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TKU SDGs

SUSTAINABILITY REPORT
TAMKANG UNIVERSITY

2022

8 DECENT WORK AND
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, to attract and retain talents, so that every faculty and staff can find their place and give full play to their talents, contributing to the school's competitiveness. We strictly abide by government decrees, prevent unlawful discrimination, take professional competence, and work experience as the main employment considerations, and ensure equal job opportunities.

The school sets working conditions following government labor-related laws and regulations and offers a reasonable salary and reward system. The monthly salaries of faculty and staff are higher than the monthly minimum basic salary set by the Ministry of Labor.

The school fully complies with government labor-related laws and regulations. Based on the human rights of equal employment opportunities for all citizens, the employment of faculty and staff is based solely on professional competence and experience. No discrimination has ever been made based on race, ideology, religion, party affiliation, place of origin, place of birth, gender, sexual orientation, marriage, appearance, or physical and mental disabilities. The school employs faculty and staff with a college degree or above; it has never employed

child labor. The number of male and female supervisors above the second level is 89 and 47 respectively, which shows that the school attaches great importance to gender equality in career development opportunities and guarantees gender pay equality.

The labor conditions of outsourced cleaning and security services at each of our university campuses are explicitly required to be handled by the contractors as per the Labor Standards Act and relevant regulations such as occupational safety and health to ensure the health and safety of the staff.

Regular labor-management meetings are held to protect the rights and interests of employees, strengthen the communication of opinions, and enhance the harmony of the campus. At the same time, there is a Tamkang University Faculty Appeal Appraisal Committee and a Tamkang University Staff Appeal Appraisal Committee, handling the appraisal of teacher appeals and employee appeals following relevant regulations.

TKU Action—Adjust salary and benefits following governmental policies

The university formulates working conditions, establishes salary regulations for faculty and staff in accordance with government labor-related laws and regulations, and adjusts salary and benefits in accordance with government policies. The salaries of newly hired appointed personnel have been adjusted annually in accordance with the Ministry of Labor since January 1, 2019. The most recent salary adjustment, which took effect on January 1, 2022, increased salaries by 4% in accordance with the treatment of military and public servants. This adjustment applies to both regular faculty and contract employees within the university. In addition to adjusting the basic salary, the academic research allowances for faculty, and professional allowances for staff, the supervisory position allowance and work allowances for staff have also been adjusted to reflect the additional efforts of those who



hold administrative positions or have special job duties.

Calculated in August 2022, the average salary of the school's appointed personnel is about NT\$ 39,610 a month and NT\$41,789 for a clerk, which is much higher than the current minimum basic wage of NT\$26,400 set by the Ministry of Labor. At our university, the average monthly salary for staff or technical staff is NT\$ 62,905, for senior staff it's NT\$ 76,203, and for higher-level administrative officers, the average monthly salary is NT\$ 83,133. If one holds an additional administrative supervisory or secretary role, they receive an additional remuneration NT\$ 15,290. Therefore, the salaries paid to faculty and staff at our university are more than sufficient to meet basic living expenses.

In addition, the school regularly distributes salary on the 25th of every month, and a

year-end bonus is issued following the principle of year-end bonus payment in military and public educational institutions. At the end of each school year, assessment bonuses, excellent staff bonuses, and special merit bonuses will be issued according to the staff's school year assessment. Those who have no record of being late, leaving early, or being absent from work during the school year will receive attendance bonuses.

Starting from January 1, 2021, to retain outstanding personnel, if the personnel, who are employed through school-level projects entrusted by the Ministry of Education at this university, pass the University Contract Administrative Personnel Reserve Examination and are newly employed as university contract administrative personnel, they can be promoted by one level for every two years of cumulative service, with a maximum salary level of up to the ninth level.

Starting in 2022, the restriction that limited the number of employees receiving an "A" grade to 40% of the total in each unit has been removed from the Regulations for Employee Performance Evaluation, which means that 10% of employees under evaluated will not receive a "B+" grade or lower. Additionally, a new provision has been added: if an employee is assessed as "may be" or "is" below a "B" grade or lower, the unit supervisor should conduct a face-to-face interview and provide guidance to the employee. This interaction and the related details should be recorded in the employee's performance review record and the employee's work guidance effectiveness evaluation form, which will then be submitted to the Employee Personnel Review Committee for review. Employees will no longer have their performance grades lowered due to assessment ratio restrictions, and there is now a comprehensive mechanism for

grades below "B" to safeguard employee rights and interests

To help new employees quickly adapt to the organizational culture, accelerate their onboarding process, and achieve the university's goals of effective talent retention and development, the university has implemented a workplace mentorship program since August 2021. So far, seven new employees have applied for this program.

TKU Action—Support for employment practice unions

To create a good working environment and to protect the rights and interests of faculty and staff by perfecting the system, the university has established relevant divisions to



actively promote harmonious labor-management relations, including:

1.Labor-management conference

To coordinate labor-management relations, build consensus, promote labor-management cooperation, and establish a platform for labor-management communication, the first labor-management conference was established on June 22, 2017. With five representatives elected by the labor and five by the management for a term of 4 years, a meeting is held every three months. For issues such as coordination of labor-management relations, labor conditions, labor welfare planning, and improvement of work efficiency, the labor-management meeting can enhance the communication between labor and management. For example, if the management plans to formulate systems such as deformed working hours and leave rules, they can bring this proposal to the labor-management meeting to gather the opinions of the laborers. The laborers can also make suggestions to the management on the improvement of the system through the labor-management meeting. Through benign and smooth communication channels, the vision of mutual benefit and a win-win situation for both labor and management was established.

The first term of the Labor-Management Meeting representatives ended in June 2021. On May 7, 2021, the announcement was made regarding the election of labor representatives for the second term of the Labor-Management Meeting. The election included personnel employed at the university-level projects as eligible voters and candidates. The voting took place from June 9 to June 11, with the vote count on June 11. The second-term labor representatives were successfully elected, and

their term runs from June 22, 2021, to June 21, 2025.

A total of 4 labor-management meetings were held in 2022, with four issues being discussed. The minutes of the meetings were then published in the labor-management meeting area on the website of the Human Resources Department.

2.Female faculty and staff association

The school has a sorority of female faculty and staff to build connections between female colleagues, safeguard rights and interests, and encourage participation in social welfare activities. The association regularly holds various activities and lectures for members to participate in.

TKU Action—Establish employment policy on discrimination

Our school strictly adheres to government labor laws, based on the basic human right of equal employment opportunities for all citizens. When hiring faculty and staff, we solely consider professional abilities and experience, never discriminating based on race, ideology, religion, political affiliation, origin, place of birth, gender, sexual orientation, marital status, appearance, or physical and mental disabilities. Even in matters of labor conditions, promotions, job transfers, rewards and punishments, training, benefits, or termination conditions, we always base our decisions on the abilities and performance of our faculty and staff.

To promote substantive gender equality, eliminate gender discrimination, uphold personal dignity, and establish gender-equal edu-

cational resources and environments, our school has established a Gender Equality Education Committee in accordance with the “Gender Equality Education Act” and Article 20 of our school's “Organizational Regulations”. The committee is responsible for the following:

- 1.Integrating relevant resources from various units within the school, formulating gender equality education implementation plans, and reviewing their result.
- 2.Planning or conducting gender equality education-related activities for students, faculty and staff, and parents.
- 3.Developing and promoting gender equality education curricula, teaching, and assessment.
- 4.Drafting and promoting regulations for implementing gender equality education and preventing campus sexual assault, sexual

harassment, or bullying, establishing mechanisms, and coordinating and integrating relevant resources.

- 5.Investigating and handling cases related to the Gender Equality Education Act.
- 6.Planning and establishing a safe campus space for gender equality and regularly reviewing improvement measures.
- 7.Collecting information on the prevention and relief of campus sexual assault, sexual harassment, or bullying.
- 8.Promoting community-based gender equality family education and social education.
- 9.Handling other matters related to gender equality education in the school or community.



TKU Action—Establish policy against modern slavery

Following the labor law, the university formulated the operation directions for staff overtime work in August 2019 and specified the upper limit of the legal overtime hours. For example, the fourth point stipulates that applicants for overtime should meet the following requirements:

1. If the routine business that the staff is responsible for cannot be completed within the specified working period, they shall not apply for overtime; however, in case of emergency handling or temporary business needs, after approval by the supervisor of the first-level unit, overtime work is allowed.
2. Before being eligible to apply for overtime, the contracted personnel must meet the

request of the university to have at least 30 minutes of rest after continuous work for four hours.

3. Overtime shall not exceed four hours on weekdays, eight hours on regular holidays, and forty-six hours per month.
4. If the overtime hours exceed the provisions of the preceding paragraph due to business characteristics, special nature of work, or for handling major projects, the project should be signed by the Vice-President for Administrative Affairs for approval.

Child labor as defined in the Labor Standards Act refers to “employees between the ages of 15 and 16.” All employees of the university must have a college degree or above and are all over 20 years old. Therefore, the school has never employed child labor.



TKU Action—Protect equivalent rights for outsourcing workers

Based on the principle of protection, to ensure the rights and obligations of both parties to the contract, the labor conditions of outsourced cleaning and security are specified in the contract, and the contractor is required to handle it following the Labor Standards Act and relevant regulations of occupational safety and health. Staff assigned to the university should be enrolled in labor insurance and universal health insurance to ensure their health and safety. In addition, the 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 and Control Law” formulated by our country are also stipulated in the provisions of the contract as needed to ensure that outsourced workers enjoy the same rights. For example, the contract stipulates that the cleaning staff stationed by Party B (the contractor) in Party A (TKU) shall respect the sexual or physical autonomy of others and themselves, avoid unwelcome pursuits, and shall not be able to deal with sexual or gender-related conflicts by coercive or violent means.

TKU Action—Pay scale equity

TKU actively abides by government decrees, respects diverse dialogue, and values gender equality. The performance and achievements of female faculty and staff in the university are evident to all, and they are the main driving force for the continuous progress and growth of the university.

The salaries of the faculty and staff of the university are calculated following the “Standard Table for Calculating Salaries and Allowances for Faculty and Staff of Tamkang University” and the “Standard Table for Salaries and Allowances for Contractual Employees of Tamkang University.” The ratio of basic salaries for men and women in the same position is 1:1, with no gender pay gap.

There are 100 full-time teachers serving as supervisors at or above the second level, 74 and 26 male and female supervisors respectively; 27 full-time employees serve as supervisors at or above the second level, and the number of male and female supervisors is 10 and 17 respectively. It shows that the school attaches great importance to gender equality in career development opportunities and guarantees gender pay equality.

TKU Action—Track pay scale for gender equity

The salaries of the faculty and staff of the university are calculated following the “Standard Table for Calculating Salaries and Allowances for Faculty and Staff of Tamkang University” and the “Standard Table for Salaries and Allowances for Contractual Employees of Tamkang University.” The ratio of basic salaries for men and women in the same position is 1:1, with no gender pay gap.

The university continuously announces gender-related personnel statistics in the school statistics section of the official website, so as to measure and track the gender equality of the pay grades. According to the statistics in 2022, there are 100 full-time teachers serving as supervisors at or above the second lev-



el, 74 and 26 male and female supervisors respectively; 27 full-time employees serve as supervisors at or above the second level, and the number of male and female supervisors is 10 and 17 respectively. It shows that the school attaches great importance to gender equality in career development opportunities and guarantees gender pay equality.

TKU Action—Appeal process

To protect the rights and interests of faculty and staff, enhance communication, promote campus harmony, and give full play to educational functions, a Faculty Grievance Review Committee has been formed by the university, and has formulated the “Tamkang University Faculty Grievance Review Committee Organization and Key Points of Review” to set up faculty grievance procedures; A Staff Grievance Review Committee was

also set up and has formulated the “Tamkang University Staff Grievance Review Committee Organization and Review Methods” to set up Tamkang University staff grievance procedures.

In 2022, there were no cases of teacher appeals received, but one case of employee appeals was received.

Expenditure per employee

In 2022, the university’s total annual expenditure is over NT\$3.5 billion, which will not only improve the consumption expenditure and quality of life of the faculty members but also make specific contributions to promoting and stabilizing domestic economic growth.



Proportion of students taking work placements

Number of students (FTE): 22,492

Number of students with work placements for more than a month: 1,360

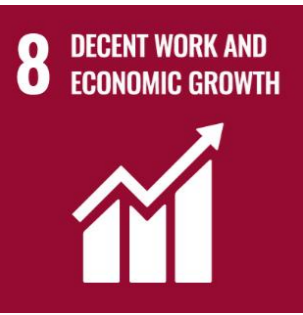
Proportion of students taking work placement: 6.05%

Proportion of employees on secure contracts

The school provides good employment opportunities and a working environment and is committed to providing long-term and stable job opportunities. Currently, the headcount

of project-based contracted personnel of the university (with an employment contract shorter than 24 months) is 28, accounting for only 1.52% of the school's faculty and staff. In other words, the university has about 1,809 long-term faculty and staff, accounting for 98.47% of the school's employees. The school hopes to promote economic growth and provide long-term stable and good jobs to give back to the community.





SDG8

尊嚴就業與經濟發展

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。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 89 人及 47 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。

足以支付員工基本生活的薪資

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，並配合政府政策調整薪資待遇。新聘約聘人員的工資則自 108 年 1 月 1 日起，配合勞動部逐年進行調整。最近 1 次調薪於 111 年 1 月 1 日依軍公教待遇調增 4%，調薪對象包含編制內教職員工及校約聘人員；除調增本俸、教師學術研究加給、職員專業加給外，主管職務加給、同仁工作津貼亦配合調增，藉以體卹因兼任行政職務及工作性質特殊者，付出更多之工作心血。

以 2022 年 8 月計算，本校約聘行政人員月平均薪資約 3 萬 9,610 元；約聘行政人員轉任編制內職員（書記），月平均薪資調升至約 4 萬 1,789 元，皆遠高於目前勞動部所訂每月最低基本工資 2 萬 6,400 元。本校組員或技士月平均薪資 6 萬 2,905 元，專員或編審月平均薪資 7 萬 6,203 元，編纂以上每月平均薪資 8 萬 3,133 元，若兼任行政主管或秘書加上職務加給 1 萬 5,290 元。因此，本校支付教職員工之薪資，絕對足以支持基本生活需求。

年度關鍵成果

- Cheers 雜誌「2022 企業最愛大學生調查」私立大學第 1 名
- 1111 人力銀行票選「2022 企業最愛大學」私立大學第 1 名
- 專任教職員工待遇比照公立大學薪級表，並於 2022 年 1 月 1 日依照軍公教待遇調增 4%
- 2021 年退休後仍擔任專兼任教職員工人數為 80 人

此外，本校於每月 25 日定期發放當月薪資，以使教職員工安心生活，並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。

2021 年 1 月 1 日起，為留任優秀人員，教育部委託本校執行(校級)計畫聘任之計畫人員，若通過校約聘行政人員儲備考試，新進為校約聘行政人員時，服務年資累計每滿二年得提敘一級，至多晉薪至第九級。

2022 年起，職工考核辦法取消甲等佔各單位受考人數 40%限制，等同取消 10%受考人數須為乙上以下等次；另增訂考績擬為或為乙等以下者，單位主管應與當事人面談及輔導，並記錄於職工面談紀錄表及職工工作輔導成效評估表，送職工人事評議委員會審核。員工將不再因考核比例限制而被降低考績，且考績乙等以下訂有周延的機制，以保障員工權益。

為使新進職員能快速熟悉組織文化，工作上能加速進入狀況，並達到學校有效留才與育才的目的，本校自 2021 年 8 月起推動職場導師制度，已有 7 位新進員工提出申請。



維護員工權利的工會或組織

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，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，經獲得多數代表同意無爭議後，做成決議並執行。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。

2021 年 6 月第一屆勞資會議代表任期屆滿，2021 年 5 月 7 日公告第二屆勞資會議勞方代表選舉事宜，並將校級計畫自行約聘僱人員納入選舉人及候選人資格，6 月 9 日至 11 日進行投票，6 月 11 日開票，順利選出第二屆勞方代表；第二屆勞資會議代表任期由 2021 年 6 月 22 日至 2025 年 6 月 21 日。

2022 年共召開 4 次勞資會議，進行 4 項議題討論，會議紀錄均公開於人力資源處網頁勞資會議專區。

本校設有女性教職員聯誼會，以聯繫女性教職同仁情誼，維護權益，以及參與社會公益活動為宗旨，定期舉辦各項活動、講座，供會員參與。

杜絕歧視的政策

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。

本校為促進性別地位之實質平等，消除性別歧視，維護人格尊嚴，建立性別平等之教育資源與環境，依《性別平等教育法》及本校《組織規程》第二十條規定，設置性別平等教育委員會，職掌如下：

1. 統整學校各單位相關資源，擬訂性別平等教育實施計畫，落實並檢視其實施成果。
2. 規劃或辦理學生、教職員工及家長性別平等教育相關活動。
3. 研發並推廣性別平等教育之課程、教學及評量。

4. 研擬與推動性別平等教育實施與校園性侵害、性騷擾或性霸凌之防治規定，建立機制，並協調及整合相關資源。
5. 調查及處理與性別平等教育法有關之案件。
6. 規劃及建立性別平等之安全校園空間與定期檢視改善措施。
7. 蒐集校園性侵害、性騷擾或性霸凌防治及救濟等資訊。
8. 推動社區有關性別平等之家庭教育與社會教育。
9. 其他關於學校或社區之性別平等教育事務。

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。
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」。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

本校積極遵守政府法令，尊重多元對話，重視性別平權。女性教職員工在本校各項表現與成就有目共睹，為本校不斷進步成長之主要動力。

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，並無性別薪酬差距。

性別平等的薪酬政策

本校於校官網之校務統計專區，持續公告性別相關人事統計數據，據以衡量及追蹤本校薪酬等級之性別平等程度。根據 2022 年統計，本校專任教師擔任二級以上主管為 100 人，男女主管人數分別為 74 人及 26 人；專任職員工擔任二級以上主管為 27 人，男女主管人數分別為 10 人及 17 人，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

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，擬訂《淡江大學教師申訴評議委員會組織及評議要點》，設置教師申訴程序作業；另設有職工申訴評議委員會，擬訂《淡江大學職工申訴評議委員會組織及評議辦法》，設置淡江大學職工申訴作業流程。

員工平均支出

本校 2022 年度總支出超過 35 億元，除提升近 2,000 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。

110 學年度大學總支出：新臺幣 3,513,292,730 元

教職員人數：1,837 人

員工平均的支出：新臺幣 1,913,037.15 元



專業實習學生比例

專業實習的學生比例：6.05 %

學生人數：22,492 人

專業實習時間超過一個月（作為課程一部分）的學生人數：1,360 人

長期約聘員工比例

本校提供良好之就業機會與工作環境，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 28 人，僅占全校教職員 1.52%，長期聘用之教職員工約 1,809 人，占全校教職員工之 98.47%。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。

