

 Buddhist Compassion Relief Tzu Chi Foundation

# Sustainability Report

2018 - 2019



佛教慈濟慈善事業基金會  
TAIWAN BUDDHIST TZU CHI FOUNDATION

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<http://www.tzuchi.org.tw>



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## About this Report

Welcome to the Buddhist Compassion Relief Tzu Chi Foundation (abbreviated as "the Foundation" hereafter) Sustainability Report. This is the third 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 towards issues that influence our work in charity relief, as well as to 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.

## Report Timeline and Scope

Tzu Chi published its first sustainability report in August 2016. Its second sustainability report was published in October 2018. This report covers the period between January 1, 2018 and December 31, 2019, and was published in August 2020. Both 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. Taking the immediacy of information into consideration, we have therefore updated some of the information to June 30, 2020.

In the future, we will endeavor to publish a sustainability report every two years. These reports will present our efforts in sustainable management in all respects and in addition, outline our strategies as well as the implementation results of our management policies, while highlighting our commitment towards achieving the goal of sustainable development.

Financial performance and personnel-related information in this report are published according to the International Financial Reporting Standards and audited by certified accountants.

Tzu Chi's compassion relief work spans 100 countries and regions, including individually operating bases outside Taiwan. All data and indicators in this report, however, are restricted to the parameters of the Buddhist Tzu Chi Charity Foundation's operations in Taiwan. However, 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, 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 Type1 Moderate level and the GRI "core option" disclosure requirements. Please refer to the Appendix for the publicly issued Independent Verification Statement.

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<sup>1</sup> "Stakeholders" mentioned in this report apply to GRI G4 sustainability report handbook's "stakeholders."



# WORDS FROM OUR FOUNDER

## Life has Neither a Beginning Nor an End; Believe, Aspire, and Take Action on the Path of Buddhism

- Master Cheng Yen

Half a Century of Work; Every Second Worthwhile! The Foundation, established half a century ago with a simple thought in mind, has overcome many challenges along the way. I am grateful for all of Tzu Chi's disciples, who have laid the foundation for Tzu Chi brick by brick, every step of the way. With your guidance and leadership, our work has spread far and wide, reaching more than 100 countries and regions. I find comfort in seeing how we have inspired compassion, and how we have devoted ourselves to the world in achieving the four missions of charity, health care, education, and humanistic culture.



## Using a String of Zongzi as a Metaphor to Outline Our Values

Tzu Chi is a Buddhist entity. We follow the Tzu Chi School of Buddhism, which is centered on the concept "for Buddhism and for all living beings." When people talk about Tzu Chi, there should be a wide recognition that Tzu Chi belongs to the Tzu Chi School of Buddhism. Not all of Tzu Chi's disciples are Buddhist, a phenomenon that is quite unique. Nevertheless, Tzu Chi's disciples must have an understanding of the Jing Si Dharma Lineage, the Tzu Chi School of Buddhism, and the Foundation's organization structure to grasp the core values of our work and pass it down for generations in its most authentic form.

In the past, Tzu Chi's were taught the concept of the "four-in-one volunteer organization." Now, "a string of zongzi" is used as a metaphor to represent that regardless of how many schools of thought exist within the Foundation, they all eventually point to Tzu Chi's Jing Si Dharma Lineage. A string of zongzi is made up of filling, rice, and bamboo leaves, all of which are bound together by a string. If Tzu Chi's members are grains of rice, then the committee members are the bamboo leaves. The rice and the filling cannot be separated. The committee members recruiting members in communities and collecting charity donations is akin to the bamboo leaves wrapping all of the rice and filling together, or, in this case, pooling community resources together. There are methods to ensure that a zongzi is securely wrapped. These methods come from a set of systems. Regulations and rules must be followed when taking action. We often say "a party of three means strength. and, the string, the string used to secure the zongzi

is also woven from three cotton threads. If strung properly, the strings that connect different zongzi are clearcut and lead to the same knot. No matter how you place this string of zongzi, even if the zongzi tumble around while being steamed or cooked, its structure remains sound as long as you pick it up by its knot.

This "three-in-one," also "three plus one" framework — similar to a cohesive team structure — connects harmony with mutual love and team work. Together, these three aspects ensure that the knot is firm, which gives the knot the resilience to bear great responsibility.

Charity, health care, education, and humanistic culture each have separate framework, but it is important that each retain the principles of the Jing Si Dharma Lineage. What matters most is that the bamboo leaves must remain firmly fastened, keeping the rice in place; it raises questions like how have we raised funds in the past? How have we guided new disciples? How do we remember to spread the words of Tzu Chi when meeting others? We must revisit our initial aspirations. I encourage everyone to utilize cellphones and telephones to interact with members. With a tap of your finger, type a nice sentence a day and send it to all members you know. This small gesture may attract estranged members to return to the Foundation.

"Bodhisattvas feel for those who are suffering, and reach out to help them." Since we have decided to walk the path of the Bodhisattvas, we must enter the crowd and deliver all living beings. Furthermore, we must collaborate with the like-minded to multiply our strengths and exert our efforts in practicing the path of the Bodhisattvas. I believe that the more of us work together, the greater our positive efforts are, and the greater the impact we have on society.



## Follow the Path of Jing Si and Pass Down the Dharma Lineage

I started laying the foundation decades ago. From the very start, I promoted Tzu Chi's values with the spirit of the Jing Si Dharma Lineage. The Jing Si Abode serves as the spiritual home for Tzu Chi members and supporters from around the world, and the Office of the CEO is like the knot on each zongzi, which ensures that the entire string of zongzi is well-fastened, that no tangles exist in each branching string, and that every single zongzi is firmly bound. So long as each administrative system of Tzu Chi's four missions weave and organize the zongzi strings with care, and fasten the knots properly, Tzu Chi's operations will remain smooth, and its structure sound. No matter how much time has elapsed, as long as the system's principles remains vivid, the spiritual power of the Jing Si Dharma Lineage and the Tzu Chi School of Buddhism will exist for eternity.

Thirty-two lay monastic practitioners in the Abode have been certified, confirming their paths in life. They have sworn to "acknowledge, follow, and pass down the Jing Si Dharma Lineage, and uphold the Tzu Chi School of Buddhism." While I am still here, everyone is the first generation of the dharma lineage, and everyone bears the responsibility of passing down the dharma lineage and Tzu Chi's School of Buddhism. The bodhisattva's path is a long one, and every one must sustain their efforts in passing down our spirit. Since I founded Tzu Chi, I have set the path for the Foundation in line with the teachings of the Lotus Sutra. Now, I must firmly share with you that in addition to small paths, foundations must also be laid for large roads. To continuously pave new paths and blaze new trails, we must believe, aspire, and take action. To establish a belief is to affirm an aspiration and act upon it.

Tzu Chi's disciples often say, "we must always follow the Master." Now is the time to believe, aspire, and take action on the path of Buddhism. Walk the Buddhist path and bodhisattva's path with belief, aspirations, and actions. Every Tzu Chi disciple must know the origin of Tzu Chi's missions and protect and secure the spirit of the Jing Si Dharma Lineage. So long as the Jing Si Dharma Lineage is present and passed down holistically, Tzu Chi's selfless love can be continued in its true form.

## Accompanied by Great Love; Achieve Sustainable Development

We must be pious and always respect and love the environment. Rather than simply praying for protection, being pious is more about making a vow from deep within the heart, knowing the difference between right and wrong, cultivating compassion, adjusting one's attitude, and improving the environment. If everyone is able to respect and love the environment, consolidate collective good thoughts, use action to cherish all beings, protect the environment with devotion and love, and establish a sound and strong heart, then we are able to prevent disasters from occurring.

Nature has a flow; obstructions to this flow will lead to disasters. The heart also has a flow; should we oppose each other and argue endlessly, such foul flow will bring about misfortunes and troubles. I believe that human hearts are connected with the climate. We should all have a pure stream in our heart, reverence for the environment, and true respect and love for nature. A single kind thought creates a pure stream. Gather kind thoughts and engage in selfless acts, and pure streams come together to generate "blessings" that disrupt impending disasters.

How can we mitigate the greenhouse effect? Only by depending on our hearts — treating each other with peace, helping each other, loving each other, being grateful and respectful, consolidating kind thoughts, and always engaging in charity — can we create a beautiful, warm world that is peaceful and serene. This is the true path to sustainable development for both humanity and Earth.

釋證嚴



## WORDS FROM OUR CEO

The Buddhist Compassion Relief Tzu Chi Foundation's 2018-2019 Sustainability Report is our third internationally certified report. We thank you for your care and anticipation. Over the past two years, we have combined the love and kind thoughts of our members worldwide with actions from our volunteers, which has placed us on the global stage, enabling us to proactively engage in conferences held by UN affiliated NGOs, exerting the social impact of the Tzu Chi stream. We value the creativity and actionability of the youth; therefore, we have invited the youth to take part in the Foundation's youth-oriented "FUN Vision Project for Mapping the Future," where they can combine their creativity with charity work. Of course, we have never forgotten our original intention of joining Tzu Chi, that is, to go into communities and establish charity services, thereby fulfilling Tzu Chi's founding mission, "for Buddhism and for all living beings." Tzu Chi in English means "compassion and relief," and this is indeed our guiding principle.



While this report was in production, the world was thrust into the COVID-19 pandemic. At times like these when lives are at stake, Tzu Chi is never absent from the frontline. Bearing the compassion of all of Tzu Chi's members, disciples from all corners of the world were mobilized and have since completed the donation of 20.2 million pieces of personal protective equipment (PPE) to 71 countries and regions. Furthermore, we are organizing upcoming PPE donations to 15 more countries and regions, offering aid to a total of 86 countries and regions.

At this time, the global pandemic is yet to dissipate. The number of confirmed cases around the globe has exceeded 12 million, and the number of deaths has reached more than 550,000. In the face of such a dire pandemic, how can we identify a path to sustainable health? Global warming and the climate crisis are exacerbated year by year. Monthly and annual average temperatures continue to reach new record highs, and floods and droughts are constantly reported all around the world. Another dire problem is global poverty and hunger. Geopolitical, trade, and military conflicts, along with the threats of other man-made and natural disasters are also cause for concern. Nevertheless, there exist methods to resolve or mitigate these disasters.

The answer lies in the beliefs upheld by Tzu Chi's disciples — the promotion and practice of "environmental protection, vegetarianism, energy conservation, and anti-plastic action." We are confident that with greater participation in these four areas, transmission of viruses can be reduced, and global warming mitigated, which will contribute to disease and disaster-prevention and ensure the sustainable development of human society.

In recent years, we have focused our efforts on disaster-prevention and mitigation. To elevate our capacity in real-time disaster-prevention relief and aid, to enhance our resilience during times of disaster, and to promote disaster-prevention education, we have signed collaborative agreements with the National Science and Technology Center for Disaster Reduction, Central Weather Bureau, National Center for Research on Earthquake Engineering of the National Applied Research Laboratories, and the University of Taipei. Furthermore, we have collaborated with the National Science and Technology Museum, county governments, and city governments to organize educational exhibitions which aimed at enhancing the disaster awareness of students and the general public. We firmly believe that one stitch in time saves nine. Through promoting disaster-prevention education with prudence and piety, we hope to safeguard the earth and reduce man-made and natural disasters alike.

Neuroscience research has revealed that being grateful can alter the brain's neural pathways, making people happier. Research jointly published by the American Psychological Association (APA) and the Journal of Health Psychology indicates that when attention is allocated to the feeling of gratefulness, tangible physical effects are observed, including an improvement in quality of sleep, a decrease in anxiety and depression, a decrease in inflammatory responses, and a reduction in heart disease. These results are reflected in Tzu Chi's volunteers, who have devoted themselves to serving society. We can feel their happiness, psychological health, and sense of satisfaction in giving. The power of gratefulness is apparent in their smiles and sense of satisfaction.

Because of this intangible energy of gratefulness, complemented by Tzu Chi volunteers' characteristics of "having no compensation, self-funding, taking leave from work, preparing gifts of relationship establishment, and donating," Tzu Chi has contributed greatly to sustainable development in Taiwan and around the world. To this point, we employed KPMG International Cooperative, one of the Big Four accounting organizations, to quantify the value, social benefits, and influence of the love that our volunteers have given. The charity events of Banqiao Jing Si Hall in 2018 were used as an example, and the volunteers' "contributions without asking for anything in return" was set as the basis for calculations. The resulting social return on investment (SROI) reached a phenomenal 50.37, indicating that overall, one unit of effort invested by Tzu Chi generates more than 50-fold social (economic) influence because of the volunteers' selfless contributions.

In 2018 and 2019, more than 36 million people took part in Tzu Chi's volunteer work, serving more than 51 million people. With minimum wage as a benchmark, the generated economic value exceeded NTD \$23.6 billion. Although this amount cannot be reflected in the Foundation's financial statements, what it represents is an immeasurable force of stability that Tzu Chi has brought to all corners of the world.

This is similar to what was stated by Kevin Smith, Director of the U.S. Department of Homeland Security Center for Faith and Opportunity Initiatives. After participating in the 2019 Tzu Chi International Forum, Director Smith attended the United Nations Forum on Security and Normal Preventive Mechanisms and praised that "the best form of management

is reflected in how Master Cheng Yen manages with love and, through self-discipline, cultivates a power of serene in communities. Buddhism uses love to soothe wounds and brings out the beauty of human nature."

Respect for life is at the core of the Foundation's charity mission. At any time, in any space, and between any people, if we are faced with the existential values of survival, living, and life, we never easily give up real-time care in countries and regions that we are able to serve directly. Thankfully, our experience in charity and aid has trained us to be strong collaborative partners with government agencies and charity organizations in many countries. We know that we are not alone on this path, which is precisely why we are able to push forward step-by-step despite the challenges.

In face of a challenging future, we may be concerned, but never intimidated. We are grateful for your trust and expectations. Furthermore, we are grateful for the backbone of our global charity and aid efforts — our global members. Because of you, we are able to focus on our charity services and reinforce the quality of such services. In response to your anticipation, and with the ultimate goal of "forging a sustainable future" in mind, we will continue to strive to achieve sustainability for both mankind and Earth.

*Po-Jen Yen*





## Join Hands in Fighting the Pandemic— The World as One; Do Good Deeds to Create Blessings

Since 2019, COVID-19 has spread across the world, resulting in more than 12 million confirmed cases and more than 550,000 deaths (as of late June 2020) across more than 200 countries. During this period of time, many countries have closed their borders and imposed a lockdown. Many factories and businesses have also shut their doors, creating a huge blow to the global economy. Tzu Chi's presence has been strong in this global pandemic. Our global volunteers have exerted their local influence and devoted themselves to disease-prevention work by donating PPE to many countries and regions. Master Cheng Yen also calls for everyone to see "the world as one; do good deeds to create blessings." By gathering everyone's kindness, the suffering of this world is soothed with compassion.

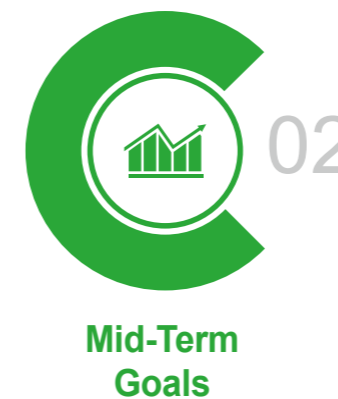
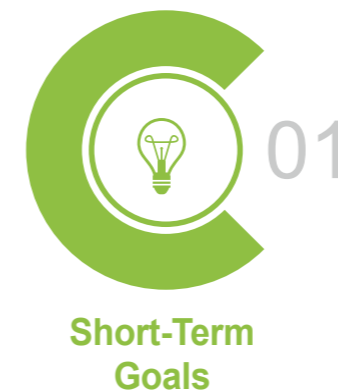


As of June 30, 2020, we have achieved the following in the global fight against COVID-19:

Completed the donation of personal protective equipment (PPE) to **71 countries and regions**; organized upcoming PPE donations to **15 additional countries and regions**, offering aid to a total of **86 countries and regions**.

Donated more than **20.2 million pieces of PPE**, including: **More than 10.29 million surgical masks**, 7.98 million gloves, **1.13 million pieces of protective garments**, 410,000 face shields, 220,000 cloth face masks, and significant amounts of alcohol, care packets, Jing Si multipurpose folding beds, and healthy vegetarian meals. We plan to further provide more than 3 million units of PPE in the future.

Based on the individual demands of various countries, we have also supplied the following PPE: **Respirators, infrared forehead thermometers, testing kits, warm clothing, blankets, instant congee, instant rice, noodles, and humidifiers.**



## 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, isolation and to frontline frontline disease-prevention units 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.





### A Unified Command Center for Disease-prevention and Its Five Major Responsibilities

In January 2020, on the cusp of the global COVID-19 outbreak, the Foundation's Hualien headquarters established a "Global Unified Disease-prevention Command Center," despite it being the Lunar New Year holiday. Since then, Tzu Chi has closely monitored the global pandemic and outlined decisions to dispatch our global resources in carrying out disease-prevention measures. CEO Yen Po-Wen serves as the convener of the Global Unified Disease-prevention Command Center, which includes functional areas such as a Coordination Unit, Administration Unit, Supplies Unit, and Media Unit. Although these functional areas each serve a different purpose, they collaborate and report on the latest global information at 9:00 AM every day as reference for policy making.

The five major responsibilities of the Global Unified Disease-prevention Command Center are as follows:



#### 01 Collect Information and Assess the Condition of the Global Pandemic

Other than following the situation in Taiwan, Tzu Chi also observes the development of the pandemic worldwide, collecting comprehensive information. In addition to the members of the command center, volunteers from around the world provide feedback with firsthand information. Assessments are made with the input of professional medical personnel and used as important reference for our disease-prevention operations.

#### 02 Deploy and Procure Global Disease-Prevention Supplies

After understanding the global demands for disease-prevention supplies, we dispatch global disease-prevention supplies and take inventory of the suppliers, quantity, capacity, and quality of the products. Subsequently, procurement, testing, transportation, clearance, distribution, and receipt operations are conducted based on the demands of affected areas.

#### 03 Linking Domestic and International Branches

Together, our branches all over the world serve as Tzu Chi's global disease-prevention network. The branches are able to collaborate with the Foundation while also engaging in independent charity projects in their respective locations.

#### 04 Confirming the Direction and Actions for Disease-prevention

The development of the pandemic is difficult to predict. An up-to-date and accurate understanding of the pandemic is crucial. Therefore, Tzu Chi ensures that it has a complete understanding of the lockdown situation, flight suspensions, and disease-prevention policies of different countries and regions, which enables us to stipulate correct strategies and reinforce the accuracy of our global operations.

#### 05 Partnering with Organizations Worldwide to Combat the Pandemic

Based on the demands of affected areas, we collaborate with relevant religious, charity, and medical institutions around the world, providing anti-pandemic supplies and ensuring that the transportation, clearance, and distribution of such supplies is rapid and smooth.

## 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.

02

#### Care and Consolation for Stabilizing Society

Those undergoing home isolation or quarantine, people who have been confirmed to have COVID-19, and first-line 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, stabilize 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.

03

#### Disease-prevention Education Centered on Mitigating 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 mitigating the impact of the pandemic.

04

#### 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 livelihoods 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.

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. Preventing 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 school children who are underprivileged or come from economically disadvantaged backgrounds. These subsidies ensure that no child is left behind.

06

#### 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.

07

#### Global Charity to End Suffering and 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.

## A Major Lesson • A Better Future Following the Global Pandemic

COVID-19 has rattled the world since 2019 and continued into 2020. Everyone is deeply affected by the pandemic. In addition to causing tangible losses of life and economic impacts, COVID-19 has also resulted in crises such as emotional distancing and human conflict. In response to these novel concerns, Tzu Chi, as a religious, global charity organization, has engaged in self-reflection and goal setting :



### Establish a Comprehensive Charitable Operating System and Practices for Disease-prevention.

We established a tiered-activation mechanism for disaster-prevention and charity, thereby enabling the Foundation and its branches around the world to operate under different levels of disaster-prevention work, ensuring greater effectiveness in relevant future operations.

### Establish Comprehensive Charity Disease-prevention and Public Health Education

We have combined our charity mission with the missions of health care, education, and culture, and collaborate with concerned units to include disease-prevention concepts and operations in annual global volunteer-training courses. Regular promotional lectures and events on popular science are held to elevate the public's awareness and practice of disease-prevention measures.

### Establish Systematic Charity PPE Preparation

Tzu Chi has officially included PPE in our global-disaster and disease-prevention items. We also employ a fluid supplies reserve-management system. We have established warehouses and branch warehouses around the world and a global transportation partner system.

### Establish and Promote the Concept of a Healthy Disease-Prevention Diet

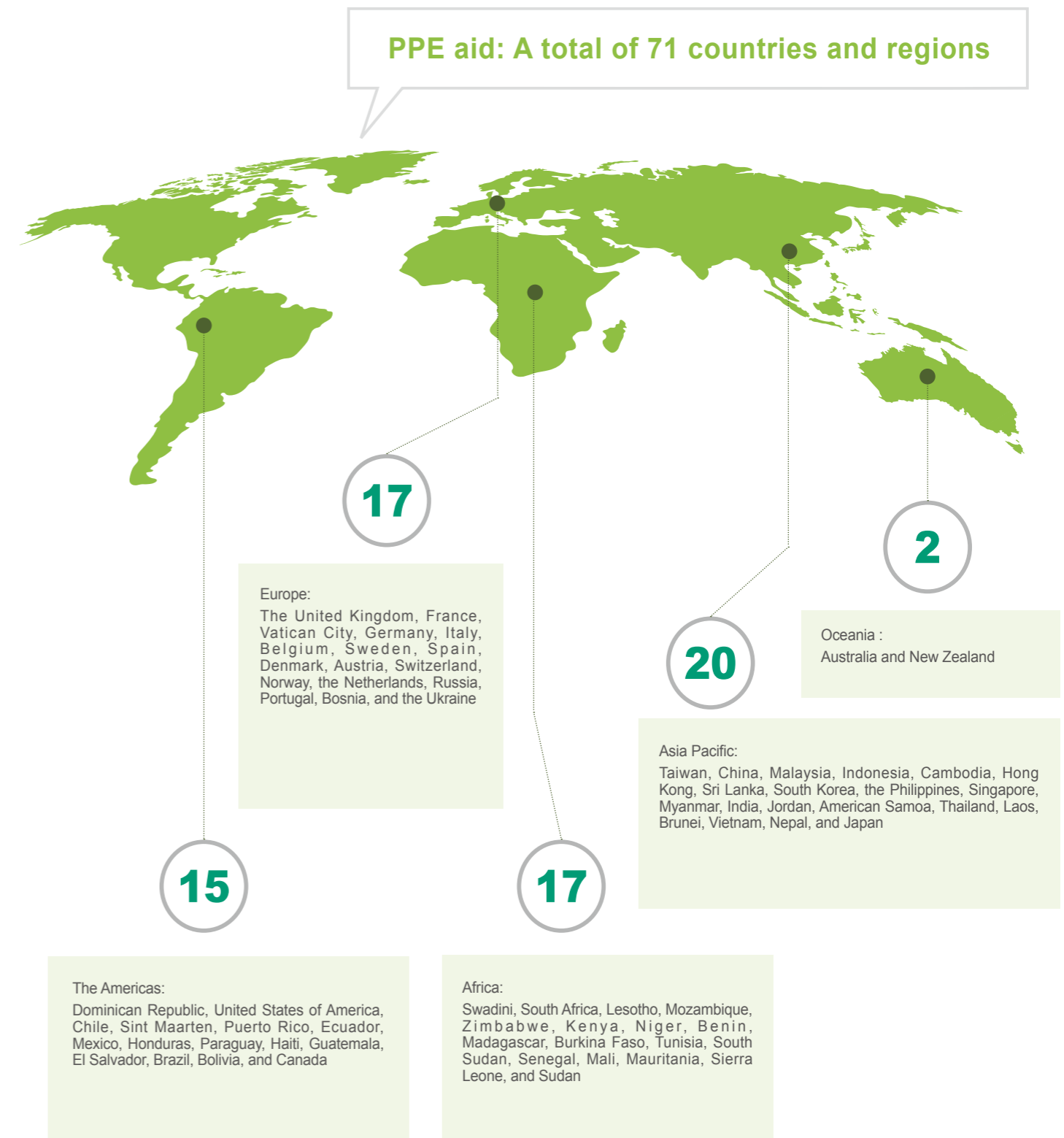
Tzu Chi promotes vegetarianism, which is centered on respecting life. We use systematic, holistic, and effective strategies to increase the vegetarian population to improve individual physical health and reduce the likelihood of another pandemic striking in the future.

### Establish a Comprehensive, Global Charity-Collaboration Mechanism

Tzu Chi has established a collaborative mechanism for global charity institutions and religious organizations to elevate the effectiveness and precision of disease-prevention and care operations, thereby increasing the influence of our value advocacy and the spread of our philosophy.

## Quantitative Results:

Tzu Chi has completed the donation of personal protective equipment (PPE) to 71 countries and regions. We are in the process of organizing PPE donations to 15 additional countries and regions, offering aid to a total of 86 countries and regions.







01

Unconditional  
Kindness and Universal  
Compassion



## Unconditional Kindness and Universal Compassion

Taiwan is a small island located in the Pacific Ocean. The island is inhabited by a group of loving, hard working people with a common goal of helping those in need. Tzu Chi originated in Eastern Taiwan and gradually expanded to all corners of the world to promote its four missions and spread kindness, compassion, and charity to help people and communities cope with an ever-changing global environment and society.



### From "Being Too Late" to "Being on Time"

There has always been much suffering in the world. The suffering caused by natural and man-made disasters manifests as despair, panic, helplessness, and disassociation. What is more disheartening is the fact that the number of people awaiting assistance is generally far less than those who have run out of time...

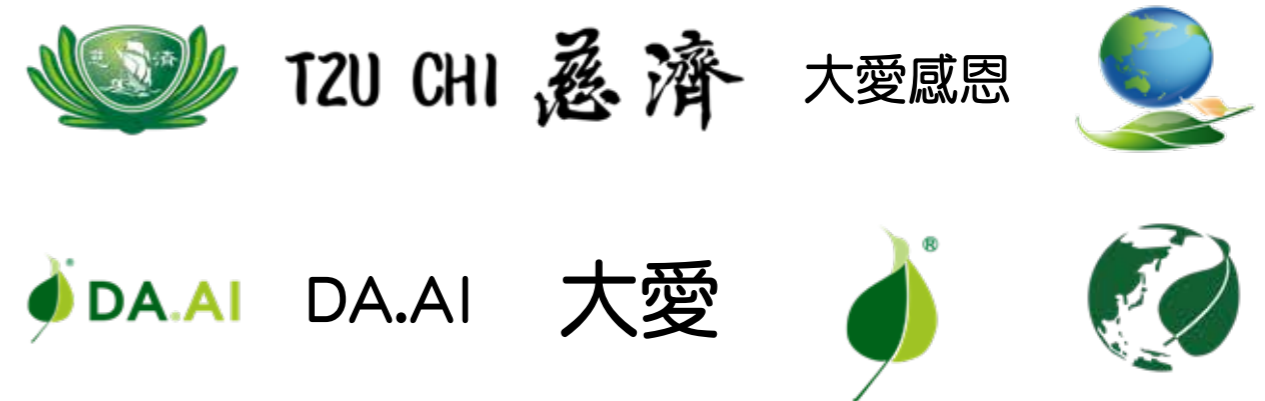
"Being too late" has been one of the greatest ordeals for Tzu Chi in the last half century. Its unwavering path of altruism is fueled by the fortuitousness of disasters and the inability to provide assistance immediately thereafter, witness to the frailty of life and how it can suddenly vanish, and tremendous pressures of not having enough time and space.

Name of Organization	Buddhist Compassion Relief Tzu Chi Foundation
Date of Establishment	January 16th, 1980
Approval Number	69-She-5-Zi No. 2235
Registration Number	Registration No.: 109-Zheng-Ta-Zi No. 000021
Agenda	Organization for social welfare and public charity

## Trademarks and Indicators

Tzu Chi provides charitable services across the globe. This is only made possible by the immense support of its members all over the world. We dare not let up the responsibilities and commitments that follow. To this end, we strive to build "Tzu Chi" into an international organization. Only with a robust and sound trademark system can the organization truly expand internationally, link all future charitable actions, and shape the trademark of Tzu Chi into a global philanthropic indicator.

We have registered Tzu Chi's core trade marks in all major countries of operation. As of the end of 2019, we have registered over 800 mission-promoting items in 43 countries across five continents, ensuring the international identity of Tzu Chi's charitable services.



## 1.1 Organization Overview

### Four Missions

#### Living Life With Dignity Through Charity

The people of Taiwan woke to the meaning of "being too late" during the devastating Jiji Earthquake that wrought havoc for 102 seconds on September 21, 1999. The 30-second vertical displacement of the earth did not just cause one instance of "being too late." It brought about a tidal wave of hundreds upon thousands of instances. With a new-found understanding of "being too late," a bottom-up grassroots energy began to muster and take form, kindling in individual homes and spreading into the community. A group of fully autonomous Tzu Chi volunteers inconspicuously became the blanket that stabilized communities and the society. This is just the tip of the disaster-relief efforts of Tzu Chi volunteers.

Some people expressed that they felt a sense of security in the presence of Tzu Chi volunteers. In actuality, we are part of the local community. Some of us are hit just as badly. However, we firmly believe that good fortune comes from showing love and kindness.

Despite ever-changing environmental and social situations, our core belief of educating the rich and helping the poor has never changed. We value not only relief and assistance but also inspiring kindness. We hope that everyone will do their part to help those in need and be the light that guides people out of dark times.

"Light a candle in the darkest corner; start a fire on the coldest path." Tzu Chi's philanthropic mission stems from the compassion of Master Cheng Yen some half a century ago. Leading by altruism and compassion, Master Cheng Yen made Buddha and Buddhism relatable and incorporated Buddhist teachings into society and everyday life, calling for the pursuit of "kindness, compassion, joy, and equanimity" in action to help humanity and benefit others.



## • Charity Mission: Expanding the Charity Efforts of Taiwan to the World

Tzu Chi's charity work echoes the United Nations Sustainable Development Goals (SDGs) of "ending poverty and hunger, improving people's livelihood, and promoting sustainable economic development." With the principle of charity localization, Tzu Chi is operating diversified programs to end poverty and address livelihood problems in collaboration with local governments and organizations, in order to achieve a harmonious and prosperous social balance.

In 2003, we became a member of the United Nations Department of Public Information/Non-Governmental Organizations(NGO) Committee under the name "Buddhist Compassion Relief Tzu Chi Foundation." In the same year, several Taiwanese volunteers formed the Tzu Chi International Humanitarian Aid Association (TIHAA), providing systematic logistics, administration, and research and development (R&D) to enhance disaster-relief efficiency. In July 2010, the Foundation became a formal member NGO under the United Nations Economic and Social Council (ECOSOC) and began joint relief and assistance operations with the United Nations High Commissioner of Refugees (UNHCR).

In September 2018, we were approved to join the United Nations Multi-Faith Advisory Council. More recognition and value are given to our statements issued as a council member. The United Nations Environment Programme recognized our environmental protection efforts and approved our "observer" status in January 2019, giving us a voice in the council. These achievements evidence Tzu Chi's efforts in becoming an international organization, promoting Buddhism to the world, and using love and kindness in soft diplomacy.

From the very beginning, we have maintained "sincerity, integrity, faith, and honesty" to our donors. We firmly believe that charity work is not a ceremony of giving and receiving. Rather, it is showing genuine concern for local needs. We aim to spread this model of "gratitude, respect, and love" molded in Taiwan to the world. Compassion in action originates from a sincere heart. As of May 10, 2020, we have spread relief and assistance to 104 countries. Tzu Chi is a family of nearly 90,000 trained volunteers from all over the world. They engage in philanthropy in their countries, gain people's trust, and bring glory back to Taiwan.



## • Medical Mission: Providing Medical Care and Preserving Quality of Life

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

Tzu Chi firmly believes in life equality. From the initial establishment of free clinics to the later founding of hospitals, we have insisted on providing medical care free of charge. We also established Tzu Chi International Medical Association (TIMA). As of the end of 2019, Tzu Chi has co-founded 37 medical units across the globe while simultaneously recruiting "medical volunteers." We urge medical teams to provide comprehensive care that encompasses processes, individuals, families, and teams and fulfill integrated health care objectives.

TIMA held its first annual assembly in 2000, providing a platform for passionate medical professionals to contribute to philanthropy and building a medical network that reaches everyone in need. TIMA not only recruits medical professionals but also calls on volunteers to expand the scope of free clinics. Professionals of different ethnicities and religions serve at service locations all over the world. They typically serve in their place of residence, but are willing to selflessly travel to domestic and international disaster areas to provide emergency support. It is with their support that we are able to provide medical assistance and bring new life to impoverished and sick people or newborn babies free of charge. The care services provided depend on the needs of the local people. In Taiwan for example, we frequently visit designated remote and offshore locations to provide free health care to homeless people, older adults living alone, or impoverished families. In countries lacking medical resources, such as the Philippines, thousands of people may visit the free clinics. Tzu Chi has also launched service stations in several locations in the United States. In addition to free clinics, these stations also provide medical counseling and health seminars. In Taiwan, 7,799 community health care events were organized across seven medical networks in 2019, benefiting close to 230,000 people.

Although the available human resources may vary in different regions, the level of compassion toward sick and impoverished people is the same everywhere. Tzu Chi's medical support services form a tight-knit medical network that traverses the globe. Volunteers collaborate transnationally to provide relief and save lives. As of the end of 2019, 14,755 TIMA volunteers across 50 countries served in 16,656 free clinics, benefiting 3,221,582 people.



## • 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 developments that start with the education of each individual. Our objective aligns perfectly with the United Nations SDG of "quality education."

To establish alternative professional pathways for the indigenous people residing in Eastern Taiwan and cultivate professionals that meet the demand of society, Master Cheng Yen founded the Tzu Chi College of Nursing in 1989. The school set a milestone for medical education in Eastern Taiwan. Later, Master Cheng Yen sequentially introduced institutions at all levels of education, including kindergartens, elementary schools, secondary schools, universities, and graduate institutions both domestically and overseas to achieve the goals of comprehensive education and lifelong learning.

We incorporated the volunteer concepts of social services into education. In 2019 for example, 19,222 students enrolled in 1,008 service learning events organized by Tzu Chi, benefiting 65,354 people. These events centered on fostering compassionate professionals in the fields of elder care, child counseling, disability, and environmental protection.

Tzu Chi's volunteer teams visited schools across Taiwan to share their life stories and experiences with students with the goal of raising environmental awareness and fostering good character and behavior. In 2019, a total of 82,849 events were organized, benefiting 2,096,211 people.

Moreover, Tzu Chi University advocates the donation of cadavers for medical research based on the notion of "respecting life". "Silent mentor" is the salutation given to cadaver donors. It is our way of expressing our gratitude for the selflessness of the donor and their contribution to medical research. Cadaver donors are crucial for the cultivation of new generations of medical professionals. Their selfless act will be remembered in the hearts of many and converted into reflection and commitment. As of May 4, 2020, a total of 39,904 people have agreed to donate their cadavers.



## • Mission of Culture: Enhancing Humanistic Culture to Enrich Life

Tzu Chi promotes humanitarian concepts and environmental protection, aiming to establish friendly and harmonious relationships between humankind and nature, and between individuals. We promote waste reduction, resource recycling, and circular economy in response to climate change and environmental disasters. We hope to work with our global partners in creating 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."

The culmination of an individual's thoughts, behaviors, habits, and attitudes has the power to impact the fate of a society. This is what we call "culture." Cultural literacy is fostered by society as a whole and the relationships forged between people and their environments, between society and its people, and between people. It is refined from the bottom up, and they are the foundation on which society advances.

The power of dissemination is far-reaching, impacting and purifying communities. "Reporting the truth" is an aspect of journalism ethics that all our colleagues of the cultural mission must uphold. Tzu Chi's Foundation Affairs Department is responsible for material selection. The department values locality and endeavors to integrate local and international views, paying equal attention to public interest and universal values and striving to preserve truthful accounts of history and lay witness to the times.

The concept of untainted media stems from the statement made by Master Cheng Yen in 1990 to "protect our environments with our two hands," urging people to do their part in protecting the earth and diverting these efforts to the cultural mission, thereby "converting trash to gold, and gold to love; melting love into a pure stream that embraces the world." In 2019, 112,016 environmental protection volunteers took action to protect the earth.





### Tzu Chi Aligns with the UN SDGs



Four Missions ■ Charity ■ Medicine ■ Education ■ Humanistic Culture

### Main Achievements

We were approved to join the United Nations Faith Advisory Council on September 21, 2018. We attained the status of observer in the United Nations Environment Programme on January 9, 2019.

**Global charitable service**

**100**  
countries / regions

**Staff education and training**

**43** hours a day /person  
- on average between 2018 and 2019 -

**Certified volunteers**

around **36,000,000**

**Scholarships - beneficiaries/recipients**

around **25,000** /2018  
around **20,000** /2019

**Poverty relief and assistance - beneficiaries/recipients**

around **2.5 million** (2018) and **4.6 million** (2019)

**Senior welfare - beneficiaries/recipients**

around **2.5 million** (2018) and **3 million** (2019)

**Child welfare - beneficiaries/recipients**

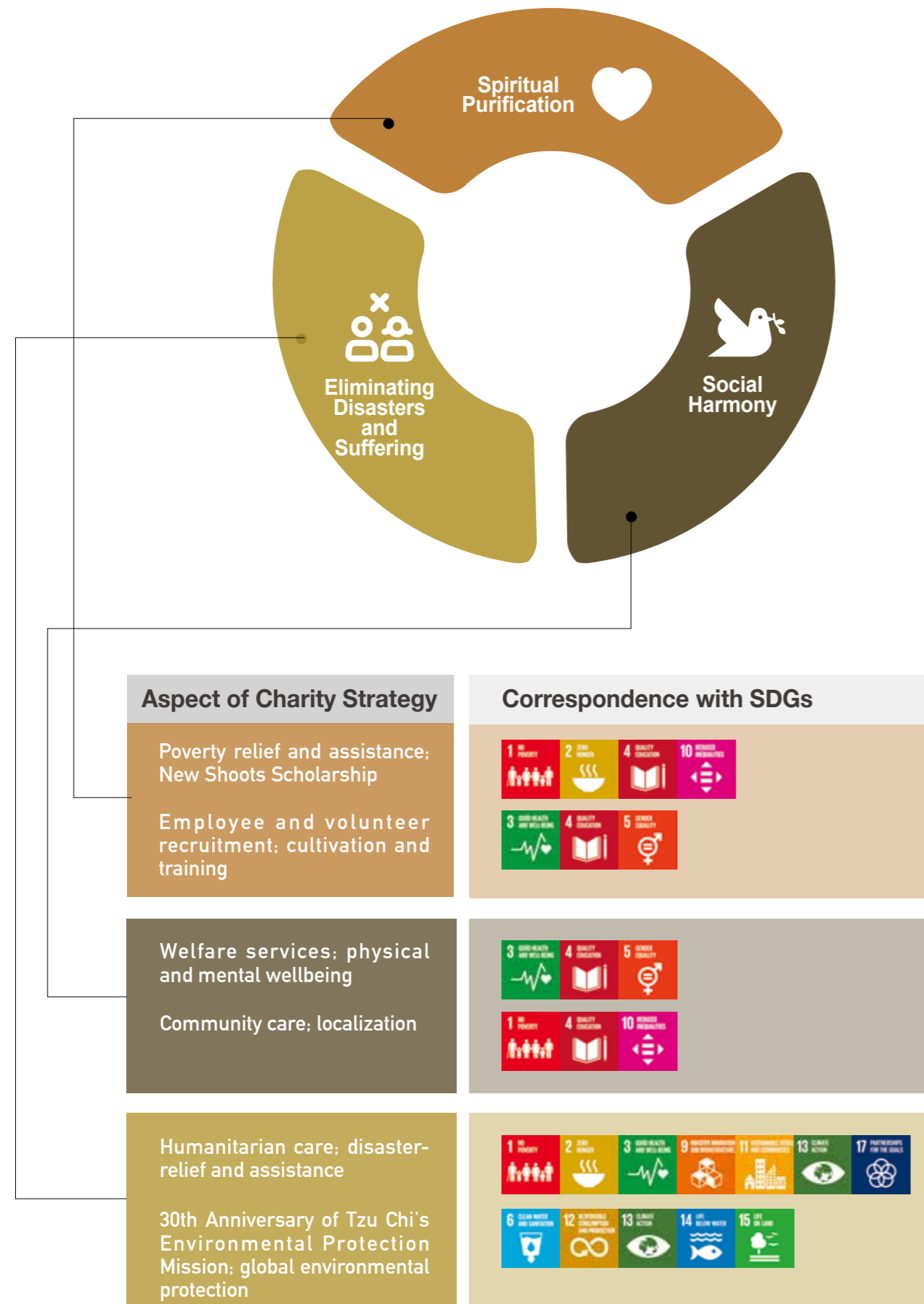
around **2.6 million** /2018  
around **0.5 million** /2019

**Emergency relief and assistance - beneficiaries/recipients**

around **1 million** (2018) and **2 million** (2019)



# Vision and Strategies for Achieving Sustainable Philanthropy



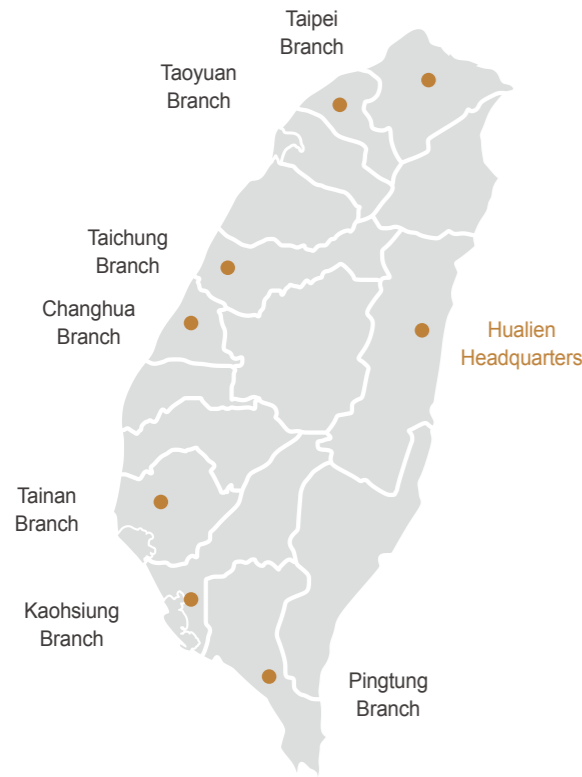
Main Charitable Strategy	Charitable Strategy Dimension	Short-Term Goal	Mid- and Long-Term Goal	2018/2019 Achievements/Highlights
Spiritual purification	<b>Poverty relief and assistance; New Shoots Scholarship</b>	Alleviating poverty and promoting self-reliance	Establishing ties between global faith organizations and fostering positive influence	<ul style="list-style-type: none"> <li>Created a community safety network to protect disadvantaged families, benefiting 1,728,896 people in 2018 and 1,004,119 people in 2019</li> <li>Handed out "Charity Resource Cards" instead of resource packages for the first time in the winter of 2019</li> <li>Diversified educational support for students from disadvantaged families (in the form of subsidies, New Shoots Scholarship, talent cultivation, camps, development classes, and after-school tutoring), such as support for the Fengtian High School Soccer Team</li> </ul>
	<b>Professional volunteer recruitment; cultivation and training</b>	Cultivating successors and guiding the new generation	Guiding young adults, training professionals, building systems, and passing on norms	<ul style="list-style-type: none"> <li>Cloud-Bridging Youth Program: organized Tzu Chi collegiate gatherings, carried out charity projects, and urged young adults to do good deeds; established the Tzu Chi International Youth Association (TIYA)</li> </ul>
Social Harmony	<b>Welfare services; physical and mental wellbeing</b>	Promoting response strategies for aging and low birthrate	Strengthening the functions of the Jing Si Hall to serve as a friendly venue for community care, spiritual development, disaster-relief, and social education promotion	<ul style="list-style-type: none"> <li>Founded the Long-Term Care Promotion Center in 2018 - the first venue to provide one-stop long-term care services; established 13 A-class stations, 15 B-class stations, 31 C-class stations, and 345 community healthcare stations across Taiwan</li> <li>Founded the first adult day-care center in 2019 to provide comprehensive long-term care services; established 31 Class A integrated service centers, 18 Class B long-term home care agencies, four Class B day-care institutions, 96 Class C long-term alley-care stations, and 121 community healthcare stations across Taiwan</li> </ul>
	<b>Community care; localization</b>	Establishing a compassionate community care network	Implementing the Stable Home and Beautiful Community Project	<ul style="list-style-type: none"> <li>Sponsored the "Level C Technician for Massage Class" in the Institute for the Blind of Taiwan for the fourth year; all of the learners passed their Level C exams in 2019, for a pass rate of 100%</li> <li>Promoted the "Age Treasure" Elderly Care Program</li> <li>Promoted the sharing of second-hand assistive equipment</li> <li>Promoted community and institutional care</li> </ul>
A world free of disaster and suffering	<b>Humanitarian care; disaster-relief and assistance</b>	Promoting global disaster-prevention and sustainable development and introducing Tzu Chi's discourse on disaster and education	Raising disaster-prevention awareness, advocating for resilient communities, and minimizing disaster impact	<p><b>Taiwan in 2018:</b></p> <ul style="list-style-type: none"> <li>Organized 292 post-disaster-relief and assistance events, mobilizing 24,944 volunteers and caring for 12,797 households</li> <li>Implemented multi-faceted disaster-relief strategies focusing on six major emergency rescue dimensions, namely, prevention, mitigation, preparedness, rescue, response, and restoration</li> <li>Assisted in four hope-giving relief projects in Miaoli and one in Hualien</li> <li>Aided in the construction of 47 houses for the Tjukuvulj Tribe in Taitung</li> </ul> <p><b>Taiwan in 2019:</b></p> <ul style="list-style-type: none"> <li>Built resilient communities and strengthened second-line disaster-relief work</li> <li>Signed memorandums of understanding (MOUs) with local governments and private professional organizations to enhance disaster-relief efforts Launched Tzu Chi's first "Disaster-prevention Education Center" in Miaoli</li> </ul> <p><b>Overseas in 2018:</b></p> <ul style="list-style-type: none"> <li>Expanded charity services into Laos (flood relief and assistance and poverty relief)</li> <li>Unveiled the Mannahai International School on November 26, 2018, gaining U.S. approval as an education institution the following day</li> </ul> <p><b>Overseas in 2019:</b></p> <ul style="list-style-type: none"> <li>Provided relief and assistance for three African countries ravaged by the Intense Tropical Cyclone Idai</li> <li>Provided user-friendly technologies to aid in the sowing of 4,294 tons of rice seeds during flood season in Myanmar, benefiting nearly 50,000 households</li> <li>Supported the church reconstruction in Canoa, Ecuador (2016 earthquake reconstruction)</li> </ul>
	<b>30th Anniversary of Tzu Chi's Environmental Protection Mission; global environmental protection</b>	Advocating global eco-friendly action and organizing the 30th Anniversary of Tzu Chi's Environmental Protection Mission	Promoting vegetarianism, anti-plastic, and climate change mitigation movements	<ul style="list-style-type: none"> <li>Mobilized 112,016 environmental protection volunteers in 19 countries in 2019</li> <li>Launched the Tzu Chi Environmental Protection and Health Care Cloud System</li> </ul>



## Sowing the Seeds of Kindness Worldwide

### Labor Management; Division of Labor Without Distraction

Tzu Chi's main base of operations is in Hualien, Taiwan. Several branches have been established to achieve the localization of charity services. Besides Hualien Headquarters, the main branches of Tzu Chi include the Taipei Branch, Banqiao Jing Si Hall, Sanchong Jing Si Hall, Taoyuan Branch, Taichung Branch, Changhua Branch, Tainan Branch, Kaohsiung Branch, and Pingtung Branch. As of the end of 2019, 992 people were under the employment of Tzu Chi. Our charity affairs span the globe, carried out by professional employees and volunteers. Our employees establish professional connection with our volunteers who offer their talent to jointly carry out charity work. This symbiosis greatly reduces the cost of human resources.



Branch Distribution
Hualien Headquarters
Taipei Branch
Taoyuan Branch
Taichung Branch
Changhua Branch
Tainan Branch
Kaohsiung Branch
Pingtung Branch

## Power of Love

### Four Missions; One Goal

From the provision of charitable services to the construction of schools and hospitals and the promotion of humanistic culture, Tzu Chi is gradually shaped into an international NGO. The four missions of Tzu Chi, namely charity, health care, education, and culture, have remained unchanged from the day of its founding. Our efforts in internationalizing charity, generalizing health care, perfecting education, and deepening humanistic culture reflect Tzu Chi's commitment and determination. These missions have already come into shape in 2005.

In overview of Tzu Chi's four missions, charity, health care, education, and culture are all specialized domains that must be consolidated and improved to create a better future. We aspire to expand the immense "soft power" and "compassion" of Taiwan to the world.

We must aspire to always be charitable and uphold a legacy of charity. Our Taiwanese volunteers span from Taiwan to the world. They work tirelessly around the clock to provide charitable services. Tzu Chi aspires to shape Taiwan into a symbol of stability and love and to provide relief in regions that need it the most. The reputation built by Tzu Chi embodies the values and culture of Taiwan.



## Global Coverage of Charitable Services

\*A total of 100 countries and regions worldwide  
\*As of December 31, 2019



Asia (31 countries/regions)	
Taiwan	Afghanistan
Bangladesh	Turkey
The Philippines	Japan
Mainland China	East Timor
Hong Kong	Iraq
Mongolia	Iran
North Korea	Brunei
Malaysia	Sri Lanka
Vietnam	Pakistan
Indonesia	Singapore
Nepal	Myanmar
Thailand	South Korea
Cambodia	Syria
Jordan	Israel
India	Laos
Russia	

Africa (19 countries/regions)	
Ethiopia	Senegal
Rwanda	São Tomé and Príncipe
Guinea-Bissau	Tanzania
Eswatini	Mozambique
Gambia	Republic of Zimbabwe
South Africa	Botswana
Lesotho	Sierra Leone
Côte d'Ivoire	Namibia
Liberia	Malawi
Zambia	

Europe (21 countries/regions)	
Kosovo	Sweden
Azerbaijan	Switzerland
Chechnya	Belgium
Ukraine	Spain
United Kingdom	France
Austria	Germany
Czech Republic	Ireland
Italy	Norway
Netherlands	Bosnia
Denmark	Serbia
Portugal	

Oceania (7 countries/regions)	
Papua New Guinea	
Marshall Islands	
Federated States of Micronesia	
Australia	
Solomon Islands	
New Zealand	
American Samoa	

America (22 countries/regions)	
USA	El Salvador
Canada	Colombia
Mexico	Paraguay
Brazil	Venezuela
Argentina	Costa Rica
Peru	Sint Maarten
Haiti	Bolivia
Honduras	Chile
Dominic	Netherlands Antille
Nicaragua	Ecuador
Guatemala	The Commonwealth of Puerto Rico



## 1.2 Sustainable Governance

### Organizational governance

Under the supervision of the Ministry of Health and Welfare, the Board of Directors oversees the operation of this Foundation in accordance with the Guidelines for the Establishment and Supervision of Social Welfare Foundations. The Board of Directors is the highest governing body of our organization and serves as our external representative. Members of the Board must perform their duties with a high degree of self-discipline and prudence in accordance with applicable laws and regulations, as well as with the Foundation's Articles of Incorporation. They implement the founder's vision in transmitting the Jing Si Dharma Lineage and advancing the Tzu Chi Path.

In terms of governance, the Board of Directors holds conferences, as required by law, to review relevant issues. The Board of Directors shall comprise supervisors with financial or governance backgrounds who recognize the philosophy of Tzu Chi and demonstrate religious dedication, commitment to philanthropy, and a global vision. Supervisors shall provide appropriate advice from both professional and objective perspectives in order to improve the decision-making of the Board of Directors and maintain effective supervision.

The 11th Board of Directors was selected during the 18th Board of Directors Meeting on June 30, 2016. Of the 15 members on the Board, four were independent directors, and two were independent supervisors. One supervisor resigned for personal reasons in May 2019. Therefore, there is currently only one supervisor on the Board. Directors and supervisors are employed according to relevant laws and regulations and the Foundation's endowment charter. A total of 16 distinguished members of the community are included on the Board who serve a tenure of four years, and comprising of 10 females and six males. Eighty percent of the Board members are over 50 years of age. Our main criterion for appointment is professional competence with an emphasis on ethical behavior. All members have practical experience in social welfare and related work, including professionals with a background in industry, government, and academia, as well as professional accountants as supervisors. The new members for the 12th Board of Directors were appointed on June 29, 2020.



From left to right: Mr. David Liu; Mr. Scott Liu; CEO, Mr. Yen Po-Wen; Mr. George T. Chang; Mr. Simon Shyong

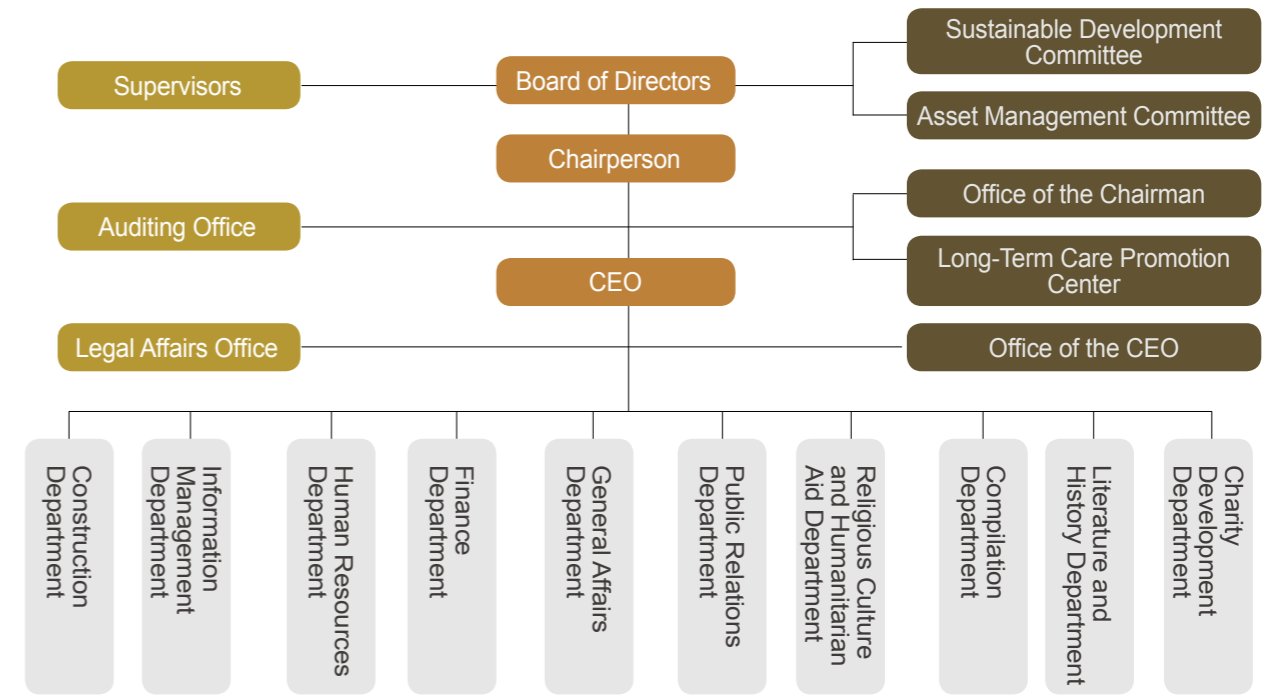
The primary function of the Board of Directors is to supervise and promote organizational governance, allowing for instruction and supervision at each management level to function smoothly. In addition to making best use of donations from the public, we emphasize compliance with local laws and regulations, information transparency, full disclosure, integrity, and sustainable management. To fulfill its supervisory responsibilities, the Board of Directors established two functional committees – the Sustainable Development Committee and the Asset Management Committee – focusing on the formulation of policies and handling matters concerning sustainable development and asset management. The Asset Management Committee held four meetings between 2018 and 2019, while the Sustainable Development Committee held irregular committee meetings to ensure that all motions were carefully planned, deliberated, supervised, and implemented.

The Board of Directors also hears business reports regularly and draws up operational strategies after communicating directly with the management team. The Board also instructs the management team to make adjustments when necessary. A total of nine meetings were held between 2018 and 2019. Key topics discussed in the meetings included the establishment of internal controls and audit systems based on relevant laws and regulations; construction of Hope Schools Da-Ai(Great Love) Permanent Residences to facilitate disaster-prevention and mitigation; establishment of eight overseas offices to promote international charity services; and launch of the Global Charity to End Suffering account to cope with climate change, increasing natural and man-made disasters, changing population structures, and increasing wealth gap and to provide urgent and diversified relief and assistance, including emergency-relief and poverty alleviation. To address aging, the Board of Directors agreed to the establishment of a Long-Term Care Promotion Center and long-term care institutions across Taiwan in 2018 to provide professional and inclusive long-term care services. The Foundation also worked with the Tzu Chi Health Care Mission to provide specialized long-term care services, bringing life value to older adults in their senior years.

The Office of the CEO was established in 2016 to improve and optimize organizational operations and reflect environmental adjustments and changes both internally and externally. The office is responsible for overseeing and formulating short-, medium-, and long-term developmental strategies according to the Foundation's vision. It combines the four missions of Tzu Chi; pools the compassionate energy of Tzu Chi volunteers, global members, and the public; and leads the Foundation toward achieving the goal of sustainable charity.

Tasks delegated to the Office of the CEO include implementing the Board's resolutions; formulating strategic directions; making annual plans; promoting and implementing cross-department collaboration for the missions; and establishing partnerships with United Nations aid groups and other global charities. The office also assesses social developments and ensures compliance with laws and regulations to optimize administrative management. Our accomplishments include, for example, establishing internal controls and audit structures; optimizing administrative processes and administration quality; establishing management systems and raising efficiency; completing standard work practices; annual project reviews, budget reviews, and performance checks. We ensure the proper use of tangible and intangible assets to enhance our

### Organizational Structure



Organizational Chart of the Buddhist Compassion Relief Tzu Chi Foundation (Verified on June 29, 2020)

performance in charity work and the fulfillment of our social responsibilities.

Former United Microelectronics CEO, Mr. Yen Po-Wen, was appointed to serve as the Foundation's CEO and oversee foundation affairs in July 2017. Scott Liu, Director of the Foundation's Human Resources Department since 2010, was appointed Deputy CEO in October 2016. His main responsibilities include overseeing administration affairs, organizational optimization, internal audits and controls, and human resources management. To accentuate the Foundation's upper management structure and enhance our response to global fluctuation, three additional Deputy CEOs were appointed to oversee the Foundation's overseas operations.

Simon Shyong was formerly the Deputy CEO of the Texas Branch. He has served in integral roles in the Foundation's overseas branch since 1992, including President of Tzu Chi Academy Houston and CEO and Deputy CEO of the Texas Branch. George T Chang was formerly the CEO of the New York Branch. He underwent life-altering surgery in 2017. However, he was not defeated by this traumatic experience. Rather, it solidified his commitment to the Foundation's missions. Drawing on his vast knowledge as CEO of an overseas branch, he is now responsible for establishing cooperative alliances with the United Nations and global NGOs, forming transnational ties, and consolidating charitable strategies and resources as Deputy CEO of the Foundation. David Liu is a successful Taiwanese industrialist and entrepreneur in Malaysia. By fate, he shifted his focus to voluntary service. He became a full-time volunteer and

philanthropist in 2001. He formerly served as CEO of the Malacca Branch and Singapore Branch.

After assuming the role of Deputy CEO at Tzu Chi Headquarters, George T. Chang will be responsible for formulating the Foundation's development strategies, consolidating inter-departmental and transnational resources, and composing international discourses with the goal of meeting the standards of the United Nations and enhancing the Foundation's visibility. Simon Shyong will focus on promoting the affairs of the Religious Culture and Humanitarian Aid Department and liaison with domestic and international volunteers and charities. He will also oversee the organizational development of domestic and international volunteers and offices and the governance and development of overseas branches. David Liu will be responsible for charity services in Southeast Asian countries and promoting relief and assistance programs.

CEO Yen Po-Wen has appointed his deputy CEOs as conveners of various projects based on their strengths and professional competence. For example, 2020 marks the 30th anniversary of Tzu Chi's environmental protection mission. This extremely important project was assigned to Deputy CEO Simon Shyong. Deputy CEO David Liu will be responsible for cornerstone projects that encompass finance, information management, organization optimization, internal audits and controls, asset management systems, big data analysis, and talent cultivation, while Deputy CEO George T Chang will spearhead philanthropic projects and attract people to the various branches.



### Organization Management and Optimization

Amid an ever-changing environment, sustainability has become a major issue for the Foundation. We have always been committed to optimizing our organization and enhancing operational performance. To effectively cope with the adjustments and changes of internal and external environments, we established the Office of the CEO in 2016, followed by the Real Estate Planning Division and Project Planning Division. In addition to the Office of the CEO, we also established the Office of the Chairman.

The primary purpose of the Office of the Chairman is to facilitate overall planning, engage in inter-departmental/office communication, systemize administration, approve and organize documents, track progress, coordinate and organize meetings, and monitor the implementation of resolutions.

The responsibilities of the Real Estate Planning Division include formulating domestic and international real estate management policies, carrying out asset activation tasks, strengthening asset management, and improving application efficiency. The Project Planning Division focuses on the planning and coordination of strategic development plans, execution of major annual plans, and collaboration with central and local organizations and groups to establish diversified mechanisms of cooperation and promote sustainable organization development.

In terms of information consolidation and application, we aim to optimize the application of our experiences and primary data collected over 50 years. To achieve this goal, we pooled our professionals in the Information Management Department to establish the AI Center and its subsidiaries

– the AI Division and the Big Data Division. In addition to creating, maintaining, and operating AI infrastructure, the center examines the vast amount of data collected by the Foundation through data mining, analysis, and prediction to improve procedures and efficiency. The center also provides accurate and multi-faceted data-analysis results to facilitate decision-making at the management level.

Furthermore, we established the Disaster-prevention Division under the Charity Development Department to systemize disaster-prevention and relief operations. Besides formulating and implementing relevant regulations, the division focuses on cultivating disaster-relief professionals and building coordination platforms. Most importantly, the division focuses on creating applications and knowledge databases for charity-centered technologies and products.

We recognize that Taiwan is entering an aging society. In response, we established the Long-Term Care promote Center under the Board of Directors to actively promotes long-term elderly care. Chairperson Lin Pi-Yu was appointed the Convener of the center, and Consultant Chuang Shu-Ting was appointed Deputy Convener. The Foundation aspires to establish long-term care institutions all across Taiwan to fulfill its health care mission of providing professional and inclusive long-term care services and bringing life value to older adults in their senior years. Currently, long-term care institutions have been established in Taichung, Miaoli, and Kaohsiung. Inclusive care refers to the integration of modern medical services and technologies and old-age security models to form a novel approach that covers all illnesses and diseases while allowing older adults to lead a happy life. This model simultaneously takes into account the life and medical needs of older adults. It therefore satisfies modern older adults' demand for inclusive care.

Each level fulfills its duties to practice risk management.

### All divisions and offices

Execute internal control and conduct regular self-assessments

### Management level

Supervise and design effective internal controls and execution results

### Board of Directors

Fulfill function as overseers

### Internal audit

Continuously evaluate the validity of internal controls



### Administration Optimization and Internal Audit and Control

In order to keep pace with the international community, we consulted KPMG, researched the transnational management of Taiwanese NPOs, and interviewed executives of various domestic and international charity organizations to identify the risks in the Foundation's processes, evaluate the efficacy of procedural controls, and formulate improvement plans.

The Foundation initiated the establishment of an internal control and audit system in 2015 to optimize internal procedures and amend regulations to meet control requirements. The next step is to promote internal audit functions, establish a robust internal audit system, and enhance administration management efficiency.

Based on the Foundation's risk reduction objectives, we established internal audit functions, devised comprehensive audit procedures, and compiled an audit manual. We categorized our post-inventory internal audit system into 12 components, which must be sequentially completed. Through the design of standardized control activities, regular annual inspections, continuous optimization, and reasonable assurance of the effective management of the Foundation's affairs and finances, we are able to spread the spirit and love of Tzu Chi unimpeded.

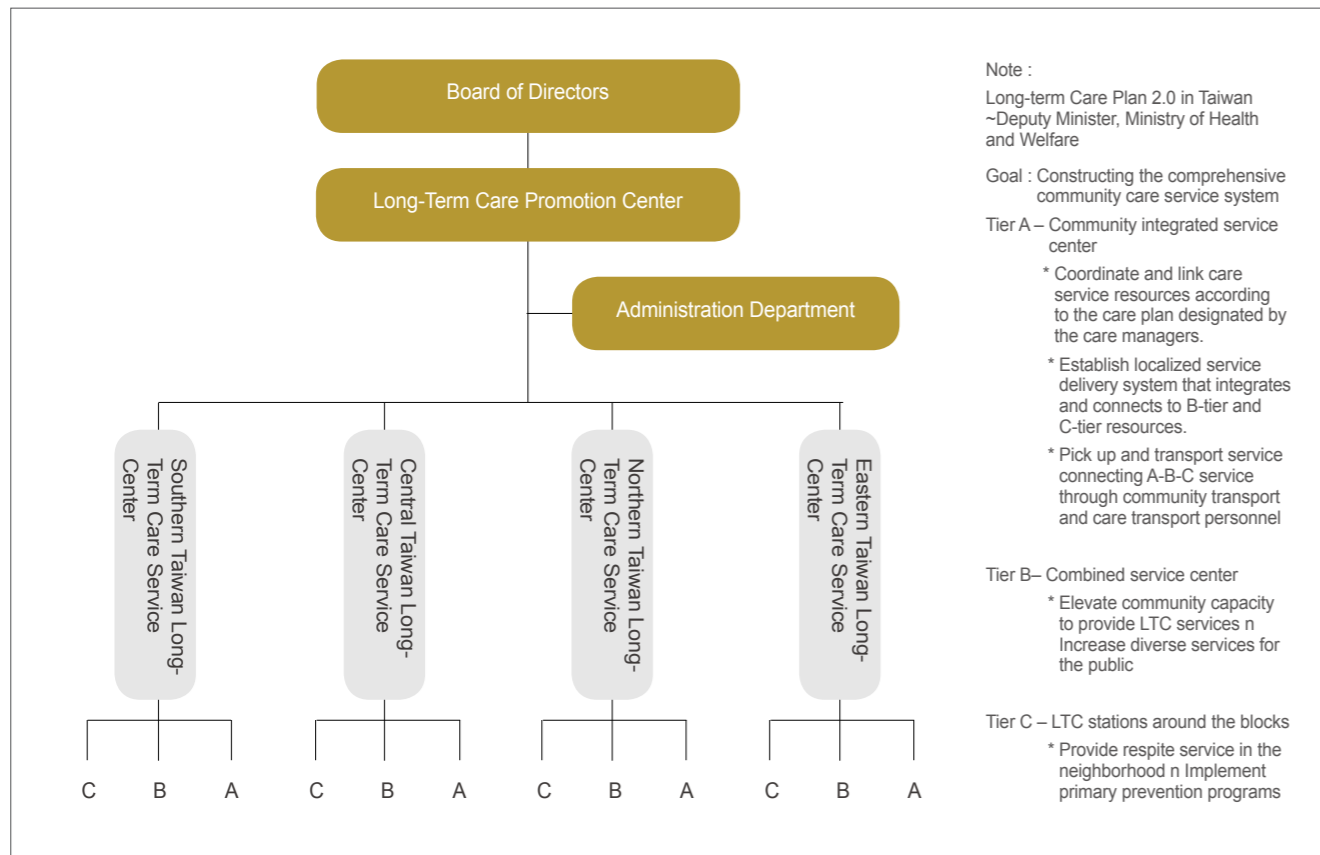
### Internal Control

Regarding financial operations, we established and continued to optimize our fundraising, financial reporting, budget management, and money management operations between 2018 and 2019. To ensure that all donations are directed to charity and enhance electronic operations, we optimized our donation procedures and regulations, member data registration operations, donation consultation operations, fundraising project operations, donation disclosure operations, and donation-in-kind operations. We make sure that all of our operations are well-documented. In addition to CPA audits, we carry out budget allocation audits and differential analyses. We also endeavor to optimize our procurement and payment procedures. The Foundation is a global charity organization. We strictly abide by the provisions stipulated in the Money Laundering Control Act and accepted relevant audits. We hope that through collaborative work, our colleagues can review our work flows and we may better cultivate professional and efficient audit teams.

Charitable service is the core mission of the Foundation. Starting from Taiwan, the Foundation has expanded its operations across the world, transcending politics, race, and religion and built a multinational humanitarian care organization. We continuously optimize our operations and processes based on the practical experiences of our social workers and colleagues and by referencing the demands of an ever-changing environment and regulate these operations and processes through the establishment of laws and regulations on charitable services, aid and relief, scholarships and grants, and community healthcare stations for the elderly.

As natural and man-made disasters become increasingly frequent, the Foundation has adopted the principles of "being focused, direct, immediate, pragmatic, respectful, and grateful" to provide tangible assistance and companionship, thereby maximizing "soft power of Taiwan" and molding Taiwan into a country of love and goodness. We established

Tzu Chi's Internal Control System	
Fundraising	Real estate and equipment
Charity affairs	Strategy and budget management
Volunteers affairs	Financial reporting cycle
Procurement and payment	Computerized information circle
Human resources	Money management cycle
Construction and design	Other management control systems



Organizational Chart of the Tzu Chi's Long-Term Care Promotion Center





various disaster support and relief controls, including procedures for establishing a disaster-relief command center and formulating support and relief projects. Due to increased climate-related disasters in recent years, we further established internal control operations to address the rising demand for domestic and overseas emergency rescue, disaster-prevention, and post-disaster reconstruction. To ensure sustainable development we make sure that all of our overseas promotional and financial operations adhere to local laws and regulations and that all permits and licenses are secured.

The Foundation strives to inspire love and compassion. Volunteers are the Foundation's most valuable asset in terms of promoting charity services. Our community offices serve a variety of functions, including venues for charity work and volunteer training and even prevention and coordination centers during a disaster. We also established the Asset Management Task Force to evaluate property acquisitions, handle incentives and penalties, and manage the various offices. In 2020, the Foundation will continue to optimize the internal controls for asset management and maintenance, as well as construction design and execution. We have consolidated various operations to maximize the functions and capabilities of our offices and ensure that they meet the work, safety, and legal requirements for charity work. In addition, we have amended and optimized the internal control for volunteer affairs so that volunteers can devote themselves to various missions without worry.

Administration and human resource management are critical operational components. Therefore, the Foundation has implemented robust internal controls for managing human resources, information, and control systems. These controls focus on appointment, incentives and penalties, job substitution, system development, communication security, information security, and seal management.

Between 2018 and 2019, the Foundation organized internal control education and training programs, workshops, exercises, and online classes to foster internal control and audit personnel. Our colleagues were asked to fill out internal control documents related to their work and to strictly abide by the instructions contained in the documents. The Foundation established the internal-control Task Force in 2020. The team comprised an audit supervisor and several legal compliance, finance, and administration personnel. The task force is responsible for providing guidance and reviewing internal control operations and optimizing the internal controls of the Foundation's human resources management, finance, and charity affairs operations and documents.

Besides establishing a point of contact for the Internal Control Task Force in each department and appointing dedicated personnel to compose work instructions, the Foundation also urges interested colleagues in the various departments to learn about internal control. Establishing inter-control guidelines, avoiding redundancy, and achieving information consistency are the prerequisites for introducing inter-control systems, such as customer-relationship management (CRM), enterprise resource planning (ERP), or big-data systems. The creation of inter-control guidelines will also facilitate the cultivation of mid-generation professionals in the various departments.

The Foundation organized three education and training courses on internal control in 2019. One of the courses focused on writing inter-control guidelines and work instructions. Sixty-seven colleagues from various departments enrolled in the course as seed officers. We also held an organization-wide video conference themed "Internal Control - What You Should Know" to culminate consensus among our colleagues and a meeting for inter-control contacts to review and discuss inter-control operations. Furthermore, our colleagues enrolled in the Accounting Systems for NGOs and Practical Implementation of Internal Audit and Control courses organized by the Ministry of Health and Welfare.

### Internal Audit

Using a step-by-step approach, the Foundation provides phased internal-audit training and exercises to the main formulators of internal-control guidelines in the various departments and the candidates selected for training. We held an internal audit and control workshop in August 2018. A total of 93 colleagues from different departments participated. The core content of the workshop focused on identifying, evaluating, and responding to risk and learning about the Foundation's definition of internal audit: "Internal audit is an independent and objective confirmatory and consultative service used to increase value and improve the affairs and operations of the Foundation."

In addition to the workshop, we provided internal-audit training and conducted internal audits between November and December 2018. By studying internal audit, our colleagues are able to formulate approaches to optimize the internal-control guidelines of their respective departments in order to improve work performance. Training focused on auditing procurement and the care and scholarship components of charity affairs. The objective was to elucidate whether operations conform to relevant laws and regulations and to provide optimization suggestions during the auditing process.

The Foundation has established an internal-audit system based on the Foundations Act and by referencing the International Professional Practices Framework (IPPF), domestic audit practices, and its organization and practical operations. The written content of the audit system was completed in 2019.

## 1.3 Risk Management

### Risk Categories and Countermeasures

In this section, we discuss the Foundation's four risk categories and their respective countermeasures.

#### 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 administration departments and volunteer teams.

#### Geopolitical risk

Humanitarian aid must be given out of purely humanitarian purpose. 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

It is undeniable that the average age of the Foundation's volunteers is gradually increasing, which affects charity promotion and fundraising performance. In this regard, we actively urge young people to join us in providing social services. We launched the Tzu Chi International Youth Association (TIYA) in 2020 to attract young volunteers all over the world. TIYA aims to adopt 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. The Foundation organizes the annual Tzu Chi Global Forum and participates in major United Nations meetings to advocate and take action on environmental protection. These events highlight the Foundation's work to support local organizations and to promote these efforts globally. In addition, the Foundation has established the Disaster-prevention Division, created training programs to cultivate disaster-prevention and emergency-response professionals within its volunteer system, engaged in the R&D of disaster-prevention equipment and materials, and promoted scientific courses on disaster-prevention, thereby doing its part to advance preventive charity, disaster reduction and adaptation, and the development of resilient communities.

Risk Categories	Effects	Response Strategies and Measures
<b>Compliance risk</b>	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.	<ul style="list-style-type: none"> <li>Identifying the risk location</li> <li>Strengthening education and training</li> <li>Enhancing information transparency</li> </ul>
<b>Geopolitical risk</b>	Regional, political, and cultural differences impact the Foundation's charity promotion and local operations to some degree.	<ul style="list-style-type: none"> <li>Ensuring humanitarian charity activities and avoiding sensitive geographic, regional, political, religious, and racial issues</li> <li>Strengthening communications and interaction</li> </ul>
<b>Human resources risk</b>	Member and volunteer aging impacts the Foundation's charity work and finances to some degree.	<ul style="list-style-type: none"> <li>Encouraging youth participation</li> <li>Strengthening volunteer care</li> <li>Established TIYA in 2019</li> </ul>
<b>Environment and climate change risk</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.	<ul style="list-style-type: none"> <li>Organizing the Tzu Chi Global Forum to exert influence</li> <li>Continuously participating in UNFCCC meetings</li> <li>Advocating environment-related initiatives and environmental education</li> <li>Established the Disaster-prevention Task Force</li> <li>Researching and developing disaster-prevention facilities and equipment</li> <li>Training disaster-prevention professionals</li> </ul>



## Challenges of and Response to Climate Change

### Demonstrating Vigilance in Catastrophic Disasters

The speed at which mankind is ravaging the earth has reached a tipping point. We will only be able to escape the suffering brought about by climate change and return the earth to a sustainable state if we are able to reflect on our actions, cherish nature, and suppress material desires.

- Master Cheng Yen

#### Strategic Direction

1. Establishing a robust disaster-prevention and response system
2. Improving and accelerating talent cultivation
3. Strengthening disaster-relief equipment
4. Establishing disaster-prevention community operation guidelines and education promotion models
5. Strengthening collaboration with professional organizations and enhancing professional competency

#### Sustainability Goals

1. Strengthening countermeasures against climate change
2. Improving sustainable-environment development
3. Establishing global partnerships

#### Achievements 2018-2019

1. Providing major disaster-relief and assistance
  - E.g.: Hualien earthquake, Feb. 6, 2018; tropical depression flood Aug. 23, 2018; Yilan train derailment Oct. 10, 2018; collapse of Nanfang'ao Bridge, Oct. 1, 2019; and typhoon preparedness during Danas, Bailu, and Lekima
2. Providing emergency response (including for community fires, and accident)
  - Responded to 540 emergencies, mobilizing 31,824 volunteers, caring for 14,212 local households, and providing emergency assistance to 1,215 households
3. Participating in the construction of Hope Project schools
  - Undertook four school construction projects in Miaoli and one in Hualien
4. Providing disaster-relief and assistance to indigenous tribes
  - Aided in the construction of 47 houses of the Tjukuvulj in Taitung
5. Establishing the Disaster-prevention Task Force and training core foundation personnel into first-responder roles
6. Assisted 263 colleagues/volunteers in attaining government accreditation for disaster-prevention
7. Promoting collaborative charity
  - Signed MOUs with Central Weather Bureau (CWB), the National Science and Technology Center for Disaster Reduction (NCDR), National Center for Research on Earthquake Engineering (NCREE), and National Science and Technology Museum (NSTM) to enhance disaster-relief efforts
8. Launched Tzu Chi's first Disaster-prevention Education Center (Location: Miaoli)
9. Organized disaster-prevention education exhibitions and promotional activities
  - Organized 15 "Never Forget That Year" disaster-prevention exhibitions across Taiwan
  - Campus disaster-prevention exhibitions: 10 elementary and high schools with 10,819 participants
  - Organized the national "Disaster-prevention DNA" exhibition (Location: Hualien)

#### Goals 2020-2021

1. Establish a robust disaster-prevention and assistance model and discourse
2. Complete the disaster-prevention personnel training institute and foster/strengthen community disaster preparedness and response capabilities
3. Promote a community disaster-prevention network based on the Stable Home and Beautiful Community Project
4. Strengthen the development and application of disaster-relief and assistance technologies and equipment
5. Strengthen cooperative relationships with disaster-prevention and relief organizations and enhance disaster preparedness and relief and assistance capabilities



### Impact and Dangers Brought About by Climate Change

The occurrence of extreme weather conditions is increasing concurrently with global warming. According to the Global Risks Report published by the World Economic Forum (WEF) in January 2020, five of the top 10 risks, in terms of probability of occurrence and impact are environmental risks, including "extreme weather," "climate action failure," "natural disasters," "human-made environmental disasters," and "biodiversity loss." In particular, "extreme weather" has the greatest probability of occurrence for four consecutive years.

Several governments and scientists jointly announced the Climate Emergency Declaration in December 2016. This declaration aims to inform people that the earth is in a state of climate emergency and to raise the awareness of governments around the world. As of February 23, 2020, more than 1,400 local governments across 28 countries have released climate emergency statements. Moreover, the Oxford Dictionary selected "climate emergency" as the phrase of the year in 2019, defining it as "a situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it."

In September 2019, the worst wildfire Australia had experienced in decades occurred. The fire was caused by rising summer temperatures coupled with low humidity. Large tracts of forest were burned down at an alarming rate over the span of several months. It is estimated that bushfire scorched overall 10 million hectares of land across Eastern and Southern Australia, killing 33 humans and 1 billion animals and destroying 2500 houses. Sydney was covered in a blanket of smoke for several weeks and roads connecting towns and cities were disrupted. Shortly after the fire disaster, Australia experienced the highest rainfall in the past 30 years in mid-January 2020. Although the much needed rainfall curbed the bushfire, the wildfire had already ravaged an area 1.5-times the size of Taiwan.

As the severity of global warming increases, so too does the frequency of extreme weather events. Humankind can no longer ignore the catastrophic consequences of climate change. Taiwan is situated in a subtropical belt of the West Pacific Ocean frequented by typhoons. Taiwan is frequently affected by catastrophic weather systems, such as typhoons, southwesterly airflows, torrential

rains, northeast monsoon winds, and heavy convective precipitation. Coupled with climate change, these events cause immense damage and injury. Furthermore, Taiwan lies on a collision point between the Eurasian Plate and the Philippine Sea Plate, where earthquakes frequently occur. According to the observational statistics released by the 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 sustains considerable loss of life and property from frequent disasters each year. By understanding the characteristics of different disasters and learning about basic disaster preparedness and response, the risks and losses of disasters can be mitigated.

### Tzu Chi's Climate Change Response Strategy

Varying degrees of disasters are constantly occurring around the world. As residents of Taiwan, we must do our part to anticipate and alleviate disasters." Tzu Chi unremittingly provides aid and assistance to regions hit by all magnitudes of disasters. We cannot bear to see people suffering due to unpreventable. In addition to promoting disaster reduction the Foundation draws on its ever-growing experience to improve its philanthropic efforts.

Tzu Chi continuously provides stable disaster-relief and aid through its dedicated Disaster-Prevention and Disaster Prevention and Relief Task Force, established in 2019. Through this task force, the Foundation established four community disaster-prevention education centers in each of the four major regions of Taiwan to promote disaster preparedness. These centers focus not only on helping community residents gain a better understanding of disasters but also on implementing effective disaster-prevention measures based on the risk characteristics within the community. By referencing the course of major disasters in the past, we aspire to strengthen the cohesion between public institutions and private organizations, consequently building a tight-knit interactive and resource-sharing network. We also provide disaster-prevention training opportunities to the Foundation colleagues and volunteers so that they can become part of the overall effort in promoting community disaster-prevention education and improve community disaster preparedness.



## I. Focus and Objectives

The Foundation focuses on the needs of the affected people during each disaster-relief operation. We travel to the front-line of disaster sites and employ innovative technologies to identify people's needs. We adhere to the humanitarian principle of compassion and strive to strengthen the development and application of compassionate technologies. We rely on these technologies in our disaster-relief and assistance efforts to identify and resolve problems and satisfy unexpected needs following a disaster. Furthermore, the Foundation has established a robust disaster-preparedness and logistic system comprising several relief hot food kitchens and relief-resources warehouses across Taiwan to satisfy disaster-relief demands in times of nees. Disaster-relief and assistance is the most public work of the Foundation, and one of its most important charity mission.

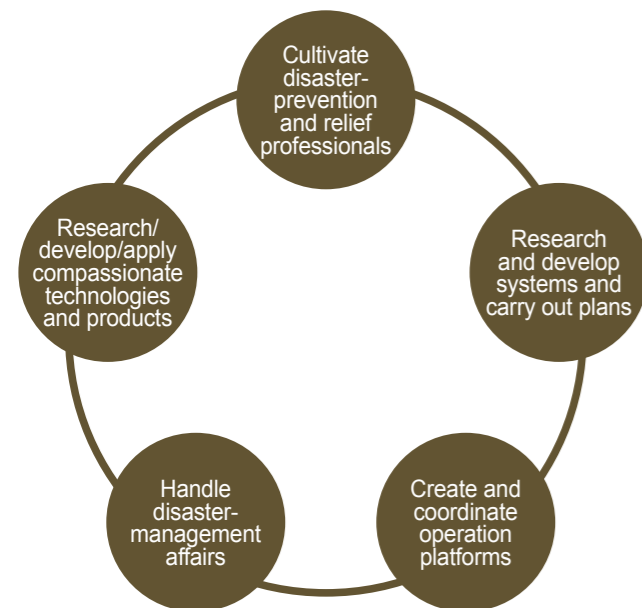
The Disaster-Prevention and Relief Task Force has enabled the Foundation to consolidate and carry out disaster-relief and restorative construction projects and to improve the quality and mobility of our disaster-prevention efforts.

## II. Tangible Action and Plans

### Organization Establishment and Talent Cultivation

#### 1. Establishing a dedicated organization for disaster-prevention and relief

We established a dedicated unit for disaster-prevention and relief, the Disaster-prevention Division, under the Charity Development Department to streamline disaster-prevention and relief affairs. The division's responsibilities include researching and developing systems and implementing plans, creating and coordinating operation platforms, cultivating disaster-prevention and relief professionals, handling disaster-management affairs, researching/developing/applying compassionate technologies and products, and creating knowledge databases.



#### 2. Education and training

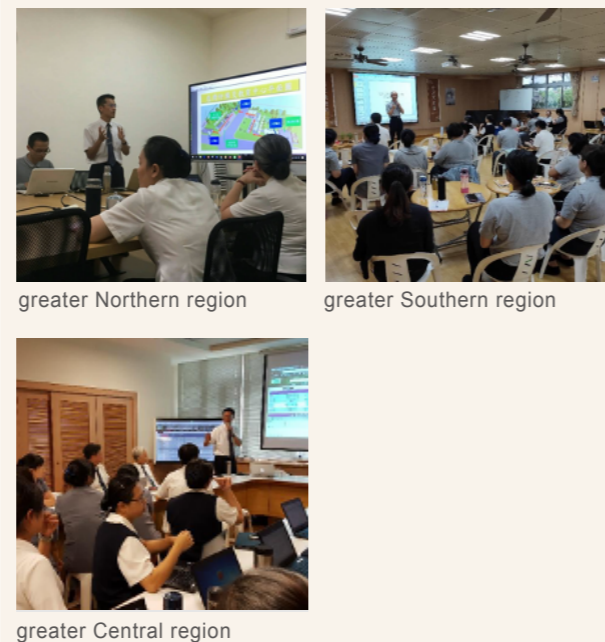
In addition to establishing a dedicated organization, we realize the importance of effectively passing on our disaster-relief knowledge and experiences and reinforcing the cultivation of disaster-prevention professionals in order to cope with the complexities and diversities of climate-related disasters. In 2019, we organized five education and training programs for our colleagues at Tzu Chi Headquarters, and for those working in the Charity Development Department and the Religious Culture and Humanitarian Aid Department. A total of 123 colleagues enrolled in the programs. The content of these programs included the NCDR information platform, Ragic (a spreadsheet-style online database) administration operations, and cross-department/office disaster-prevention coordination meetings. Moreover, we organized four education and training programs for volunteers serving in the disaster coordination centers and disaster-prevention centers. A total of 359 volunteers enrolled in the programs. They focused on improving disaster-prevention awareness and implementation from within the Foundation to front-line disaster-prevention volunteers. Relevant achievements are as follows:

#### Education and training at headquarters



#### Cross-department/office disaster-prevention coordination meetings

-Ragic administration operations



#### Education and training at Coordinated Disaster-prevention Centers nationwide

-Ragic administration operations



#### 3. Training of disaster-relief volunteers

The frequency of natural disasters is increasing, and changes in social structures have made disasters increasingly complex. Countries all over the world are working to develop public-assistance mechanisms centered on self-help and mutual assistance. Autonomous disaster-prevention measures require core participants to maintain independent disaster-prevention management capability and build bottom-up sustainable operating mechanisms. The government hopes to train numerous disaster-relief volunteers who would serve as the lead disaster-prevention workers in a community and promote disaster-prevention work.



#### Role of disaster-relief volunteers

**Disaster-free periods:** After receiving training, disaster-relief volunteers will have the basic disaster-prevention knowledge and skill to independently help families, communities, and workplaces promote disaster-prevention activities.

**During a disaster:** Before government aid and relief arrive, volunteers can provide initial aid, assist in evacuation, and conduct disaster investigation and reporting.

**After a disaster:** Volunteers can serve as caregivers at refuges and shelters and help government organizations with restoration and reconstruction.

After a disaster: Volunteers can serve as caregivers at refuges and shelters and help government organizations with restoration and reconstruction.

In 2019, the Taiwanese government organized disaster-prevention volunteer-promotion activities and training courses in various counties and cities. It also helped private organizations launch their own training courses. Disaster-prevention volunteers are now stationed in resilient communities, private enterprises, factories, long-term care institutions, disability-friendly service locations, and high-rise buildings, and are developing and strengthening autonomous disaster-prevention mechanisms. To strengthen disaster-prevention awareness in communities and promote disaster-prevention and safety in homes, the Foundation plans to establish its own training institution for disaster-relief volunteers in 2020, consequently enhancing the disaster preparedness and resilience of Foundation colleagues and volunteers.

Number of Tzu Chi members who attained disaster-prevention volunteer qualifications: 263 (incl., 7 colleagues)

City/County	Number of people	City/County	Number of people
Keelung City	2	Chiayi City	3
Taipei City	60 (including 3 colleagues)	Yunlin County	6 (including 1 colleague)
New Taipei City	101 (including 3 colleagues)	Chiayi County	2
Taoyuan City	52	Tainan City	12
Hsinchu County	2	Pingtung County	6
Hsinchu City	1	Hualien County	6
Changhua County	5	Taitung County	1
Nantou County	4	Total	263

### Disaster-prevention and Relief Information System

In order to consolidate meteorological and other disaster-prevention and relief data, the Foundation collaborated with the National Science and Technology Center for Disaster Reduction (NCDR) to jointly develop the Tzu Chi Disaster-prevention Intelligence Network. The Foundation draws on the meteorological, hydraulic, and transportation intelligence of dozens of government agencies already consolidated by the NCDR to enhance its disaster-prevention and relief efforts. Furthermore, the Foundation created a Ragic-based coordination system to enhance its administration and management competence for disaster-prevention and relief tasks.

#### Disaster-prevention and Relief Information





## Compassionate Technologies

### 1. Research and Development

At 23:50 on February 6, 2018, Hualien was hit by a shallow earthquake measuring 6.2 on the Richter Scale. The Foundation immediately dispatched personnel to the hardest hit sites to provide relief services, becoming a major pillar supporting search-and-rescue personnel and disaster victims. Service units were set up in two government-sponsored Disaster-relief Centers, providing beds for victims and search-and-rescue personnel to rest.

Victims flocked to the Disaster-relief Centers. However, the centers' 24-hour placement did not provide adequate privacy to the victims, leading to a lack of respect and care. To satisfy this demand, the Foundation collaborated with the Hualien Jing Si Cafe' to jointly develop the "Jing Si eco-friendly screen". The research and development stage of the screen was concluded in 2019. The screen is made from recyclable, fire-resistant plastic and serves to create temporary partitions that provide disaster victims with privacy while in disaster-relief centers. The screens are scheduled to be shipped and allocated nationwide in 2020 and will be listed as a disaster-relief resource.



### 2. Exhibition and Demonstration

The Central Government conducts a large-scale earthquake and fire-prevention exercise around National Disaster-prevention Day each year. In 2017, the Foundation was invited to showcase and demonstrate its compassionate technologies.



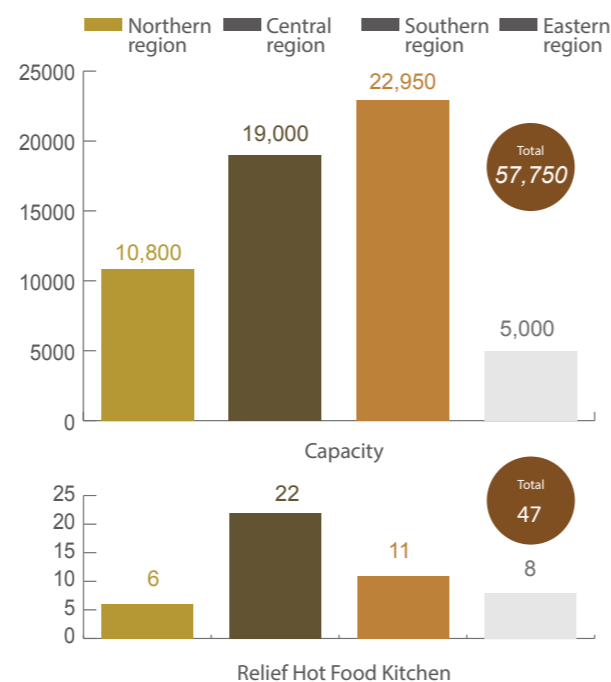
## Relief-resources Warehouses

To satisfy the urgent need for relief-resources after the outbreak of a disaster, the Foundation established relief-resources warehouses in the northern, central, southern, and eastern regions of Taiwan and began to stockpile disaster-relief resources. As of the end of 2019, a total of 48 locations have been established, and warehouses will be established in the Guandu Industrial Park, Xitun Dongda Park, and Dali Group Practice Center once construction is completed.



## Relief Hot Food Kitchen

The Foundation often provides the hot meals handed out to disaster victims, search-and-rescue personnel, and first responders during disaster outbreaks. To satisfy the urgent need for food and beverages during disaster outbreak, the Foundation established relief hot-food kitchens in the northern, central, southern, and eastern regions of Taiwan. As of the end of 2019, a total of 47 relief hot-food kitchens have been established, capable of providing meals to 57,750 people at a time.

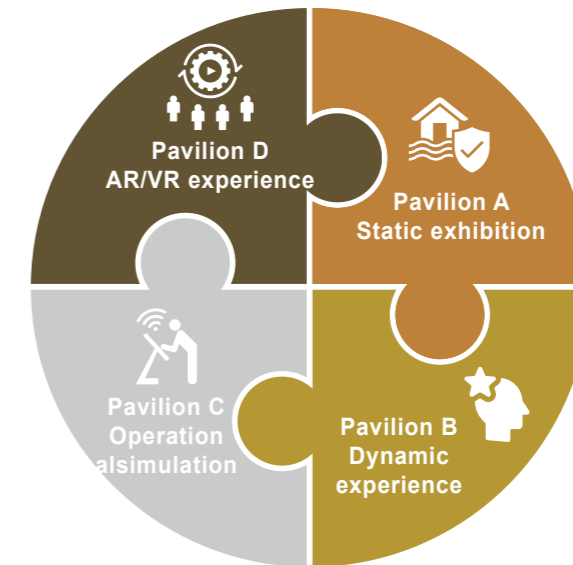


## AR/VR experience

- D-1 Service Center
- D-2 Settlement Area
- D-3 Tutoring Area

## Operational simulation

- C1- Simulation Area
- C2- Function Research and Discussion Area



## Static exhibition

- A-1 Disaster Prevention Concept Area
- A-2 Popular Science Education Area

## Dynamic experience

- B-1 Interactive Experience
- B-2 Popular Science Education Area

## Launch of the Disaster-prevention Education Center

The Foundation launched its first Tzu Chi Disaster-prevention Education Center in Miaoli Industrial Park on July 12, 2019. Facilities include a disaster-prevention and preparedness museum, interactive area, disaster-prevention and coordination classroom, placement placement-center simulation classroom, and outdoor compassionate-technologies demonstration area. The center serves as a learning facility for disaster-prevention and preparedness, and is a key venue for demonstrating compassionate technologies and conducting exercises. The venue has a positive impact communities. The establishment of the Disaster-prevention Education Center serves as a model for outstanding public-private cooperation, and the importance of disaster-prevention education. It aspires to establish close public-private cooperation to improve future disaster-prevention and relief work and minimize the impact of disasters and casualties.

The Disaster-prevention Education Center comprises four pavilions to demonstrate different disaster-prevention and relief functions.

## Hope Construction Project

Old school buildings are a longstanding problem in Taiwan. Some of these buildings are still in use, even though they are listed as dangerous structures. In 2009, the Ministry of Education launched the Accelerating the Plan for Strengthening and Rebuilding the Old School Buildings and Related Equipment of Junior and Elementary Schools to assess elementary and high school buildings in Taiwan and allocate billions of dollars each year for strengthening and rebuilding structures buildings with inadequate resistance to earthquakes. Initially, more than 8000 buildings were identified as unsafe. After seven years of program implementation, there are 5000 buildings that have yet to receive funds. There are even schools in Taipei City that are pending improvement, let alone in resource-scarce rural townships and villages.

There has been a sharp increase in extreme weather conditions and earthquakes in recent years. The Foundation aspires to draw on its years of disaster rescue experience to mitigate risky situations before they become disasters. Therefore, the Foundation launched the Hope Construction Project in Pingtung, Kaohsiung, Taitung, Hualien, and Miaoli in 2014. Sturdy schools not only keep teachers and students safe but also give parents peace of mind. They can even serve as shelters for community residents.

The Hope Construction Project was carried out in three schools in 2019. Sanmin Junior High School in Hualien and Houlong Junior High School and Zaociao Junior High School in Miaoli.



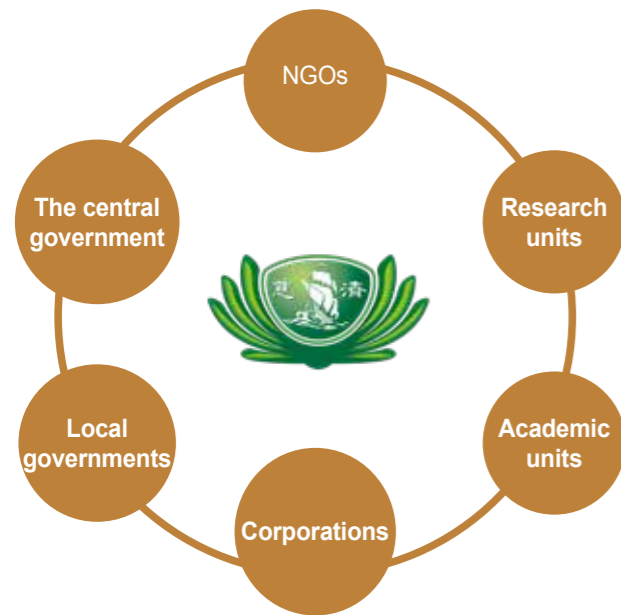


## Promotion of Collaborative Charity in Disaster-prevention

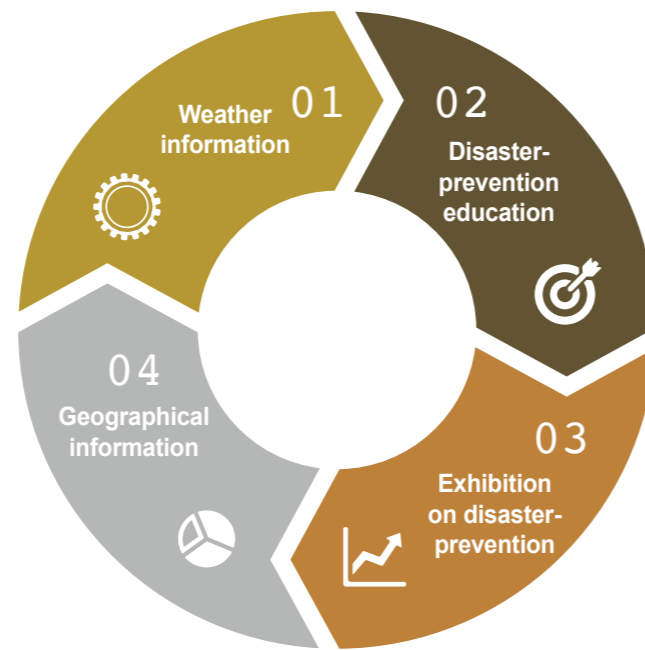
### Cross-Organization Cooperation

To promote competency in disaster prevention and relief operations, the Foundation signed MOUs with NCDR, CWB, NCREE, National Science and Technology Museum, and local governments.

Exchange of interorganizational disaster-prevention and relief-resources



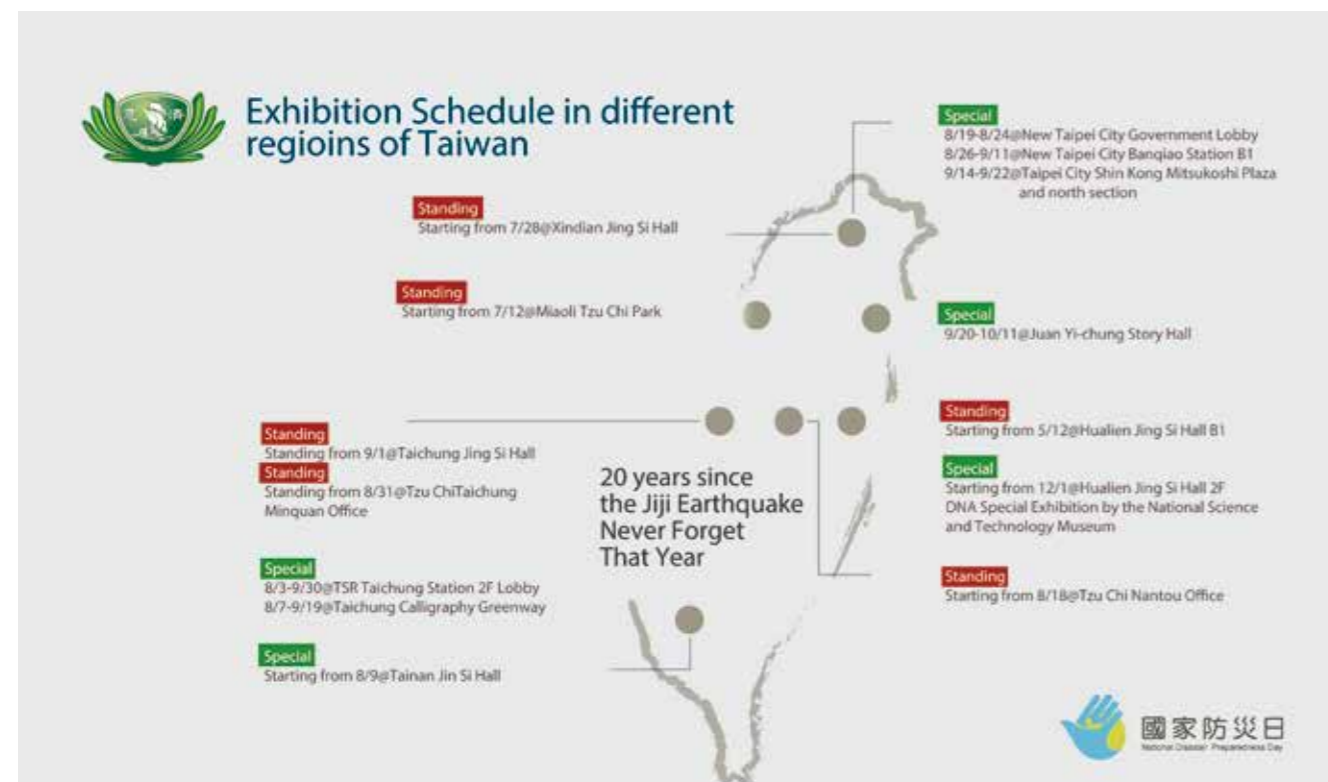
跨組織防災資源交流



### Disaster-prevention Education Exhibitions

#### 1. Special Exhibition on Disaster-prevention Education

The "Never Forget That Year" Special Exhibition on Disaster-prevention Education was launched at the Hualien Jing Si Hall on May 12, 2019. The exhibition looked back on the Jiji Earthquake that occurred two decades ago. That year, Taiwan and the world were mobilized in response to the disaster. The beauty of humanity radiated at that moment as people helped one another. The disaster made people realize the impermanence of life and that Taiwan is an earthquake-prone island. It inspired people to reflect on one another and the environment and incited them to take action to help prevent future disasters.



#### 2. Campus Disaster-prevention Education Exhibition in Northern Taiwan

The Foundation volunteers in Northern Taiwan utilized the resources of the Special Exhibition on Disaster-prevention Education and began promoting campus disaster-prevention education in October 2019. They introduced disaster-prevention education to schools and provided the opportunity for students to learn directly from experience. Volunteers visited 10 elementary and high schools in three months, interacting with 10,819 students, and continued visiting schools through the end of April 2020.



#### 3. Disaster-prevention DNA Special Exhibition

The Disaster-prevention DNA Special Exhibition is one of the thematic exhibitions organized by the Executive Yuan to mark the 20th anniversary of the Jiji Earthquake and the 10th Anniversary of Typhoon Morakot. The exhibition is designed by the National Science and Technology Museum based on the goals of establishing disaster-prevention concepts, learning about disaster-prevention technologies, and taking disaster-prevention action. The exhibition incites learning through games and entertainment while raising the public's awareness to disaster and encouraging them to be prepared for major disasters.

Collaborating with the Foundation, the National Science and Technology Museum held the exhibition in the Hualien Jing Si Hall. This is the first time the Foundation collaborated with a government agency to hold a national exhibition. The Disaster-prevention DNA Special Exhibition is a comprehensive disaster-prevention education exhibition that utilizes technology to teach disaster-prevention and response skills in an entertaining and fun way.



### Disaster Medical Team Joint Exercise

Hualien County Health Bureau invited the Foundation to provide logistical support during the 2019 North-East Disaster Medical Team Joint Exercise on October 15-17, 2019. We provided Jing Si folding beds, Jing Si tables and chairs, solar-powered LED lamps, beverages, hot meals, and spiritual support for the sick and injured and their family members.

Five medical teams from Hualien County Health Bureau, Taitung County Public Health Bureau, Chiayi City Public Health Bureau, Tainan Municipal An-nan Hospital, and Ministry of Health and Welfare were involved in the exercises. The purpose of the exercise was to test the cross-regional response and support of the medical teams during a 7.0 earthquake.

### Joint Training Program for Disaster-relief Volunteers

The Foundation jointly organized Taiwan's largest disaster-relief volunteer training program in the Jing Si Hall on November 28 and 29. This collaboration is a successful example of the joint effort between government agencies and private organizations in the promotion of disaster-prevention. The program is also a practical way to revitalize the community.





## Initiation and Prospects in 2020

United Nations warns that the earth's ecosystem is heading toward a critical tipping point. To show unconditional kindness and the universal compassion of Buddhism, and to fulfill the mission of humanitarian relief, the Foundation calls on everyone to come together and do their part in a time of frequent global disasters. We should be cautious and prepared. We should also be grateful in times of harmony. Most importantly, we should strive to provide relief during times of disaster. The Foundation aspires to encourage the collective promotion of disaster-prevention and mitigation strategies to minimize the impact of disasters and shape a harmonious world free of disasters.

Therefore, our 2020 prospects regarding climate change are as follows:

-  **Apply to become a certified disaster-relief volunteer training institute, cultivate even more disaster-prevention professionals, and build resilient communities;**
-  **Build a disaster-prevention and relief mechanism and establish a nationwide disaster-prevention and relief network;**
-  **Research and develop compassionate technologies to enhance the technological capacity for disaster-prevention and relief; and**
-  **Vigorously promote environmental protection and vegetarianism to reduce carbon emissions, mitigate climate risks, and achieve human and environmental harmony and sustainability.**

## 1.4 Compliance and Information Security

### Compliance

The Foundation sits under the jurisdiction of the Ministry of Health and Welfare (MHW). Charity work is carried out in accordance with the laws and regulations set up by the MHW. To promote organizational governance; ensure that managers comply with relevant laws and regulations; and adhere to the core values of sincerity, integrity, faith, and honesty, the Foundation amended its articles of association and established the Integrity Management Regulations shortly after the Foundations Act was ratified. At the same time, the Foundation periodically held seminars focusing on the Foundations Act to ensure adherence and educate colleagues on relevant operations.

The Foundation has always been committed to upholding the core values of sincerity, integrity, faith, and honesty. It is not only mandatory for newly employed colleagues to attend courses on these core values, the Foundation also regularly strengthens its work rules, everyday operations, and education courses to help colleagues incorporate these values into their work and lives. In response to the ratification of new laws, the Foundation hosted classes on "Regulations and Practices Relating to Anti-Money Laundering, Counter-Terrorist Financing, and Non-Profit Organizations" in April 2018. In our purchasing contracts, we make it explicit that there must be no exchange of improper interests. Violation of the regulations will result in contract termination. In the current reporting years (2018-2019), we are happy to report that we found no corrupt action by our employees.

In terms of risk management, the Foundation has established anti-terrorism and money-laundering prevention measures and assessment mechanisms to ensure that charitable donations are allocated accordingly and to prevent charitable funds from being defrauded by criminals. In addition, training information is circulated within the Foundation to ensure that all financial affairs conform to relevant money-laundering prevention laws and regulations. We also offer training programs on contract composition, gender and workplace equality, ISO standards and operations, and vehicle-accident rules and practices for employees and volunteers. The programs were attended by more than 300 people from entry-level colleagues to executives.

In addition to education and training, the Foundation periodically posts articles in the New Regulation E-Letter, Tzu Chi Foundation Volunteer Network, and Tzu Chi Foundation Volunteer Social Group to update colleagues and volunteers on the latest laws and regulations concerning charity, tax, personal-information security, money-laundering prevention, and fire prevention and safety; shares examples of major social-legal cases; and engages in spontaneous regulatory compliance education. A total of 30 articles have been released.

Between 2018 to 2019, the Foundation received 31 letters of non-compliance concerning violations of building safety, environmental protection, fire safety, waste disposal, and other laws and regulations from various administrative agencies. All of the recommendations have been implemented to improve compliance.

### Information Protection

Our global philanthropic and support efforts are primarily backed by donors from all over the world. Therefore, the protection of the personal-information of our donors is, and has always been, of utmost importance to the Foundation. We are committed to ensuring the legitimate collection, processing, and application of personal information. We maintain this commitment by adhering to the Personal-information Security Maintenance Regulations under our internal audit system and implementing personal-information risk-management measures to take inventory, assess risk, and retain only essential information, thereby avoiding improper information management and misconduct. In addition, the Foundation has established the Personal-information Protection and Management Task Force, periodically provided personal-information educational training and programs for volunteers and colleagues, promoted the autonomous inspection of personal-information management, and implemented security mechanisms to avoid theft, tampering, damage, loss, or leakage, thereby preventing information leakage and improper use and maintaining information security.

The Foundation follows ISO 27001 procedures in data control and management to avoid unauthorized access. At the same time, access to confidential information is regulated by a separation of duties, confidentiality classification, access control measures, physical and environmental safety management, communication safety management, hierarchical development and management control for optimal protection.

In order to exercise due care for this personal information, we have implemented electronic management of fundraising operations and registration. Uploading and downloading membership information and donation entries require dual verification via an IC (integrated circuit) card and a password, and all information is presented in an unidentifiable manner. We also shifted our fundraising operations to a mobile platform by introducing e-pay functions, which allow funds to be instantaneously deposited into our charity account minimizing handling risks. Considering that donors may forget their username or password, we have also implemented alternative login methods via QR codes or one-time passwords for quick access.

In addition, we held information-security courses for our employees and volunteers in our main branches across Taiwan. In 2018-2019, seven training sessions were held for 977 attendees. We also jointly organized two online phishing and social-engineering exercises with Tzu Chi University of Science and Technology to enhance information-security awareness, strengthen the complexity of personal passwords, guard against social engineering tactics, and stress the importance of personal-information security through information security.

### 2018-2019 Information Safety Courses

Target audience	Number of events	Number of beneficiaries
Colleagues	5	499
Volunteers	2	478



## 1.5 Financial Status

The Foundation entrusted KPMG to review its financial statements for 2019. An audit was conducted, and a report released on May 14, 2020 stated:

"We have audited the accompanying financial statements of Buddhist Compassion Relief Tzu Chi Foundation (the "Foundation" ), which comprises the balance sheets as of December 31, 2019 and 2018, and the statements of income and expenditure, changes in net value, and cash flows for the years then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2019 and 2018, and its financial performance and its cash flows for the years then ended in accordance with 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"

### 2018 and 2019 Income and Expenditure

Unit: NTD\$

Item	2019	2018
Operating Income		
Donation income	5,853,160,257	5,161,376,691
Financial income	541,573,734	479,851,716
Income from subsidiary business units	164,090,969	81,435,214
Other income	211,645,187	457,811,886
<b>Total operating income</b>	<b>6,770,470,147</b>	<b>6,180,475,507</b>
Operating expenditure		
Social assistance	1,544,862,701	1,346,709,182
Disaster-relief	1,008,274,814	510,202,783
Scholarships	365,508,877	381,675,517
Youth welfare	732,551,978	317,665,493
Senior welfare	338,782,793	47,795,779
Community welfare	43,968,366	1,059,801,517
Volunteer services	171,421,221	230,659,697
Mission of education	711,224,075	861,797,813
Expenses of subsidiary business units	174,461,844	74,677,292
Administration and management expenses	372,397,177	428,291,199
Other Expenditure	764,674,242	260,948,911
<b>Total operating expenditure</b>	<b>6,228,128,088</b>	<b>5,520,225,183</b>
<b>Balance</b>	<b>542,342,059</b>	<b>660,250,324</b>

#### I. Operating Income Description

- Donation income-Charity, international, and project income

The Foundation raises funds with a belief of inspiring love and creating a cycle of kindness in society. We encourage approved 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.

Donation income based on donor statistics:

	Item	Number of donors	Donations
2019	Personal donations under NTD \$100	8,659,057	775,013,103
	\$101~\$500	3,763,038	971,067,965
	Over \$501	1,169,807	3,774,175,435
	Corporate donations	89,077	291,628,975
	NPO donations	1,259	41,274,779
	<b>Total</b>	<b>13,682,238</b>	<b>5,853,160,257</b>
2018	Personal donations under NTD \$100	8,492,429	801,649,327
	\$101~\$500	3,864,175	991,819,468
	Over \$501	1,105,953	2,806,965,586
	Corporate donations	89,188	552,152,724
	NPO donations	211	8,789,586
	<b>Total</b>	<b>13,551,956</b>	<b>5,161,376,691</b>

- Income from subsidiary business units - Income of Tzu Chi Da-Ai (Great Love) Kindergarten, baby day-care centers, and long-term care institutions
- Other income - Foreign exchange gains/losses and revenue from selling goods and services

#### II. Operating Expenditure Descriptions:

- Expenditure items are categorized in accordance with the functional fees listed in the Independent Auditor's Report.
- Descriptions of business projects (please refer to the Foundation website for more information concerning project outcomes)

Item	Description
<b>Social assistance</b>	The Foundation introduced a number of service projects to satisfy care needs stemming from changing social and population structures, community characteristics, and the environment. The projects include short-, medium-, and long-term financial support, home care, medical assistance, health promotion, community development, and poverty alleviation in rural areas. The projects encompass construction projects collaboration with social-welfare institutions, and relief and assistance programs for such problems, as global hunger, school-less children, orphans, and families in financial hardship.
<b>Scholarships</b>	The Foundation promoted projects centered on providing bursaries, scholarships, and special talent courses to resolve schooling issues, encourage students in disadvantaged families to learn, and cultivate future professionals.
<b>Disaster-relief</b>	We are committed to providing humanitarian care. We adhere to the principles of being "direct, focused, immediate, pragmatic, and respectful, and we endeavor to provide security in a number of aspects, including health, spirit, shelter, schooling, and environment. We combine professionalism with the strengths of our volunteer teams to be the first to arrive and the last to leave. In addition, we engage in the research and development of disaster-relief materials and equipment to satisfy people's need for food, clothing, shelter, and transportation. During times of international crisis, we are committed to providing humanitarian care, actively engaging in transnational relief and assistance. We call upon people around the world to extend a helping hand, promote the exchange of human and material resources, partake in international emergency humanitarian relief, carry out post-disaster mid- and long-term reconstruction projects, and provide relief to disaster victims regardless of religion, race, or borders.
<b>Youth welfare</b>	The Foundation offers bursaries for tuition and meals for students from families in financial hardship. It promotes youth-welfare development, talent cultivation, and youth spiritual-development programs and is involved in the restoration of old school buildings in Hualien and Miaoli.
<b>Senior welfare</b>	The Foundation designed age-friendly environments for senior citizens, focusing on the safety of older adults living alone and co-habiting. In response to aging, the Foundation is committed to strengthening long-term care services, which includes the establishment of long-term care institutions, dementia prevention and day-care centers, and health-care stations for older adults living alone and for aging communities.
<b>Community welfare</b>	Charity services must be close enough to provide timely relief. We aim to make charity take root in local communities and develop services based on the needs of individuals. For example, we provide social services for communities and those in rural areas; offer free community health checks, medical outreach consultations, and other health-promoting services; and provide assistance to new immigrants.

Item	Description
<b>Volunteer services</b>	We provide volunteer training and take care of their physical and mental health.
<b>Mission of education</b>	We fund the Tzu Chi Educational Mission which supports the professional development of teachers builds and strengthens academic programs, engages in industry-academia cooperation, and expands educational horizons through international exchanges.
<ul style="list-style-type: none"> <li>Operating expenses on subsidiary business units : Expenses of Tzu Chi Da-Ai Kindergarten, baby daycare centers, and long-term care institutions</li> <li>Other expenses - Foreign exchange gains/losses and cost of selling goods and services</li> </ul>	
<h3>III. Income and expenditure for 2019 include the Global Charity to End Suffering. The income and expenditure statement is provided below. Please refer to the Foundation website for the outcomes and achievements of the program.</h3>	
<h4>Global Charity to End Suffering</h4> <p>Fundraising and Fund Allocation Approval Letter No.: Wei-Bu-Juo-Zi No. 1081367661 Fundraising period: May 15, 2019 to December 31, 2019 Execution period: May 15, 2019 to June 30, 2020</p>	
Item	Amount
Total fundraising income	
Donation income	75,096,054
Interest income	11,655
<b>Total fundraising income</b>	<b>75,107,709</b>
Necessary expenses for fundraising activities	
Miscellaneous expenses for fundraising activities	6,945
Net fundraising income	75,100,764
Expenses	
Long-term provision of comprehensive relief and assistance – Taiwan	58,060,764
Long-term provision of comprehensive relief and assistance – overseas	14,485,984
<b>Total expenses</b>	<b>72,546,748</b>
<b>Balance</b>	<b>2,554,016</b>



# 02

**Collaborative Charity  
Based on Honesty and  
Compassion**

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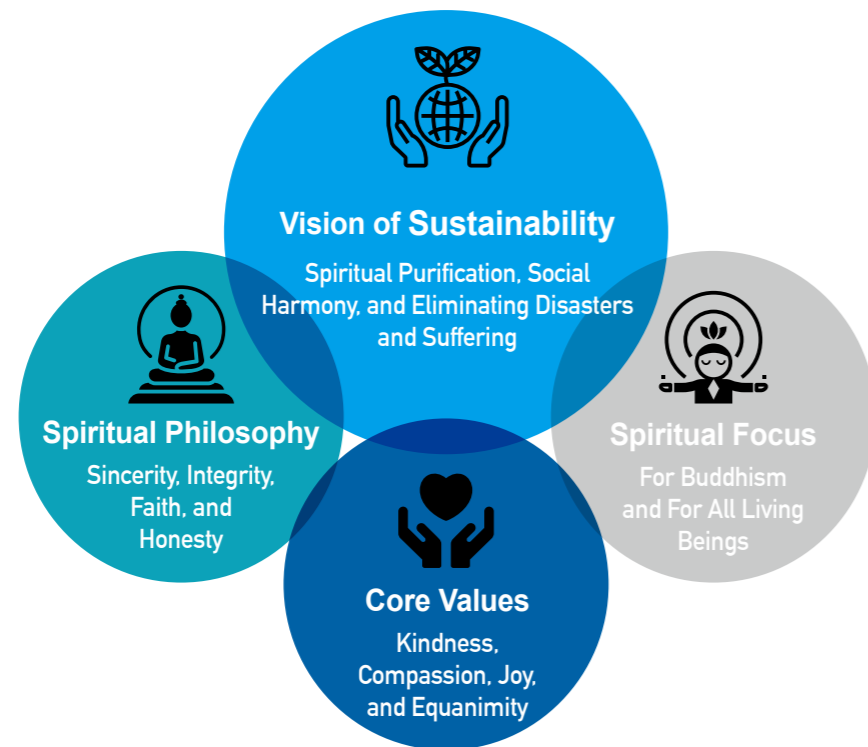


# Collaborative Charity Based on Honesty and Compassion

How can we achieve true sustainable economic, social, and environmental development?

The Foundation strives to take advantage of its core abilities and works hard to leave a positive impact on society and promote sustainable development of Taiwan and the world. Therefore, we continue to promote various policies and establish philanthropic partnerships with central authorities, county and city governments, academic institutions, and corporate entities, working together to resolve major crises faced by humankind and achieve the sustainability objectives of Taiwan and the 17 SDGs of the United Nations.

Our social responsibility policies are as follows:



Our Actions:

- Strengthening the implementation of sustainable development and global partnerships for sustainable development.
- Continuously building partnerships with international humanitarian aid groups.
- Establishing collaborations with central and local governments and academic research institutions to develop disaster-prevention and relief technologies and promote disaster-prevention and relief education.
- Developing social-media platforms for diversified communication in order to elevate the connection and interaction with stakeholders.

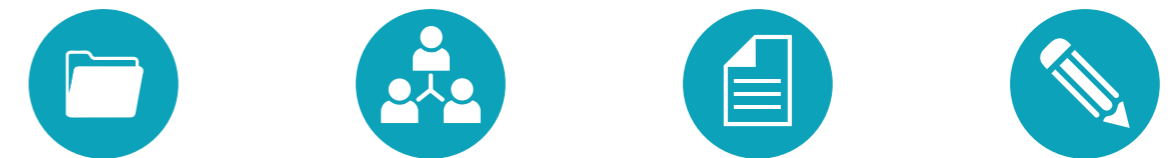


## 2.1 Analysis of Issues of Interest

In identifying key issues of concern, Tzu Chi surveys employees and volunteers reviews media reports, benchmarks other non-profit organizations and reviews past issues of interest. We identified 12 key issues, which are presented in this annual report. We will continue to communicate with our stakeholders concerning these issues.

Tzu Chi collects feedback from employees and volunteers through surveys, systematically analyzing each issue according to "relevance to stakeholders" and "relevance to Tzu Chi." We then refer to our executives' insights to draw a Materiality Matrix graded by levels of high, medium, and low impact. We identify the five key issues in the darker blocks at the upper right corner of the matrix for priority disclosure in this report.

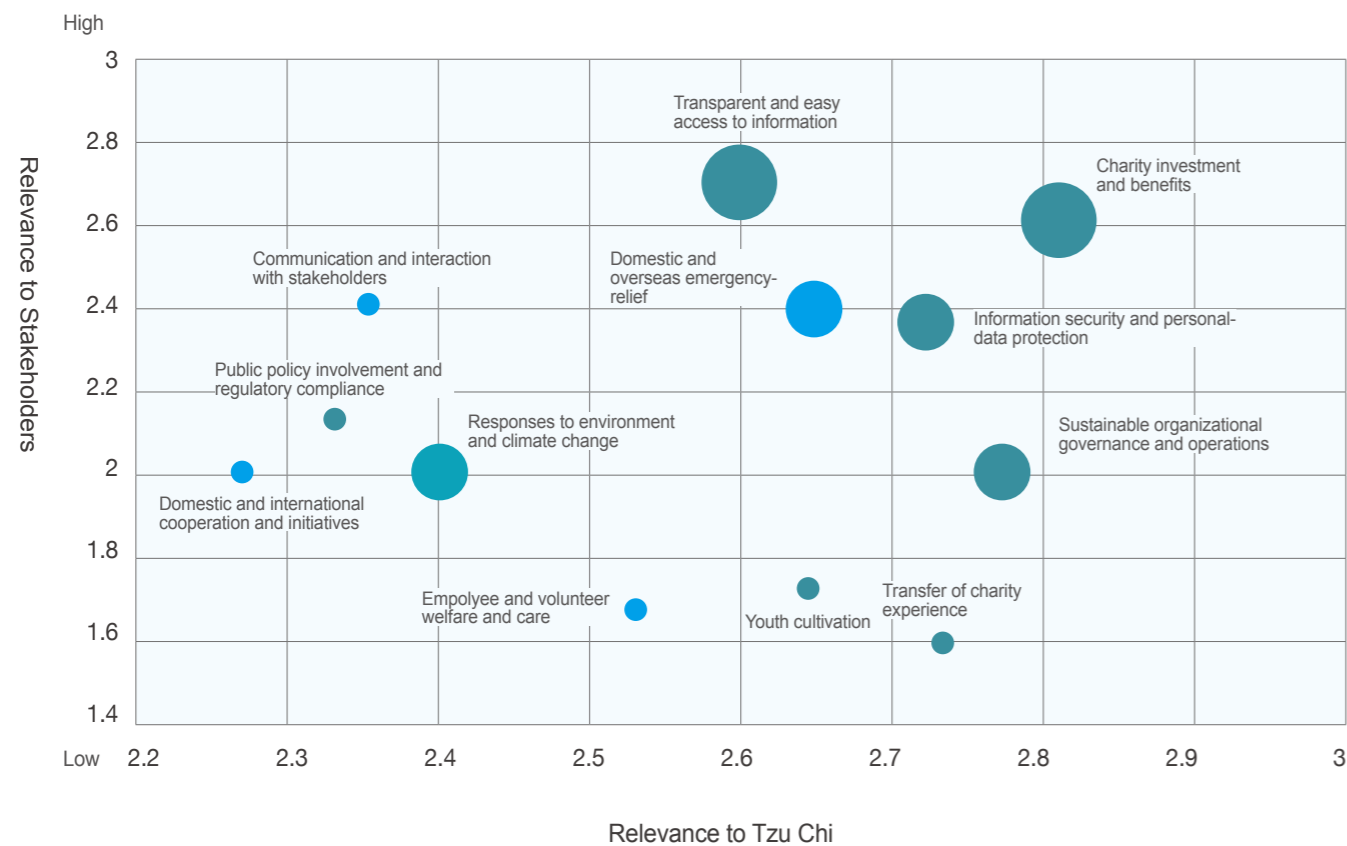
### Process of Identifying Key Issues



List compilation	Survey key interests of stakeholders	Identification and ranking	Review and discussion
Compilation of 12 issues	Distribution of key issues questionnaire	Ranking a nine-square matrix of key issues	Identification of five key issues for priority disclosure
Source of key issues	Identifying materiality through survey	Ranking issues of interest	Proposing a matrix of issues of interest
<ul style="list-style-type: none"> <li>Stakeholders' feedback</li> <li>News media</li> <li>Benchmarking</li> <li>Past issues of interest</li> </ul>	Grade the issues in terms of "relevance to stakeholders," "relevance to Tzu Chi," and "level of Tzu Chi's impact on the environment, society and its governance" based on feedback from employees and volunteers through questionnaire surveys.	Analyze the degree of relevance each issue holds for stakeholders and its impact on the Foundation's operations, to rank individual issues of interest according to relevance in a nine-square matrix.	<ul style="list-style-type: none"> <li>Decide on priority disclosure issues after CEO confirms analysis results.</li> <li>Confirm the impact and relevance of each issue, confirm the disclosure of management approach, and disclose contents.</li> </ul>



### Issues of Interest Matrix



Note: The size of the bubbles represent the size of Tzu Chi's impact on the economy, the environment and society.

### Addressing Key Issues

According to the Issues of Interest Matrix, issues that have the most impact on Tzu Chi and are more relevant to stakeholders are centered on aspects of greatest concern to the public. These include "charity investment and benefits," "transparent and easy access to information," "domestic and overseas emergency-relief," "information security and personal-data protection," and "sustainable governance and operations." These are the five key issues to be covered in this report, with all contents disclosed in accordance with the requirements of GRI Standards.

Though "communication and interaction with stakeholders," "public policy involvement and regulatory compliance," "international initiatives," "domestic and overseas emergency-relief mechanisms," and "talent development and transfer of experience" show only moderate impact in the matrix, they are central topics of social concern. Therefore, this year's report will include appropriate disclosure on the management performance and content in these areas.

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

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



		Organizational boundaries				GRI Standards and corresponding topics	Corresponding chapter(s)
		Occurrence within the Foundation	Occurrence through Commercial Relation	Occurrence through Other Indirect Relation			
		Tzu Chi Foundation	Partnerships	Four Missions			
Key issues	Charity investment and benefits	■		■	■	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts	Chapter I Chapter III Chapter IV
	Transparent and easy access to information	■				GRI 201: Economic Performance GRI 204: Procurement Practices GRI 302: Energy GRI 303: Water and Effluents GRI 306: Waste GRI 418: Customer Privacy	Chapter I Chapter II Chapter III Chapter IV
	Domestic and overseas emergency-relief	■	■	■	■	GRI 203: Indirect Economic Impacts	Chapter III Chapter IV
	Information security and personal-data protection	■				GRI 418: Customer Privacy	Chapter I
	Sustainable governance and operations	■	■	■	■	GRI 202: Market Presence GRI 205: Anti-corruption GRI 401: Employment GRI 403: Occupational Health and Safety GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity	Chapter I Chapter III  Appendices: Relevant graphs and data



## 2.2 Analysis of Stakeholders

### Stakeholder Identification




Through the process of sustainability disclosure, we examine Foundation operations while constantly reviewing and our amending our procedures. We also convey results in the promotion and practice of charity, emergency-relief and environmental protection to all stakeholders and the general public by issuing the Sustainability Report.








Meeting stakeholders' expectations and providing sustainability information is the basis for compiling this report. We hope to communicate with stakeholders and listen to the needs and demands of various concerned parties in order to promote positive bilateral communication with quality.

Tzu Chi stakeholders who may come into contact or be influenced by our core services are identified and classified through face-to-face interviews, group discussions, and benchmarking with other non-profit organizations. We have identified 10 categories of stakeholders: aid recipients, members, volunteers, media, government authorities, academic community, general public, vendors/suppliers, staff, and other mission agencies.

### Stakeholders' Communication Channel

We have set up various channels of communication, and their frequencies and issues of concern are indicated as follows:

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>	Transparent and easy access to information (e.g., Tzu Chi's charitable services and resource acquisition channels) Communication and interaction with stakeholders Domestic and overseas emergency-relief Charity investment and benefits Information security and personal-data protection	Home visits Media (public, social, communication) Phone calls Inquiries E-mail contact Event participation Routine aid distribution activities	Irregular Any time Any time Any time Any time Irregular Once a month
 <p><b>2. Members</b> (Donors supporting the Foundation's charity work)</p>	Transparent and easy access to information (e.g., Tzu Chi's business performance and financial status) Communication and interaction with stakeholders Charity investment and benefits Information security and personal-data protection	Visits Donation receipts Donation credits Event participation Foundation's website E-mail contact Media (public, social, communication) Magazines and publications Dedicated hotline for members	Irregular Once a month/year Any time Irregular Any time Any time Any time Once a month Any time
 <p><b>3. Volunteers</b></p>	Transparent and easy access to information (e.g., Tzu Chi's business performance) Communication and interaction with stakeholders Charity investment and benefits Information security and personal-data protection Transfer of charity experience Youth cultivation Employee and volunteer welfare and care	Event participation Text messages Conferences Postal mail contact E-mail contact Media (public, social, communication) Foundation's website Magazines and publications Education and training Annual report	Irregular Irregular Irregular Any time Any time Any time Any time Once a month Irregular Any time

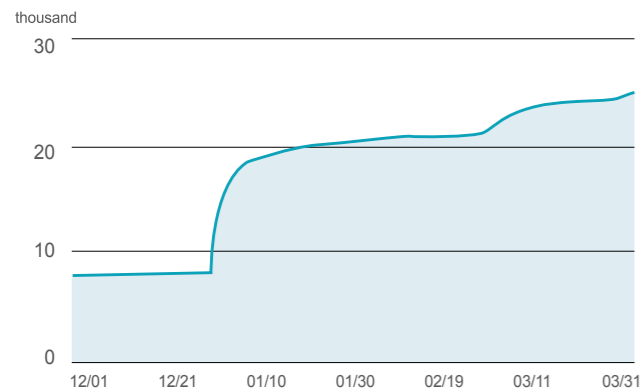
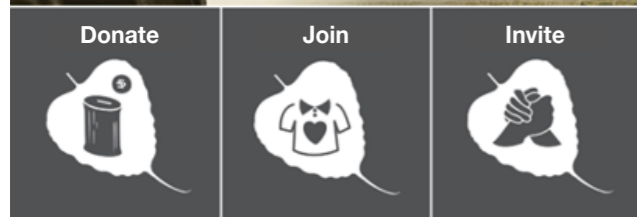
Stakeholders	Issues of interest	Channel(s) of communication	Frequency
 <p><b>4. Media</b></p>	Transparent and easy access to information (e.g., Tzu Chi's business performance and financial status) Communication and interaction with stakeholders Charity investment and benefits	Press release Press conferences Media (public, social, communication) Foundation's website Magazines and publications Annual report	Any time Irregular Any time Any time Monthly Once a year
 <p><b>5. Government authorities</b></p>	Public policy involvement and regulatory compliance Transparent and easy access to information (e.g., Tzu Chi's business performance and financial status) Charity investment and benefits Domestic and overseas emergency-relief	Meetings Visits Official letters Participation in coordination meetings Participation in education and training Participation in public hearings Field surveys Annual report	Irregular Irregular Irregular Twice a year Irregular Irregular Irregular Once a year
 <p><b>6. Vendors/suppliers</b> (partners and contractors)</p>	Public policy involvement and regulatory compliance Sustainable governance and operations Transparent and easy access to information (e.g., Tzu Chi's operational status)	Contracts Conferences Phone calls Postal mail contact E-mail contact Event participation	Irregular Irregular Any time Any time Any time Irregular
 <p><b>7. Academic community</b></p>	Transparent and easy access to information (e.g., Tzu Chi's business performance) Charity investment and benefits Sustainable governance and operations Domestic and international cooperation and initiatives	Annual report Yearbook Seminars/Forums Interaction and exchanges Visits Questionnaires and interviews Foundation's website Event participation	Once a year Once a year Irregular Irregular Irregular Irregular Any time Irregular
 <p><b>8. General public</b></p>	Communication and interaction with stakeholders Charity investment and benefits Transparent and easy access to information (e.g., Tzu Chi's business performance and financial status)	Annual report E-mail contact Phone calls Foundation's website Magazines and publications Event participation Media (public, social, communication) Visits	Once a year Any time Any time Any time Any time Monthly Irregular Irregular Irregular
 <p><b>9. General staff</b></p>	Sustainable governance and operations Transfer of charity experience Youth cultivation Information security and personal-data protection Employee and volunteer welfare and care	Education and training Suggestion boxes Dedicated hotline Entry interviews Performance interviews Intranet and websites Meetings Postal mail contact Online questionnaires Event participation	Irregular Any time Any time Any time Irregular Irregular Irregular Irregular Irregular
 <p><b>10. Other entities involved in Tzu Chi's missions</b></p>	Sustainable governance and operations Responses to environment and climate change Public policy involvement and regulatory compliance Communication and interaction with stakeholders	Meetings Intranet and websites Mail contact Phone calls Event participation	Once a week Irregular Irregular Irregular Irregular



### Communication in Promoting Integrity and Virtues

With rapid changes in the media industry, social media is now indisputably a major platform for information exchange. The Official Tzu Chi Foundation Line Account was established in early 2016, and is devoted to reporting content on our charity work, releasing emergency-relief information, updating Tzu Chi's global initiatives, advocating Tzu Chi's philosophy, live-streaming Tzu Chi activities, sharing public enquiries and information on referral processes, and tracking work progress.

With the rise of mobile technologies, the Foundation launched a smartphone initiative in early 2019, advocating "charity and blessing at your fingertips; joy and virtue is a thought away." The initiative involves the development of a mobile communications app that enables users to keep up with the developments of the Foundation, give a donation, or become a volunteer.



Note: 8,514 users joined by December 1, 2018, and 25,097 users joined by March 31, 2019.

In May 2018, we launched our independent media network "TCnews Charity News Network," to communicate with the public and providing information on medical, culture, and emergency care through digital media. The network effectively consolidates our charitable efforts and provides instantaneous, continuous, and comprehensive coverage of our charitable efforts, thereby reinforcing the Foundation's reputation, strengthening the Foundation's relationships with external media outlets, and expanding mutual assistance and benefits.





**TCnews Charity News Network**  
<https://www.tcnews.com.tw/>

#### Phases of Development

 <b>Focusing on Goodness and Charity</b>	<ul style="list-style-type: none"> <li>• Current affairs</li> <li>• Digital media characteristics</li> <li>• Comprehensively presents the continuity of charitable efforts</li> </ul>
 <b>Special Projects</b>	<ul style="list-style-type: none"> <li>• Young philanthropists</li> <li>• Environmental protection and carbon reduction</li> <li>• Vegetarianism promotion</li> <li>• Health care</li> <li>• Education and schools</li> <li>• Culture and arts</li> </ul>
 <b>Interdisciplinary Cooperation</b>	<ul style="list-style-type: none"> <li>• iFeng.com Buddhism</li> <li>• Taiwan Reports</li> <li>• Taiwan Culture and Education Weekly</li> <li>• HiNet Times</li> <li>• TaiwanMobile Match</li> <li>• PChome News</li> <li>• Sina News</li> <li>• Yahoo! News</li> <li>• Yam News</li> </ul>
 <b>Talent Cultivation</b>	<ul style="list-style-type: none"> <li>• Training local volunteer journalists</li> <li>• Improving news timeliness</li> <li>• Enhancing the creation of independent news content</li> <li>• Providing a platform for volunteer journalists</li> </ul>



We produced numerous thematic reports centered on young philanthropists, environmental protection and carbon reduction, and the promotion of vegetarianism. We consolidated the resources of our four missions to provide information to the general public concerning health care, education and schools, and culture and arts.



We trained local volunteer journalists to adhere to Tzu Chi's spirit of being "the first to arrive and the last to leave," thereby improving news timeliness, supporting the creation of independent news content, and providing a platform for volunteer journalists.

After a year of vigorous adjustment and content enhancement, the "TCnews Charity News Network" now receives an average of 60,000 views a month. Average daily publication increased from four articles in the first year to six in 2019. A total of 2,322 articles were published in 2019.



We focused on charity-related news and charity events, reported on current affairs, and ensured the continuity and seamlessness of showcasing our charity efforts through digital media.

In response to media requirements, we consolidated government information and news about our four missions, and provided content to our media partners. We collected news releases, images, video, and audio and converted the data into news reports, which we shared with our partners to gain reach.







• Taiwan Reports - 20th Anniversary of the Jiji Earthquake

• Taiwan Reports - Added the "Jing Si Quotes" column

• TCnews was showcased in the What's Hot section of the Yahoo! website

• Taipower invited TCnews to publish an article on their mountain clean-up event

In addition, 123 live streams (in collaboration with Da-Ai Television) were broadcast on the TCnews Facebook page between 2018 and 2019, reporting on the major annual events held by the Foundation, including Abode New Years Event, Buddha Bathing Ceremony, Hualien Disaster-prevention Education Exhibition, Seventh Lunar Month Blessing Event, and Tzu Chi Training Camp.

**Shift to Digital Thinking**

Tzu Chi strives to keep up with constantly changing channels of information transmission. In addition to publishing information on the Tzu Chi Global Information Network, we are committed to growing our Facebook page.

The Tzu Chi Global Information Network is a website for the Foundation to convey Tzu Chi's concepts and information to its members, the public, and volunteers. The website was updated in July 2018 to improve information security. Showcasing the theme of Tzu Chi was the main focus of the new website design. The gray tone of the ink wash rendering represents the Foundation's moderateness and its journey of spiritual purification.

The new website is adaptive and conforms to the times. Users are able to conveniently and comfortably browse the website, regardless of what handheld device they use. At the same time, the website design is focused on the Foundation's services and functions. It consolidates the complex messages of the four missions and eight Dharma footprints and presents the information in an easy-to-understand format, allowing users who are unfamiliar with Tzu Chi to easily access information.

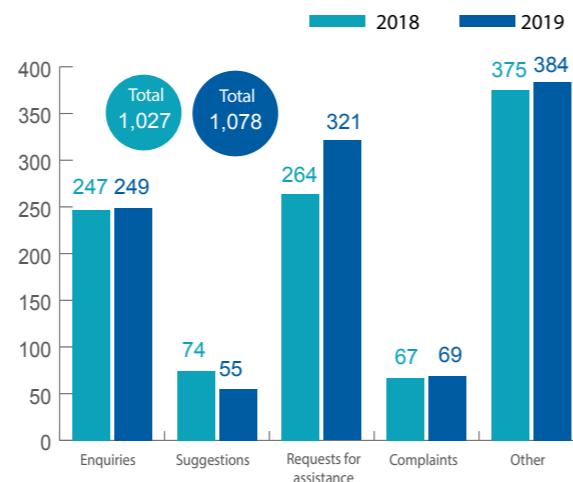
People in need are able to search the Internet for relevant information. The Foundation uses the strong social features of Facebook to spread information during emergencies. For example, during the occurrence of the Hualien earthquake on February 6, 2018, the Foundation was able to use Facebook to immediately notify notified the public of the

establishment of its earthquake disaster command center and the opening of Tzu Chi Global Volunteer Dormitory as a temporary shelter for people affected by the earthquake. The Foundation has always been committed to providing relief and assistance during major disastrous events in Taiwan. During the collapse of the Nanfang'ao Bridge on October 1, 2019, the Foundation posted a message on Facebook to express its condolences for those affected by the incident and provide information about the efforts of its volunteers in providing disaster-relief and assistance. The post reached 168,000 users and received 1,817 comments and 852 shares. These statistics show that the public is able to learn about the relief, assistance, and charity efforts of the Foundation through Facebook.

Moreover, the Foundation's Facebook page is also an important channel of communication with external parties. We publish roughly 10 posts a month. The page not only serves as a place for people in need to request assistance but also as a means to communicate with the Foundation's other business units, NGOs, and government agencies and to build meaningful relationships.

**Interactive Communication Site**

A suggestion box is available on our official website for public commentary. It provides a place for people to leave suggestions or request for assistance. It also serves as a reference for interactions and promotions. In 2018 and 2019, we received 1,027 and 1,078 messages, respectively, through the suggestion box on the official website, totaling 2,105 messages. In general, the largest category was requests for charity assistance (both domestic and international), accounting for 27.8%. The second largest category was consultations, including enquiries about Tzu Chi's missions, such as medicine or education, accounting for 23.6%. The third largest category was disputes and complaints, accounting for 6.5%. In the "Other" category, requests for unsubscribing to the e-newsletter accounted for 14%. We also monitor to the e-newsletter procedural standards to ensure instant reactions, improvements, and responses.

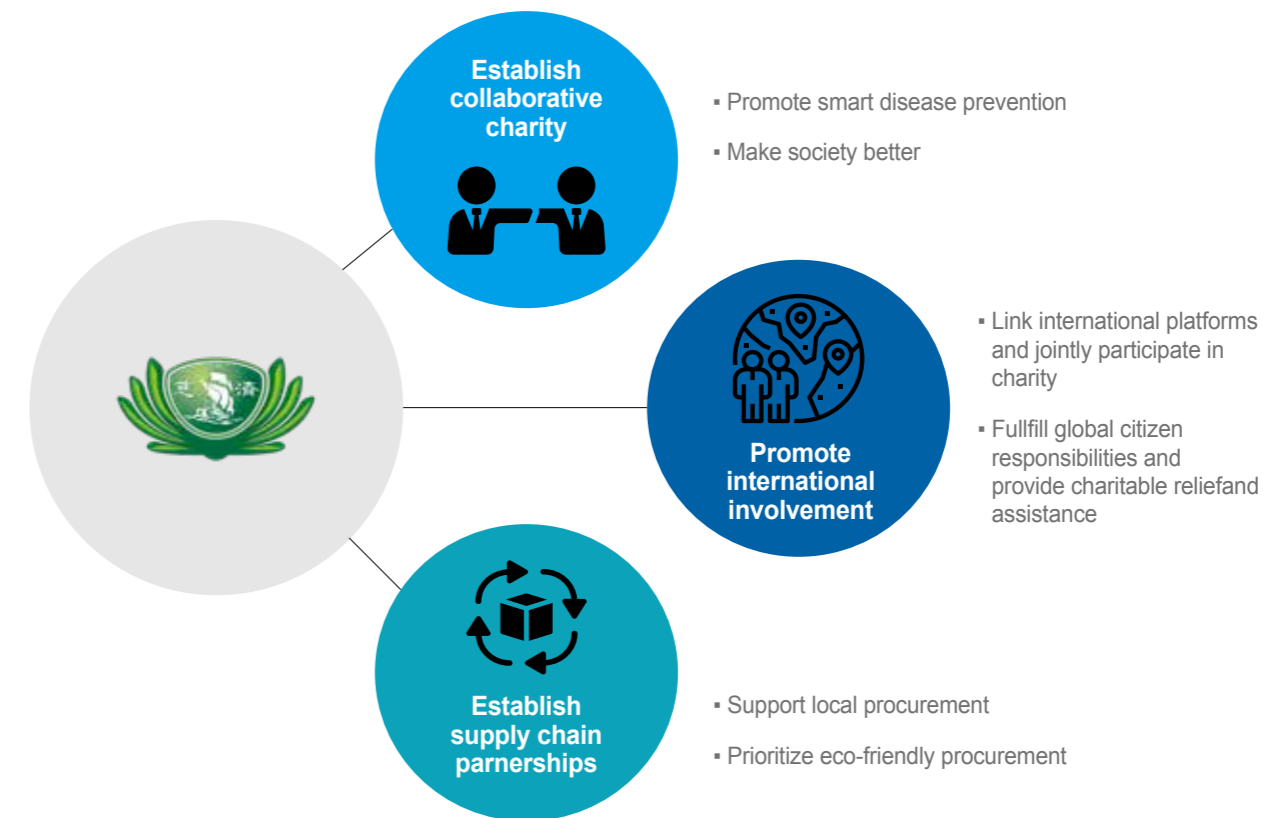


Note: Official suggestions mailbox: <https://tcit.tzuchi.net/CCISWeb/page/Guest.html>

**Partnerships**

We value our relationships with our partners in the implementation of our charity strategy. We aspire to work together with our partners to spread positivity in all aspects of life, including economic, environmental, and social dimensions, and in our pursuit of sustainability.

**Our strategic course of action is as follows:**



**Supplier Management and Procurement**

- Tzu Chi includes sustainable development indicators such as environment, labor, human rights, and social impact as considerations for screening and assessing suppliers. Suppliers are encouraged to sign commitments, which elevates the core capacities of local suppliers, guarantees rights for local workers, and ensures that suppliers comply with business ethics and behavior standards.
- In line with the principles of social sustainability, Tzu Chi practices localized procurement and offers support to the development of local suppliers, both of which benefit local economic development.
- In purchasing administrative supplies and disaster-relief materials, priority is given to items that reduce the emission of environmental pollutants, or reduce the use of and dependence on natural resources. Products certified as eco-friendly and that employ environmentally-friendly "green" concepts or processes are also a priority.





**Strategic Direction**

**Establish collaborative charity:** Create a stable home and a livable life

**Engage in International Collaboration:** Promote bi-directional exchange and gain international recognition for Tzu Chi's discourse

**Sustainability Goals**

- To enhance response time, provide timely assistance, improve poverty-alleviation projects, and expand collaborative partnerships with professional institutions and organizations of various fields
- Connect with international platforms and enhance charity influence

**Achievements  
2018 - April 2020**

- Signed MOAs with eight central government agencies and academic institutions
- Signed MOAs with six local governments
- Participated in 38 major conferences held by the United Nations between 2018 and 2019

**Goals 2020-2021**

- Continue to strengthen existing partnership ties
- Strengthen collaboration with the United Nations on existing projects
- Organize international disaster-relief accreditation courses

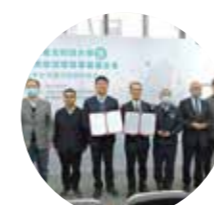
"Disasters serve to awaken people's awareness," says Dharma Master Cheng Yen. Surrounded by the sea and is located on a seismic belt, Taiwan is prone to typhoons, earthquakes, and floods. Tzu Chi has developed a charitable disaster-relief model from its experience in humanitarian aid.

In addition to preparing sufficient supplies for disasters during times of peace, when a disaster does strike, Tzu Chi establishes a general disaster-relief command center and county/city-based disaster-prevention and coordination centers based on the scale of the disaster. These centers collaborate with the government's emergency operation centers, rapidly responding and providing timely assistance

in relief efforts. Furthermore, the centers plan and execute poverty-alleviation projects based on conditions and demands, which is why we proactively expand our collaborative partnerships with professional institutions and organizations of various fields.

**Collaborate in Practicing Smart Disease-prevention**

By the end of April 2020, Tzu Chi had signed MOAs with a total of eight government agencies and academic institutions.



Name of the organization	Focus of Collaboration and Effective Date	Collaboration Content
National Science and Technology Center for Disaster Reduction	Collaborations on the Disaster Information Platform 2019/04/16	Tzu Chi signed a collaborative agreement on disaster-prevention technology with the National Science and Technology Center for Disaster Reduction, which involves utilizing an online platform to integrate disaster information and application data from central government agencies. By combining technology with the internet, we fulfill demands for management and strategy identification for disaster-prevention, preparedness, and relief. By increasing Taiwan's overall disaster-prevention and relief capacity, the safety of the public is reinforced.
College of City Management, University of Taipei	Planning for sustainable environment development 2019/04/30	The Foundation signed an MOU with the College of City Management, University of Taipei. The MOU is focused on the aspects of ecological parks, architecture, and environmental design. Together, Tzu Chi and the College of City Management, University of Taipei strive to create friendly communities and environments. Through cooperative education, Tzu Chi works with students to further professional knowledge of land use, architectural space arrangement, and green and environmentally friendly practices.
Central Weather Bureau, Ministry of Transportation and Communications	Using weather data as a basis for disaster-prevention and relief 2019/07/12	Tzu Chi signed an MOU for the Utilization Promotion of Disaster-prevention and Relief Weather Data with the Central Weather Bureau. The MOU is focused on collaborating with the public sector in disaster preparedness, response, restoration, and recovery through the use of weather observation systems and relevant data.
National Center for Research on Earthquake Engineering	Multinational seminar and exchange on disaster-prevention and relief experience 2019/09/16	Tzu Chi and the National Center for Research on Earthquake Engineering have collaborated in disaster-prevention and relief technology and research, popular science education, and cultural exchanges. Using the Jiji earthquake as an example, Tzu Chi has shared the various stages of relief and reconstruction that were completed following the earthquake. Based on this theme, Tzu Chi has further shared its experience in disaster-prevention and reduction.
National Science and Technology Museum	Promoting Collaborative Efforts in Disaster-prevention Education 2019/12/05	Tzu Chi collaborated with the National Science and Technology Museum to promote popular science and disaster-prevention education, utilizing dynamic and interactive exhibition models to promote edutainment to the public.
National Taipei University of Technology	Developing eco-friendly building material for post-disaster reconstruction 2020/03/11	Tzu Chi collaborated with National Taipei University of Technology to combine its experience in disaster rescue with the technological prowess of start-ups, thereby accelerating the pace of reconstruction and expanding the utilization of local resources. Through bilateral resource sharing, Tzu Chi and National Taipei University of Technology have established sustainable engineering techniques that have an equal emphasis on economic benefit and eco-friendliness.
Environmental Protection Administration, Executive Yuan	Joint promotion of a good, green life 2020/03/18	Tzu Chi collaborated with the Environmental Protection Administration, Executive Yuan to jointly promote environmental education, green lifestyles, recycling, the circular economy, waste reduction, and vegetarianism. We promote the concept of "cleaning the source" and "a minimalistic, good life" to encourage green practices.
Water Resources Agency, Ministry of Economic Affairs	Joint promotion of disaster-prevention and relief 2020/04/17	Tzu Chi began collaborating with the Water Resources Agency since the Qwater purification equipment was provided to Tzu Chi in 2016. Since then, our collaborative partnership with the Water Resources Agency has continued to grow, and we have focused on disaster-prevention and relief education, information exchanges, the supply of aid equipment, and R&D projects. Through our public-private partnership, we aim to reinforce disaster-prevention awareness and education and accelerate relief and rescue operations during and after disasters.



### Collaborate to Make Society Better

The effectiveness and efficacy of charity and disaster-prevention is enhanced by public-private partnerships. Therefore, Tzu Chi has signed MOUs with many county and city governments focused on promoting green education. Together, we strive to enhance positivity by jointly supporting charity projects and improving disaster-prevention and relief. As of April 2020, we have collaborated in the following areas:

Miaoli County Government 2019/09/04	
Tainan City Government 2020/01/12	
Chiayi County Government 2020/02/25	
Changhua County Government 2020/03/12	
Chiayi City Government 2020/03/25	
Taipei City Government 2020/04/09	

### Tzu Chi and Local Governments Collaborate to Build Livable Cities

Building livable cities that offer well-being, health, sustainability, and love has been a major focus in our collaborative efforts with local governments over the past few years. We will continue working with local governments to promote charitable disaster-prevention, environmental protection, and self-betterment.

Beginning in 2020, we have been focusing on reinforcing charitable care by implementing the "Stable Home and Beautiful Community Project," which involves making home-safety improvements for older adults living alone and underprivileged families, as well as senior care, meal sharing, education subsidies for economically disadvantaged children, and other charity initiatives. By engaging in inter-organizational collaborations in charitable care, disaster-prevention education, joint disaster-relief, environmental protection, and philanthropy, we hope to inspire mutual love and wellbeing between people, which will lead to better neighborhoods, communities, and nations.

### International Participation That Benefits the World

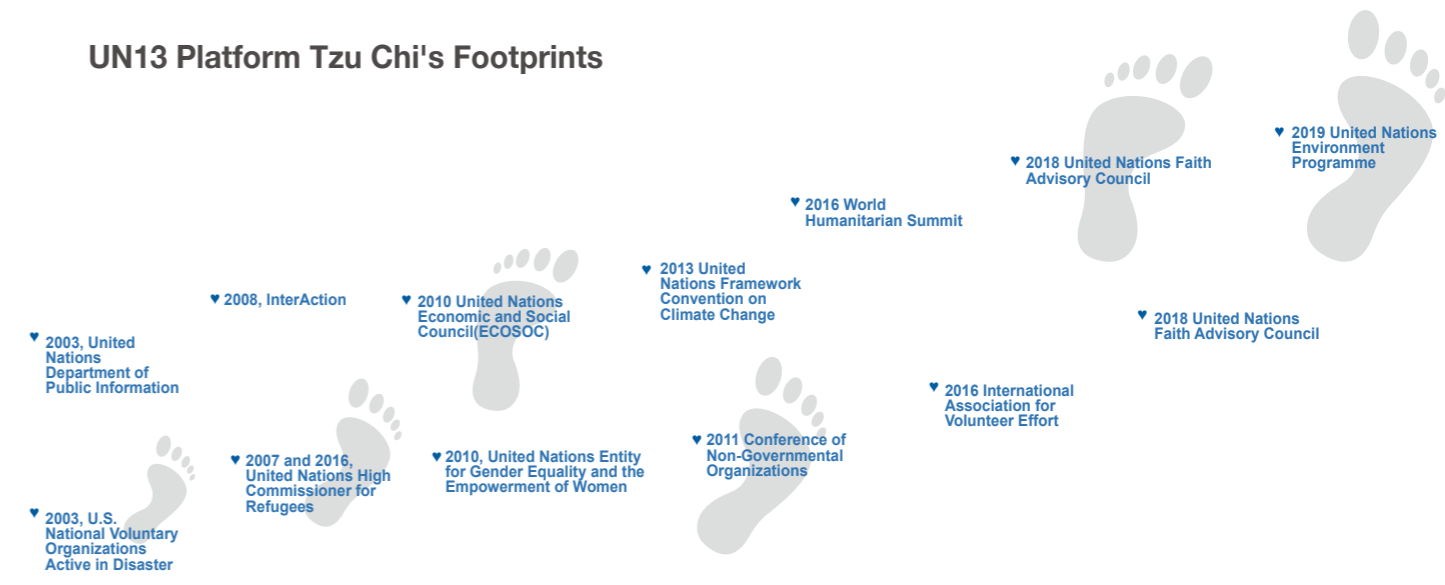
The UN's 2019 annual report indicated that among the threats to humanity, global warming and extreme climates pose the greatest dangers to our survival. On average, 350 million people per year are affected by climate change-related disasters. Biodiversity is seeing a severe reduction, and food scarcity and poverty are on the rise. In addition, armed conflicts and violence continue to damage lives and destroy communities, with an estimated 142 million people requiring humanitarian aid.

In the 2019 UN General Assembly, UN Secretary-General Antonio Guterres stated that "the grave challenges that the world is facing now cannot be solved alone by any member nation or organization; collaborative action is the only solution." The UN understands that adjustments to organizational operations are necessary. In addition to depending on government-level coordination, diverse collaborative partners are needed to offer professional knowledge and technology, initiating change from various societal levels to a global scale.

Surveying the world's drastic changes due to imbalance of the four elements of nature, we find the severity and impact of climate disasters have dramatically increased in recent years. From each catastrophe, we learn valuable lessons and experience in disaster-relief and global disaster-prevention. The objective of Tzu Chi's participation in UN affairs is to share its experience and advice with different countries and organizations while engaging in and promoting sustainable development plans in all corners of the world to better human wellbeing.



### UN13 Platform Tzu Chi's Footprints





In 2018, we were invited to attend 21 UN-affiliated mainstream conferences. In 2019, we took part in 17 major conferences to share our experience in global charity work that spans across many races, religions and nations. In addition, Tzu Chi has been approved by and accepted into the United Nations Faith Advisory Council and United Nations Environment Program, an achievement that enables us to invest more in our conference objective.

Name of the organization	Tzu Chi's Status in the Organization and Time of Status Acquisition	Collaboration Content
United Nations Faith Advisory Council	Tzu Chi was approved to join the United Nations Faith Advisory Council on September 21, 2018.	<p>In 2010, Tzu Chi became an NGO in Special Consultative Status with ECOSOC and began to take part in international conferences and joint relief and sheltering operations with the United Nations High Commissioner of Refugees (UNHCR). Following subsequent review, Tzu Chi was given the role of representative for the United Nations Faith Advisory Council.</p> <p>When it comes to humanitarian aid, Tzu Chi does not discriminate based on country or religion. Rather, we join hands with other religious organizations in carrying out charity work. Our international focuses include climate change, environmental protection, and population aging. Tzu Chi uses concrete action to gain the recognition of partnering religious groups. Climate change and population aging are problems that all countries around the world must face together. As a member of the UN Faith Advisory Council, we look forward to further spread love and take action to increase awareness, consensus, and joint actions.</p>
United Nations Environment Program	Tzu Chi attained the status of observer in the United Nations Environment Program on January 9, 2019.	<p>The United Nations Environment Programme recognized our environmental protection efforts and approved our "observer" status, giving us a voice in the council. This status has enabled us to gain access to the UNEP's conference information. We have since attended important and public conferences as an observer, which includes the following responsibilities:</p> <ol style="list-style-type: none"> <li>1. Tzu Chi offers effective environmental protection implementation plans from the perspective of an NGO. In addition, we invite both government organizations and NGOs to collaborate in environmental protection plans.</li> <li>2. We share the outcomes of environmental protection-related policies during conferences and urge the UN to take effective action in protecting the environment.</li> </ol>
Japan Voluntary Organizations Active in Disaster(JVOAD)	Tzu Chi Japan Branch joined the JVOAD platform on July 24, 2019, becoming an official member of the coalition.	<p>JVOAD is an organization of scale in Japan. It integrates Japanese religious organizations and civil disaster-relief groups and distributes disaster-relief work in accordance with government orders. Currently, the coalition includes 27 mid- to large-scale institutions, including Caritas Japan, the Japanese Red Cross Society, and Japan Rescue Association. In the future, Tzu Chi aims to engage in exchanges with JVOAD member organizations and collaborate in disaster-relief and restoration operations.</p>



### Link International Platforms and Jointly Participate in Charity

By participating in important international conferences and sharing our global charity footprints, Tzu Chi inspires more to join in its charity efforts and humanitarian aid work, thereby elevating Taiwan's international presence and promoting sustainable, compassionate actions.

Tzu Chi's Footprints	Time and Location	Collaboration Content
The 62nd session of the Commission on the Status of Women	2018/3/12-3/23 New York, USA	This commission is the world's first intergovernmental organization that is centered on promoting gender equality and women's empowerment. The 62nd session was focused on themes such as gender equality and the empowerment of rural women and girls. During the convention, Tzu Chi gave a presentation titled "Increasing the Role of Rural Women in Combating Climate Change," which included examples such as "Tzu Chi's promotion of green platforms in communities," "empowering women in communities and rebuilding self-recognition," and Tzu Chi's project for building schools in Africa, Asia, and Central and South America.
International Council of Voluntary Agencies annual conference	2018/3/20 Geneva, Switzerland	A global network made up of NGOs, the International Council of Voluntary Agencies' mission is to collectively and independently affect policy practice.
InterAction	2018/6/11-6/13 Washington, D.C., USA	The convention serves as a platform for government agencies, NGOs, private organizations, and UN entities to interact and discuss solutions for solving international issues.
United Nations High Commissioner for Refugees annual convention	2018/6/27-6/29 Geneva, Switzerland	Enhance laws for protection of refugees, improve the quality of life of refugees, seek collaborative opportunities with external institutions.
The 67th session of the United Nations Department of Global Communications Civil Society Association Committee	2018/8/22-8/23 New York, USA	The objective of the summit is to identify global solutions to global issues. Tzu Chi's delegation was made up of members of the UN task force, UN task force interns from TCU and TCUSC, volunteers from Germany and New York, and Tzu Chi New York youth. Together, the delegation members organized an exhibition titled "Common Planet; Common Responsibility" outside of the summit hall, where we invited other organizations to share how they have contributed to the earth.
The 2018 Parliament of the World's Religions	2018/10/31-11/7 Toronto, Canada	Tzu Chi gave a presentation on its tangible environmental-protection practices as a means of responding to climate change. Our practical approach to achieving our goals was recognized by other participants. In addition, we organized a parallel session titled "Taking Moral Actions Against Climate Change From a Religious Perspective."
Visit to Vatican City	2018/9/12 Vatican City	Tzu Chi attended the Pontifical Council for Interreligious Dialogue, where we engaged in interreligious charity exchanges with other religious groups and NPOs.
Global Climate Action Summit	2018/9/13-9/14 San Francisco, USA	To elevate global sustainable development and reinforce climate actions, Tzu Chi attended the summit and organized a parallel session. In addition, we were invited to conduct a multi-religion prayer session for the summit.
The 69th session of the UNHCR Executive Committee annual meeting of the High Commissioner's Programme	2018/10/1-10/5 Geneva, Switzerland	Tzu Chi was invited to attend as an observer. All participants agreed that the international community should engage in more compassionate and humanitarian dialogues when addressing refugee-related issues. Personnel responsible for refugee affairs called for the international community to share the responsibility of providing stronger and more effective assistance to countries that offer asylum to refugees.
COP24	2018/12/3-12/14 Katowice, Poland	The theme of COP24 was "Changing Together." Government representatives reached a consensus with the implementation rules of the Paris Accord, taking another step forward in the global pursuit of environmental protection. Tzu Chi representatives from six countries and regions shared Tzu Chi's environmental practices during press conferences, seminars, and exhibitions associated with COP24.
UNEA4	2019/3/10-3/15 Nairobi, Kenya	Tzu Chi shared environmental technology applications during the Global Faith Coalition Workshop, and presented examples of how to apply such technology to everyday life and find new purpose for recycled materials. The presentation was well-received by the attendees.



Tzu Chi's Footprints	Time and Location	Collaboration Content
The 6th Global Platform for Disaster Risk Reduction	2019/5/13-5/17 Geneva, Switzerland	The conference objective was to highlight the economic, social, and environmental output and return of implementing disaster risk management and risk-guided development and investment.
Caritas Internationalis General Assembly	2019/5/22-5/24 Vatican City	The theme of the assembly was "One Human Family, One Common Home." The assembly was divided into an internal cadet conference and an external interreligious exchange. Caritas Internationalis expressed interest in learning from Tzu Chi and reinforcing its joint community operations with Tzu Chi.
The UNHCR Annual Consultations with Non-Governmental Organizations	2019/7/3-7/5 Geneva, Switzerland	The theme of the consultations was "Working Better, Together." Tzu Chi shared its practices in aiding refugees around the world, including how we assisted those affected by Cyclone Idai in Africa.
The High-Level Political Forum on Sustainable Development	2019/7/9-7/18 New York, USA	The theme of the forum was "Empowering People and Ensuring Inclusiveness and Equality." The growing inequality both within and between countries was discussed, and the participants explored how to draw international attention and practice the SDGs.
UN Asia-Pacific Climate Week	2019/9/2-9/6 Bangkok, Thailand	1,700 representatives from 59 countries gathered to review the disaster-prevention strategies of different countries and the best practices of NGOs.
The 5th IOM NGO Humanitarian Consultations	2019/10/29-10/30 Istanbul, Turkey	The consultations were focused on discussing the refugee relief projects of 18 Middle Eastern countries. Topics included the challenges facing Syrian refugees, such as future plans, distribution of social resources, equal educational opportunities for both men and women, and financial subsidies; the impartiality and transparency of NPOs; print and social media; and the outcome of the initiative over the past two years; and the projected development for the next three years.
COP25	2019/12/2-12/12 Madrid, Spain	Tzu Chi attended the two-week long convention as an observer. In addition to discussing diseases and disasters caused by the climate crisis, Tzu Chi also presented how its humanitarian aid work inspires love and compassion amongst those aided. We also encouraged a zero waste-based circular economy through transforming waste plastic, textiles, and paper containers into useful objects, an endeavor that gained the recognition of representatives from around the world.

### Supplier Management and Procurement

#### Supplier Management

Supplier management was promoted starting in 2017. At the end of each year, suppliers undergo reviews and assessments, which are conducted based on price, quality, delivery, and compliance. Should existing suppliers fail to meet the criteria, Tzu Chi requests the submission of an improvement plan. Such examples are used to consult and assess potential suppliers. In 2018, a total of 315 suppliers were evaluated. In 2019, a total of 262 suppliers underwent assessment. All suppliers exceeded the qualification mark of 60 points.

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. Suppliers are encouraged to sign commitments, which elevates the core capacities of local suppliers, guarantees rights for local workers, and ensures that suppliers comply with business ethics and behavior standards. A total of 154 suppliers that collaborate with Tzu Chi have signed commitments on the following aspects:

**Labor rights**

**Prohibit the use of child labor and forced labor and forbid infringements of labor rights.**

**Environmental sustainability**

**Establish concrete eco-friendly and energy-conservation policies and measures, and effectively practice environmental sustainability.**

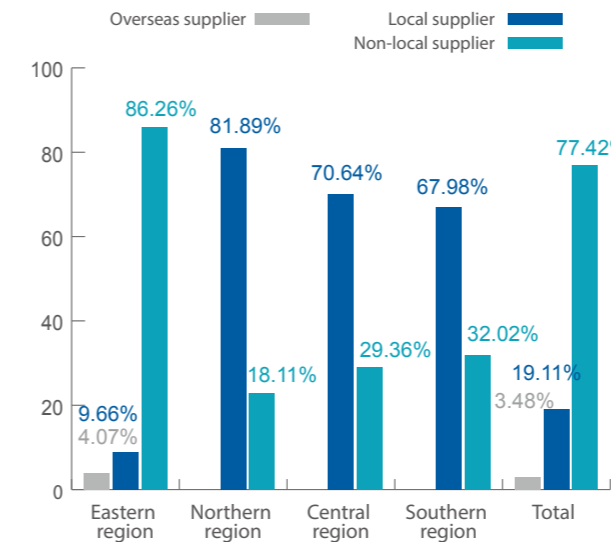
**Code of Ethics**

**Honest management and operations that comply with national and regional laws.**

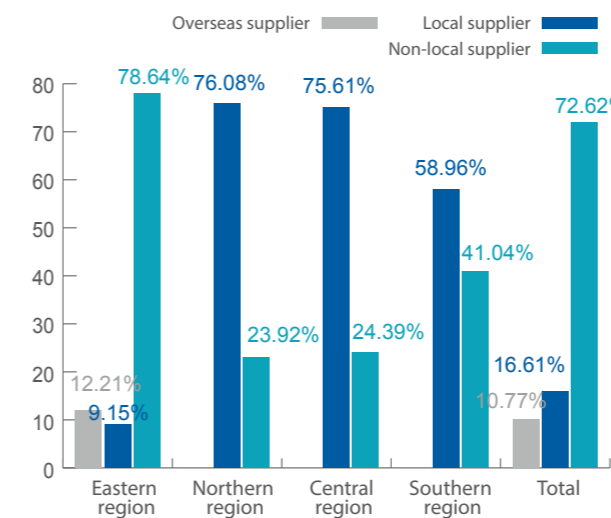
### Local Procurement

In line with the sustainability principles of social responsibility, Tzu Chi hopes to promote local economies, practice local procurement, support the development of local suppliers, and prioritize suppliers in Taiwan. Procurement is divided between Northern, Central, Southern, and Eastern Taiwan, which reduces Tzu Chi's carbon footprint. For example, in 2019, local suppliers and foreign suppliers each accounted for 96.52% and 3.48% of Tzu Chi's procurement expenditure.

#### 2018 Percentages of Procurement Amounts for Suppliers in Taiwan



#### 2019 Percentages of Procurement Amounts for Suppliers in Taiwan



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 is lower.

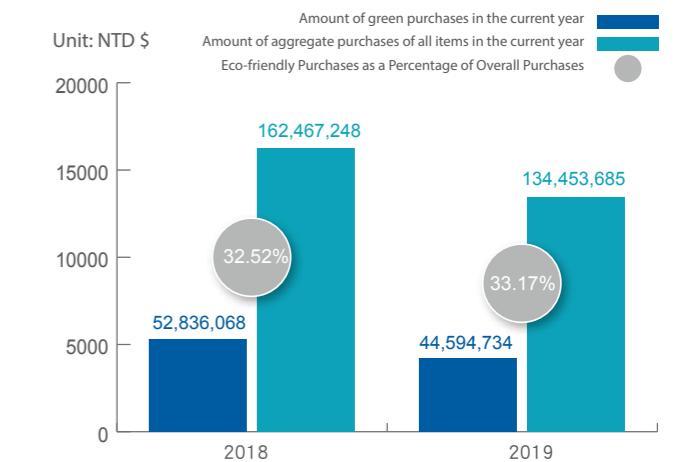
### Environmental Procurement

With climate change worsening, the need for green practices is ever more pressing. Along with continuing our promotion of concepts of environmental protection and energy conservation, priority is given to items that conserve energy or have environmentally friendly certification when purchasing administrative supplies and disaster-relief materials. Products that employ an environmentally-friendly "green" concept or process are also a priority, such as products made from recycled materials and cleaning products that pose minimal damage to the environment and human health. In addition to reducing carbon emissions, we also focus on reducing our dependence on natural resources.

#### Eco-friendly Purchases as a Percentage of Overall Purchases

Eco-friendly purchases as a percentage of overall purchases in 2018-2019

\*Formula: Amount of total purchases of environmentally friendly items in





# 03

Cycle of Love and Sowing the  
Seeds of Goodness Social  
Return on Investment





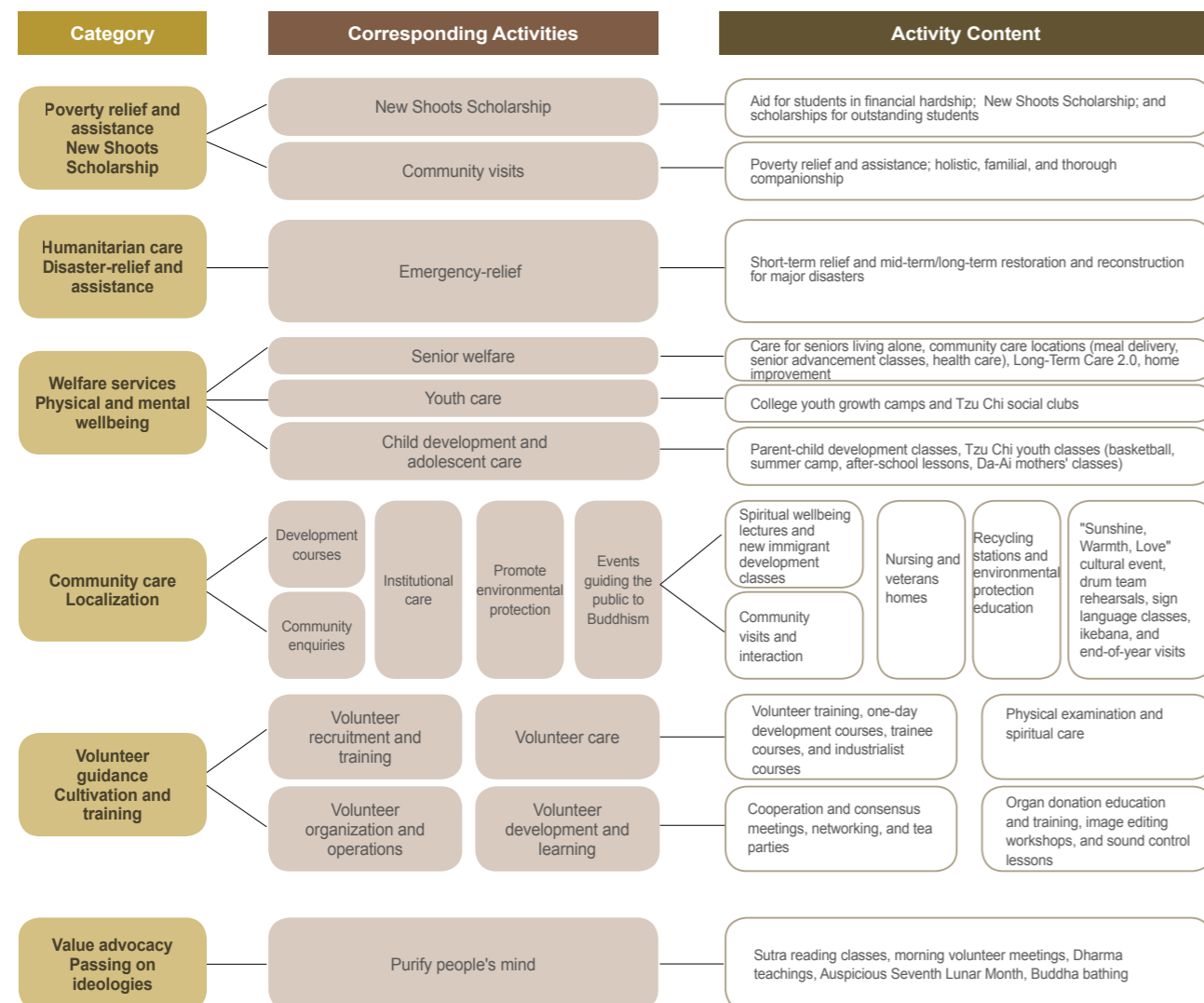
# Cycle of Love and Sowing the Seeds of Goodness

## Social Return on Investment: Using Banqiao Jing Si Hall As An Example

We adopted social return on investment (SROI) as a measure to assess social involvement. KPMG was appointed in 2019 to assess the Foundation's SROI. We assessed the SROI of Banqiao Jing Si Hall in 2018 to elucidate the performance of the hall in cultivating caregiving teams, providing care to people in need in the immediate vicinity, and providing assistance during emergencies with a rapid response time.

Banqiao Jing Si Hall was the first location to undergo SROI assessment. The Tzu Chi Foundation Banqiao Jing Si Hall Social Impact Assessment Report was published in December 2019. The assessment covered poverty relief and assistance, New Shoots Scholarship, humanitarian care, disaster-relief and assistance, welfare services, physical and mental wellbeing, community care, localization, volunteer recruitment, cultivation and training, value advocacy, and passing on ideologies. The report shared local practices of providing community care and actuating a cycle of goodness from the perspective of the participants.

### Activity Categories of Banqiao Jing Si Hall in 2018



We took an inventory of the existing "property, product, and human" resources in the Banqiao region to confirm the uniqueness and core values of the area. Banqiao Jing Si Hall is a meeting place for Tzu Chi members to foster macro-perspectives. The spacious and multifunctional venue also serves to link life, technology, and charity; form integrated concepts; and develop a human-centered and smart-life charity ecosystem.

By taking inventory and conducting surveys, we first analyzed and categorized the various activities held in Banqiao Jing Si Hall in 2018. We held several meetings and discussions with various Foundation departments to confirm the events, event

categories, and relevant stakeholders. We then held an official initiation meeting in Banqiao Jing Si Hall to present future projects to our colleagues and volunteers. We collected data on the input, output, outcomes, and effects of various activities held in Banqiao Jing Si Hall from 225 valid responses obtained from the questionnaire survey and resource allocation checklists submitted by relevant departments. We used the data to map the scope of impact and calculate the change brought about by the various activities. We then indexed databases, reviewed existing literature, and searched open data to identify the financial agency indicators associated with the changes. Questionnaires were administered to stakeholders who participated in the activities held in Banqiao Jing Si Hall. The stakeholder categories are tabulated below.

### Stakeholders Involved in Six Major Activities Held in Banqiao Jing Si Hall

Activity category	Poverty relief and assistance New Shoots Scholarship	Humanitarian care and disaster-relief and assistance	Welfare services and physical and mental wellbeing	Community care and localization	Volunteer recruitment and cultivation	Value advocacy and passing on ideologies
Stakeholder Category	Volunteers					
	Staff			Community residents		
	Families receiving care	Families receiving aid	Chief of Village	Community residents		
	Students		Children and adolescents	Visiting delegations		
			College and university students	Recyclers		
			Seniors	Nursing homes		
			Veterans' homes			

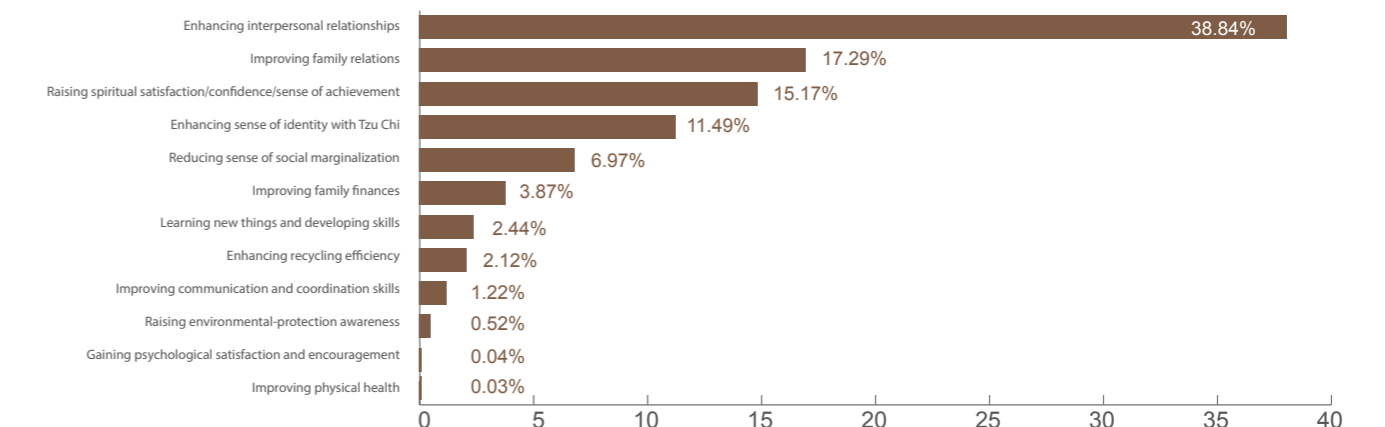
Analysis results indicated that the SROI value of the charity events held in Banqiao Jing Si Hall was 7.10 (2018-2020), suggesting that the social impact per dollar invested was \$7.10. The assessment outcomes highlighted that the community volunteers had the greatest impact on the community and society. The altruistic involvement of volunteers has an immense influence on communities and local areas. Based on these figures, a time-cost analysis of volunteers' altruistic involvement in their community indicated that the impact of volunteers is more than 6.4 times the amount of time they spend.

### Performance Summary of Projects Undertaken by Banqiao Jing Si Hall

Analysis results	Present value of net investment (2018-2019) (NTD\$)	Present value of net results (2018-2020) (NTD\$)	SROI value
Overall SROI of projects undertaken by Banqiao Jing Si Hall	\$135,012,844	\$1,149,154,619	8.5

In terms of the social impact of community cultivation ground, the main social influence of the six major activities in 2018 on stakeholders involved "enhancing interpersonal relationships," "improving family relations," and "raising spiritual satisfaction, confidence, and sense of achievement." These results show that as a community cultivation ground, Jing Si Hall significantly influences and changes the interpersonal relationships and family relations of Tzu Chi members and nearby community residents. Based on these outcomes, we aspire to identify even better opportunities to improve the six major activities and maximize their value in a measured and managed manner.

### Benefits of the Six Major Activities





### 3.1 Poverty relief and assistance & New Shoots Scholarships

We provide short-, medium-, and long-term assistance to help people living in poverty achieve self-reliance. Our efforts focus on poverty alleviation through education. We offer scholarships and after-school tutoring, organize camps, and consolidate education at school and at home into a support network to facilitate student development and address their concerns.

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 "holistic, familial, and complete" care. Home visits are regularly conducted during the provision of services to assess and track the conditions of the 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.

We help students from disadvantaged families through the provision of student grants, New Shoots Scholarships, after-school tutoring, camps, and activities. We also aspire to consolidate education at school and at home to create a support network. Before the start of each semester, we actively seek out and help students in need from all areas of society. After assessing their situations through home visits, we provide immediate aid to families struggling to pay tuition. Thereafter, we monitor the students; track their academic progress, adaptability, and home environment; and accompany them as they grow and develop. The New Shoots Scholarship aims to not only boost academic performance but also encourage outstanding performance in various domains. Awards under this scholarship include subjects of learning, filial piety, progress, full attendance, and special performance.

#### Poverty relief and assistance and New Shoots Scholarships entail:

- Providing a safe and secure living environment and activating poverty-alleviation counseling
- Orchestrating aid distribution, festival 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, particularly focusing on care for socially disadvantaged groups
- Collaborating with the Tzu Chi Medical Mission and TIMA<sup>2</sup> to establish an "outreach care at patients' homes" mechanism to address population aging and safeguard the growing number of older adults living alone
- Promoting poverty alleviation through education and the seamless integration of school and professional careers

#### The target recipients of poverty relief and assistance and New Shoots Scholarships are:

- Older adults unable to sustain themselves
- Disadvantaged families in financial hardship with infants or children in school
- 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, senior high school, and college)

#### Statistics of 2018 and 2019

Item	2018 beneficiaries/ service recipients	2018 number of volunteers involved
Youth welfare	2,494,710	1,835,781
Senior welfare	25,598	57,922
Total	2,520,308	1,893,703
Item	2019 beneficiaries/ service recipients	2019 number of volunteers involved
Youth welfare	4,631,649	2,056,023
Senior welfare	20,236	46,000
Total	4,651,885	2,102,023
Total of 2018 and 2019	7,172,193	3,995,726

<sup>2</sup> To help the poor and provide emergency aid, the Foundation established a free clinic in Hualien in 1972. The clinic was operated by doctors and nurses working in Hualien at the time. They worked as volunteers twice a week at the clinic and made periodic visits to rural areas. The Buddhist Tzu Chi Hospital was unveiled in Hualien in 1986. When the free clinic completed its phased tasks, Tzu Chi Hospital took over the free consultation services in rural areas. Thereafter, Tzu Chi Hospitals opened across Taiwan, providing free clinic services to rural areas nationwide. In 1996, Tzu Chi International Medical Association (TIMA) was set up, establishing 40 service locations worldwide. Generally, free consultations, visits, and home care services were provided at these locations based on local characteristics. During times of crisis, the locations became response centers for transnational support.

#### 3.1.2 Events in 2018 and 2019

##### Tzu Chi Provides Tutoring Services in Tainan

###### Shy Snail Welcomes the Light<sup>3</sup>

Hung is currently a student at Tainan Tzu Chi Senior High School. Hung was a shy, introverted third grader in 2013. His father lost his ability to speak after suffering a stroke, and his mother decided to separate from his father and move to Taoyuan for work. Although they received monthly alimony, and his aunt, who lives nearby, offered care from time to time, their household income was far from enough. Hung's only friends and companions were a box of snails he raised on the top floor of his house.

Hung spent most of his golden childhood years in a fragile environment, much like his shelled playmates. He was discovered by a Tzu Chi volunteer who lived next door, and the Foundation's social workers were notified. After a visit, the Foundation decided to provide long-term assistance to Hung and his father. Hung gradually opened up to the volunteers as he talked about his snails with them. They found that Hung was lagging behind in his studies and invited him to attend after-school classes organized by Tzu Chi youth volunteers studying at NCKU. The home-companionship program helped Hung catch up at school.

Under the guidance of the youth volunteers, Hung gradually regained his smile and improved at school. At a filial piety and thanks-giving activity, Hung offered tea to his father as a symbol of gratitude. He went on excursions and played games during his after-school tutoring classes. In six years, Hung was awarded the New Shoots Scholarship four times. After elementary school, he attended Tzu Chi Junior High School and was later accepted into Tzu Chi Senior High School through direct admittance. He has grown to become a confident, optimistic, and polite young man. He is now an avid writer and has won an award for his outstanding work. His dedication even encouraged his father to quit smoking.

###### Love and Knowledge – Growing Hope With Hope

Hung's drastic transformation is only one of many examples in the after-school tutoring class. Children like Hung are not only found in rural areas. More often, children in need can be found in families dealing with unfortunate events. To help even more children out of poverty, Tzu Chi Tainan Branch launched an after-school tutoring class in the Rende Jing Si Hall in March 2019 alongside the NCKU tutoring class. The class was initially taught by volunteers from the Tzu Chi Teacher Association. Now, classes are taught by Tzu Chi collegiates in the hope that younger teachers can pique students' learning interests and be role models that students can trust and rely on as they cope with financial hardship.

##### High-Ranking Officials' Daughter from China Became a Bunun Housewife and Dedicated Her Life to Home Care

Chen Xiao-Qiao is a 50-year-old single mother living in Shanlin Da-Ai Park. She is the daughter of a family of high-ranking officials in Fujian, China. She did not enjoy school as a student and only graduated from junior high school. In 2002, she married her husband in Namasha, Kaohsiung, and became a daughter-in-law in a Bunun (Taiwanese indigenous) family. She later experienced a series of unfortunate events. A few years after they were married, her husband fell ill due to overworking. All household matters fell on her. She had to care for her elderly and sickly father-in-law while taking a job at her husband's construction site to support her family. Her family of five was later relocated to an army base after Typhoon Morakot destroyed their home. Chen hid her situation from her family in China and insisted on staying in Taiwan. However, her husband's health continued to deteriorate. She made the difficult decision of handing custody of her children over to the Social Affairs Bureau so that she could care for her husband wholeheartedly. Not long after, Chen and her youngest child fell ill too.

Sick, separated from her children, and caring for her husband and infant child, all while under immense financial and psychological stress and with no one to turn to, suicidal thoughts manifested as she sat in the patient ward. Luckily, three Tzu Chi ladies caring for patients in the hospital at the time intervened and persuaded her to dispel her thoughts of giving up. They helped her by transferring her husband to another hospital for dialysis, caring for her infant son, and Shanlin Da-Ai Park, providing a new home for her and her family in She was deeply moved by the support of the volunteers. Later, with the support of her husband, Chen enrolled in the Tzu Chi volunteer training course. She became a committee member of Tzu Chi in 2011. Three years later, her husband passed away.

Chen insisted on saving resources for those in need and voluntarily requested to stop receiving financial aid from the Foundation. However, the Foundation's volunteers were reluctant and continued to provide companionship and support. Driven by her duties as a single parent, Chen single-handedly raised her three children by working multiple jobs in construction as a housekeeper, and as a tour guide. She enrolled in the Tzu Chi caregiver course in 2017 to learn to help older adults in rural areas. She now works as a home caregiver, which has enabled her to care for her children while also volunteering..

She illustrates her life as falling from heaven into a muddy marsh. At the darkest point in her life, Tzu Chi lit a candle of hope that led her to a lifeline. Chen says, "People's biggest fear is being lazy. Therefore, we must motivate ourselves. Life is a void that can never be filled. Desire turns into greed and devours the good in people. We should stop our pursuit of power and money, but instead focus on seeking harmony."

<sup>3</sup> Through its charity and relief work, Tzu Chi has found that poverty often comes with disease, and vice versa. Therefore, the Foundation established a free clinic in Hualien in 1972. At the time, several doctors and nurses from Hualien Hospital received patients at the free clinic twice a week and visited rural areas to offer free medical treatment. In 1986, Hualien Tzu Chi Hospital was founded and took over the free clinic's services in rural areas, marking the end of the free clinic's temporary mission.

As Tzu Chi established hospitals all around Taiwan, the scope of the Foundation's free clinic services continued to expand, now including all corners of Taiwan. In 1996, Tzu Chi International Medical Association (TIMA) was established, with 40 offices spanning across the globe. In general, TIMA offices serve their local community by providing free clinic services and door-to-door medical visits suited to local needs. When major disasters strike, TIMA offices provide transnational support to the Foundation in its relief efforts.



### Four Siblings on Financial Aid for 12 Years Receive President Educational Award

The Chiayi Liaison Office began to provide financial aid for the Lin household in Taibao City, Chiayi County, in 2008. The Lin family had many children in school. To achieve holistic, familial, and complete care, the Foundation granted six scholarships to the family in 12 years, allowing five students in the Lin family to attend school without financial repercussions. Despite being in a difficult situation, the siblings of the Lin family support one another. They are extremely hard-working, and have received several New Shoots Scholarships starting in 2012. Four of the siblings even received the President Educational Award. It is extremely rare to see such exceptional performance from students in financial hardship.

The eldest sister Lin Pei-Chen was born prematurely. She suffers from organ and optic nerve hyperplasia, which is causing her vision to deteriorate as she grows older. She was transferred to the Hui-Ming School in Taichung at the age of 8. She relied on learning the clarinet to overcome the death of her mother. To help with her family's financial situation, she attained a Class-C Massage Technician Certificate and three street performer certificates. Adopting the stage name "Clarinetist of Grace," Pei-Chen performs at night markets on weekends. She copes with all of life's challenges with optimism. She was even invited to perform at a charity event and speak at a life education and music sharing forum, motivating and moving many students. She received the New Shoots Scholarship on four occasions, the President Educational Award in 2018, and the Chou Ta-Kuan Cultural and Educational Foundation Fervent Global Love of Lives Medal in 2020.

The second sister, Lin Tzu-Chi was the first of the siblings to receive the President Educational Award. Because eldest sister Lin Pei-Chen is visually impaired, Tzu-Chi assumed the role of surrogate mother, taking care of her five siblings while her grandmother and uncle ran their small business. Not to be misled by her small physique, Tzu-Chi is an amazing wrestler who previously won second place in the National Wrestling Championship. She was presented with the President Educational Award in 2014. She is also the receiver of three New Shoots Scholarships. To help her family financially, she took on a part-time job and learned to knit. After graduating from high school, she moved to Changhua to learn 3D design. She has now returned to school.

The eldest brother, Lin Hsuan-Pin received the President Educational Award in 2019. Similar to his elder sister Tzu-Chi, he chose to study in the athletics class in junior high school to ease the financial burden of his family. He excelled at wrestling, receiving the New Shoots Scholarship consecutively for four years since 2016. He was also selected to represent Taiwan during the 2018 Taiwan Wrestling Open. Relying on his exceptional performance in wrestling, he was accepted into the Department of Physical Education, National Taitung University, through the Star Plan and later into

the National Taiwan University of Sport. He aspires to represent Taiwan in the Olympic Games and win a medal for wrestling.

The youngest brother, Lin Yu-Hsien received the President Educational Award in 2020, becoming the fourth sibling in the family to receive this prestigious award. Yu-Hsien's grades never stood out in elementary school. However, his brothers and sisters were his role models, and he began wrestling with his elder brother, Hsuan-Pin, from a young age. Through hard work, Yu-Hsien was selected for the national team for two consecutive years. Although he was accepted into a sports university on a full scholarship for exceptional performance in his senior year of high school, independent and cool-headed Yu-Hsien decided to go to military school instead. He has currently passed his physical and IQ tests.

The youngest sister, Lin Hsiu-Hsuan is clever and obedient. She believes she doesn't have a flair for sports. She is currently in her freshman year of high school. Since 2013, she has been selected for the New Shoots Scholarship six times. She received the Full Attendance Award in 2013 and 2017 and was awarded the Field of Study Award four times.

Due to the size of the Lin family, they have limited space in their rented house and are in a tight financial situation. The Foundation volunteers visited on numerous occasions to help them move; renovate their kitchen and fix their screen doors; and replace their washing machine, refrigerator, and other home appliances. The Foundation volunteers helped to remodel their house with partitions so that the siblings could have privacy. In addition, volunteers taught them basic cleaning and maintenance skills. With the companionship and aid of the Foundation colleagues and volunteers, the children became more confident in themselves and their finances and their living environment improved. Their financial struggles were alleviated through education. By helping the Lin family, the Foundation is confident that they will one day return the favor to society.



### Rising-Star Sun Yi-Lun Receives President Educational Award

Since the founding of the Foundation in 1996, we have provided school supplies, uniforms, and financial aid to students in underprivileged families. Volunteers have found during their home visits that the potential of many students in assisted families are not constrained by their financial situation or environment. On the contrary, they often excel in a variety of areas. These students must be encouraged and praised for their efforts. We focus on raising the willingness of children in disadvantaged families to learn, pique their learning interest, and reinforce their sense of achievement, aspiring that every assisted student may one day grow into a strong and capable individual who brings love and care to society. In this context, we introduced the New Shoots Scholarship in Hualien in 2007. Recipients of the scholarship are children in assisted families across Taiwan.

Sun Yi-Lun, a child born into an assisted family in Kaohsiung, was suspected of having a genetic defect at birth, resulting in the development of osteogenesis imperfecta, or brittle bone disease, and deformed lower limbs. The doctor predicted that the odds of survival were low. To save their son, Sun's parents spent three years seeking assistance from major hospitals across Taiwan and even from Academia Sinica. Sun's mother even quit her job to take care of him full-time.

Despite no mental impairment, Sun grew up thin and ill. He is humpbacked and relies on a walking aid due to a severely deformed spine. No similar instances have been reported in Taiwan, and physicians have been unable to perform surgery on or otherwise treat Sun. Besides disability subsidies, Sun is not eligible for many other forms of subsidies. Roughly half of his father's salary as a construction worker is spent on Sun's immense medical and rehabilitation expenses. The Foundation workers visited Sun in 2011 after receiving a report from a neighbor. Sun's family was listed an assisted family, and volunteers visited them regularly. Since then, the family has received two emergency subsidies and a subsidy for assistive devices.

Perhaps due to the fragility of his life, Sun grew to be more empathetic and considerate than children of the same age. To survive, Sun began taking swimming lessons for disabled children at the age of three. The lessons helped his thoracic development, and Sun excelled at swimming, winning awards in several national and local swimming competitions for disabled children. Moreover, Sun did exceptionally well at school. He is extremely determined and hopes to become a professor of Taiwanese Hokkien language one day. He began studying the Minnan dialect at a young age. He partook in the 2019 Kaohsiung Taiwanese Hokkien Reading Competition, performing fearlessly in front of a large crowd. He captivated his audience as soon as he spoke, eventually winning first place in the competition.

Sun faces all of his difficulties and medical issues fearlessly. His deep love of life has helped him overcome his innate physical limitations. His courage and perseverance are awe-inspiring. He was even received by President Tsai Ing-wen in 2018 and won the Field of Learning Award of the New Shoots Scholarship in 2018 and 2019. Nicknamed "Valiant Swimmer," Sun won the President Educational Award in 2020.





## 3.2 Humanitarian Care & Disaster-relief

The Foundation's disaster aid and relief is based on the principles of being "direct, focused, respectful, pragmatic, and timely." We employ scientific methods to assess the subjective and objective factors of disasters and plan for short-, medium-, and long-term relief, assistance, and reconstruction. We firmly believe that emergency aid and humanitarian care should be offered without racial and religious difference. We aspire to build a global society based on "gratitude, respect, and love."

During a disaster in Taiwan, Tzu Chi Hualien Headquarters establishes a disaster-prevention command center in Hualien and several community disaster-prevention and coordination centers according to Tzu Chi Disaster-prevention and Coordination Procedures and the organization 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 international disaster news, and to 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.

### Humanitarian care and disaster-relief entail:

- Delivering emergency food to impoverished countries and ending 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 an epidemic
- Researching and developing effective emergency resources that overcome temporal, spatial, and interpersonal constraints
- Continued collaboration with international humanitarian relief and scientific research organizations
- Continued research and development of humanitarian relief-resources that take time, region, and different disaster dimensions into account
- Continued monitoring of global warming issues and being prepared for potential disasters

- Enhancing the resilience of disaster-prone areas by implementing time- and space-specific "work-for-relief" and "work-for-food" strategies

### The target recipients of humanitarian care and disaster-relief services are:

- International and domestic disaster victims, disaster-prevention groups, and residents in disaster regions
- The poor, the sick, and refugees who are deprived of resources

### Statistics of 2018 and 2019

Item	2018 beneficiaries/ service recipients	2018 number of volunteers involved
Emergency-relief	2,461,661	68,689
Total	2,461,661	68,689
Item	2019 beneficiaries/ service recipients	2019 number of volunteers involved
Emergency-relief	2,984,224	117,968
Total	2,984,224	117,968
Total of 2018 and 2019	5,445,885	186,657

### Events in 2018 and 2019

#### Providing Emergency Aid at Xinma Station Amidst Puyuma Express Derailment

A rare train derailment incident occurred on October 21, 2018. A Puyuma express train numbered 6432 running from Shulin, New Taipei and bound for Taitung derailed when passing through the Xinma Station in the Su'ao area, causing casualties. Suddenly, the silence of the train station was broken by a cascade of first responders, police officers, and firefighters scurrying to save lives. The accident also caused congestion in both directions. Technicians worked tirelessly to lift the overturned carriages and restore services, with large machinery rattling through the night.

The incident was a large-scale rescue. Chaos ensued shortly after the collision, and rescue work commenced immediately. The Luodong Liaison Office responded immediately by setting up service stations in the waiting area of Xinma Station and next to the train tracks, providing bread, hot food, and ginger tea to rescuers around the clock. Jing Si chairs and blankets were also available for on-site workers to rest.

Among the victims were urologist Li Zheng-Lin and general surgeon He Jing-Chun of Hualien Tzu Chi Hospital, who were seated in the first carriage. After the train came to a halt and the conductor opened the evacuation doors, Li and He began to assist in identifying

and classifying victim injuries immediately after leaving the train and helped with wound dressing as soon as medical supplies arrived. Coincidentally, Dr. Chen Ing-Ho, Honorary Superintendent of Hualien Tzu Chi Hospital, was transferring from bus to train at Luodong on his way back to Hualien when the incident occurred. After learning about the incident, he quickly made his way to Lotung Poh-Ai Hospital to offer assistance. He informed the receptionist at Hualien Tzu Chi Hospital that a portion of the injured victims who resided in Hualien would be transferred to Hualien Tzu Chi Hospital, after asking his colleagues to be prepared to receive and tend to all patients as soon as possible.

At the same time, Lin Hong-Qin, a Tzu Chi volunteer from Yilan, was busy replenishing the supplies at the rail-side service station and Tzu Chi volunteers arrived at the Taipei Veterans General Hospital Su'ao Branch, the hospital closest to the incident, to help overnight. The hospital activated its "mass injury management protocol." Volunteers assisted and prayed for the injured and their family members and provided hot meals, ginger tea, and supply packages to help settle anxious passengers.

The volunteers kept vigil over victims that did not survive the incident until their family members arrived. Thereafter, the volunteers stayed as bystanders to provide comfort to those grieving over their loved ones. Many family members were overwhelmed by the sudden departure of a loved one. Volunteers sat and accompanied them as silent listeners, occasionally offering tea and a shoulder to cry on.

The accident took 18 lives, and more than 200 were injured. From Xinma Station to various neighboring hospitals and medical centers, volunteers could be seen working around the clock to spread positivity and care for the injured.



### Global Mobilization to Slow the Pandemic

At the end of 2019, a severe special infectious pneumonia emerged in Wuhan City in the Hubei Province of China. The disease was later named novel coronavirus disease 19, or COVID-19. Within a month, the virus spread across Asia and to America, Europe, and Oceania. As of the end of June, the number of confirmed cases has exceeded 10 million with a death toll of more than 510,000. In response, the Foundation immediately formed an epidemic-response task force to monitor the situation daily and devise countermeasures. The task force has not only adhered to government policies but also received requests for material relief and assistance from many countries. As of June 30, 2020, the task force has donated 20.2 million items to 71 countries. The task force will continue to provide relief and assistance to 15 more countries and donate more than 3 million items.

Although the measures adopted by different countries vary considerably, a common problem is the shortage of resources, particularly medical masks, protective clothing, and rubbing alcohol. The Foundation adheres to the export restrictions of masks and other PPE to China and other countries established by the Taiwanese government. Nonetheless, the Foundation mobilized its overseas volunteers to deliver local resources including PPE, medical masks, cloth masks, alcohol with tea tree oil, care packets, Jing Si folding beds, and healthy vegetarian meals to people under quarantine. We also provided sorely needed resources to medical institutions to ensure the safety of frontline health-care workers.

As of the end of June, 215 countries have confirmed cases of COVID-19. Volunteers from all over the world continuously update Tzu Chi Headquarters in Taiwan of the latest situation so that the task force can adjust its operations accordingly. Online briefings are held between international volunteers and the task force daily to consolidate the global situation and provide relief and assistance. The Foundation launched the "Global Prayer and Vegetarianism" movement on February 3, 2020, inviting the public to collectively pray and fast at 13:30 each day to promote goodwill.





### 3.3 Welfare Services & Physical and Mental Well-being



The Taiwanese society currently faces three major challenges: 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 society. We employ different 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-realization.

#### Welfare services and physical and mental well-being entail:

- Promoting Da-Ai Mothers classes, enriching the content of morning classes in schools, and improving children's humanistic qualities and relationship with their parents
- 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 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, in order to provide older adults with preventive medicine and care and promote the community-integrated long-term care system (long-term care ABC)
- Providing parent-child co-learning course to reinforce parent-child interaction and family cohesion and to promote humanistic qualities and character education
- Planning social activities to promote experiential learning, environmental learning, and peer learning and to encourage life learning in young people
- Promoting the three desirable qualities of a senior citizen, namely, a lifetime of experience, good health, and the willingness to volunteer and share; encouraging older adults to partake in community services and activities; promoting health; and reducing medical cost and burden

#### The target recipients of welfare and physical and mental wellbeing services are:

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

#### Statistics of 2018 and 2019

Item	2018 beneficiaries/ service recipients	2018 number of volunteers involved
Youth welfare	2,607,354	353,308
Senior welfare	1,062,582	102,108
Total	3,669,936	455,416

Item	2019 beneficiaries/ service recipients	2019 number of volunteers involved
Youth welfare	505,768	316,884
Senior welfare	2,033,275	12,579,216
Total	2,539,043	12,896,100
Total of 2018 and 2019	6,208,979	13,351,516

#### Events in 2018 and 2019

##### From Tzu Chi Youth to the Foundation's Staff

The Tzu Chi Foundation established the Tzu Chi Youth Friendship Association in 1992. Thereafter, Tzu Chi Youth Clubs emerged in universities and colleges across Taiwan. The clubs attracted college students to partake in philanthropy and adopted a system where senior students lead younger members to pass on altruistic philosophies. To date, tens of thousands of Tzu Chi youths have upheld the spirit of loving-kindness, compassion, joy, and equanimity and become workers or members of the Foundation after graduation. Many committed themselves to the four missions of Tzu Chi, combining their career and volunteer aspirations to promote environmental protection in workplaces and communities, conduct care visitations, and provide medical services, doing their part in fulfilling their social responsibilities.

Lai Yu-Wen is a Tzu Chi collegiate who transitioned into a Foundation worker. He was introduced to music at young age and joined a band in high school. His plan was to continue making music into university. One day, he met a friend from his junior high school on campus who invited him to volunteer at a nursing home during the holidays. At the nursing home, Lai helped an elderly man with his meal. The man suddenly held his hand, looked at him with reignited passion, and asked him to visit more often. This experience got Lai thinking the value and meaning of volunteer work. He began pondering about the question, "Why are we here?" He ultimately decided to temporarily leave his band and become a Tzu Chi collegiate. After providing institutional care and after-school tutoring, he shifted his goals from benefiting himself to benefiting others. From his sophomore year of university to his master's years, Lai traveled to Szechuan, China four times as part of a volunteer team to help children in rural areas and share the Tzu Chi culture.

The greatest beneficiary is the volunteer that helps others. By participating in systematic and organizational activities and the Tzu Chi Collegiate Development Camp, Lai came to realize that giving is more blessed than receiving. Happiness experienced as a volunteer far outweighs that of performing on stage and receiving applause. He became attuned to others' needs in everyday life. The different challenges and duties of volunteer work enable Lai to adjust and step out of his comfort zone, shake his temper and negative thoughts, and broaden and change his outlook on life. He aspires to make a difference through perseverance and sincerity. His parents, who once rejected Tzu Chi, became Foundation members, and many of his friends switched from being meat-eaters to long-term vegetarians.

Inheritance and rejuvenation are essential for the development of sustainable charity. International perspectives and vision are vital for attracting young people to partake in charitable services. Lai was tasked with orchestrating youth projects after becoming a Foundation employee. In addition to accompanying Tzu Chi collegiates in attending international cultural exchanges, he coordinates the Fun Vision Future Youth Innovation Promotion Project. The project aspires to attract young people to attend competitive events and camps so that they may utilize Tzu Chi's resources to maximize their creativity and reach; learn to think positively; improve their physical and mental wellbeing; get to know Tzu Chi; address global warming, environmental change, environmental protection, and disaster-prevention and relief issues; and take action.



#### Tzu Chi Teacher Association – Wang Wan-Chuan Cares for Rural Children Through Unicycle Teaching

We held the founding ceremony of the Tzu Chi Teacher Association in Hualien Jing Si Hall between July 23 and 24, 1992. The volunteers were a group of compassionate and loving teachers and employees of social-education and academic-research institutes who embrace the mission of "integrating Tzu Chi's values and spirit into education to purify campuses and achieve social harmony." Master Cheng Yen spoke at the event, encouraging the 1,400 teachers to spread "Bodhisattva's wisdom" and "mothers' love" on campuses.

#### Learning About Tzu Chi While Studying in the United States

Now 75 years old, Wang Wan-Chuan is a teacher in Kaohsiung and a volunteer of the Tzu Chi Teacher Association. He was formerly a professor in the Department of Mechanical Engineering, National Kaohsiung University of Science and Technology. When he was young, he studied at Northeast Missouri State University in the United States (renamed Truman State University in 1995). During his time there, he learned of a group of Tzu Chi volunteers operating in his home town from a local media report. These volunteers helped people in all corners of the Taiwanese society. He decided to visit the Hualien Jing Si Abode once he completed his study and returned to Taiwan. Wang Wan-Chuan, who had accepted a teaching position in Taiwan, received a pamphlet for the "Tzu Chi College Professors' Camp" from a colleague and volunteer Zheng Feng-Er in 1994. He was introduced to the Foundation's teachers' association and its education and culture missions.

#### Teaching Children to Ride a Unicycle in the Aftermath of the Jiji Earthquake

Wang planned to emigrate to the United States after retirement. However, he canceled his immigration plan after the September 11, 2001 attack on the United States, deciding to remain in Taiwan. At the age of 56, he traveled to Yong Kang School in Zhongliao Township, Nantou County, and took up an apprenticeship with a school principal, Hong Cong-Ming, who was actively promoting a unicycle movement in the school. After learning the skill, Wang spread the movement to schools in seven cities and counties and even across the sea to Kinmen. He worked to rebuild schools damaged during the Jiji Earthquake and bring hope to distressed children by teaching them to ride a unicycle.

Typhoon Morakot devastated Southern Taiwan in 2009. More than 200 elementary and junior high students attending five schools in Taoyuan Township were relocated to Fortune Institute of Technology. To provide psychological counseling and companionship to children affected by the typhoon, Wang and the volunteers of the Kaohsiung Tzu Chi Teacher Association organized a series of after-school classes and recreational activities on campus, including martial arts, music, and art.

Before Chinese New Year in February of the following year (2010), the first batch of permanent housing was completed in the Shanlin Da-Ai Park in Kaohsiung, providing new housing to disaster victims placed in Fenghsing Military Base, Army Engineering Corps Training Center, R.O.C. Military Academy, Army Artillery Training Command Renmei Military Base, and Kaohsiung Farm. In May of the same year, the unicycle club was established by the Tzu Chi Teacher Association in Shanlin Da-Ai Park. Wang was appointed as the instructor. Children are praised as they happily ride their unicycle, enhancing their sense of achievement and honor. Their hidden potential is sparked, and the fear and negativity of losing their home is wiped from their mind.

Wang has since returned to his home in Qishan, Kaohsiung. In addition to periodically visiting communities to care for older adults living alone or receiving long-term care, Wang also teaches unicycle classes to rural children weekly at the Zixuan Cultural and Education Foundation Lifelong Learning Center; Shangping Elementary School in Shanlin, Kaohsiung; Guangrong Elementary School in Zuojhen, Tainan; and Yushan Elementary School in Nanhua, Tainan.



## 3.4 Community Care & Localization

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

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

We collaborated with Tzu Chi University in setting up social-education promotion centers in nine cities and counties, promoting lifelong learning by offering various courses for community residents. In addition, communities themselves offer various courses to enrich the lives of their residents.

### Community care and localization entail:

- 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"

### The target recipients of community care and localization are:

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

### 3.4.1 Statistics of 2018 and 2019

Item	2018 beneficiaries/ service recipients	2018 number of volunteers involved
Community welfare	18,968,088	15,629,571
Total	18,968,088	15,629,571

Item	2019 beneficiaries/ service recipients	2019 number of volunteers involved
Community welfare	1,020,495	629,112
Total	1,020,495	629,112
Total of 2018 and 2019	19,988,583	16,258,683

### 3.4.1 Events in 2018 and 2019

#### Tzu Chi's Women Growth Course for New Immigrants in Gangshan

According to statistics from the Directorate-General of Budget, Accounting, and Statistics, Executive Yuan, on January 15, 2020, 132,000 couples registered for marriage in 2019. Of those, 21,000 marriages involved a non-citizen, a 2.2% increase compared to the previous year. In Taiwan, the number of foreign spouses has exceeded 550,000 (reaching 549,000 in June 2019), suggesting that new immigrants account for a large proportion of the Taiwanese population.

Scholars have studied transnational marriages in Taiwan since the mid 1980s. They found that the number of unmarried men unable to find a marriage partner is increasing, and many have entrusted marriage agencies to locate a suitable bride from Mainland China or Southeast Asia. However, many foreign spouses have a hard time adapting to their new environment due to cultural differences, language barriers, or unfamiliar customs and traditions, leading to many family and social problems. These problems are like an active volcano, dormant on the surface yet waiting to erupt at any time.

To fulfill its responsibilities as an NGO, Tzu Chi has been committed to helping new immigrants since 2002. Volunteers promoted humanities and cultural art in schools and conducted home visits along the coastal villages and towns of Kaohsiung. They accidentally discovered the high proportion of foreign spouses. They found that these new immigrants were struggling to adapt to life in Taiwan and raise their children. After a discussion with social workers, the volunteers launched a two-year home visitation program to collect data, analyze the situation, and formulate solutions.

#### Taking Lead to Embrace the Global Village - Women Growth Course for New Immigrants

The Foundation launched the first ever Women Growth Course for New Immigrants in Taiwan in 2004. The program significantly improved the lives of foreign spouses and addressed their family issues. The program caught the attention of the Department of Social Welfare, Kaohsiung City Government, which invited the Foundation to organize a demonstration on May 8, 2007, and showcase the program to the social welfare departments of other city and county governments and private organizations. After the demonstration, the program was adopted in various regions across Taiwan and the government listed foreign spouses and second-generation new residents as critical issues of governance.

#### Developing Skills and Building Dreams

Many foreign spouses were able to enter the workforce through the program. However, this led to another problem. Many new immigrants were unable to work and take care of their children at the same time. This problem led to the temporary suspension of the program. It was later relaunched in April 2018 in response to an increased demand for diversified social development and new immigrant empowerment. New certification courses were also introduced, including the beauty technician license course. Teachers with Level B and Level C beauty technician licenses were appointed by the Council of Labor Affairs to teach this course and share their beauty-related skills. In April the following year, 11 students passed their beauty technician examination and attained their Level C license.

The Foundation systematically, hierarchically, and progressively develops diversified, people-centered new immigrant services to address fundamental problems in our population and family structures. We strive to eliminate the marginalization and discrimination experiences by foreign spouses in Taiwan and show them respect. We offer support to new immigrants to help them adapt to their second home in Taiwan and develop new skills, thereby strengthening their ability to survive, shorten the time needed to adapt in Taiwan, eliminate the language barriers in their families, enhance their in-law relationship, and resolve financial problems. We continue to uphold the spirit of "being the first to arrive, and the last to leave" to provide companionship and all-encompassing care services to new immigrants so they can feel safe and comfortable in their new environment, gain a sense of belonging, and ultimately give back to society.



#### "Love the Earth with Accelerated Action" - Residents of Fenglin and Wanrong Come Together to Clean Up Their Communities

Although international attention has been focused on the global COVID-19 pandemic since the beginning of this year, environmental and ecological issues, such as disasters caused by extreme weather conditions and food and water shortages, still threaten global ecological balance. Therefore, promoting environmental protection is not simply doing good, it is a crucial component for the future survival of mankind.

The Global Climate and Health Summit was held in Madrid, Spain, in December 2019. According to the Emissions Gap Report released by the United Nations, we are far from our objective of controlling global warming within 1.5°C-2.0°C. For environmental-protection volunteers who are tirelessly recycling and reusing resources in all corners of society, global warming is a challenging yet not disheartening issue. They believe they can contribute to carbon reduction by recycling and reusing bottles, cans, and other containers. The amount of carbon saved from recycling containers in Taiwan for one year is equivalent to the amount of carbon absorbed by roughly 1,000 Da'an Forest Parks. Therefore, our environmental volunteers continue to sort through recyclables day and night to do their part for the world.

There is a group of recycling experts in the villages of Fenglin Township and Wanrong Township. They have a common goal of using their two hands to protect the earth, regardless of race, religion, and wealth. They operate by sorting recyclables into various categories in individual locations then merging the sorted recyclables from all the locations. The indigenous tribes in the area are well connected to one another. Since 1996, this recycling process has spread from the tribes residing in Wanrong Village, Wanrong Township, to other tribes.

#### Vuvu the Promoter and Yue-Hua the Orchestrator

Wanrong Village is one of three major villages of Gaoshan Indigenous People in Hualien County. Yang Yu-Mei resides in Wanrong Village. She is highly respected in the Bunun Tribe, and everyone calls her "Vuvu." She is a devoted Catholic and a major promoter of recycling within the tribe. She once served as a missionary in her church giving weekly sermons for more than three decades. She has established trusted relationships in her tribe, and these events. She often shares with her tribespeople, "The birth of Christ was to purify our souls and teach us to do good." In 2008, Vuvu became acquainted with Lin Yue-Hua, a Tzu Chi environmental volunteer from the Amis Tribe, and grew to share her environmental-protection and recycling philosophies. Vuvu leads by example. She pushed her recycling cart through the village each morning and afternoon with the passion of a missionary, collecting recyclables and teaching others about recycling. She was 70 years old then. Vuvu always leads maintained the same routine for 11 years. "I have witnessed the gradual change in the tribes-people. Now, there is more recycling and less waste," she says. Vuvu suffered a stroke three years ago. Although she did not fully regain mobility after rehabilitation, she insists on continuing her mission of environmental protection,



saying, "I have not given up on the mission given to me by Jesus." She promotes environmental protection and recycling in other ways. She now rides her e-scooter along the same route, encouraging tribes-people to allow Tzu Chi volunteers to hang recycling bags on the corners of their houses, toolsheds, and drying areas. Volunteers would then collect the bags at fixed times and deliver the recyclables to Tzu Chi Fenglin recycling station. Wanrong Village has only 330 registered households (as of March 2020 according to the household affairs office). However, there are 70 recycling locations in the area, one in every 4.7 households. As Lin explained, "With the network of recycling stations in Wanrong Village, recycling has increased by 1.5-fold. These experiences are now replicated in Xilin Village, Jianqing Village, Mingli Village, Matai'an, and Thgahan Tribes."

#### From Sharing Land to Collaborative Charity Within Communities

The movement to protect the earth through recycling has led to another mission - caring for people. Tzu Chi recycling stations have consolidated community resources and formed networks. They have become reporting stations on matters within the community. Volunteers assume the role of charity orchestrator, reporting families in need of financial or medical aid to the Foundation. Among the 70 recycling locations, 15 are those of long-term care families. Although these families are in need of financial aid, they have been protectors of the land and people of the community. These recycling locations give families in need access to the resources of the community while helping meet the needs of community residents, achieving collaborative community charity.

One of those families was Ms. Lai's single-handedly raised her granddaughter with the help of social resources; life was extremely difficult for her. Lin encouraged her to sell some of the recyclables for extra income. However, Lai insisted on donating the recyclables to Tzu Chi, stating, "This is the only way I am able to give back to society." She continues to donate her recyclables to this day.

#### Connecting Recycling Stations to Form a Radial Recycling Network

The effectiveness of single recycling stations is limited. Therefore, transport routes are key to connecting recycling stations to form a network. Lin and other volunteers established 16 transportation routes in the tribe. They are the channels for recycling collection. To ensure that the channels remain clear, 70-year-old Lin drives a 2.75-ton truck along predetermined routes in the tribe on a weekly basis. She is extremely capable of hauling large recycling bags, drawing from her many years of experience to swing, stack, and bundle recycling bags effortlessly. Lin is indeed a recycling super hero and a volunteer praised by everyone in the tribe.

Recyclables must undergo sorting at recycling stations before they can be transformed into income. This task is undertaken by a group of volunteers in Fenglin. Every Tuesday and Friday is recognized as community environmental protection day. The recycling stations encourage community members to pay extra attention to sorting their trash and to do their part for the environment.

Volunteer Jin-Zhi, who lives in the Fengshin Village, developed polio at a young age. However, her illness did not stop her from doing her part in recycling. Even though she struggles to bend her torso, she rides her e-scooter every day for 30 minutes to and from the recycling station. Jin-Zhi has been recycling for seven years. She expressed, "I love the earth. As long as I can still move, even with a cane, I will be recycling." Zhuang Lian-Cheng moved to Fenglin after retirement. He initially thought that his life of retirement would be a leisurely one. Little did he know that he would become involved in recycling. "It spiraled out of control," he says, where spiraling means "working hard to protect the environment."

Over time, the recycling stations were connected into a robust network of resource regeneration and local pride, a development due mostly to the dedication of Lin, Vuvu, and others. Lin says modestly, "I'm not well educated. I never thought I would be able to influence so many people. I only know this much, and this is all I know." Suffering from lupus, Lin has never stopped promoting environmental protection, sometimes having to endure excruciating pain. Her efforts are admirable.

This group of volunteers has transformed charity into a daily routine. They care for their communities and can be seen helping one other and providing care in all corners of their communities. Their work embodies Master Cheng Yen's "Age Treasure" ideology which strives to bring positivity to an aging Taiwanese society.

#### Protecting the Earth – From "Being Too Late" to "Being on Time"

Residents of Fenglin and Wanrong come together to protect the earth with their own hands. They call on everyone to "love the earth with accelerated action." Everyone has the right to live their lives in their hometown and on their ancestral land. We can ensure the physical and mental health of indigenous people by providing care resources and services in line with their local traditions and customs. These resources and services could even facilitate the preservation of local cultures and their homes, nourishing the land that will sustain future generations.



## 3.5 Professional volunteer recruitment; cultivation and training

### Management policies

Our vision for "talent development" is centered on identifying talent that fits Dharma Master Cheng Yen's ideals. Such talent, tasked with passing down the dharma lineage of Tzu Chi's school of Buddhism, must be virtuous and highly professional while excelling in both character and studies and working hard with sincerity. Such talent must assume Tzu Chi's missions with bravery and practice Tzu Chi's core humanistic spirit.



#### ✓ Cultivating Talent as a Foundation for Sustainability

-Use core values to cultivate "sincerity, integrity, faith, and honesty," and practice "kindness, compassion, joy, and equanimity."

-Diverse training courses are offered to elevate the core consensus, skills, and vision management of talent.



#### ✓ Identify Like-Minded People and Combine Career and Volunteering Aspirations

-We encourage combining career and volunteering aspirations and devoting oneself to Tzu Chi's missions, thereby energizing the Foundation and cultivating talent to pass down Tzu Chi's values.

-The Foundation prioritizes the establishment of a friendly labor environment, building a work environment with the concepts of "gratitude, respect, and love."





### 2018-2019 Data Result

- 📍 Staff health checks in 2018-2019 covered 1,314 people in total.
- 📍 Hours of staff education and training in 2018-2019: 43 hrs/person on average.
- 📍 Female executives (divisional/sectional or above) accounted for 59.9% and 61.4% in 2018 and 2019, respectively, both higher than the percentage of male executives.
- 📍 Tuition subsidies are provided to encourage our employees to enroll their children in the Foundation's schools. A total of 307 persons benefited from the subsidies in 2018-2019.
- 📍 Medical allowances are provided for employees and their family members using the services of the Foundation's hospitals, benefiting a total of 1,433 persons in 2019.
- 📍 Provide vegetarian meals at the workplace, as well as meal allowances.
- 📍 In response to climate change, we have redesigned employee uniforms and paid extra attention to the workplace environment.



### Cultivating Talent as a Foundation for Sustainability

With Tzu Chi's core values in mind, talent 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, subsequently ensuring the spread and continuation of the dharma lineage and Tzu Chi's school of Buddhism and the cultivation of sustainable talent.



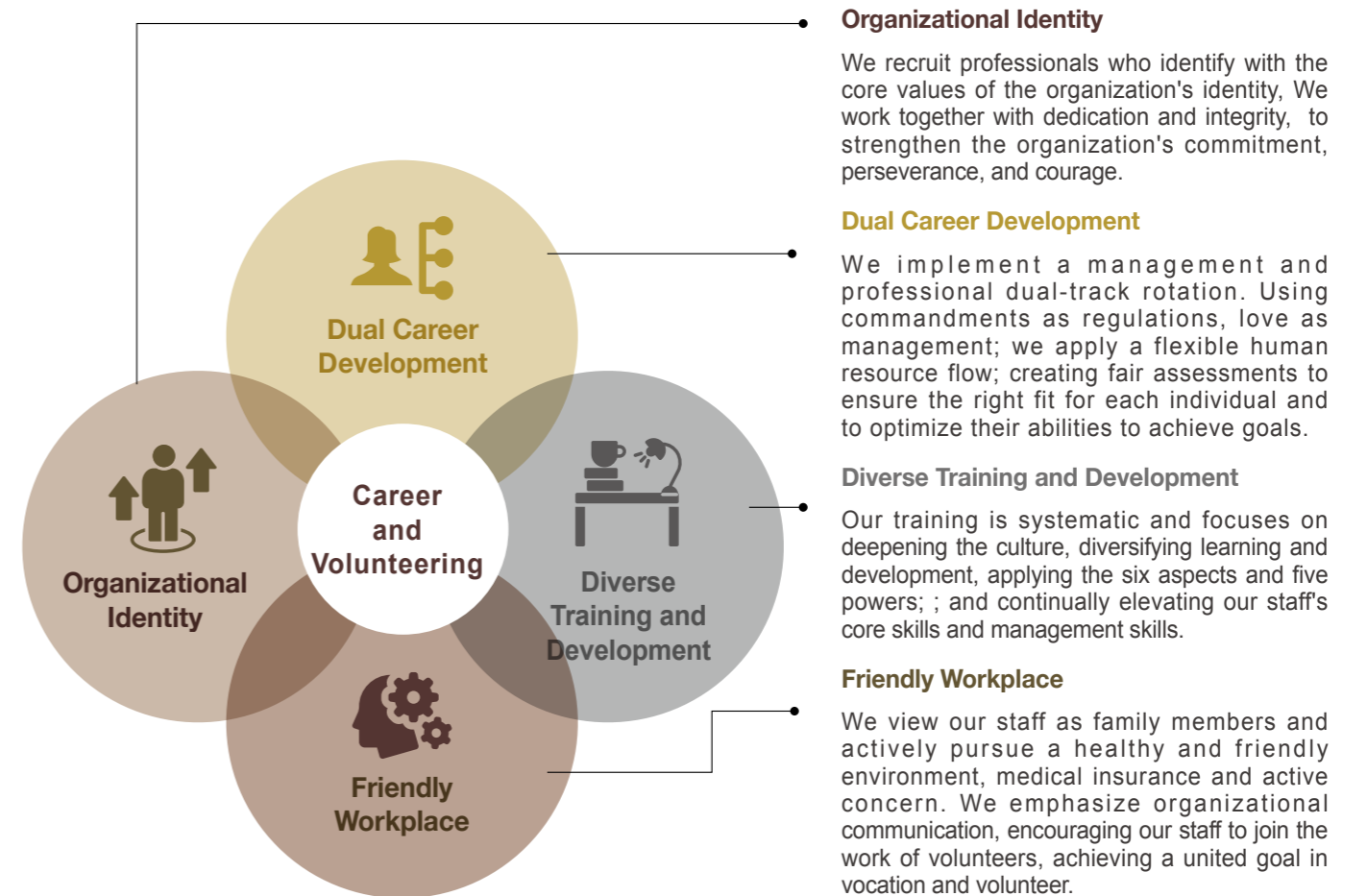
### Identify Like-Minded People and Combine Career and Volunteering Aspirations

We encourage the integration of career and personal aspirations so employees and volunteers can work in concert for our missions. To inspire our colleagues to learn through work and cultivate themselves in all situations, we promote a friendly employer-employee relationship, ensure active training and personnel continuity, and implement talent training and care programs. We advocate positive organizational identity, dual-track career development, and diverse learning and development in an environment of gratitude, respect, and love.

Our human resources system is designed under the principle of "equality," with no gender- or race-based differential treatment, and we provide a safe and healthy work environment that benefits all. Based on the needs of organizational development and manpower planning, we allow ample opportunities for employees' career

development and design numerous training courses for dual-track learning of managerial and professional skills. We try our best to facilitate the integration of our employees' career and personal aspirations through diverse learning and development, including internal (or external) education and training, job rotation, and new project responsibilities, and through the application of information technology, and participation in professional study, so that our colleagues may realize their self-worth, stay motivated for learning, and have a joyful life.

In 2019, employees in Hualien practiced the spirit of combining their careers with volunteering, and collected donations from stores after work. By promoting Tzu Chi's "bamboo coin bank," they encouraged stores and customers to do good deeds and create blessings with small donations, and to accumulate positive thoughts, which brings greater warmth to society. By April 2020, donations had been collected from more than 240 stores.



### Manpower structure

In late 2018, the Foundation had 989 staff members, a number that increased to 992 by late 2019. More than half of the staff members are in the 30-50 age group. Female employees account for 66%-67% of all employees, and the percentage of female executives ranges between 59% and 62%. The average male and female salary ratio in 2018 and 2019 was 1:0.9. This discrepancy arises from the fact that most staff members working in the Construction Department are men, and the salary of construction positions is higher than that of other positions. Senior management refers to the team leaders of departmental level above. In 2018, the Foundation had 54 senior management staff, among which one was a foreign national from Malaysia (1.9%). In 2019,

the Foundation had 62 senior management staff, among which two were foreign nationals from Malaysia (3.2%). These statistics indicate that almost all senior management personnel are local. Based on contractual categories, the percentage of official staff members in 2018 and 2019 was 98.18% and 97.58%, respectively. This indicates a stable trend in staff member flow. The number of new hires in 2018 and 2019 was 9.91% and 9.58%, respectively. The number of staff members who resigned in 2018 and 2019 was 11.63% and 13.00%, respectively.



## 2017-2019 Staff Age Distribution

Item		2017	2018	2019	2017	2018	2019	
Age group	Under 30	Male	27	28	26	2.81%	2.83%	2.62%
		Female	86	84	78	8.95%	8.49%	7.86%
	30-50	Male	165	167	165	17.17%	16.89%	16.63%
		Female	429	431	421	44.64%	43.58%	42.44%
	Over 50	Male	128	135	139	13.32%	13.65%	14.01%
		Female	126	144	163	13.11%	14.56%	16.43%
Total		961	989	992	100.00%	100.00%	100.00%	

## 2017-2019 Gender Ratio in Executives

Item		2017	2018	2019	2017	2018	2019	
Management level	Departmental (office) grade	Male	22	27	30	6.40%	7.46%	8.04%
		Female	27	27	32	7.85%	7.46%	8.58%
	Divisional (Sectional) grade	Male	110	118	114	31.98%	32.60%	30.56%
		Female	185	190	197	53.78%	52.49%	52.82%
	Total		344	362	373	100.00%	100.00%	100.00%

Note: Management refers to employees in departments and divisions or above.

## Numbers and Percentages of New Hires in 2017-2019

Category	Gender	2017		2018		2019	
		Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Under 30	Male	15	55.56%	9	32.14%	12	46.15%
	Female	31	36.05%	29	34.52%	32	41.03%
30-50	Male	16	9.70%	14	8.38%	7	4.24%
	Female	49	11.42%	29	6.73%	31	7.36%
50Over 50	Male	14	10.94%	8	5.93%	4	2.88%
	Female	9	7.14%	9	6.25%	9	5.52%
Number of new hires/ percentage of new hires		134	13.94%	98	9.91%	95	9.58%

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

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

## Numbers and Percentages of Resigned Staff in 2017-2019

Category	Gender	2017		2018		2019	
		Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Under 30	Male	8	29.63%	9	32.14%	8	30.77%
	Female	23	26.74%	23	27.38%	37	47.44%
30-50	Male	15	9.09%	8	4.79%	13	7.88%
	Female	44	10.26%	34	7.89%	38	9.03%
Over 50	Male	19	14.84%	25	18.52%	19	13.67%
	Female	17	13.49%	16	11.11%	14	8.59%
Number of employees resigned/ turnover rate		126	13.11%	115	11.63%	129	13.00%

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

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

## Staying in Tune With the Times by Providing On-the-Job Training

The focus 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 enrich managerial skills. In 2018-2019, the total hours of training reached 85,620. When converted, the average hours of training per employee per year was 46 in 2018 and 41 in 2019.



**Educational Development Direction:** Assist in the growth of the Foundation and our colleagues in order to meet the needs of environmental change and organizational optimization.

• **Consensus building courses: General knowledge courses: Inheriting the Dharma Lineage**

Starts with the concept of "in-depth humanities." We encourage staff to learn by doing and be enlightened through learning by offering a series of trainings and events to strengthen their identification with the Foundation's core values and vision.

• **Management skills training: Manage the organization and employees**

Practice "using precepts as the system, and love for management" to shape an environment of gratitude, respect and love, and to motivate employees to invest and commit to the cause.

• **Professional skills training: Our development of talent**

is based on "cultivation of talents," and on strengthening the professional ability of each branch to ensure the development and retention of high-quality talents.

• **Self-inspirational training: Diversified and self-initiated learning**

Provide multi-dimensional courses, to encourage employees to learn independently and share knowledge as a legacy.



**Employee Development Direction:** Encourage the potential of employees; promote growth and self-fulfillment in a friendly workplace filled with gratitude, respect and love.

• **Combine Career and Volunteering Aspirations:**

Provide a friendly workplace in anticipation of boosting staff commitment; encourage employees' physical and spiritual growth through devoting themselves to the Foundation's missions.

• **Employee Fluidity:**

We keep job openings transparent to address staff and organizational development needs; we encourage a flow of talents within the Foundation.

• **Dual-Track Development:**

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

## Our training courses are briefly described as follows:

• **Core consensus building courses:**

These courses are to establish the Foundation's core capabilities and enhance our staff's organizational identity. We aim to develop "sincerity, integrity, faith, and honesty" in heart and pursue "loving-kindness, compassion, joy, and equanimity" in action, build a relationship of mutual trust based on "contentment, gratitude, understanding, and tolerance," and create cohesion with "unity, harmony, mutual love, and teamwork," working together to realize our organizational visions and goals.

• **General education courses:**

Basic training related to the Labor Standards Act, management regulations and systems, occupational safety regulations, as well as information systems.

• **New hires and professional training:**

Multi-dimensional developmental training is offered according to the professional needs of new hires, and professional (project-based) skills and special skills required.

These include: Professional knowledge and skill workshops for social services and emergency-relief and disaster-management-related seminars. Starting from April 2019, a "charity forum" is held once a month to connect employees from all around Taiwan. Professionals from various fields are invited to share the latest trends in society. For example: Professor Joyce Feng from the Department of Social Work, National Taiwan University, and the for Dummies guide designer Chang-Yang Lin. Should employees express particular interest in a topic, workshops are then organized to determine how the topic can be applied to the Foundation's affairs. In 2018-2019, employees participated in 268 on-the-job training sessions (including internal and overseas training)

• **Self-inspirational training:**

We encourage our colleagues to pursue professional study relevant to their personal career development, such as participating in external lectures and workshops, to enrich themselves and absorb the latest knowledge from outside; in this way, they can identify future possibilities by combining new knowledge with their current job content.



**Management skills training:**

Organize management workshops based on the demands of the various departments and offices; ensure that the content is applicable to practical management. These include: Evolving from a professional to a manager, leadership skills, and streamlined management. In 2018-2019, a total of 23 sessions of management talent education and training courses were held.

**Leadership strategy and competence training:**

We plan to add a senior strategic leadership training program in the future that simultaneously focuses on leadership and management competence, to link the core consensus of the Jing Si Dharma Lineage and Tzu Chi Path with senior leadership training so as to spread the message of the Tzu Chi Path.

Since online learning was launched in April 2020, staff members are no longer limited by time and space. In addition to the live streaming of the regular morning meet and the Monday Foundation affairs share-out session that provides the latest information to staff members, other courses are available as well. External learning resources are incorporated into the platform to reinforce staff members' professional knowledge and facilitate interdisciplinary learning, which enables them to expand their general knowledge and elevate their work quality.

**Performance appraisal**

Conducting timely reviews of work performance and setting appropriate work goals effectively increases professionalism and skills of staff members, which further enhances the performance of the Foundation. The Foundation employs the SMART principle for establishing annual and personal work goals. An appraisal system was established based on the Foundation's Guidelines for Staff Member Performance Management, thereby increasing staff members' professional capacities, knowledge, and skills, which serve as reference for promotions, demotions, rewards, pay raises, and training.

The appraisal system is applied to staff at all levels and of both genders. All staff members undergo two evaluations a year; mid-year and final assessments are based on a five-level grading system. The evaluation results are used as reference for promotion, training, and development. Daily work reviews are also conducted in order to provide employees with work-related assistance at all times. Coupled with an all-round education and training policy, we ensure that each employee has the knowledge and skills required for work, so that they are on track to achieve their goals and the expected performance results can be achieved. A personnel affairs evaluation committee meeting is held each year, where the staff members' annual performance is assessed and the appraisal system reviewed. The meeting encourages supervisors to plan an individual development plan (IDP) jointly with high-performance staff members. They are also encouraged to jointly stipulate a performance improvement plan (PIP) with staff members with low performance. These are examples of important measures the Foundation employs for talent cultivation and education. In 2018, with the exception of new hires in their first three months of employment (14 people, 1.5%), employees who resigned during the evaluation period (8 people, 0.8%), and employees on unpaid leave who had worked less than three months in the year (5 people, 0.5%), 97.2% of staff members were subject to the performance appraisal. In 2019, with the exception of new hires in their first three

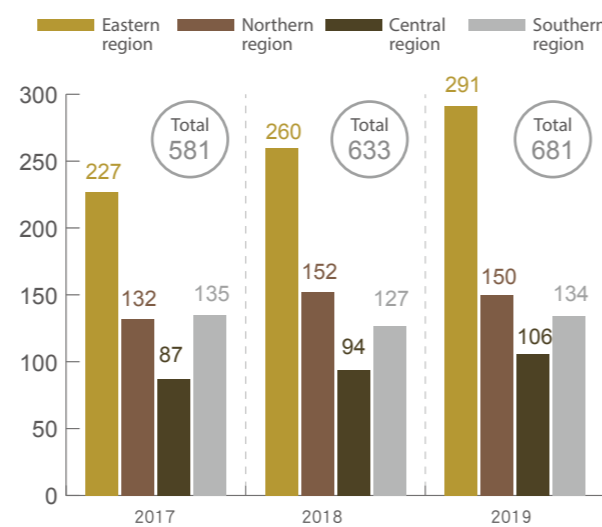
months of employment (26 people, 2.7%), employees who resigned during the evaluation period (8 people, 0.8%), and employees on unpaid leave who had worked less than three months in the year (3 people, 0.3%), 96.2% of staff members were subject to the performance appraisal.

**Safe and Healthy Workplace**

The Foundation builds a safe, healthy, and happy work environment with the concepts of "gratitude, respect, and love." In recent years, we have placed a greater emphasis on our staff members' health and included many additional items for employee health inspections, which are carried out once every two years for employees under 40 and once every year for employees over 40. Starting from 2018, we include additional checkup items for staff over the age of 45 (to be conducted once every three years thereafter), including: Carcinoembryonic antigen (CEA) tests for colon cancer, prostate-specific antigen (PSA) tests, breast cancer screening (CA153), female reproductive organ tumor markers (CA125), static electrocardiograms (EKG), and abdominal ultrasonography. Starting from 2019, we include a low-dose chest CT (LDCT) for staff over the age of 45 (to be conducted once every three years thereafter). After health checkups are completed, staff members are reminded to visit the doctor based on the results of the health exam.

In 2019, eight staff members were found to have cancer tumors after having received the LDCT, which has since furthered our resolve in safeguarding our employees' health. After reviewing the statistics of employee health checkups in 2019, we found that nearly 43% of staff members had high BMI and nearly 53% had blood lipid anomalies. To improve employee health and ensure early prevention of diseases, the Foundation has held weight loss and walking mileage competitions starting from March 2020. A total of 71 contestants in 15 teams participated in the walking mileage competition, whereas 33 employees in eight teams took part in the weight loss competition. These competitions are designed to encourage daily activity to boost employee health.

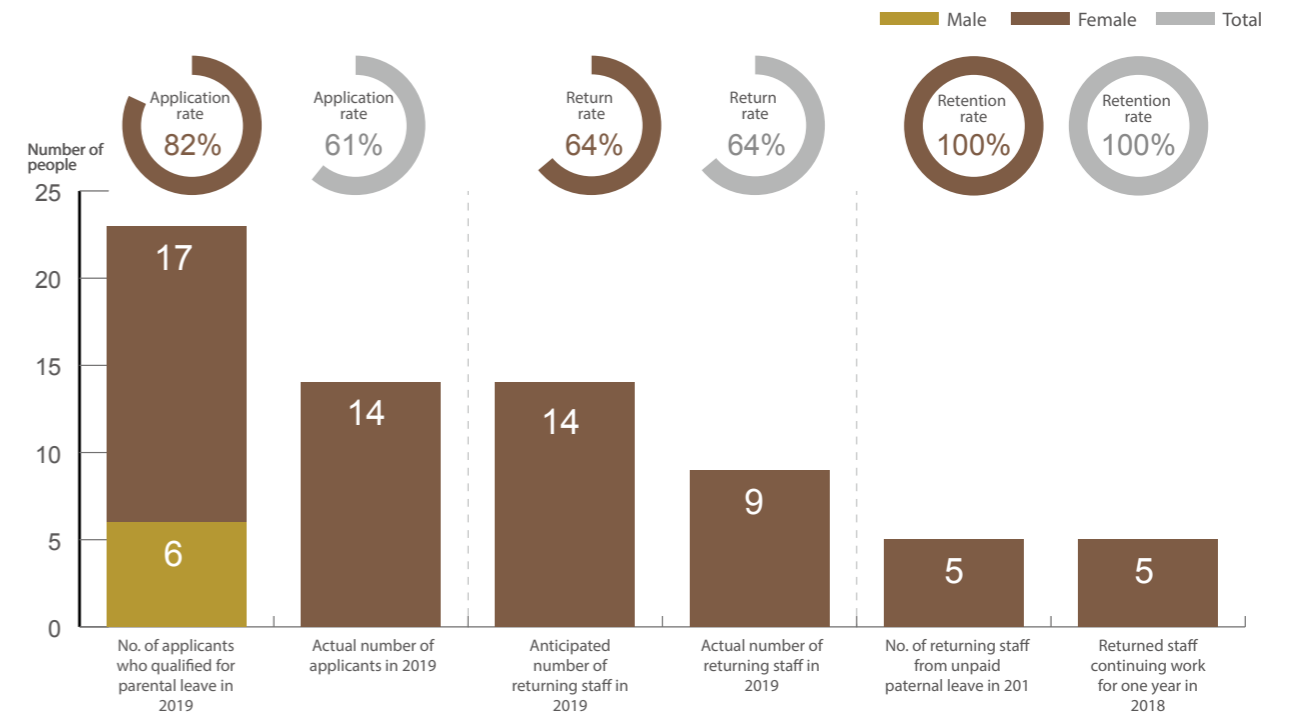
**Staff Receiving Health Examinations in 2017-2019**



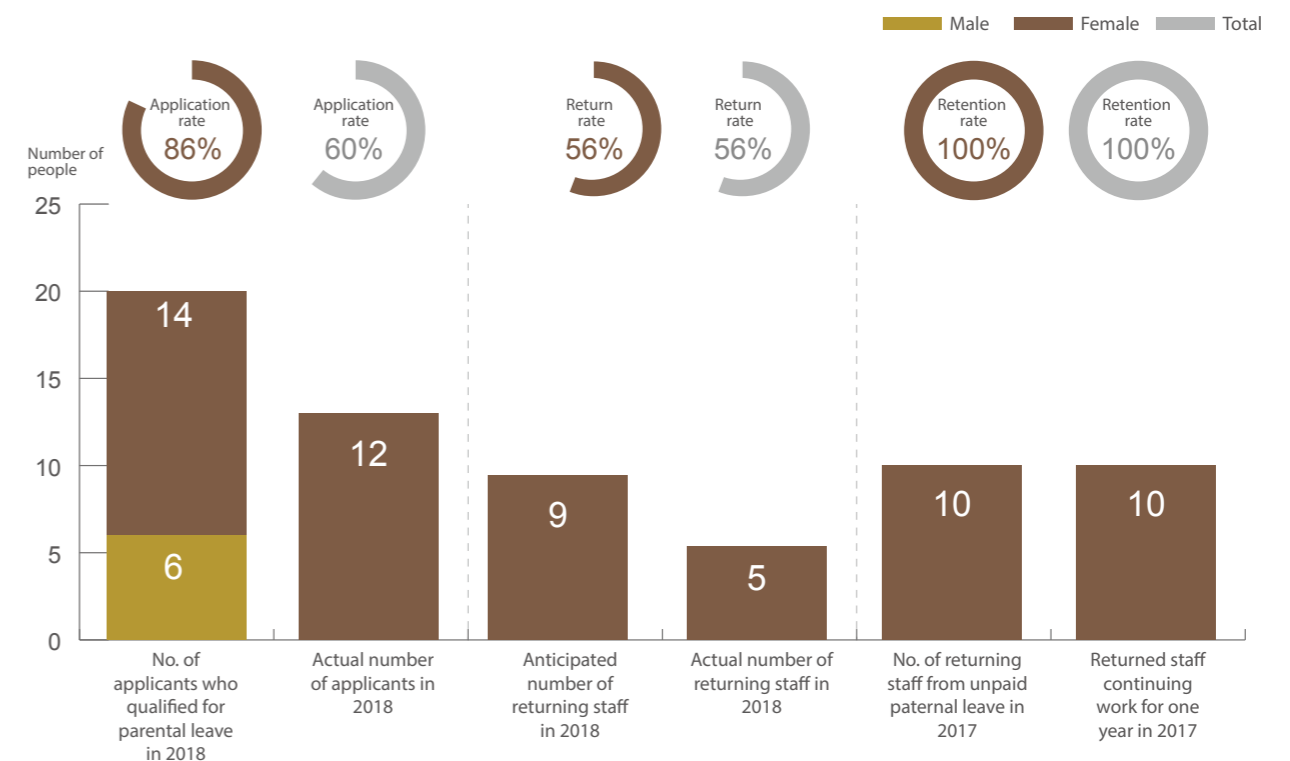
Notes: The eastern region includes Yilan, Hualien, and Taitung; The northern region includes Keelung, New Taipei, Taipei, Taoyuan, and Hsinchu; the central region includes Miaoli, Taichung, Nantou, and Changhua; and the southern region includes Yunlin, Chiayi, Tainan, Kaohsiung, and Pingtung.

We also take the staff's childcare rights seriously, and give parental leave pursuant to the Act of Gender Equality in Employment. Prior to the end of parental leave, we proactively inquire the employee's intent to return to their original position. In 2018, a total of 20 employees qualified for application, of which 12 applied for unpaid parental leave, all of which were women. In 2019, a total of 23 employees qualified for application, among which 14 applied for unpaid parental leave, all of which were women.

**Unpaid parental leave in 2019**







**Unpaid paternal leave in 2018**





In accordance with the Labor Standards Act, employees injured on the job are given paid leave in full. A total of eight occupational accidents occurred in 2018-2019, all of which involved employees only and no other workers (no occupational accidents occurred among direct contractors). Among the eight reported cases, two involved "fall" and six involved traffic accidents on the way to and from work. The work environment has been approved accordingly. Traffic safety and occupational safety and health have been incorporated into courses to mitigate the occurrence and severity of occupational accidents. To promote a healthy and safe workplace, all employees are required to participate in occupational safety and health courses regardless of whether occupational accidents have occurred. In 2018-2019, a total of 35 related educational courses were held, including: Traffic safety lectures, fire drills, and occupational safety lectures. A total of 1153 persons participated in 5147 hours of courses.

 <p><b>Equal work rights for both sexes</b></p>	<ul style="list-style-type: none"> <li>• "Work Rules" articulate that "To maintain gender equality in work and personal dignity, acts of sexual harassment or sexual assault in the workplace are strictly prohibited. Prevention, punishment, and complaints of such acts will be handled in accordance with relevant provisions in the Act of Gender Equality in Employment."</li> <li>• We take the staff's childcare rights seriously, and give parental leave pursuant to the Act of Gender Equality in Employment.</li> <li>• In 2018, a total of 21 employees qualified for applications, of which 12 applied for unpaid parental leave, all of which were women. In 2019, a total of 24 employees qualified for applications, among which 12 applied for unpaid parental leave, all of which were women.</li> </ul>
 <p><b>Happy workplaces</b></p>	<ul style="list-style-type: none"> <li>• To enable our staff to work with ease of mind, we opened the Da-Ai Kindergarten in Hualian, Dalin, Tainan, Kaohsiung, and Taipei.</li> <li>• Main branches across Taiwan are equipped with breastfeeding rooms.</li> <li>• Tuition subsidies are provided to encourage our employees to enroll their children in the Foundation's schools.</li> <li>• Vegetarian meal options are provided at the workplace to encourage vegetarianism, and meal allowances are offered.</li> <li>• Medical allowances are provided for employees and their family members using the services of the Foundation's hospitals.</li> </ul>
 <p><b>Caring for employees' health</b></p>	<ul style="list-style-type: none"> <li>• We value our employees' health and provide health examinations for employees under 40 years old once every two years, and once every year for employees over 40 years old.</li> <li>• Starting in 2018, additional tests are included in the health examinations for employees above 45 (to be conducted once every three years), including: Carcinoembryonic antigen (CEA) tests for colon cancer, prostate-specific antigen (PSA) tests, breast cancer screening (CA153), female reproductive organ tumor markers (CA125), static electrocardiograms (EKG), and abdominal ultrasonography. Starting from 2019, we include a low-dose chest CT for staff over the age of 45 (to be conducted once every three years thereafter).</li> <li>• Employees in Kaohsiung organized a club activity, foundation training for core muscles, which promotes exercise for spinal protection and posture adjustment, thereby preventing injuries in daily life.</li> </ul>
 <p><b>Salary, insurance, and pension system</b></p>	<ul style="list-style-type: none"> <li>• Male to female basic pay ratio is 1:1, superior to the regulatory requirement of 1.06:1.</li> <li>• In compliance with the regulations, employees are entitled to labor insurance, health insurance, and group insurance.</li> <li>• 15% of total pay is deposited monthly in the "pension account at Trust Department of the Bank of Taiwan" under the old pension system. Alternatively, 6% of total pay is deposited into the "individual labor pension accounts" pursuant to the Labor Pension Act.</li> </ul>

**Gratefulness, Respect, and Love**

After commencement of employment, employees enjoy healthcare benefits at all hospitals affiliated with the Foundation. After the probation period is completed, these benefits are extended to the employee's parents, spouse, and children. In 2019, a total of 1433 were eligible for discounts at hospitals affiliated with Tzu Chi. Starting from 2018, the Foundation sends a representative to visit employees or their parent, spouse, or child admitted to the hospital as an inpatient, and provides subsidies to lessen the employee's concern and to encourage employees to continue serving for Tzu Chi's missions.

We care for employees before and after retirement, ensuring that they find a focus in life thereafter. In addition to encouraging employees to participate in community activities as volunteers, we also pay them unscheduled visits. Furthermore, we value the experience and profession of retired employees and entrust or hire them to take part in the Foundation's work to facilitate experience inheritance and promote our missions.

**Volunteer Training**

Tzu Chi's volunteers aspire to contribute and serve the public through helping the poor, educating the rich, and promoting various missions. Our volunteers have five defining characteristics: "Having no compensation, self-funding, take leave from work, preparing gifts of relationship establishment, and donating." In addition, volunteers participate in various charity and disaster-relief work in different regions. In terms of volunteer training, we focus on cultivating volunteers' professional knowledge and gradually fostering their desire to serve and practical experience. We encourage volunteers to participate in all forms of community service, be it charity, medicine, or education. With the spirit of strengthening mutual support within and between communities, our volunteers practice the ideal of the Stable Home and Beautiful Community Project.

**Volunteer education and training programs include:**

- Volunteer recruitment and cultivation: Elementary and advanced educational programs are

offered by means of internships and training to reinforce volunteers' core knowledge and skills, cultural literacy, and professional skills. Furthermore, we promote global volunteer workshops so as to exchange practical experience in administering to communities worldwide.

- Book club promotion:

We facilitate weekly book clubs in the community, sharing daily trivia and creating a cozy community atmosphere that promotes kindness. We also organize an online reading club to provide a spiritual sanctuary for those too busy to attend.

**Volunteer operational counseling programs include:**

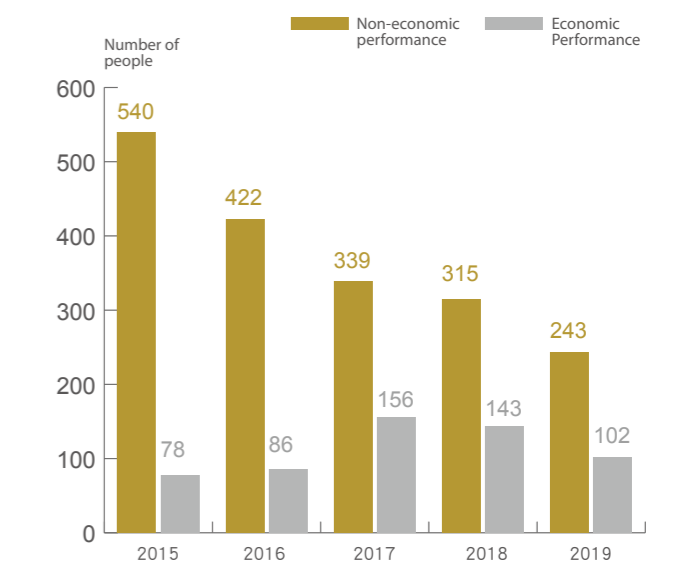
- Using modern technology, we build volunteer information systems, hold teleconferences, and support distance learning to instantly integrate information, facilitate cross-regional learning and exchanges, and preserve history and literature.
- Guidelines relating to volunteer operation are revised regularly in order to accommodate the latest social developments and comply with relevant regulations.
- We have established a global volunteer learning resource system to share the Foundation's regular volunteer training courses and resources relating to community activities, in order to improve education and training quality through instant online learning.
- We hold volunteer certification ceremonies annually at the end of each year to encourage people in their social service.

[Note]: Our volunteers have different schedules, abilities, and interests. However, under a shared spirit of volunteer service, Tzu Chi volunteers can engage in learning that relates to different functions and dimensions of charitable work. These include community volunteer team operations, community care and reception, or activities, finance, personnel, general affairs, audio-visual support, blessings, transportation, education and training, diligence workshops, public communication, visitations, emergency-relief, TIMA, bone marrow donation care, volunteering at Tzu Chi Hospitals, enquiry service, educational teams, cultural teams, 3-in-1 News Teams, environmental protection and the Tzu Chi police association. When volunteers participate in education and training, they pay for meals and transportation out of pocket.

**Volunteer Care**

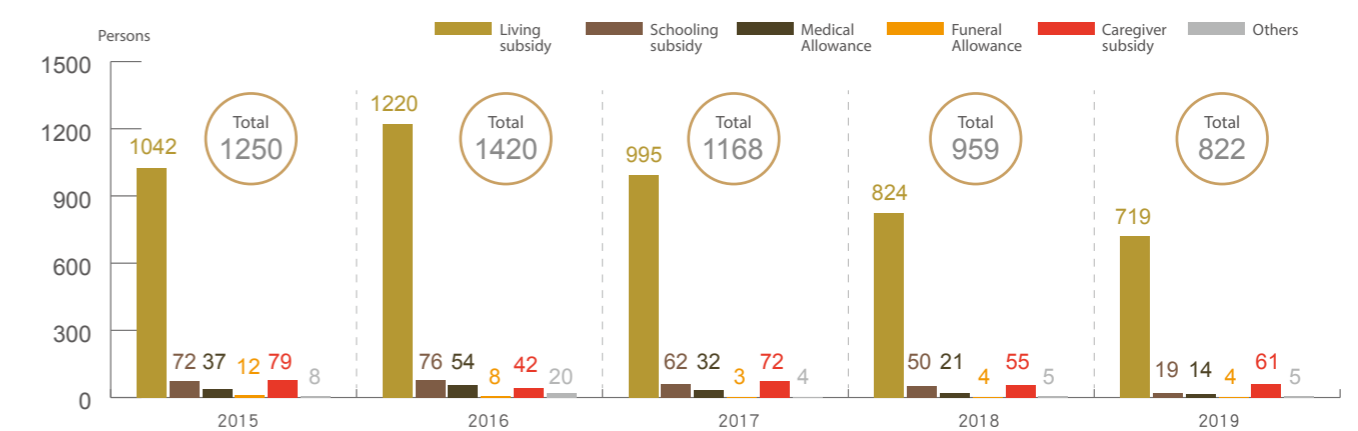
Volunteers are the main driving force in carrying out our missions. Tzu Chi volunteers are like family, and they take action with love. Whether they are senior volunteers who paved the way in the past, or peers, or juniors, they care for each other and support each other. In accordance with the spirit of the "Volunteer Service Act" of the Ministry of Health and Welfare, the Foundation provides volunteer education and welfare programs. In appreciation of volunteers' long-term services, the Foundation also offers assistance respectfully when a volunteer comes across difficulty or misfortune. In 2018-2019, the statistics of volunteers receiving care are shown as follows:

From January 2018 to December 2019, the statistics of volunteers receiving care are shown as follows:



Notes: Tzu Chi's volunteer care focuses on both spiritual health and material levels, or "economic" and "non-economic" aspects. The economic aspect refers to cases that require assistance because of difficulties caused by health issues for involuntarily factors, whereas the non-economic aspect refers to cases that are emotionally challenged by disease and illness and thus require spiritual support.

**Various volunteer subsidies from January 2018 to December 2019**



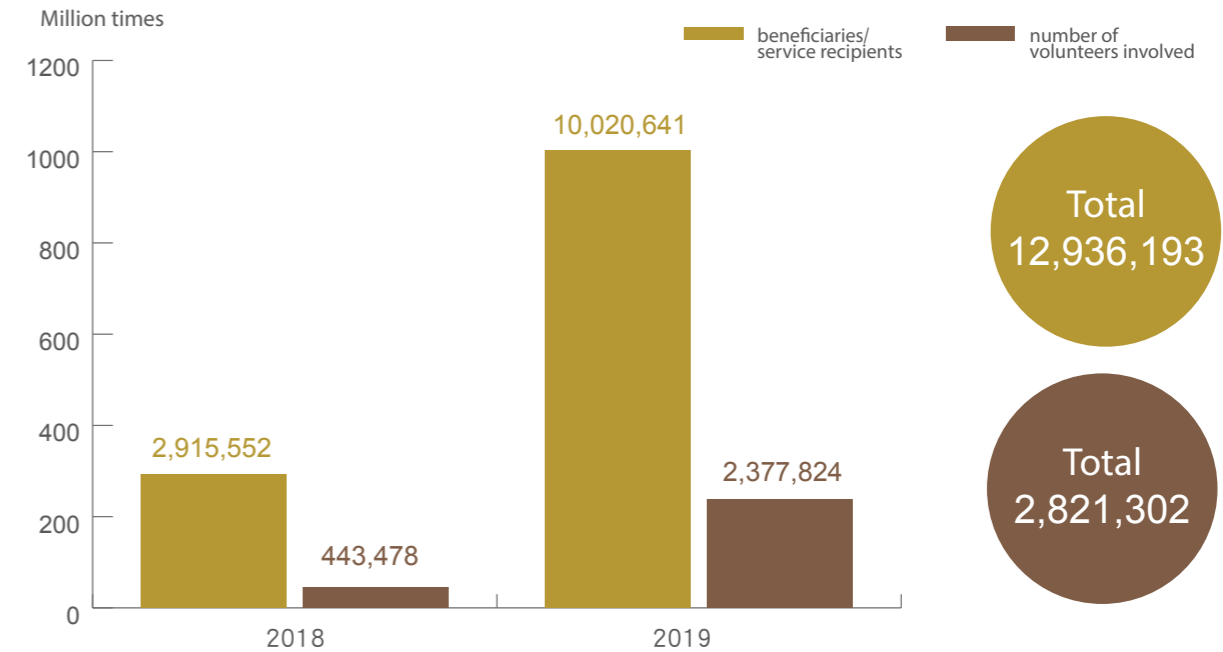


To maintain our volunteers' health and allow them to understand their personal health condition, so they may detect early symptoms or risk factors, and receive treatment as soon as possible, the Foundation provides general health examination services for volunteers certified for more than one year. Each person is entitled to one re-examination every three years. We also provide one free cerebrocardiac examination for senior volunteers who have been certified for more than six years for early detection of hidden lesions in the heart and brain. After volunteers over 65 have received health examinations, the Foundation calls them to express care and confirm whether further action or hospital visits are needed.

**Volunteer Knowledge Education Content:**

Functions	Learning Goals	Volunteer Knowledge Education Content
<b>Activity Team</b>	Plan and promote various activities	Event planning and schedule management, hosting, and hands-on learning
<b>Finance Team</b>	Assist in the budgeting, application, and reporting of financial expenses for various activities.	Account management
<b>HR Team</b>	Assist in personnel reporting and collecting of attendance information at events.	Data archiving, computer operations, and knowledge of the Personal Data Protection Act
<b>General Affairs Team</b>	Planning general work rotations for branches, and liaison offices.	Knowledge of supply management
<b>Media Team</b>	Assist in video connection courses or conferences, arrange course recording and video recording.	Audio and video operations
<b>Transportation Team</b>	Assist in ticketing and insurance matters during various events, plan and maintain order of parking spaces, vehicle traffic, and personal safety.	Traffic regulations and hands-on practice
<b>Training Team</b>	We develop human resources and talents in Tzu Chi volunteers from community volunteering, internship, training, and post-certification advancement in association with the Foundation's four missions.	Course planning and promotion
<b>Spiritual Team</b>	Personnel who specialize in care and concern toward those who have lost members of immediate family, and the care of family members dealing with organ donation.	Learning to handle instruments of spiritual cultivation, planning courses on the dharma lineage and instrument usage.
<b>PR Team</b>	Personnel who specialize in liaising with public and private institutions as well as media reporters to provide information and news material pertaining to Tzu Chi.	These individuals are trained in communication and interaction skills to further the public understanding of Tzu Chi and knowledge pertaining to media and broadcasting.
<b>Home Visit Team</b>	Assist in planning and handling charity visitation education and training, conduct visitations, keep records, and hold discussions and sharing.	Professional courses on social work and counseling
<b>Disaster-relief Team</b>	Promote the concept of self-preservation and basic survival in the event of a disaster; assist the Disaster-prevention Coordination Center staff in support operations when major disasters occur.	Disaster management and relief courses
<b>Tzu Chi International Medical Association</b>	Initiate free community clinics, outreach medical services, and general health education activities in combination with community charity visits to provide individual health care.	Hands-on experience and learning
<b>Bone marrow donation</b>	Provide education and publicity for bone-marrow and stem-cell donations, bone-marrow donation blood test activities and donations, care for recipients, etc.	Professional knowledge on bone-marrow donation and guidance on relevant professional skills
<b>Inquiries</b>	Telephone or on-site consultation service, reception guides on duty at each branch office	Communication skills and professional knowledge on telephone inquiries
<b>Education Team</b>	Education team consists of a variety of volunteers, including the Teachers Association, the Tzu Chi Youth Friendship Association, the Tzu Chi Children's Class, the Tzu Chi Basketball Team, the Child-Parent Growth Class, Da-Ai Mothers, and the Social Education Promotion Volunteers. Activities and conferences are designed to assist in the advertisement and implementation of social educational courses or events.	Curriculum planning and teaching revitalization courses
<b>Culture Team</b>	Advertise the humanistic culture and attract talents in foreign languages, calligraphy, painting, music, singing, and other professional abilities or interests.	Professional obtain practical communication skills and interpersonal interactions
<b>Documentation Team</b>	Assist in the recording of community events as well as the establishment, design and production of community publications, event promotional material, multimedia, posters, and signboards.	Composition skills, filming and editing skills, and spatial design
<b>Environmental Protection Team</b>	We practice environmental protection and resource classification, while learning to promote the spirit of Tzu Chi environmental protection in concern and care for our Earth, advertising and educating the public on the merits of Tzu Chi environmental protection.	Professional courses on environmental protection and recycling
<b>Police Care Team</b>	Plan and hold social activities for the Tzu Chi Association of Police and Fire.	Communication skills and professional knowledge on counseling and caring

**Statistics of 2018 and 2019**



**Events in 2018 and 2019**

**What regrets will you have at the end of your days?**

**For Tzu Chi volunteers, the greatest regret is not being there with those who need care.**

Walking Dharma, a charity documentary produced by the Tzu Chi Foundation, was shown in 28 theaters across Taiwan on June 28, 2019. At the same time, Dawn, and oral history book that tells the life stories of 12 Tzu Chi volunteers from Taitung, was published. Dawn documents the 12 volunteers' backgrounds, how they came to join Tzu Chi, and what they have learned from carrying out charity visits.

Walking Dharma documents the dedication that Tzu Chi volunteers have toward companionship. Ms. Mei-Mei, a single-dwelling granny with dementia; Ya-Guan, who lives in an indigenous village and aspires to overcome challenges and go to nursing school; and Chin-Tien, who has been accepted into NTU despite coming from an underprivileged family, are but a few examples of touching and authentic life stories that demonstrate how companionship enables growth.

In the corners of Taitung dwells an invisible group of people that silently battle against the hardships of life.

Walking Dharma records true stories, many of which reflect the day-to-day lives of Tzu Chi volunteers. They firmly believe that making devotion a daily act is their selfless mission.

After Walking Dharma hit theaters, it created a ripple effect and gained great popularity. In addition to showing viewers that there are many disadvantaged people in need of help, Walking Dharma also highlights that charity and companionship are not fleeting hobbies. Rather, they are

consistent and eternal devotion. Only by dedicating one's life to others can the beauty and kindness of human nature truly shine through.

Tainan City Mayor Huang Wei-Cher has led the municipal government in cultivating inclusive attitude and kind thoughts. In addition to paying out of pocket for department supervisors to watch Walking Dharma, Mayor Huang also arranged for the Civil Service Development Institute to screen Walking Dharma during training courses, thereby increasing civil servants' empathy and ensuring that the municipal government can better serve citizens' needs.

Although Walking Dharma and Dawn depict the day-to-day lives of Tzu Chi volunteers in Taitung, in truth, they reflect the daily lives of Tzu Chi members worldwide. Regardless of what conditions they may face, Tzu Chi volunteers continue to carry out acts of kindness, often from their prime into old age. Be it streets and alleys or remote villages deep in the mountains, Tzu Chi volunteers visit cases in person to understand their needs and identify the best form of assistance. Some volunteers serve families for decades, until their clients have passed, and their clients' children are all grown up. Tzu Chi volunteers never waver. They never give up.







### From Drug Use to Drug Prevention, Kao Chao-Liang Has Made His Way From Prison to the Office of the President

We value the physical and psychological health of every Tzu Chi volunteer, as well as the expansion of their knowledge. Each year, the Foundation plans courses and camp activities that are centered on growing charity services and volunteer capacity. In addition, the volunteers support one another and encourage the formation of tight community networks and community institutions centered on mutual care and imbued with Tzu Chi's humanistic spirit. Other than giving volunteers a sense of achievement and motivation, these events and networks also transform the lives of the beneficiaries, some of which also go on to become Tzu Chi volunteers.

Forty-six-year-old Kao Chao-Liang, a Tzu Chi volunteer in Changhua who focuses on drug-abuse prevention, started using drugs in junior high school under the influence of his peers. After being expelled at the age of 16, Kao moved to Taipei to work at a sofa factory. He made more than NTD \$100,000 per month but spent it all on drugs. At 18 Kao was arrested for using meth and served four months in jail. Since then, he had been in and out of jail five times for drug- and theft-related charges before the age of 35. Kao was repeatedly kicked out of the house by his father, leaving him no choice but to live in the streets and beg for survival.

Right before Kao was to serve his fifth jail term, he got into a major accident while riding his scooter high on drugs. He ruptured his trachea and broke bones in all four limbs. He survived after having been resuscitated and given a tracheostomy. After two months of treatment, he went to prison to serve his sentence. His father died of acute leukemia while Kao was in prison. Shackled, Kao returned to his home in Yunlin on furlough to bury his father. The pain of losing his father was a wakeup call, and Kao decided to turn his life around and do meaningful things after getting out of prison.

Kao recalled how the police officer who arrested him said, "after you get out, be a Tzu Chi volunteer and do good deeds." He began to read religious publications, eventually coming across *The Stories of Ten Former Inmates*, and was moved by Tzu Chi volunteer Tsai Tien-Sheng's story. Before Kao got out of jail, he wrote two letters to Tsai, expressing his hope of becoming a Tzu Chi volunteer.

On the third day following Kao's release, Tsai Tien-Sheng visited him along with several Tzu Chi volunteers and encouraged him to join the cause. Kao questioned whether he even had the right to become a Tzu Chi volunteer. To this, Tsai replied, "Tzu Chi's work is not exclusive to the rich, rather, it is for all who mean well." Inspired, Kao

traveled to Taichung on his own and started volunteering in communities after work and on holidays. Kao, who had found his purpose in life, vowed in front of Dharma Master Cheng Yen while being trained in volunteer work to join Tzu Chi's drug-abuse prevention mission. In late 2011, Kao fulfilled his aspirations and became a certified Tzu Chi committee member and Tzu Cheng volunteer. He also found his soulmate to share his endeavors in both life and volunteer work at Tzu Chi.

Kao successfully got clean and began actively promoting drug-abuse prevention education. In accordance with the Ministry of Education's prevention of student drug use, and the drug-abuse prevention education programs promoted by the Ministry of Justice's Agency of Corrections, Kao has continuously adjusted the content of his teaching material and the approaches he takes. He sets yearly goals and conducts quantitative analyses. Over the past 10 years, he has visited campuses and correctional institutions all around Taiwan, sharing his experience at more than 1,000 lectures with more than 330,000 people. He has also inspired more than 40 former inmates to become volunteers, and three of them are now certified Tzu Cheng volunteers, one is a certified Tzu Chi environmental volunteer, and one is an anti-drug mentor who is also a certified Tzu Chi commissioner. From using drugs to preventing drug use, from being a former inmate to becoming a Tzu Chi volunteer, Kao Chao-Liang has turned his life around. In 2015, he was given an Outstanding Youth Award, with the ceremony taking place in the Office of the President. Even to this day, Kao remains vigilant and self-aware.

### Mother and Son Both Serve as Volunteers; Filial Chen Te-Rong Does Good Deeds

To solve the problem of volunteer aging, we have been dedicated in recent years to the cultivation of young volunteers and the spread of Buddhism and charity to younger generations. As Tzu Chi celebrated its 50th anniversary in 2016, 20 young adults founded the Jing Si Drum Team and performed the "Ode of Diligent Practice." Subsequently, the Jing Si Drum Team began performing in communities to encourage young adults in becoming volunteers. Currently, the Jing Si Drum Team has around 1,000 members from all corners of Taiwan. Although some members had no previous connection with Tzu Chi, they began to develop a greater understanding of the Foundation after joining the drum team. They identified with Tzu Chi's charity ideals and registered for volunteer training, subsequently becoming certified Tzu Chi commissioners and Tzu Cheng volunteers.

Chen Te-Rong, a member of the Jing Si Drum Team, became a certified Tzu Chi volunteer in late 2017, at the age of 22. Chen's parents divorced when he was in elementary school, after which Chen and his younger brother left Taipei to live with their grandparents in rural Yunlin. So began their days of living in a skipped-generation household and depending on social welfare. After Chen graduated from junior high school, he moved to Tainan to live with his mother. Afterward, Chen supported himself through school at the Department of Mechanical Drafting at the Affiliated Senior Industrial Vocational Continuing Education High School of National Cheng Kung University.

Chen's mother became acquainted with Tzu Chi volunteers back when she worked as a cleaner in Northern Taiwan. She often brought Chen and his brother along with her

to recycling stations during her free time, and she led her entire family to become Tzu Chi members. Chen Te-Rong has regularly made donations through his mother since he received his first paycheck.

In 2015, Tzu Chi faced an unprecedented crisis because of issues with the Neihu Recycling Station. Chen's mom could not find any volunteers who could collect her donations. She had to travel from Annan District to the East District just to deliver her donations. The volunteer that she met with in the East District encouraged her to join volunteer training. Chen Te-Rong, who was then serving military duty, was influenced by what he saw on the internet and had many doubts about Tzu Chi. Nevertheless, Chen's mom continued to share with him all of the touching incidents that she had encountered at volunteer training. To see it for himself, Chen also signed up for volunteer training.

After taking part in Tzu Chi's volunteer work, Chen Te-Rong realized that no matter how hard the volunteers work, they received no public attention. There was no such thing as volunteering for show. In addition, the cheongsam his mother received when becoming a certified Tzu Chi commissioner, and his own Tzu Cheng uniform were gifted to them because of their kindness and virtues; at no point were they required to donate NTD \$1 million in order to receive these uniforms. Since then, Chen no longer believes whatever he reads on the internet. To maintain justice, he also rebukes netizens that spread misinformation.

Chen Te-Rong, who stands by his opinions, believes that Tzu Chi acts as a platform to serve people not because of religion, but because it is willing to do work that no one else wants to do. Oftentimes, Tzu Chi's members are the only ones left doing such hard work. On a weekend during his training, Chen traveled with TIMA personnel deep into Nanhua District and Guanshan for free clinic services. During their visit, they encountered a heavily bearded elderly man who lived by himself. They helped him clean his house. The old gentleman, who was disabled, lived in a rundown shack with no mobile signal. Despite the pungent smell of mold and the rat infestation, the volunteers cleaned up every corner of the house. They spent some time with the gentleman and talked with him. He reminded the volunteers of their own grandparents, which reinforced their resolve of choosing to do volunteer work.

Chen, who is a mechanical-drawing specialist, enjoys serving people and interacting with older adults. He is always eager to participate in parent-child growth classes, charity visits, and institutional visits. Loving the attention, Chen always shows absolute focus when performing in the Jing Si Drum Team, which is also where he met his girlfriend Tseng Yo-Rong.



### Hung Yu-Hsuan's Life is Akin to Beethoven's Symphony No. 5

Volunteers are an importance resource in Taiwan's society. The Foundation is people-oriented, and we treat volunteers as family. The number of Tzu Chi commissioners and Tzu Cheng members around the world exceeds 100,000, with more than 80% stationed in Taiwan. To ensure that volunteers remain passionate about serving the public, the Foundation organizes training courses and camp activities with different focuses each year. These events enable volunteers from all corners to share their experiences, which then motivates them to practice their newly learned knowledge in communities and pass filial thoughts and kindness down for generations. Many volunteers were former cases that received care from Tzu Chi. They went from experiencing the fickleness of life to becoming self-confident, and from receiving to giving. They continue to inspire lives through their own lives and write down page after page of inspirational life stories.

Hung Yu-Hsuan became a certified Tzu Chi commissioner in late 2018. Both of her parents are Tzu Chi volunteers. Hung learned to play piano since a young age, and like many young adults, she initially rejected Tzu Chi. This sentiment was made worse because she would often get into arguments with her parents for having to look after the family sundry store while her parents volunteered. One summer, her father finally persuaded her to participate in a Tzu Chi youth camp in Hualien. At the camp, she saw how everyone was selfless and eager to contribute. Her perspective about Tzu Chi began to change.

During Hung's last semester in graduate school, a lot happened. She was busy competing overseas and preparing for her graduation performance. Her grandmother also passed away during this period of time. Although she went on to receive her master's degree, the stress began to take a toll on her health. Her gums started bleeding one day while she was brushing her teeth, and she started noticing large bruises all over her body. Hung was diagnosed with acute leukemia and was admitted to the hospital on the same day for chemotherapy. She was in need of a bone-marrow transplant. Unfortunately, none of her relatives were a match. Hung prayed and vowed to do good deeds if she survived. After completing her third round of chemotherapy in 2011, a match was finally found, and Hung received a stem cell transplant.

Having brushed paths with death, Hung understands that life is full of surprises. She also understands that only by seizing the day can she make her second chance at life more meaningful. During her free time, Hung and her parents help with recycling at Tzu Chi's recycling stations. She signed up for volunteer training and vowed to deliver 1,000 sharing sessions about her experience of receiving a bone marrow transplant. After she became a certified Tzu Chi commissioner, she decided to join Tzu Chi's Bone Marrow Donation Care Team, where she works as a volunteer. On weekends and holidays, Hung participates in community parent-child growth classes, case visits, and bone marrow donation events. She serves as a medical volunteer at Dalin Tzu Chi Hospital during summer and winter vacations.

Hung, who works as a substitute music teacher in an elementary school, has now given 20 speeches about her experience with bone-marrow transplant. She often shares stories with her coworkers about volunteering and encourages others to help poor families by signing up as bone-marrow donors. Hung says that she sees in her parents and other Tzu Chi volunteers how to "give with joy and without return." By visiting economically disadvantaged families, she cherishes what she has even more and grows her empathy. She looks forward to becoming a full-time volunteer one day.





# 04

Goodness of the  
Environment and Sustainable  
Environment



# Goodness of the Environment and Sustainable Environment

## Management Policies

We take the following actions to cope with global environmental crises, slow down global warming, and reduce environmental pollution:



Building a friendly and harmonious relationship between humankind and the land, between humanity and nature, and between individuals



addressing issues of global warming, environmental pollution, recycling, and water conservation; promoting eco-friendly movements, such as environmental education, low-carbon diets, resource sorting, waste reduction, energy conservation, carbon reduction, and circular economy; collaborating with stakeholders to promote green and sustainable environments;



applying smart innovations to achieve global sustainable development.

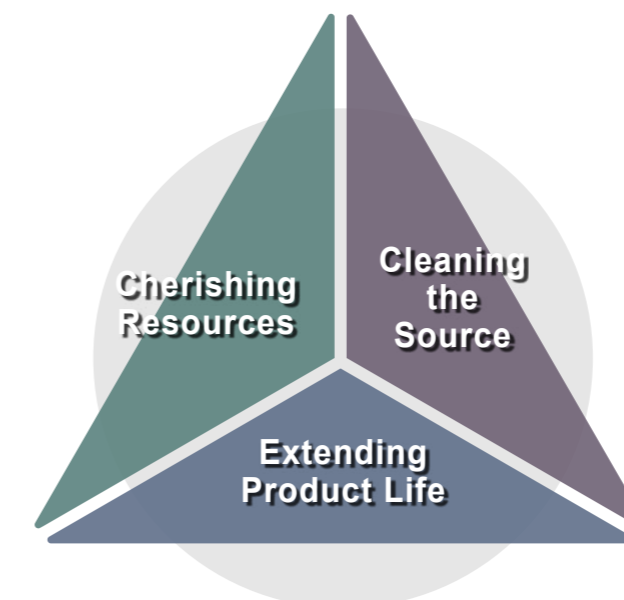
<b>Strategic Direction</b>	<p><b>Environmental Protection</b></p> <ul style="list-style-type: none"> <li>• Become a farmer of the land by engaging in environmental -protection activities</li> <li>• Focus on carbon reduction, health, and sustainable development</li> </ul> <p><b>Mental and Spiritual Protection</b></p> <ul style="list-style-type: none"> <li>• Become a farmer of the soul by acknowledging, cherishing, and giving blessing</li> </ul>
<b>Sustainability Goals</b>	Peace and symbiosis can only be achieved if everyone cares for the land and others.
<b>Achievements 2018-2019</b>	<ul style="list-style-type: none"> <li>• Total recycling recovered by weight: 162,427,817 kg</li> <li>• Vegetarianism promotion: Presently, nearly 200 countries and over 1.11 million people participate in 111 Ethical Eating Day.</li> <li>• Recycling station visitation: 110,412 visitors in 2,187 groups</li> <li>• Lectures on environmental protection in campuses and institutions: 195,335 people reached in 3,277 sessions</li> </ul>
<b>Goals 2020-2021</b>	The "30th Anniversary of Tzu Chi's Environmental Protection Mission" global initiative was launched to promote clean sources and simple lifestyle.

## 4.1 30th Anniversary of Tzu Chi's Environmental Protection Mission Global Initiative

### Origin of Environmental Protection



30 years ago, Master Cheng Yen introduced "protecting the environment with clapping hands." From a single pair of hands to hundreds of thousands of pairs, the movement grew into Tzu Chi's commitment to safeguarding the earth. The environmental volunteers made miracles happen with their beliefs. They created a recycling empire from mountains of trash, paving the way lead the way to good health and a clean environment, and leading the world in safeguarding the earth.



### Environmental Protection Beliefs - Persevere With Kindness and Safeguard the Earth

Master Cheng Yen reminds the public that the earth's resources are limited, and we must cherish the things we use. Tzu Chi environmental volunteers work tirelessly for the earth, meticulously sorting recyclables to repurpose plastics as rescue blankets.

As of December 31, 2019, a total of 1,172,518 blankets made of recycled plastic bottles have been used in domestic and international relief missions (43 countries)

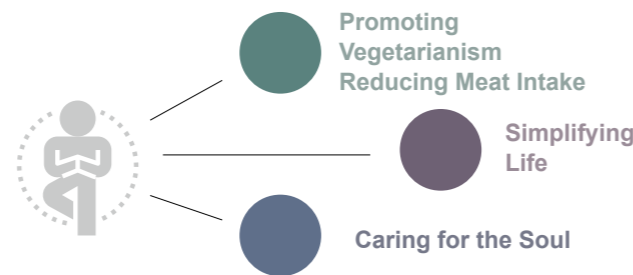
✓ 1 rescue blanket = 70 600cc plastic bottles

✓ 1.17 million blankets = 81.9 million plastic bottles = a stacked



### Mental and Spiritual Protection

From protecting the land to caring for the mind and soul, we advocate healthy eating, that is, more fruits and vegetables and less meat. We aspire to lead "simple lifestyles" and reduce carbon output.



### Implementation of Environmental Protection

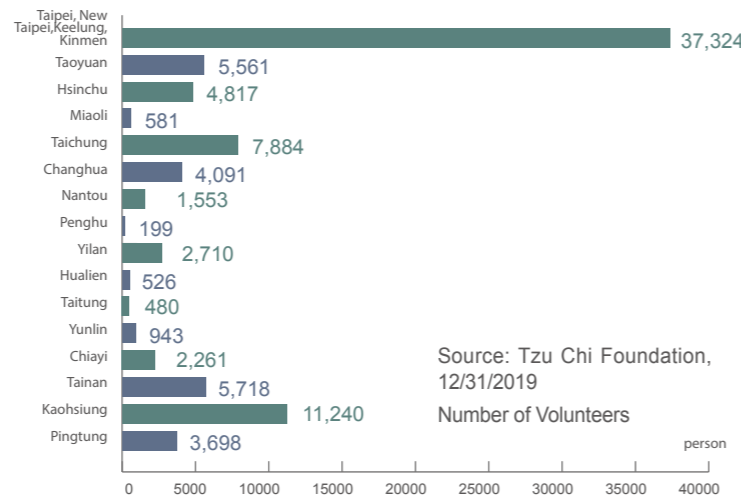
Tzu Chi's environmental protection mission has evolved from individual points to a robust network over the course of 30 years. As of the end of 2019, nearly 90,000 volunteers in Taiwan has joined the Foundation's environmental mission. We have organized 273 environmental -protection education classrooms and established 8,536 recycling stations. Internationally, over 100,000 volunteers across 19 countries have joined the cause. The Foundation has also established tens of thousands of environmental -protection classrooms and recycling stations worldwide. These efforts show the Foundation's selfless commitment to maximize limited resources, enhance the value of sorting trash, creating soft power through recycling, cleaning up the earth, and ultimately creating a virtuous cycle.

### Tzu Chi's Environmental Protection Efforts in Taiwan

**8,536**  
recycling stations

**273**  
environmental-protection classrooms

**89,585**  
recycling volunteers



### Tzu Chi's Global Environmental Protection Effort

**19**  
countries and regions

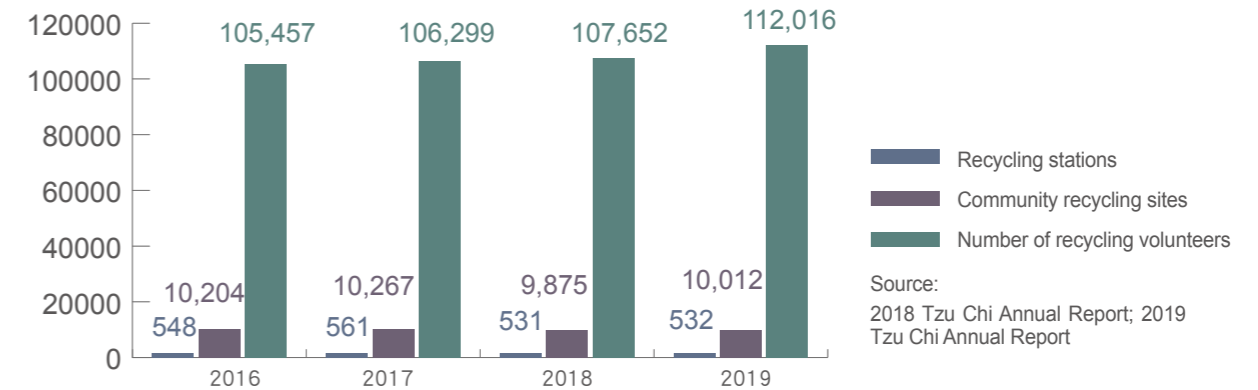
**10,012**  
recycling stations

**532**  
environmental protection classrooms

**112,016**  
recycling volunteers



The various environmental -protection classrooms have become venues for purifying the land and the mind. Everyone, regardless of gender or age, can stand together and commit themselves to protecting the environment and becoming the guardians of the land and of the soul.



We discuss the recycling achievements of the Foundation based on the weight of the various recyclables collected nationwide in 2018 and 2019.

Total weight of recyclables collected by the Foundation in 2018	2018	2019
Total weight of plastic bottles	3,701,556	3,803,635
Total weight of paper	37,786,123	39,553,633
Total weight of plastics	6,558,468	6,424,653
Total weight of steel	7,723,355	8,044,999
Total weight of aluminum	913,021	903,437
Total weight of mixed metal scrap	718,237	561,482
Total weight of old clothing	3,982,642	3,851,664
Total weight of glass bottles	11,832,557	11,151,187
Total weight of copper	307,218	294,832
Total weight of beverage packs	2,219,118	2,598,649
Total weight of galvanized iron	281,113	290,709
Total weight of plastic bags	3,949,909	3,689,890
Total weight of batteries	174,405	187,199
Others	448,890	475,236
<b>Total weight of recyclables (kg)</b>	<b>80,596,612</b>	<b>81,831,205</b>

Over the past 30 years, Tzu Chi's environmental-protection philosophy has expanded from Taiwan to the world. Taiwan's recycling achievement has become internationally recognized as the embodiment of "working together for a common good." To address issues concerning the establishment of a circular economy and environmental protection, the Foundation receives guests from the public and private sectors from all over the world annually. The Tzu Chi Environmental Protection Park is a highlight of every visit. of every visit. The Taiwanese government and relevant educational institutions have listed the Tzu Chi Environmental Protection Park as a key location for in-service visitations and school excursions.

Environmental Education and Promotion	2016	2017	2018	2019	
Visits to Recycling Stations	Number of groups	1,469	1,332	996	1,191
	Number of visitors	57,958	69,031	48,710	61,702
School/ Institution Promotion	Number of events	1,511	1,661	1,861	1,416
	Number of participants	119,615	100,350	111,733	83,602



## Promotion of Environmental Protection

### Plastic Reduction

According to the statistics released by the Environmental Protection Administration, 15.2 billion plastic bags were used in 2018, averaging 660 plastic bags per person. If each plastic bag weighed 3.55g, a total of 53,960 metric tons of plastic bags were produced in the year. However, only 5,148 metric tons were recycled, for a recycling rate of less than 10%.

The Foundation volunteers launched the "Plastic Reduction" movement in Hsinchu in May 2018. They stitched over 1,000 plastic bags into a colorful balloon, roughly eight meters in diameter and four meters tall. The concept derived from the "City Yeast" initiative and the work of Basurama in Spain. The movement aims to promote plastic reduction and educate the public to "not throw away plastic bags."

To promote environmental protection, the Foundation volunteers drew on their ingenuity to create reusable installation art from plastic waste, which they displayed at the Buddha Bathing Ceremony in 2019. Using 3,000 plastic bottles, they created they created a water cube and an earth model on the Buddha Bathing Platform in Hualien. The water cube symbolized "water is life," appealing to people to cherish water. The whales, polar bears, and penguins next to the water cube were molded using paper-mâché made from recycled newspaper and filled with waste -plastic filler. The aim was to raise the public's awareness of marine waste and plastic reduction. The carnation, lotus flower, linden tree, Earth, and iceberg installation artworks highlighted that the earth houses all living beings rather than just humans, reminding people to love and be grateful to Mother Earth and to strive to live in symbiosis with the earth.

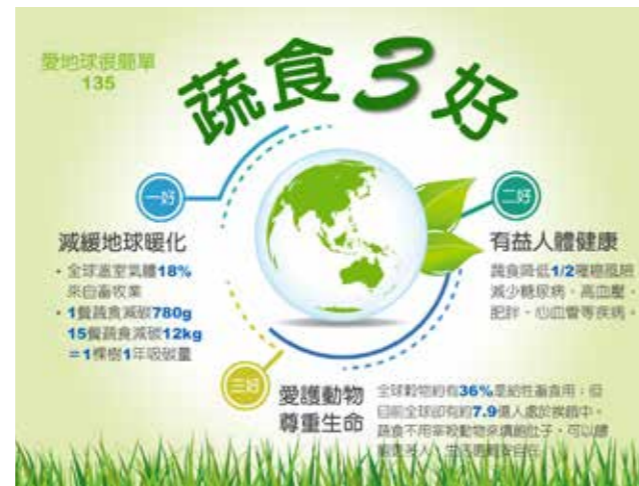
During the 2020 Taiwan Lantern Festival held in Taichung, Tzu Chi adopted the theme "Continue to Co-Exist With Our Earth – Protecting the Earth With Love" and used more than 8,000 plastic bottles to create various installation artworks that conveyed the message of sustainable earth. WPC tiles made from waste textiles, which won the Green Product Award in Germany in 2019, were used as the floorboards of the display area. The strength of the tiles, as well as their resistance to UV rays sunlight, makes them particularly suitable for outdoor settings. The WPC tiles can replace conventional wooden tiles to reduce logging and enhance resource recycling.



### Vegetarianism Movement

The Foundation hosted Vegetarian Picnic Day at the Da'an Forest Park on April 21, 2019, to promote "health through vegetarianism," "zero-plastic environment," and "animal protection," calling on people to join hands in protecting the earth.

Vegetarianism is no longer a custom for the 1st and 15th of each lunar month. It is also no longer a custom for older people. A group of young Tzu Chi volunteers independently organized the "Vegetarian Party to Save the Animals" in 2019 in Northern, Central, and Southern Taiwan during summer vacation. The event gained popularity over the Internet, becoming an extremely popular collaborative charity event among young people and transforming the Ghost Festival into a celebration of vegetarianism. The event was held across Taiwan to not only promote vegetarianism but also celebrate the auspicious 7th month on the lunar calendar. Vegetarians from all corners of society came together to share their experiences of practicing vegetarianism and show that it is not difficult to become a vegetarian.



### Mountain and Beach Cleanup

In addition to daily recycling, Tzu Chi volunteers in various cities and counties collaborate with their local communities to invite the general public to participate in street, mountain, and beach cleanups and keep the earth clean.

In Northern Taiwan, the Foundation volunteers organize environmental -protection activities in various townships. On April 7, 2018, they organized a mountain cleanup event in Jingnan Village, Zhonghe District. Volunteers led a team to clean up the staircase of Jingxin Park on Chingting Mountain, picking up plastic bags and bottles people had left behind.

In Central Taiwan, nearly 500 young people participated in Tzu Chi's Youth Growth Classes. On April 8, 2018, volunteers collaborated with the Fangyuan Township Office and the Coast Guard Administration's Coast Patrol Company in organizing a beach cleanup at Wanggong Fishing Port. A total of 1,101 kg of trash, 21.4 kg of plastic bottles, 5 kg of plastic bags, and 165 kg of recyclables were collected.

On March 10, 2019, nearly 800 Tzu Chi volunteers, youth volunteers, and family members joined forces with social organizations and industrialists in Changhua to clean up the Hanbao Wetlands. The event attracted roughly 1,100 people, aging from 3 to 80. Through the efforts of these 1,000 people, more than 3 metric tons of trash and recyclables were collected.

The Foundation volunteers took advantage of the Mazu Pilgrimage Procession in Yunlin to advocate various environmental concepts, such as no littering and avoiding disposable tableware. Recycling bins for aluminum cans, Tetra Paks, paper, plastic, plastic bottles, and glass were placed along the pilgrimage route.

In the early morning on the first day of 2020, nearly 500 Tzu Chi volunteers and students from 10 countries gathered at Qixingtang Beach to kick off the 30th anniversary of Tzu Chi's environmental -protection mission by cleaning up the beach. A total of 170 bags of trash weighing 373.2 kg were collected.

### International Environmental Protection Initiatives

Tzu Chi members show their love for the earth through action. They are committed to promoting the environmental -protection philosophy of "cleaning the source" and "living in symbiosis with the earth." On January 9, 2019, Tzu Chi USA officially became an observer of the United Nations Environment Assembly (UNEA), gaining a seat at various key conferences and opportunities to network with environmental experts from all over the world.

During the 2019 Taiwan Circular Economy Summit, UNEA delegates visited Taiwan. Tzu Chi's recycling stations was a key component of the delegation's agenda.

25,000 delegates from close to 200 countries participated in the 2019 COP25. Tzu Chi attended the two-week long convention as an observer. In addition to discussing diseases and disasters caused by the climate crisis, Tzu Chi also presented how its humanitarian aid work inspires love and compassion amongst those aided. Furthermore, we encourage a zero waste-based circular economy through transforming waste plastic, textiles, and paper containers into useful objects, an endeavor that gained the recognition of representatives from around the world.

Tzu Chi has gained much from its four missions. Its recycling mission has created a supply chain for "eco-friendly fabric," encompassing sorting, granulation, drawnwork, spinning, and marketing. This supply chain is the embodiment of the highly valued circular economy.

Tzu Chi's environmental -protection efforts have created a robust economic cycle. The Foundation aspires to not only spread its environmental -protection philosophies through product promotion but to also raise the public's environmental awareness. The experiences accumulated by carrying out the mission are then made into programs and televised on the Da -Ai Channel, thereby reaching more people and encouraging them to become recycling volunteers. In these ways, the Foundation extended from the concept of "economic cycles" to "spiritual cycles." Combined, the two cycles become the infinity symbol "∞," urging people to take action in protecting the earth.



## Tzu Chi's seamless environmental protection mission - The two cycles



Note: Turn garbage into gold, gold into love, and love into a stream of purity that encircles the globe.

Tzu Chi's environmental protection initiatives are in line with international standards. The Foundation aspires to maximize its influence on the world by drawing on half a century of charitable efforts and experiences. Over the years, we have received invitations to major events organized by the UN or other international organizations to participate in, host, give presentations on environmental events or showcase our recycling or disaster-relief achievements. We aspire to use these international platforms to promote the love and goodwill of Taiwan to the world, show the world the beauty of human nature, and exert a greater and more positive influence on the world!

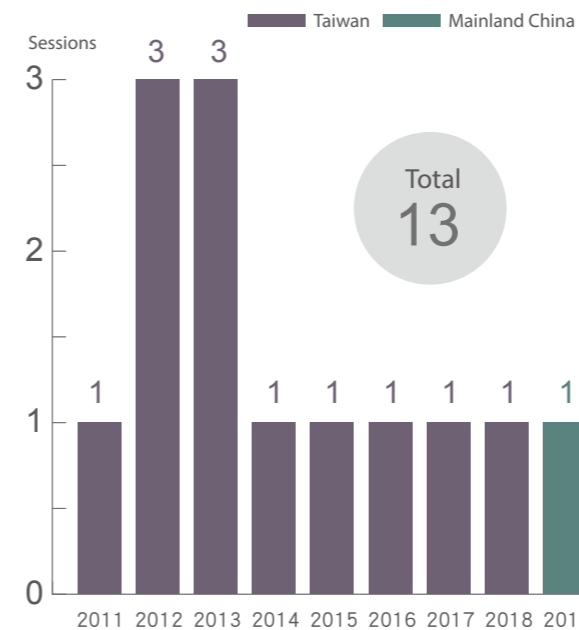
Environmental protection is not merely a slogan. It is a universal value of saving the world. Tzu Chi enters its 30th year of environmental protection. Over the last three decades, we have used our clapping hands to build virtuous cycles, volunteers have invested immeasurable time and resources into protecting the environment, and environmental-protection concepts have become deeply rooted in people's minds. These achievements embody a virtuous cycle of protecting the land, changing the environment, and slowing ecological degradation.



## Environmental Education

### Instructor Training

Tzu Chi began its environmental education -instructors training in 2011, holding a total of 13 sessions from 2011 to 2019. Graduates of this program become lecturers at the environmental -protection classrooms and for schools, agencies, and institutions.



The "Climate Change Classroom" aims to show learners the facts about the impact of climate change on the earth. The "Low-Carbon Living Classroom" is an interactive classroom that teaches learners how to change their habits in everyday life to achieve "low-carbon living." The "Compassionate Technologies Classroom" showcases the various tools and equipment developed by Tzu Chi during its many international and domestic disaster-relief campaigns over the years. The Foundation refers to these tools and equipment as "compassionate technologies." For example, plastic bottles are collected to manufacture clothing and daily supplies using low-carbon processes. The goods are then incorporated into disaster-relief efforts, creating an eco-friendly cycle in everyday life.



Currently, a total of 1,215 people (285 men and 930 women) have completed the internal instructor-training program, and have been teaching the public how to implement comprehensive environmental protection (covering mental environment, bodily environment, and the earth's environment) at environmental-education classrooms, schools, and institutions.

Kaohsiung Jing Si Hall Attains "Environmental Education Facilities and Venues" Certificate

After two years of preparation, the Kaohsiung Jing Si Hall was approved by the Environmental Protection Administration, Executive Yuan, as an environmental-education facility and venue on December 12, 2019. The Kaohsiung Jing Si Hall is located on Heti South Road in Kaohsiung City. The hall not only holds exhibitions concerning Tzu Chi's four missions of charity, medicine, education, and culture but also offers three environmental-education classrooms, namely Climate Change Classroom, Low-Carbon Living Classroom, and Compassionate Technologies Classroom, to educate students and the public on relevant environmental issues.

Kaohsiung Jing Si Hall was renovated from an old plywood factory near Love River and Heti Park. Green building, water conservation, and electricity conservation techniques were applied in the renovation of the plaza and the building itself. Da'ai Plaza is paved with interlocking bricks, which collect and transfer rainwater to a central storage facility for later use.

2020 marks the "30th Anniversary of Tzu Chi's Recycling Mission." We call on the public to take "compassionate actions" against climate change and apply "smart innovation" to achieve global sustainable development. Only through consensus, acknowledgement, and common action can we "clean the source and lead a simple life" and "create a better environment and live a happier life." Tzu Chi volunteers "get their hands dirty" doing environmental work and spreading low-carbon and low-waste living concepts and methods, doing their part in social and environmental education.





### Environmental Protection and Energy Conservation; Sustainable Environment

From protecting the land to caring for the mind and soul, the Foundation focuses on incorporating environmental awareness in everyday life, imprinting environmental protection into our ideologies and philosophies and cherishing our earth. We strive to meet Master Cheng Yen's call for reducing carbon footprint and leading a simple life.

Tzu Chi's Jing Si Halls serve as volunteer education and training centers. They are locations for promoting the Foundation's missions and community development and carrying out energy conservation and carbon reduction initiatives. In addition to the environmental data of Hualien Tzu Chi Park, the Foundation reviewed the energy consumption data of Taipei, Taichung, Changhua, Tainan, Kaohsiung, Taoyuan, and Pingtung Branches, as well as those of Banqiao and Sanchong Jing Si Halls. The average energy consumption of each building in 2018 and 2019 was between 17-18 (watt/m<sup>2</sup>), lower than the energy consumption standard for buildings announced by the government.

Besides the energy required for general operations, the energy consumption of the various branches and Jing Si Halls varies, depending on venue size, frequency of activities, and the number of people. Energy consumption in 2019 was higher than 2018. This was primarily because of an increase in local collaboration and venue utilization, including community -care stations for the elderly and cultural forums. In the future, we plan to strengthen our energy -conservation measures and reinforce energy control during events.

#### Electricity Consumption in 2017-2019 (kWh)

Electricity Consumption (kWh)/ year	2017	2018	2019
Taipei Branch	345,920	986,000	1,373,800
Taichung Branch	905,160	937,680	974,760
Changhua Branch	334,324	321,660	309,060
Tainan Branch	771,000	783,120	728,400
Kaohsiung Branch	1,142,280	1,262,040	1,437,360
Hualien Tzu Chi Park	4,923,800	4,928,200	4,928,800
Banqiao Jing Si Hall	685,489	693,095	701,253
Sanchong Jing Si Hall	662,880	730,320	737,440
Taoyuan Branch	572,640	590,760	597,780
Pingtung Branch	71,876	69,433	70,202
<b>Total</b>	<b>10,415,369</b>	<b>11,302,308</b>	<b>11,858,855</b>

#### Lighting

- Lighting replacement depends on utilization. Using the Fu Hui Room in Sanchong Jing Si Hall as an example, all T5 fluorescent lamps have been replaced with T8 lamps. With the same number of lamps, the T8 lamps used 35.71% less energy than the T5 lamps, saving 4,029.6 watts of energy a year or NTD \$16,118.4 in energy cost.
- Motion -sensor lights have been installed in spaces that are less frequently used.
- The layout of the lighting circuits is based on usage, whereby regional and independent lighting share the same switches.

#### Water conservation

- Water-saving devices and sprinkler nozzles have been installed on all faucets to reduce water usage. Using the B1 dishwashing area in Taipei Branch (Xindian Jing Si Hall), the installation of the water-saving devices reduced water usage by 62,000 g when all 31 faucets are turned on for 10 seconds.
- Two-stage flushing systems have been installed on all toilets, and showerheads showerheads have been replaced with water-saving heads.
- Maintenance and management are carried out using an online repair system. The progress of maintenance task are closely monitored to reduce water wastage.

#### Average power consumption of buildings from 2017-2019 (kWh/m<sup>2</sup>)

Average power consumption	2017	2018	2019
Taipei Branch	83.2	25.4	35.4
Taichung Branch	21.7	22.5	23.3
Changhua Branch	12.3	11.8	11.4
Tainan Branch	23.7	24.1	22.4
Kaohsiung Branch	24.9	27.6	31.4
Hualien Tzu Chi Park	11.7	11.8	11.8
Banqiao Jing Si Hall	35.7	36.1	36.6
Sanchong Jing Si Hall	28.8	31.7	32.0
Taoyuan Branch	35.1	36.2	36.7
Pingtung Branch	379.1	366.2	370.3
<b>Average</b>	<b>16.6</b>	<b>17.0</b>	<b>17.9</b>

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

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

#### Water Consumption from 2017-2019 (1000 liters)

Water consumption	2017	2018	2019
Taipei Branch	6,070	14,283	21,101
Taichung Branch	5,913	17,150	16,706
Changhua Branch	3,759	3,068	2,613
Tainan Branch	7,619	7,974	7,790
Kaohsiung Branch	8,876	10,183	8,348
Hualien Tzu Chi Park	12,133	4,242	5,212
Banqiao Jing Si Hall	10,637	11,551	12,243
Sanchong Jing Si Hall	9,506	9,447	7,914
Taoyuan Branch	3,591	2,977	3,647
Pingtung Branch	-	-	-
<b>Total</b>	<b>68,104</b>	<b>80,875</b>	<b>85,574</b>



Note 1:

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

Note 2:

In 2017, a portion of washing water for the Taichung Branch was sourced from groundwater; in subsequent years, tap water was used instead.

#### Total volume of general industrial waste from 2017-2019 (kg)

Total volume of general industrial waste	2017	2018	2019
Taipei Branch	-	8,572	8,720
Taichung Branch	137,861	143,314	165,979
Changhua Branch	9,000	7,370	7,000
Tainan Branch	17,970	18,878	18,345
Kaohsiung Branch	75,760	110,800	110,800
Hualien Tzu Chi Park	4,310	10,456	12,689
Banqiao Jing Si Hall	18,000	17,500	16,690
Sanchong Jing Si Hall	1,769,341	1,717,124	1,625,374
Taoyuan Branch	8,812	8,422	8,067
Pingtung Branch	-	-	11,715
<b>Total</b>	<b>2,048,459</b>	<b>2,043,695</b>	<b>1,972,690</b>

Note 1:

The total volume of general industrial waste is equivalent to the sum of the total volume of recycled general industrial waste and the total volume of incinerated general industrial waste.

Note 2:

In 2017, the Taipei Branch (Da'an Jing Si Hall) generated no general industrial waste.

Note 3: The Pingtung Branch did not document the total volume of general industrial waste for 2017 and 2018. The amount listed for 2019 is an estimate based on statistics in 2020.

Description:

• In 2017, the Taipei Branch was located at Da'an Jing Si Hall; the branch was relocated to Xindian Jing Si Hall in 2018.

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





### Conclusion:

**The Land Encompasses Sincerity, Integrity, Faith, and Honesty; the Breeze Embodies Kindness, Compassion, Joy, and Equanimity.**

Throughout 2018 and 2019, global climate disasters, environmental problems, humanitarian crises, and other natural and man-made disasters have brought about even greater challenges to humankind. In particular, the COVID-19 pandemic is a wakeup call that highlights how all beings on this planet are one family; we depend on each other.

Therefore, we must urgently explore how we can work as one to achieve sustainability while ensuring our health and safety.

We must face global sustainable development with Master Cheng Yen's concept of "for Buddhism and for all living beings," ; abide by the core values of "kindness, compassion, joy, and equanimity" and "sincerity, integrity, and faith," ; and strive to achieve the three visions of "purifying people's minds, inspiring social harmony, and praying for a world free of disasters and suffering."

Moreover, to formulate strategies and resolutions, we must consolidate Tzu Chi's four missions, "charity, medicine, education, and culture" into one system; employ the five principles of " direct, focused, respectful, pragmatic, and immediate" ; and provide security in the six aspects of "spirit, body, everyday life, schooling, shelter, and environment." In addition, we should endeavor to consolidate global kindness to jointly tackle the major crises we face as the human race. Everything that Tzu Chi has done over the past five decades echoes the 17 SDGs proposed by the UN.



### We aspire to:

- ✔ Employ proactive "disaster-prevention and mitigation" strategies to minimize the damage and impact of natural disasters.
- ✔ Use intangible approaches to "purify people's minds" and subsequently eliminate the conflicts and unrest caused by man-made disasters.
- ✔ Adopt a project to "do good deeds and create blessings," thereby eliminating turmoil caused by poverty and hunger.
- ✔ Promote the environmentally -friendly concept of a "clean source" to reduce resource consumption and promote sustainable development.
- ✔ Promote the value of "respecting life" and reduce the slaughtering of animals, thereby cherishing all living beings.

We may be concerned as we face of the great challenges that await us, yet we will not back down. For many years, we have collaborated with governments and charities around the world to promote charitable aid. Together with our collaborative partners, we will employ "Tzu Chi's culture and values" as a core and seek self-betterment while following our "organizational system." By devoting ourselves to achieving sustainable development that complies with humanitarianism and Tzu Chi's altruistic philosophy, we can confidently create a prosperous world where all human beings are happy, healthy, and safe.

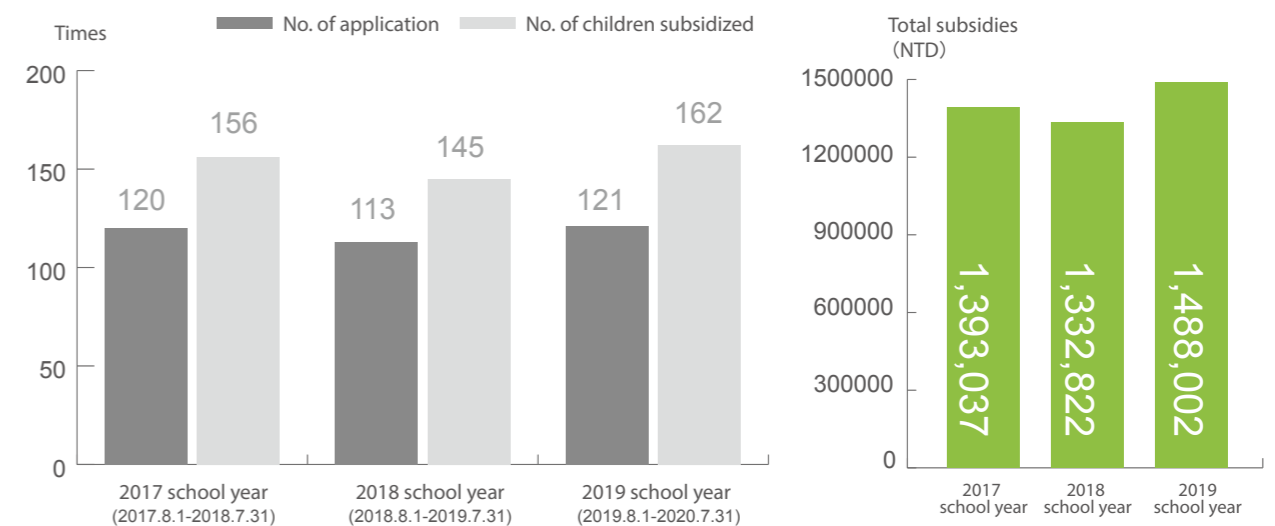


### Appendices: Relevant graphs and data

#### Number and Percentage of Diverse Staff in 2018-2019

Item				2017	2018	2019	
Gender	Male	Number		320	339	330	
		Percentage		33.30%	34.28%	33.27%	
	Female	Number		641	650	662	
		Percentage		66.70%	65.72%	66.73%	
<b>Total</b>				<b>961</b>	<b>989</b>	<b>992</b>	
Contract Type	Regular	Male	Number	316	336	326	
			Percentage	32.88%	33.97%	32.86%	
		Female	Number	634	635	642	
			Percentage	65.97	64.21%	64.72%	
	Non-regular	Male	Number	4	3	4	
			Percentage	0.42%	0.30%	0.40%	
		Female	Number	7	15	20	
			Percentage	0.73%	1.52%	2.02%	
Diversity Index	The Philippines			1	1	1	
	Singapore			2	3	3	
	Malaysia			11	13	13	
	Foreign nationals			14	17	17	
	Minorities	Indigenous people			12	12	16
		New Immigrant			1	1	0
		Disabled			12	15	11
* Reference material for foreign nationals and minority men and women							
* Definition of non-regular staff: Non-regular staff is defined as those employed under a fixed-term contract.				* Number and percentage			

#### Staff Receiving Children Education Subsidies in 2017-2019





**Statistics of Staff Education and Training in 2017-2019**

Item			2017		2018		2019	
			Total Hours	Average Hours	Total Hours	Average Hours	Total Hours	Average Hours
Managerial Training	Employees	Male	1,086	6	247	1	213	1
		Female	3,022	7	843	2	254	1
		Total	4,108	7	1090	2	467	1
	Executives	Male	762	6	929	6	563	4
		Female	1,608	8	1986	9	1055	5
		Total	2,370	7	2915	8	1618	4
Professional Skills	Employees	Male	1,455	8	791	4	1041	6
		Female	4,411	10	4804	11	4270	10
		Total	5,866	10	5595	9	5311	9
	Executives	Male	326	2	712	5	988	7
		Female	1,295	6	2550	12	2207	10
		Total	1,621	5	3262	9	3195	9
Consensus Building	Employees	Male	2,662	14	2458	13	2430	13
		Female	8,503	20	7378	17	7501	17
		Total	11,165	18	9836	16	9931	16
	Executives	Male	884	7	2428	17	2517	17
		Female	1,991	9	4240	20	4672	20
		Total	2,875	8	6668	18	7189	20
Self-inspiration	Employees	Male	4,843	26	2489	13	1777	10
		Female	8,421	20	4812	11	4682	11
		Total	13,264	21	7301	12	6459	10
	Executives	Male	911	7	2881	20	1822	13
		Female	3,622	17	5460	25	4622	21
		Total	4,533	13	8341	23	6444	17

**Labor Safety and Health Performance in 2017-2019**

Index	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
Injury Rate (IR) <sup>1</sup>	1.53	1.60	0.3	0	0	0.15
Occupational Diseases Rate (ODR) <sup>2</sup>	0	0	0	0	0	0
Lost Day Rate (LDR) <sup>3</sup>	109.15	21.26	9.48	0	0	0.61
Absentee Rate (AR) <sup>4</sup>	0.79	1.25	0.7%	1.2	0.7%	1.5%
Death Toll <sup>5</sup>	0	0	0	0	0	0

Notes:

- GRI lost worktime rate due to injuries (IR) = Total work accidents / Total work hours x 200,000 (the ratio is calculated based on 100 employees, working 40 hours per week for 50 weeks in a year.)
- GRI lost worktime rate due to occupational diseases (ODR) = Total occupational disease cases / Total work hours x 200,000 (the ratio is calculated based on 100 employees, working 40 hours per week for 50 weeks in a year.)
- GRI lost day rate (LDR) = (Total lost days due to disabling injuries/Total work hours) x 200,000 (the ratio is calculated based on 100 employees, working 40 hours per week for 50 weeks in a year.)
- GRI absentee rate (AR) (including personal leave and sick leave) = (Total absence days/ Total work days) x 100%
- Death tolls refer to the number of employees who died of work-related injuries/diseases.



**Appendices: Honors and Accolades**

**2018.03.12**

© The Foundation attended the 62nd session of the Commission on the Status of Women from March 12 to 23. On March 13, the Foundation held a conference themed "Elevating the Roles of Rural Women in Climate Change," and engaged in exchange with human rights organizations and NPOs. From March 21 to 23, the Foundation was invited to the summit, listened to the presentations of representatives from different countries, and participated in group discussions.



**2018.06.27**

© The 2018 UNHCR Annual Consultations with Non-Governmental Organizations was held in Geneva, Switzerland, from June 27 to 29. The Foundation shared its global footprint for refugee aid and served as coordinator for the "National Systems Strengthening" breakout session.



**2018.08.22**

© The 2018 UNHCR Annual Consultations with Non-Governmental Organizations was held in Geneva, Switzerland, from June 27 to 29. The Foundation shared its global footprint for refugee aid and served as coordinator for the "National Systems Strengthening" breakout session.

**2018.09.21**

© The Foundation became a certified member of the United Nations Faith Advisory Council for a one-year term. Officially founded in New York on the same day, the United Nations Faith Advisory Council is charged with connecting religious groups worldwide to tackle climate change and promote racial and religious peace. The council employs a stringent vetting process. Only 17 religious groups, including the Foundation, were selected from 500 to become members. Tzu Chi was the only Buddhist organization that was selected.

**2018.10.03**

© The American Red Cross held the 2018 Hero Award dinner banquet at Villa Montalvo in Northern California. The Foundation was given the International Humanitarian Award.





### 2018.11.07

- © The Foundation received the following award from Nation-Building Institute: Nation-Building Lifetime Achievement Award: People-Sector-International.



### 2018.12.03

- © UNFCCC COP24 was held from December 2 to 14 in Katowice, Poland. The Foundation attended many affiliated conferences, held 10 press conferences, and set up booths to promote Tzu Chi's environmental -protection mission and relevant technological products, and engaged in exchange with other organizations.



### 2019.01.09

- © The Foundation was recognized by the UNEP and given the status of non-governmental observer. This status gives the Foundation access to important, public conferences and enables us to propose written recommendations or propose relevant programs.



### 2019.03.11

- © The UN Environment Programme (UNEP) held the UNEA-4 in Nairobi, Kenya, from March 11 to 15. The Foundation participated in various sessions, hosted one affiliated conference, and participated in the Global Faith Coalition's conference on behalf of Buddhist organizations. The Foundation also set up booths to showcase Tzu Chi's eco-friendly products and promote the green concepts of "converting trash to gold" and "cleaning the source."

### 2019.04.17

- © Santa Ana, Manabi, Ecuador presented a statement of gratitude to the Foundation for its assistance in building a rehabilitation center.

### 2019.05.24

- © Taiwan-Africa Business Association held International Africa Day at Humble House Taipei. Tzu Chi was invited to attend the event and was commended for its disaster -relief efforts in the wake of cyclone Idai.



### 2019.06.05

- © The Foundation was commended at Taiwan Railways Administration's Railway Convention for participating in the rescue work for the derailment of Puyuma Express 6432 in 2018.



### 2019.07.03

- © The 2019 UNHCR Annual Consultations with Non-Governmental Organizations was held in Geneva, Switzerland, from July 3 to 5. The theme of the consultations was "Working Together, Better." Because of the Foundation's comprehensive understanding of the status of refugees around the world, we engaged in exchange with UNHCR representatives and NGOs from different countries, where we shared Tzu Chi's experience in refugee aid and identified opportunities for collaborations.



### 2019.09.16

- © The Foundation was awarded the Medalha de Valor e Altruismo by Tondela, Portugal, for caring for local families affected by wildfires since 2017.



### 2019.09.19

- © In collaboration with Academia Sinica, Central University, Tzu Chi University, and the UDN Vision Project, the Foundation hosted the 5th Tzu Chi Forum at Xindian Jing Si Hall on September 19 and 20. The forum focused on natural disaster-prevention, relief, and reduction, as well as the sustainable development of humanity and the earth. Experts and scholars from more than 10 countries and regions, including the U.S., Japan, and India, attended the forum.

### 2019.12.03

- © The Foundation attended UNFCCC COP25 in Spain on December 3 to 13. In addition to participating in affiliated conferences, setting up booths to promote Tzu Chi's eco-friendly technological products, and engaging in exchange with other groups, the Foundation also organized six press conferences and hosted one breakout session to promote the concepts of vegetarianism and a low-carbon lifestyle.





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## ASSURANCE STATEMENT

### SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE BUDDHIST COMPASSION RELIEF TZU CHI FOUNDATION'S CORPORATE SOCIAL RESPONSIBILITY REPORT FOR 2018-2019

#### NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by Buddhist Compassion Relief Tzu Chi Foundation (hereinafter referred to as TZU CHI) to conduct an independent assurance of the Corporate Social Responsibility Report for 2018-2019 (hereinafter referred to as CSR 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 on-site verification (2020/06/16~2020/07/09). 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.

The information in the TZU CHI's CSR Report of 2018-2019 and its presentation are the responsibility of the management of TZU CHI. SGS has not been involved in the preparation of any of the material included in TZU CHI's CSR Report of 2018-2019.

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.

The SGS protocols are based upon internationally recognized guidance, including the Principles contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) 101: Foundation 2016 for accuracy and reliability and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

This report has been assured using our protocols for:

- AA1000 Assurance Standard (2008) Type 1 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2008) 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.

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, CSR committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant. Financial data drawn directly from independently audited financial accounts and Social Return on Investment assessments (SROI) have 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.

#### VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within TZU CHI's CSR Report of 2018-2019 verified is accurate, reliable and provides a fair and balanced representation of TZU CHI sustainability activities in 01/01/2018 to 12/31/2019.

The assurance team is of the opinion that the Report can be used by the Reporting Organisation's Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting. In our opinion, the contents of the report meet the requirements of GRI Standards in accordance with Core Option and AA1000 Assurance Standard (2008) Type 1, Moderate level assurance.

#### AA1000 ACCOUNTABILITY PRINCIPLES (2008) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

##### Inclusivity

TZU CHI has demonstrated a commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers, CSR experts, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns.

##### Materiality

TZU CHI has established 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.

#### GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report, TZU CHI's CSR Report of 2018-2019, 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. The general disclosures belong to Comprehensive Option and specific disclosures for non-material topics reported voluntarily by the organization are not within the scope of this assurance. For GRI 403, the organization is expected to be responsible for volunteers' occupational health and safety since their work is controlled by the organization. It is recommended to compile volunteers' occupational health and safety performance in future reporting. In addition, when reporting on goals for each material topic, the expected results are suggested to be set, if applicable, with quantitative objectives. More descriptions about the performance against goals, including key successes and shortcomings, and specific actions aimed at improving performance are encouraged.

Signed:

For and on behalf of SGS Taiwan Ltd.

David Huang  
Senior Director  
Taipei, Taiwan  
30 July, 2020  
WWW.SGS.COM



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