

主委的話

Words from the Minister

讓我們一起為打造友善家庭企業而努力

Let us strive together to build family-friendly enterprises

這一天，參加一個母親節活動，看到我們小朋友畫出感謝媽媽的可愛模樣，腦海總是浮現勞工朋友為工作與家庭默默奉獻的辛勞。

I attended a Mother's Day activity today. When I saw children drawing pictures to thank their mothers, I couldn't help but think about the pains and sacrifice of all our everyday workers for their jobs and families.

我想，「我們一家人」是我看到這樣溫馨景象的感想，也是勞委會推動友善家庭政策的根本。

“We are family” is what I saw in the moment, and it is the foundation of the Council of Labor Affairs' family-friendly policy.

「我們是一家人」，指的不僅是員工本身家庭，也要力行在企業與員工家庭及政府身上。這些年來，提倡勞工工作與家庭平衡的理念漸漸受到重視，也有越來越多企業推行這樣的作法，例如我們看到有企業為員工設置托兒設施、有規劃親子夏令營、有為孕婦員工準備專屬的停車位、有為員工是需要提供彈性安胎假、家庭照顧假、有鼓勵員工育嬰留職停薪、有為員工提供健康諮詢及心理諮商等，這些都是友善家庭政策的措施，值得其他企業來響應、學習。

“We are family” not only refers to employees' families, but also to the family consisting of enterprises, employees and the government – a greater “We.” In the past few years, growing emphasis has been placed on the concept of balance between work and family, and more and more enterprises are now advocating this concept. For example, we are seeing enterprises set up nurseries for their employees, plan parent-child summer camps, reserve parking spaces for pregnant employees, allow flexible maternity leave, family care leave, encourage employees to take parental leave without pay, and provide health and psychology consultation. These are all family-friendly measures that other enterprises should learn from.

「照顧員工一輩子」，不僅是照顧員工，更是守護員工背後的家庭。友善員工家庭是經營現代勞資關係相當重要的一環，企業如果能積極協助員工在工作生活之間取得良好的平衡，從長遠來說，對社會、企業發展、員工家庭、下一代的競爭力都會產生共贏的正面效益。

“Caring for employees for life” not only refers to caring for employees, but also their families. Having friendly employee families is an extremely important link in managing modern labor relations. If enterprises can actively help employees find a balance between work and life, it will benefit the society, the enterprise itself,

employee families, and the competitiveness of the next generation. This we can truly call a win-win situation.

我們相信，投資員工及其家人，是最佳企業的社會責任；用關心付出，才能創造幸福雙贏；有幸福的員工，才是友善企業的永遠財富。

We believe that it is the social responsibility of enterprises to invest in their employees and employees' families, that a win-win situation can only be created from showing true concern, and that happy employees are the everlasting wealth of friendly enterprises.

讓我們一起攜手為打造友善家庭企業而努力！

Let us strive together to build family-friendly enterprises!

行政院勞工委員會 主任委員

Minister of the Council of Labor Affairs

王如玄

Wang Ju-Hsuan

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打造友善家庭企業

Building Family-Friendly Enterprises

用關心付出 打造友善家庭企業

Building Family-Friendly Enterprises by Showing Concern

隨著時代進步，台灣有越來越多的雙薪家庭，夫妻在迎接寶貝誕生之後，生活形態轉變為從起床開始張羅孩子吃喝、送到保母或者學校然後夫妻再趕去上班，下班之後又要從學校、安親班或者托兒機構把孩子接回家，這樣疲於奔命的行程，不僅無法好好享受、經營親子關係，對工作表現也有可能造成負面的影響。

As time progressed, more and more double-income families are experiencing a major change after welcoming their first baby. Parents wake up, make breakfast for their child, send the child to a babysitter or school, go to work, get off work, and then pick their child up from school or child care institution. This routine not only prevents them from enjoying and maintaining a good parent-child relationship, but also might have a negative effect on their work performance.

為了解決這個現代社會的需求，勞委會近年輔導企業設置托兒設施，就是希望給勞工一個安心工作、也能用心經營家庭的友善職場。

The Council of Labor Affairs has encouraged enterprises to set up child care facilities in recent years to satisfy this demand of modern society, hoping to provide laborers with a friendly workplace where they can work and care for their families at the same time.

勞委會近年許多政策從關懷勞工個人的福利，走向愛屋及烏、關心勞工家庭的需求，像是育嬰留職停薪、友善女性勞工等政策，不難發現勞委會所關注的勞工議題，已經與現代生活的脈動更為息息相關，而其中鼓勵企業友善員工家庭的相關政策，更是積極輔導企業落實關懷勞工家庭的目標。

Many of the Council of Labor Affairs' (CLA) policies in recent years have shifted from caring only for the interests of individual laborers to caring for the needs of their families as well. Policies like parental leave without pay and female laborer friendly measures show that the CLA is focusing on labor issues closely related to modern life. In which the family-friendly enterprise policy encourages enterprises to show concern for their employees' families.

勞委會友善勞工家庭政策 從育嬰留職停薪說起

The CLA's family-friendly policy – parental leave without pay

其實從勞委會的政策脈絡不難看出「重視勞工家庭」的理念，勞委會主委王如玄指出，育嬰留職停薪的政策在頒布時有許多勞工認為「這樣的福利，大概只有鐵飯碗的軍公教人員可以享受得到，私人企業員工大概只能羨慕、不敢行動。」

It is not hard to see the CLA's "emphasis on laborer families" from its policies. Minister Wang Ju-Hsuan of the CLA pointed out that when the policy of parental leave without pay was first announced, most laborers believed that "only military, public and teaching personnel, those who didn't need to worry about their jobs, would be able to enjoy this benefit, and that private enterprise employees could only watch enviously."

這項政策的施行，配合就業保險法的規範，使父母雙方都享有半年約六成薪資的育嬰津貼，育嬰留職停薪制度的設計不僅納入了「男女平等」、「家庭應由夫妻共同經營」的理念，勞委會在法令上也課予雇主使勞工負職的義務，確保每位勞工在育嬰留職停薪期滿之後，可以順利返回職場工作。王如玄更多次親自拜訪企業及申請育嬰留職停薪的勞工，深入了解企業落實情形及勞工的心聲，她表示欣慰的是這項政策實施以來，相較於過去，每個月申請人數呈現倍數跳躍式成長，申請的勞工有更多機會經營親子、家庭關係，對這項政策也給予高度肯定。

This policy combined with the Employment Insurance Act allows both parents to enjoy parental subsidies equal to sixty percent of their salaries for six months. Design of the parental leave without pay system is based on the concept of "gender equality" and "families should be the shared responsibility of both parents." The CLA made it the legal obligation of employers to reinstate employees after taking parental leave, ensuring that every employee would be able to successfully return to their posts. On numerous occasions Minister Wang Ju-Hsuan personally visited enterprises and laborers that applied for parental leave without pay, so as to gain an in-depth understanding of its implementation and the opinions of laborers. She indicated that the number of applicants each month has grown geometrically since the policy took effect. Laborers now have more opportunities to maintain their parent-child and family relationships, and gave positive feedback to the policy.

輔導補助企業協助員工托兒

Subsidies to encourage enterprises to assist employees with child-care

從友善新生兒父母得育嬰留職停薪津貼，到輔導企業設置托兒設施，勞委會可說是更進一步落實友善家庭的目標。王如玄認為，家庭不僅是社會的基石，也是企業勞工打拼的重要後盾，企業如能設置托兒所或者協助員工托兒，長遠而言能讓員工安心工作，也有助於勞資關係與經營績效。

The CLA has taken a step closer to achieving its family-friendly policy by implementing parental leave without pay and encouraging enterprises to set up child care facilities. Minister Wang Ju-Hsuan believes that families are not only the cornerstone of the society, but also important support of employees. If enterprises set up nurseries or help their employees with child care, it will help their employees have peace of mind at work, and benefit labor relations and operational performance in the long run.

王如玄不諱言企業要設置托兒所，是一個相當大的投資，目前法令對於工業區或者企業廠區內設置托兒所，著眼於安全、健康等環境評估的考量仍有諸多限制，這些因素勞委會在制定政策時都有納入考量：「許多大型製造業的工廠位在工業區內，消防安全、空氣品質、用水安全等等都必須從嚴評估，以免對孩子健康安全造成危害，但是解決這個需求不一定只有一種方法，企業也可以考量自身的實際狀況，採取較佳的解決方案，或者尋求勞委會的輔導協助。」

Minister Wang Ju-Hsuan said that setting up nurseries is a significant investment for enterprises to make, and that there are still many restrictions on setting up nurseries in industrial areas or factories due to safety and health considerations. The CLA has already given consideration to these factors during policy formulation: “Many large manufacturers are located in industrial areas. Thus, fire safety, air quality and water safety must be safety evaluated to avoid endangering children’s health. However, there isn’t only one solution to this demand, and enterprises can choose a solution that best suits their current condition, or seek the assistance of the CLA.”

目前勞委會對於企業設立托兒設施或措施採取經費補助，托兒設施方面，托育機構興建完成並且立案，補助設備費用最高 200 萬元。若是以設立並登記立案者，補助改善或更新托兒設備費用，每年最高 50 萬元。托兒措施則是每年最高補助 30 萬元。

At present, the CLA subsidizes child care facilities or measures of enterprises. Enterprises may receive a maximum subsidy of NT\$2 million for building and registering a child care institution. For existing child care facilities, enterprises may receive a maximum subsidy of NT\$500 thousand each year to improve or renew equipment. Finally, enterprises may receive a maximum subsidy of NT\$300 thousand each year for implementing child care measures.

王如玄強調：「輔導企業設置托兒設施或者措施，其實對整體社會國家都有正面的影響，除了勞資關係與勞工家庭得到照顧，讓勞工家庭少了奔波、多些真正用心的相處時光，很重要的是我們國家的下一代，能夠在享受更多父母關愛的環境下成長，孩子的安全感、學習力與家庭關係都能受惠，這樣的結果絕對是社會大眾所期待的。」

Minister Wang Ju-Hsuan stressed that: “Encouraging enterprises to set up child care facilities or implement child care measures benefits our society and nation. In

addition to achieving better labor relations and allowing laborers' families to be cared for, this policy allows laborers to save time picking up their children, time that can be spent with their children. More importantly, this policy allows our next generation to grow up in an environment filled with love, which benefits their sense of security, learning capabilities and family relations. This result is without doubt what the society hopes to see.”

呼籲企業領袖積極響應友善家庭與托育政策

Calling on enterprise leaders to respond to the family-friendly child care policy

友善家庭政策將是勞委會未來的重要核心目標，王如玄不諱言這是一條很長的路，其中要克服的困難不只是有來自傳統社會文化的氛圍，也有企業主觀念的影響，她認為現代勞資關係已經走向平等、互相尊重的局面，不再是傳統「員工等著老闆賞口飯吃」的老舊思維，企業主如能適度體貼員工的家庭需求，必然能夠營造正向的勞資關係，照顧員工家庭，等於營造一個讓員工更專注、放心的工作環境，對企業形象也會產生加分作用。

The family-friendly policy will be a core objective of the CLA in the future. Minister Wang Ju-Hsuan does not deny that it will be a very long road, and that difficulties will not only come from traditional culture, but also corporate values. However, she believes that modern labor relations are about equality and mutual respect, not the traditional view that “employees rely on employers to feed them.” If enterprises suitably show concern for the needs of employees' families, it will surely benefit labor relations. Caring for employees' families creates a workplace where employees can fully concentrate on their work, and also improves corporate image.

她特別呼籲企業領袖正視並回應員工的家庭需求：「企業的老闆們不能再用古時候的思維來管理現代的勞資關係！過去把勞工當成消耗品的心態，絕對會讓企業發展踢到鐵板，企業主只要能夠了解現代勞資關係是基於互惠、平等的精神，將心比心去體貼員工，必然能夠在勞資關係與企業發展上，看見這樣的付出能開花結果，創造企業發展更長遠的未來。」

Minister Wang Ju-Hsuan calls on enterprise leaders to respond to the needs of employees' families: “Employers cannot continue to use ancient concepts for managing modern labor relations! Enterprises will not be able to develop if they continue to consider employees to be expendable. If employers can understand that modern labor relations are based on mutual respect and equality, and treat employees as they would themselves, they will see the fruits of their efforts in better labor relations and enterprise development.”

幸福企業の分享

Experiences of Happy Enterprises

雙薪家庭已成為台灣社會結構的主流趨勢，面對隨之而來的員工托兒的需求，智邦科技與台灣旭硝子，各選擇了不同的實施方案，也不斷從員工迴響中獲得肯定。

Double-income families have become the mainstream of Taiwan's social structure. Seeing the child care demand that has followed this development, Accton Technology Corporation and Asahi Glass Company each adopted different approaches that received positive responses from their employees.

企業協助員工托兒主要得方式分為設置托兒設施(在企業廠區或辦公大樓開設托兒所)與措施(與鄰近幼稚園或者托兒機構簽約，補助員工托兒費用等)兩個面向，不論採取何種方案，其實這些對於現代勞工家庭，都能產生非常大的正面影響，雖然目前國內企業內設托兒所的案例並不多，但是勞委會也積極鼓勵企業朝著員工福利的面向踏出這一步，讓員工能夠在安心照顧孩子家庭的前提下為企業貢獻心力。

Enterprises can assist employees with child care via two approaches – set up child care facilities (establish a nursery in the factory area or office building) or implement child care measures (sign contracts with nearby kindergartens or child care institutions, subsidize child care expenses, etc.). No matter which approach is adopted, it can have an extremely positive effect on modern laborer families. Although not many domestic enterprises have chosen to set up child care facilities, the CLA is encouraging them to improve employee benefits, so that employees can work under the premise that they will be able to care for their children and families.

企業內設置托兒所 讓員工直接感受關懷福利

Affiliated nursery allows employees to feel that they are being cared for

任職於智邦科技的王淑惠，目前是兩個小孩的媽媽，她在休完產假、孩子約兩個月大的時候就開始每天讓孩子跟著媽媽到公司上班，原因就是位於新竹科學園區的智邦科技有附設幼稚園和托兒所，因此每天早上淑惠就帶著孩子早早出門，避開竹科上班的尖峰時段，提前到公司一起吃早餐，然後展開孩子上學、媽媽上班的一天。

Wang Shu-Hui of Accton Technology Corporation is the mother of two children. After returning from maternity leave, her children began to go to work with her at

roughly two months old. Accton has an affiliated kindergarten and nursery in Hsinchu Science Park, so Shu-Hui brings her children to her company in the morning before rush hour to enjoy breakfast, and then her kids go to school and she goes to work.

「我很感謝公司有這項貼心的福利，讓我不至於因為工作而錯過孩子的成長。」淑惠說。

“I am grateful to the company for this thoughtful benefit, so that I won’t miss my children’s childhood because of work” says Shu-Hui.

照顧員工的家庭 有助於企業的發展

Caring for employees’ families benefits enterprise development

她指出，把孩子交給智邦科技的托兒所，不僅減少許多奔波接送的時間、省下可觀的托育費用，更重要的是，孩子的作息與父母的工作緊密互動，親子關係非常親近，而不同部門的同事家庭，也因為孩子都在同一個幼稚園而串連、交誼熟絡起來。淑慧指出，智邦科技內部還有許多友善家庭、友善女性員工的政策，像是乾淨溫馨、配有冰箱的哺乳室、孕婦專用車位等等，這些讓員工深感被企業照護關懷的措施，已經形成智邦重要的企業文化。

Shu-Hui pointed out that putting her children in Accton’s nursery not only saves time in traffic and a considerable amount of child care expenses, but more importantly allows her to maintain a close relationship with her children. Moreover, colleagues in different departments have been brought together because their children all go to the same kindergarten. Accton also has many family friendly and female employee friendly policies, such as a breastfeeding room with a refrigerator and reserved parking spaces for pregnant employees, that allow employees to feel that they are being cared for. These measures have become an important corporate culture of Accton.

智邦科技人資部門主管表示，智邦在規劃員工福利的時候就特別注重「人文關懷」的角度，幼稚園在草創初期雖然經過繁瑣的申請手續，但是設立幼稚園之後，目前幼稚園的小朋友有七成以上來自企業內部同仁，連園區其他企業都有父母想要送小朋友來智邦幼稚園就讀，這不僅肯定了智邦的辦學成績，也顯見這已經是現代職場相當重要的員工需求，值得企業主特別注意。

The supervisor of Accton’s human resource department indicated that Accton has emphasized “humanistic care” since it began planning employee benefits. Although Accton’s kindergarten had to complete minute and complicated application procedures when it was first established, now more than seventy percent of the kindergarten’s students are children of Accton’s employees, even parents in other enterprises want to send their children to Accton’s kindergarten. This not only shows

how well Accton has done with its kindergarten, but also the demand on child care in modern workplaces. This is an issue that requires special attention from enterprises.

相較於在竹科的智邦選擇設立員工托兒所，位於雲林工業園區的日商旭硝子則是選擇了協助員工育兒措施的方案。

In contrast to Accton's nursery, the Japanese enterprise – Asahi Glass Company (AGC), which is located in Yunlin Industrial Park, chose to implement child care measures for its employees.

企業規劃托兒措施 員工選擇更多元

Child care measures planned by enterprises allow employees to have more diverse options

旭硝子雲林廠的員工約有一千七百多人，其中女性只有約八十位，但是旭硝子為了照顧員工需求，和鄰近數百家托兒所、上百位保母簽約，由公司與福委會提供的補助，對雙薪家庭來說也不無小補，讓員工可以更自由的選擇以及多元的選擇方案。任職旭硝子八年多的員工黃碧玉，目前是三個小孩的媽媽，由於公司在規劃托兒措施的時候，等於先過濾出政府合格立案的托兒單位，因此在選擇托兒所的時候，替員工省下不少打聽的功夫，也省去誤入未立案托兒所可能產生的風險。

AGC Yunlin plant has roughly 1,700 employees, in which only about 80 are female, but AGC still signed contracts with nearly a hundred nurseries in the vicinity and nearly a hundred babysitters, so as to care for the needs of its employees. AGC and the Employees' Welfare Committee jointly provide subsidies that are of some help even to double-income families, giving employees more diverse options to choose from. Huang Pi-Yu, an employee of AGC for eight years, is also the mother of three children. Thanks to the screening done by AGC when planning child care measures, she is able to save time finding a government certified nursery, and also avoid potential risks of putting her children in an illegal nursery.

旭硝子管理部部長陳源煌指出，員工是企業最重要的資產，要讓員工無後顧之憂地投入工作，必須在考量相關福利制度時站在「將心比心」的立場出發，軟硬體的資源都要考量，旭硝子 2005 年開始辦理托兒單位簽約以來，雖然相關手續繁瑣，但是站在照顧員工家庭的角度，未來仍然繼續辦理。

Chen Yuen-Huang, supervisor of AGC's management department, pointed out that employees are the most important asset of an enterprise, and that in order for employees to fully concentrate on their work, enterprises must "feel for others" when planning its benefits system and give consideration to both software and hardware resources. AGC began signing contracts with nurseries in 2005, and will continue to

implement this measure to care for the families of its employees, despite however minute and complicated the procedures might be.

鼓勵員工育嬰留職停薪 幸福家庭打造幸福企業

Encourage employees to take parental leave without pay. Happy enterprises are built by happy families.

特別值得一提的是，除了辦理托育補助，旭硝子的員工申請育嬰留職停薪的比例也相當高，過去傳統觀念上，許多人認為這項福利應該多為女性員工申請，但是旭硝子目前正在享受這項福利的員工，都是男性同仁，而曾經申請過這項的津貼的同仁，半年後回到工作崗位繼續與企業一起成長的例子也比比皆是，可見職場的文化的確有可能因為企業在福利政策所展現的誠意而逐漸改變。

Especially noteworthy is that besides applying for child care subsidies, an extremely high percentage of AGC employees apply for parental leave without pay. Due to traditional concepts, many people believe that the majority of applicants should be female employees, but all AGC employees currently enjoying this benefit are male. Furthermore, it is very common for employees to return to their posts after taking leave for six months. This shows that workplace culture can be gradually changed by the sincerity of enterprises' benefits policy.

旭硝子除了推動友善員工家庭的托兒措施，同時也規畫了女性專用的禁菸走道、體貼同仁上下班安全的女性專用車位，以及孕婦可以直接使用廠區車位的福利，在旭硝子任職的女性員工，在這樣的氛圍下，無礙已經享受到任職幸福企業，最實在、適切也最貼近需求的溫馨福利。

Besides implementing family-friendly child care policies, AGC has also planned a no smoking hallway for female employees, reserved parking spaces for the safety of female employees, and reserved parking spaces inside the factory for pregnant employees. There is no doubt that female employees of AGC have enjoyed the thoughtful benefits of a happy enterprise.

建立友善職場，企業可以這樣做！

What Enterprises can do to Create Friendly Workplaces!

勞工懷孕、分娩及育兒時，可以提供的友善措施：

Friendly measures for pregnancy, childbirth and child care:

1. 安胎休養假期間全薪
Fully paid tocolysis leave
2. 流產假期間給予全薪
Fully paid miscarriage leave
3. 懷孕未滿 3 個月流產者，給予產假 10 日
10 day maternity leave for miscarriage after pregnancy of less than 3 months
4. 懷孕未滿 3 個月流產者，產假給予半薪
Half pay maternity leave for miscarriage after pregnancy of less than 3 months
5. 產前假 8 日，前 5 日工資全額發給
8 day leave before childbirth, first 5 days fully paid
6. 生育禮金或補助
Childbirth cash gift or allowance
7. 15 周有薪產假，男性亦可申請
15 week paid maternity leave, male employees also eligible
8. 受雇未滿 6 個月產假全薪
Fully paid maternity leave for employers employed for less than 6 months
9. 5 日陪產假
5 day fraternity leave
10. 放寬陪產假申請期限
Extended deadline for fraternity leave application
11. 懷孕女性專用停車位
Reserved parking space for pregnant employees
12. 懷孕女性專用置物櫃
Reserved lockers for pregnant employees
13. 懷孕女性專用無塵衣
Cleanroom garments for pregnant employees
14. 懷孕女性優先用餐
Pregnant employees have priority in employee restaurant
15. 育嬰留職停薪 2 年內發給半薪
Half paid parental leave within 2 years

16. 育嬰留職停薪後保證回復原職
Guarantee reinstatement after taking parental leave without pay
17. 育嬰留職停薪復職輔導訓練
Reinstatement counseling and training after taking parental leave without pay
18. 育嬰留職停薪關懷小組
Caring group for employees taking parental leave without pay
19. 育嬰留職停薪復職後薪資加計育嬰留停期間之物價調薪
Salaries of employees reinstated after taking parental leave without pay should be raised based on inflation during the term of the leave

如何推動員工工作與家庭平衡：

How to promote balance between work and life:

1. 生理假可享全薪
Fully paid menstrual leave
2. 生理假以半小時計算
Menstrual leave calculated on a half hour basis
3. 有薪家庭照顧假
Paid family care leave
4. 休假以時計算，方便照顧家庭
Leave calculated on an hourly basis for the convenience of family care
5. 給予訂婚假
Offer engagement leave
6. 4個月有薪病假
4 months of paid sick leave
7. 為照顧家庭可申請在家工作、職務調整
Employees may apply for work at home or position adjustment to care for their families
8. 優良哺集乳室認證
Excellent breastfeeding room certification
9. 哺乳時間彈性
Flexible breastfeeding time
10. 配偶可短期隨輪船航行或提供前往駐點機票
Spouses may travel short-term along on ships, or provide spouses with plane tickets to where employees are stationed
11. 設置完善托兒所及安親班
Set up a nursery and after-school class
12. 與托兒所簽約並提供托育費、幼教補助

- Sign contracts with nurseries and provide child care and education subsidies
13. 新生入學假半薪
Half paid leave for new student enrollment
 14. 提供子女獎學金
Provide scholarships for employees' children
 15. 免費課後接送安親輔導服務
Provide free after-class transport and child care services
 16. 可轉任半職或請調非輪班單位
Switch to part-time or transfer to non-shift units
 17. 提供多模式班別由員工自由排定
Provide multiple shift modes for employees to freely arrange their shifts
 18. 可申請減少或調整工時
Accept applications to reduce or adjust working hours
 19. 可申請提早或延後上班
Accept applications to go to work earlier or later

其他友善職場措施：

Other friendly workplace measures:

1. 員工協助方案
Employee assistance plans
2. 積極錄取已婚二度就業婦女
Actively recruit married women seeking second chance employment
3. 優先考慮雇用因結婚、懷孕等離職再度就業員工
Give priority to employees seeking reemployment after marriage or pregnancy
4. 家庭日及親子活動
Family day and parent-child activities
5. 提供員工眷屬免費團保
Provide free group insurance for employee dependents
6. 兄弟姊妹或子女結婚假
Siblings or children marriage leave
7. 健康促進措施
Health promotion measures
8. 夜歸女性員工交通車接送
Provide shuttle buses for female employees returning home at night

