



Times Higher Education
**Sustainability
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SDG

8

Decent Work and
Economic Growth



SDG 8.2.1 Employment practice living wage

NCUE places great emphasis on ensuring basic living security for employees, actively implementing the spirit of "Decent Work and Economic Growth" as outlined in the United Nations Sustainable Development Goal 8 (SDG8). We comprehensively promote and ensure that all faculty and staff members (including contract personnel) receive salaries that meet or exceed the minimum wage standards established by the government. We also conduct salary reviews and adjustments with reference to our nation's family poverty line and family dependency needs, thereby guaranteeing the basic living requirements for a family of four. This policy not only aligns with the definition of local living wages but also demonstrates NCUE's commitment to labor rights and social responsibility, striving to provide fair, stable, and dignified employment.

Faculty members and staff of National Changhua University of Education (NCUE) receive wages that are higher than the minimum wage stipulated by the Executive Yuan of the Republic of China, to ensure that they earn sufficient income for their living expenses. The rules of the wage payment and the amount are explained as follows:

1. According to Article 21 of the Labor Standards Act, wages shall be negotiated between the employer and the employee, but the amounts shall not be lower than the minimum wage. The intention is to ensure workers' basic livelihoods and maintain their purchasing power. This is especially critical for disadvantaged workers whose wages are at the margin of the minimum wage.
2. According to Executive Yuan of the Republic of China, the monthly basic wage was increased to NT\$28,590 from January 1st, 2025.
3. The average salary levels of our faculty and staff, as shown below, are all higher than the aforementioned minimum wage (see Table 1), The overall salary in 2025 is also higher than the salary level in 2024, as shown in Figure 1.

Table 1. The average salary levels of NCUE's faculty and staff

Year	The minimum wage stipulated by the Executive Yuan	Average salary per person in NCUE		
		Faculty	Administrative staff	Recruited staff for the endowment fund
2025	NT\$28,590	NT\$126,126	NT\$73,620	NT\$41,128
2024	NT\$27,470	NT\$122,064	NT\$70,800	NT\$39,506

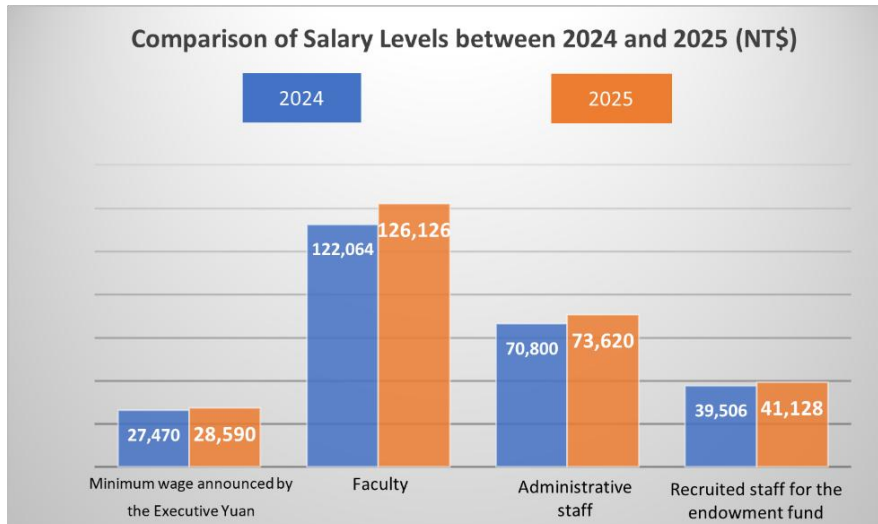


Figure 1: Comparison of Salary Levels Between 2024 and 2025

4. NCUE complies with Executive Yuan's policy to raise the minimum salary for contract personnel and project assistants to NT\$31,449 (1.1 times the basic wage):

For personnel in public sectors (including public schools) who are not subject to contract personnel regulations but are employed under other contracts (such as research personnel and staff employed under the implementation principles for Endowment Fund at National Universities personnel, etc.), as well as personnel in public enterprises whose salaries are below 1.1 times the minimum wage, salaries shall be set at a standard higher than 1.1 times the minimum wage within our authority.

5. Links to the relevant laws and regulations

- (1) Website for the minimum wage policy from the Executive Yuan: <https://www.ey.gov.tw/Page/5A8A0CB5B41DA11E/a5d5e64c-4ca4-4719-a1c1-9c0694b7cb46>
- (2) Website for the Labor Standards Act: <https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0030001>

SDG 8.2.2 Employment practice unions

NCUE recognizes and supports the unions of all our faculties, staff, and students. The implementations are as follows:

1. In compliance with the Labor Union Act and Civil Service Association Act, NCUE outlines relevant regulations and charters for holding meetings and setting up various committees. These measures ensure faculty members, staff, and students can express their opinion through multi- channel, either by joining relevant internal organizations or through democratically elected representatives.
2. There are 21 different meetings, committees, and other related organizations on campus. The functions and names of these organizations are as follows (see Table 1).

Table 1. The functional categories and names of NCUE's organizations and committees

Names of organizations	Members	Functions
The University Council	President, Vice President, heads of primary administrative units, deans of various colleges, representatives of department heads, faculty members, researchers, staff, and students.	The highest decision-making body of our school, which resolves significant administrative matters, includes: 1. Developmental plans and budgets for the school. 2. Resolutions regarding the school organizational regulations, various statutes, and key points. 3. Modifications, and discontinuance of teaching units, affiliated institutions and facilities. 4. Academic affairs, student affairs,

		general affairs, academic research, and other important internal issues. 5. Discussion of key points concerning teaching evaluations. 6. Resolutions of committees or panels established by the School Affairs Meeting. 7. Important issues that need further discussion and decision after reviewed by the Administrative Meeting. 8. Proposals made during meetings and by the President.
The Administrative Meeting	The heads of various administrative and academic units, the president of the Student Council, and the president of the Graduate Student Council.	Discuss important administrative affairs.
Administrative Coordinating Meeting	The President, Vice President, Dean of Academic Affairs, Dean of Student Affairs, Dean of General Affairs, Dean of Research and Development, Dean of International Affairs, Dean of Library and Information Resources, Chief Secretary, Dean of the College of Extension Education, deans of each colleges, and some other unit heads.	Discuss affairs related to administrative coordination.

Faculty Evaluation Committee	The Committee members shall consist of ex officio members as follows: Vice President, Dean of Academic Affairs, Dean of Student Affairs, Dean of General Affairs, Dean of Research and Development, Dean of the College of Extension Education, Deans of each college, and one designated representative from among the full-time faculty in administrative units and research promotion units that have qualified staff, as appointed by the President. Additionally, there shall be 14 elected members in the college who are not concurrently holding administrative positions.	Review affairs related to faculty appointments, terms of employment, promotions, suspensions, terminations, non-renewal of contracts, reasons for dismissal, research and further studies, service extensions, and other issues concerning faculty members.
Endowment Fund Management Committee	Consists of 7 to 15 members. The President, Vice President, Chief Secretary, Dean of General Affairs, Director of the Personnel Office, and Director of the Accounting Office are ex officio members. The President serves as the convener, while the remaining members are selected by the President and appointed with the consent of the School Affairs Meeting. Among the committee members, there must be at least two student representatives and no fewer than one-third of the representatives must be faculties not holding administrative positions. If necessary, external experts may also be appointed.	Responsible for the management and utilization of the endowment fund, including income, expenditures, and custody.
Teacher Appeal Review Committee	The Committee shall consist of 13 to 15 members, composed of the following personnel: nine to ten representatives from the University's faculty, one representative from a local teachers'	Review appeals concerning administrative actions against faculty members

	organization, one scholar or expert, one socially just individual, one representative from the school. The number of non-administrative faculty representatives mentioned shall be no less than two-thirds of the total number of Committee members.	that they find objectionable.
Staff Appeal and Appraisal Committee	The committee consists of 11 to 13 members, including: 3 to 4 staff from the university (including Rare Technician), 4 contract employees, 1 to 2 security guards or technicians, 3 members appointed by the President. Among the members appointed by the President, one must be a legal professional and one must be a faculty member not holding an administrative position at the university."	University staff may file a complaint if they believe administrative actions or work conditions are illegal or harm their rights.
Student Appeals and Review Committee	The committee includes: 4 administrative representatives: the Chief Secretary, Dean of General Affairs, Dean of Research and Development, and Director of the General Education Center. 2 faculty representatives from each college not holding administrative positions. 1 representative each from the Student Union and the Graduate Student Council. If the complainant is a student, their academic advisors and a representative from the department (or program) student association are considered committee members. If the complainant is from the Student Association or other related student autonomous organizations, their advisor and a representative from the student parliament are considered committee members.	Protect students' rights.
Gender Equity Education	The committee consists of 15 members,	Promote gender

Committee	with the President serving as the Chair. The ex-officio members include the Dean of Academic Affairs, Dean of Student Affairs, Director of the Student Psychological Counseling and Guidance Center, Director of the Center for Teacher Education, and Chief Secretary. The remaining 9 members are elected according to election regulations, including 4 faculty members, 2 staff members, 2 student representatives, and 1 parent representative.	equality education, establish a gender-discrimination-free educational environment, and prevent incidents of sexual assault or harassment, to achieve the goal of gender equality.
University Development Advisory Committee	As required for the university development s, a certain number of committee members will be appointed. The members are selected by the President from among various social figures and the positions are unpaid.	Provide consultation and assistance on university development.
University Affairs Development Committee	The committee consists of 23 to 29 members. In addition to the ex officio members, including the President, Vice President, Dean of Academic Affairs, Dean of General Affairs, Dean of Student Affairs, Dean of Research and Development, Dean of International Affairs, Dean of Library and Information Resources, Chief Secretary, Director of the Personnel Office, Director of the Accounting Office, and the deans of each college, the remaining members are elected by representatives of the University Council from each college and are appointed by the President.	Promote the development of university, advance medium- and long-term development plans, and deliberate on major developmental issues.
International Cooperation and Exchange Committee	Composed of the President, 2 Vice Presidents, Chief Secretary, Dean of Academic Affairs, Dean of Student Affairs, Dean of International Affairs, and the deans of each college.	Promote international academic cooperation or exchange activities.

Faculty Evaluation Committee	Consists of 23 members, including the President, Vice Presidents, Dean of Academic Affairs, Dean of General Affairs, Dean of Student Affairs, Dean of Research and Development, Director of the Center for Teaching Excellence, Director of the Personnel Office, deans of each college, faculty representatives from each college, and one faculty representative each from administrative or research promotion units that include teachers or researchers.	To enhance the effectiveness of teaching, research, service, counseling, and faculty evaluation matters.
Occupational Safety and Health Committee	Consists of several members, with the President serving as the Chair and the Director of the Environmental Safety Center serving as the Executive Secretary. The remaining members are appointed by the President and include heads of relevant units, Director of the Personnel Office, Director of the Accounting Office, campus safety personnel, health and safety management staff, technical staff, medical and nursing personnel, faculty members, and labor representatives.	To maintain the quality of the campus environment, prevent occupational hazards, and ensure the safety and health of faculty, staff, and students.
Student Affair Committee Meeting.	Consists of the Dean of Student Affairs, Director of the Counseling and Guidance Center, Director of the Community Counseling and Potential Development Center, heads (or directors) of various units in the Student Affairs Office, the president of the Student Association, the president of the Graduate Student Association, the chair of the Student Parliament, and two presidents of Departmental Student Associations as ex officio members. Additionally, the President will appoint one faculty	Deliberate on student affairs.

	member from each college to the committee.	
Academic Affairs Meeting	Organized by the Dean of Academic Affairs, Vice Dean of Academic Affairs, heads of each teaching unit, the Faculty Development Center, and the General Education Center.	Discuss academic affairs.
College Affairs Meeting	Composed of the heads of each teaching unit and full-time qualified faculty members at the rank of assistant professor and above (including project faculty).	Discuss research plans and other related matters of the teaching unit.
Faculty Evaluation Committee Meeting (college level)	The deans and heads of departments (or programs) are ex officio members. The remaining members are elected by the departments (or programs) during departmental meetings, with representatives chosen from full-time qualified faculty members at the rank of assistant professor and above.	Review faculty appointments, terms of employment, promotions, suspensions, terminations, non-renewal of contracts, identification of reasons for dismissal, research and further studies, sabbaticals, and extension of service.
Departments Affairs Meeting	Composed of the heads of each department (or institution, program, center) and full-time qualified faculty members at the rank of lecturer and above (including teaching assistants, military instructors, and project faculty). Additionally, several class representatives from each department are nominated to attend as observers.	Discuss teaching, research, and other matters of the unit.
Faculty Evaluation Committee Meeting (department/institution/center level)	Organized by representatives elected from full-time qualified faculty members at the rank of assistant professor and above within the unit.	Review appointment, term of employment, promotion,

		suspension, termination, non-renewal of contracts, identification of reasons for dismissal, research and further studies, sabbaticals, and extension of service for faculty members of the department (or program, center).
Other Administrative Affairs Meeting	Organized by the heads of each unit and the leaders of the respective groups within the unit.	Discuss important matters of each unit.

3. Links to the relevant laws and regulations:

- (1) Website for the Labor Union Act: <https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0020001>
- (2) Website for the Civil Servant Association Act: <https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=S0010008>
- (3) Website for NCUE's organizational regulations: <https://personnelweb.ncue.edu.tw/p/412-1001-2472.php?Lang=zh-tw>

SDG 8.2.3 Employment policy on discrimination

NCUE has always emphasized equality and has established various relevant regulations and policies to protect the rights and interests of colleagues in the workplace. There are no restrictions related to race, religion, physical or mental disabilities, immigration status, gender, etc., to avoid workplace discrimination, build a friendly campus, and create a friendly work environment.

1. Section on the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD)

NCUE has built a website for the implementation of the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD). The content that we strictly adhere to includes interpretations of ICERD articles, legal provisions, educational and promotional information.

Related website: <https://personnelweb.ncue.edu.tw/p/412-1001-3360.php?Lang=zh-tw>

2. Promoting Gender Equality

In 2000, NCUE established the "National Changhua University of Education Gender Equality Education Implementation Regulations," and in 2004, we set up the "National Changhua University of Education Gender Equality Education Committee Establishment Measures." These initiatives actively work towards creating an educational environment **free** from gender discrimination. We also provide proactive assistance to improve the situation of students who are disadvantaged due to their gender or sexual orientation. For pregnant students, we protect their right to education and provide necessary assistance.

Furthermore, we have designed gender equality-related courses that are open for students to select. Through these efforts, faculty and students work together to establish a campus learning environment that promotes gender equality.

3. Holding gender equality related study activities

In 2024, NCUE held a total of 105 sessions of study activities related to gender equality education (anti-discrimination and anti-harassment). Photos of these sessions are shown in Figures 1-5. With an increase of 9.3% from 96 sessions in 2023, NCUE has publicized the crucial ideas of gender equality education, anti-discrimination, and anti-harassment. A total of 6,038 people participated in these activities, which is an increase of 1.6% from 5,943 in 2023.



Figure 1. In response to the Ministry of Education's Gender Equality Education Day, NCUE organized its Gender Equality Education Day on April 30, 2024, focusing on the topic of education in the Article 10 of CEDAW as the main theme. Members of the Gender Equality Education Committee at our school: Dean of Academic Affairs Dr. Yang-Wei Lin, Dean of Student Affairs Dr. Chuian-Fu Ken, and Professor Shu-Chu Chao jointly participate in this event. Through promoting gender mainstreaming within the campus, the university aimed to evaluate legislation, policies, and programs through planned actions. These actions were designed to assess the impact on both men and women across all areas and levels, echoing the United Nations' principles of CEDAW. The event saw enthusiastic participation from faculty, staff, and students, with a total of 642 participants.

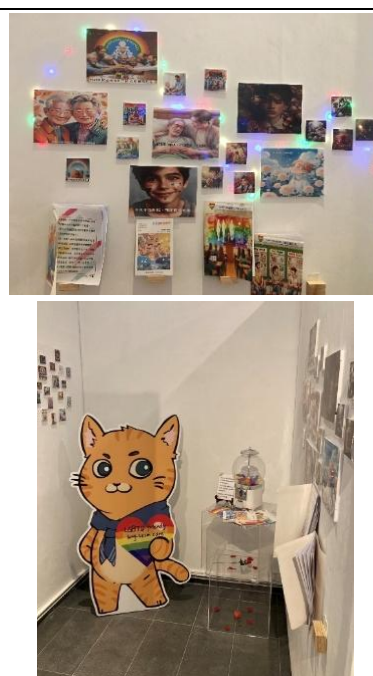


Figure 2. On November 18 and 21, 2024, in response to the United Nations International Day for the Elimination of Violence Against Women and the White Ribbon Campaign, our university collaborated with the 2025 Taiwan International Queer Film Festival to host the “Baisha Queer Film Festival” under the theme “Deep Love Cultivation - Rainbow Rooting.” The event featured five films centered on anti-harassment and anti-discrimination themes —

Figure 3. Bachelor's Degree Program for Indigenous People in Seniors Health Promotion and Care Management, College of Education at our university, held an exhibition titled “LGBTQ Friendly Long-term Care: Understanding Gender Diversity in Geriatric-Related Disciplines and the Realities and Care of Gender-diverse Individuals in Long-term Care” from June 1 to 7, 2024. The exhibition focused on disadvantaged gender groups

Swingin', A Beautiful Bird Day, This is My Rifle. This is My Gun, Hidden, and Honeymoon. Each screening was followed by a post-film discussion led by invited speakers.	who face unfavorable situations due to their gender. It aimed to break the constraints of traditional gender stereotypes and transcend gender frameworks through daily practices that respect diverse gender differences.
	
Figure 4. From November 18 to 21, 2024, in conjunction with the "Baisha Queer Film Festival," our school library organized a "Queer Book Exhibition" in the first-floor atrium of the library. The event aimed to help students not only acquire knowledge and skills in their respective fields, but also explore and understand issues related to gender diversity. Through this lecture, students were encouraged to recognize both their own and others' uniqueness, cultivate an awareness of gender diversity, and develop a caring and respectful attitude toward gender minority groups.	Figure 5. On October 28, 2024, the Chief Secretary, Meichun Lydia Wen, from our school, gave a presentation on the school's anti-harassment and anti-discrimination policies and stance at the Mentor Competence Seminar. A total of 132 staff and students participated in the event.

4. Regular Review of Workplace Harassment

In accordance with Article 6, Paragraph 2, Subparagraph 3 of the Occupational Safety and Health Act and Article 11 of its Enforcement Rules, our university has established the "Prevention Plan on

Workplace Harassment" to address physical or mental harassment suffered by employees due to others' actions while performing their duties. This plan aims to properly design and implement necessary safety and health measures to prevent workplace illegal infringement.

References to: Appendix 8.2.3A - Occupational Safety and Health Act Appendix 8.2.3B - NCUE's Prevention Plan on Workplace Harassment Appendix 8.2.3C - Written Statement Prohibiting Workplace Harassment

5. Legal achievements

(1) To protect teachers' rights and foster cohesion on campus to provide education, the National Changhua University of Education Teacher Appeal Review Committee Organization and Evaluation Guideline has been established, and the Teacher Appeal Review Committee has been initiated.

(2) To protect the work rights of faculty and staff, ensure a work environment **free** from sexual harassment, and to safeguard the rights of those involved, NCUE has established the "NCUE Preventing and

Management of Sexual Harassment and Gender Discrimination in the Workplace " and the " NCUE Guidelines for Handling Sexual Harassment Prevention." These provide NCUE faculty and staff, contracted service workers stationed at NCUE, job applicants, and service recipients with a work and service environment **free** from sexual harassment and gender discrimination. The guidelines aim to prevent sexual harassment in the workplace and eliminate gender discrimination. When NCUE becomes aware of sexual harassment or gender discrimination in the workplace, it takes appropriate corrective, remedial, grievance, disciplinary, and other handling measures to protect the rights and privacy of those involved.

(3) The 'Organization and Key Evaluation Points for the NCUE's Staff Appeal and Appraisal Committee' was formulated to protect the rights and interests of NCUE's employees, establish a channel for employee complaints, and enhance harmony on campus.

(4) NCUE is committed to creating a healthy, friendly workplace environment **free** from bullying, and has established the 'Key Points for the Handling of Complaints by NCUE's Faculty and Staff regarding Workplace Bullying' Any faculty member or staff who experiences inappropriate treatment may file a complaint. The university will form an investigation committee in accordance with regulations to ensure fairness and protect the privacy of the parties involved, while providing necessary assistance and care, enabling every colleague to work with peace of mind in a safe, respectful, and supportive environment.

(5) Links to the relevant laws and regulations:

(a) Link to the National Changhua University of Education Teacher Appeal Review Committee Organization and Evaluation Guideline:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/861/302445154.docx>

(b) Link to the NCUE Regulations for the Prevention, Complaint, Handling, and Punishment of Sexual Harassment:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/873/901696976.pdf>

(c) Link to the NCUE Guidelines for Handling Sexual Harassment Prevention:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/873/224639597.pdf>

(d) Website for the ‘Organization and Key Evaluation Points for the NCUE’s Staff Appeal and Appraisal Committee’:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/881/202354694.pdf>

(e) Website for the ‘Key Points for the Handling of Complaints by NCUE’s Faculty and Staff regarding Workplace Bullying’:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/881/353929796.pdf>

(f) Website for the Gender Equality in Employment Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0030014>

(g) Website for the Sexual Harassment Prevention Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=D0050074>

6. Implementation results for a friendly working environment

- (1) Two nursing rooms (one in each campus, as shown in Figure 1) for breastfeeding and expressing breast milk have been set up in accordance with the provisions under the Act of Gender Equality in Employment, together with the formulation of the ‘Measures for the Use and Management of the Nursing Rooms under the NCUE’s Office of Student Affairs’. In addition to the prescribed resting time, faculty and staff who are personally breastfeeding their baby are allocated another 60 minutes a day for them to breastfeed or express breast milk. (Please also refer to Annex 8.2.3D -Measures for the use and management of the nursing rooms under the NCUE’s Office of Student Affairs)



Figure 6. Nursing Rooms for Breastfeeding and Expressing Breast Milk

- (2) The two campuses have smoke-free environments and enhanced facilities for barrier-free accessibility
- (a) NCUE attaches great importance to the implementation of smoke-free environments and barrier-free facilities on campus. All buildings and facilities on campus have been inspected and improved in accordance with the design specifications for building accessibility. Millions of NT dollars are spent on improvements each year, with a cumulative funding for enhancing

accessible facilities of NT\$109,072,100. Accessible facilities have been implemented quite thoroughly on both campuses, as shown in Figure 7.

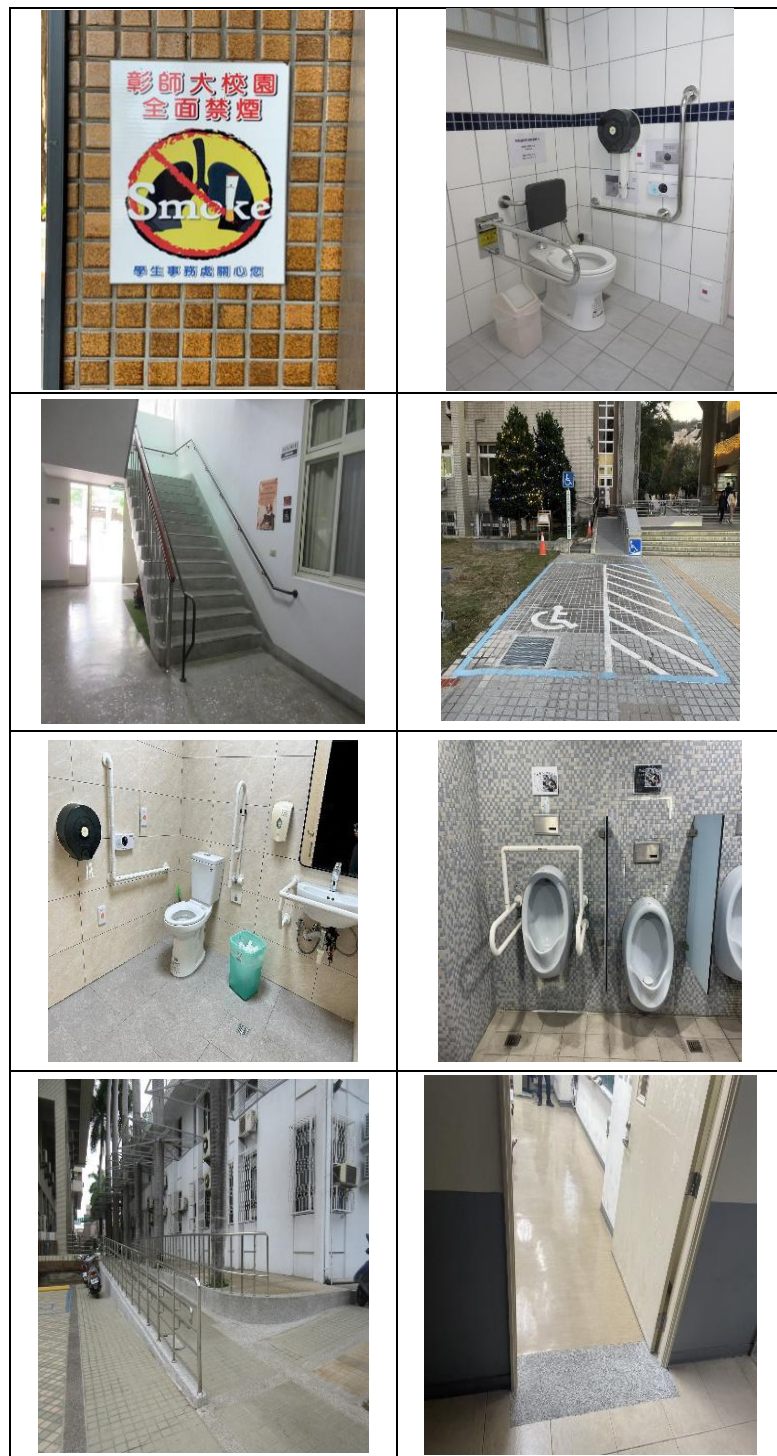


Figure 7. Smoke-free Environments and Facilities for Barrier-free Accessibility on Campus

- (b) Each of the 23 main buildings on campus has been equipped with accessible elevators and toilets, with an installation rate of 100%. All accessible facilities in buildings, such as ramps,

guidance facilities, and stair handrails, are installed in compliance with the design specifications for building accessibility. The 7 student dormitories on campus have 31 accessible rooms, which can accommodate 68 students with disabilities. The type and quantity of our campuses' accessible facilities are listed below. (Table 1, Table 2)

Table 1. Installation status of accessible facilities on NCUE

Accessible facilities	Quantity	Installation rate
Elevators	23	100%
Toilets	61	100%
Ramps for refurbishment works	19	100%
Stair handrails	36	100%
Guidance facilities	26	100%

Table 2. Statistics on accessible accommodation in student dormitories

Student dormitory	Total number of rooms	Number of rooms for students with disabilities
No. 3	77	3
No. 5	90	4
No. 6	63	1
No. 7	140	3
No. 8	179	6
No. 9	151	6
No. 10	187	8

SDG 8.2.4 Employment policy modern slavery

NCUE upholds the United Nations "2030 Agenda for Sustainable Development" SDG 8 goals and vigorously promotes "Employment Policy and Prevention of Forced Labor and Human Trafficking Policy." The university firmly oppose forced labor, modern slavery, human trafficking, and child labor. The university's employment and procurement processes incorporate human rights protection and labor standards to ensure working conditions comply with legal requirements and international labor standards. Furthermore, NCUE strengthens the awareness and responsibility of faculty, students, and external partners regarding these issues through new employee education and training, supply chain review mechanisms, and regular advocacy, jointly creating a campus environment that respects human rights, labor justice, and sustainable development. The university has also established relevant regulations to implement the protection of workers' rights and obligations, as described below:

1. The government of the Republic of China has formulated the Human Trafficking Prevention Act to prevent human trafficking and protect the rights and interests of victims. In accordance with this law, we undertake not to engage in any situations that involve forced labor, modern slavery, or human trafficking.
2. We strictly comply with the provisions under Article 44 of the Labor Standards Act and confirm that we do not recruit any child laborer over the age of 15 but under the age of 16 to work on campus.
3. The regulations stated below have been clearly formulated by NCUE, and their contents are regularly revised to keep up with the times. No illegal acts such as forced labor or slavery are permitted, and the rights and obligations of workers are guaranteed, as shown in Table 1.

Table 1. Relevant Regulations Implemented by NCUE to Ensure Workers' Rights and Obligations

Regulation	Summary of key articles
NCUE's Working Regulations for Contract Staff	Article 3 Item 2: When NCUE recruits or dismisses contract staff, it must not be based on race, class, language, ideology, religion, political affiliation/party, place of origin, place of birth, gender, sexual orientation, age, marital status, appearance, facial features, physical or mental disabilities, or previous union membership. If express provisions are made under other laws, those provisions shall be complied with.
	Article 16 Item 1: The normal working hours of contract staff shall not exceed eight hours daily and forty hours weekly.
	Article 19 Item 1: When it comes to the extension of working hours due to operational necessities, employees are required to obtain prior approval from the University President or in accordance with NCUE's overtime control guidelines by filling out an overtime performance record for approval after the fact. Overtime work shall be calculated on an hourly basis, with a maximum limit of 4 hours per person per day and 12 hours

	on holidays, with a monthly limit of 46 hours in general.
	Article 20 Item 1: Contract staff may extend their working hours or work on their rest days. Depending on the choice that they have agreed upon in advance, they may have compensatory days off in-lieu or receive overtime pay according to the standards.
NCUE Safeguarding the Labor Rights and Benefits of Part-time Assistants and the Rights and Interests of Scholarship and Financial Aid Recipients	Item 12: NCUE has clearly stipulated the rights and obligations of both employees and employers to improve the management system for part-time assistants and to promote harmony and consensus on campus. Both parties shall comply with the Labor Standards Act and its rules for implementation, key points, and the related laws and regulations.
	Item 17: The working time, working hours, and the working location of part-time assistants shall be negotiated and agreed upon by the employers and employees. When an application for overtime is submitted, the employers and employees shall negotiate whether the latter shall have compensatory time off in-lieu or receive overtime pay.
	Item 18: Part-time assistants are granted leave in accordance with the Labor Standards Act, Regulations of Leave for Workers, Act of Gender Equality in Employment, and the relevant regulations of NCUE.

4. Links to the relevant laws and regulations:

(1) Website for the Human Trafficking Prevention Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=D0080177>

(2) Website for the Labor Standards Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0030001>

(3) Website for NCUE's Working Regulations for Contract Staff:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/139/501403957.pdf>

(4) Website for NCUE Safeguarding the Labor Rights and Benefits of Part-time Assistants and the Rights and Interests of Scholarship and Financial Aid Recipients:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/881/992835963.docx>

SDG 8.2.5 Employment practice equivalent rights outsourcing

When NCUE outsources work to a third party, staff who participate in the tasks shall be insured in accordance with the provisions under the Labor Standards Act. In addition, the outsourcing company shall be urged to ensure that the relevant measures are implemented so that those workers' rights are protected. The details are listed below. Categories of Outsourced Work at NCUE, Number of Outsourced Workers, Safeguard Measures and Work Situations are illustrated in Table 1 and Figure 1.

Table 1. Categories of Outsourced Work at NCUE, Number of Outsourced Workers and Safeguard Measures

Type of outsourced work	Number of outsourced workers	Safeguards by the outsourcing company
Campus cleaning	38	1. Each employee is to be provided with 2 to 3 sets of uniform. 2. The basic salary of employees according to the Labor Standards Act is NT\$28,590. Overtime pay shall be paid in accordance with the law. 3. Cash gifts are to be provided for birthdays, funerals, marriages, and childbirth. 4. Opportunities for internal job transfers are to be provided, and workplaces shall comply with occupational safety and health regulations. 5. Employees are to be provided with gender-equal working conditions.
Campus security (security services)	13	Protection of the rights and interests of employees is to be ensured in accordance with the relevant regulations, such as the Private Security Service Act, Employment Service Act, Labor Standards Act, and Reference Guidelines for Auditing the Working Hours of Security Guards in the Security Industry.





Figure 1. Outsourced Work Situations

Links to the relevant laws and regulations:

1. Website for the Labor Standards Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0030001>

2. Website for the Private Security Service Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=D0080081>

3. Website for the Employment Service Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0090001>

4. Website for Reference Guidelines for Auditing the Working Hours of Security Guards in the Security Industry:

<https://laws.mol.gov.tw/FLAW/FLAWDAT0202.aspx?id=FL077272>

SDG 8.2.6 Employment policy pay scale equity

NCUE has consistently followed and strictly implemented the "Fair Salary Policy," clearly committing to ensuring that faculty and staff compensation adheres to principles of gender equality and transparency. The policy encompasses salary structure reviews, regular gender pay gap analyses, and establishes grievance and review mechanisms to ensure that the compensation system does not create unfairness due to gender, age, or other non-competency factors. NCUE is committed to creating an inclusive and fair work environment and implementing SDG 8 sustainable development goals.

Fair policies and norms for the salary standard of the faculty and staff in NCUE are clearly stipulated according to conditions such as personal academic degree, work experience, and professional ability, and there is no difference in treatment based on gender or sexual orientation. The explanation is as follows and relevant salary regulations are shown in Table 1.

Table 1. Relevant Salary Regulations

Name of regulations	Highlights of articles
Teacher Remuneration Act	Paragraph 1, Article 7 The salary level of teachers in junior colleges and above (hereinafter referred to as teachers of higher education institutions) shall be determined based on professional rank, academic degree, work experience, and seniority. (Please refer to Annex 8.2.6A, Salary Scale for Teachers.)
Regulations Governing Additional Pay for Civil Servants	Article 4 Various allowances for civil servants shall be determined by considering the following factors: 1. Duty allowance: supervisor duties, heavy duties, or degree of work hazard. 2. Technical or professional allowance: the technical or professional level of the duty, the degree of difficulty, the required qualifications, and the supply and demand on the labor market. 3. Geographical allowance: geographical environment, traffic conditions, hardship and economic conditions of the service places. (Please refer to Annex 8.2.6B, Concise Table for the Current Allowances of Civil Servants.)
Working Rules for Contracted Personnel in National Changhua University of Education	Paragraph 2, Article 3 When NCUE recruits or dismisses contract staff, it must not be based on race, class, language, ideology, religion, political affiliation/party, place of origin, place of birth, gender, sexual orientation, age, marital status, appearance, facial features, physical or mental disabilities, or previous union membership. If express provisions are made under other laws, those provisions shall be complied with Paragraph 2, Article 13

	The salary of contract staff shall not be lower than the basic salary approved by the competent central authority at that time.
Key Points on Contracted Personnel Management in National Changhua University of Education	6. The monthly remuneration for contract staff is handled according to NCUE's Contract Staff Compensation Standards Table. The remuneration for contract psychologists and full-time counseling staff is paid according to NCUE's Salary and Compensation Standards Table for Contract Psychologists and Full-time Counseling Staff. (Please refer to Annex 8.2.6C, Standard Table for Remuneration of Contract Staff in National Changhua University of Education and Annex 8.2.6D, Salary and Compensation Standards Table for Contract Psychologists and Full-time Counseling Staff)
NCUE Principles for Processing Senior-Level Non-Supervisory Personnel Receiving Supervisory Duty Allowances	2. NCUE's allocation of duty allowances to senior-level non-supervisory personnel must be evaluated strictly according to the heaviness degree of job responsibilities, and must not involve rotation, assignment based solely on promotion sequence, or assignment based solely on rank level.

Links to related regulations

1. Link to the Teacher Remuneration Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=H0150046>

2. Link to the Regulations Governing Additional Pay for Civil Servants:

<https://law.moj.gov.tw/LawClass/LawAll.aspx?pcode=S0030007>

3. Link to the ‘Working Rules for Contracted Personnel in National Changhua University of Education’:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/139/501403957.pdf>

4. Link to the ‘Key Points on Contracted Personnel Management in National Changhua University of Education’:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/869/566252168.pdf>

5. Link to the ‘NCUE Principles for Processing Senior-Level Non-Supervisory Personnel Receiving Supervisory Duty Allowances’:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/875/684559973.doc>

SDG 8.2.7 Tracking pay scale for gender equity

NCUE upholds the principles of fairness and justice, and diversity and inclusion, and is committed to supporting underrepresented groups among faculty and staff, including gender minorities and individuals with disabilities. The university has clearly established fair and transparent policy regulations for faculty and staff job promotions and advancement. Compensation standards are determined based on individual qualifications such as education, experience, seniority, and professional capabilities, with absolutely no differential treatment based on gender or sexual orientation. This creates a diverse and friendly workplace environment and promotes the fair development of all faculty and staff.

Employees' salaries and remuneration belonging to different groups, such as namely faculty members, civil servants of NCUE, and personnel employed by the university endowment fund, are combined, and the average male and female wages for each group are calculated. The results show that there is little difference in the average wages of males and females in each group; in fact, the average wages of female employees are NTD\$4,512 higher than that of male employees. The details are as follows; the average salaries for NCUE faculty members and staff are shown in Table 1. The overall salary in 2025 is also higher than the salary level in 2024, as shown in Figure 1.

Table 1. Average Salaries for NCUE Faculty Members and Staff

Year	Teachers of NCUE Average salary per person (NTD)		Civil servants of NCUE Average salary per person (NTD)		Personnel employed by the university endowment fund Average salary per person (NTD)	
	Male	Female	Male	Female	Male	Female
2025	126,859	124,635	70,538	75,050	39,762	41,590
2024	123,372	119,439	68,165	72,188	37,862	39,991

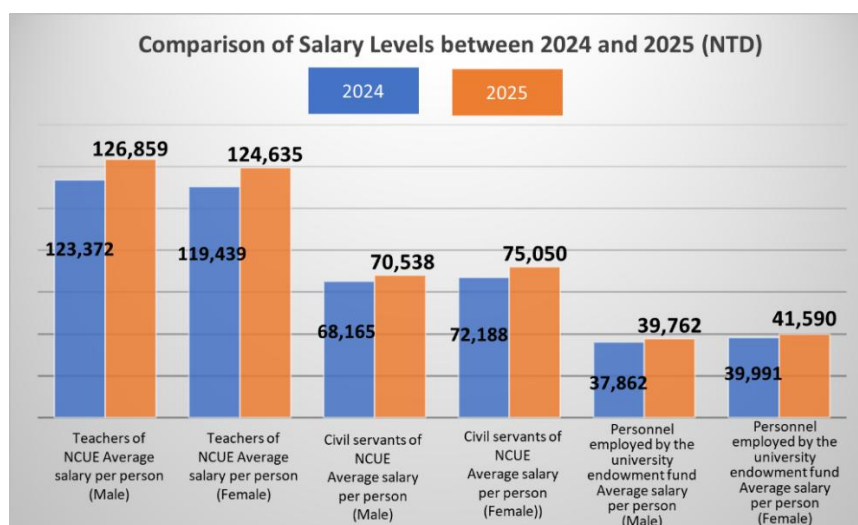


Figure 1: Comparison of Salary Levels Between 2024 and 2025

SDG 8.2.8 Employment practice appeal process

In order to protect the rights and interests of the faculty and staff, NCUE provides relevant grievance procedure. The following explains the relevant appeal channels for teachers, staff, and contract staff of NCUE and their provisions according to different identities and protection contents, as shown in Table 1.

Table 1. Appeal Related Regulations

Identities	Grievance procedure and requirements
Teacher	1. Article 42 of the ‘Teachers’ Act’ stipulates that ‘A teacher who considers that some measure taken by an educational institution or by the competent authority that the teacher has personally been subject to is illegal or inappropriate, and that it constitutes a violation of their rights and interests, may lodge an appeal, and a further appeal, with a Teacher Appeal Review Committee at each level.’ 2. NCUE has formulated the ‘National Changhua University of Education Teacher Appeal Review Committee Organization and Evaluation Guideline.’ Teacher Appeal Review Committee has been set up to protect teachers' rights to appeal.
Civil servant	According to the ‘Civil Service Protection Act’, the ‘Rules for the Review of Security Events by the Civil Service Protection and Training Commission’, and other regulations, NCUE provides the right to appeal about the protection of civil servants' rights and interests, such as their identity, official rank, salary, working conditions, and management measures.
Personnel employed by the university endowment fund	1. In accordance with Article 13 of the 'Regulations for Implementing Labor-Management Meetings' by the Ministry of Labor, NCUE guarantees the rights and interests of university endowment fund personnel as follows: (1) Coordination of labor-management relations and promotion of cooperation. (2) Improvement of working conditions. (3) Planning of labor welfare. (4) Enhancement of work efficiency. (5) Selection and dismissal of labor-management representatives. (6) Operation of labor-management meetings. (7) Other discussion matters. 2. University endowment fund employees can file a complaint or apply for mediation with the local labor affairs bureau under the 'Act for Settlement of Labor-Management Disputes.' Additionally, they can engage in discussions with the university management and address concerns during labor-management meetings, which are held quarterly, to protect their rights and interests. 3. In order to protect workers' rights and interests, establish workers' appeal channels, and promote campus harmony, NCUE has formulated the ‘Organization

	and Key Evaluation Points for the NCUE's Staff Appeal and Appraisal Committee'.
All faculty and staff members	NCUE has formulated the 'Key Points for the Handling of Complaints by NCUE's Faculty and Staff regarding Workplace Bullying', hoping to establish a healthy and friendly workplace environment free from bullying.

Links to related regulations

1. Link to the Teachers' Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=H0020040>

2. Link to the 'National Changhua University of Education Teacher Appeal Review Committee Organization and Evaluation Guideline':

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/861/302445154.docx>

3. Link to the Civil Service Protection Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=S0120001>

4. Link to the Rules for the Review of Security Events by the Civil Service Protection and Training Commission:

<https://law.moj.gov.tw/LawClass/LawAll.aspx?PCode=S0010013>

5. Link to the Act for Settlement of Labor-Management Disputes:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0020007>

6. Link to the Organization and Key Evaluation Points for the NCUE's Staff Appeal and Appraisal Committee:

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/881/202354694.pdf>

7. Link to the 'Key Points for the Handling of Complaints by NCUE's Faculty and Staff regarding Workplace Bullying':

<https://personnelweb.ncue.edu.tw/var/file/1/1001/img/881/353929796.pdf>

SDG 8.2.9 Employment practice labour rights

National Changhua University of Education (NCUE) recognizes and supports the labor rights of all faculty, staff, and students, such as freedom of association and the right to collective bargaining. The specific implementation results are as follows:

1. In addition to providing all faculty, staff, and students with the freedom of association and the right to collective bargaining, NCUE has established various meetings, committees, and organizations in accordance with NCUE's organizational regulations and relevant laws. This offers multiple channels for faculty, staff, and students to express their opinions, either through directly participating in NCUE's organizations or by electing representatives through democratic processes.
2. NCUE has a total of 21 various meetings and committees. The functions and names of these organizations are detailed in Table 1.

Table 1. The functions and names of NCUE's organizations

Functions	Name of organization
Promote the development of various university affairs, and administrative matters of the related organizations	1. University Council 2. Administrative Meeting 3. Administrative Coordinating Meeting 4. University Development Advisory Committee 5. University Affairs Development Committee 6. Student Affairs Meeting 7. Academic Affairs Meeting 8. College Affairs Meetings 9. Department (Institute/Center) Affairs Meetings 10. Other Administrative Affairs Meeting
Rights protection and campus security	1. Teacher Appeal Review Committee 2. Staff Appeal and Appraisal Committee 3. Student Appeals and Review Committee 4. Gender Equality Education Committee 5. Safety and health committee
Faculty appointment and improvement of teaching effectiveness	1. University-level Faculty evaluation committee 2. College-level Faculty evaluation committee 3. Department-level Faculty evaluation committee 4. Faculty evaluation committee
Management of NCUE endowment fund	Endowment Fund Management Committee
International academic cooperation and exchange	International cooperation and exchange committee

3. Links to the relevant laws and regulations:

(1) Website for the Labor Union Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=N0020001>

(2) Website for the Civil Servant Association Act:

<https://law.moj.gov.tw/ENG/LawClass/LawAll.aspx?pcode=S0010008>

(3) Website for NCUE's organizational regulations:

<https://personnelweb.ncue.edu.tw/p/412-1001-2472.php?Lang=zh-tw>

SDG 8.3.1 Expenditure per employee

Number of employees

In 2024, NCUE had a total of 805 employees, and the total annual expenditure amounted to NT\$2,048,889,597. The average expenditure per faculty member was NT\$2,545,204. Details are as follows:

1. The total number of employees is 805 (including project assistants employed by research programs).
2. The personnel categories and numbers are as follows in Table 1 and Figure 1.

Table 1. Number of personnel by category

Category	Teachers	Civil servant	Technicians and Janitors	Personnel employed by the university endowment fund	Project assistants employed by research programs	Total
Number of personnel	361	84	5	214	141	805

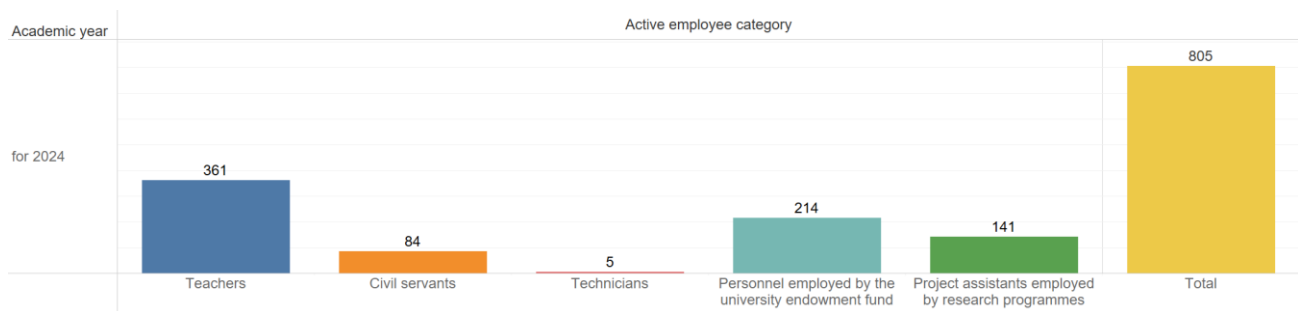


Figure 1. Number of personnel by category

University expenditure

1. Total annual expenditure was NT\$2,048,889,597 (according to the final accounts for 2024).
2. The main expenditure items are as follows in Table 2 and Figure 2

Table 2. Main Expenditure Items

Item	Employment expenses	Service charges	Materials and supplies	Rental and interest	Depreciation, depletion, and amortization
Amount (NTD)	944,391,982	628,033,542	87,984,514	15,935,903	199,783,380
Item	Taxes and fees (compulsory	Membership fees, donations, grants,	Deficit, compensation,	Other	Total

	fees)	apportionment, and relief and exchange activities	and insurance payment		
Amount (NTD)	2,657,610	143,835,143	98,073	26,169,450	2,048,889,597

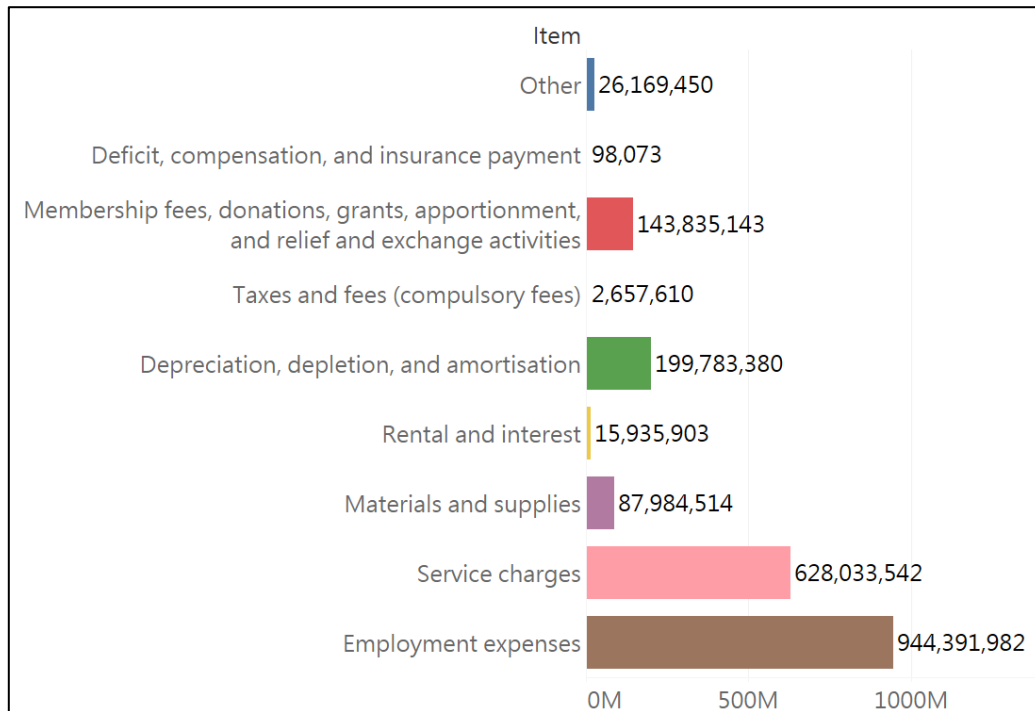


Figure 2. Main Expenditure Items

- For further details of the expenditure, please refer to NCUE's annual accounts available on the website: <https://accountingweb.ncue.edu.tw/var/file/11/1011/img/834436623.pdf>
- Expenditure per employee: Based on the above data, the average expenditure per NCUE faculty member during 2024 was $\text{NT\$}2,048,889,597 / 805\text{people} = \text{NT\$} 2,545,204$

SDG 8.4.1 Proportion of students with work placements

Number of students

Student internships were arranged by 19 departments and institutes of NCUE in 2024. A total of 426 students participated in the internship courses, with total internship hours of 374,280 and a full-time equivalent (FTE) value of 179.94. Details are as follows: Total number of students at NCUE in 2024 is shown as follows in Table 1 and Figure 1.

Table 1. Total number of students in 2024

Program	Number of students
Bachelor's program	5,079
Master's program	1,767
Doctoral program	462
Total	7,308

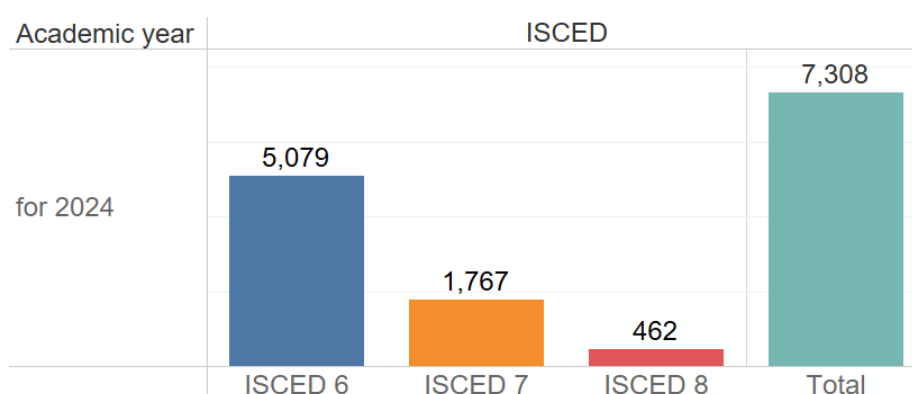


Figure 1. Total number of students at NCUE in 2024

Number of students with work placements for more than a month

1. The total number of students who completed internships of one month or longer was 426, accounting for 36.85% of the total number of NCUE bachelor's degree graduates. The student internship figures for 2024 are shown in Table 2.

Table 2. Student Internship Figures for 2024

Total number of intern students	total number of NCUE bachelor's degree graduates	Ratio of intern students
426	1,156	36.85%

2. Student internships were arranged by 19 departments and institutes of NCUE (including student-teacher and thematic study internships) that last for more than one month for each student, including

the Department and Graduate Institute of Chemistry, Department and Graduate Institute of Biology, Department of Physics, Department and Graduate Institute of Mathematics, Department of Computer Science and Information Engineering, Department of Geography, Department and Graduate Institute of Fine Arts, Department of English, Department of Chinese, Department of Special Education, Department of Guidance and Counseling, Graduate Institute of Guidance and Counseling, Graduate Institute of Rehabilitation Counseling, Department of Finance, Graduate Institute of Vehicle Engineering, Department of Industrial Education and Technology, Department of Public Affairs and Civic Education, and Department of Sports, Graduate Institute of Education, and Graduate Institute of History. A total of 426 people participated in the internship courses, and the total number of internship hours was 374,280. Faculties Offering Internships, Number of Intern Students and Hours are shown in Table 3.

Table 3. Faculties Offering Internships, Number of Intern Students and Hours

NO.	Departments and institutes	Total number of interns	Total internship hours
1	Department and Graduate Institute of Chemistry	6	5,760
2	Department and Graduate Institute of Biology	16	15,360
3	Department of Physics	12	11,520
4	Department and Graduate Institute of Mathematics	23	22,080
5	Department of Computer Science and Information Engineering	3	2,880
6	Department of Geography	13	12,480
7	Department and Graduate Institute of Fine Arts	20	19,200
8	Department of English	39	37,440
9	Department of Chinese	45	43,200
10	Department of Special Education	65	62,400
11	Department of Guidance and Counseling	120	83,360
12	Graduate Institute of Rehabilitation Counseling	21	17,320
13	Department of Finance	5	4,800
14	Graduate Institute of Vehicle Engineering	1	960
15	Department of Industrial Education and Technology	17	16,320
16	Department of Public Affairs and Civic Education	10	9,600

NO.	Departments and institutes	Total number of interns	Total internship hours
17	Department of Sports	8	7,680
18	Graduate Institute of Education	1	960
19	Graduate Institute of History	1	960
	Total	426	374,280

3. FTE is calculated as follows: $374,280 \text{ (hours)} / (52 \text{ (weeks)} * 40 \text{ (hours)}) = 179.94$

SDG 8.5.1 Proportion of employees on secure contracts

Number of employees

In 2024, NCUE had a total of 805 employees. Among them, 649 were faculty members and staff on contract for over 24 months. About 80.62% employees had signed a secure contract, up 0.11% from 80.51% in 2023. The details are as follows:

Number of FTE employees in the previous year

1. Total number of current employees was 805 (including project assistants employed under research programs)
2. Employee categories and numbers are as follows in Table 1 and Figure 1.

Table 1. Number of personnel by category

Category	Teachers	Civil servant	Technicians and Janitors	Personnel employed by the university endowment fund	Project assistants employed by research programs	Total
Number of personnel	361	84	5	214	141	805

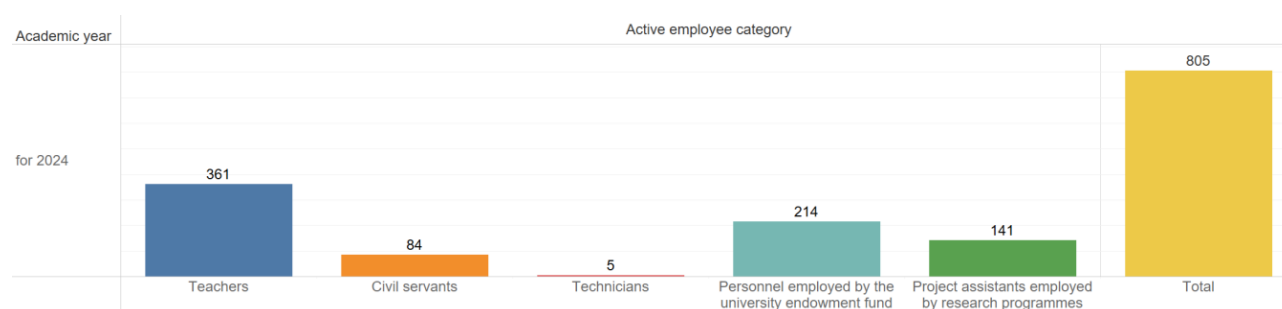


Figure 1. Number of personnel by category

Number of employees on contracts of over 24 months

1. Number of employees on contract for over 24 months

- (1) In 2024, number of NCUE employees (including civil servants, technicians and janitors, and personnel employed by the university endowment fund) on contract for over 24 months was 303.
- (2) The number of NCUE faculty members on contract for over 24 months was 346 during 2024.
- (3) There were 15 newly employed faculty members, or faculty members who had renewed their contracts for the first time, and whose employment period was less than 24 months.
- (4) To sum up, a total of 649 faculty members were on contract for over 24 months, as shown in Table 2.

Table 2. Total Number of Faculty Members on Contract for over 24 Months

Category	Teachers	Civil servant	Technicians and Janitors	Personnel employed by the university endowment fund	Project assistants employed by research programs	Total
Number of employees on contract for over 24 months	346	84	5	214	0	649

2. Proportion of employees on secure contracts

(1) According to the Times Higher Education World University Sustainability Impact Ratings Methodology, the “secure contract” mentioned in this indicator refers to a contract that lasts more than 24 months.

(2) Percentage of NCUE employees on a secure contract: $(649 / 805) \times 100\% = 80.62\%$