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中華人民共和國香港特別行政區政府
勞工及福利局
Labour and Welfare Bureau
The Government of the Hong Kong Special Administrative Region
of the People's Republic of China



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香港賽馬會慈善信託基金
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愛心僱主獎章 Caring Employer Medal 2025

行動清單 Action List

共融就業開展機構版本
INCLUSIVE EMPLOYMENT TRAILBLAZER VERSION

指定評估期為2024年7月1日至2025年6月30日。
The designated assessment period is from 1 July 2024 to 30 June 2025.



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賽馬會
共融·知行計劃
Jockey Club Collaborative Project for
Inclusive Employment

由勞工及福利局多元才能·共融職場嘉許計劃
及賽馬會共融·知行計劃合辦

Jointly organised by Diverse Abilities • Inclusive Workplace
Recognition Scheme of Labour and Welfare Bureau and
Jockey Club Collaborative Project for Inclusive Employment

簡介 INTRODUCTION



過去的研究和業界案例證明，推動殘疾共融不單可滿足對「環境、社會及管治」的要求，還可為機構發展帶來優勢及增強韌性。一個殘疾共融的工作環境不止於聘用殘疾人士，機構還需要提升其共融就業的能力；包括硬件改善和軟技能提升。我們借鑒本地和國際指引¹和框架，參考聯合國可持續發展目標及《環境、社會及管治報告守則》的匯報範圍，並根據香港的情況作出了相應調整，識別了四個提升機構共融就業能力的範疇。在每個範疇下，我們進一步羅列了一系列行動，以協助機構理解其實踐共融就業的能力。這些行動並非用以評估和比較機構的績效指標；相反，它們是參考指引，讓機構反思其現況，辨識改善方向並設定適當目標。機構採取這些舉措或實踐這些行動愈多，代表它在實踐共融就業方面有更大的能力和決心。

Prior research and business cases have shown that ESG requirements aside, fostering disability inclusion can raise organisations' resilience and advance business development. Disability workplace inclusion is more than hiring individuals with disabilities; it requires an organisation to build capacities for embracing inclusive employment in its operation; such capacities pertain to both hardware improvement and soft skills enhancement. Drawing upon local and international guidelines and frameworks¹ for inclusive employment, as well as UNSDGs and reporting boundaries under the Environmental, Social, and Governance Reporting Code, we have identified four dimensions of organisational capacities deemed pertinent to attaining inclusive employment. With adaptations to the context of Hong Kong, we have further constructed a list of actions under each dimension to help organisations understand their capacities for implementing inclusive employment. These dimensions and actions are not meant to be an assessment index evaluating and comparing organisational performance; instead, they are reference points with which organisations reflect upon their current practices, identify areas for improvement, and set appropriate goals. The more of these actions an organisation has taken or acted upon, the greater capacities and commitment it has developed for embracing inclusive employment.

¹ CareER, Disability Inclusion Index (CareER傷健共融指數) - <https://career.org.hk/employer-support/career-disability-inclusion-index/>
Disability:IN, Disability Equality Index - <https://disabilityin.org/what-we-do/disability-equality-index/> (Only English version is available 只提供英文版本)
International Labour Organization - <https://www.businessanddisability.org/news/ilo-gbdn-self-assessment> (Only English version is available 只提供英文版本)
National Organization on Disability - Employment Tracker - <https://www.ceoaction.com/media/1692/results-from-the-2017-disability-employment-tracker-infographic.pdf> (Only English version is available 只提供英文版本)

實踐共融就業的機構能力 - 四大範疇

Four Dimensions of Organisational Capacities for Inclusive Employment



1. 組織承諾及機制 (聯合國永續發展目標UNSDGs 10 & 16)

Organisational Commitment & Mechanism

一間殘疾共融的機構致力於建立和展示一種欣賞、珍惜和促進殘疾共融的組織文化和環境，擁有一套明確的目標，並釐清角色和責任，訂明機構如何推動共融就業；同時設定衡量指標以監察進展。機構能營造一個工作環境，讓不同能力、需要或背景的員工皆能感受到被重視和支持。在這共融的環境，員工能充分發揮才能，從而提升其士氣和歸屬感，最終有助提升機構整體表現和生產力。

A disability-inclusive organisation is **committed to building and demonstrating an organisational culture and environment that appreciates, treasures, and facilitates disability inclusion**. It also has in place **a set of clear goals with well-defined roles and responsibilities, which stipulates how inclusive employment can be attained in the organisation; clear metrics are developed for monitoring the progress of achieving inclusive employment**. The organisation aspires to provide a workplace in which all employees feel valued and supported regardless of their abilities, needs, or backgrounds. Such an inclusive environment enables every member of the organisation to contribute fully to its success, hence boosting employees' morale and commitment and benefitting the organisation's overall performance and productivity.



2. 在職措施 (聯合國永續發展目標UNSDGs 8 & 10)

Employment Operation

一間殘疾共融的機構在整個招聘過程中，讓殘疾求職者的能力得以展現，以建立一個多元化的人才庫。同時，機構為所有員工制定合適的政策和措施，以支持他們的職涯發展，涵蓋從入職、培訓和教育，到薪酬、績效評估、人才留任及事業發展。優先考慮共融和公平的人才措施，不但賦權予殘疾員工，機構同時亦可營造一個讓所有員工都能平等參與的環境，提高團隊協作能力，提升員工參與度和生產力，並彰顯其殘疾共融僱主的聲譽。

A disability-inclusive organisation implements recruitment practices that **engage candidates with disabilities throughout the recruitment cycle, allowing their abilities to be uncovered and acknowledged** with a view to building a diverse talent pool. The organisation also has policies and programmes properly designed to support ALL employees throughout their employment journey, from **onboarding, training and education, to compensations, performance evaluations, job retention, and career advancement**. By prioritizing inclusive and equitable people practices, organisations can foster an inclusive environment that not only empowers employees with disabilities but also promotes fair participation for all. This approach enhances teamwork, boosts employee engagement and productivity, and strengthens the organisation's reputation as a disability-inclusive employer.



3. 業務發展及供應鏈的多元性 (聯合國永續發展目標UNSDGs 8 & 12)

Business Development & Supply Chain Diversity

一間殘疾共融的機構關注其日常營運、產品和服務如何影響殘疾客戶及持份者。機構會樂於聽取殘疾顧客的意見，不斷優化他們的體驗，並將其視為目標市場。這些舉措有利機構發展創新方案及提升客戶體驗及聲譽。再者，機構透過其採購力和聯同供應鏈中的其他持分者，推動系統性變革，建構更共融的營商生態圈，從而展示其對殘疾共融的承諾。

A disability-inclusive organisation pays full attention to how **its day-to-day processes, services and products impact the experiences of customers and stakeholders with disabilities**. The organisation cares about customers with disabilities, optimizes their experiences, and sees them as marketing targets. This can help foster innovative solutions, enhance customer experiences, and build a reputation for the organisation. The organisation leverages **its purchasing power and connections in the supply chain to drive systemic change** and to create a more inclusive business ecosystem, thereby demonstrating its commitment to disability inclusion.



4. 跨界別參與 (聯合國永續發展目標UNSDGs 10 & 17)

Cross-Sector Engagement

一間殘疾共融的機構積極支持並參與關注殘疾議題的組織和社區活動，以推廣和倡導多元性和共融。機構在制定和實踐其發展策略時，聯繫並與殘疾社群合作，以建立一個長期且互利的合作模式。積極的社區參與不僅有助機構建立聲譽，還能促進文化和思維的轉變，締造更共融及公平的社會。

A disability-inclusive organisation **actively supports and engages with disability-focused organisations and community programmes to promote and advocate diversity and inclusion**. It adopts a long-term, mutually beneficial approach to connecting and collaborating with the disability community in formulating and implementing its development strategy. Active community engagement helps the organisation build a reputation and catalyzes a cultural and paradigm change towards a more inclusive and equitable society.

這四個範疇與香港交易所《環境、社會及管治報告守則》的「社會」匯報範圍一致，即「僱傭及勞工常規」、「營運慣例」和「社區」。每個範疇下羅列了一系列行動，這些行動滿足了十七個聯合國永續發展目標中的五個目標，包括「目標8: 體面勞動和經濟增長」、「目標10: 減少不平等」、「目標12: 負責任的消費和生產」、「目標16: 和平、正義和強大機構」以及「目標17: 促進目標實現的夥伴關係」。在下表中，行動項目首先按香港交易所的「社會」匯報範圍分類，然後按滿足聯合國永續發展目標來分組。

The four dimensions align with the “social” aspect of HKEX’s ESG reporting framework: Employment & Labour Practice, Operating Practices, and Community. Each dimension contains a list of actions. The dimensions meet five out of the seventeen UNSDGs, including Goal 8: Decent Work and Economic Growth, Goal 10: Reduced Inequalities, Goal 12: Responsible Consumption and Production, Goal 16: Peace, Justice and Strong Institutions, and Goal 17: Partnerships for the Goals. In the following table, the action items are first grouped by HKEX’s social dimension and then by the satisfaction of similar UNSDGs.



1. 組織承諾及機制 Organisational Commitment & Mechanism (聯合國永續發展目標UNSDGs 10 & 16)

類別 Categories	行動 Actions
承諾與溝通 Commitment & Communications	- 在公眾渠道和平台上，以書面公開對「多元、平等與共融」的承諾，特別是殘疾方面〔參考例子：機構網站 / 社交平台帖子螢幕截圖〕 Have a written commitment to DEI that specifically mentions disability on public-facing channels and platforms [ref. examples: organisation website/social media posts screen capture] - 在公司管治理念中提及殘疾共融文化、歸屬感和尊重等元素〔參考例子：機構網站 / 年報中的「主席的話」、「使命與價值觀」副本〕 Mention a culture of disability inclusion, belonging, and respect in management philosophy [ref. examples: Messages by the Chairperson, mission and vision statements shown in the organisation website/annual reports] - 機構領導層共同推動殘疾共融的項目，參加相關活動，並定期對內和對外宣揚殘疾共融的重要性〔參考例子：活動資料 / 相片、員工通訊、活動講稿、媒體撰文〕 Have senior leader(s) of the organisation making collective efforts to champion disability-inclusive initiatives, participate in events that promote inclusive employment, and regularly relay the importance of disability inclusion internally and externally [ref. examples: activity information/photos, staff newsletters, event speeches, media columns]
機制 Mechanism	- 設指定負責人來計劃、實施及評估與殘疾共融相關的項目和政策發展〔參考例子：機構委任證明、會議紀錄〕 Have designated staff to plan, implement, and evaluate disability inclusion-related initiatives and policy development [ref. examples: organisation appointment document, meeting minutes] - 建立系統，以收集和監察與員工殘疾狀況相關的數據〔參考例子：數據系統副本 / 螢幕截圖〕 Have a system to collect and monitor employee disability status data [ref. examples: copy/screen capture of data system]
政策 Policies	- 機構之平等機會和反歧視政策明確包涵殘疾類別〔參考例子：相關政策副本〕 Have an Equal Opportunity and Anti-Discrimination Policy that specifically mentions disability [ref. examples: copy of relevant policies] - 制定無障礙和調適政策〔參考例子：相關政策副本〕 Have an accessibility & accommodation policy [ref. examples: copy of relevant policies] - 建立殘疾共融的採購政策〔參考例子：相關政策副本〕 Have a disability-inclusive procurement policy [ref. examples: copy of relevant policies]

需符合下列行動數目之要求 Must satisfy the following number of actions:

第一級 殘疾共融支持機構：最少 3 項

Level 1 Disability Inclusive Supporter: At least 3 items

第二級 殘疾共融僱主：最少 5 項

Level 2 Disability Inclusive Employer: At least 5 items



2. 在職措施 Employment Operation (聯合國永續發展目標UNSDGs 8 & 10)

類別 Categories	行動 Actions
準備工作 Preparing	- 了解現行招聘流程中的不足之處，制訂改善方案，以招募多元人才〔參考例子：檢視結果及方案副本〕 Identify gaps and areas for improvement in the recruitment process for sourcing diverse talents [ref. examples: copy of review documents and solutions] - 在機構網站和招聘廣告中清楚表明歡迎殘疾應徵者〔參考例子：相關網站及廣告螢幕截圖〕 Explicitly welcome job applications from persons with disabilities on the organisation's website and job adverts [ref. examples: screen capture of website and job adverts] - 為確保資訊通達性，以不同格式提供與招聘相關的資訊〔參考例子：多種文件格式或附有字幕的招聘影片〕 Provide job-related information in accessible formats [ref. examples: recruitment information with multiple file types, video with captions]
招攬人才 Sourcing	- 確保被委任的招聘服務機構/平台（例如獵頭公司、工作配對平台等）採取殘疾共融的招聘措施〔參考例子：相關委任條款副本、招聘服務機構/平台的相關措施副本〕 Ensure appointed recruiters (e.g., headhunt agencies, job-matching platforms) practise disability-inclusive hiring [ref. examples: copy of relevant terms of appointment, copy of relevant practices of appointed recruiters] - 於關注殘疾議題的平台及網站刊登招聘廣告〔參考例子：相關網站及廣告螢幕截圖〕 Place job adverts on disability-focused platforms and websites [ref. examples: screen capture of website and job adverts] - 參與殘疾共融招聘會或相關招聘活動〔參考例子：參與紀錄、機構出席的相片〕 Participate in disability jobs fairs or targeted recruitment campaigns [ref. examples: attendance records, photos of organisational presence] - 聯絡關注殘疾議題的機構推薦人才〔參考例子：相關通訊副本〕 Liaise with disability-focused organisations for talent referral [ref. examples: copy of correspondence] - 接納不同格式的職位申請〔參考例子：過去被接納的申請證明、相關網站及廣告螢幕截圖〕 Accept job applications in alternative formats [ref. examples: proof of previous accepted application formats, screen capture of website and job adverts]
甄選 Selecting	- 根據殘疾應徵者的不同需要，在面試/測試中提供適當的調適安排〔參考例子：過去調適安排證明〕 Offer hiring interview/test accommodations for persons with disabilities [ref. examples: proof of previous accommodation arrangement] - 為所有參與甄選的同事提供與殘疾人士相處的禮儀及溝通方法指引〔參考例子：參考指引副本〕 Provide all personnel involved in the selection process with guidance notes on appropriate etiquette and effective ways to communicate and support candidates with disabilities [ref. examples: copy of relevant guidelines]



2. 在職措施(續) Employment Operation (Con't) (聯合國永續發展目標UNSDGs 8 & 10)

類別 Categories	行動 Actions
錄用 Hiring	為殘疾人士提供不同的聘用模式〔參考例子：聘用證明，包括試工、學徒、實習、輔助就業、全職或兼職工作等形式〕 Provide alternative modes of employment to persons with disabilities [ref. examples: appointment proof, including work trial/ apprenticeship/ internship/ supported employment/ full or part-time job]
入職支援與調適 Onboarding & Accommodations	- 確保入職資料及流程能關顧不同殘疾人士的需要〔參考例子：相關資料副本〕 Ensure that onboarding materials and processes cater to the diverse needs of persons with disabilities [ref. examples: copy of relevant materials] - 在新員工培訓中加入與殘疾相關的基本資訊〔參考例子：相關資料副本〕 Include disability-focused information in new hire orientations [ref. examples: copy of reference materials] - 根據員工要求，提供合理調適安排〔參考例子：相關相片、書面調適安排〕 Offer reasonable accommodations upon request [ref. examples: relevant photos, copy of written accommodation arrangements] - 於員工手冊及人力資源指引中，加入與支援殘疾員工相關的資訊〔參考例子：參考指引副本〕 Include in the staff handbook and human resources guidelines information about supports available to employees with disabilities [ref. examples: copy of relevant guidelines] - 為殘疾員工提供彈性工作模式〔參考例子：參考指引、內部通知〕 Offer flexible work options for employees with disabilities [ref. examples: copy of relevant guidelines, internal notices]
學習與發展 Learning & Development	為殘疾員工指派一位工作夥伴〔參考例子：機構委任證明〕 Assign a work buddy to employees with disabilities [ref. examples: organisation appointment document]
福利、留任與晉升 Benefits, Retention & Advancement	確保留任及晉升計劃能夠關顧不同員工的需要〔參考例子：相關計劃副本〕 Ensure that retention and advancement programmes cater to the diverse needs of employees [ref. examples: copy of relevant programmes]
工作環境通達度 Workplace Accessibility	- 檢視實體工作環境的通達度〔參考例子：檢視結果副本、相片〕 Review the physical accessibility of the workplace [ref. examples: copy of review documents, photos] - 檢視殘疾員工的緊急事故應變方案〔參考例子：檢視結果副本〕 Review emergency response plan for employees with disabilities [ref. examples: copy of review documents]

需符合下列行動數目之要求 Must satisfy the following number of actions:

第一級 殘疾共融支持機構：最少 5 項

Level 1 Disability Inclusive Supporter: At least 5 items

第二級 殘疾共融僱主：最少 13 項

Level 2 Disability Inclusive Employer: At least 13 items



3. 業務發展及供應鏈的多元性 Business Development & Supply Chain Diversity (聯合國永續發展目標UNSDGs 8 & 12)

類別 Categories	行動 Actions
產品及服務開拓 Products & Services Development	令殘疾人士更便利使用產品及服務〔參考例子：機構自述開拓過程、用戶測試回饋、無障礙評估報告副本〕 Enhance access to products and services for persons with disabilities [ref. examples: organisation's self-reported development process, feedback from user tests, copy of accessibility audit reports]
顧客參與及回饋 Customer Engagement & Feedback	確保溝通渠道能照顧不同需要的顧客〔參考例子：顧客調查及結果回饋、過去行動證明〕 Ensure that communication channels are accessible to customers with diverse needs [ref. examples: customer surveys and feedback results, proof of previous initiatives]
數碼無障礙 Digital Accessibility	檢視機構的網上平台、設備及應用程式的數碼無障礙程度〔參考例子：檢視結果副本〕 Review the digital accessibility of the organisation's online platforms, tools, and applications [ref. examples: copy of review documents]
採購的多元性 Procurement Diversity	確保殘疾供應商獲悉採購程序〔參考例子：相關採購通知副本〕 Ensure that the procurement procedures are accessible to suppliers with disabilities [ref. examples: copy of relevant procurement notices]

需符合下列行動數目之要求 Must satisfy the following number of actions:

第一級 殘疾共融支持機構：最少 1 項

Level 1 Disability Inclusive Supporter: At least 1 items

第二級 殘疾共融僱主：最少 2 項

Level 2 Disability Inclusive Employer: At least 2 items



4. 跨界別參與 Cross-Sector Engagement (聯合國永續發展目標UNSDGs 10 & 17)

類別 Categories	行動 Actions
提供資源 Resource Support	提供財務及/或實體支援予關注殘疾的機構或項目〔參考例子：相關收據、項目鳴謝、捐贈紀錄〕 Provide financial and/or in-kind support to disability-focused organisations or programmes [ref. examples: relevant receipts, programme acknowledgements, donation records]
社區參與 Community Participation	- 參與社區活動以加強對殘疾社群的認識〔參考例子：活動資料、機構出席的照片、出席紀錄〕 Participate in community programmes to better understand the disability community [ref. examples: activity information, photos of organisational presence, attendance record] - 定期參與提升殘疾社群福祉的義工項目〔參考例子：活動資料、機構出席的照片、出席紀錄〕 Regularly participate in volunteer programmes to promote the well-being of the disability community [ref. examples: activity information, photos of organisational presence, attendance records] - 鼓勵員工在社區活動中展示殘疾人士的正面形象〔參考例子：員工通訊、機構影片〕 Encourage employees to portray a positive image of persons with disabilities in community activities [ref. examples: staff newsletters, organisational videos]

需符合下列行動數目之要求 Must satisfy the following number of actions:

第一級 殘疾共融支持機構：最少 1 項

Level 1 Disability Inclusive Supporter: At least 1 items

第二級 殘疾共融僱主：最少 2 項

Level 2 Disability Inclusive Employer: At least 2 items



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