

8 DECENT WORK AND  
ECONOMIC GROWTH



SUSTAINABILITY REPORT  
TAMKANG UNIVERSITY

2020  
DECENT WORK &  
ECONOMIC GROWTH





# DECENT WORK AND ECONOMIC GROWTH

## **Employment practice**

TKU is committed to creating a good working environment and improving the system to protect the rights and interests of faculty and staff, attracting and retaining talents, allowing every faculty and staff to be able to get what they can do and give full play to their talents so that the university remains competitive. At the same time, the university strictly abides by government laws and regulations to prevent unlawful discrimination. Taking professional ability and work experience as the main appointment considerations to ensure equal job opportunities.

TKU sets working conditions according to the government labor-related laws and regulations and has a reasonable salary and reward system for faculty and staff. The monthly salary of faculty and staff is higher than the minimum monthly basic salary set by the Ministry of Labor.

The university fully complies with government labor-related laws and regulations. Based on the basic human rights of equal employment opportunities for nationals, the hiring of faculty and staff is based entirely on professional ability and experience. It never discriminates individuals based on race,

ideology, religion, party affiliation, place of birth, place of birth, gender, sexual orientation, marriage, appearance, or disability. Employees all possess a university degree or above and TKU never employed child labor. The number of male and female supervisors at the second level or above is 88 and 60 respectively, which fully demonstrates that the university attaches importance to gender equality in career development opportunities and guarantees gender equality in salary.

The labor conditions of the campus cleaning outsourcing and maintenance outsourcing of TKU are stipulated that the contractor shall comply with the labor standard law and occupational safety and health and other related regulations to ensure the health and safety of the staff.

To protect the rights and interests of employees, strengthen the communication of opinions, and enhance campus harmony, labor-management meetings are held regularly. At the same time, there are "TKU Teacher Appeals and Appraisal Committee" and "TKU Staff Appeals and Appraisal Committee," and handles the appraisal of faculty appeals and employee appeals according to the relevant regulations.

## **Employment practice living wage**

The faculty and staff are important assets of the university. TKU creates a good working environment and uses a system to protect the rights and interests of faculty and staff, attract talents and retain talents, and hopes that all staff may obtain and provide full play with their talents, so that the university may

maintain its competitiveness. TKU formulates working conditions following the governmental labor-related laws and regulations and has reasonable salary regulations for faculty and staff: the monthly salary of new faculty in TKU is much higher than the minimum monthly salary set by the Ministry of Labor. According to the salary information platform of the Chief Accounting Office of the Executive Yuan, the average salary of the administrative staff of the university is about NT\$36,000, which is more than 50% of the average salary of employees in the country; if the contracted administrative staff is transferred to the staff within the university establishment, the average monthly salary is about NT\$41,000, which is more than 40% of the national average salary of employees; the average monthly salary of team members or technicians is NT\$57,988, which is more than 30% of the national average salary of employees; the average monthly salary of commissioners or editors is NT\$72,988, which is more than 20% of the national average salary of employees; the average monthly salary of the above compilation is NT\$ 78,726. If individuals are concurrently administrative directors or secretaries, the salary will be more than 10% of the national average salary of employees.

The monthly salary is paid regularly on the 25th of each month; following the principle of year-end work bonuses for military and public education, year-end work bonuses are issued. At the end of each academic year, the assessment bonus, bonus for excellent employees, and bonus for special good deeds will be issued according to the assessment of the employee's academic year; when there is no record of being late, leaving early, or absent during the academic year, a full attendance bonus will be issued.

## Employment practice unions

The labor-management conference is a system for coordinating labor-management relations, promoting labor-management cooperation, and avoiding labor-management disputes. Its basic spirit is to encourage labor and management to negotiate independently. Through active communication between the two parties, cooperation is enhanced and conflicts are reduced so that both parties can unite and cooperate, build consensus, and improve work efficiency. The design of the labor-management conference system is based on the same number of labor-management representatives that conduct regular meetings every quarter. Thoroughly communicate in the form of reports and proposal discussions. As the majority of the representatives agree that there are no disputes, resolutions are made and implemented, thereby establishing an interdependent and cooperative labor-management relationship. For instance, if the management formulates a system of deformed working

hours, leave rules, etc., it can be discussed through the labor-management conference and listen to the opinions of the labor side; the labor side can also make suggestions to the management on the need to improve the system through labor-management conferences. Through unobstructed communication channels, a vision of mutual benefit and win-win for both employers and employees may be established.

For the benefit of coordinating labor-management relations, the university builds consensus, promotes labor-management cooperation, and establishes a platform for labor-management communication. The first labor-management conference was established on June 22, 2017, with 5 representatives elected by labor and management each for a term of 4 years, and a meeting was held every 3 months. For all issues such as coordinating labor relations, labor conditions, labor welfare planning, and improving work efficiency, labor-management meetings may be used to



enhance communication between labor and management, to build consensus, fully protect employees' rights and interests, and promote labor-management cooperation. In 2020, a total of 4 labor-management meetings were held to discuss 10 topics. Representatives of both labor and management fully communicated and had satisfactory results. Minutes of the meetings are published in the labor-management meeting section of the Human Resources Office's website.

## Employment policy on discrimination

To be able to provide full play to their strengths at work, the prerequisites must have a workplace environment with equal opportunities and fair competition. However, in real life, due to various factors, the workplace environment is often discriminated against, bullied, and other unfriendly things, resulting in an unfriendly employment environment, une-

qual opportunities, and losing the conditions for equal competition. When the employer decides whether the job applicant may be hired or whether they may be promoted based on certain characteristics of the job seeker, this is a characteristic that the job seeker cannot change and has nothing to do with the job, the employer's request for this characteristic is unfair and unreasonable, which is employment discrimination and should be prohibited.

TKU fully complies with government labor laws. Based on the basic human rights of equal employment opportunities for nationals, the hiring of faculty and staff is based entirely on professional ability and experience. TKU has never discriminated against individuals based on race, ideology, religion, party affiliation, place of birth, place of birth, gender, sexual orientation, marriage, appearance, or disability. Even when working conditions, promotion, transfer, rewards and punishments, training, benefits, or dismissal conditions are



in the future, the abilities and performance of faculty and staff will be prioritized.

## Employment policy against modern slavery

According to the labor law, the university established the key points for staff overtime work in August 2019 and specified the legal upper limit of overtime hours. For instance, the fourth point stipulates that applicants for overtime work should meet the following requirements:

1. If the routine tasks of the staff are not completed within the specified working period, they are not allowed to apply for overtime; however, due to temporary business needs or emergency handling, those who cannot complete the process within working hours must be approved by the unit supervisor and the first-level unit supervisor before they can work overtime.
2. The contracted staff of the university shall continue to work for four hours and shall have at least 30 minutes of rest before they can apply for overtime. Individuals must work over one hour per day before one may apply for overtime fees; going overtime for more than one hour will be counted towards salary for every half hour.
3. Working overtime on weekdays shall not exceed four hours, overtime on holidays shall not exceed eight hours, and overtime shall not exceed 46 hours per month.
4. If the number of overtime hours exceeds the preceding paragraph due to the business characteristics, the nature of the work, or the handling of major project business, in addition to the university contract personnel, the project should be approved by the Vice President for Administrative Affairs.
5. The term “child labor” in the Labor Standards Law refers to “employed workers over



15 but under 16 years of age.” If it is necessary to employ child labor, the employer should provide the consent form of its legal representative and the proof of age; in addition, the daily working hours of child workers shall not exceed 8 hours, and they shall not work between 8 pm and 6 am the next morning and on holidays. All employees of this university must have a college degree or above, that is, they are all over 20 years old. Therefore, TKU has never employed child labor.

## **Employment practice equivalent rights outsourcing**

Based on the principle of protection and ensuring the rights and obligations of both parties to the contract, the labor conditions of campus cleaning outsourcing and preservation outsourcing, all are stipulated in the contract to require the contractor to comply with Taiwan’s Labor Standards Law, occupational safety and health and other relevant laws and regulations; the staff assigned to the university should complete the labor insurance and national health insurance to ensure the health and safety of the staff. In addition, regarding labor-related rights and obligations regulated by laws and regulations such as the Gender Work Equality Law, the Personal Data Protection Law, and the Tobacco Hazard Prevention Law enacted in Taiwan, it also specifies the content of the contract clauses as needed to ensure that outsourced workers enjoy equal rights. For instance, the contract stipulates that the cleaning staff assigned by Party B (contractor) to Party A (TKU) shall respect the sexual or physical autonomy of others and themselves, by avoiding unwelcome pursuits, and do not use coercive or violent means to deal with conflicts related to sex or gender.

## **Employment policy pay scale equity**

Modern society is based on freedom, equality, democracy, and human rights, and gender equality has long been a universal value. Gender equality is a basic right of the people and everyone should be treated fairly and enjoy all the economic, social, cultural, civil, and political rights, without any distinction or discrimination based on their gender. Therefore, the government has formulated three laws on gender equality to indicate that the government’s various governance actions and resource allocation attach great importance to the situation and needs of people of different genders, and actively promote the rights of disadvantaged genders and implement gender justice. The gender work equality law system aims at the prevention of sexual harassment between employers and employees in the workplace; the Gender Equality Education Law focuses on the prevention of sexual harassment incidents on campus. The object refers to the president of the university, teaching faculty, staff, worker, or student, and the other party is the student; the Sexual Harassment Prevention Law not only applies to workplace and campus sexual harassment, such as cases of sexual harassment in public transportation and public places.

TKU actively abides by government laws and respects the effectiveness of multiple dialogues, and gender equity is generally valued. The great performances and achievements of female faculty and staff in TKU have long been seen for all, and they have become one of the main driving forces of TKU’s continuous progress and growth. In addition, the salary of faculty and staff of TKU is based on the calculation standard table of faculty salary and allowance, and the standard table of sala-

ry and allowance for contracted employees of TKU. The basic salary ratio for men and women in the same position is 1:1.

## Tracking pay scale for gender equity

Although the social pattern has changed and the female working population at home and abroad continues to increase, the proportion of women in the workplace is still significantly lower. The glass ceiling effect has not disappeared over time, that is, when women have been promoted up the organizational ladder, it is easier to encounter a glass ceiling, which prevents them from being promoted to senior management positions. Therefore, most female office workers feel that gender discrimination in the workplace is serious, promotion is unfair, and the proportion of female supervisors is low. Only a few companies have more than half of the number of female executives, and it takes more time for female executives on average to obtain promotion opportunities.

TKU guarantees gender equity and will not give different ranks and salaries due to gender differences. The appointment of supervisors also considers professional ability and experience. 101 full-time teaching faculties in the university hold second-level or higher supervising positions, and the number of male and female supervisors is 76 and 25 respectively; 47 full-time employees are serving as second-level or higher supervisors, and the number of male and female supervisors is 12 and 35 respectively. This fully shows that the university attaches importance to gender equality in workplace development opportunities and guarantees gender equality in salary.

## Employment practice appeal process

A complaint generally refers to the customer's expressively dissatisfaction with the company, which sometimes involves employee's intention of undertaking illegal activities. From the viewpoint of a win-win situation between labor and management, the prevention of labor disputes should emphasize prevention beforehand. Therefore, the establishment of a complaint system between the company and its employees is one of the most important tasks of the company in human resource management.

The university hopes to establish a communication channel between the faculty and TKU through the faculty and staff complaint system. If faculty and staff have any dissatisfaction or complaints against the university or encountered improper treatment, individuals must respond to and deal with them promptly through certain channels and procedures. To protect the rights and interests of faculty and staff, strengthen the communication of opinions, enhance campus harmony, and provide full play to the educational function, the university has set up a "Teacher Appeals and Appraisal Committee" and a "Staff Appeals and Appraisal Committee." Respectively handle the appraisal of teacher and employee-related





rights and interests, including remuneration appeal cases. In 2020, the number of employee complaints is 0, and the number of teacher complaints is 2.

## **Expenditure per employee**

In 2020, the university's personnel expenses will be approximately 2.1 billion, and business and other expenses will exceed 1.3 billion. The total annual expenditure will exceed 3.5 billion. In addition to improving the consumption expenditure and quality of life of 1,635 faculty members, it also makes specific contributions to the promotion and stabilization of domestic economic growth.

## **Measures of Expenditure per employee**

The total university expenditure in 2019: NT\$3,513,574,964

Number of faculty members: 1,635

The average employee's expenditure: NT\$ \$2,147,8975.5

## **Proportion of students taking placements**

Percentage of students with placements: 6.62%

Number of students: 23,207

Number of students with work placements for more than a month: 1,536

## **Proportion of employees on secure contracts**

TKU provides abundant employment opportunities, a good working environment, and is committed to providing long-term and stable job opportunities. The number of employees on contracts of less than 24 months is 26, accounting for only 1.59% of the school's faculty and staff; that is, 98.41% of employees are on long-term and secure contracts. TKU hopes to promote economic growth and provide long-term stable and good jobs to give back to society.

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## SDG8：尊嚴就業與經濟發展

2017 至 2020 年召開勞資會議次數：14 次

2017 至 2020 年勞資會議議決勞工相關議題案數：20 案

男女相同職務者之基本薪資比例為 1:1



## 就業措施

本校致力於營造良好之工作環境，並以完善制度保障教職員工權益，吸引人才與留才，讓每位教職員工皆能適得其所、發揮長才，使本校保持競爭力。同時，本校恪遵政府法令，杜絕不法歧視，以專業能力及工作經驗為主要聘任考量，確保工作機會均等。

本校依照政府勞動相關法令訂定勞動條件，且訂有合理之教職員工敘薪及獎勵制度。教職員工月薪均高於勞動部所訂每月最低基本工資。

本校完全遵守政府勞動相關法令。基於國民就業機會平等之基本人權，在僱用教職員工時完全以專業能力及經驗為依據，從未以種族、思想、宗教、黨派、籍貫、出生地、性別、性傾向、婚姻、容貌或身心障礙為由，予以不同考量。任用具大學以上學歷之職員，從未雇用童工工作。擔任二級以上男女主管人數分別為 88 人及 60 人，充分顯示本校重視性別平等之職場發展機會，及保障性別薪酬之平等。

本校各校園清潔外包及保全外包之勞動條件，皆明訂要求承攬廠商依照勞動基準法及職業安全衛生等相關法規辦理，以確保工作人員之健康安全。

為保障職工權益，加強意見溝通，增進校園和諧，定期召開勞資會議。同時設有「淡江大學教師申訴評議委員會」及「淡江大學職工申訴評議委員會」，並依相關辦法規定辦理教師申訴及職工申訴案件之評議。

## 足以支付員工生活的薪資

教職員工為本校重要資產，本校營造良好工作環境，並以完善制度保障教職員工權益，吸引人才與留才，期使人員皆能適得其所、發揮長才，使學校保持競爭力。本校依照政府勞動相關法令制訂勞動條件，訂有合理之教職員工敘薪規定：本校新進教職員工月薪遠高於勞動部所訂每月最低基本工資。根據行政院主計處薪情平臺資料，本校約聘行政人員平均薪資約 3 萬 6,000 元，居全國受雇員工平均薪資前 50% 以上；若約聘行政人員轉任編制內職員，以每月平均薪資約 4 萬 1,000 元計，為全國受雇員工平均薪資前 40% 以上；組員或技士每月平均薪資 5 萬 7,988 元，為全國受雇員工平均薪資前 30% 以上；專員或編審每月平均薪資 7 萬 2,988 元，為全國受雇員工平均薪資前 20% 以上；編纂以上每月平均薪資 7 萬 8,726 元，若兼任行政主管或秘書，薪資則為全國受雇員工平均薪資前 10% 以上。

每月 25 日定期發放當月薪資，以使教職員工安心生活；比照軍公教年終工作獎金發放原則，發放年終工作獎金。每學年終了，依職工學年度考核，核發考核獎金、優良職工獎金及特殊優良事蹟獎金；當學年度未有遲到、早退及缺勤紀錄者，核發全勤獎金。

## 維護員工權利的工會或組織

勞資會議係協調勞資關係、促進勞資合作，避免勞資爭議之制度，其基本精神為鼓勵勞資雙方能自主性地進行透過協商，藉由雙方主動溝通，增進彼此合作、減少衝突，使雙方能團結合作、凝聚共識，進而提高工作效率。勞資會議制度之設計，乃藉由人數相同之勞資雙方代表，每季定期舉辦會議，以報告及提案討論方式，充分進行溝通，經獲得多數代表同意無爭議後，做成決議並執行，藉此建立起相依相存、相互合作之勞資關係。舉例而言，若資方擬訂定變形工時、請假規則等制度時，可經由勞資會議提出討論，聽取勞方意見；勞方亦可經由勞資會議向資方就制度上需改進之處提出建議。透過良性且暢通的溝通管道，進而建立勞資雙方互利雙贏之願景。

本校為利協調勞資關係，凝聚共識，促進勞資合作，建立勞資溝通之平台，乃於 2017 年 6 月 22 日成立第一屆勞資會議，由勞方及資方各推選代表 5 名，任期 4 年，每 3 個月召開 1 次會議。舉凡協調勞資關係、勞動條件、勞工福利籌劃、提高工作效能等議題，皆能透過勞資會議，增進勞資雙方的溝通，以凝聚共識，充分保障員工權益，及促進勞資合作關係。2020 年共召開 4 次勞資會議，進行 10 項議題討論，勞資雙方代表充分溝通，均有圓滿結果。會議紀錄均於人力資源處網頁勞資會議專區公開。

## 杜絕歧視的政策

人員得以在工作上充分發揮所長，先決條件須有一個機會平等且公平競爭之職場環境。然現實生活面上，職場環境因種種因素經常存有歧視、霸凌等不友善之情事，導致就業環境不友善、機會不平等，進而喪失平等競爭之條件。當雇主以求職者某些特質來決定其是否可被聘僱抑或是否可以升遷，而該項特質是求職者所無法改變之特質且又與工作無關，則雇主對此特質之要求即屬不公平且不合理，此即就業歧視，應予以禁止。

本校完全遵守政府勞動法令。基於國民就業機會平等之基本人權，在僱用教職員工時完全以專業能力及經驗為依據，從未以種族、思想、宗教、黨派、籍貫、出生地、性別、性傾向、婚姻、容貌或身心障礙為由，予以不同考量。即使日後有關勞動條件、升遷、調職、獎懲、訓練、福利或解僱條件時，皆以教職員工之能力與表現為考量之依據。

## 抵制現代奴工的政策

本校依據勞動法令，於 2019 年 8 月訂定職員加班作業要點，明定合法性之加班時數上限。例如第四點規定，加班申請者應符合下列各項規定：

1. 職員所負責之例行性業務，未能於指定工作期限內完成者，不得申請加班；但因臨時性業務需要或處理突發事件，無法於上班時間內辦理完竣者，需事先經單位主管及一級單位主管核准後，始得加班。
2. 校約聘人員繼續工作 4 小時，至少應有 30 分鐘之休息，始得申請加班。每日加班須滿 1 小時始得申請；超過 1 小時，則以每半小時為單位加計。
3. 平日加班不得超過 4 小時，例假日加班不得超過 8 小時，每月加班不得超過 46 小時。
4. 若因業務特性、工作性質特殊或為處理重大專案業務，加班時數超過前項規定者，除校約聘人員外，應專案簽請行政副校長核准。

勞動基準法中所稱的童工，是指「15 歲以上未滿 16 歲之受雇從事工作者」。若需僱用童工，雇主應置備其法定代理人同意書及其年齡證明文件；另童工每日之工作時間不得超過 8 小時，亦不得於午後 8 時至翌晨 6 時之時間內以及例假日工作。本校職員任用皆須具有大學以上學歷，即其年齡皆已超過 20 歲，故本校從未雇用童工工作。

## 外包工作人員的平等權利

基於保護原則並確保契約雙方權利義務關係，各校園清潔外包及保全外包之勞動條件，皆於契約書明訂要求承作商依照我國勞動基準法及職業安全衛生等相關法規辦理；派駐本校之工作人員應完成參加勞工保險及全民健康保險，以確保工作人員之健康安全。此外，有關我國制定之性別工作平等法、個人資料保護法、菸害防制法等法令所規範與勞動相關權利義務，亦依需要明訂於契約書條文內容，保障外包工人享有同等權利。例如契約書規定：乙方（承作商）派駐甲方（本校）之清潔工作人員，應尊重他人與自己之性或身體之自主，避免不受歡迎之追求行為，並不得以強制或暴力手段處理與性或性別有關之衝突。

## 薪酬比例公平政策

現代社會基於自由、平等、民主與人權，性別平等早已是普世價值。性別平等是人民基本權利，每個人都應該被公平地對待，並享有經濟、社會、文化、公民和政治等所有一切權利，不因其不同性別而有任何區別或歧視對待。因此，政府訂定性平三法，藉以明示政府各項施政作為與資源分配高度重視不同性別者處境與需求，並積極地提升弱勢性別者權益及落實性別正義。性別工作平等法係針對職場上雇主與受雇者間的性騷擾防治；性別平等教育法以預防校園性騷擾事件為主，對象指一方為學校校長、教師、職員、工友或學生，他方為學生；性騷擾防治法非屬職場、校園性騷擾，如公共運輸與公共場所之性騷擾案件。

本校積極遵守政府法令與尊重多元對話之成效，性別平權普遍受到重視，女性教職員工在本校各項表現與成就早已有目共睹，且成為本校不斷進步成長之主要動力。另本校教職員工薪資乃依淡江大學教職員工薪津計算標準表、淡江大學約聘僱人員薪津支給標準表，男女相同職務者之基本薪資比例為 1：1。

## 性別平等的薪酬政策

雖然社會型態已有所改變，國內外女性工作人口皆持續增加，但女性占職場比例仍顯較低，玻璃天花板（Glass Ceiling）效應並未隨著時間而消逝，亦即當女性循組織階梯往上晉升時，較容易遇到一層玻璃天花板，阻絕其升遷到高層管理職位。因此，大多數女性上班族覺得職場性別歧視嚴重、升遷不公平、女性主管比例較低，只有少數公司的女性主管人數超過一半以上，且女性主管平均要花較多時間方可有晉升職位的機會。

但本校保障性別平等，不會因性別差異給予不同職級及薪資，聘任主管亦以專業能力及經驗為考量。本校專任教師擔任二級以上主管為 101 人，男女主管人數分別為 76 人及 25 人；專任職員工擔任二級以上主管為 47 人，男女主管人數分別為 12 人及 35 人，充分顯示本校重視性別平等之職場發展機會，及保障性別薪酬之平等。

## 員工權利的申訴程序

申訴一般係指當客戶明確地表達對公司不滿意之意思表示；而不滿意之意思表示，除客戶對公司服務之不滿意表示外，亦包括對於員工涉及不法之意思表示。以勞資雙贏之觀點而論，勞資爭議預防應強調在事前的預防，故公司與員工間建立一套申訴制度，是公司在人力資源管理中非常重要的任務之一。

本校希望藉由教職員工申訴制度，建立一道教職員工與學校的溝通管道，教職員工對學校若有任何不滿或抱怨、或受到不當處置，得藉由一定管道與流程適時地反應及處理。

為保障教職員工權益，加強意見溝通，增進校園和諧，並發揮教育功能，本校設有「教師申訴評議委員會」及「職工申訴評議委員會」，分別辦理教師及職工相關權益，包括薪酬之申訴案件之評議。2020年職工申訴案件為0，教師申訴案件則為2案。

## 員工平均支出

本校2020年度人事費約21億、業務費及其他費用則超過13億，每年總支出超過35億元，除提升1635位教職員消費支出與生活品質，亦為促進及穩定國內經濟成長做出具體貢獻。

### 員工平均支出計算

2019年度大學總支出為新臺幣3513574964元

教職員人數為1635人

員工平均的支出為新臺幣2148975.5元

## 實習學生比例

實習的學生比例：6.62%

學生人數：23207

工作實習時間超過一個月（作為課程一部分）的學生人數：1536

## 長期約聘員工比例

本校提供充分之就業機會與良好工作環境，並致力於提供長期且穩定之工作機會。本校校計畫約聘人員（聘約低於24個月）人數為26人，僅占全校教職員1.59%，長期聘用之教職員工約1609人，占全校教職員工之98.41%。顯見本校期望促進經濟成長，提供長期穩定良好的工作，以回饋社會。



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