-19 pandemic in 2020, the course was not held; online learning is not suitable because environmental education teachers mostly focus on technical subjects). A total of 1,215 people has participated in instructor training courses to date.

Natural disasters are becoming increasingly complex. Countries worldwide are working



to develop public-assistance mechanisms centered on individual and mutual assistance. Communities and enterprises can effectively reduce disaster casualties and losses by establishing autonomous disaster relief mechanisms.

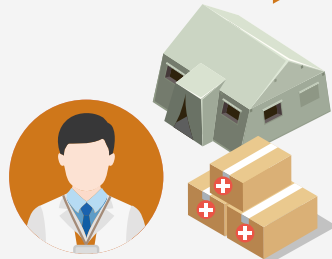
After the Great Hanshin earthquake, the disaster prevention and rescue data derived from the survey statistics indicated that the ratio of people rescued during a major disaster due to “individual help: mutual help: public help” was “7: 2: 1.” That means approximately 90% of people may be rescued through individual help and mutual help in the community. Therefore, enhancing the disaster prevention capability of all residents has become the key to disaster prevention.

### Before disaster



help families, communities, and workplaces promote disaster prevention activities.

### During a disaster



assist in evacuation, and conduct disaster investigation and reporting.

### After a disaster



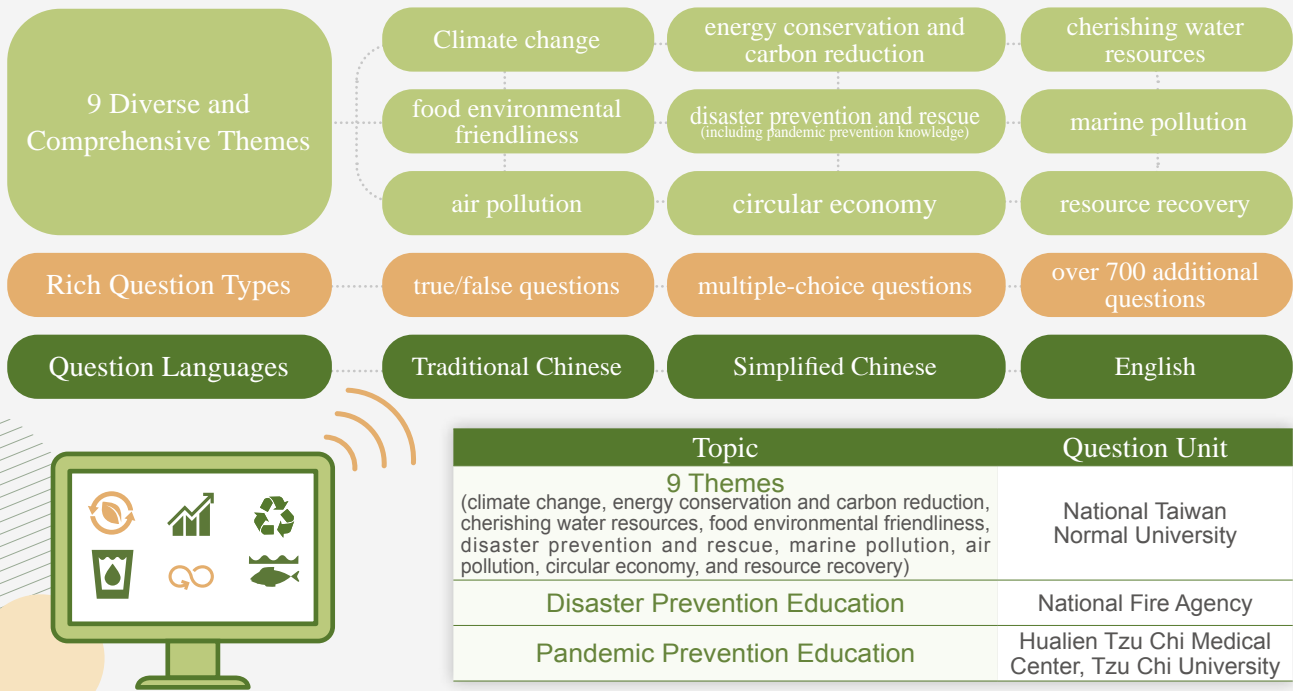
serve as caregivers at refuges and shelters and help government organizations with restoration and reconstruction

Region	County/City	Total Number of People	Men	Women
Northern Taiwan 369 people	Keelung City	5	3	2
	Taipei City	86	60	26
	New Taipei City	170	102	68
	Taoyuan City	74	42	32
	Hsinchu County	19	7	12
	Hsinchu City	15	7	8
Central Taiwan 242 people	Changhua County	24	16	8
	Taichung City	196	100	96
	Miaoli City	22	17	5
Southern Taiwan 450 people	Nantou County	21	15	6
	Chiayi City	21	13	8
	Yunlin County	43	30	13
	Chiayi County	16	8	8
	Pingtung County	74	22	52
	Kaohsiung City	179	93	86
	Tainan City	96	56	40
Eastern Taiwan 151 people	Hualien County	102	40	62
	Taitung County	12	8	4
	Yilan County	37	12	25
<b>Total</b>		<b>1212</b>	<b>651</b>	<b>561</b>

In light of this, Japan's Ministry of the Interior introduced the "disaster prevention volunteer" and "disaster prevention assistant" concepts. Disaster prevention volunteers are the core figures for disaster prevention drills or activities to instill citizens with disaster prevention knowledge under the "individual help, mutual help, and public health" principles. They act as the "bridge between the government and citizens."

Under this system, we have 67 seed teachers for disaster prevention. In July 2020, after the National Fire Agency of the Ministry of the Interior approved the Buddhist Tzu Chi Charity Foundation as a disaster preparation training institution, 20 disaster preparation training courses were held in northern, central, and southern Taiwan. A total of 1,212 disaster preparation specialists were certified from these courses, accounting for 12% of the disaster prevention workforce in Taiwan.





## Online Environmental Education Promotion Deep into the Campus

In the past, the environmental education field experience was mainly in environmental education stations across Taiwan, but it can be widely promoted to campuses through technology and digitalization. In 2021, we further cooperated with the Environmental Protection Administration of the Executive Yuan, the Ministry of Education, the National Fire Agency of the Ministry of the Interior, and PaGamO to cultivate environmental education and tailor the Environmental Disaster Prevention Warrior Development Program designs for high school, junior high school, and elementary school students. The goal was to create an environmental protection and disaster prevention game learning platform via the internet, enable environmental protection and disaster prevention knowledge to break through the limitations of time and space, and use the “environmental disaster prevention e-sports game” method to start environmental education from a young age and optimize learning.

The PaGamO online game learning platform provides a variety of question banks covering topics such as school subject learning, license examinations, and internal corporate training. Currently, there are over one million registered players. The game involves capturing territory by answering questions, which combines knowledge and strategy to enrich the participant’s learning experience.

### Tzu Chi Environmental Disaster Prevention: Environmental Education Digital Learning Platform

- From May 20, 2021 to October 31, 2021, 386,419 people participated in the environmental protection and disaster prevention task game
- From May 20, 2021 to October 31, 2021, 311,625 people completed the environmental disaster prevention quiz task
- From May 20, 2021 to October 31, 2021, 76,598 people entered Tzu Chi’s exclusive digital environmental education and disaster prevention platform
- From May 20, 2021 to October 31, 2021, 773,000 people logged into the environmental protection and disaster prevention learning platform within six months

We collected over 3,000 pieces of information from 6th graders who participated. Professor Shin-Cheng Yeh of the Institute of Environmental Education, National Taiwan Normal University, led the Taiwan Normal University team to implement a comprehensive inventory to grasp the students’ learning status and areas that need to be strengthened among the nine major environmental education themes. Follow-up materials were also provided to the Ministry of Education, the Environmental Protection Administration, and Tzu Chi’s environmental education R&D and teacher training teams as a reference for future teaching design.



Environmental education promotion cannot stop. To strengthen the environmental education literacy and sustainable development actions of the next generation, we have collaborated with PaGamO to combine environmental protection and disaster prevention issues through e-sports games to teach the relevant knowledge to schoolchildren and adults via game playing. In 2022, the “Tzu Chi x PaGamO Environmental Protection and Disaster Prevention Warriors International Cup” was held. Students in Taiwan and abroad were invited to participate, and the first competition attracted over 90,000 people worldwide. A total of over 90,000 people from six countries (the United States, Canada, Singapore, Malaysia, Indonesia, and Taiwan) signed up for this e-sports event. After over half a year of intense battle, Taiwan eventually ranked among the top three.

In addition to allowing students at home and abroad to have a deeper understanding of environmental protection and disaster prevention knowledge, the online promotion and exposure activities allowed Taiwan’s innovation and intentions in environmental education and disaster prevention to enter the international arena through the Tzu Chi network. These efforts have established a new milestone in environmental education.

Tzu Chi Foundation’s CEO Po-Wen Yen stated that although this is an e-sports competition, the focus is entertainingly conveying the concept of environmental protection and disaster prevention. The competition combined environmental protection and disaster prevention topics and used the PaGamO system to let children learn through game playing. The goal was to enhance the learning interest for topics that were originally difficult to understand through game-playing.

Hung-Teh Tsai, the Deputy Minister of the Environmental Protection Administration, stated that this technology not only integrates environmental education knowledge into the game but also turns knowledge into the power of action to care for the earth.

Professor Benson Yeh, the founder of PaGamO, stated that through educational cooperation with the Tzu Chi Foundation, Taiwanese schoolchildren—and people of any age worldwide who are interested in environmental issues—could learn more about environmental protection and disaster prevention through novel e-sports games and contribute to the care of the earth together.

#### Tzu Chi Environmental Education E-sports Competition

- **8,876** people participated in the Taiwan Cup event
  - **7,420** people participated in the International Cup event
  - **2,738** people participated in the County/City Cup event
- 3,730 sixth-grade classes in Taiwan participated in the online preliminary competition
  - 985 sixth-grade classes in Taiwan participated in the inter-school rematch
  - 75,944 total schoolchildren were reached by the game

We have also compiled the results of our environmental protection efforts over the past 30 years and participated in the 8th National Environmental Education Award competition organized by the Environmental Protection Administration of the Executive Yuan. We won the local preliminary examination Special Award and were selected as one of the Top Six Excellent Units in the country after a national review to compete for the special national prize.





## Environmental Practices Toward Sustainability

### Energy Resource Management, Supplier Management, and Procurement/Green Procurement

Protect the Environment by Simplifying Our Life: From protecting the land to caring for the mind and soul, we advocate healthy eating consisting of more fruits and vegetables and less meat. We aspire to lead simple lifestyles and reduce carbon output. The goal is to care for the earth and slow the global warming crisis via resource consumption reduction, energy conservation, and carbon reduction.

### Environmental Energy Conservation

The Jing Si Halls in various regions are important communication and interaction bases for the community. Through these venues, we can actively convince the public to practice energy and resource conservation. In addition to collecting the environmental statistics of the Jing Si Hall in Hualien, we have inventoried building floor area and electricity consumption data for ten buildings <sup>Note 1</sup> in Taiwan, including branch offices. We calculated that the average energy consumption for 2020-2021 is 16.65 (kWh/m<sup>2</sup>), which is lower than the general building standard announced by the government.

The electricity and water consumption of local chapters and Jing Si Halls were adjusted according to the venue's size, the event's nature, the frequency of use, and the number of people, in addition to basic operational use. The electricity consumption for 2021 was lower than that in 2020, mainly because most physical activities were canceled due to COVID-19 and were conducted online. The 2020-2021 energy consumption <sup>Note 2</sup> totaled 7.99 (T Joules).

Note 1: The ten branches in Taiwan consisted of main branches and large bases. They were Taipei Branch, Taoyuan Branch, Changhua Branch, Taichung Branch, Tainan Branch, Kaohsiung Branch, Pingtung Branch, Hualien Tzu Chi Campus, Banqiao Jing Si Hall, and Sanchong Jing Si Hall.

Note 2: Total energy consumption includes electricity, natural gas, and liquefied petroleum gas (barreled) consumption.



### Air Conditioning/Lighting Energy Savings



- Regularly replace and improve the main air conditioner units
- Regularly maintain and add energy-saving circulation fans
- Use lamps and exhaust fans that are equipped with timers
- Establish indoor stairwell induction and outdoor timing automatic induction lights
- Gradually replace old energy-consuming lights with LED energy-saving lights, and install induction lighting equipment

### Kaohsiung Jing Si Hall Uses Fallen Leaves as Fertilizer to Reduce Carbon Emissions



We reassembled recycled pallets into a composting area. This area can handle several bags of fallen leaves every day. The amount of garbage generated can be reduced through composting, and the fallen leaves can be returned to nature.

The average annual waste reduction is

**6.6** metric tons

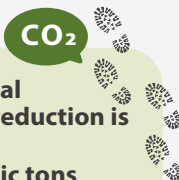
(about six 18-kg bags per day)



The average annual carbon footprint reduction is

**6.5** metric tons per year

(0.982 tons of carbon emissions per metric ton from burning leaves)



Equivalent to planting about

**600** urban trees per year

(91 urban trees can absorb 1 ton of carbon emissions)



### Installing Green Electricity Solar Panels on Jing Si Hall Rooftops to Support Renewable Energy

We have installed solar photovoltaic equipment on the roofs of 15 locations <sup>Note 1</sup> throughout Taipei, Taichung, Tainan, and Taitung to support the renewable energy industry. In 2017, Kaohsiung Jing Si Hall started to generate 115,522 kWh (415.879 G joules) of self-generated solar energy. The Sanchong and Banqiao Jing Si Halls <sup>Note 2</sup> started to generate electricity in 2020, and the other locations started in 2022. We aim to generate direct solar green electricity supply in the future and work towards 100% renewable energy.

Saved **460,000** kWh annually



Reduced **230** metric tons of CO<sub>2</sub>



Equivalent to planting **19,000** trees



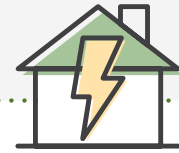
Note 1: There are 15 sites total, two of which (Sanchong and Banqiao Jing Si Halls) are mentioned above. The other 13 are located in the Northern, Central, Southern, and Eastern regions. They are: Guandu Jing Si Hall, Dajia Liaison Office, Qingshui Liaison Office, Zhushan Liaison Office, Xiluo Liaison Office, Chiayi Liaison Office, Anping Liaison Office, Shanhua Liaison Office, Donggang Liaison Office, Fenglin Liaison Office, and three Hualien dormitory areas.

Note 2: In 2020, Sanchong and Banqiao Jing Si Halls started to generate electricity, which is sold at wholesale price.



2019-2021 Average Power Consumption (in TKTK)

Site	2019	2020	2021
Taipei Branch	35.4	34.7	35.1
Banqiao Jing Si Hall	36.6	32.5	28.5
Sanchong Jing Si Hall	32.0	27.3	28.2
Taoyuan Branch	36.7	35.1	32.3
Changhua Branch	11.4	11.0	9.8
Taichung Branch	23.3	23.6	21.7
Tainan Branch	22.4	19.5	19.2
Kaohsiung Branch	31.4	27.9	27.3
Pingtung Branch	369.5	365.3	341.9
Hualien Tzu Chi Park	11.8	11.6	11.0
<b>Total</b>	<b>17.9</b>	<b>17.0</b>	<b>16.3</b>



Note 1:  
Average power consumption = annual power consumption / floor area.

Note 2:  
Average = sum of power consumption for 10 buildings / sum of the floor area of the 10 buildings.

Note 3:  
The building energy consumption value is relatively high for the Pingtung Branch due to its small floor area.



Note 1:  
The Pingtung Branch primarily uses groundwater for multiple applications; therefore, consumption volume cannot be measured.

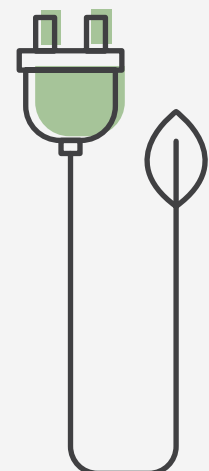
Note 2:  
In 2019, a portion of washing water for the Taichung Branch was sourced from groundwater; in subsequent years, tap water was used instead.

2019-2021 Water Consumption (in kiloliters)

Site	2019	2020	2021
Taipei Branch	21,101	15,037	13,017
Banqiao Jing Si Hall	12,243	9,744	6,765
Sanchong Jing Si Hall	7,914	6,449	2,983
Taoyuan Branch	3,647	2,735	1,823
Changhua Branch	3,513	3,531	2,744
Taichung Branch	16,706	10,001	8,775
Tainan Branch	7,790	5,616	4,864
Kaohsiung Branch	8,348	9,956	9,575
Pingtung Branch	-	-	-
Hualien Tzu Chi Park	97,034	97,636	100,105
<b>Total</b>	<b>178,296</b>	<b>160,705</b>	<b>150,651</b>

2019-2021 Electricity Consumption (in kWh)

Site	2019	2020	2021
Taipei Branch	1,373,800	1,347,400	1,363,800
Banqiao Jing Si Hall	701,253	624,127	546,565
Sanchong Jing Si Hall	737,440	628,160	650,000
Taoyuan Branch	597,780	571,830	526,320
Changhua Branch	309,060	298,175	266,940
Taichung Branch	974,760	984,120	907,440
Tainan Branch	728,400	636,400	626,080
Kaohsiung Branch	1,437,360	1,275,840	1,249,265
Pingtung Branch	70,202	69,399	64,955
Hualien Tzu Chi Park	4,928,800	4,861,453	4,591,200
<b>Total</b>	<b>11,858,855</b>	<b>11,296,904</b>	<b>10,792,565</b>





## The 5 Rs Principle of Waste Reduction

The total amount of waste in 2021 was reduced by 25.95% compared with 2020, mainly due to the impact of COVID-19, but we always aim to recycle and reuse to protect environmental resources. The waste is transformed into reusable resources through classification and then is recycled or undergoes outsourced treatment at the environmental protection station. We have also implemented a compost project to implement comprehensive environmental protection.

2019-2021 Total Volume of General Industrial Waste (in kg)

Site	2019	2020	2021
Taipei Branch	8,720	7,162	8,109
Banqiao Jing Si Hall	16,690	4,026	8,390
Sanchong Jing Si Hall	15,000	15,000	15,000
Taoyuan Branch	1,106	1,017	608
Changhua Branch	2,700	9,734	6,823
Taichung Branch	15,600	15,600	15,600
Tainan Branch	17,358	6,478	7,160
Kaohsiung Branch	95,040	380,160	380,160
Pingtung Branch	10,800	2,880	2,880
Hualien Tzu Chi Park	12,689	11,100	12,300
<b>Total</b>	<b>195,703</b>	<b>453,157</b>	<b>457,030</b>



**Note 1:**

The total volume of general industrial waste is composed of recycled general industrial waste and incinerated general industrial waste.

**Note 2:**

Hualien Tzu Chi Park includes a Jing Si Hall, a global dormitory, and an assembly hall.

**Note 3:**

Recycling for the Taipei Branch and Hualien Tzu Chi Campus is entrusted to a vendor, and Banqiao Jing Si Hall handles its weighing process. Other areas are estimated based on the daily waste volume.

## Supplier Management

Since 2017, we have promoted supplier management through legalization and formulated the "Supplier Management Operation." We revised and adjusted this operation in early 2021 and renamed it "Supplier Management Operation Specification" to establish a quantitative evaluation basis for regular supplier monitoring projects. In addition to carefully selecting suppliers whose quality meets standards, suppliers undergo reviews and assessments at the end of each year, which are conducted based on price, quality, delivery, and compliance. If existing suppliers fail to meet the criteria, Tzu Chi will issue a request for improvement. Such examples are used to consult and assess potential suppliers. The 2020-2021 supplier assessment and manufacturer evaluation were all in compliance with the requirements.



The supplier assessment pass rate has been 100% for three consecutive years

Year	Number of Suppliers	Assessment Pass Rate
2019	262	100%
2020	252	100%
2021	249	100%

Note: A passing score of 60% or higher.



To fulfill its social responsibility, ensure honest operations, promote environmental sustainability, and safeguard human rights, Tzu Chi includes sustainable development indicators such as environment, labor, human rights, and social impact as considerations for screening and assessing suppliers. The goal is to elevate local suppliers' core capacities, guarantee rights for local workers, and ensure that suppliers comply with business ethics and behavior standards. We strictly abide by the code of ethics and behavioral standards and encourage suppliers to sign the Human Rights and Environmental Sustainability Commitment, which stipulates Tzu Chi's expectations and requirements for the suppliers in terms of basic labor rights and management, child labor prohibition, non-forced labor, environmental protection, and energy conservation, ethics, and integrity management. The Foundation has signed the Commitment with 234 cooperative suppliers regarding items as follows:

## Local Procurement and Green Procurement

We strictly uphold the principles of social responsibility and sustainability. The goal is to promote local economic development, implement local procurement policies, and prioritize local suppliers as the main procurement source for each procurement case. Procurement is divided between Northern, Central, Southern, and Eastern Taiwan, which reduces Tzu Chi's carbon footprint. For example, in 2021, local and foreign suppliers accounted for 96.52% and 6.03% of Tzu Chi's procurement expenditure, respectively. To fulfill SDG12, "Responsible Consumption and Production," we have actively responded to the Environmental Protection Administration's green living and consumption policy for all, supported the green consumption and environmentally friendly procurement principles, and procured NTD\$300 million worth of green energy from 2020 to 2021.

### 2020 Percentages of Procurement for Suppliers in Taiwan

Region	Overseas Supplier	Local Supplier	Non-local Supplier	Subtotal
Eastern	-	5.19%	94.81%	100%
Northern	-	95%	5%	100%
Central	-	96.29%	3.71%	100%
Southern	-	88.62%	11.38%	100%
Subtotal	-	8.41%	91.59%	100%

### 2021 Percentages of Procurement for Suppliers in Taiwan

Region	Overseas Supplier	Local Supplier	Non-local Supplier	Subtotal
Eastern	6.09%	2.68%	91.22%	100%
Northern	-	95.39%	4.61%	100%
Central	-	93.55%	6.45%	100%
Southern	-	60.42%	39.58%	100%
Subtotal	6.03%	3.64%	90.33%	100%



Note 1:  
The Eastern region includes Yilan, Hualien, and Taitung; the Northern region includes north of Hsinchu, Taipei, New Taipei, and Keelung; the Central region includes south of Miaoli to Chiayi and Nantou; and the Southern region includes Tainan, Kaohsiung, and Pingtung.

Note 2:  
Because of geographical limitations and a smaller number of suppliers in the Eastern region of Taiwan, the proportions of suppliers in the region are lower.



## Green Procurement Principles

- 1 Priority is given to items with **environmental protection and green building material labels**, and the equipment and building material procurement must meet regulatory requirements.
- 2 The items procured must be mainly based on **recycled products, reused materials, energy saving, and low pollution**. The goal is to reduce environmental pollution emissions and dependence on the use of natural resources.
- 3 The equipment purchased must be **unified or standardized** to facilitate the transfer, adjustment, and **reuse** of various units.
- 4 Procurement is focused on goods or services that support **social welfare groups** (such as New Year gift boxes made by social welfare groups).



2019-2021 Green Expenditure Not Related to Construction Projects Unit/\$NTD

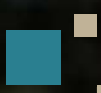
	2019	2020	2021
Green Expenditure	44,594,734	84,441,788	224,556,285
Total Expenditure	134,453,685	163,269,951	337,835,531
Green Expenditure as a Percentage of Total Expenditure	33.17%	51.72%	66.47%

\*Calculation formula: Green Expenditure/Total Expenditure

2019-2021 Green Expenditure Related to Construction Projects Unit/\$NTD

	2019	2020	2021
Construction-related Green Expenditure	103,777,056	29,391,730	54,269,428
Total Construction-related Expenditure	1,629,793,322	2,360,487,251	2,549,076,520
Construction-related Green Expenditure as a Percentage of Total Construction-related Expenditure	6.37%	1.25%	2.13%

\*Calculation formula: Construction-related Green Expenditure/ Total Construction-related Expenditure



# 05

## Friendly Workplace and Care Training







**Cultivating Talent as a Foundation for Sustainability**

- Cultivate “honesty and faithfulness” internally and “compassion and joy” externally
- Enhance core consensus functions and vision management via multi-category training courses



**Identify Like-Minded People and Combine Career and Volunteering Aspirations**

- Encourage work and mission integration, devotion to the mission, and cultivate talent to vitalize the organization
- Prioritize a friendly workplace with gratitude, respect, and love

Corresponding major topics are **Charitable Investment and Benefits**  
**Sustainable Organization Governance and Operation**

## Management Policy

With Tzu Chi's core values in mind, talent must cultivate sincerity, integrity, good faith, and honesty in their hearts, be dedicated to serving people with loving kindness, and fulfill the core spirit of Tzu Chi's humanistic culture.

We have established a diverse, fair, and inclusive humanistic working environment with passion and sincerity under the principles of gratitude, respect, and love. We also use comprehensive systems and measures to implement the “love-based discipline” and enable colleagues to conduct philanthropy work for the organization in harmony.

### SDGs



## Friendly Workplace



- We provide exclusive maternity clothes, on-site medical care stations, and maternal counseling services to address issues expectant mothers and new mothers are faced with and enhance comprehensive physical and psychological care. From 2020 to 2021, six employees received maternal health care.
- We have established two childcare centers and five kindergartens across Taiwan so employees who are parents can go to work with peace of mind. A total of 72 children benefited from these facilities between 2020 and 2021.
- We offer guaranteed spots for childcare centers, kindergartens, elementary schools, and junior high schools in cooperation with Tzu Chi Educational Institutions, and offer tuition subsidies and miscellaneous expenses for studying in Tzu Chi's Educational Institutions. A total of 214 children of employees received subsidies from 2020 to 2021.
- We offer flexible schedules with multiple shift options to facilitate employee family care, with an annual approval rate of 100%.
- Under the professional dedication concept, 47% of employees are certified as Tzu Chi volunteers.
- We provide vegetarian breakfast and lunch subsidies to reduce the economic burden of employees and enable employees to eat with peace of mind.

## Healthy Workplace



- We obtained the Healthy Workplace Certification and Health Promotion Badge from the Health Promotion Administration in 2021.
- We provided health exams for a total of 1,353 employees from 2020 to 2021 and held health promotion activities to improve employee health.
- We established automatic external defibrillators (AEDs) at all 38 sites in Taiwan, and the Hualien Jing Si Hall is also equipped with air quality monitors. We also provided regular CPR and AED education and training for volunteers. From 2019 to 2021, 20 CPR and AED education and training sessions were held, and 791 people participated in the training.
- After the disaster relief for the 2021 Taroko train tragedy, we arranged a "Safe Care and Stress Relief Lecture and Stress Self-Test" for our staff and volunteers to help relieve the psychological pressure of frontline personnel. A total of 84 people participated in the lecture (41 staff and 43 volunteers).

## Polite Workplace



- We held ceremonies to praise 402 employees who have served for more than 10, 20, or 30 years. Statistics show that nearly 40% of our employees have served for over 10 years, which shows the effectiveness of our talent retention policies.
- Three retired employees serve as consultants on a volunteer basis to provide professional consulting services, assist related business employees in completing phased tasks, and promote knowledge inheritance and sustainable development of the organization.



## Calm, Healthy Workplace

According to our founder Master Cheng Yen, Tzu Chi employees must cultivate sincerity, integrity, good faith, and honesty in their hearts and be dedicated to serving people with loving kindness, compassion, joy, and equanimity. Diverse training courses are offered to elevate the core consensus, skills, and vision management of talent, ensuring the dissemination and continuation of the dharma lineage and Tzu Chi's school of Buddhism, and the cultivation of sustainable talent.

Our human resources system is implemented under the selection, cultivation, appointment, and retention principle to achieve human resource management policies and objectives. The goal is to strengthen the organizational structure, work objectives, performance, rules and provisions, workforce planning, talent cultivation, and other systems and measures to retain employees for the long term. These efforts can help us improve the organization's overall efficiency, thereby jointly promoting the sustainability of Tzu Chi's four major missions: charity, medical care, education, and humanistic culture.

The basic recruitment principle is "right people and skills for the right jobs." We adhere to the "Foo Tan Yi Fang invites Philanthropists Worldwide" attitude to recruit like-minded partners through recruitment platforms for interviews/internships, campus recruitment, student scholarships/subsidies, and volunteer information announcements. For specialist position vacancies, we took the initiative to begin conducting recruitment activities at Tzu Chi University, Tzu Chi University of Science and Technology, Nanhua University, Cheng Shiu University, and Juang Jing Vocational High School campuses. The goal is to provide job previews through the interview/internship system to inspire recruits to join the team.





## Manpower Structure: Rejuvenation of Organization Facilitates' Inheritance and Commitment

In late 2020, the Foundation had 1,037 staff members, which increased to 1,052 by late 2021. Over half of the staff members are in the 30-50 age group. Female employees account for 68%; female supervisors account for 62%.

The Foundation's remuneration system follows the "equal pay for equal work" spirit. After referring to the salary levels of external non-profit organizations, public sectors, and relevant peers in the job market (referring to the 104 Human Resource Banks), we also considered the importance of each unit's position, contribution, responsibility, difficulty, work environment, work quality requirements, and other factors to formulate a reasonable salary system.

The Foundation has not formed a trade union, and it has reviewed salary adjustments and rewards promptly to make the salary system conform to laws and policies, facilitate the general economic development of society as a whole, cover reasonable internal administrative costs and budget planning, and reflect staff's performance.

In 2020, the Foundation had 68 senior management staff (team leaders of the departmental level or higher), among whom one was a foreign national from Malaysia (2.9% of the total). In 2021, the Foundation had 84 senior management staff, among whom two were foreign nationals from Malaysia (2.3% of the total). The statistics indicated that local employees in Taiwan hire over 97% of the senior management staff.

At the end of 2020, Tzu Chi had 13 employees with aboriginal status, 1 with new resident status, and 12 with disabilities. At the end of 2021, there

were 14 people with aboriginal status, 1 with new resident status, and 13 with disabilities. We provide diversified workforce employment options according to the job vacancies and functional requirements. The ratio of full-time employees is 98%. In 2020 and 2021, the ratios of recruits were 9% and 11%, respectively, while the ratios for resignations were 5% and 8%, respectively. Over 50% of recruits were under 30, and the retention rate was over 60%. These statistics indicate that young people are joining us in increasing numbers, and the organization is getting more youthful. We aim to promote learning in the organization, make the working atmosphere increasingly active, and organize activities more creatively to facilitate knowledge inheritance.

Construct a diverse, fair, and inclusive humanistic working environment. Provide comprehensive systems or measures to improve team cohesion, reduce work fatigue, enable a sense of mission for the colleagues, and help them achieve self-satisfaction and realization through work. The goal is to help colleagues fulfill their destiny for goodness in life.

### 2019-2021 Total Remuneration Ratio

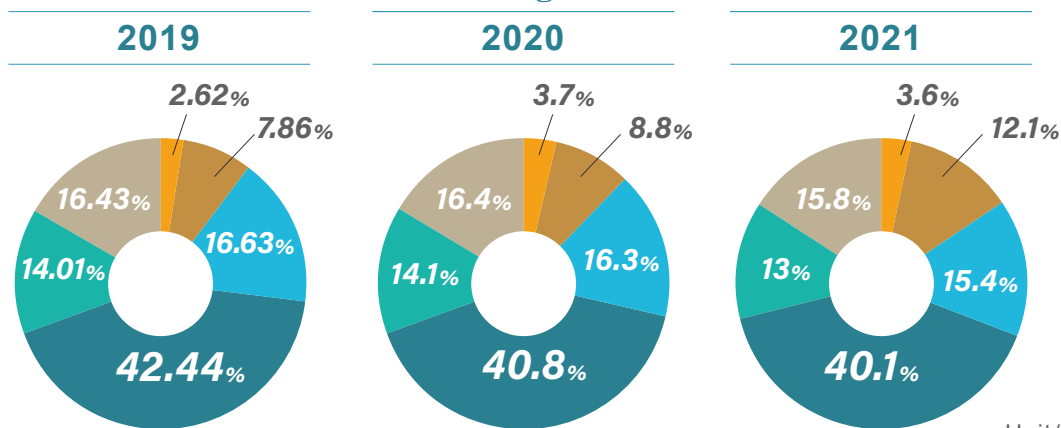
Year	Annual Total Remuneration Ratio
2019	5.85
2020	5.77
2021	5.65

Note: Annual Total Remuneration Ratio = highest salary in December / median salary for all staff.

### 2019-2021 Ratio of Basic Salary and Remuneration for Female and Male Employees

Type	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Departmental (Office) Grade	1	1.26	1	1.19	1	1.04
Division (Section) Grade	1	1.07	1	1.06	1	1.02
General Employees	1	1.09	1	1.09	1	0.99

### 2019-2021 Staff Age Distribution

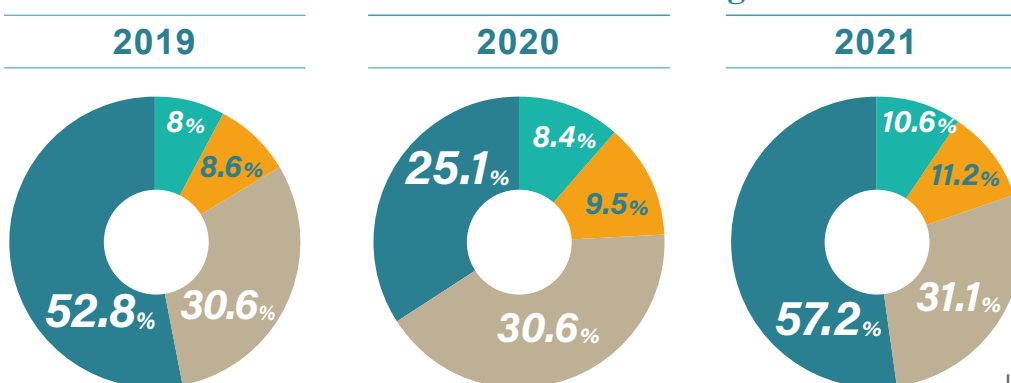


Unit/Number

Category	Gender	2019	2020	2021
Under 30	Male ●	26	38	38
	Female ●	78	91	127
30-50	Male ●	165	169	162
	Female ●	421	423	422
Over 50	Male ●	139	146	137
	Female ●	163	170	166
<b>Total</b>		<b>992</b>	<b>1,037</b>	<b>1,052</b>

Note: Percentage = number of employees in each category and gender for each year / total number of employees for that year.

### 2019-2021 Gender Ratio in Senior Management Staff



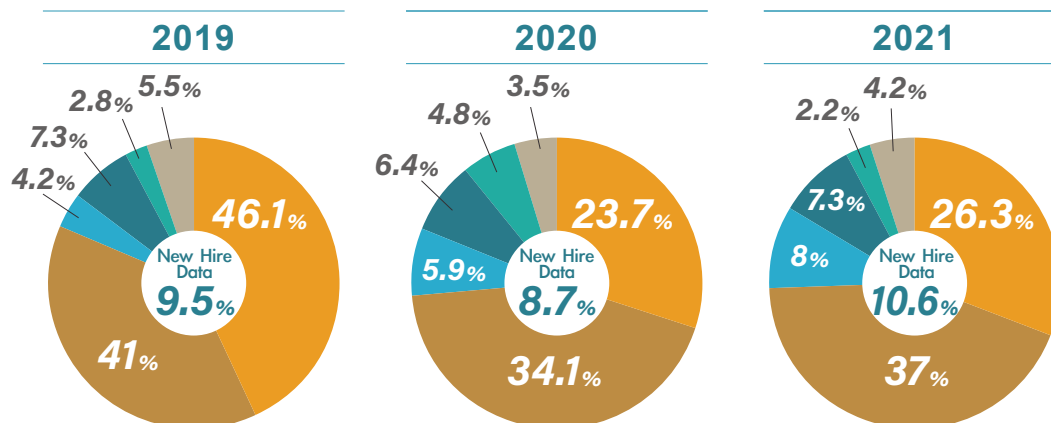
Unit/Number

Category	Gender	2019	2020	2021
Department (Office) Grade	Male ●	30	32	40
	Female ●	32	36	42
Division (Section) Grade	Male ●	114	116	117
	Female ●	197	195	215
<b>Total</b>		<b>373</b>	<b>379</b>	<b>376</b>

Note 1: Senior management staff = team leaders of the departmental level or higher.

Note 2: Percentage = number of senior management staff in each category and gender for each year / total number of senior management staff for that year.

### 2019-2021 New Hire Data



Unit/Number

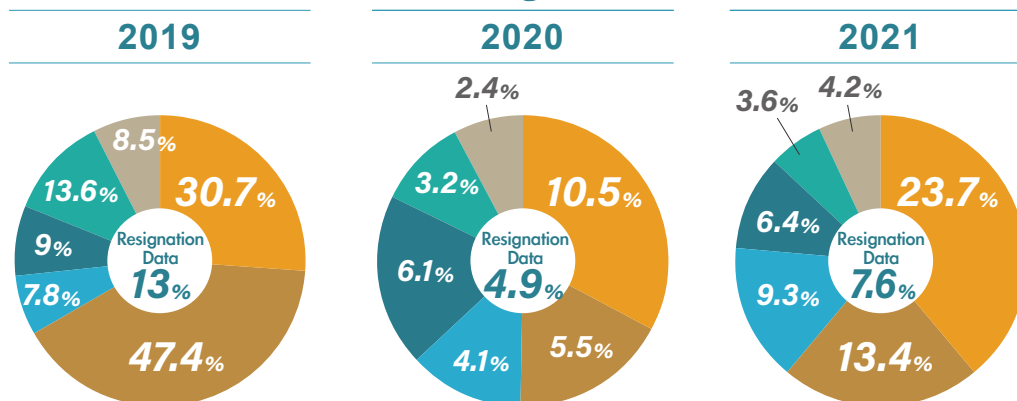
Category	Gender	2019	2020	2021
Under 30	Male	12	9	10
	Female	32	31	47
30-50	Male	7	10	13
	Female	31	27	31
Over 50	Male	4	7	3
	Female	9	6	7
Total Number of New Hires / Percentage of Total Employees		95	90	111

Note 1: Percentage of new hires = number of new hires in each category and gender for each year / total number of employees in that category and gender for that year.

Note 2: Turnover rate = Number of employees resigned in that year / total number of employees in that year.

Note 3: There were no new overseas hires in 2019-2021.

### 2019-2021 Resignation Data



Unit/Number

Category	Gender	2019	2020	2021
Under 30	Male	8	4	9
	Female	37	5	17
30-50	Male	13	7	15
	Female	38	26	27
Over 50	Male	19	5	5
	Female	14	4	7
Number of Employees Who Resigned / Turnover Rate		129	51	80

Note 1: Percentage of employees who resigned = number of employees who resigned in each category and gender for each year / total number of employees in that category and gender for that year.

Note 2: Turnover Rate = number of employees who resigned in each year / total number of employees for that year.

Note 3: No overseas employees resigned in 2019-2021.



# Employee Welfare Measures

## Life Care



After the time they spend at home, employees spend most of their time in the workplace. Therefore, we attach great importance to the needs of employees in the office environment and take an active concern for the living conditions of employees. We encourage employees to become vegetarians, so our workplace provides vegetarian meals and meal subsidies to reduce employee burdens. We offer staff dormitories in Hualien and Taipei for employees who need to rent accommodation at prices lower than the market standard to minimize the discomfort of employees working in different places. We also have guest accommodations in Hualien, Taipei, Taoyuan, Taichung, Changhua, Tainan, Kaohsiung, and Pingtung to provide employees with a safe and clean living environment during business trips. In addition to complying with regulations to offer labor and health insurance to our employees, we also provide group insurance, including life and critical illness insurance. We can provide appropriate protection in the event of an occupational accident or illness.

In terms of life care, we have established the “marriage subsidy and funeral condolence application criteria,” delivered gifts and care products to hospitalized employees and family members, and provided care items and telephone calls in response to the COVID-19 pandemic. We take the initiative to care when the family members of employees pass away and quickly contact community volunteers for support and care. An employee may apply for leave without pay for up to a year if an immediate relative, spouse, or child requires care due to serious injury or illness. One person applied for this benefit in 2020-2021.

We also have a sexual harassment notification and complaint report platform, and special personnel will handle the related matters to protect the rights and interests of employees. The appeal platform is announced through the internal electronic publication system and email. No sexual harassment complaints were filed in 2020-2021.

To contribute to a friendly workplace, we also created an essential-oil aroma relaxation area in the Hualien office to help calm employees' emotions and relieve work stress.

## Medical Services



The employee health exams we provide are superior to those required by laws or regulations. In addition to the employees themselves, the employees' family members can enjoy medical expense discounts from Tzu Chi Medical Mission.

### Suitable

Employees' Parents, Children, Spouses, and Parents of Spouses.

In 2020-2021, a total of **562** employees applied, and **1,572** people benefited.

## Medical Care



We attach great importance to female employees' needs, rights, and related care at the workplace. The goal is to support family function integrity so that employees can devote themselves to the workplace with peace of mind without sacrificing life responsibilities such as pregnancy and childcare. Therefore, in terms of fertility measures and welfare, our fertility support environment is superior to that required by laws and regulations. The ultimate goal is to let employees achieve a balance between personal, family, and work life. We offer maternity dresses that are comfortable and convenient for pregnant employees to wear to work and maternity gifts to express our blessings and support for employees during pregnancy. A total of 20 employees received these benefits in 2020-2021. Our medical care stations also provide on-site maternal counseling services and comprehensive physical and psychological care for employees who are pregnant or are new mothers. A total of six employees received these benefits in 2020-2021.

We also provide friendly care regarding breastfeeding, as well as general childcare education, to employees who are preparing for or have just given birth. We have established three breastfeeding rooms in Taiwan (Hualien Jing Si Hall, Taipei Branch, Taichung Branch). Our Tainan and Kaohsiung branches have set up separate spaces for staff breastfeeding and breast milk collection rooms. We have established childcare centers, kindergartens, and elementary schools so that employees can provide comprehensive care and education for their children with peace of mind. Children or grandchildren of employees can enjoy priority at Tzu Chi Educational Institutions (childcare centers, kindergartens, elementary schools). A total of 178 children received these benefits in 2020-2021. Children or grandchildren of employees studying at Tzu Chi Educational Institutions can receive tuition and miscellaneous expense subsidies. A total of 214 children received these benefits in 2020-2021.

We also offer flexible schedules with multiple shift options, which makes it possible for employees to pick up and take care of children and family members. The approval rate for this benefit was 100% in 2020-2021.

During a sick leave without pay period, office staff will exert the spirit of unity to visit the sick leave employee with volunteers and provide medical treatment assistance. Should the condition deteriorate to a point where the employee cannot take care of himself/herself, we will implement charitable services to provide placement assistance and care visits.



Note 1:

The Foundation has two childcare centers (Hualien and Chiayi) and five kindergartens (Hualien, Kaohsiung, New Taipei City, Tainan, and Chiayi).

Note 2:

Tzu Chi Education Mission Elementary Schools are located in Hualien and Tainan.



### Parental Leave Without Pay

- In 2020, there were 62 qualified and 17 actual applicants, with an application rate of 27%. In 2020, 7 people applied for reinstatement, and 7 were reinstated, with a retention rate of 100%. In the previous year, 9 people were reinstated, 9 were reinstated for more than one year, and the retention rate was 100%.
- In 2021, there were 52 qualified and 19 actual applicants, with an application rate of 37%. In 2021, 14 people applied for reinstatement, and 12 were reinstated, with a retention rate of 86%. In the previous year, 7 people were reinstated, 5 were reinstated for more than one year, and the retention rate was 71%.

Parental Leave	2019			2020			2021		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Number of Applicants Qualified for Parental Leave (A)	17	6	<b>23</b>	45	17	<b>62</b>	40	12	<b>52</b>
Actual Number of Applicants (B)	14	0	<b>14</b>	17	0	<b>17</b>	18	1	<b>19</b>
Application Rate (B/A)	82%	0%	<b>61%</b>	38%	0%	<b>27%</b>	45%	8%	<b>37%</b>
Number of People Reinstated (C)	14	0	<b>14</b>	7	0	<b>7</b>	13	1	<b>14</b>
Number of Reinstatement Applications (D)	9	0	<b>9</b>	7	0	<b>7</b>	11	1	<b>12</b>
Reinstatement Rate (D/C)	64%	0%	<b>64%</b>	100%	0%	<b>100%</b>	85%	100%	<b>86%</b>
Number of People Reinstated in the Previous Year (E)	5	0	<b>5</b>	9	0	<b>9</b>	7	0	<b>7</b>
Number of People Reinstated for Over a Year (F)	5	0	<b>5</b>	9	0	<b>9</b>	5	0	<b>5</b>
Retention Rate (F/E)	100%	0%	<b>100%</b>	100%	0%	<b>100%</b>	71%	0%	<b>71%</b>





## Maternity Check-up Leave

- In 2020, the application for maternity check-up leave was 14 employees/207 hours; the application for maternity leave was 10 employees/2,560 hours; the application for paternity leave was 3 employees/120 hours.
- In 2021, the application for maternity check-up leave was 9 employees/203 hours; the application for miscarriage prevention leave was 2 employees/147 hours; the application for paternity leave was 2 employees/48 hours.

Year	Gender	Maternity Check-up Leave		Miscarriage Prevention Leave		Maternity Leave		Paternity Leave	
		Employees	Hours	Employees	Hours	Employees	Hours	Employees	Hours
2020	Male	0	0	0	0	0	0	3	120
	Female	14	207	0	0	10	2,560	0	0
Total		14	207	0	0	10	2,560	3	120
2021	Male	0	0	0	0	0	0	2	48
	Female	9	203	2	147	10	3,856	0	0
Total		9	203	2	147	10	3,856	2	48



## Safe and Healthy Workplace: Health Promotion Badge

We are committed to building a safe, healthy, and happy working environment. In 2021, we were certified by the National Health Administration of the Ministry of Health and Welfare and earned the Health Promotion Badge. To protect the safety of employees and visitors, we have installed automated external defibrillators (AEDs) in 38 locations across Taiwan, and 791 people have completed CPR and AED education and training. The goal is to strengthen the ability of our volunteers to respond quickly in the case of an emergency.

To ensure the hygiene and health of employees in the workplace, we have regularly implemented environmental sanitation cleaning and disinfection in the workplace and increased the frequency of cleaning and disinfection in response to the COVID-19 pandemic. We use ultraviolet disinfection lamps, alcohol, hypochlorous acid water, and bleach for regular disinfection in different areas on a weekly, daily, or hourly basis as needed.

For workplace safety, we have maintained access control at the entrance and exit of workplaces and use a 24-hour surveillance system to ensure security. Regarding disaster prevention, 16 of our employees have obtained the Fire Management Personnel Qualification Certificate. We have also formulated the workplace fire protection plan to maintain fire protection safety equipment and run regular fire drills. We also set up air quality monitor sensors at the Jing Si Hall workplace entrance in Hualien to manage and automatically monitor indoor air quality.

We have formulated the Occupational Accident Identification and Management Guidelines according to the Occupational Safety and Health Act. The goal was to provide guidelines for reporting, investigating, and managing occupational accidents while developing preventive measures to reduce them.

When an occupational accident occurs, the department supervisor and occupational safety personnel first conduct an accident investigation and analysis. The accident unit is responsible for completing the occupational accident improvement measures (such as making changes to hardware or posting clear warning signs if the hardware cannot be changed) until the improvement is completed to prevent the recurrence of the accident.

In 2020-2021, there were a total of two occupational accidents in Tzu Chi workplaces, both of which were accidental injuries. The causes of the accidents were immediately reviewed to improve contributing factors and replace any defective items.

We have emphasized careful management, taken various improvement measures, strengthened internal training, and supervised external manufacturers to fulfill the relevant provisions of the contract for on-site employees with significant occupational accident risks. We have also invited professionals to conduct various occupational-safety-related education, preventive measures, and construction site execution training. We require our contractors to implement occupational safety education for each work shift, maintain the safety and hygiene of construction sites, and fulfill the construction site management obligations according to Article 14 of the Tzu Chi Construction Management Contract.

Moreover, the head of each Tzu Chi construction site requires contractors to comply with relevant construction site rules. Before workers enter the construction site, the security personnel inspect their toolboxes and vehicle items with consent. Alcoholic beverages are strictly forbidden, and all bottles are opened to ensure the content is free of alcohol.

The contractor's security personnel are responsible for strictly implementing the "three-no policy" (no smoking, no drinking, and no betel nut chewing) at the construction site. Construction and equipment engineering are all entrusted to contractors via general contracting. Therefore, construction site occupational safety training is carried out by the contractor's engineering personnel before the engineering personnel goes to the construction site daily.



## 2020-2021 Occupational Injuries and Illnesses: Employees and Contractors

Year	2020		2021	
	Employees	Contractors	Employees	Contractors
Total Work Hours	2,074,000	272,323	2,087,168	274,763
Occupational Injury Fatalities	0	0	0	0
Occupational Injury Fatality Rate	0 %	0 %	0 %	0 %
Serious Occupational Injuries	0	0	0	0
Serious Occupational Injury Rate	0 %	0 %	0 %	0 %
Recordable Occupational Injuries	1	0	1	0
Recordable Occupational Injury Rate	0.48 %	0 %	0.48 %	0 %
Occupational Illness Fatalities	0	0	0	0
Occupational Illness Fatality Rate	0 %	0 %	0 %	0 %
Recordable Occupational Illnesses	0	0	0	0

Note:

- 1.Total Employee Work Hours = number of employees × number of workdays per year × daily work hours (8 hours).
- 2.Total Contractor Work Hours = hours reported by contractor.
- 3.Occupational Injury Fatality Rate = (number of deaths due to occupational injury / total work hours) × 1,000,000.
- 4.Serious Occupational Injury Rate = (number of serious occupational injuries / total work hours) × 1,000,000.
- 5.Recordable Occupational Injury Rate = (number of recordable occupational injuries / total work hours) × 1,000,000.
- 6.Definition of contractor: an individual or organization that worked on-site at the Tzu Chi Foundation workplace.
- 7.The statistics do not include commuting accidents.
- 8.All occurrence rates are rounded to two decimal places and are unconditionally rounded up.
9. The only occupational injuries in 2020-2021 were accidental falls, despite the established protection measures.



## Health Check-up Care

We attach great importance to employee health and have partnered with Tzu Chi Medical Mission to offer health check-ups once every two years for employees under 40 years of age and once a year for employees over 40. At the end of each check-up, employees are reminded to follow the doctor's orders in the health check-up report and implement relevant health promotion measures.

We added several preventive health check-up items from 2018 to 2021 to improve employee health care. Since 2018, we have included additional check-up items for staff over 45 (to be conducted once every three years). They include carcinoembryonic antigen (CEA) tests for colon cancer, prostate-specific antigen (PSA) tests, breast cancer antigen screening (CA15-3), ovarian cancer antigen screening (CA-125), static electrocardiograms (EKG), and abdominal ultrasonography. In 2019, low-dose computed tomography (CT) lung scans were added for workers over 45 (to be conducted once every three years). Employees over 46 will receive additional high-end health examination checkups every three years. They include either a brain MRI scan or a painless upper gastrointestinal endoscopy and colonoscopy. The goal is to provide comprehensive preventive health care for employees. In response to unscheduled health care and consultation needs, since 2020 we have also commissioned professional medical staff to provide on-site health services for workplaces with over 50 employees.

A questionnaire regarding work overload and musculoskeletal pain symptoms is administered annually, and the results are classified and used for analysis by caregivers via "weCare," a workplace health services management system developed by the Occupational Safety and

## 2019-2021 Number of Employees Receiving Health Examinations

Region	2019	2020	2021
Eastern Taiwan	291	270	309
Northern Taiwan	150	153	141
Central Taiwan	106	95	112
Southern Taiwan	134	129	144
<b>Total</b>	<b>681</b>	<b>647</b>	<b>706</b>

Health Administration of the Ministry of Labor. The results indicated that within a decade, 28 employees might face high cardiovascular disease risks; 76 employees may face high blood pressure, glucose, and lipid metabolic syndrome risks; and 33 employees had a musculoskeletal pain score of 4 or higher (out of 5). The "weCare" professional medical staff has done a follow-up interview with each individual to provide health guidance and suggestions for improvement.

To prevent human-error hazards, the General Affairs Office developed conveyor belts and countertop pulleys for anti-pandemic material packaging to help reduce manual handling by employees and relieve musculoskeletal pain. A total of 29 employees benefited from these devices in 2020-2021. We also provided back support belts to help personnel carry anti-pandemic materials correctly. A total of 35 employees benefited from these devices in 2020-2021. Moreover, we also deployed professional medical staff and rehabilitators to go to Tzu Chi kindergartens and childcare centers to guide employees in using correct posture and improving musculoskeletal soreness. A total of 32 employees received this service in 2020-2021.





Top 3 Inspection Items of Concern	Number of Employees Examined	Number of Anomalies	Anomaly Ratio
1 High Body Mass Index (BMI)	647	298	46.06%
2 High LDL	646	293	45.36%
3 Total Cholesterol	646	167	25.85%

- In 2020, 647 employees participated in health examinations, and the participating ratio was 90%. Most non-participants had already participated in other health examinations. The Human Resources Department encourages all staff to participate in health examinations.
- In 2020, the top three health examination items of concern were high BMI (46%), high LDL (45%), and high total cholesterol (26%).

Top 3 Inspection Items of Concern	Number of Employees Examined	Number of Anomalies	Anomaly Ratio
1 High LDL	706	329	46.60%
2 High Body Mass Index (BMI)	706	323	45.75%
3 High Waist Circumference	706	261	36.97%

- In 2021, 706 employees participated in health examinations, and the participating ratio was 91%. Most non-participants had already participated in other health examinations or had health-exam habits. The Human Resources Department encourages all staff to participate in health examinations.
- In 2021, the top three health examination items of concern were low-density lipoprotein (47%), high BMI (45.7%), and high waist circumference (36.9%).

- **A total of 117 unscheduled health services were held in 2020-2021, and 172 employees were interviewed by medical staff as part of a health consultation. The unscheduled health service satisfaction questionnaire received an average score of 4.78 (out of 5).**

Since the top three anomalies identified from the employee health exams were determined to be due, in part, to lack of exercise, we have organized various health promotion activities since 2020. We held a walking/running mileage and weight loss competition in 2020. A total of 101 people participated in the event and walked/ran a total of 110,370 kilometers. The total distance was approximately 2.75 times around the equator or 92 times around Taiwan, and the total weight loss was 65.8 kg.

We incorporated the concept of vegetarianism into our health promotion activities and organized healthy vegetarian meal activities. A total of 44,325 meals were made, and 365 employees participated in the event. Other events include rehabilitation courses, health lectures, physical fitness testing and exercise lectures, and light jogging classes. The staff responded enthusiastically to these events. In addition to continuing to organize activities in 2022, we have also offered bonuses to employees who participate.

### Fixed Salary Increase Provides Substantial Help to Employees

We regard employees as critical assets, and employee stability is the key driving force for the organization's sustainable development. NGO operations highly rely on interpersonal interaction, localization, and individualized services. We have comprehensively raised employee salaries in April 2022 in response to cost-of-living increases in recent years. The goal is to provide substantive help to lower employee salary ranges in the form of a fixed salary increase. The ratio of our base salary compared to the national base salary in Taiwan is 1.08:1, which is better than that required by law.

2021 marked the 55th anniversary of Tzu Chi. We organized staff seniority awards, essay writing, and photography activities to express our appreciation for the dedication of our senior employees.

We publicly commended employees who have served for over 10, 20, or 30 years and presented them with various gift items. Employees were allowed to choose the seniority gift they desired. Due to COVID-19, the award ceremony was held in multiple regions instead of in one location, and each designed its own creative awards ceremony. For overseas employees, we conducted the award ceremony

via video conferencing to share a warm atmosphere despite the distance between us.

By respecting and affirming the contributions of senior employees through publicly praising their exemplary accomplishments, we aim to strengthen Tzu Chi team spirit and inspire all employees to follow in their footsteps.

We organized essay writing and photography activities to help enhance the workplace atmosphere, help employees relieve the pressures of life during the COVID-19 pandemic, and strengthen cohesion between colleagues. Our goal is to encourage employees to think positively, express gratitude in their hearts, and create a friendlier working environment.





## 【 Short Stories 】

### Tzu Chi's First Employee, Wen-Ying Liu, Is Grateful to Recall the Past

Tzu Chi's first employee, Wen-Ying Liu, has worked for Tzu Chi for 47 years since her first day of work on August 18, 1975.

Wen-Ying Liu returned to Hualien after completing her studies in Taipei at the age of 18. She then met Master Cheng Yen, who came to visit her sick mother at home. Master Cheng Yen asked Wen-Ying if she would like to work at the Jing Si Abode, and Jing Si Abode has been Wen-Ying's home ever since.

Due to her sense of responsibility, Wen-Ying keeps herself busy. She always seems to be racing against time. During weekends, Jing Si Abode has more visitors and is busier than usual, and Wen-Ying often does not realize another day is over until break time.

In addition to witnessing the growth of Tzu Chi, she has grown in her role, conveying fund information to potential donors with honesty and integrity as her guiding principles. Wen-Ying Liu indicated that it represents the wisdom and style of Master Cheng Yen and is an important source of trust for many members and Tzu Chi Da-Ai.



### Retirement Care, Knowledge Inheritance

We have established the Retirement Measures and the Retirement Reserve Supervision Committee to ensure employees' retirement rights and interests. We have allocated the retirement reserves based on the total salary of the employees each month to the Company Retirement Fund Account in the Bank of Taiwan pursuant to the Labor Standards Act. In addition to holding a warm Gratitude Tea Party to express our thanks for employees' service, we also explain how to apply for pensions before their retirement and invite them to participate in volunteering to help shift the focus of their lives. To cultivate professional volunteers, we actively contact community volunteers to express care and invite employees to participate in social care services.

Tzu Chi relies on the experience and expertise of our retired employees. We commission or hire

them to serve as consultants or to work in their original positions to pass on knowledge. Some senior employees also uphold the volunteer spirit by providing consultation and guidance to younger employees in their freetime, to pass on knowledge to future generations and ensure the organization's sustainable development.

We conduct unscheduled exit interviews with resigning employees to understand their reasons for resignation. The goal is to grasp if there is any problem at the management level and care for resigning employees. We are committed to creating a safe and friendly working environment to encourage employees to remain in their jobs. We also continue communicating with resigned employees and invite them to return to their posts when appropriate. Between January 2020 and May 2022, twenty employees returned to their positions.



## Comprehensive Education Training and Development

### In-service Training: Stay Up-To-Date via

#### Professional and Consensus Courses

The purpose of our education and training is talent cultivation and continuity. By offering employee education and training programs, we work to achieve consensus, enhance professional skills, and develop managerial skills.

In 2020-2021, the total hours of training reached 76,312. The average hours of training per employee per year was 48 in 2020 and 25 in 2021. The obvious difference in the number of education hours between 2020 and 2021 was mainly due to the COVID-19 pandemic, since the number and sessions of physical education and training programs were limited. In response to the second outbreak of the domestic pandemic in May to July, 2021, we implemented social distancing and pandemic containment measures, so we have also reduced the arrangement of education and training. Therefore, there is a significant gap in the statistics of education and training hours between the two years.

## Educational Development Goals

Assist the educational growth and development of our employees to meet the needs of environmental change and organizational optimization.



### General Knowledge Courses: Inheriting the Dharma Lineage

We start with the concept of humanistic culture and encourage staff to learn through experience by offering a series of training events to strengthen their identification with the Foundation's core values and vision. The courses totaled 52,035.48 hours, about 25 hours per employee in 2020 to 2021.



### Management Skills Training at All Levels

We aim to both practice and instill the concept of practicing "love as management" in order to shape an environment of gratitude, respect, and love, and motivate employees to invest and commit to the cause. The course totaled 4,318 hours, about 3 hours per employee in 2020 to 2021. We aim to enhance employees' occupational safety and health awareness through education and training. The course totaled 3,577 hours, about 2 hours per employee in 2020 to 2021.



### Professional Skills Training

Our development of talent is based on a "cultivation of talents," strengthening the professional ability of each branch to ensure the development and retention of high-quality talent. The course totaled 11,344 hours, about 6 hours per employee in 2020 to 2021.



### Self-inspired: Diversification and Self-initiation

We offer multi-dimensional courses and cooperate with schools to provide tuition discounts to encourage independent learning. The course totaled 3,116 hours, about 2 hours per employee in 2020 to 2021.

## Employee Development Goals

Encourage the potential of employees; promote growth and self-fulfillment through a friendly workplace filled with gratitude, respect and love.

### Combination of Career and Volunteering Aspirations



We aim to provide a friendly workplace to induce staff commitment, and we encourage both career and spiritual growth in the process of working toward the Foundation's goals. The number of certified Tzu-Chi Volunteers is 497, accounting for 47% of all members. The number of certified Tzu-Chi Commissioners is 497, accounting for 47% of all members.

### Employee Fluidity



We keep job openings transparent in respect of the wishes of staff and organizational development needs; promoting a flow of talents within the foundation (including affiliates). In 2020 to 2021, 11 colleagues served across groups or affiliates, allowing experience to flow and be passed on.

### Dual-track Development



We have established a diversified and complete talent development structure as well as supporting facilities to provide a suitable environment for staff's personal growth.





Our education and training can be divided into four major categories: management, function, consensus, and self-inspiration. We attach great importance to disaster prevention and relief related knowledge due to climate change and COVID-19 factors, and work toward strengthening safety and health education and training. In addition to providing compulsory occupational safety and health education and training courses, we also regularly hold fire drills at each branch to internalize disaster prevention awareness and management measures. We organize initial and recurrent occupational safety training for health business supervisors and fire management personnel. In 2020-2021, 41 employees and 43 volunteers are participated in disaster relief according to specific offices' operational needs. We also held Safe Care and Stress Relief Lectures and Stress Self-Examination sessions whereby psychosomatic medical specialists and psychologists offered post-disaster spiritual reconstruction and care, and traditional Chinese medicine practitioners gave meridian massages to relieve the psychological stress of frontline personnel.

The Career Planning Conference and participation in key operation summary reports are the main avenues for employees to understand the pulse of the volunteer spirit and grasp logistical data from volunteers around the globe. The different philanthropic service models can help drive the organization's learning atmosphere. Sharing performance results enables employees to learn by example, demonstrates the organization's common values, and shapes a high-performance culture. Such conferences are also available online so employees can listen and learn according to their needs.

Synchronous physical teaching and online live broadcasts are provided for education and training sessions so overseas branches and clubs can also learn simultaneously. For employees

unable to attend the course live, education and training videos and materials can be provided after the class. Education and training hours can be obtained through post-training tests.

We provide new employees with about ten hours of online learning and organization-related courses within three months of their start date to help them accelerate their understanding of our information systems, organizational culture, and regulations. Quizzes and evaluations are arranged after the courses to help employees quickly understand the value and mission of the Foundation's work and become familiarized with the internal administrative system operations. New employees can also listen to the courses as often as needed to help them adapt to the workplace environment as soon as possible and start to assist our operation units.

In 2020-2021, 112 new employees completed the onboarding education and training, and the completion rate was 71%. Most of the employees who did not complete the onboarding have limited study time, so were not able to complete it within the recommended time. These students can still supplement their learning by watching videos online. The goal is to help employees to learn more about the administrative system and the spirit of the organization.

We introduced an online learning platform in June 2022. This comprehensive information system facilitates education and training management, tracking, and supplementary training resources. We aim to provide individualized and differentiated education and training.

### **Encouraging Employees to Obtain Professional Certificates**

In addition to the Social Worker, Disaster Relief Volunteer, Caring Volunteer, and other core certificates offered by the Foundation, we encourage employees to obtain professional

licenses and strengthen professional functions according to their specialties and levels. We care about our employees' education and training performance and aim to ensure the best use of every learning resource.

In 2021-2022, the Ministry of the Interior awarded a Disaster Prevention Certificate to 108 Tzu Chi employees and awarded a Social Worker Certificate to 20 Tzu Chi employees.

## Performance Appraisal

Performance is influenced by three important factors: environment, motivation, and capability. Performance is not just the responsibility of employees but the responsibility of the organization.

We established the Employee Performance Management Method as the basis to implement the "moral and loving" management model in a fair and just manner. We conduct two performance evaluations per year (only one evaluation was conducted in 2021 due to COVID-19). Employees can present their achievements in addition to the evaluation indicators, and supervisors also conduct performance interviews to facilitate a consensus on a given employee's performance evaluation.

We review work achievement goals every year to assess overall performance. Each department jointly sets the work achievement goals (as well as goals for groups and individuals) after setting organizational goals during the fourth quarter of each year and agreeing on the operational focus for the coming year. The objective is to set common goals and help the organization to achieve sustainable development.

We focus on teamwork and responsibility instead of rewards and punishments. Our goal is to combine the teams' strengths to promote smooth operations for various daily tasks and projects and enhance self-efficacy for employees through successful experiences. Performance results are the guiding force behind talent promotion and development. They are combined with education training, job rotation, dual-track career training, and bonus systems to cultivate the core staff of the Foundation.

For employees whose performance is not as good as expected, we conduct one-on-one interviews and provide assistance and resources to help them more effectively grasp the organizational and individual goals. We adhere to the principle of caring, accompanying, and growing together. Our "performance improvement plan" fundamentals are "target, feedback, listening, and consultation."

The employee and the unit supervisor or counselor discuss and create a tailored counseling plan, giving a six-month improvement period. During this time frame, the supervisor or counselor provides one-on-one assistance to help strengthen the employee's knowledge or skill. We then determine whether to retain this employee based on his or her attitude and improvement achievement status and have the personnel review committee explain the appeal process to conform to the principle of fairness and impartiality. Our focus is to ensure vacancy information transparency, respect employees' wishes to transfer jobs, and assist in the transfer (including transfer between various vocations). We want employees who can work in suitable positions, remain in their desired positions, and make the most of their skills and talents.

## 2019-2021 Performance Appraisals for Employees



Grade	2019	2020	2021
	Ratio	Ratio	Ratio
A+	8.9%	9.2%	9.3%
A	67.7%	68%	63.5%
B	23.3%	22.5%	26.7%
C	0.1%	0.3%	0.5%

Among employees with poor performance appraisals in 2019-2021, three resigned, one transferred internally, one was able to improve after coaching, and four are continuing to receive care and skill training.

### Professional Dedication

Tzu Chi's volunteer spirit is ingrained in its organizational culture. As Master Cheng Yen says, "Tzu Chi's four major philanthropic missions have their specialties, but they share the common spiritual concept of working together to achieve selfless love. "Professional dedication" combines work with voluntarism and striving to achieve the mission. This is the Tzu Chi spirit. Such volunteers are 'awakened' human Bodhisattva, devoted to the right things with the wisdom of enlightenment." This means that Tzu Chi mission volunteers are both employees and volunteers, which is different from general corporate service work. They find joy in giving from work while serving the public and undertaking the Foundation's missions.

Under this organizational culture, 497 out of 1,052 employees (including hourly contract employees) were certified Tzu Chi members as of December 31, 2021. The certification rate is 47%, which increased by 6% compared to 2019.

The Foundation's employees exert their professional spirit of dedication and use their off-duty time to raise funds from nearby charity shops as part of Tzu Chi's "Bamboo Coin Bank" initiative. Through this activity, employees can appreciate the hard work of volunteers soliciting donations, feel gratitude for the volunteers' contributions, and cultivate a culture of gratitude. We encourage stores and customers to do good deeds, create blessings with small donations, and accumulate positive thoughts through broadcasts and media sharing, thus enhancing the store's reputation and promoting its business growth. As a result, each store becomes a charity base extension that helps to care for the disadvantaged in society. Together, we can bring more warmth to society and fulfill the "friendly community" mission.

Since 2019 and as of May 16, 2022, 666 charity shops/organizations have helped raise funds and responded to the cause. The relevant participating employees became certified volunteers due to their assistance in promoting the charity shops. A total of 15 employees became certified, 8 participated in the training, and 1 participated in the trainee course.

### 【 Short Stories 】

**“A little bit of kindness from everyone every day can increase the warmth of the society.”**

In April 2019, Hsiu-Chen Huang from the Human Resources Office launched a charity shop with the encouragement of Director Yun-Jing Wang of the CEO's Office.

Charity shops focus on the "accumulation of kindness," and the owners can determine the support method, such as a fixed turnover percentage, post-sales commissions for specific products, or support from consumers as they deem fit.

Through the spirit of professional dedication, employees can connect with businesses and people in the community to introduce the Tzu Chi Foundation and its services. This method also allows more employees to recognize the value of their work and inspire them to enter the ranks of Tzu Chi volunteers. Currently, more than 50 employees have joined the Charity Shop team, and over 700 merchants have participated in the program.





## Pandemic and Safety Precautions for Employees (as of May 16, 2022)

- Since March 2020, we have implemented social distancing measures in the workplace to divert traffic flows for different floors to protect employees' health. The relevant pandemic prevention provisions were revised on a rolling basis, and **219** people were directed to work from home.



- The office is equipped with pandemic prevention partitions, induction faucets, anti-pandemic disinfection doors, and anti-pandemic sprayers to reduce the risk of infection.

- The office areas are regularly cleaned and disinfected. In the Hualien Jing Si Hall, for example, we have arranged daily or weekly cleaning and disinfection according to location. Places with large crowds and elevators are cleaned, disinfected, and wiped with alcohol every two hours.

- A total of **91** people who contracted COVID-19 or were under self-quarantine were provided with blessing packages.



- A total of **4,126** rapid-screening tests were provided to employees free of charge.



- Employees are encouraged to conduct video conferencing in lieu of cross-regional business travel.

- We held the "How to Protect Yourself Under the New Coronary Pneumonia Pandemic" course and invited occupational medicine physicians to share their views.

A total of **352** employees participated on-site or online.



- We have accelerated informatization and strengthened the tacit understanding of cross-regional work in response to the personal autonomy of the new generation of knowledge workers and the pandemic partition or home office models. The goal is to create a good working environment, motivate employees to actively engage in work, and create harmony between work and life. Since Taiwan announced the Level 3 alert on May 19, 2021, as of May 15, 2022, 219 employees have worked from home to take care of young children or stay safe from COVID-19.





## Volunteer Training and Care

Taiwan treasures kindness. Since its establishment 56 years ago, Tzu Chi has provided care in 128 countries and regions worldwide. In the international arena, Tzu Chi volunteers represent the power of kindness from Taiwan. The strength of this kindness comes from the long-term donations of Tzu Chi members throughout the globe, allowing us to turn a vast number of small contributions into the power to save lives and transform kind thoughts into good deeds. More importantly, there is no threshold for kindness. We hope to inspire everyone's kindness and bring Tzu Chi's love into a heartfelt force that warms people's hearts worldwide.

Father Giuseppe Didone, an Italian priest who has been in Taiwan for over half a century, wrote a letter to bless Tzu Chi for its 55th anniversary and stated that everyone is equal and must love, respect, and take care of one another. Although Tzu Chi is a Buddhist organization, its actions and spirit are the same as those promoted by Jesus, Mary, and Pope Francis, which is to love others as yourself.

### **If it's Right, Just Do it.**

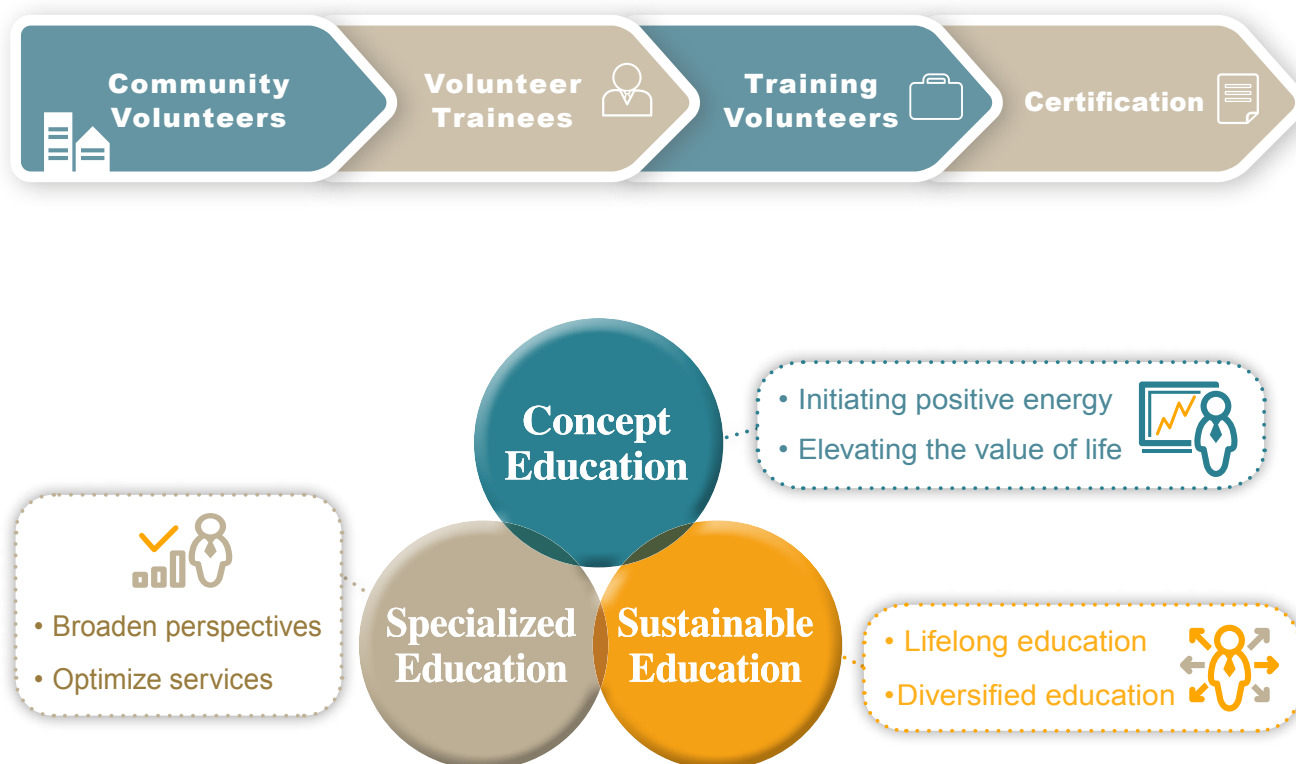
Among non-profit organizations, volunteers are the most important factor and what people are most grateful for. Tzu Chi volunteers' ambitions are to serve the masses, shoulder the work of inspiring the rich to help the poor, and participate in various causes to promote "free and selfless" contributions. Our volunteers have engaged in providing care and assistance throughout the globe by learning the needs of local charities. These efforts enable volunteers to design grassroots charitable service plans. This allows for meaningful care and interaction with neighbors to promote friendly community initiatives.

Volunteers from all walks of life have contributed their professional experience and life wisdom to society. They are engaged in charitable affairs in the community such as helping the impoverished, education assistance, emergency rescue, environmental protection, and recycling. These volunteers believe in the spirit of loving and helping others and making society better with a grateful heart.

## Go First and Rest Last.

### Volunteer Training

Tzu Chi volunteers are widely distributed throughout communities in Taiwan and around the world. We have adopted a step-by-step method to establish a service sentiment, create practical experiences, and cultivate high-quality volunteers who devote themselves to various community service projects. Our system also protects volunteers' physical and mental health through volunteer safety education. Our goal is not just to train volunteers to serve others but to have them lead by example as the embodiment of self-actualization.

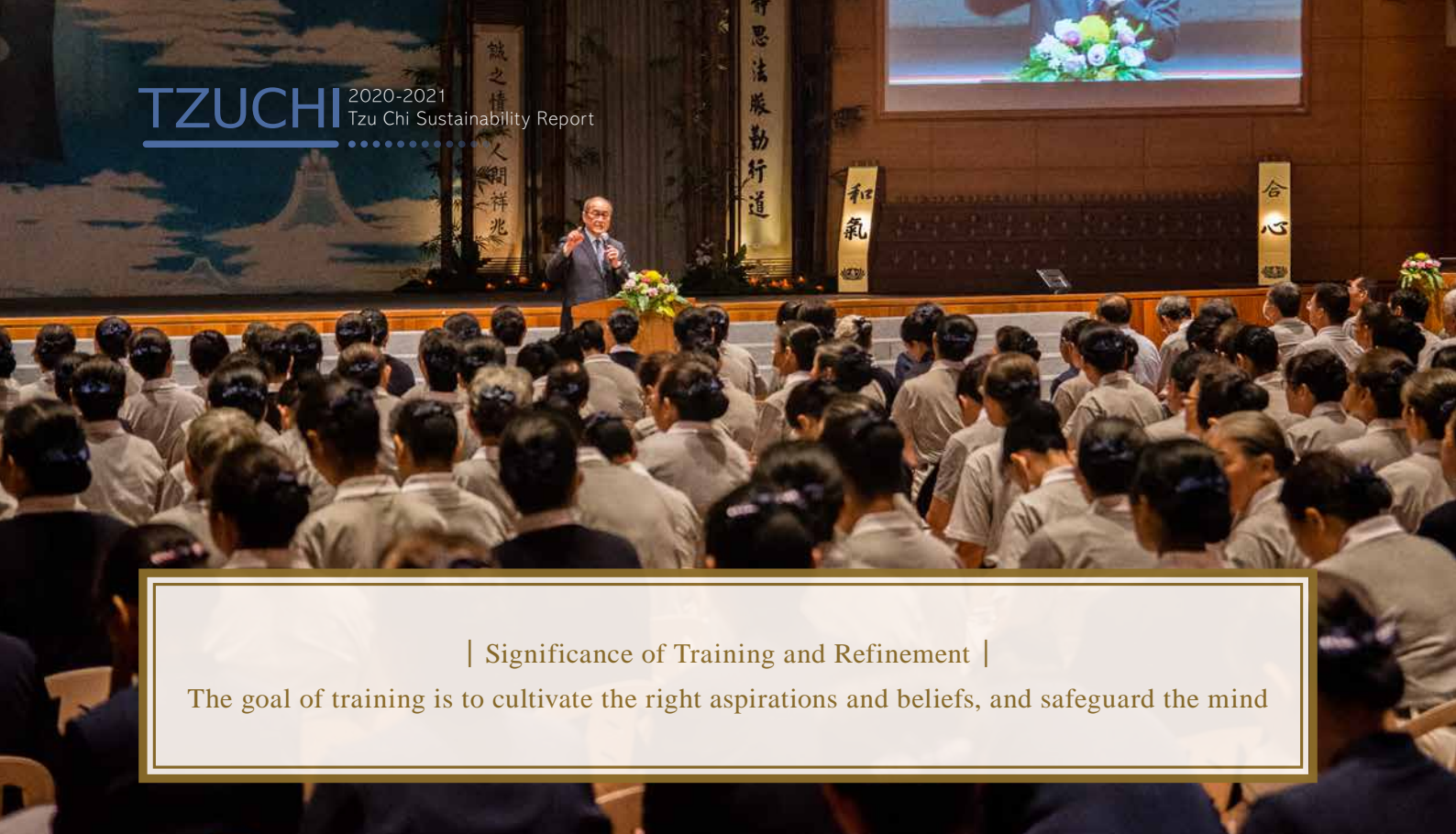


## Volunteer Education and Training Programs

### Volunteer Recruitment and Development Steps

- 1 Invite community members. They can become community volunteers as long as they are willing to serve others.
- 2 Plan primary and advanced learning points; improve volunteers' core knowledge, humanistic literacy, and professional skills through apprenticeship, training, and improvement day courses; and promote global volunteer study and exchange experience with international volunteers.
- 3 Encourage volunteers to help create the culture of a learning organization. Promote independent reading clubs for volunteers in various districts worldwide. They can then share their reading experiences and insights online.





| Significance of Training and Refinement |

The goal of training is to cultivate the right aspirations and beliefs, and safeguard the mind

### 2020-2021 Volunteer Education and Training Statistics

Category	Description	Frequency	Male	Female	Total Number of Participants	Course Hours per Person per Year
Volunteer Trainee Courses	Integrate the volunteer service concept with static and experiential courses to improve core knowledge	<ul style="list-style-type: none"> <li>• 1 session of 8 courses per year (from March to October)</li> <li>• 1 course per month of 4-6 hours (average 5 hours) for a total of 40 hours per session</li> </ul>		*	<b>3,637</b>	40
Volunteer Training	Dynamic and static courses for various volunteer services to strengthen the volunteers' professional knowledge and Tzu Chi's philanthropy concept	<ul style="list-style-type: none"> <li>• 1 session of 8 courses per year (from March to October)</li> <li>• 1 course per month of 4 hours</li> <li>• Annual 1-day "spiritual training camp" online exchange and sharing conference (this was a 2-day in-person event prior to COVID-19)</li> </ul>	886	1,598	<b>2,484</b>	72
Certified Volunteer Courses	Theme-based study courses designed to enrich the volunteers' practical experience, continue to improve their professional knowledge and humanistic qualities, and inherit the concept of selfless love	<ul style="list-style-type: none"> <li>• 7 half-day training sessions per year (5 hours each)</li> <li>• 3 full-day training sessions per year (8 hours each)</li> </ul>		*	<b>42,020</b>	59

\*The number of trainee courses and certified volunteer courses is counted by the total number of people and cannot be distinguished by gender.



Our education and training programs have continued despite COVID-19. We provide live online courses to share global volunteerism trends, tips on pandemic prevention, and info on relief measures in various countries and regions. Statistical comparisons for 2019 and 2021 indicate that the number of participants

**increased by 80%** ↗

when live online training courses were provided.



### Three Main Categories of Online Courses

#### Cultivation of Beginner and Advanced Volunteers

We provide continuous volunteer development education, building on the core knowledge of newer volunteers and expanding on the knowledge of interns and seasoned volunteers through advanced courses for.



#### Peace of Mind Courses

During the pandemic, we aimed to calm minds and allow easy studying by enabling volunteers to learn about the global COVID-19 status and the charitable footprints of Tzu Chi volunteers in various countries via online courses.



#### Coping Courses

Despite the threats of COVID-19, the Tzu Chi Foundation has guided volunteers worldwide to learn from one another and continue to improve and keep up the pace of philanthropy.



Tzu Chi has established a dedicated Life with Pandemic Prevention live broadcast study area on its global information website, which enables the public to listen to Master Cheng Yen's lectures and "Meditations on Peace of Mind" (including health humanities lectures and meditation prayers).



Tzu Chi official website's Training Live Broadcast Area



## Featured Volunteer Courses

### Visiting Education and Training for Charity Work

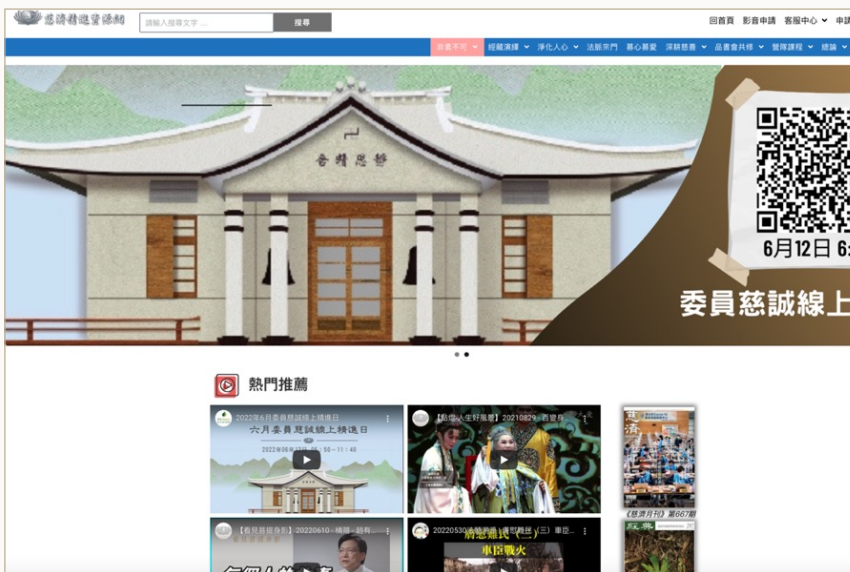
“Every volunteer who joins Tzu Chi must complete visiting cases training to understand the plights of the world. Only by seeing suffering and acknowledging blessings can they diligently offer Bodhisattva blessings to the people.” – Master Cheng Yen

Education and training in the field teaches both the humanistic spirit and practical methods to volunteers. Using the progressive learning method, charity case studies and offsite conferences are offered in addition to regular visits and studies. We also arrange for trainees to acquire skills from senior volunteers’ field experience and learn how to implement the depth and breadth of charity work. The field skills, empathetic care, overall community care, and emergency care courses allow our volunteers to go into society to hear the voices of those in need and provide the most immediate help.

In recent years, relevant education and training has been conducted in response to elderly care needs in communities. The goal is to strengthen the knowledge and precautions of social workers and volunteers when accompanying the elderly. We have also invited professional dementia care teams to share basic dementia-related knowledge and elderly care experience to improve the quality of care for the elderly living alone in the community.



### Tzu Chi Learning Website-Volunteers Education and Training Database



The Tzu Chi Training Resource Network provides an education and training database for Tzu Chi volunteers. To effectively improve the quality of volunteer education and training and ensure available course resources, we have integrated the various activities, course videos, and study resources to let Tzu Chi volunteers in Taiwan and worldwide conduct personal online learning without time and space restrictions. Students can download the resources, which can be used for public learning or sharing during external activities.



## Tzu Chi University Sky Academy: Enriching the Knowledge of Volunteers

Tzu Chi University launched the Tzu Chi University Sky (TCUSKY) Academy digital course by using the massive open online course (MOOC) format. Over 45 courses were planned and successively launched on various digital learning platforms at home and abroad. This learning method can overcome geography and space restrictions, and enable everyone to enjoy shared learning through the Cloud. The goal is to allow Tzu Chi volunteers to improve and enrich their professional knowledge, interact with other volunteers around the world, and turn Tzu Chi University into a “volunteer university” for Tzu Chi volunteers worldwide to continue their studies.

## Balanced Diet Training to Ensure the Health of Volunteers

The health of environmental protection volunteers is extremely important to us. We established a Cloud health care system and set up blood pressure machines at environmental protection stations, and the Tzu Chi International Medical Association provides regular health education and consultation services. We also

joined forces with various county health bureaus’ community nutrition promotion centers and invited nutritionists from the health bureaus or Tzu Chi Hospital to give “balanced diet” lectures to improve volunteers’ nutritional knowledge and meal preparation. Changhua Fu Hsing Environmental Protection Station held the first course in 2020, and 39 sessions have been held in seven cities or counties so far, with a total of 2,294 participants.

Our environmental protection volunteers participated in the “Balanced Diet Course” in 2020, and our meal preparation volunteers participated in the “Tzu Chi Volunteer Balanced Diet Training Course” in 2021. The course content includes “Vegetarian Balanced Diet,” “Nutrition Screening and Evaluation,” “Menu Design and Meal Preparation Safety,” and “Nutrition Screening and Evaluation System Teaching.” The goal is to teach volunteers to upload nutritional data regularly so volunteers can manage any concerns promptly. The “Menu Design, Kitchen Safety, and Hygiene” course introduces menu design principles and concepts to volunteers. A team of volunteers designs a six-day menu and nutritionists give feedback for each meal. After the course, the volunteers upload the menu for the environmental protection station.



## Volunteer Operational Counseling Programs

We attach great importance to the overall efficiency and service quality of volunteers during organizational operations and have provided various volunteer education and training resources, as well as information assistance systems. We have also developed efficient information integration, real-time communication, cross-regional learning, and have improved the education and training quality through remote meetings, teaching courses, and community interactions.

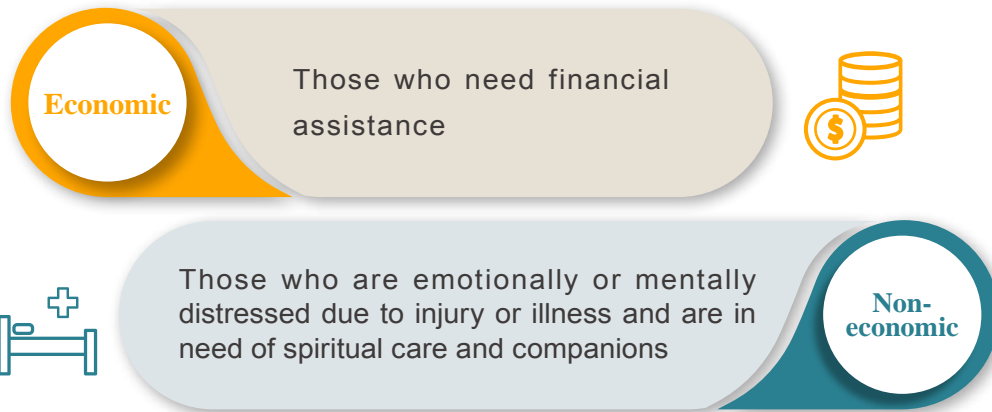
Our volunteers have different schedules, abilities, and interests. However, under a shared spirit of volunteer service, Tzu Chi volunteers can learn about various functions and dimensions of charitable work. In terms of community care services, volunteers can

participate in volunteer services according to their interests and capabilities such as activities, finance, personnel, general affairs, audio-visual, cleanup, transportation, cultivation, diligence, public communication, home visits, emergency care, consultation, environmental protection, education teams, humanities teams, 3-in-1 news teams, hospital services volunteers, bone marrow transplant care, TIMA physicians, and police care teams.

## Volunteer Care

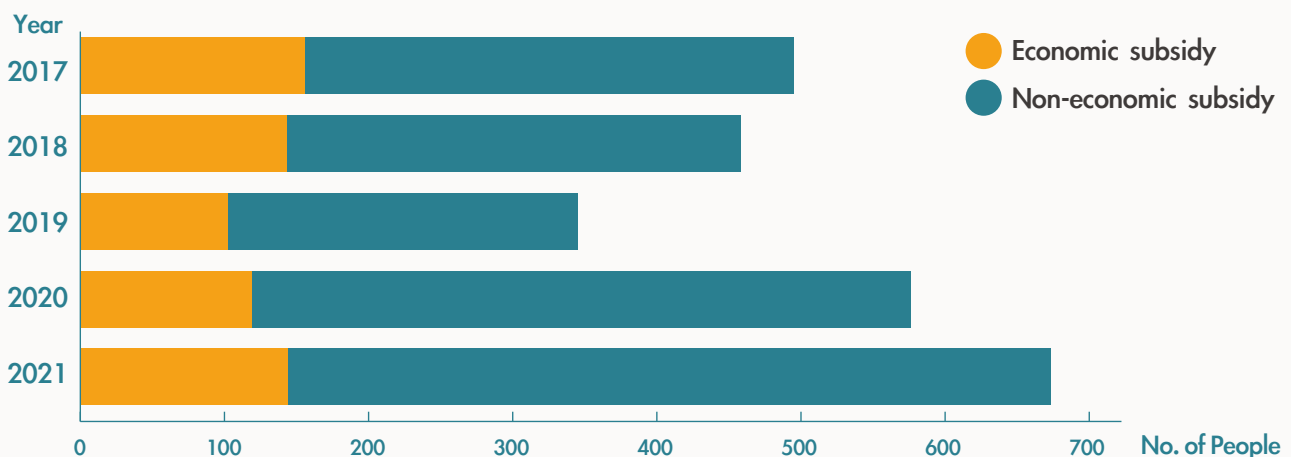
Tzu Chi is a charitable foundation and every volunteer in the organization is family. From new recruits to senior volunteers everyone cares for each other and offers support in times of need. The care from Tzu Chi's volunteer family is eternal, persistent, immediate, and warm.

### We organize Tzu Chi volunteers in need of care into two categories



**2017-2021 Volunteer Care Subsidies**

Unit: No. of People



### 2017-2021 Volunteer Subsidy Recipients Unit:No. of People

Year	Living Subsidy Recipients	Student Subsidy Recipients	Medical Subsidy Recipients	Funeral Subsidy Recipients	Nursing Care Subsidy Recipients	Other Recipients	Total
2017	995	62	32	3	72	4	<b>1,168</b>
2018	824	50	21	4	55	5	<b>959</b>
2019	719	19	14	4	61	5	<b>822</b>
2020	740	25	21	6	66	1	<b>859</b>
2021	1,003	16	4	7	42	3	<b>1,075</b>

### 2017-2021 Volunteer Health Exam Recipients Unit:No. of People

Year	General Screening Recipients	Cerebrocardiac Screening Recipients	Senior Screening Recipients	Phone Call Recipients
2017	8,494	492	2,345	1,899
2018	6,596	343	1,039	794
2019	6,658	363	1,217	-
2020	5,430	254	1,032	-
2021	3,386	183	790	-

We attach great importance to our volunteers' health and conduct regular health exams for volunteers worldwide. The goal is to screen for disease factors at an early stage, discover the source of the disease, and track the treatment. The Foundation provides general health exams for volunteers who have been certified for more than one year, and each person is entitled to one re-examination every three years. We also offer one free MRI scan for senior volunteers who have been certified for more than six years, for early detection of hidden lesions in the heart and brain.



Tzu Chi Medical Center proactively provides health care services to volunteers whose health exam results reveal high risks so we can provide the most appropriate medical consultation and response.



## **Closing Remarks- Vegetarianism and Diligence for the Benefit of Life, Collaborative Charity and Love with Faith, Vows and Practice**

**As we passed through the years 2020 and 2021, the challenges facing mankind became increasingly severe due to global climate disasters, environmental issues, humanitarian crises, and natural and man-made disasters. The global outbreak of COVID-19 in particular gave us a deep understanding that we are all one family under the sky and above the earth, and that we are all a community of life.**

**How all humans can move together toward a healthy and safe sustainable future is a critical question that must be faced immediately.**

In the spirit of our founder, Master Cheng Yen, “for Buddhism and for all sentient beings,” and in the face of global sustainable development, we will strive to accomplish the three major visions of “purifying people’s hearts, creating a harmonious society, and making the world free of disasters” based on our core values of “compassion and joy” and our spiritual philosophy of “honesty, integrity, openness, and transparency.”

More importantly, by integrating the Foundation’s Four Major Missions of Charity, Medicine, Education, and Humanity into one system, and by adhering to the five principles of charity (“direct, focused, respectful, pragmatic, and timely” aid), as well as the six peace models of “peaceful mind, body, life, learning, living, and recuperation of the mountains and forests,” we have developed programs that combine the global collective charity to address the major crisis facing humanity. Everything we’ve done for more than 50 years has been in line with the United Nations’ 17 Sustainable Development Goals.

### **We are committed to:**

- ✓ **A proactive disaster prevention and mitigation strategy to reduce the damage and impact of natural disasters**
- ✓ **The invisible act of purification of the heart to eliminate the conflicts and anxieties caused by man-made disasters**
- ✓ **Eliminating the turmoil of poverty and hunger through a comprehensive charity program**
- ✓ **The clean source concept of environmental protection to mitigate resource consumption and promote sustainable development**
- ✓ **Promoting the value of respect for life in order to reduce the killing of animals and cherish the lives of all sentient beings**

We’re understandably worried in the face of a grim future, but we won’t back down. For many years, we’ve worked with governments and charitable organizations around the world to move into the future. We will continue to strive for the sustainable development of the spirit of humanity and the concept of compassion for the world, with the Tzu Chi spirit and values as our core to move together toward a world of happiness, health and peace for all.

## Appendices-Honors and Awards



January 3, 2020

On December 12, 2019, Tzu Chi Jing Si Hall in Kaohsiung was certified by the Environmental Protection Administration of the Executive Yuan as an Environmental Education Facility. The 2019 certificate number was Huan-Shu-Xun-Zheng-Zi No. EC112001 and the unveiling ceremony was held on January 3, 2020.

January 14, 2020

The Republic of Serbia Commissariat for Refugees and Migration presented a certificate and medal to Tzu Chi in gratitude for its assistance and care to refugees in Serbia since 2016. The certificate and medal were received by Tzu Chi volunteers who had distributed winter clothes to the refugees.

February 04, 2020

Tzu Chi Indonesia Branch was given the Social Organization Award by the National Disaster Management Agency (BNPB) in recognition of Tzu Chi's disaster relief efforts.

May 05, 2020

Hualien Mayor Chia-Hsien Wei visited Jing Si Abode and presented a Certificate of Appreciation to Tzu Chi for donating medical supplies to Hualien's sister city of Albuquerque, New Mexico in the United States to help prevent and control COVID-19.



July 21, 2020

Tzu Chi Foundation was awarded the Lao National Award for its charitable assistance to the Laotian people. The Governor of Champasak Province presented the award on behalf of the Prime Minister.



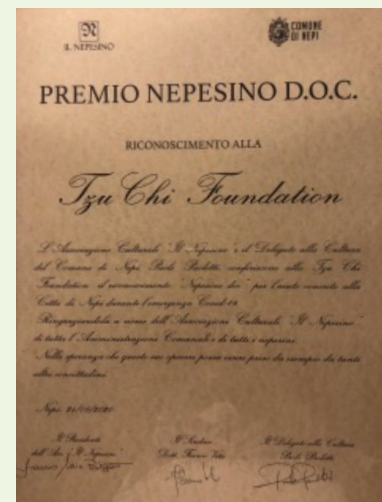


July 27, 2020

Tzu Chi Foundation received a Letter of Commendation from Jordanian Prime Minister Omar al Razzaz recognizing Tzu Chi's dedication and contribution to its people during the COVID-19 pandemic.

August 24, 2020

Tzu Chi Foundation was awarded the Excellent Citizen Award by the Ministry of Culture of Nepi, Italy and Il Nepesino in recognition of Tzu Chi's anti-pandemic material donation during the severe COVID-19 outbreak.



September 16, 2020

Tzu Chi Foundation won the Outstanding Enterprise Award from the Ministry of the Interior's 2019 Disaster Prevention and Rescue Phase III Project.

September 23, 2020

Tzu Chi Foundation's 2018-2019 Sustainability Report won the Elite Award at the 2nd Corporate Social Responsibility (CSR) Awards from SGS Taiwan Limited.



October 13, 2020

Tzu Chi Foundation was invited to attend the NGO International Affairs Council 20th Anniversary Event held by Taiwan's Ministry of Foreign Affairs. During the establishment of the NGO International Affairs Council, various parties assisted charitable organizations and civic groups in participating in international NGOs, international conferences, and exchange activities to demonstrate the influence of Taiwanese volunteers internationally. The goal was to celebrate the anniversary and highlight the outcomes of assistance in mentoring NGOs involved in international affairs. Tzu Chi was highly recognized in the humanitarian aid field by being awarded the Outstanding Contribution Group Award in the Humanitarian Aid Category.



November 18, 2020

Tzu Chi Foundation's 2018-2019 Sustainability Report won the 13th TCSA Taiwan Corporate Sustainability Award, Corporate Sustainability Report Government and NGO Gold Award, and Social Inclusion Award for corporate sustainability excellence.



November 25, 2020

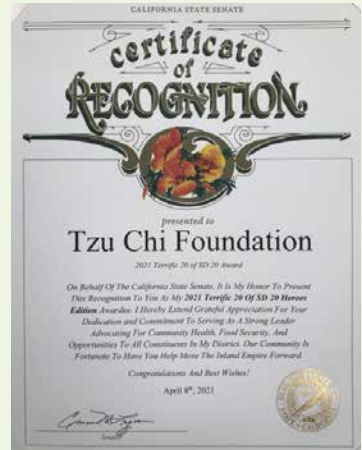
Tzu Chi Foundation won the Civil Society Sustainable Development Award during the 2020 National Sustainable Development Awards Ceremony.

January 01, 2021

Tzu Chi Foundation officially obtained board of directors and supervisor seats in the Parliament of the World's Religions in December 2020 for a three-year term, beginning in 2021.

February 01, 2021

The Tzu Chi Education Foundation and five Tzu Chi schools in the United States received the Kindness Certified School award from the non-profit organization Kids for Peace in recognition of Tzu Chi's performance in promoting character education.



April 08, 2021

Tzu Chi USA's National Headquarters office was recognized as one of the "Terrific 20" of California State Senate District 20 by State Senator Connie M. Leyva for outstanding contributions to the community during the COVID-19 outbreak by continuing to donate anti-pandemic materials and distributing fruits and vegetables.

April 28, 2021

The Tzu Chi Philippines branch received the highest-level Certificate of Accreditation by the Department of Social Welfare and Development (DSWD), recognizing Tzu Chi's commitment to charitable acts for disadvantaged families, children, and youth. The certification is valid from April 28, 2021, to April 29, 2028.



May 11, 2021

Tzu Chi USA's Houston, Texas branch again received recognition from the Houston City Government, who designated March 29 as "Tzu Chi Love and Compassion Day" to recognize volunteers' hard work in the community for many years and selfless efforts during the COVID-19 pandemic.



August 09, 2021

Master Cheng Yen was awarded the Ahmadiyya Muslim Peace Prize in recognition of her contribution to promoting peace and equality. The Ahmadiyya Muslim Peace Prize Committee established the award in 2009, and the winners were announced at their annual general meeting.

October 02, 2021

Tzu Chi Foundation won the Environmental Protection Administration's "8th National Environmental Education Award" in the group category. The local preliminary award ceremony was held at the Performance Hall of the Cultural and Recreation Center in Shoufeng Township, Hualien County.



October 17, 2021

The Parliament of the World's Religions, which convenes once every three years, was held online on the 17th and 18th of October. Tzu Chi Foundation co-organized the Parliament for the first time as a board of directors and supervisor member. The conferences were divided into two major time zones, Europe/America and Asia, and mainly focused on eight topics. Tzu Chi hosted the Asian conferences and targeted three major issues: inter-religious beliefs, gender equality, and climate change.







October 31, 2021

A 15-member delegation from Tzu Chi Foundation participated in the 26th UN Climate Change Conference of the Parties (COP26), which was held in Glasgow, Scotland, from October 31, 2021, to November 13, 2021. In addition to a press conference, international youth and peripheral forums, cross-platform discussions on climate change, and countermeasures, we also discussed the direction and feasibility of aid to countries suffering from famine with the Food and Agriculture Organization of the United Nations.



November 30, 2021

The Environmental Protection Administration of the Executive Yuan jointly held the 2021 Asia-Pacific Environmental Education Forum online with the U.S. Environmental Protection Agency (EPA), the North American Association for Environmental Education (NAAEE), the Global Environmental Education Partnership (GEEP), and the GEEP Asia-Pacific Regional Center (APRC) from November 30, 2021, to December 2, 2021. Tzu Chi Foundation's CEO Po-Wen Yen was invited to be the guest speaker at the opening ceremony and gave

a special lecture on "The Future of Environmental Education" to share the outlook and implementation direction of environmental education from the perspective of an environmental education NGO in Taiwan.



December 03, 2021

Tzu Chi Foundation received the Gratitude Award from Karmodaya, an American non-profit organization.



December 06, 2021

Tzu Chi's Mozambique branch received the Best Organization of the Year Award from the Mozambique Volunteer Committee in recognition of Tzu Chi's humanitarian aid during the COVID-19 outbreak.

December 08, 2021

Tzu Chi Foundation won the 2021 Buying Power Social Innovation Product and Service Procurement Incentive Mechanism Award from the Ministry of Economic Affairs, as well as the Special Award in the Social Prosperity Group.



December 08, 2021

Tzu Chi Foundation received a certificate of appreciation from La Unión, Santa Ana County, Ecuador, for providing food relief and caring for impoverished families during the COVID-19 outbreak.



December 09, 2021

Tzu Chi Foundation received the Excellent Religious Organizations Appreciation Award from the New Taipei City Government in recognition of Tzu Chi's anti-pandemic material donations, care for disadvantaged families and students, and COVID-19 vaccination assistance.



December 12, 2021

Master Cheng Yen received the 16th annual Compassion Award from the Hong Kong and Macau Taiwanese Charity Fund Ltd. The award was established to promote positive role models of compassion and enhance positive energy in the society.



June 15, 2022

Master Cheng Yen was elected as a Fellow of the National Academy of Inventors in recognition of her numerous achievements, outstanding contributions, and the significant influence of Tzu Chi University in Science and Technology, especially in the fields of medicine, therapy, and technology-related R&D.



## Relevant Data

### 2019-2021 Gender Distribution of Staff by Age Group

Region	Age Group	2019			2020			2021		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Taiwan	Under 30	26	78	104	91	38	129	127	38	165
	30-50	162	418	580	420	166	586	419	159	578
	Over 50	138	162	300	169	145	314	165	136	301
Overseas	Under 30	0	0	0	0	0	0	0	0	0
	30-50	3	3	6	3	3	6	3	3	6
	Over 50	1	1	2	1	1	2	1	1	2

### 2019-2021 Gender Distribution of Staff by Management Level

Region	Management Level	2019			2020			2021		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Taiwan	Departmental (Office)	30	29	59	34	31	65	40	39	79
	Divisional (Sectional)	196	111	307	194	113	307	214	114	328
Overseas	Departmental (Office)	2	1	3	2	1	3	2	1	3
	Divisional (Sectional)	1	3	4	1	3	4	1	3	4

Note: There were no overseas staff who self-identified as being members of these diversity categories in 2019-2021.

### 2019-2021 Gender Distribution of Staff by Minority Category

Region	Minority Category	2019			2020			2021		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Taiwan	Indigenous	12	4	16	9	4	13	10	4	14
	New Immigrant	0	0	0	1	0	1	1	0	1
	Disabled	5	6	11	5	7	12	5	8	13

Note: There were no overseas staff who self-identified as being members of these diversity categories in 2019-2021.

### 2019-2021 Children's Education Subsidies Received by Staff

Year	Total Number of Subsidies	Total amount (in NTD\$)
2019	60	727,414
2020	172	2,116,519
2021	153	1,898,966

### 2019-2021 Gender Distribution of Staff by Contract Type

Contract Type	Region	2019			2020			2021		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Full-time Labor	Taiwan	655	328	983	678	344	1022	698	327	1025
	Overseas	4	4	8	4	4	8	4	4	8
	Subtotal	659	324	991	682	348	1030	702	331	1033
Part-time Labor	Taiwan	1	0	1	2	5	7	13	6	19
	Overseas	0	0	0	0	0	0	0	0	0
	Subtotal	1	0	1	2	5	7	13	6	19



Contract Type	Region	2019			2020			2021		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Non-fixed-term Indentured labor	Taiwan	628	323	951	665	338	1003	695	325	1020
	Overseas	4	4	8	4	4	8	4	4	8
	Subtotal	632	327	959	669	342	1011	699	329	1028
Fixed-term Indentured Labor	Taiwan	27	6	33	14	12	26	15	9	24
	Overseas	0	0	0	0	0	0	0	0	0
	Subtotal	27	6	33	14	12	26	15	9	24
Gig Economy Labor	Taiwan	0	1	1	3	2	5	8	1	9
	Overseas	0	2	2	1	5	6	3	5	8
	Subtotal	0	3	3	4	7	11	11	6	17

## 2019-2021 Staff Education and Training Statistics

Type of Training	Staff Level	Gender	2019		2020		2021	
			Total Hours	Average Hours	Total Hours	Average Hours	Total Hours	Average Hours
Managerial Training	Supervisory Positions	Male	563	3.0	861	5.8	271	1.7
		Female	1055	2.4	1273	5.5	551	2.1
		Total	1618	2.6	2134	5.6	822	2.2
	General Staff	Male	218	1.5	1232	6.0	92	0.5
		Female	254	1.1	1533	3.4	426	0.9
		Total	472	1.3	2765	4.2	518	0.8
Professional Skills	Supervisory Positions	Male	988	5.3	222	1.5	174	1.1
		Female	2213	5.1	817	3.5	746	2.9
		Total	3201	5.2	1039	2.7	920	2.4
	General Staff	Male	1043	7.2	1617.3	7.9	997	5.5
		Female	4291	18.7	3976.2	8.8	2794.75	6.1
		Total	5334	14.3	5593.5	8.5	3791.75	5.9
Consensus Class	Supervisory Positions	Male	2534	13.6	2160.25	14.6	799.25	5.1
		Female	4680	10.8	5554.75	24.0	2602.75	10.1
		Total	7214	11.7	7715	20.4	3402	9.0
	General Staff	Male	2443	17.0	8383.25	40.9	2735.1	15.2
		Female	7521	32.8	20019.5	44.2	9781.05	21.4
		Total	9964	26.7	28402.75	43.2	12516.15	19.6
Self-Improvement	Supervisory Positions	Male	1829	9.8	0	0.0	82.25	0.5
		Female	4622	10.7	12	0.1	656.5	2.6
		Total	6451	10.4	12	0.0	738.75	2.0
	General Staff	Male	1777	12.3	9	0.0	493.75	2.7
		Female	4682	20.4	96	0.2	1766.75	3.9
		Total	6459	17.3	105	0.2	2260.5	3.5
Occupational Safety	Supervisory Positions	Male	-	-	77.5	0.5	94	0.6
		Female	-	-	158	0.7	225.5	0.9
		Total	-	-	235.5	0.6	319.5	0.8
	General Staff	Male	-	-	607.3	3.0	499	2.8
		Female	-	-	965.5	2.1	950	2.1
		Total	-	-	1572.8	2.4	1449	2.3

Note 1: Occupational safety education and training were separated into independent statistics starting in 2020, so there is no data for 2019.

Note 2: Average hours are calculated to the first decimal place, rounded up.

## 2019-2021 Labor Safety and Health Performance

Various Indexes		2019		2020		2021		
		Male	Female	Male	Female	Male	Female	
<b>Total</b>		<b>329</b>	<b>639</b>	<b>341</b>	<b>670</b>	<b>329</b>	<b>700</b>	
Occupational Injuries	Workplace Injuries	Quantity	0	1	1	1	0	
		Public Injury Leave Days	0	4	34	2	124	0
		Temporary Disability Leave Days	0	7	50	2	174	0
	Commuting Injuries	Quantity	0	3	0	3	0	1
		Public Injury Leave Days	0	73	0	316	0	2
		Temporary Disability Leave Days	0	124	0	462	0	1
	Work-related Illnesses		0	0	0	0	0	0
	Deaths		0	0	0	0	0	0
	Number of Workdays		249	249	250	250	248	248
Total Days Worked		81,291	159,111	85,250	167,500	81,592	173,600	
Total Hours Worked		655,368	1,272,888	682,000	1,340,000	652,736	1,388,800	
Annual Injury Leave Days (commuting accidents, personal leave, sick leave, and menstrual leave)		577	2,407	410	2,427	626	1,303	
Annual Public Injury Leave Hours (commuting accidents, personal leave, sick leave, and menstrual leave)		4,615	19,256	3,283	19,416	5,008	10,423	
Injury Rate (IR) (including commuting accidents)		0	1	0	1	0	0	
Injury Rate (IR) (excluding commuting accidents)		0	0	0	0	0	0	
Occupational Disease Rate (ODR)		0	0	0	0	0	0	
Lost Day Rate (LDR) (includes commuting accidents)		0	21	15	65	53	0	
Lost Day Rate (LDR) (excludes commuting accidents)		0	1	15	0	53	0	
Absentee Rate (AR)		0	0	0	0	0	0	

Note:

1:IR=Total Occupational Injuries/Total Hours Worked x 200,000(calculated based on 100 employees working 40 hours per week for 50 weeks in a year).

2:ODR=Total occupational disease cases/Total work hours x 200,000

(calculated based on 100 employees working 40 hours per week for 50 weeks in a year).

3:LDR=Total lost days due to disabling injuries/total work hours x 200,000(calculated based on 100 employees working 40 hours per week for 50 weeks in a year.)

4:AR (including personal and sick leaves due to commuting accidents)=(Total absence days/total work days)

5: "Deaths" refers to the number of employees who died of occupational injuries/diseases.

# GRI Index

GRI Index	Disclosure Items	Corresponding Chapter/Section	Page
General Disclosures (core items are marked with “*”)			
<b>Organizational Profile</b>			
	102-1 Name of the organization	Chapter I/Organization Overview	P30
	102-2 Activities, brands, products, and services*	Chapter I/Organization Overview Chapter III/Poverty Relief and Assistance, New Shoots Scholarship; Humanitarian Care and Disaster Relief; Welfare Services, Physical and Mental Wellbeing; Community Care and Localization	P30 P72
	102-3 Location of headquarters*	About This Report, Chapter I/Organization Overview	P2.P30
	102-4 Location of operations*	Chapter I/Organization Overview	P30
	102-5 Ownership and legal form*	Chapter I/Organization Overview	P30
	102-6 Markets served*	Chapter I/Organization Overview	P30
	102-7 Scale of the organization*	Chapter I/Organization Overview, Financial Status Chapter V/Calm, Healthy Workplace	P30.P47 P132
	102-8 Information on employees and other workers*	Chapter V/Calm, Healthy Workplace Appendices: Relevant graphs and data	P132 P162
	102-9 Supply chain*	Chapter IV/Environmental Practices Toward Sustainability	P122
	102-10 Significant changes to the organization and its supply chain*	Chapter I/Organization Overview, Organization Governance Chapter II/Analysis of Stakeholders (Partnerships)	P30.P36 P64
	102-11 Precautionary Principle or approach*	Chapter I/Organizational Governance	P36
	102-12 External initiatives*	Chapter II/Partnerships, International Participation Collaboration for Sustainability Chapter IV/Connecting with International Standards and Focusing on International Issues	P64.P68 P98
	102-13 Membership of associations*	Chapter II/Partnerships, International Participation Collaboration for Sustainability Chapter IV/Connecting with International Standards and Focusing on International Issues	P64.P68 P98
GRI 102: General Disclosure	<b>Strategy</b>		
	102-14 Statement from senior decision-maker*	Words From Our Founder Word From Our CEO	P4 P6
	102-15 Key impacts, risks, and opportunities	Chapter I/Organizational Governance	P36
	<b>Ethics and Integrity</b>		
	102-16 Values, principles, standards, and norms of behavior*	Chapter I/Organization Overview	P30
	102-17 Mechanisms for advice and concerns about ethics	Chapter I/Organizational Governance	P36
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	102-18 Governance structure*	Chapter I/Organizational Governance	P36
	102-19 Delegating authority	Chapter I/Organizational Governance	P36
	102-20 Executive-level responsibility for economic, environmental, and social topics	Chapter I/Organizational Governance	P36
	102-21 Consulting stakeholders on economic, environmental, and social topics	Chapter II/Stakeholder Category Identification, Stakeholder Communication	P56-57
	102-22 Composition of the highest governance body and its committees	Chapter I/Organizational Governance	P36
	102-23 Chair of the highest governance body	Chapter I/Organizational Governance	P36
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102-26 Role of highest governance body in setting purpose, values, and strategy	Chapter I/Organizational Governance	P36	
102-30 Effectiveness of risk management processes	Chapter I/Organizational Governance	P36	
102-31 Review of economic, environmental, and social topics	Chapter I/Organizational Governance	P36	
102-32 Highest governance body's role in sustainability reporting	Chapter I/Organizational Governance	P36	



GRI Index	Disclosure Items	Corresponding Chapter/Section	Page	
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	102-42 Identifying and selecting stakeholders*	Chapter II/Stakeholder Identification	P56	
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	102-47 List of material topics*	Chapter II/Analysis of Issues of Interest	P54	
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		Chapter III/Poverty Relief and Assistance, New Shoots Scholarship; Humanitarian Care and Disaster Relief; Welfare Services, Physical and Mental Wellbeing; Community Care and Localization; Professional Volunteer Recruitment, Cultivation, and Training	P72 P80 P88 P92	
GRI 203: Indirect Economic Impacts	203-2 Significant indirect economic impacts	Special Report-Working Together for Epidemic Prevention: Global Partnership for Welfare and Goodwill, Persist in Kindness, Protect the Earth and Fulfill the Environmental Protection Mission and Tzu Chi Joins Hands with Young People to Create Social Benefits	P9 P14 P20	
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GRI Index	Disclosure Items	Corresponding Chapter/Section	Page
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	203-2 Significant indirect economic impacts	Special Report-Working Together for Epidemic Prevention: Global Partnership for Welfare and Goodwill, Persist in Kindness, Protect the Earth and Fulfill the Environmental Protection Mission and Tzu Chi Joins Hands with Young People to Create Social Benefits  Chapter III/Poverty Relief and Assistance, New Shoots Scholarship; Humanitarian Care and Disaster Relief; Welfare Services, Physical and Mental Wellbeing; Community Care and Localization; Professional Volunteer Recruitment, Cultivation, and Training	P9 P14 P20 P72  P80 P88 P92
<b>Disaster Prevention and Response</b>			
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	Special Report-Working Together for Epidemic Prevention: Global Partnership for Welfare and Goodwill, Persist in Kindness, Protect the Earth and Fulfill the Environmental Protection Mission and Tzu Chi Joins Hands with Young People to Create Social Benefits  Chapter III/Poverty Relief and Assistance, New Shoots Scholarship; Humanitarian Care and Disaster Relief; Welfare Services, Physical and Mental Wellbeing; Community Care and Localization; Professional Volunteer Recruitment, Cultivation, and Training	P9 P14 P20  P72 P80 P88 P92
	203-2 Significant indirect economic impacts	Special Report-Working Together for Epidemic Prevention: Global Partnership for Welfare and Goodwill, Persist in Kindness, Protect the Earth and Fulfill the Environmental Protection Mission and Tzu Chi Joins Hands with Young People to Create Social Benefits  Chapter III/Poverty Relief and Assistance, New Shoots Scholarship; Humanitarian Care and Disaster Relief; Welfare Services, Physical and Mental Wellbeing; Community Care and Localization; Professional Volunteer Recruitment, Cultivation, and Training	P9 P14 P20 P72  P80 P88 P92
<b>Sustainability Governance and Operations</b>			
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	Chapter V/Calm, Healthy Workplace Appendices: Relevant graphs and data	P132 P168
GRI 401: Employment	401-1 New employee hires and employee turnover	DChapter V/Calm, Healthy Workplace	P132
	401-2 Benefits provided to full-time employees	Chapter V/Employee Welfare Measures, Safe and Healthy Workplace	P136 P140
	401-3 Parental leave	Chapter V/Employee Welfare Measures	P136
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Chapter V/Safe and Healthy Workplace, Comprehensive Education Training/and Development, Volunteer Training and Care Appendices: Relevant graphs and data	P140 P146 P152 P168
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Chapter I/Organizational Governance Chapter V/Calm, Healthy Workplace Appendices: Relevant graphs and data	P36 P132 P168
	405-2 Ratio of basic salary and remuneration of women to men	Chapter V/Calm, Healthy Workplace	P132

# Third-Party Verification Statement



## ASSURANCE STATEMENT

### SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE TZU CHI FOUNDATION'S SUSTAINABILITY REPORT FOR 2020-2021

#### NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by Tzu Chi Foundation (hereinafter referred to as Tzu Chi) to conduct an independent assurance of the Sustainability Report for 2020-2021 (hereinafter referred to as the Report). The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the sampled text, and data in accompanying tables, contained in the report presented during verification (2022/06/20~2022/07/14). SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

#### INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all Tzu Chi's Stakeholders.

#### RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors or governing body (as applicable) and management of Tzu Chi. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the report content within the scope of verification with the intention to inform all Tzu Chi's stakeholders.

#### ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognized assurance guidance, including the Principles contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) 101: Foundation 2016 for report quality, and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard Options and Level of Assurance	
A.	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)
B.	AA1000ASv3 Type 1 Moderate Level (AA1000AP Evaluation only)



### SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1.	GRI Standards (Core)
2.	AA1000 Accountability Principles (2018)

- AA1000 Assurance Standard v3 Type 1 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2018) at a moderate level of scrutiny; and
- evaluation of the report against the requirements of Global Reporting Initiative Sustainability Reporting Standards (100, 200, 300 and 400 series) claimed in the GRI content index as material and in accordance with.

### ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant. In response to COVID-19 pandemic situation the assurance process was partially conducted via Teams.

### LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts and Social Return on Investment assessments (SROI) has not been checked back to source as part of this assurance process.

### STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Tzu Chi, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

### FINDINGS AND CONCLUSIONS

#### VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

## AA1000 ACCOUNTABILITY PRINCIPLES (2018) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

### **Inclusivity**

Tzu Chi has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to donees, members, volunteers, employees, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns. For future reporting, Tzu Chi may proactively consider having more direct two-ways involvement of stakeholders during future engagement.

### **Materiality**

Tzu Chi has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

### **Responsiveness**

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

### **Impact**

Tzu Chi has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

## GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report, Tzu Chi's Sustainability Report of 2020-2021, is adequately in line with the GRI Standards in accordance with Core Option. The material topics and their boundaries within and outside of the organization are properly defined in accordance with GRI's Reporting Principles for Defining Report Content. Disclosures of identified material topics and boundaries, and stakeholder engagement, GRI 102-40 to GRI 102-47, are correctly located in content index and report. Detailed requirements in standards shall be carefully noticed as more GRI standards being disclosed in the future. For a more comprehensive disclosures of the sustainability activities, collections and reporting of overseas information may be considered for future reports. In-depth discussion and disclosure of governance and human-right related information are also recommended.

### **Signed:**

For and on behalf of SGS Taiwan Ltd.



**Stephen Pao**  
Knowledge Deputy General Manager  
Taipei, Taiwan  
02 August, 2022  
[WWW.SGS.COM](http://WWW.SGS.COM)



**AA1000**  
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佛教慈濟慈善事業基金會  
Buddhist Tzu Chi Charity Foundation

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