

種族共融僱主

Ethnically  
Inclusive  
Employers

# 建構種族共融的人才培訓 Cultivating Ethnic Inclusion in Talent Development



香港社會服務聯會  
The Hong Kong Council of Social Service

## 香港的全球優勢：在職場上善用多元文化員工未被開發的潛力

香港擁有超過620,000名少數族裔，他們是香港這個充滿活力社群中的一部分，其中超過70%的人年齡在25至54歲之間。少數族裔是寶貴卻未被充份利用的人力資源。

《**建構種族共融的人才培訓實用手冊**》是一項全面而有力的工具，旨在幫助共融僱主發揮這個多元化人才庫的所有潛力。

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## Hong Kong's Global Advantage: Harness the Untapped Potential of Multicultural talents for the workplace

Hong Kong is home to a vibrant community of over 620,000 ethnic minorities, with a significant majority (more than 70%) aged between 25 and 54. Ethnic Minorities represent a valuable, underutilized asset within the local workforce.

**"A Practical Guide for Cultivating Ethnic Inclusion in Talent Development"** is a comprehensive resource designed to help inclusive employers harness the full potential of this diverse talent pool.



# 1

## 準備 Preparation



### 第一階段 — 準備 (奠定基礎)

#### 硬件措施：

- 消除語言障礙，例如將公司資料製成雙語版本，確保共融僱主及多元文化員工之間有清晰的溝通。
- 提倡「多元·公平·共融」(DEI)的意識，樹立積極的品牌形象。

#### 軟件措施：

- 培養多元文化理解能力，提高文化敏感度，有效地與多元文化員工互動，建立信任關係。

### 1st Stage – Preparation (Setting the Foundation)

#### Hardware Enhancements:

- Address language barriers to ensure clear communication such as making company materials bilingual.
- Promote the organisation's brand by building awareness around Diversity, Equity, and Inclusion (DEI).

#### Software Enhancements:

- Develop cultural competence to effectively engage with a multicultural workforce so as to build a trusting relationship.





## 培訓 Nurturing

### 第二階段 — 培訓 (建立關係)

**宜：** • 擁抱多元文化及商業價值觀，例如尊重、體貼及理解  
多元文化員工與華人員工之間可能存在的文化差異。



• 實踐適當的時間管理，留出空間讓多元文化員工適應新環境，並適時提供個性化支援。



• 耐心傾聽、展現真心樂意了解多元文化的態度，再加上適當的幽默，有助進行跨文化溝通。

**忌：** • 避免公開譴責或批評可能存在的文化差異。



• 不應諷刺、對多元文化員工貼標籤，或信口評論敏感話題。

• 避免在沒有充分了解的情況下做出判斷或採取高壓手段。



尊重 · 體貼 · 理解  
Respect ·  
Consideration ·  
Understanding



譴責或批評 · 貼標籤  
Denounce or Criticise ·  
Put Labels

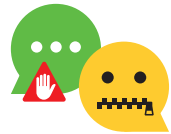


## 2nd Stage – Nurturing (Building Effective Relationships)

- Do's:**
- Embrace cultural and business values such as respect, consideration, and understanding the potential cultural differences between multicultural communities and local ethnic Chinese community.
  - Practice thoughtful time management, allow space for adaptation and provide personalized support timely.
  - Engage in cross-cultural communications by listening patiently and showing a genuine interest in learning, complemented by appropriate humor.



- Don'ts:**
- Avoid denouncing or criticizing cultural differences.
  - Steer clear of sarcasm, labeling, and discussing sensitive topics.
  - Refrain from casting judgments without full understanding or applying high-pressure tactics.



# 3

## 增強 Enhancement



### 第三階段 — 增強 (深化合作)

- 認識文化冰山理論，從溝通風格 (語氣、情感、個人空間) 或對工作的態度等，認識文化的多樣性。
- 通過委任中間人，例如多元文化導師或職業教練，分享他們與多元文化群體互動的經驗，再培養及運用成長型思維，搭起職場文化隔閡的橋樑。

### 3rd Stage – Enhancement (Deepening the Collaboration)

- Understand the Cultural Iceberg concept, recognizing the multifaceted nature of culture through communication styles (tone, emotion, space) or attitudes towards work, and so on.
- Bridge workplace cultural gaps by assigning intermediaries like mentors, and career coaches to share their experiences regarding interaction with multi-cultural groups, and by fostering a growth mindset.



# 可持續 Sustainability

## 第四階段 — 可持續 (打造常態)

### 從微觀生態圈著手：



- 可先透過實習、見習或工作影子計劃，逐步累積聘請多元文化員工的經驗及意見。



- 記錄相關招聘數據，持續修訂公司內部政策。



- 擴大人脈網絡，與社區夥伴合作，分享有關聘用多元文化員工的經驗及實踐方法。
- 善用社交媒體，多展示多元文化群體在香港的多彩生活。



## 4th Stage – Sustainability (Establishing the Norm)

### Building the Micro Ecosystem:



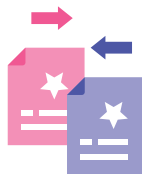
- Begin by offering internships or job-shadowing programs to accumulate experiences and insights in hiring multicultural employees, preparing for future recruitment plans.



- Keep records of relevant recruitment data and continuously revise internal policies for long-term planning.



- Expand the network and collaborate with community partners to share experiences and practices.
- Utilize social media to showcase the vibrant lives of multicultural communities in Hong Kong.



## 從宏觀生態圈著手：

- 透過與以下群體跨界別合作，縮小不同群體之間的就業差距，合力建設共融社會。



- **大眾**：與少數族裔、本地華人和非華人社群的成員互動，推動多元文化交流。



- **專業界**：與社會服務、教育、醫療保健、零售、餐飲及酒店、公用設施和客戶服務等領域的專業人士聯繫，促使香港華人群體及非華人群體的相互了解。



- **界別**：與非政府組織、社會創新組織、商界及政府合作，創造更廣泛的影響力。

## Building the Macro Ecosystem:

- Expand the scope of interventions and narrow the employment gap between cultural groups through collaboration with:



- **People**: Engage with members of ethnic, local Chinese, and other non-Chinese communities.



- **Professions**: Connect with professionals in social services, education, healthcare, retail, F&B, hospitality, public utilities, and customer services etc.



- **Sectors**: Partner with NGOs, social innovation organisations, businesses, and government entities to create a broader impact.







**4** 可持續 (打造常態)  
Sustainability (Establishing the Norm)

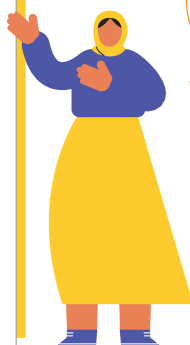
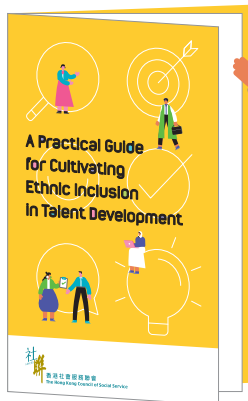
**3** 增強 (深化合作)  
Enhancement (Deepening the Collaboration)

**2** 培訓 (建立關係)  
Nurturing (Building Effective Relationships)

**1** 準備 (奠定基礎)  
Preparation (Setting the Foundation)

了解更多香港社會服務聯會：《**建構種族共融的人才培訓實用手冊**》，2024年。

Read more for The Hong Kong Council of Social Service. (2024). "**A Practical Guide for Cultivating Ethnic Inclusion in Talent Development**".





準備  
Preparation

培訓  
Nurturing

增強  
Enhancement

可持續  
Sustainability

香港作為國際大都會，提升自身文化敏感度(即對其他文化和其他文化身份的了解、意識和接受)尤其重要。馬上開始**測試以了解自己對各文化的認識!**

Hong Kong as a cosmopolitan city, it is important for us to enhance our cultural sensitivity (i.e., understanding, awareness, and acceptance of other cultures). Let's begin the **mini quiz game to assess your understanding of various cultures!**



立即測試  
Test Now



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