



Alibaba's Aspirations and Actions  
in Support of Disability 2025

# A Better Life for Everyone



Creating a Better Life Together



# Prologue

## Shaping a Better World Together

In 2025, Alibaba's report on our efforts in support of disability presents our commitment to moving beyond labels.

We are not only supporting persons with disabilities – we are creating value with them.

We are not only working toward a barrier-free destination – we are building a starting point for everyone to shine.

True inclusion has never been about asking persons with disabilities to adapt to the world.

It is about shaping a world that becomes more complete because of them.

### A Driving Force

On May 16, 2025, at the seventh national conference to commend self-improvement role models with disabilities as well as people and units that have made outstanding contributions to helping persons with disabilities, Chinese President Xi Jinping pointed out that persons with disabilities are an important force driving Chinese modernization. This constitutes full recognition of persons with disabilities as equal societal members and affirmation of their agency and capacity. It charts a clear course for improving the social security and service systems for these people and promoting the all-around development of related programs.

Compared with others, the journey of persons with disabilities in pursuing their dreams is often more challenging, yet the value they create is equally extraordinary. Their resilience has prompted us to continually reflect on our relationship with our disabled partners as we advance inclusion: from "we hope to do a little more," to "we hope to go further," and ultimately toward "creating a better life together" ... For Alibaba, every evolution in our thinking has come from deep reflection after putting ideas into practice. We firmly believe that the combined strength of Alibaba, persons with disabilities, disability federations, government authorities, businesses, and organizations can bridge divides, achieve shared growth, and draw a common blueprint. We can move toward a better future together.

### Shared Actions

As the proverb says, if you want to go fast, go alone; if you want to go far, go together. When "together" becomes central to Alibaba's approach to the disability inclusion, meaningful progress naturally follows. Here is one small yet powerful story – a spark from everyday life: In Quanzhou, Fujian, a mother named Chen Meirong wanted

to help her twin sons, both young adults on the autism spectrum, integrate more naturally into their community. By chance, she opened a Cainiao Post (for local package pickup and drop-off), where her sons took part in registering parcels, shelving inventory, and helping with delivery. Hearing about this special station, more than ten young people with autism joined in. Residents gradually came to understand and support this warm, welcoming station. During a field visit, Cainiao colleagues realized that the station created meaningful local employment opportunities for persons with disabilities, right at their doorstep. They immediately shared this insight with the Alibaba Foundation. With the foundation's support, Cainiao introduced incentive policies encouraging its station managers nationwide to actively offer flexible employment to persons with disabilities. In less than a year, more than 2,000 Cainiao Posts across the country had welcomed disabled individuals into flexible employment roles.

As waves of kindness ripple through ordinary lives, Alibaba sees clearly that when people like Chen Meirong, persons with disabilities, and organizations walk hand in hand, tremendous power emerges. Alibaba hopes to leverage the strength of technology and our platforms to catalyze collaborative governance and create a better life together. The value of "shared actions" lies not only in enabling flexible employment and unlocking the potential of disabled partners. It lies even more in reshaping public perception, strengthening community resilience, and demonstrating a sustainable pathway for long-term inclusion. This approach is a vivid expression of the principle "those in need receive support, and those with challenges can also contribute" in China's modernization journey. It also represents an "Alibaba solution" for inclusive development in the digital era.



### International Goals

Anchored in the United Nations Sustainable Development Goals (UN SDGs), we hope to bring the "Alibaba solution" into the global arena and contribute to the disability inclusion within the broad vision of building a community with a shared future for mankind. The 2030 Agenda for Sustainable Development sets "leaving no one behind" as a core objective and emphasizes that inclusive growth must reach all marginalized groups, including persons with disabilities. At the same time, the Convention on the Rights of Persons with Disabilities affirms that persons with disabilities have the right to equal participation in social, economic, and cultural life, underscoring "empowerment" rather than "charity" as the fundamental principle.

Alibaba is committed to supporting the realization of the UN SDGs and continues to engage in active dialogue with the international community. In 2025, we shared Alibaba's practices on inclusive employment with Chang-Hee Lee, Director of the International Labour Organization Country Office for China and Mongolia. At the Forum on Digital Transformation and Future of Work for Persons with Disabilities held in Bangkok, Thailand, we presented the "Alibaba Solution." We shared insights from Alibaba's two decades of disability-integration experience with Majid Rashed, President of the Asian Paralympic Committee. With support from the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), we hosted the "2025 Inclusive Co-Creation Business and Disability Seminar and Workshop" in partnership with more than 20 businesses, institutions, universities, and disability federations, including Google, Schneider Electric and Disney, at Alibaba, exploring "shared actions" through the lens of inclusive practice.

### Alibaba's Answers

As many technology giants around the world are advancing accessibility innovation, Alibaba's unique value is increasingly clear:

• **Scalable implementation:** We embed accessibility capabilities across our ecosystem—e-commerce, logistics, local services, entertainment, and beyond—following a pathway of "a philanthropic mindset, commercial methodologies, and technological empowerment" to support the daily lives of persons with disabilities across food, clothing, housing, mobility, and entertainment.

• **Localized innovation:** We design solutions tailored to the diverse needs of China's 85 million persons with disabilities, including those with visual impairments, mobility challenges, and autism, based on our core businesses.

• **Public-interest connectivity:** Through "caring employees, a responsible enterprise, and a heartwarming ecosystem," we radiate impact from the inside out. Volunteer service becomes a catalyst that mobilizes technology and platforms to drive joint participation across the ecosystem.

Over the past twenty years, Alibaba's actions in support of disability have progressively moved beyond a charitable model and toward capacity building and opportunity creation. Amap's Barrier-Free Navigation enables convenient travel for persons with mobility or visual impairments. Youku's Barrier-Free Theater and Taopiaopiao (the movie ticketing platform)'s Wheelchair-Friendly Cinema enrich the cultural life of users with visual, mobility, or hearing impairments. Owen's AI Tool for Picture Books for Children with autism spectrum disorder (ASD) respects and supports neurodiverse children through customized reading experiences. Taobao's "Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities" has identified and supported groups of courageous, self-reliant entrepreneurs with disabilities who are creating a better future through the Internet... These initiatives not only transform digital technology into "tools for realizing rights," but also represent innovative steps toward the vision of "a better life for everyone."

### Towards a Better Future

Alibaba's experience shows that disability inclusion cannot be achieved through a few isolated programs. It relies on countless subtle, everyday connections and acts of co-creation – the capillaries of society that infuse vitality and resilience into the whole. The point of disability inclusion lies in collaborating with persons with disabilities and other partners to create value together. This not only infuses technology with greater human care and strengthens social support networks, but ultimately helps build a better community that is more inclusive, more diverse, and more vibrant – for all.

**Together, we strive to make the light of technology reach every corner of the world. This is the warmth that defines the digital era, and the direction technology companies must pursue.**

# One Vision, Two Areas of Integration, Three Strategic Directions and Multiple Partnerships

## Our Priority

In an age defined by ubiquitous connectivity and rapid technological transformation, the true warmth of the human community is not measured by how it treats the strong, but by how it supports the vulnerable. On January 17, 2025, we signed a five-year strategic cooperation agreement with the China Foundation for Disabled Persons (CFDP)—an honor that also deepens our sense of responsibility. Looking back from the vantage point of 2025, we have seen that, guided by the China Disabled Persons' Federation (CDPF), Alibaba's disability-support initiatives have already moved beyond simple donation and assistance. Together with the CFDP, we follow the long-term action framework of "one vision, two areas of integration, three strategic directions, and multiple partnerships" to build an open, collaborative, and sustainable disability-support ecosystem.

### One Vision: A Better Life for Everyone

Alibaba's corporate vision is "to make it easy to do business anywhere." In the field of disability support, we extend this into "a better life for everyone." This vision guides our shift from offering support to empowering them for self-sufficient development, that is, from focusing on individual survival to supporting group development, from addressing immediate challenges to building lasting mechanisms, and from acting alone to co-creating solutions with partners, including persons with disabilities themselves. Whether advancing digital accessibility or supporting entrepreneurship and employment, we remain centered on the development of people. We strive to ensure that persons with disabilities enjoy equal rights and dignity across all life scenarios—from education and employment to social participation and consumption.

### Two Areas of Integration: Integrating into China's Cause of Persons with Disabilities and Integrating into Alibaba's Sustainability Strategy

Integrating into China's cause of persons with disabilities is the starting point of all our actions. As a non-profit organization under the CDPF, the CFDP plays a critical bridging role, advancing policy implementation, resource coordination, and social mobilization. Our partnership dates back to 2006, when Jack Ma began serving as a board member of the Foundation—marking the beginning of nearly two decades of deepening collaboration. Together, we have launched initiatives such as the Fanxing Initiative and Jishan-Lecheng Program, transforming China's policy directions into actionable digital solutions. We firmly believe that only aligning corporate resources with national goals can disability-support efforts remain steady and enduring.

Integrating with Alibaba's sustainability strategy is the fundamental guarantee for our sustainable disability support. In recent years, Alibaba has clearly identified "sustainability" as one of the Group's strategies, embedding environmental, social, and governance (ESG) principles across our operations. Disability support is no longer an auxiliary social responsibility—it has become one of the four core pillars of "Alibaba Philanthropy" and is now included in our Group's ESG report. From screen-reader optimization across apps from Alibaba's businesses, to Amap's rollout of wheelchair navigation, to Alibaba Cloud's remote flexible work opportunities in customer service tailored for persons with disabilities, technology is no longer a cold string of code—it has become a tool infused with empathy and human care.

### Three Strategic Directions: Barrier-free Employment and Entrepreneurship, Barrier-free Technology, and Barrier-free Volunteer Services

Alibaba focuses on three core strategic directions to advance disability support in a systematic way.

First, barrier-free employment and entrepreneurship. Through platforms such as Taobao, Cainiao, and Cloud Customer Service, we are building an integrated support system combining online entrepreneurship and skills training. Since the launch of the Non-profit Taobao Entrepreneurship Channel in 2016, an increasing number of disabled merchants have benefited. The Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities, launched in 2023, further strengthens this pathway by offering targeted incubation, mentor support, and model role development—helping persons with disabilities advance from "access to employment" to "quality employment" and ultimately to "successful entrepreneurship."

Second, barrier-free technology. Alibaba is committed to "technology for good." Beginning with the voluntary establishment of our Digital Accessibility Team in 2011, to participating in the development of national standards in 2019, and releasing the Top Ten Actions Towards Barrier-free Technology in 2024, we have woven the barrier-free principle throughout the entire product design lifecycle. Amap's wheelchair navigation precisely maps barrier-free facilities; Qwen's "AI Tool for Picture Books for Children with ASD" customizes book contents with audio narration; Youku's Barrier-free Theatre brings the joy of films to users with visual impairments. Technology is reshaping the radius of daily life for persons with disabilities.

Third, barrier-free volunteer services. Philanthropy's warmth stems from human connection. 2025 marks the tenth anniversary of Jack Ma's call for every Alibaba employee to practice "Three Hours for a Better World" annually. It also represents a new starting point for our renewed commitment to volunteerism. Each year, over 10,000 Alibaba employee volunteers take part in volunteer services to support disabled individuals. Philanthropy has evolved into an indispensable part of Alibaba's corporate culture.

### Multiple Partnerships: Building an Open, Collaborative Barrier-free Ecosystem

Two decades of work in support of disability have shown that inclusion cannot be achieved alone. We consistently adopt a partnership mindset, bringing together government, enterprises, social organizations and persons with disabilities to build an open, inclusive and sustainable disability-support ecosystem.

Under the guidance of the China Disabled Persons' Federation, Alibaba collaborates with disability federations and relevant associations to align policies, mobilize resources, and implement projects. We partner with universities to advance research in digital accessibility. Working with NGOs, media, and brands, we amplify societal efforts to build barrier-free environments. Leveraging our own experience in volunteer services, Alibaba has provided case references to inform the legislative process for voluntary services in China. Moreover, Alibaba initiated the Volunteer Alliance for Helping Disabled Persons in December 2022, gathering over 40 business units across the Group to create a unified support network. Together with ecosystem partners, we continue to build an open, collaborative barrier-free ecosystem.

### Looking Ahead: Recognition as Our Starting Point, Responsibility as Our Compass

In 2025, the Alibaba Foundation was honored as a National Outstanding Collective in Support of Disability. This accolade recognizes our past efforts—and more importantly, strengthens our resolve for the journey ahead. As digital civilization advances, we believe that no one should be left behind. Let us stand together, collaborating to build a more inclusive, empathetic, and barrier-free world for all.

(Yao Yao | Secretary-General of the Alibaba Foundation)

## Alibaba's Actions Under the Strategic Cooperation Framework



On January 17, 2025, in the presence of Cheng Kai, Chairman of the China Disabled Persons' Federation, and Sun Lijun, President of Alibaba Philanthropy, the Alibaba Foundation and the China Foundation for Disabled Persons signed a five-year strategic cooperation agreement. The partnership covers disability-advocacy initiatives, employment and income-generation support for persons with disabilities, and the co-creation of flagship philanthropic programs. Over the past year, Alibaba has continued to embed our disability-support efforts both into China's cause of persons with disabilities and into Alibaba's sustainability strategy.

### Deepening technology-enabled disability support

In active response to the Guiding Opinions on Promoting Technology for Disability Support, Alibaba continues to upgrade key accessibility technology programs—including Qwen's "AI Tool for Picture Books for Children with ASD", Amap's Barrier-Free Navigation, Youku's Barrier-Free Theater, and Taopiaopiao's Wheelchair-Friendly Cinema—to promote the integration of technology with the development of persons with disabilities.

### Implementing the Three-Year Action Plan to Promote Employment for Persons with Disabilities

Based on Alibaba Cloud Customer Service, Taobao's "Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities", Cainiao's employment support for persons with disabilities the Taobao Instant Commerce (Ele.me) Hearing-Impaired Riders program, and the Alibaba Charity Food Cart for Inclusive Employment, we continue to advance innovative pathways that empower persons with disabilities to achieve self-reliance and stable employment.

### Actively participating in the Sunshine Volunteer Action for Disability Support

The Opinions on Improving the Volunteer Service System in the New Era designate the Sunshine Volunteer Action as a core component of deepening volunteer-based care. Leveraging the Alibaba Charity Platform, the Three Hours for a Better World platform, and the Daily Positive Energy Program, Alibaba continues to mobilize employees, businesses, non-profit organizations, media, and schools—especially during milestone moments such as the Alibaba Charity List Alibaba's Philanthropy Week, and the National Day of Assisting Disabled Persons—to participate in volunteer activities supporting vulnerable groups and to advance the digitalization of volunteer service.

### Sharing the stories of national self-improvement and disability-support role models

In May 2025, the Alibaba Foundation was honored as a National Outstanding Collective in Support of Disability. Building on this recognition, Alibaba worked with national self-improvement role models such as Lu Hong and Tang Zhanxin to organize a series of inspirational talks, helping to promote the principle that "persons with disabilities are a vital force in advancing Chinese modernization."

### Supporting the 11th National Art Performance Festival of Persons with Disabilities

Alibaba supported the songwriting of Symphony of the Heart, the theme song for the 11th National Art Performance Festival of persons with disabilities held in August 2025, using art to showcase the spirit and talents of persons with disabilities and to promote the development of disability culture and the arts.

### Supporting the 12th National Games for Persons with Disabilities and the 9th National Special Olympic Games

The 12th National Games for Persons with Disabilities and the 9th National Special Olympic Games—jointly hosted by Guangdong, Hong Kong, and Macao—were held in December 2025. To support barrier-free travel during the Games, Amap added a dedicated accessibility feature to its "Greater Bay Area Integrated Mobility" service.

### Supporting programs led by CDPF and its specialized associations

Alibaba has supported initiatives such as the CDPF's Together with the Stars—Caring for Children with ASD campaign and the World Mental Health Day program, contributed to accessibility improvements for 100 households with disabled children in Suichuan County, Jiangxi Province and Hebei Province, helped 100 visually impaired students pursue their academic dreams, and collaborated with the China Association of Persons with Visual Disabilities, the China Association of Persons with Psychiatric Disability and their Relatives, and the China Association of Volunteers for Persons with Disabilities to carry out disability-support activities.

### Showcasing China's disability-inclusion efforts on the international stage

We highlight China's active efforts in promoting the disability inclusion on several occasions. For example, we participated in the UN ESCAP Regional Forum on Digital Transformation and Future of Work for Persons with Disabilities and shared our experience; we also had exchanges with Majid Rashed, President of the Asian Paralympic Committee, and co-hosted the UN ESCAP Workshop on Disability Inclusion and Corporate Collaboration.

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# Guardianship

## Enabling Accessibility in Everyday Life

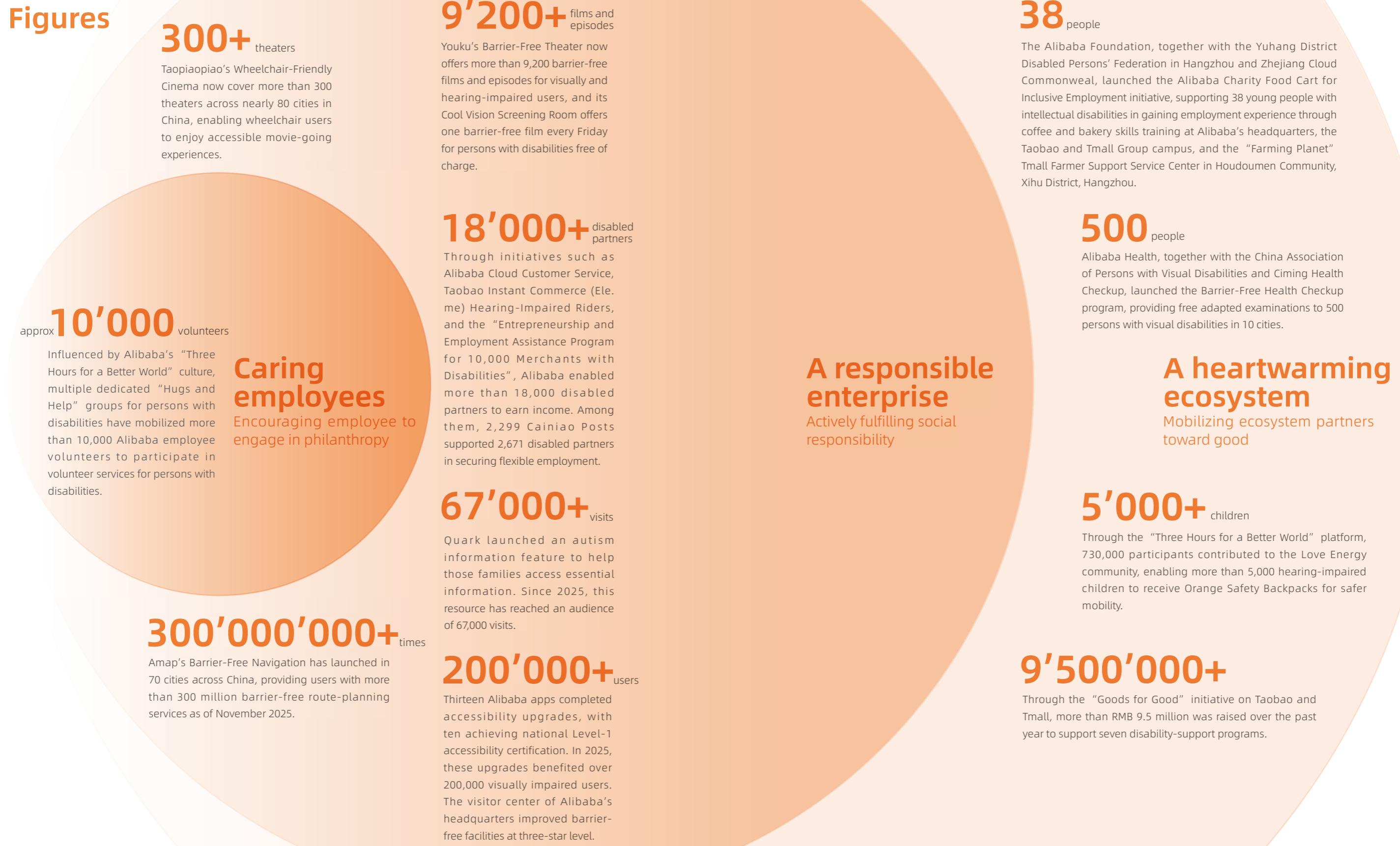


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In 2025, under the action framework of “one vision, two areas of integration, three strategic directions, and multiple partnerships,” Alibaba worked together with disabled partners to safeguard the vibrancy of everyday life across four major domains: barrier-free entrepreneurship and employment, barrier-free technology, barrier-free volunteer services, and ecosystem support for barrier-free access.

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## Figures



## Alibaba's Panorama of Disability Inclusion



In 2025, Alibaba's report on our efforts in support of disability presents our commitment to moving beyond labels  
We are not only supporting persons with disabilities – we are creating value with them  
We are not only working toward a barrier-free destination – we are building a starting point for everyone to shine  
True inclusion has never been about asking persons with disabilities to adapt to the world  
It is about shaping a world that becomes more complete because of them



## Barrier-free entrepreneurship and employment

Since 2025, through Alibaba Cloud Customer Service, Taobao Instant Commerce (Ele.me) Hearing-Impaired Riders, Cainiao Posts, and the "Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities", Alibaba has enabled more than 18,000 disabled partners to secure stable income.

### 1 Taobao and Tmall Group

Under the guidance of the CDPF, Alibaba Cloud Customer Service customizes preferential policies for people with disabilities with targeted training and support.

For ten consecutive years, the project has recruited remote customer service personnel.

Currently, around 1,600 individuals with disabilities are on the payroll in the customer service modules of Taobao platform, Tmall Supermarket, Taobao Factory, Xianyu, and other business lines.

### 2 Taobao Instant Commerce (Ele.me)

The Hearing-Impaired Riders project has launched a barrier-free communication system for hearing-impaired riders, with multiple measures supporting nearly 4,000 riders. Throughout the year, the initiative enabled about 8,500 disabled partners to earn income.

Taobao Instant Commerce introduced barrier-free order-taking devices in 10 Silent Stores and helped hearing-impaired baristas obtain junior and intermediate takeaway-operations certifications.

### 3 Freshippo

In collaboration with local civil affairs departments and disabled persons' federations, Freshippo now employs nearly 300 disabled individuals in its stores.

### 4 Taobao and Tmall Group & Alibaba Foundation

The "Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities" has supported more than 5,400 merchants with disabilities. They jointly launched the "Zhejiang Livestreaming" project with Zhejiang Disabled Persons' Federation, building an official disability-inclusion livestream account and training livestream hosts with disabilities to promote disability-inclusive products.

### 5 Alibaba rural revitalization

Alibaba's non-profit learning platform for vocational education, has launched a pilot program with Shanxi Pingshun Special Education School to establish a barrier-free learning area on the website to support people with disabilities in their entrepreneurship and employment.

### 6 Amap

Amap has launched the "Small Shop in Big City" non-profit project, providing location marking, store entry, business publicity, and store popularity boosts for shops that employ individuals with disabilities. It has supported 139 such stores so far.

### 7 Cainiao Posts

Jointly promoted by Cainiao and Alibaba Foundation, the program supports disabled entrepreneurs in operating Cainiao Posts and encourages station owners to hire persons with disabilities. To date, 2,299 stations have participated, enabling 2,671 disabled partners to obtain flexible employment.

### 8 Alibaba Foundation

The Alibaba Foundation, together with the Yuhang District Disabled Persons' Federation in Hangzhou and Zhejiang Cloud Commonweal, launched the Alibaba Charity Food Cart for Inclusive Employment initiative, supporting young people with intellectual disabilities in gaining integrated employment by learning coffee and bakery skills. The food cart now operates in Alibaba's headquarters, the Taobao and Tmall Group campus, and the "Farming Planet" Tmall Farmer Support Service Center in Houdoumen Community, Xihu District, Hangzhou. In the past year, 127,233 Alibaba employee volunteers have participated in this initiative, and 38 youths with intellectual disabilities have benefited.

## Barrier-free technology

Alibaba has upgraded 13 apps to enhance accessibility to date. Ten apps have been certified for meeting the national first-level standard for accessibility. Wheelchair Navigation, Youku Barrier-Free Theater, and the AI Tool for Picture Books for Children with ASD have become signature initiatives advancing technology for disability inclusion.

### 9 Alibaba Digital Accessibility Team

Alibaba has upgraded 13 apps to enhance accessibility. Ten apps or product functions have been certified for meeting the national first-level standard for accessibility, paving the "Digital Tactile Path" for the visually impaired community. Alibaba has waived 27 patents to advance the sharing and innovation of accessibility technologies. To date, more than 200,000 visually impaired users have benefited. This project was included in the 2025 CCF Technology for Social Good Casebook.

### 10 Hujing Digital Media & Entertainment Group-Youku

Youku Barrier-free Theater, built on the Youku platform and powered by AI-assisted technologies, provides barrier-free audio-visual content for persons with visual and hearing disabilities. The theater now offers more than 9,200 barrier-free movies and TV episodes. Together with the China Association for Promoting the Development of Disability Causes, Youku launched the Cool Vision Screening Room, offering one barrier-free film every Friday evening for persons with disabilities free of charge.

### 11 Alibaba Health

Alibaba Health has innovatively designed and launched the Alibaba Health Font, China's first non-profit font featuring a "Chinese-Phonetic Notation-English-Braille" conversion function. It supports Braille typing through voice input and has been applied in the packing of medicines and health products.

### 12 Amap

The Amap Barrier-free Navigation project has been launched in 70 cities across China, including Macao. As of November 2025, its wheelchair and visually impaired navigation features have provided more than 300 million barrier-free route-planning services.

### 13 Alibaba

Alibaba introduced China's first AI tool for picture books for children with ASD, which has reached out to more than 200,000 beneficiaries. At the 2025 Apsara Conference, Version 2.0 of the AI Tool for Picture Books for Children with ASD was released, enhancing text-image collaboration under the Qwen model and adding features such as parent voice replication and a shared story hub to offer targeted support for children with ASD, their families, and special education teachers.

### 14 Hujing Digital Media & Entertainment Group-Damai Entertainment

Following the marking of more than 60 barrier-free cinemas in Beijing, Shanghai, and Hangzhou in 2024, Taopiaopiao under Damai Entertainment has expanded its Wheelchair-Friendly Cinemas project in collaboration with Wanda Cinemas. Today, more than 300 cinemas in nearly 80 cities nationwide offer wheelchair-friendly screening rooms.

### 15 Quark

To help families of children with ASD access reliable information, Quark has launched a dedicated autism information feature offering internationally used ASD assessment scales for children and adolescents, along with symptom explanations, intervention guidance, parent collaboration resources, and national policies, all supported by Quark's search knowledge base and AI capabilities. Since 2025, this resource has reached an audience of 67,000 visits.



## Barrier-free volunteer services

Influenced by Alibaba's "Three Hours for a Better World" culture, dedicated "Hugs and Help" groups for people with disabilities formed by Alibaba employees spontaneously carry out charitable activities in response to the needs of people with disabilities. Since 2025, about 10,000 Alibaba volunteers were mobilized to participate in charitable activities in support of disability.

### 16 Sign Language Group

The Group focuses on empowering the hearing-impaired. Through sign language classes, volunteers gain closer understanding of the hearing-impaired community and help strengthen human connection and communication. In 2025, the Group organized 18 activities involving 234 employee volunteers. The classes not only equip volunteers with sign language skills but also enable persons with hearing disabilities to feel valued and supported.

### 17 Cinematic Visionaries Group

The Group connects with the emotional and cultural needs of persons with disabilities through both online and offline formats. Online, it created a dedicated barrier-free theater, enabling persons with disabilities and seniors to enjoy high-quality cultural programs at home. Offline, volunteers accompany persons with disabilities to experience cultural activities and daily life during charitable activities. The Group successfully organized the Beijing regional selection of the National Standard Sign Language Competition, the "See Tomorrow" 6th Singing Competition for the Visually Impaired, barrier-free digital life experience in the sci-tech park, and barrier-free film premiere events. It also continues to provide sign language classes, enabling 2,161 employee volunteers to participate in disability-inclusion volunteer services.

### 18 Together We Run Group

The non-profit group is dedicated to assisting the blind in running activities. In 2025, it involved 277 volunteers in these activities. Sports activities help the visually impaired blend in, promote others' understanding and respect for them, and encourage them to participate in social activities. They showcase their resilience, contributing to a more inclusive and harmonious society.

### 19 Colorful Heart Group

The Group is committed to realize disability inclusion through various activities, enabling those with disabilities to lead colorful and fulfilling lives. In 2025, the Group organized 22 activities—including a mini-marathon for participants with and without disabilities, fun sports events, Sign Language Bridge activities, Hanfu photo sessions, non-profit handicraft-making workshops, and spring outings—engaging 1,546 employee volunteers to help build an equal and friendly environment for inclusion. In May 2025, the Group lead, Guo Bailing, was honored as a "Self-Improvement Model of Zhejiang Province."

### 20 Autism Support Station Group

The Group focuses on volunteer services for families of children with ASD, offering support through sports, handicrafts, art, music, and respite services. In 2025, more than 160 activities were carried out in Beijing, Shanghai, and Hangzhou, involving more than 2,100 volunteers and benefiting over 800 families. These activities raise public awareness, foster acceptance of children with ASD, and help create a more equal and inclusive social environment.

### 21 Youku Star Children Companion Initiative Group

Youku and the China Association of Persons with Psychiatric Disability and their Relatives jointly launched the "Star Children Companion Initiative," leveraging Youku's media influence and its five measures, such as Youku Star Children Companion Initiative Group, to improve public understanding of children with ASD, especially "children of the stars." Since its founding in 2025, the Group has organized creative arts workshops, engaging 100 volunteers and more than 20 families in inclusive activities such as painting and calligraphy.

## Ecosystem support for barrier-free access

Alibaba harnesses the collective strength of our platform and ecosystem to bolster accessibility development. In 2025, the visitor center of Alibaba's headquarters improved barrier-free facilities at three-star level. Through the "Goods for Good" initiative, more than RMB 9.5 million was raised for seven projects in support of disability throughout the year.

### 22 Alibaba Charity Platform

Through the "Goods for Good" initiative on Taobao and Tmall, more than RMB 9.5 million was raised in 2025 to support seven programs benefiting persons with disabilities—including employment support, services for persons with hearing disabilities, and assistance for persons with intellectual disabilities. To date, the platform has raised RMB 150 million in support of disability. Together with Taobao and Tmall, Group's 3C digital industry and Zhejiang Disabled Persons' Federation, the platform launched the "Technology for Inclusion" philanthropy initiative. Its second phase has provided barrier-free business support packages to 43 merchants with hearing impairments across three provinces; organized entrepreneurship boot camps for disability inclusion, benefiting nearly 400 participants; and funded 11 high-quality entrepreneurship projects involving barrier-free tourism, barrier-free communication, and digital tactile-paving applications.

### 23 "Three Hours for a Better World" Platform

Through the "Three Hours for a Better World" Love Energy platform, 730,000 participants donated their love energy, enabling more than 5,000 hearing-impaired children to receive Orange Safety Backpacks for safer mobility.

### 24 Alibaba Daily Positive Energy Program

In 2025, the program launched the "Small Kindness, Big Impact" initiative, allocating over one RMB million to identify and support grassroots philanthropic actors—many of whom work in disability inclusion. Since 2013, more than 700 awards have been granted to disability-related initiatives.

### 25 Alibaba General Services Division

The visitor center of Alibaba's headquarters improved barrier-free facilities at three-star level as a pilot. The Qinching Mix: One commercial complex has also established a regular barrier-free mechanism combining facility upgrades with service optimization.

### 26 Alibaba Health

The Xiaolu Lantern Children's Serious Disease Relief Platform has supported medical treatment for 2,386 children with serious illnesses across 58 counties, providing RMB 52.3 million in assistance. Of these, 655 instances involved support for children with disabilities, with direct disability-related assistance exceeding RMB 9 million. Alibaba Health, together with the China Association of Persons with Visual Disabilities and Cimring Health Checkup, launched the Barrier-Free Health Checkup program, providing free adapted examinations to 500 persons with visual disabilities in 10 cities.

### 27 Alibaba Foundation

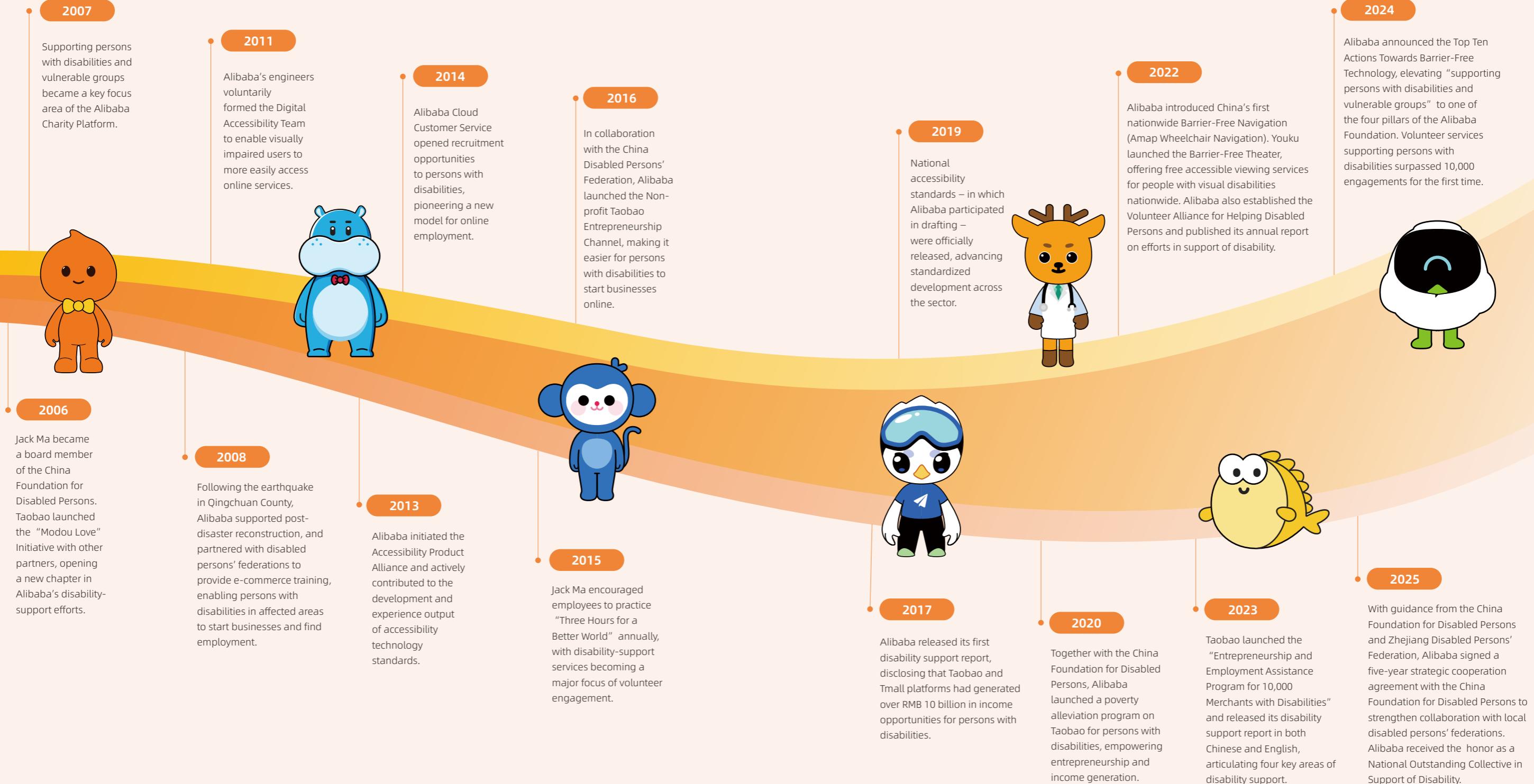
Under the guidance of China Disabled Persons' Federation, the Foundation signed a strategic cooperation agreement with the China Foundation for Disabled Persons, and expanded collaboration with several national associations, including the China Association of Persons with Visual Disabilities and the China Association of Persons with Psychiatric Disability and their Relatives. The Foundation has also provided support to institutions such as Guizhou Forerunner College. In May 2025, it was honored at the Great Hall of the People as a National Outstanding Collective in Support of Disability.

### 28 Alibaba rural revitalization

The Alibaba "Cloud for Youth" Initiative built AI-enabled cloud-driven classrooms in four special education schools in Zhejiang, Qinghai, Shandong, and Ningxia. Equipped with 84 cloud computers, these classrooms have supported more than 1,000 students with disabilities and enabled over 700 integrated technology courses.



## Alibaba's 20-Year Milestones in Disability Support



# Engagement

## Volunteering for Disability Support

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Volunteerism is a marker of a society's civic spirit, illuminating everyday life with warmth and compassion. At Alibaba, "Not only am I an Aliren, I am also a champion for a better world" has become part of our cultural fabric. Guided by the "Three Hours for a Better World" culture, we continue to mobilize platform and technological resources to enable everyone to take part in public-interest initiatives. Through volunteer actions in support of disability, we not only witness the strength and talents of our disabled partners, but also work with ecosystem partners to help make the barrier-free mode a new normal in daily life.

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## Extraordinary Within the Ordinary

In Alibaba's volunteer services in support of disability, the interactions between volunteers and partners with disabilities often become moments of mutual illumination. Even more inspiring is a recurring pattern: many individuals who once received support choose to give back, saying, "I understand because I have lived it myself." This relay of lived experience—life influencing life—allows every spark of kindness to be passed on, gathering into a constellation of light that guides us forward.

### Shen Ke, a young man with visual impairments

#### To value digital accessibility is to safeguard my own tomorrow

Shen Ke, a visually impaired young man from Zhejiang, refused to let the stereotype of "blind massage" define his future. His life opened up when he joined **Alibaba Cloud Customer Service program** for visually impaired individuals—a doorway into the digital world. Using screen-reader software, he can process audio information at three to four times normal speed, and he has trained himself to type more than 140 characters per minute. Today, Shen has become a core member of the visually impaired customer service team. He also encourages more visually impaired partners to "see the world through technology." He takes part in accessibility testing, contributes to product improvements, and acts as a bridge helping visually impaired users navigate the internet and AI tools more easily. "To value digital accessibility is to safeguard my own tomorrow," he said. Shen knows firsthand how vital digital accessibility is for persons with disabilities, the elderly, and many others. "My volunteer work isn't just about helping visually impaired partners today," he explains. "It's about helping the person I will become in the future. We will all grow old. We will all encounter barriers. Before that day arrives, we must take action."



### Alibaba volunteer

#### I found a kinder, more joyful version of myself through companionship

In July 2025, Guang Ying, Chief Operating Officer of Hujing Digital Media & Entertainment Group, sensed something surprising: her child had recently become more patient, gentle, and considerate. After talking with the child, she learned the reason—at school, the child had taken part in a charitable program supporting children with ASD and had made a new friend "from the stars." Through that companionship, the child discovered the quiet joy of being needed. The reflection— "public welfare doesn't just help those in need; it also helps us grow" —planted the very first seed of purpose behind the initiative. After speaking with Chu Hanlong, Lead of one of Alibaba's "Hugs and Help" groups dedicated to supporting children with ASD, Guang and her team invited experts to explain the challenges faced by these children and their families. They soon realized that the power of entertainment could meaningfully address part of these needs. One month later, the **"Star Children Companion Initiative"** was launched with enthusiastic support from Alibaba volunteers, and a series of activities quickly took shape. On weekends, for example, Guang and Tian Shen, Lead of the Star Children Companion Group, would bring volunteers together to paint, play, and simply spend patient, gentle time with the kids. As one Alibaba volunteer shared, "In accompanying these children, I also found a softer, more accepting, and more joyful version of myself."

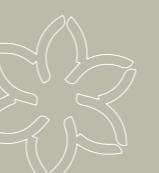




Hu Lan, Chairwoman of the Suzhou Disabled Persons' Federation

### To respect differences is to safeguard our shared dignity

On September 1, 2025, sunlight filtered through the glass lobby of Suzhou Sunshine Building, illuminating a newly opened Cainiao Post. Unlike the usual rush and noise of a pickup point, this space carried a quieter, steadier warmth. The gentle smile on the faces of the "children of the stars" reflected a sense of acceptance and trust. Standing beside them was Hu Lan, Chairwoman of the Suzhou Disabled Persons' Federation. Together with volunteers, she unveiled the station. The moment captured a small yet powerful piece of her many years devoted to supporting persons with disabilities. "When I first learned about Cainiao Post's inclusive employment policies, something clicked," she recalled. "We had long been searching for a workplace that offers stable jobs while remaining part of everyday community life." She began linking resources—bringing together the Federation, organizations, families of young adults with ASD, and volunteers—to turn an ordinary parcel station into a platform where hope and growth can take root. "For children of the stars and for every partner with disabilities," she said, "we call on schools to leave one more seat in the classroom, companies to open one more opportunity, and communities to show a little more patience—because to respect differences is to safeguard our shared dignity."



Cui Yameng, a post-95s young lady

### Opening the "door to the sea" for friends in wheelchairs

Cui Yameng, a post-95s young woman from Qingdao, has opened a door to the world for many wheelchair users. She converted her own apartment into an accessible guesthouse and offers it free of charge to persons with disabilities. Since then, dozens of wheelchair users from across the country have fulfilled their long-held wish of seeing the sea. The project began with a painful moment. When Cui's grandmother needed emergency care, she was trapped at home because the old apartment building had no barrier-free facilities. That sense of helplessness stayed with Cui. She decided to make a change—starting with her own home. Cui hopes that practical, visible improvements like this can help more persons with disabilities return to school and to the workplace. Since the guesthouse opened in April 2024, its impact has gone far beyond a single stay. Three other guesthouses were inspired to undertake barrier-free renovations, and the initiative received the **Alibaba Foundation's Daily Positive Energy Special Award**. Cui has transformed her love for her grandmother into an ongoing effort to make the world more accessible. Her story shows how kindness can spark change and how one person's action can create a ripple effect of possibility.





Liu Yifei, a hearing-impaired rider

### Be brave, take the leap, keep moving forward, and believe in yourself

Every day, Liu Yifei rides his electric scooter through Beijing's busy streets, delivering hot meals from door to door. With a severe hearing impairment, he faced many obstacles when he first joined the Taobao Instant Commerce (Ele.me) program for Hearing-Impaired Riders. He could not answer customer calls or communicate smoothly with merchants. But Liu did not give up. He practiced typing over and over again, memorized common sign language expressions, and even carried a small notebook so he could sketch directions when needed. While he worked hard to adapt, the platform introduced a barrier-free communication system designed specifically for hearing-impaired riders, making communication easier and more dignified for the group. Today, Liu has become one of the most recognized "top performers" at his delivery station. He also encourages other hearing-impaired riders to pursue growth. In August 2025, Liu and his colleagues became the first food-delivery riders to appear on the cover of Forbes China—an image that inspired many more riders with disabilities to pursue better life. "Be brave, take the leap, keep moving forward, and believe in yourself," Liu said. He firmly believes his journey has only just begun—and that much more awaits him ahead.



Tang Zhanxin, national self-improvement role model

### Our kindness is the first beam of light that breaks the darkness

In 2004, just before returning to China after completing her master's degree in Germany, Tang Zhanxin's life changed overnight: a sudden car accident left her paralyzed from the waist down. Her world collapsed in an instant, but she did not give up. Tang relearned everything from dressing to using the restroom, rebuilding independence step by step. During rehabilitation, she turned her attention to others who shared similar experiences—people with spinal cord injuries. In 2014, she resigned from a well-paid job at a multinational company and founded Hope House, a peer-support platform for persons with severe physical disabilities. Together with her team, she developed China's first Self-Care Handbook for People with Spinal Cord Injuries, helping many regain independence and acquire vocational skills. The "Beijing Model" of Hope House has since been promoted by the China Disabled Persons' Federation to 32 provinces across the country, training more than 400 local leaders and benefiting tens of thousands of persons with disabilities. **With support from the Alibaba Philanthropy**, Tang brought traditional crafts made by disabled partners to "blossom" on the international stage at the Paris Paralympics, and she continues to participate in e-commerce-based disability support programs and the **Beauty Workshop** to expand employment opportunities for persons with disabilities. Tang often encourages peers with a simple yet powerful message: "Do not wait for dawn. Our kindness is the first beam of light that breaks the darkness."

## Philanthropy Insights

### Top Ten Observations on Alibaba Employees' Philanthropic Efforts

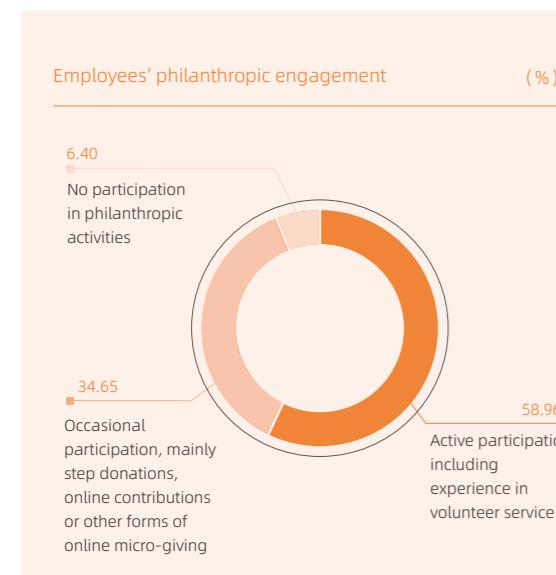
On March 3, 2025, at the award ceremony of the Alibaba Charity List, Jack Ma shared a message: "It is not that philanthropy needs us—it is that we need philanthropy. It is not that we bring change to philanthropy—it is philanthropy that changes us." In China, volunteering and other forms of philanthropy have been incorporated into the national 14th Five-Year Plan (2021-2025) and will remain priorities in the forthcoming 15th Five-Year Plan (2026-2030). At Alibaba, the belief that "Not only am I an Aliren, I am also a champion for a better world" has long been part of our cultural fabric. In 2025, marking the tenth anniversary of Alibaba's "Three Hours for a Better World" initiative, and drawing on survey insights from employees, we released Ten Observations on Alibaba Employees' Philanthropic Efforts, hoping to encourage more enterprises and organizations to engage in philanthropy and offer insights to inform China's volunteer service legislation and practices.

#### Employees' philanthropic engagement has become a core business imperative

Philanthropic engagement is now a widespread behavioral choice among our employees. With organizational support and cultural encouragement, 58.96% share their active participation in volunteer services and related activities, while about 34.65% take part in digital forms of giving such as step donations or online contributions. Broad employee engagement in philanthropy has become a driving force for the sustainable corporate development.

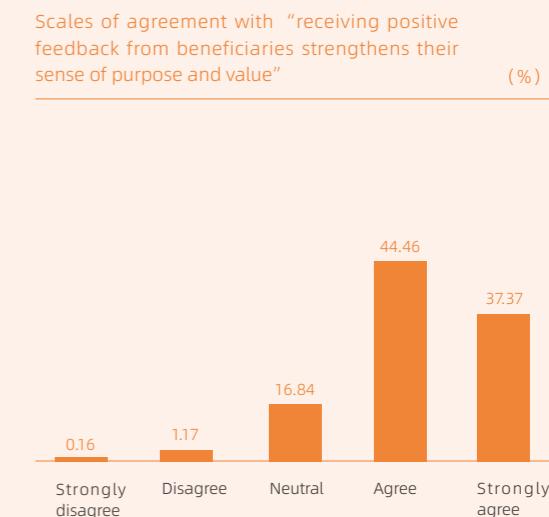
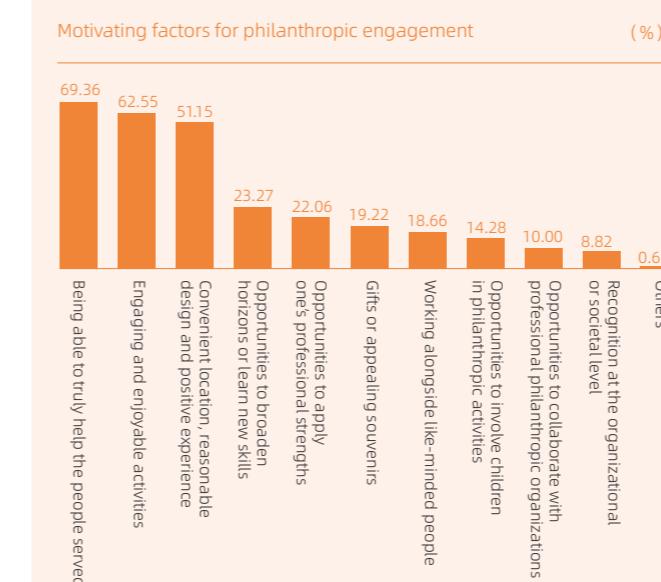
#### The longer employees are immersed in a philanthropic culture, the higher their engagement rate

Among employees with less than one year of service, 44.3% participate in philanthropic activities. The rate rises to 58.9% among those with one to three years of service, 59.55% among those with three to five years of service, 71.64% for five to ten years of service, and 78.95% for those with more than ten years of service. Extended exposure to Alibaba's philanthropic culture significantly increases employees' likelihood of participating in philanthropic initiatives.



#### "Being able to truly help others" is the core motivation for employee engagement

The factor that most strongly motivates employees to participate is the sense that they can truly help the people they serve. Employees also broadly agree that receiving positive feedback from beneficiaries strengthens their sense of purpose and value. The ability to make a real difference and to feel that impact reflected back is at the heart of meaningful philanthropic engagement.



#### Leveraging expertise during philanthropic activities enhances personal fulfillment

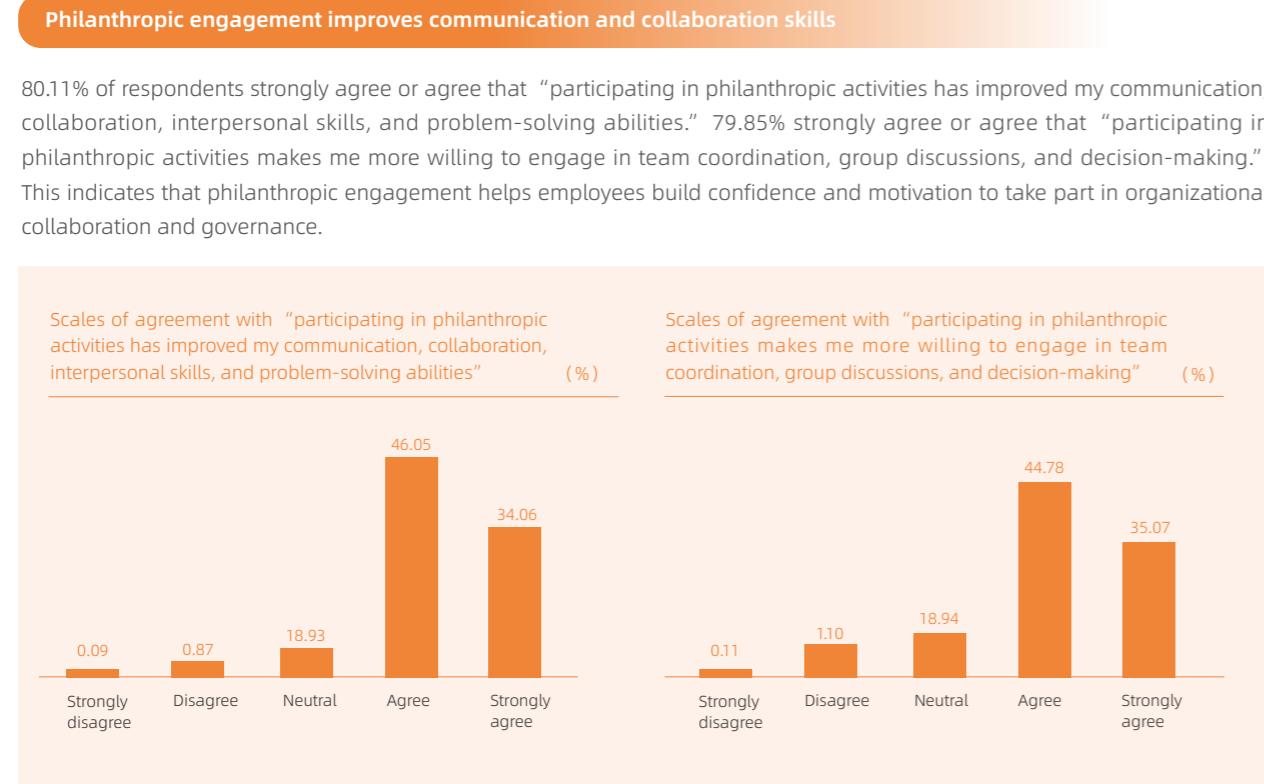
63.72% of respondents strongly agree or agree that "participating in philanthropic activities allows me to apply my expertise and gives me a stronger sense of personal achievement." This shows that when employees bring their expertise into philanthropic work, they gain a deeper sense of the social value they create.



#### Philanthropic engagement elevates employees' sense of well-being

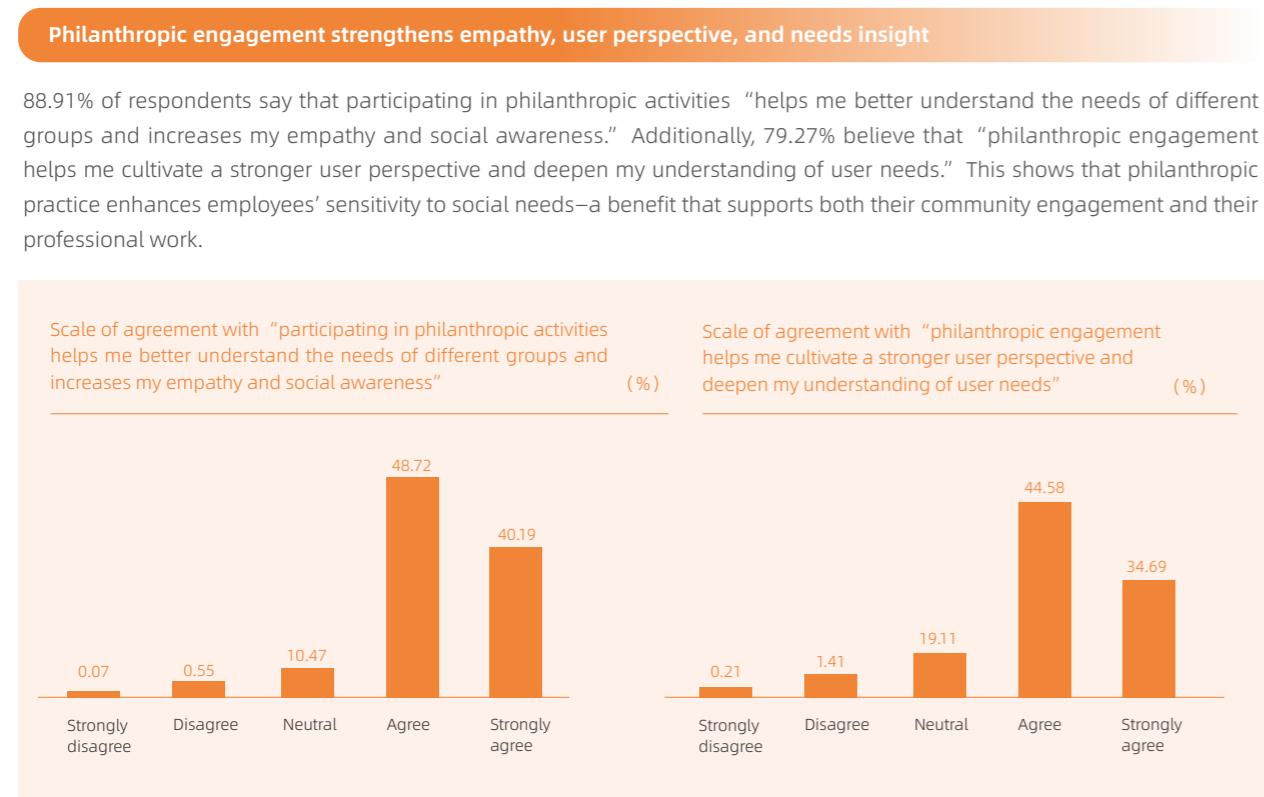
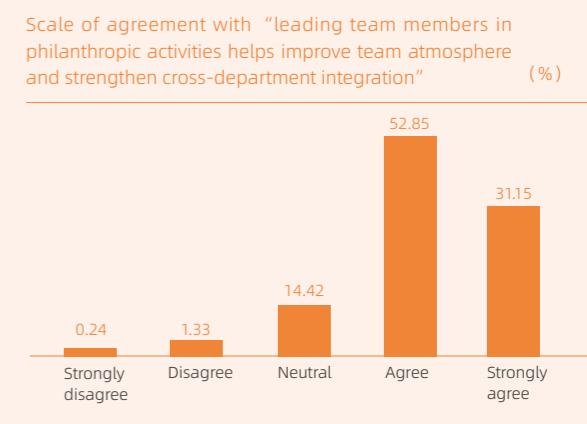
91.80% of respondents strongly agree or agree that "participating in philanthropic activities often brings me positive emotional experiences." Philanthropic engagement is a meaningful source of employee well-being.





**Team-based philanthropic activities improve workplace atmosphere and departmental cohesion**

Survey results from managers show that 84% strongly agree or agree that "leading team members in philanthropic activities helps improve team atmosphere and strengthens cross-department integration." This shows that for managers, organizing philanthropic activities is an effective way to enhance team dynamics.



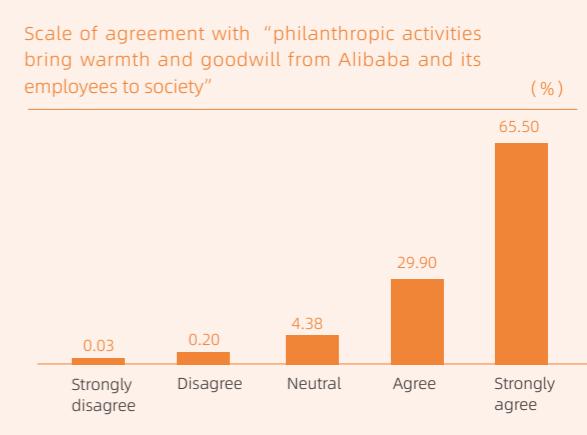
**Philanthropic engagement builds internal trust and strengthens cultural alignment**

78.02% of respondents agree that the company's continuous advocacy and organization of philanthropic activities "helps build internal trust and facilitates smoother information flow across the company." Meanwhile, 88.11% agree that "the company's encouragement of philanthropic engagement deepens my identification with our corporate culture." This shows that when employees take part in philanthropic activities with the company's support, they become both carriers and practitioners of corporate culture. Through this process, they gain a clearer understanding of the company's care for society, the public and its external environment, as well as the broad impact of its culture, and consequently strengthen their identification with the culture.



**Philanthropic practices convey the company's warmth to society**

95.40% of respondents strongly agree or agree that philanthropic activities "bring warmth and goodwill from the company to society." Beyond direct social value, sustained support for employee engagement in philanthropic practices generates additional value through the spread of philanthropic culture and the transmission of warmth.



## Alibaba's Heartwarming Practices and Ecosystem Synergy in Disability-Support Volunteering

When Chen Yanling, the initiator of Youku's Barrier-Free Theater, arrived in Hangzhou for a business trip to Alibaba's headquarters, the first person she met was not a colleague from the event team nor a project partner, but Shen Ke—a visually impaired friend and user-experience reviewer for Youku's Barrier-Free Theater. They chatted about the weather and local food, and visited nearby shops. But most of their conversation revolved around the viewing experiences of visually impaired users: how the emotional tone of the audio describer shapes movie immersion, how often the theater updates its content, how new features should be iterated, how activities should be designed, and those small, easily overlooked barrier-free details in everyday life. "He is an essential 'experience officer' for me," Chen said. "We often joke that Shen Ke is practically a part-time staff member of the Barrier-Free Theater. In our feedback groups—filled with questions, comments, frustrations, and extremely nuanced expectations from visually impaired users—he always helps respond and summarize them."

Whether meeting across cities or exchanging messages online, these conversations—sparked by a shared desire to advance accessibility—capture the essence of the "two-way commitment" at the heart of Alibaba's volunteer work in support of disability. From employees' spontaneous acts of goodwill, to systematic corporate empowerment, to cross-sector ecosystem collaboration, Alibaba upholds its vision in support of disability: A Better Life for Everyone. Today, accessibility is deeply embedded in the company's culture and business DNA, forming a philanthropic system featuring caring employees, a responsible enterprise, and a heartwarming ecosystem.

### Employee volunteer groups kindle the first spark and corporate support helps volunteer services take root and grow

Alibaba's volunteer services in support of disability grew out of both bottom-up goodwill from employees and top-down promotion of shared values across the company.

In 2009, to support the earthquake-affected areas in Sichuan, Alibaba launched its first group-wide volunteer project, "Lecheng Qingchuan." Over more than ten years, nearly 1,000 Alibaba employees took part, and this project became the cradle of Alibaba's strong volunteer culture. In 2010, employees who had participated in Lecheng Qingchuan voluntarily formed the company's first "Hugs and Help Group," a name that reflects the belief that "philanthropy is best done together." They encouraged colleagues to form interest-based volunteer groups and to plan and organize activities independently. Supporting persons with disabilities quickly emerged as one of the earliest and most central focus areas. This enabled employees with a passion for disability support to join forces and build agile, effective volunteer teams.

Alibaba's employees with disabilities often shift from being recipients of support to becoming contributors themselves. Drawing on their firsthand understanding of the needs of persons with disabilities, they establish additional Hugs and Help Groups focused on disability support and design initiatives that better reflect real-

world needs. For example, Alibaba engineer Guo Bailing, who has a mobility impairment caused by polio, uses a wheelchair for travel. He leads the Colorful Heart Group and, together with Alibaba volunteers, he launched inclusive mini-marathons and barrier-free outdoor music gatherings. These activities have encouraged individuals with disabilities, especially those who had long stayed at home, to step out with confidence, while building meaningful bridges between persons with and without disabilities. Shen Ke, another model case, joined Alibaba Cloud Customer Service as a flexible employee. With colleagues' support, he adapted office software and accessibility tools to fit his needs. As he gained deeper expertise in digital accessibility, he voluntarily launched an Accessibility Experience volunteer initiative. He organized volunteers to test products such as Youku's Barrier-Free Theater and Amap's Barrier-Free Navigation, submitting more than 300 optimization suggestions to product teams.

Digital systems provide a recordable, traceable, and incentivizing closed-loop mechanism for philanthropic engagement of employees. The Three Hours for a Better World platform digitizes the entire volunteer process, from project posting and registration to hour-tracking and impact feedback, making "caring employees" both visible and verifiable. Volunteer hours are not only precisely recorded but also displayed on employees'

DingTalk profiles—a small but thoughtful design that embeds philanthropic engagement into Alibaba's culture.

"At Alibaba, we often say, 'Not only am I an Aliren, I am also a champion for a better world.' Philanthropic engagement is part of who we are," said Liu Yahui, head of employee volunteer programs at Alibaba.

"We don't encourage people to grind on for volunteer hours. What matters is an authentic connection to philanthropy. As long as people are willing to use their spare time to contribute to society, that already has tremendous value."

Beyond this, Alibaba Foundation provides comprehensive support for all promising Hugs and Help Groups, including training resources, connections with professional organizations, assistance with team building and volunteer recruitment, and funding for operations. "For anyone who genuinely wants to do philanthropic work, we will show full support, helping them grow from seed to strength," Liu said. The annually released Alibaba Charity List further amplifies the goodwill of these groups, celebrating every contribution and deepening employees' sense of honor and fulfillment. It also inspires many more to awaken the awareness of doing good for others.

Systematic mechanisms have allowed scattered acts

of goodwill to grow into a sustainable force for public good. Beginning with Love's Voice Recorder, the first Hugs and Help Group dedicated to supporting children with visual impairments, Alibaba now has more than ten such groups focused on supporting persons with disabilities, engaging roughly 10,000 volunteers each year. Groups such as Colorful Heart, Autism Support Station, and Together We Run have gradually grown into widely recognized charitable brands for disability support. Together, they support communities with visual, hearing and physical disabilities as well as ASD across dozens of cities in China, mobilizing tens of thousands of Alibaba employees and community volunteers. Their collective efforts have pushed the goodwill of disability support well beyond the boundaries of the company and into communities across the country.



▲ Sun Lijun, President of Alibaba Philanthropy, participates in "badminton social activity" with children with ASD to support their better growth.

### Public-good DNA is embed in products and services to realize professional empowerment for targeted support

"I thought I was going to help others, but in the end it was I who was healed." This is the sentiment most often shared by Alibaba volunteers engaged in disability support.

"The greatest reward of doing philanthropic work at Alibaba is the growth it brings to ourselves," said Liu Yahui, head of Alibaba's employee volunteer programs. "Using fragments of spare time to do public good may not solve the biggest social problems, but the process awakens empathy and responsibility. It helps every Alibaba employee grow into someone responsible, compassionate, warm, and caring, and infuses that warmth back into our products, technologies, and services. That is why we

encourage everyone to do good for society."

As Liu notes, the impact of Alibaba's disability-support volunteering extends far beyond employee-led activities. The company's care for persons with disabilities is now embedded throughout its business processes, driving product teams to push past limitations, improve accessibility, and make technology more humane.

A defining example is Youku's Barrier-Free Theater. Its initiator, Chen Yanling was deeply influenced by the "Lecheng Qingchuan" project and Hugs and Help Group activities. She has long been active in social philanthropic initiatives. After taking part in an offline



▲ Chen Yanling, founder of Youku's Barrier-Free Theater, accompanies friends with disabilities to watch movies. barrier-free film-screening event in Beijing and saying goodbye to visually impaired audience members who had traveled from across the country, she was struck by a thought: "Could we bring a barrier-free cinema online, so that people with visual impairments can enjoy barrier-free films at home?"

At the time, Chen had just rotated into Alibaba's Digital Media and Entertainment Group. Leveraging cross-departmental collaboration, she informally gathered colleagues from product, technology, design, legal, copyright, and operations to brainstorm and refine solutions, mostly during evenings, lunch breaks, and personal time. Together they iterated design after design, guided by detailed feedback from

accessibility testers such as Shen Ke. There were no dedicated roles, no additional budget—just a group of Alibaba employees motivated by a simple intention: to do something genuinely good for persons with disabilities. The Barrier-Free Theater not only came to life but has continually evolved from merely existing to becoming excellent, growing into a product deeply attuned to user needs.

Youku's Barrier-Free Theatre is just one example among many in Alibaba. By aligning business strengths with the needs of the disability community, Alibaba employees have woven four core areas of action across the company: barrier-free entrepreneurship and employment, barrier-free technology, barrier-free volunteer services, and ecosystem support for barrier-free access—systematically removing obstacles to social inclusion.

"As Alibaba employees, we're good at using our business capabilities to create value for society," Chen Yanling said. "In our work, we understand and serve every user's real needs—that's where our professional strength lies. And in disability inclusion, we aspire to become the most professional accessibility team in the industry. We will take it as far as it can go."

### Collective strength across the ecosystem creates a barrier-free society

Over the past two decades, Alibaba's efforts toward disability inclusion have grown from scattered, employee-led volunteer activities into a five-pronged ecosystem—anchored in volunteer service and powered by the company, disabled persons' federations, employees, non-profit organizations (NPOs), and users.

Alibaba, the company, plays a pivotal role by leveraging platforms and resources to build bridges for volunteer service. Volunteer initiatives in support of disability have also become a meaningful channel for communicating corporate culture. Product iterations driven by the needs of disability communities continue to expand the boundaries of Alibaba's user base, creating shared value for both society and business. In January 2025, the Alibaba Foundation and the China Foundation for Disabled Persons signed a five-year strategic cooperation agreement, committing to mobilizing Alibaba's technology and platform capabilities to deeply engage in disability-inclusion

volunteer services and related initiatives.

Disabled persons' federations reflect the needs of persons with disabilities, coordinate government resources to deliver targeted services, and encourage persons with disabilities to engage in social governance in accordance with law. Throughout this process, Alibaba has maintained close collaboration with disabled persons' federations to jointly advance a better life for persons with disabilities, supporting daily convenience, employment opportunities, and pathways to realizing personal value.

Employee volunteers deliver steady human and intellectual support to philanthropic programs in support of disability. Today, across occasions such as China's National Day of Assisting Disabled Persons, the International Day of Persons with Disabilities, World Autism Awareness Day, and on weekends throughout the year, Alibaba employee volunteers can be found participating in a wide range of activities. Many have formed deep, lasting bonds with

their partners with disabilities.

Non-profit organizations provide professional support for volunteer action. Through the Alibaba Charity Platform and the Three Hours for a Better World platform, Alibaba connects extensively with NPOs based on its platform capability, ensuring alignment and collaboration within the ecosystem.

Users and consumers bring additional vitality to this ecosystem. In Qingdao, for example, Cui Yameng transformed her home into a barrier-free guesthouse, offering lodging and volunteer companionship for persons with disabilities. Her initiative received Alibaba Philanthropy's Daily Positive Energy Special Award, inspiring three additional guesthouses to undertake barrier-free renovations. It also encouraged content creators with disabilities to co-create "barrier-free shop review" tags on social media, sparking a positive ripple effect.

A well-supported ecosystem also enables volunteer practice to extend into policy advocacy. Alibaba

volunteers launched the "I Am a Promoter of the Law on Building a Barrier-free Living Environment" initiative, producing law interpretation animation and delivering community-based outreach in cities and villages. Through mechanisms such as the Alibaba Philanthropy Honor Roll, volunteer experience in disability support circulates throughout the ecosystem, strengthening its professionalism and encouraging more enterprises to join in building a barrier-free society.



▲ Alibaba volunteers help disabled partners fulfill their dream of visiting the Great Wall.

### A steadfast commitment to disability-support volunteering protects every life as it blooms

In the theme song Boundless Care, Barrier-Free, written by visually impaired university student Tian Zhongqi for Youku's Barrier-Free Theater, two lines stand out: "Because you offer love without barriers, I can finally see this colorful world. Because you told me 'you can do it,' I can feel the beauty you speak of."

These lyrics carry the weight of Tian's lived experiences: the exhilaration of "seeing" a movie for the first time through the Barrier-Free Theater; the genuine comfort of knowing his feedback was swiftly incorporated into product improvements; the emotional jolt he felt when an Alibaba employee gently stopped someone from forcibly assisting a blind user, saying, "Don't worry—he's got this"; the surprise of receiving a cake and flowers from volunteers during an offline event; and the deep recognition he developed after learning more about Alibaba's sustained accessibility initiatives. "Unlike projects that feel performative, I can truly sense that Alibaba is creating real opportunities for persons with disabilities," Tian said. "They have opened up so many new possibilities for us."

In 2025, the Alibaba Foundation was honored as a

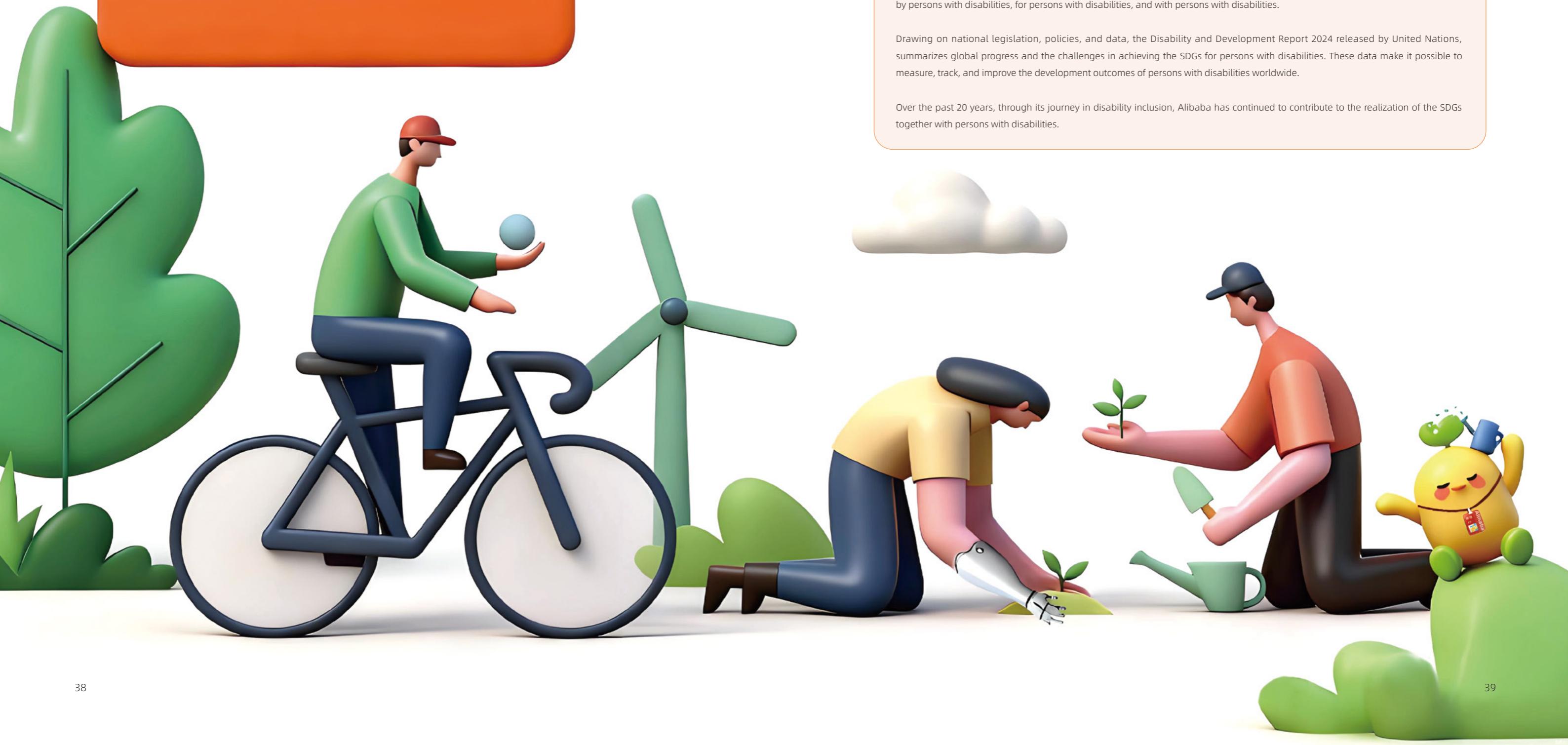
"National Advanced Collective for Disability Work"—a recognition of its longstanding contributions to disability support and an encouragement for the journey ahead.

Barrier-free design is not an accessory created for a select few; it is a right that benefits everyone. And supporting persons with disabilities is not a one-time gesture; it is long-term companionship and empowerment. As Yao Yao, Secretary-General of the Alibaba Foundation, put it: "Philanthropy is not about a few people giving their all—it is about everyone doing what they can."

By weaving barrier-free principle into its sustainability strategy, from spontaneous acts of kindness by employees to company-wide volunteer practices and broad collaboration across society, Alibaba has developed a disability-support volunteering model shaped by responsibility. This model shows how deeply a company can contribute to the public good by serving as a central hub that connects various parties, by helping barrier-free principle become a shared norm, and by creating a society where every life can flourish with equality and inclusion. (Zhu Lin & Deng Mingwen Correspondents)

# Progress

## Working with Persons with Disabilities to Advance the SDGs



### SDGs and Their Relevance to Persons with Disabilities

The United Nations' 2030 Agenda for Sustainable Development makes a clear commitment to "leaving no one behind." Grounded in international human rights conventions, it aims to realize the human rights of all people, including the one billion persons with disabilities who account for roughly 15% of the global population.

UN-developed analytical tools show that the targets of the Sustainable Development Goals (SDGs) are closely aligned with the articles of the Convention on the Rights of Persons with Disabilities (CRPD). The 2030 Agenda for Sustainable Development must be achieved by persons with disabilities, for persons with disabilities, and with persons with disabilities.

Drawing on national legislation, policies, and data, the Disability and Development Report 2024 released by United Nations, summarizes global progress and the challenges in achieving the SDGs for persons with disabilities. These data make it possible to measure, track, and improve the development outcomes of persons with disabilities worldwide.

Over the past 20 years, through its journey in disability inclusion, Alibaba has continued to contribute to the realization of the SDGs together with persons with disabilities.



## Progress on the SDGs for Persons with Disabilities

### Global progress Facing severe challenges in achieving the SDGs and risks of leaving persons with disabilities behind

According to the Disability and Development Report 2024 released by United Nations, at the current pace, the world will not meet the SDGs for persons with disabilities by 2030. At present, persons with disabilities show insufficient progress on 30% of the SDG indicators, and 14% stalled or even regressed.

Although nearly 90% of countries worldwide have enacted laws to protect the right to education for persons with disabilities, substantial progress in achieving inclusive education remains slow. Even more concerning are persistent gaps in equal opportunity: the employment rate for persons with disabilities (27%) is far below that of persons without disabilities (56%), and their unemployment rate is even higher. In healthcare, persons with disabilities are seven times more likely than others to be unable to obtain needed services. In digital access, only 28% of persons with disabilities in developing countries use the internet. Due to physical, attitudinal, informational, and communication barriers, persons with disabilities and their families are more likely than others to live in poverty, struggle to obtain needed healthcare, face obstacles in employment, and encounter barriers to full participation in economic, political, and social life.

These data clearly show that unless more effective measures are taken immediately to eliminate physical, informational, and attitudinal barriers, and unless anti-discrimination legislation and social protection are strengthened, the commitment to "leaving no one behind" will be at serious risk.

#### SDG3 Good Health and Well-being

- Persons with disabilities are **seven** times more likely than others to not have access to health care when they need it.
- In some developing countries, **56%** of persons with disabilities cannot afford healthcare services.
- Even in developed countries, **12%** of persons with disabilities are unable to access healthcare due to cost, distance, or other barriers.



#### SDG4 Quality Education

- Among more than **100** countries with available data, **87%** have laws or policies protecting the right of persons with disabilities to education.
- Of these countries, **38%** have accessible physical school environments, and **17%** legally guarantee an inclusive education in which learners with and without disabilities are taught in the same classrooms.
- While **11%** of children with disabilities of primary school age remain out of school, this percentage increases to **32%** for children with disabilities of upper secondary school age.
- In developing countries, **69%** of children with disabilities complete primary school; **6%** of persons with disabilities attain higher education; and only **2%** are able to write computer programs.

#### SDG8 Decent Work and Economic Growth

- Employment rate: **27%** for persons with disabilities vs. **56%** for persons without disabilities
- Unemployment rate: **10%** for persons with disabilities vs. **8%** for persons without disabilities
- Among youth, **48%** of persons with disabilities are not employed, in education, or in training, twice the share of their non-disabled peers.



#### SDG9 Industry, Innovation and Infrastructure

- In developing countries, only **28%** of persons with disabilities use the Internet.



#### SDG10 Reduced Inequalities

- 20%** of persons with disabilities live below the national poverty line.
- 34%** of persons with severe disabilities receive cash benefits.
- Only **17%** of countries provide universal disability benefits.



#### SDG11 Sustainable Cities and Communities

- 27%** of households with persons with disabilities have not made any barrier-free modifications.
- 43%** of persons with disabilities consider that transportation is not accessible.



### China's progress

### Advancing high-quality development for disability support in a systematic manner

China has made significant progress in advancing the SDGs for persons with disabilities. Through national strategies such as the Planning on Protection and Development of Persons with Disabilities Set for the 14th Five-Year Plan Period (2021-2025), the country has set clear targets and sustained investment across education, employment, rehabilitation, and social security. The enrollment rate of school-age children with disabilities in compulsory education exceeds 97%, achieving near-universal access. During the 14th Five-Year Plan period, 2.31 million persons with disabilities secured employment in urban and rural areas. Basic rehabilitation services reached more than 85% of persons with disabilities, while the living allowances for persons with disabilities in financial difficulty and nursing subsidies for the severely disabled provide essential income and care support to tens of millions of disabled persons with financial difficulties or severe disabilities.

With strong national-level strategic guidance, robust legal and policy frameworks, and increasingly dynamic collaboration among enterprises and society, China's top-down direction and bottom-up social innovation reinforce each other. This not only accelerates the delivery of concrete goals but also offers more resilient and creative Chinese solutions to the complex social challenges faced by persons with disabilities.

#### SDG3 Good Health and Well-being

- Over **95%** of persons with disabilities are covered by basic medical insurance. Rehabilitation assistance for children with disabilities and medication subsidies for persons with psychosocial disabilities have been included in insurance coverage.
- Basic rehabilitation services cover more than **85%** of persons with disabilities, and **1.553** million disabled people have received basic assistive device services.
- As of June 2025, the living allowances for persons with disabilities in financial difficulty and nursing subsidies for the severely disabled provide financial support to **11.884** million disabled persons with financial difficulties and **16.4** million persons with severe disabilities respectively, achieving full national coverage.

★ Alibaba Health's Aidou Rehabilitation and Health Huts have delivered **61,773** rehabilitation and health management services to persons with disabilities and other vulnerable groups.

#### SDG4 Quality Education

- As of 2025, the enrollment rate of school-age children and adolescents with disabilities in compulsory education surpasses **97%**, achieving near-universal access.
- There are **75,800** students with disabilities enrolled in secondary vocational education nationwide, and **59,800** students with disabilities enrolled in regular upper-secondary schools. Each year, more than **30,000** students with disabilities enter universities, with over **100,000** disabled students currently enrolled in higher education.

★ The Alibaba "Cloud for Youth" Initiative has built AI-enabled cloud-driven learning classrooms for **4** special education schools, providing digital tools to more than **1,000** students with disabilities.



#### SDG8 Decent Work and Economic Growth

- During the 14th Five-Year Plan period, **9.01** million persons with disabilities nationwide were employed, with **2.31** million new urban and rural jobs created for persons with disabilities.
- More than **2.17** million training opportunities were delivered to persons with disabilities through vocational training programs.
- The employment structure has been shifting from traditional agriculture and manual labor toward new forms of employment, including Internet platforms.

★ In 2025, Alibaba supported more than **18,000** persons with disabilities in generating income through e-commerce, Cloud Customer Service, Cainiao Posts, and Taobao Instant Commerce (Ele.me) services.

#### SDG11 Sustainable Cities and Communities

- A total of **10,004** organizations at various levels now provide care and support services for persons with disabilities. **225,000** persons with disabilities receive residential or daytime care services, and **507,000** receive home-based support.
- 1.28** million households of persons with severe disabilities living in financial difficulty have completed home barrier-free modifications, exceeding the planned target of **1.1** million households.

★ As of November 2025, Amap's Barrier-free Navigation (wheelchair and visually impaired navigation features) have provided more than **300** million barrier-free route-planning services.

Data source: The Disability and Development Report 2024 released by United Nations

Data source: Statistical Bulletin on the Development of Disabled Persons in China (2024) issued by China Disabled Persons' Federation; State Council Information Office press series on "Delivering High-Quality Outcomes of China's 14th Five-Year Plan"; selected figures from Alibaba's disability inclusion practices (compiled by the GoldenBee Consulting Project Team).



## Observing China's Disability-Inclusive Business Model from a Global Perspective



▲ In May 2025, Chang-Hee Lee, Director of the International Labour Organization Country Office for China and Mongolia, visited Alibaba to investigate its practices on inclusive employment.

In an era shaped by globalization and rapid technological revolution, the very notion of corporate competitiveness is being redefined. Beyond capital and technology, a deeper force—**inclusion and social innovation**—is emerging as a new measure of long-term corporate vitality. Against this backdrop, a market-driven wave of disability-inclusive business practices is quietly emerging in China. Its evolution and underlying logic are offering the world an “Oriental perspective” on building an inclusive economy.

Not long ago, China’s disability employment policies largely remained within the framework of welfare placement and quota compliance. Yet in recent years, a quiet but profound transformation has taken place. Under the Three-Year Action Plan on Promoting the Employment of Persons with Disabilities (2022-2024), China not only surpassed its target of creating one million additional jobs, but in practice generated 1.648 million employment opportunities, lifting the employment rate of persons with disabilities by nearly five percentage points. This represents more than a policy success—it signals a shift toward the awakening of market rationality. Enterprises are beginning to recognize that persons with disabilities are not a social burden, but a vast and underdeveloped blue ocean of human capital.

International experience reinforces this shift. From Japan Airlines (JAL), which treats accessibility as part of its brand strategy, to

Microsoft, which has integrated product accessibility into its core agenda, to Alibaba, which embeds accessibility actions into its company-wide strategy, leading global companies are elevating disability inclusion from “corporate social responsibility” to core business strategy. These practices offer valuable experience for Chinese enterprises: true inclusion must be written into a company’s DNA, not treated as a compliance requirement.

A quiet “inclusion-driven business transformation” is already unfolding in Hangzhou. In the kitchen of Zhiweiguan, deaf pastry chefs reshape the aesthetics of traditional Chinese dim sum with focus and craftsmanship. In Starbucks’ Signing Store, baristas with hearing impairment brew a warm sense of belonging through smiles and skill. At Changqiao Polar Ocean Park, young people with ASD pursue their dream of social inclusion by working in the Beluga Restaurant. And across Taobao Instant Commerce (Ele.me)’s delivery network, 4,000 hearing impaired couriers are breaking communication barriers through platform-enabled technologies. These scenes are not isolated charitable experiments; they are signals of a new commercial logic: inclusion is becoming a new source of competitive advantage.

Global practices further reinforce this trend. Apple’s VoiceOver, Google’s voice assistant, Microsoft’s Disability Answer Desk, and Amap’s barrier-free navigation all demonstrate that accessibility technologies do more than serve minority groups. They function

as innovation engines that enhance the experience of everyone. As noted in the United Nations ESCAP report *Disability at a Glance 2023*, “barrier-free design is not a cost, but a market opportunity.”

Technology is pivotal in this transformation. We are entering an era in which capability itself is being reshaped. Technologies, such as AI, cloud computing, and real-time translation, are not only removing traditional capability barriers. They are unlocking potential within disability communities that has long been undervalued. Alibaba’s Cloud Customer Service, Accenture’s accessibility tech solutions, and Houpin Technology’s sign-language translation system “Sign Language Sisters” all serve particular groups while simultaneously improving human collaboration on a broader scale. As one entrepreneur who transitioned from the pharmaceutical sector observed, “persons with disabilities will become a scarce resource in the future.” In the intelligent era, their focus, resilience, and creativity are becoming indispensable pieces of the organizational capability puzzle.

Leading global companies are already turning this into a systemic advantage. EY has established the Neurodiversity Center of Excellence, where neurodiverse team members have boosted productivity by 30%-40%. India’s Wipro supports the career development of employees with disabilities through its structured “CREATE” framework. These examples show clearly that inclusion is not a burden; it is an amplifier of organizational capacity.

A deeper force driving this transformation is a cultural shift taking root across society. Films such as *Ocean Heaven* and *Big World* have helped the public understand the lived realities of families facing autism or cerebral palsy. The public attention drawn to poet Yu Xiuhua has revealed the rich inner worlds of persons with disabilities, while the work of visual impaired photographers continues to challenge the boundaries of visual art. As public perception shifts from “sympathy” to “empathy,” from “isolation” to “inclusion,” a more fertile environment emerges for businesses to advance inclusive practices. Consumers increasingly reward companies that embrace inclusion, and employees take pride in their employer’s goodwill. This is no longer abstract idealism; it is a tangible evolution in consumption patterns and organizational development.

Global data further reinforces this trend. A survey by the U.S. National Business and Disability Council shows that 66% of consumers are more willing to buy from brands whose advertisements feature persons with disabilities, and 78% prefer

businesses with barrier-free facilities. Inclusion is becoming a new driver of consumer decision-making.

Challenges, of course, remain significant. UN reports indicate that tens of millions of persons with disabilities in rural China still face limited opportunities, and women with disabilities experience compounded barriers in the labor market. Gaps between urban and rural areas, skills mismatches, and incomplete inclusive education systems all require coordinated action across policy, markets, and society.

International experience offers pathways for breaking through bottlenecks: the European Union requires accessibility as a prerequisite in its Public Procurement Directive; Section 508 of the U.S. Rehabilitation Act mandates full accessibility in federal procurement; and companies such as IBM, Westpac, and Starbucks integrate supplier diversity into their evaluation systems. These innovations provide valuable reference points for China as it builds a disability-inclusive business ecosystem.

Yet China’s own practices are already offering the world a replicable framework: dual engines of policy and market, technology-enabled work transformation, cultural narratives that shift public perception, and multi-stakeholder ecosystem building. Together, these elements form a uniquely Chinese pathway toward inclusive business.

“We are not doing charity—we are creating value together.” This sentiment, voiced by frontline practitioners, is perhaps the most accurate interpretation of China’s disability-inclusion experience. When businesses embrace diversity, what emerges is not only a change in the lives of disadvantaged groups, but the birth of a more resilient and more innovative economic ecosystem. In such an ecosystem, difference is no longer a deficit to be closed, but a source of innovation; inclusion is no longer merely a corporate responsibility, but a reflection of core competitiveness.

As the ILO Global Business and Disability Network has emphasized: the future belongs to companies that can transform human diversity into innovation power. China’s practices are demonstrating to the world that inclusion is not only a moral imperative; it is business wisdom. Amid this quiet yet profound transformation, we see the contours of a warmer, more sustainable economic future: a future in which everyone has the opportunity to shine, and that future is becoming tangibly within reach. (Gao Song, Deputy Secretary-General of the China Chapter of the ILO Global Business and Disability Network and Advisor to UN ESCAP)



## Advancing an Inclusive Economy That Leaves No One Behind



▲ In October 2025, with support from the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), we hosted the “2025 Inclusive Co-Creation Business and Disability Seminar and Workshop” in partnership with more than 20 businesses, institutions, universities, and disability federations, including Google, Schneider Electric and Disney, at Alibaba, exploring “shared actions” through the lens of inclusive practice.

Every year on December 3, the International Day of Persons with Disabilities reaffirms our global commitment to safeguarding the rights and dignity of the world’s 1.3 billion persons with disabilities. The 2025 theme—“Fostering Disability-Inclusive Societies for Advancing Social Progress”—underscores that inclusion is not only a moral responsibility but a core requirement for achieving the SDGs.

In the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032, accessibility is defined as a fundamental precondition for empowerment and inclusion. The Declaration is the fourth regional action framework adopted by ESCAP’s 53 member States since 1993. China has long been an active supporter of these regional frameworks and has consistently advanced their implementation both domestically and across the Asia-Pacific region.

Beyond commonly used features such as ramps, braille, or hearing devices, the range of barrier-free facilities and equipment is expanding. Accessibility also includes measures that provide reasonable accommodation, such as individualized work schedules, clearer written guidance, or noise management in the workplace—dimensions of accessibility that were often overlooked in the past.

Accessibility removes the “invisible walls” that limit the participation of persons with disabilities in economic life. These barriers have long existed not only in physical environments but also in attitudes. As accessible measures become more widely understood and adopted, employers increasingly recognize that employees with disabilities perform on par with others. More

disability professionals are leading advancements in universal design and accessible innovation across industries, enabling a broader population to benefit.

To unlock and fairly value the human capital of persons with disabilities, governments, employers, and the public must embrace two inclusive perspectives: first, that human capital value is diverse; second, that enabling everyone to realize their potential requires widely available accessible support. ESCAP’s extensive research and practice on accessibility and economic empowerment provides strong evidence for this approach. Across the Asia-Pacific region, investing in barrier-free environments and disability-inclusive economic systems not only boosts GDP but also stimulates innovation and strengthens the resilience of the broader socio-economic structure.

Accessibility needs vary across disability groups due to gender, age, socio-economic background, and living conditions. Historically, many assistive technologies were designed and tested based on the characteristics of male users in high-income countries. Such traditional designs are increasingly shown to be unsuitable for users in developing countries or for women of different ages. For example, wheelchairs designed for American communities often do not function well on the underdeveloped roads and built environments of many Pacific Island countries; and assistive devices created around male experiences often fail to meet the needs of women during menstruation, pregnancy, and childbirth. For this reason, the Jakarta Declaration and its operational guide call for specific attention to the accessibility needs of women, children, and older persons with disabilities,

and emphasize the importance of localized barrier-free design in accessibility planning and development.

The Jakarta Declaration provides countries with a clear roadmap, emphasizing six key dimensions of system building to advance comprehensive disability inclusion: legislative and policy enhancement, meaningful participation of persons with disabilities in decision-making, accessibility development, partnerships with the private sector, gender-responsive and life-cycle-based disability inclusion interventions, and effective collection and use of disability data. It underscores disability inclusion as both a necessary pathway and a driving force for socioeconomic development. Since 1993, Asia-Pacific countries have steadily increased resources invested in accessibility and disability inclusion.

In China, the implementation of the Law on Building a Barrier-free Living Environment has created a more robust policy environment. The private sector has also shown growing social responsibility and innovative momentum, becoming a vital force in advancing accessibility and promoting the economic empowerment of persons with disabilities. Alibaba’s platforms have introduced innovations such as the “Duguang” OCR text recognition system, voice-enabled shopping, barrier-free navigation, and specially designed fonts to support safe medication use for persons with visual impairments, while also helping persons with disabilities access employment and entrepreneurship opportunities in the digital economy. Other Chinese technology companies, such as Huawei, Tencent, and Xiaomi, have incorporated accessibility features into their product ecosystems. These practices demonstrate that when companies genuinely view persons with disabilities as active and valuable economic participants, accessibility becomes embedded in their business systems, enabling a win-win situation for both commercial and social value.

Organizations of persons with disabilities (OPDs) are also playing an increasingly prominent role in accessibility innovation. Whether contributing to the implementation of government-led initiatives such as the Three-Year Action Plan to Promote Employment for Persons with Disabilities, or co-developing accessibility solutions and assistive devices with the private sector, OPDs remain an indispensable force.

However, significant challenges persist across Asia-Pacific countries. Accessibility development remains highly uneven between urban and rural areas, across disability types, and among countries and communities at varying levels of development. Public awareness still needs improvement,

and the availability and affordability of solutions must be strengthened. At a time when globalization and international development cooperation are facing unprecedented challenges, advancing innovation and cross-border cooperation in disability inclusion has become even more urgent. To this end, a new source of momentum—the private sector—must be fully engaged.

On the occasion of the 2025 International Day of Persons with Disabilities, we call on all stakeholders to act together:

First, government authorities should continue strengthening disability-related laws and regulations, enhance enforcement and oversight, and encourage greater private-sector investment in accessibility and inclusion through supportive incentives. Accessibility development can only become sustainable when it evolves into an attractive investment domain, not merely a compliance requirement.

Second, the private sector should treat accessibility and inclusion as a core business strategy rather than a standalone corporate social responsibility initiative. From product design to talent development and supply chain policies, companies should build an end-to-end system for accessibility and inclusion. This is not only a responsibility; it is a smart strategy. When employees’ and consumers’ accessibility needs are treated as standard needs rather than exceptions, accessibility and inclusion become embedded in everyday work and daily life.

Third, OPDs must have their expertise recognized and strengthened so they can provide essential support to governments and companies in implementing accessibility and disability-inclusion measures, ensuring that solutions truly respond to the lived realities of persons with disabilities.

Disability inclusion is not charity—it is an investment. It is not a burden—it is an opportunity. When we tear down barriers in our physical environment, we also dismantle barriers in our thinking as well as the constraints that inhibit long-term economic growth.

“Nothing about us without us” has long been a clarion call of the global disability movement. Today, an even more fitting call to action is emerging: “Nothing without us.” (Chen Tingting, Social Affairs Officer, United Nations Economic and Social Commission for Asia and the Pacific)



▲ On October 20, 2025, Majid Rashed, President of the Asian Paralympic Committee, visited Alibaba.

In 2025, the international standard ISO 26000 Guidance on Social Responsibility marks its fifteenth anniversary. As the world's first global standard to achieve broad consensus in the field of social responsibility, it sets out seven core principles: accountability, transparency, ethical behavior, respect for stakeholder interests, respect for rule of law, respect for international norms of behavior, and respect for human rights. It provides a systematic framework for organizations to identify, respect, and respond to stakeholder expectations. Within this standard, responsibilities related to persons with disabilities are defined across three dimensions:

- Human rights: Persons with disabilities are entitled to the same fundamental rights and equal opportunities as others. Organizations should remove barriers in hiring, promotion, and working conditions, and actively create enabling environments.
- Labor practices: Organizations must recognize disability-related risks in occupational health and safety and adopt appropriate protective measures.
- Consumer issues: Organizations should provide product information in ways that are transparent and accessible to persons with disabilities, and avoid using language, sound, or imagery in marketing that reinforces stereotypes.

Over the past fifteen years, ISO 26000 has provided organizations worldwide with a structured and practical framework for social responsibility, prompting more companies to pay closer attention to the rights of persons with disabilities. Yet experience shows that the true challenge lies not in initiating a project, but in sustaining that commitment and embedding it into the organization's core identity.

Alibaba's disability inclusion journey began in 2006 and has continued to evolve for nearly two decades. Its depth, reach, and impact keep expanding, offering a vivid example of how

a company can uphold its social responsibility for disability support and contribute to the SDGs. The driving force behind this ongoing evolution can be summed up simply: Alibaba does not view disability support as a "project." It treats respect, responsibility, and care for persons with disabilities as an instinct and a part of its organizational DNA.

#### Steady commitment: cultivating a seed into a flourishing tree

The value of social responsibility lies in long-term commitment and sustainable development. Alibaba's practice reflects exactly this: beginning with a simple intention to help others, it has persisted in investing, refining, and growing, eventually generating the power to change countless lives.

- In 2011, several Alibaba engineers, noticing the difficulties faced by visual impaired friends when using mobile phones, voluntarily formed the Alibaba Digital Accessibility Team. By 2025, 13 Alibaba apps had completed accessibility upgrades, serving more than 200,000 visually impaired users and enabling those who "cannot see" to truly see the digital world.
- In 2014, the Alibaba's Cloud Customer Service team opened fully remote and flexible roles to persons with disabilities. By 2025, the Taobao and Tmall Group had enabled 1,600 individuals with disabilities to obtain flexible employment as cloud customer service providers.
- In 2022, Amap launched the wheelchair navigation feature. By November 2025, its Barrier-Free Navigation (wheelchair and visually impaired navigation features) had provided more than 300 million barrier-free route-planning services, turning travel from a "challenge" into part of everyday life.
- In 2016, in collaboration with the China Disabled Persons' Federation, Alibaba launched the Non-profit Taobao Entrepreneurship Channel, which was later upgraded into

the Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities. By 2025, the program has supported more than 5,400 merchants with disabilities in starting businesses and received recognition from the international Zero Project Awards.

Behind these numbers lies the weight of time and the value of long-termism. Every breakthrough from nothing to something has continued to change Alibaba employees, transform the lives of persons with disabilities, and shift broader societal perceptions.

#### A bottom-up culture: making philanthropy a natural part of the organization

Alibaba's disability inclusion programs stand out because so much of it began with employees' observations and their voluntary action. The Alibaba Digital Accessibility Team started from a single complaint by a visually impaired Taobao user who found that an interface update made assistive software unusable. Engineers formed a volunteer team on their own initiative and have continued improving accessibility for more than ten years. The idea for Amap's Barrier-Free Navigation grew from the lived experience of a colleague who uses a wheelchair. Engineers turned that idea into a functioning product within three months. Taobao's Entrepreneurship and Employment Assistance Program for 10,000 Merchants with Disabilities first emerged when employees noticed through platform data that many disabled merchants were falling behind due to a lack of operational skills. They formed support group chats voluntarily, which later developed into a structured entrepreneurship and employment program.

Guided by the culture, "Not only am I an Aliren, I am also a champion for a better world," more than half of all employees participate in philanthropic activities, and nearly 80% of employees with more than ten years of service take part. Mechanisms such as "Three Hours for a Better World" and the Philanthropic Committee members have helped make giving back a daily habit rather than an occasional gesture. When respect and empathy for persons with disabilities become part of the culture, meaningful inclusion initiatives naturally grow from it.

#### Embedding into strategy: moving from philanthropic efforts to core competitiveness

Alibaba has formally included "supporting persons with disabilities and vulnerable groups" as one of the four pillars of the Alibaba Foundation and into its sustainability strategy. This marks a significant shift: disability inclusion is no longer an isolated project led by a single department but a strategic topic that mobilizes resources across the entire organization. This reflects the highest level of practice described in ISO 26000, which calls for social responsibility to be embedded in an

organization's governance, strategies, and operations.

This strategic choice also demonstrates business foresight. By addressing the needs of users with disabilities in depth, Alibaba is making its products and services more inclusive. Features such as enhanced voice interaction for users with visual impairments or barrier-free routes for wheelchair users benefit a much wider population, including older adults and people with temporary mobility challenges. Inclusive design expands the user base, opens markets once overlooked, and aligns commercial value with social value.

#### Technology empowerment and ecosystem collaboration: a path toward sustainable development

Alibaba applies artificial intelligence (AI) and other technological capabilities to address the needs of persons with disabilities. Its open AI community "ModelScope" provides a wide range of open-source models, enabling developers and philanthropic organizations to build accessible applications at low cost and lowering the barrier to innovation at the technical source.

Ecosystem building is even more important. By turning its technical capabilities into open, accessible platforms and standards, Alibaba enables a broad coalition of contributors—persons with disabilities, social organizations, and philanthropic partners—to participate. Within this ecosystem, all parties create value together: social organizations improve service efficiency; persons with disabilities shift from beneficiaries to contributors; and policymakers gain tools that support more precise interventions.

This model of technology-empowered and ecosystem-based collaboration turns disability support from a solo effort into a collective movement. It also illustrates the essential pathway for achieving the SDGs for persons with disabilities: lasting solutions to complex social issues depend on building an inclusive and collaborative social ecosystem that can activate internal momentum.

#### We believe, and then we will see

This simple "Alibaba slang" captures the enduring vitality behind the company's disability inclusion efforts: a belief that technology can remove barriers, that business can carry goodwill, and that persons with disabilities possess the power to change the world.

This is the vision ISO 26000 hoped to see over the past fifteen years: social responsibility is not an extra layer placed on top of business operations, but a source of long-term strength that grows from within. (Lu Xinyuan, Secretary General, ISO 26000 Stakeholders Global Network)



## Dialogue The Power of Together

Sun Lijun, President of Alibaba Philanthropy & Chairman of Alibaba Foundation Talks with Liang Jiangbo, a Visually-Challenged Partner, and Qiu Shengfeng, an AI Entrepreneur with Cerebral Palsy



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On November 14, ahead of the International Day of Persons with Disabilities, Sun Lijun, President of Alibaba Philanthropy and Chairman of Alibaba Foundation, met in Shanghai with two representatives from the disability community—Liang Jiangbo and Qiu Shengfeng—for a deep and honest conversation. During the talk, Liang and Qiu were not “recipients of support,” but practitioners of digital accessibility, creators in the AI era, and active participants in volunteer services. Their sharing leaves everyone filled with anticipation for a better life.

**Liang Jiangbo**, 40, the first visually impaired postgraduate student in Tsinghua University's history. He actively takes part in volunteer services and promotes the implementation of the Law on Building a Barrier-free Living Environment. Proficient in computer operations and screen-reader software, he currently works as a trainer at an assistive organization and will soon begin his Ph.D. studies at Tsinghua University.

**Qiu Shengfeng**, 28, lives with cerebral palsy and a speech impairment. He graduated from Chongqing University with a major in applied mathematics. Now based in Shanghai, he serves as the co-founder of an AI agent start-up, specializing in agent development and AI model training and deployment.

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# Sun Lijun: AI Will Profoundly Transform the Daily Lives of Persons with Disabilities



## AI On perception: disability is not the fear – what matters is the wholeness within

Sun: One of you two is about to pursue a PhD at Tsinghua, and the other is building an AI start-up. What beliefs have carried you to where you are today?

Liang: I was born into an ordinary family in Anhui. I lost my sight completely at around fifteen or sixteen, and for a long time I didn't want to meet anyone. Later, I picked up the flute. At first I couldn't even make a sound; eventually, I stood on a stage and performed. That process gave me back my confidence. I realized that when I throw myself into something, I'm not actually as useless as I once feared. After people learned that I was admitted to Tsinghua for my master's, a teacher travelled all the way from Hailar in Hulunbuir just to meet me. He said a child in his community had recently lost his sight, and both the boy and his family felt their future had collapsed. He wanted to confirm whether a visually impaired student really did make it into Tsinghua so he could show them that a visually-challenged person can still have a bright future. In that moment, I understood: I, too, could bring hope to others.

Qiu: I was born in a rural village in Sichuan. Because of prolonged asphyxia at birth, I developed cerebral palsy. I have difficulty speaking, and the way I walk is not very graceful. My grandmother, who raised me, never went to school, but she was optimistic, strong-willed, and utterly selfless. I picked up that same "stubbornness" from her. I decided I would go to university; and eventually, I did. In 2020, I sensed that AI was about to enter a period of explosive growth, so I switched from mathematical theory to AI. I studied AI papers and code on my own. I emailed nearly every professor in the School of Software asking to work in their lab. In the end, someone offered me a chance. My grandmother's determination became the force that kept pushing me forward.

Sun: All of us have someone like that – a role model who shows up at a critical moment. Once you "walk out of the shadows" yourselves, you also become a source of light for others.

Liang: That's true. Have you ever been inspired by persons with disabilities you've met?

Sun: Yes – for example, Lu Hong. He is a Taobao merchant. He has cerebral palsy; his speech is unclear and he walks with difficulty, but he has never given up on himself. His factory employs 35 persons with disabilities. His business reaches customers around the world. He is not only my friend; he is one of my personal role models. When he ran into problems in designing product packaging, I brought an AI team to help. But one month later, he had already taught himself how to design covers using AI. Despite his physical challenges, he runs: first a few kilometers, then ten, and now he is preparing for a marathon. In him, I see the limitless possibilities of life.

Liang: Has meeting people like him changed how you view disability?

Sun: Yes. In the past, I focused mostly on how to "help." Now I see things differently. Persons with disabilities are not only recipients of support. They are contributors and creators of a better life, just like any of us. They are helping a lot others. In fact, everyone carries some form of "imperfection," though it manifests differently. Physical limitations are not what define us. What truly matters is the wholeness of our inner world. As long as someone holds onto hope for tomorrow and love for life, they deserve our deepest respect.

## AI On philanthropy: persons with disabilities bring strengths others do not

Qiu: Does Alibaba hire persons with disabilities? Do you have outstanding representatives among them?

Sun: Absolutely. Across Alibaba Group and throughout our ecosystem, we have many colleagues with disabilities, including engineers. Many of them are exceptionally talented. In Taobao Instant Commerce (Ele.me), for example, thousands of riders with hearing impairments deliver orders across cities every day. They have played a vital role in shaping and sustaining Alibaba's philanthropic culture. We learn from one another, we grow with one another, and together we form a community that moves forward as one.

Sun: (to Qiu) How many employees with disabilities are in your company?

Qiu: I'm the first employee with a disability in our company. My colleagues include former employees from major tech firms and PhDs from the Chinese Academy of Sciences. After the seven of us worked together for a few months, I honestly forgot that I had a disability. My speech isn't always clear, but they always understand me. They treat me just like any other teammate – and I love that environment. I'm also connected to an online community of more than 1,000 university students with disabilities. As our company grows, I hope outstanding members of that community can join us. Once they enter the team, they are not "employees with disabilities" – they are simply part of us.

Sun: That's wonderful. Compared to non-disabled colleagues, what unique strengths do you think persons with disabilities bring?

Liang: I have used many Alibaba products – Amap's Barrier-Free Navigation, Youku's Barrier-Free Theater, and Taobao's accessible shopping features. These experiences made one thing very clear to me: technology is powerful, but real-life scenarios are nuanced, and even the best engineers cannot fully anticipate every detail. That is why persons with disabilities are naturally the best "experience testers" during product development.

Qiu: Exactly. Persons with disabilities can engage directly in product development and offer precise feedback, because we understand our community's needs best. We help engineers grasp real pain points. And in philanthropic initiatives, we play dual roles – as beneficiaries and also as contributors. Our lived experience brings empathy that makes philanthropic projects more grounded, more effective, and more complete.

Liang: Alibaba has launched many initiatives supporting persons with disabilities. What stands out to you?

Sun: Alibaba hopes to work alongside partners with disabilities to create better lives through entrepreneurship and employment, technology, our business ecosystem, and volunteer services. For me, participating in these efforts each year is deeply meaningful, whether running with visually-challenged partners, climbing the Great Wall together, or visiting factories employing disabled partners.

But I do have a question that often comes up in philanthropic practices. When people meet someone with a disability on the street, many simply don't know how to help, or even whether they should help. For example, if someone sees you walking with your cane, is it appropriate to approach you directly? Would it feel intrusive?

Liang: Approaching directly might indeed feel abrupt. Once, I was waiting for a friend at a subway station. The moment the doors opened, a kind stranger grabbed my arm and tried to pull me onto the train, saying, "The doors are open, and you can get on now." I explained that I was waiting for someone, and it became a little awkward. So the key is simple: communicate first and ask whether the person needs help. If they do, then offer further assistance.


**On AI: AI will help us see needs once overlooked**

Qiu: Alibaba has powerful AI technologies and diverse scenarios for application. Do you think new AI-driven interaction models can help persons with disabilities blend in society more smoothly?

Sun: Sure. I believe AI will profoundly transform the daily lives of persons with disabilities. From visual assistance to auditory enhancement, the evolution of smart devices will unlock entirely new experiences. For example, Amap is advancing from basic accessibility functions toward smarter services, while Quark Glasses integrate voice and video technologies to support multimodal interaction. We are also building an open-source and inclusive ecosystem. On the ModelScope platform, there are over 120,000 models and more than 20 million users. Developers there are applying their ingenuity to tackle a wide range of social challenges jointly with Alibaba.

Qiu: What about remote communities that have limited access to AI technologies? Does Alibaba have initiatives for those scenarios?

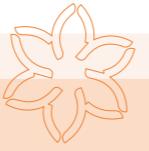
Sun: We attach great importance to bringing cutting-edge AI projects to these regions. For instance, the Damo Academy developed a pancreatic cancer screening AI model capable of detecting subtle lesions in non-contrast CT scans, which broke through a long-standing global challenge in early detection. Its very first deployment was in a less-developed region, and it will expand to more such areas in the future.

Liang: From my own experience, I believe equal access to education is the foundation of everything. Opportunities in education shape our future. Our career development and our integration into society all start there.

Sun: Technology is essential to achieving inclusive education. One example is our "Cloud for Youth" initiative, which uses cloud computing and storage to give students a digital learning environment that "never becomes outdated." We also embed rich AI-interactive learning content and digital literacy courses into the cloud platform. Children can learn programming, and access public-interest courses developed by our tech volunteers and university experts. This truly opens the door to the digital world.

Qiu: Could Alibaba help advance disability-led tech projects? For example, building an inclusive speech model that enables AI to understand diverse voices around the world?

Sun: Absolutely. We have long been exploring how AI can better serve society. It is not only about Alibaba's own efforts. We also rely on open-source AI communities like ModelScope to bring more talent and resources together. With developers, we continue to optimize speech models, vision models, and more. For Alibaba, our commitment is to build strong platforms and vibrant communities, scale up our own R&D investment, and actively mobilize broader social participation. I firmly believe that the widespread adoption of AI will drive major social progress and help us better recognize needs and corners of society that were once overlooked.



**On culture: philanthropy is part of Alibaba's DNA for the future**

Qiu: Alibaba aspires to be a good company that will last for 102 years. In your view, what does the work on accessibility mean for Alibaba?

Sun: From the very beginning, Alibaba set an ambitious vision—to become a good company that will last for 102 years. This long-term aspiration is what guides our mission of "making it easy to do business anywhere." What kind of company can endure across centuries? The answer does not lie in how smart we are, how advanced our technologies may be, or how much capital we have. It lies in whether, over the next 102 years, we can stay connected with society, remain attentive to social issues, and continue contributing to solutions.

Liang: So for Alibaba, taking part in accessibility initiatives and other philanthropic practices is not only an act of giving – it is also something the company genuinely needs?

Sun: As Jack Ma reminded us this year: "It is not that philanthropy needs us – it is that we need philanthropy. It is not that we bring change to philanthropy – it is philanthropy that changes us." For Alibaba, philanthropy is not an add-on. It is in the DNA of our culture, a value deeply rooted in every Alibaba member. Jack Ma hopes that philanthropy becomes part of who we are, part of our "marrow and blood." Only with such a shared gene can each of us feel an inner sense of responsibility. And only a company built by people with such responsibility can create products and services that carry warmth and purpose. So if you ask me how Alibaba will march toward its 102-year vision, I would say: philanthropy is our most essential culture – the core gene that will carry us into the future.

Qiu: You have experience in both for-profit and non-profit "entrepreneurship" projects. What advice would you give to entrepreneurs like us?

Sun: Entrepreneurs must hold a sense of respect – for society, for organizations they belong to, and for the people around them. You must be clear about where you are heading, what you can do, and what your core strengths are. You must also understand what social problem you are trying to solve, and whether you can solve it sustainably. That determines whether a company can achieve lasting development. Long-term development depends on the sustained creation of social value. Entrepreneurship requires clarity of direction, the ability to support that direction, and a kind of persistence that borders on belief.

Qiu: Alibaba received a national-level award this year for its efforts in support of disability. What new initiatives will you and your team pursue next?

Sun: We are grateful for the recognition from the China Disabled Persons' Federation (CDPF) and other national authorities. As Chairman Cheng Kai of CDPF observed, what sets Alibaba apart is that nearly all of our business lines weave disability support into their work. Every part of the ecosystem is exploring new ways to address accessibility needs. This, again, comes from our cultural roots. In the beginning, we did not set out to solve one single "big problem." Instead, we focused on cultivating the right cultural soil. When the soil becomes fertile, products and initiatives with real social value naturally emerge across our businesses.

 **On the future: hoping we can all let go of the “disabled” label in our hearts**



Sun: (to Liang) Even today, many people still assume that visually-challenged persons can only work in massage. What other skills do you think these partners can master?

Liang: It's true that many visually-impaired people remain "confined" to the massage profession, but many others have already broken through these boundaries: some have become psychological counselors, others software developers. In terms of career possibilities, individuals with visual impairment have far more choices than society tends to imagine. I have one hope: the day we no longer ask, "What else can visually-impaired people do?" –perhaps that is when a truly better life has arrived.

(To Sun) You once said we should "leveraging technology to share a better life with disabled partners." What paths lead toward that better life?

Sun: A better life begins with our inner aspirations, and it also depends on everyone's willingness to step into each other's shoes and take continuous action. I hope we can keep advancing along two paths. First, by leveraging AI and other technologies to turn inconvenience into convenience. Second, by fostering a society that embraces those who face barriers—so that people who cannot see can still enjoy the beauty of nature, and people who cannot hear can still feel the warmth of human connection.

(To Liang and Qiu) If all digital products are naturally accessible one day, and all public spaces freely navigable, what do you think the new challenges would be? What does your "better life" look like?

Liang: If life becomes fully accessible, then we will be able to live as equals alongside everyone else. Today, my challenges are greater than those of most people. They come not only from external barriers, but also from the internal ones I must constantly overcome. But in that ideal future, those barriers will be gone. We will stand on the same starting line as everyone else and confront the same timeless questions of existence and meaning.

Qiu: I believe I will still face many new challenges in the future, but I can always meet them with the "stubbornness" I learned from my grandmother. If one day we truly achieve full accessibility, I hope people can just let go of the "disabled" label from their hearts. So that, in spirit, there will be no "disabled people" in this world. My vision of a better life is one where AI helps 85 million persons with disabilities simply live as ordinary members of society.

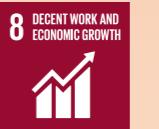
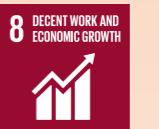
Sun: I wish both of you the very best. Your confidence, determination, and self-transcendence will undoubtedly inspire countless others and bring hope and strength to many more.

## Annex

### Contributing to the UN SDGs

Alibaba, in response to the needs of disabled partners, continues to pioneer efforts in four key areas: barrier-free entrepreneurship and employment, barrier-free technology, barrier-free volunteer services, and ecosystem support for barrier-free access. These endeavors contribute to achieving the UN SDGs.

#### **SUSTAINABLE DEVELOPMENT GOALS**

Barrier-free entrepreneurship and employment				
Barrier-free technology				
Barrier-free volunteer services				
Ecosystem support for barrier-free access				



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