# Contents

2 About ERB

4 Chairman’s Message

10 Executive Director’s Report

16 Highlights of the Year

26 Corporate Governance

56 Operational Review

58 T Training

70 E Empowerment

90 A Assurance of Quality

96 M Management

104 Major Statistics

110 Financial Statements

153 Stakeholders

170 Messages from Employers and Trainees

# About ERB

The Employees Retraining Board (ERB) is a statutory body established in 1992 under the Employees Retraining Ordinance. ERB co-ordinates, funds and monitors training courses and services offered by the appointed training bodies. The service targets of ERB are people aged 15 or above with educational attainment at sub-degree level or below.

In 2019-20, ERB provided 140,000 training places and appointed about 80 training bodies to provide around 700 training courses that are market-driven and employment-oriented. ERB helps trainees map out progression ladders and nurtures more talents for various industries.

ERB provides a diverse range of training courses, including placement-tied courses for the unemployed, generic skills courses for people from all industries, skills upgrading courses with skills enhancement training for employees, and courses for special service targets such as “Youth Training Programme” for non-engaged young people, courses for persons with disabilities and persons recovered from work injuries, courses for rehabilitated ex-drug abusers and ex-offenders, courses conducted in English for ethnic minorities, and courses for new arrivals.

# Chairman’s Message

2019-20 is an extraordinary year of changes, once-in-a-century.

The unsettling marco environment, coupled with the local social incidents and global outbreak of COVID-19 pandemic, hard hitting every sector and industry. The local economy and employment market have drastically deteriorated and anxiety is lingering in the society. After serving as the Vice-Chairman of the Employees Retraining Board (ERB) for six years, I was appointed its Chairman this year. I take great pride of the appointment and also realise the important responsibilities entrusted to me.

The establishment of ERB was basically to overcome the challenges of the times. In 2019-20, we encountered an unprecedented challenge, and ERB plays a more important role to accomplish the more compelling mission. With the collective efforts of all stakeholders, we stayed composed, dynamic and flexible. Adhering to the “T Strategy” horizontal cum vertical framework of the “Three-year Strategic Plan” for 2018-19 to 2020-21, we accomplished all tasks of the second year and achieved remarkable progress in the following work areas.

### (1) Placing emphasis in supporting “Post-50” in training and employment

At the beginning of the year, the economy remained buoyant and the market was short of labour. In the face of dual challenges of an ageing population and a shrinking workforce, our key task was to strengthen the training and employment support for people aged 50 or above with a view to helping unleash the potential of the local workforce. On promotion, we placed persons aged 50 or above as our priority target group and established “Post-50” as their new title. A “Post-50 Branding Campaign” was launched as the prelude, which included the development of “Post-50” logo, production of the “Post-50: Sparkling Times” micro film and four episodes of “Post-50 Trainee Stories” videos, setting up the “Post-50” dedicated website, and launch of advertisements and publicity materials, thereby showcasing the outstanding qualities of the “Post-50”, advocating public and employers’ recognition to the value of the “Post-50” and promoting the message of continuous upgrading among “Post-50”, all in all, to encourage them to enrol in training courses for re-entering the employment market and embarking on a new chapter of life.

We also launched the “Post-50 Love Upgrading Scheme” signature programme to motivate the “Post-50” to enrol in our non-placement-tied training courses free-of-charge for upgrading and keeping pace with the times. Under the Scheme, an array of special administrative measures were introduced to increase the flexibility in enrolment, attracting a total of around 18,000 applications from the “Post-50”.

The finale was the brand new “Post-50 Internship Programme” to assist “Post-50” retirees who still have the aspiration for and capability to work. Short-term internship was offered to enhance their understanding of the prevailing market circumstances as well as to boost up their confidence and adjust their mindset for employment. Response for the interview day was overwhelming with around 600 “Post-50” registered and many others were unable to register as a result of capacity constraint. All participating organisations and interns highly commended on the programme, and quite a number of interns were offered employment after the internship.

### (2) Launching the “Love Upgrading Special Scheme”

The social incidents triggered the abrupt downturn of the economy in the second half of 2019. Commissioned by the Government of the Hong Kong Special Administrative Region (the SAR Government) in August 2019, ERB swiftly planned and launched the “Love Upgrading Special Scheme” (Special Scheme) within just two months. A total of 66 courses covering training disciplines of vocational skills, innovative technology and generic skills were in offer. Special arrangements including removal of restrictions on educational attainment of trainees, exemption of charges for all courses and disbursement of special allowance were instituted under the Special Scheme to support those unemployed, underemployed or be required to take no-pay leave to upgrade their skills for employment as soon as possible. As of March 2020, over 14,000 course applications were received.

### (3) Implementing contingency measures during pandemic

The outbreak of COVID-19 pandemic in January 2020 further worsened the situation. To follow the SAR Government’s anti-epidemic measures and with a view to safeguarding the health of the general public, ERB suspended all its training courses since 29 January 2020, and training courses were yet to be resumed until March 2020 when the financial year concluded. Many trainees and training bodies were affected. Due to the unforeseeable challenge, ERB immediately responded and extended the application deadline of the Special Scheme to facilitate more people in need to attend free training and receive training allowance in tough times. Meanwhile, Government support was sought for disbursing a special grant from the SAR Government Anti-epidemic Fund to ERB appointed training bodies in March 2020 to ensure the continuity of the ERB services.

### (4) Revising the statutory cap of retraining allowance

ERB understands the great significance of training allowance to unemployed trainees under adverse economic situation, and we gave top priority to completing the timely revision of the retraining allowance. With the assistance of the Labour and Welfare Bureau, ERB initiated the amendment to the Employees Retraining Ordinance in March 2020 to increase the statutory cap of monthly retraining allowance payable to each eligible trainee from $4,000 to $5,800. The new cap of the allowance is applicable to all ERB regular training courses and courses under the Special Scheme, allowing more unemployed or underemployed persons to benefit from taking ERB courses.

At the same time, the SAR Government allocated $2.5 billion for ERB to optimise the Special Scheme and increase the retraining allowance. It is most gratifying to witness the support and recognition of the Government to ERB.

### (5) Piloting online learning arrangements

During the class suspension period, we actively explored different options that could assist trainees to continue studying. We expeditiously coordinated with training bodies to advance the work plan of developing online learning platform which was originally scheduled for 2020-21, and to launch the online learning arrangements on a pilot basis in April 2020. Selective courses were conducted through video conferencing and trainees were able to attend training at home. This experience provided invaluable reference for us in working towards the strategic direction of developing online learning platform.

2019-20 was a challenging but memorable year. Nevertheless, hardship in the year fully demonstrated the resilience of Hong Kong people, being perseverant and steadfast in beating the odds. With the unfailing support of the SAR Government, leadership of the Board and concerted efforts of all stakeholders including industry groups, training bodies and colleagues of the ERB Executive Office, we have accomplished many tasks in the year. I would like to extend my heartfelt gratitude to all of them.

I was also deeply indebted to the past Chairman Dr. William LEUNG Wing-cheung for his sterling contribution to ERB over the past six years. ERB has laid a solid foundation under his remarkable leadership.

In future, ERB will always uphold our commitment, be versatile and united. We will spare no effort in supporting Hong Kong people in upgrading for empowerment so as to embrace every challenge, and by riding on the ERB courses and services, to lead fruitful career and life.

YU Pang-chun, SBS, JP

Chairman

Employees Retraining Board

# Executive Director’s Report

2019-20 was a roller-coaster year.

In tackling changes, the Employees Retraining Board (ERB) chooses to steer changes and take control. We formulated comprehensive strategies and incorporated contingency plans flexibly. At the same time, we expedited the development of new courses and services, were dynamic and efficient in execution, and took more forward and innovative promotion.

“TEAM” is of paramount importance in overcoming adversities. “Team” spirit is the management philosophy to which I all along adhere, and I would thus like to borrow the four letters of “TEAM” to summarise the significant progress of four key work areas in 2019-20.

### T — Training services

Providing training service is the core mission of ERB. Our classes were suspended due to social incidents and pandemic. Nevertheless, there were still around 109,000 trainees being admitted to ERB courses in the year, denoting the strong demand of the public for training and employment amid the tough market environment, and the popularity of our courses that could suitably meet their needs. Notwithstanding various challenges, all our key performance indicators outperformed their respective target levels.

We dovetail with the development of the “Qualifications Framework” to spearhead the course development work. More new courses with employment potential were developed to assist trainees in broadening their skill domains and attaining professional qualifications. To further our support for social groups with special needs, we developed more dedicated courses and expanded the “First-Hire-Then-Train” Scheme, “Modular Certificates Accumulation Scheme” and “Tailor-made Course for Part-timers” to cover more industries and job types with a view to enhancing their training and employment opportunities and unleashing the latent workforce. In addition, ERB gradually expanded the coverage of the “Credit Accumulation and Transfer” arrangement in collaboration with Li Ka Shing School of Professional and Continuing Education of Open University of Hong Kong in 2019-20 to enable seamless integration in the learning pathway of our trainees.

In 2019-20, a total of 56 new courses straddling 20 industries and generic skills were developed. Capturing the opportunities brought about by the development of smart city and the Greater Bay Area, we launched a number of new courses in the area of innovation and technology, covering topics of artificial intelligence, block chain, data analysis and cloud computing technology, as well as skills upgrading courses on E-commerce, 5G Internet of Things and big data, etc.

ERB has always attached great importance to the provision of training support to young people. In 2019-20, the newly established “Focus Group on Training for Youth” completed the review of the effectiveness of our youth training courses. We will follow the recommendations of the Focus Group to enhance the content of the “Youth Training Programme” courses, and strengthen the digital technology literacy of young people in a bid to attract their enrolment in our training courses and help them map out progression ladders.

### E — Empowerment

In the year, we continued to optimise our training and employment support services.

To help different social groups understand the prevailing market situation and better prepare themselves for employment, we organised some 140 industry seminars and taster courses, career talks for schools, company visits and work experience days, etc. in 2019-20. Our Training Consultants also provided about 1,000 sessions of outreaching services and video conferencing consultation which were all well received.

Participation of employers and industries is indispensable in promoting the employment opportunities of our trainees. In 2019-20, we strengthened our connection and collaboration with industries and implemented a wide array of employer services. Related work included completing the review of the operation mechanism of the Industry Consultative Network, expanding the support network of Technical Advisors, increasing the number of “Manpower Developers” to 548 in 2020-21, promoting the “Services for Small and Medium Enterprises”, organising the “Annual Partners Luncheon” and publishing the quarterly electronic bulletin “Employer Newsletter”, etc.

In another vein, we stepped up promotion in both territory-wide and district levels, and made wider use of social media and online platforms in publicity to connect the public. In 2019-20, we launched the character “Captain K” as the spokesperson of “My ERB” Facebook Fan Page to give a fresh look to the public; newly set up 15 “ERB Service Spots” in Kowloon East to form a strong district network of 37 “ERB Service Spots” territory-wide; installed the brand new “ERB Training Net” course search terminals at some 80 locations across Hong Kong. Together with the “Training Net” at “ERB Service Spots”, “ERB Service Centre” and ERB Siu Sai Wan Headquarters, members of the public could get hold of our information through around 120 “Training Net” over the territory. We also launched the “ERB Helper App” mobile application to provide a new service model to enhance the efficiency of the “Smart Living” and “Smart Baby Care” platforms in job referral and to optimise user experience.

### A — Assurance of quality

ERB is committed to improving our quality assurance mechanism continuously and is doing its utmost to attain recognised qualifications with a view to enhancing the recognition of ERB courses and the employability of trainees.

Major tasks accomplished in 2019-20 included the formulation of the “Quality Assurance Overview”; arrangement of training courses for accreditation and re-accreditation on a continuous basis, with some 300 courses uploaded on the “Qualifications Register” by the end of the year; submission of the Statement of Intent for the application of the second “Programme Area Accreditation” status under the “Information & Communications Technology” sub-area; adoption of the “Risk-and-performance-based” principle in administering over 1,000 stringent quality assurance inspections.

We endeavour to improve our course administration measures to uplift course and service quality. In the year, we completed the review of the course fee charging system of non-placement-tied courses and raised the income ceilings of course fee waiver or subsidy, and at the same time streamlined course application procedures to encourage members of the public to pursue self-upgrading.

### M — Management

Strengthening corporate governance and staff training is another work focus.

In 2019-20, the Internal Audit Section completed two major audit exercises to review the internal control systems of various mechanisms and workflow to ensure cost-effectiveness. We continued our efforts to enhance IT security with a new intrusion detection system being installed, as well as the virtual private network, backup and NetFlow analysis systems being upgraded. In addition, meeting management softwares and mobile devices were deployed at meetings for enhancing efficiency and as a green measure.

As close partners of ERB, training bodies form an integral part of our endeavor in strengthening governance. In 2019-20, we stepped up exchanges and partnership with training bodies. We organised thematic workshops for staff members and instructors of training bodies, launched the “WeShare Promotion Collaborative Scheme” to intensify the synergy effect in publicity and sponsored training bodies to organise 45 district promotional activities under the “Funding Programme for Courses and Industries”.

ERB is dedicated to promoting continuous upgrading. We also act on this belief ourselves by strengthening internal training. In January 2020, we organised a team building programme with the theme of “Together we can Together we shine” for entire staff for the first time to boost team spirit. A “Design Thinking” workshop was held to inspire colleagues to adopt creative thinking in developing ERB services. All colleagues responded with active participation and satisfaction.

For over 20 years, ERB has been working ceaselessly to enhance the competitiveness of the local workforce through continuous upgrading, and we always take pride in our work. Looking forward amidst all uncertainties, ERB will do its utmost by joining hands with all stakeholders to support Hong Kong people to brush up their skills, stand strongly in the storm, and embark on a new journey when opportunities arise.

“Tough times don’t last, tough teams do.”

Together, let’s turn anxieties into motivation and display the invincible teamwork to seize every opportunity and rise high against the headwind for a better tomorrow.

Byron NG Kwok-keung, BBS

Executive Director

Employees Retraining Board

# Highlights of the Year

### Virus Precautionary and Contingency Measures

In response to the outbreak of COVID-19 pandemic, the Employees Retraining Board (ERB) had suspended all ERB courses from 29 January 2020 onwards, with a view to safeguarding the health of ERB trainees, training personnel and the general public.

ERB actively studied different options that could assist trainees to continue learning outside the classroom, swiftly coordinated with training bodies and formulated guidelines to encourage training bodies to submit applications for switching courses to online teaching mode and piloted the online learning arrangement in April 2020 to support trainees in resuming studies through distance learning during the course suspension period.

Likewise, to address the concerns of trainees affected by course suspension, ERB had implemented various flexible administrative arrangements which included discretionary approval for the eligibility of retraining allowance, special waiver from penalty due to low attendance as well as lifting of limits on rejection for enrolment, etc.

The Finance Committee of the Legislative Council approved on 21 February 2020 to provide subsidy to ERB appointed training bodies for four months from the Anti-epidemic Fund to alleviate their imminent financial burden during the course suspension period and assure the continuity of the ERB services. Total subsidy allocated to eligible training bodies in accordance with the prescribed criteria was around $87.81 million.

### “Love Upgrading Special Scheme”

Commissioned by the Government, ERB launched the “Love Upgrading Special Scheme” (Special Scheme) in October 2019. Eligible employees affected by the economic downturn may enrol in courses under the Special Scheme to upgrade their skills and pursue self-enhancement, with a view to sustaining their jobs or rejoining the workforce as soon as possible.

The Special Scheme provided two to three months’ integrated training, including a total of 66 courses covering the training disciplines of vocational skills, innovative technology and generic skills. Under the Special Scheme, all courses were offered free-of-charge. There were no restrictions on educational attainment or industry background of trainees, and trainees completing full-time or part-time course under the Special Scheme will be disbursed with special allowance.

As at 31 March 2020, there were over 12,200 eligible applicants for the Special Scheme, involving over 14,200 applications and around 80% of them were for full-time vocational skills courses.

ERB promoted the Special Scheme through various channels, including the development of dedicated website, production of publicity materials for extensive display and distribution through “ERB Service Centre”, “ERB Service Spots”, government departments, training bodies, social service organisations, district organisations, public housing estates, etc., rolling out of advertisements in newspapers, radio, social media, outdoor locations, as well as promotion through the ERB information channels, networks of training bodies and trade unions, Industry Consultative Networks, etc.

Moreover, in light of the pandemic and course suspension, ERB extended the application deadline of the Special Scheme from 31 March 2020 to 30 June 2020 to facilitate the participation of people in need.

### Increasing the Statutory Cap of Retraining Allowance

As part of the fourth package of measures to support enterprises and employment announced by the Financial Secretary on 4 December 2019, ERB will, inter alia, increase the maximum amount of retraining allowance from $4,000 to $5,800 per month for all eligible ERB training courses through legislative amendment.

With the assistance of Labour and Welfare Bureau, ERB submitted the “Employees Retraining Ordinance (Amendment of Schedule 4) Notice 2020” to the Legislative Council on 25 March 2020 which was published in the Gazette on 27 March 2020. The new statutory cap of retraining allowance would take effect on 25 May 2020, and be applicable to ERB regular placement-tied courses and courses under the Special Scheme with classes commencing on or after that day.

### Injection of $2.5 Billion into the Employees Retraining Fund

In February 2020, the Financial Secretary proposed in the “Appropriation Bill 2020” to inject $2.5 billion into the Employees Retraining Fund in order to meet the anticipated financial commitment arising from the increase in the maximum amount of monthly retraining allowance and the launch of the Special Scheme in 2019-20.

### Supporting “Post-50” in Training and Employment

In the promotion strategy for 2019-20, ERB accorded mature persons as the priority target and established “Post-50” as the new title of persons aged 50 or above, and launched a series of large-scale promotional campaigns, and training and employment related activities for “Post-50”, with a view to showcasing the outstanding qualities of the “Post-50”, advocating public recognition to the value of the “Post-50” and enhancing employers’ confidence in engaging “Post-50” in the workplace on one hand, and promoting the message of continuous upgrading among “Post-50”, encouraging them to enrol in training courses for re-entering the employment market and leading a fulfilling second life.

### “Post-50 Branding Campaign”

ERB launched the “Post-50 Branding Campaign” in May 2019, including the development of “Post-50” logo and dedicated website, production of publicity materials, rolling out of advertisements in newspapers, TV, radio, social media and outdoor billboard, and promotion through the ERB information channels.

Mr. Sunny CHAN, the film director of “Men On The Dragon”, was invited to create and produce the “Post-50: Sparkling Times” micro film with the participation of four ERB “Post-50” trainees as actors to showcase their stories of learning and working. Besides, these four ERB trainees also participated in the shooting of four episodes of “Post-50 Trainee Stories” videos produced by ERB. The “View” and “Engagement” of the micro film and all videos amounted to around 323,000 and 2,700 respectively.

### “Post-50 Love Upgrading Scheme”

ERB launched the “Post-50 Love Upgrading Scheme” in June to September 2019. Eligible “Post-50” could enrol in one half-day or evening skills upgrading course or generic skills course free-of-charge and attend the course on or before 31 March 2020. ERB introduced special administrative measure in that applications of persons with higher level of educational attainment will be given discretion with flexibility, so as to assist them to enhance skills and competitiveness through training.

ERB developed dedicated website, produced publicity materials, rolled out advertisements and promoted the Scheme through the ERB information channels. A total of around 18,000 persons submitted application forms, among which 24% trainees enrolled in ERB course again during the period.

### “Post-50 Internship Programme”

ERB pioneered its “Post-50 Internship Programme” in 2019-20 with a view to enabling the retired “Post-50” who have the aspiration and capability to work and those who need to change job to understand the prevailing market circumstances, strengthen their skillset and mindset for work through the one-month internship, and in the meantime promoting employers to recruit “Post-50”.

ERB developed dedicated website, produced publicity materials, rolled out advertisements and promoted the Programme through the ERB information channels. Around 600 “Post-50” registered for attending the interview day in the first five days after the launch of promotion.

Over 70 clerical intern vacancies were provided by 36 participating organisations straddling around 20 industries. A total of 49 “Post-50” interns were successfully placed and 45 of them completed the internship. Among them, 11 interns were offered full-time or part-time employment after completing the internship. All participating organisations gave positive comments on the performance of “Post-50” interns.

# Corporate Governance

The Employees Retraining Board (ERB) has established six Committees and an Investment Group to carry out different functions, to assist in policy formulation, and to monitor the performance of the Executive Office.

Employees Retraining Board

* Course and Service Development Committee
* Course Vetting Committee
* Quality Assurance and Review Committee
* Public Relations and Promotion Committee
* Finance and Administration Committee
  + Investment Group
* Audit Committee

### Chairman and Board Members

Members of ERB are appointed by the Government. Under the leadership of the Chairman, the Board comprises 16 members appointed from representatives of employers and employees, government officials, and vocational training and retraining or manpower planning professionals. Membership of the Board in 2019-20 was as follows:

Chairman

Mr. YU Pang-chun, SBS, JP

Vice-Chairman

Professor Simon WONG Kit-lung, JP

Employers’ Representatives

Ms. Cally CHAN

Shan-shan

Mrs. Susan SO  
CHAN Wai-hang, BBS

Employers’ Representatives

Ms. Phoebe TSE Siu-ling

Professor Johnny NG Kit-chong, MH

Employees’ Representatives

Mr. CHENG Ching-fat

Mr. Joe CHU Yin-cheong

Employees’ Representatives

Mr. LAM Chun-sing

Mr. LI Wing-foo

Persons connected with Vocational Training and Retraining or Manpower Planning

Professor LUI Yu-hon, MH

Mrs. Nancy CHAN LAM See

Persons connected with Vocational Training and Retraining or Manpower Planning

Ms. Christina CHAN Shuk-han

Mrs. Carrie YAU TSANG Ka-lai, GBS, JP

(Executive Director of the Vocational Training Council)

Government Representatives

Ms. CHANG King-yiu, JP

(Permanent Secretary for Labour and Welfare)

Mr. Carlson CHAN Ka-shun, JP

(Commissioner for Labour)

### Functions and Membership of Committees

### Course and Service Development Committee

Terms of Reference

(1) To explore, in light of the development of the economy and labour market of Hong Kong, industries and occupations with market potential, and to formulate and regularly review the directions and strategies for the development of training courses and services;

(2) to develop market-oriented training courses and services according to the training and employment needs of the service targets and the demand of the industries, and pursuant to the advice of the Industry Consultative Networks;

(3) to scrutinise proposals pertaining to new training courses and services, and to monitor the progress of implementation of new services;

(4) to consider proposed revisions to existing training courses and services to gear with the needs of the market and industries; and

(5) to scrutinise the outcomes of tendering exercises and other proposals in relation to the development of services.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Mrs. Nancy CHAN LAM See | Professor Johnny NG Kit-chong, MH | Manager (Course Development) |
|  | Mr. Joe CHU Yin-cheong |  |
|  | Representative of the Permanent Secretary for Labour and Welfare |  |
|  | Representative of the Commissioner for Labour |  |
|  | Representative of the Executive Director of the Vocational Training Council |  |
|  | Mr. Bosco NG Chung-lun# |  |

# Co-opted Member

### Course Vetting Committee

Terms of Reference

(1) To recommend to the Board the annual training places and their distribution among various training courses in light of the directions and strategies for development of training courses and services as determined by the Course and Service Development Committee;

(2) to consider the annual training plans and funding applications submitted by training bodies, and to recommend to the Board the allocation of training places among them in accordance with the prescribed Training Places Allocation Mechanism and other relevant criteria;

(3) to formulate and review the course administration policy; and

(4) to oversee the Executive Office in scrutinising the applications and funding proposals submitted by training bodies for the continued organisation of training courses, and to monitor the progress of training on a quarterly basis.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Professor LUI Yu-hon, MH | Mrs. Susan SO CHAN Wai-hang, BBS | Manager (Course Administration) |
|  | Mr. LI Wing-foo |  |
|  | Representative of the Permanent Secretary for Labour and Welfare |  |
|  | Representative of the Commissioner for Labour |  |
|  | Mr. Willam CHAN Chun-ho# |  |

# Co-opted Member

### Quality Assurance and Review Committee

Terms of Reference

(1) To scrutinise applications as new training bodies and recommendations to repeal the provision of training courses by existing training bodies;

(2) to develop the quality assurance strategy and enforcement mechanism for training courses and services;

(3) to determine the key performance indicators of training courses and services, to monitor overall performance level (including the placement and retention position of trainees), and to undertake reviews as and when necessary;

(4) to monitor and assess the training quality, cost-effectiveness, and administrative arrangements of training bodies in the delivery of training courses;

(5) to monitor the implementation and development of standardised assessments for training courses as well as the performance of trainees in the assessments;

(6) to develop the Training Places Allocation Mechanism, to monitor its effectiveness and undertake reviews as and when necessary; and

(7) to monitor complaints on training courses and services lodged by members of the public and trainees, and to review the outcomes of investigation of individual cases as and when necessary.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Ms. Christina CHAN Shuk-han | Ms. Phoebe TSE Siu-ling | Manager (Quality Enhancement) |
|  | Mr. Joe CHU Yin-cheong |  |
|  | Representative of the Commissioner for Labour |  |
|  | Representative of the Executive Director of the Vocational Training Council |  |

### Public Relations and Promotion Committee

Terms of Reference

(1) To consider the public relations and promotion strategies and annual plan prepared by the Executive Office;

(2) to monitor and advise on the effectiveness of promotional campaigns in enhancing the image and branding of ERB;

(3) to consider large-scale public relations and promotional activities proposed by the Executive Office, and scrutinise the results of concerned tendering exercises; and

(4) to monitor the effectiveness of public relations and promotional activities undertaken by training bodies.

Membership

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| Convenor | Members | Secretary |
| Ms. Cally CHAN Shan-shan | Mrs. Nancy CHAN LAM See | Manager (Media and External Affairs) |
|  | Mr. CHENG Ching-fat |  |
|  | Professor Johnny NG Kit-chong, MH |  |
|  | Representative of the Commissioner for Labour |  |
|  | Mr. Chris LIU Kwok-wai# |  |

# Co-opted Member

### Finance and Administration Committee

Terms of Reference

(1) To consider and submit to the Board for approval the appointment, compensation and benefits policies of the Executive Office, and to formulate other personnel policies;

(2) to monitor the staff establishment of the Executive Office and recommend to the Board the appointment and termination of staff at the Deputy Executive Director level;

(3) to consider and submit to the Board for approval the annual budget and annual financial report;

(4) to monitor the income, expenditure and financial positions;

(5) to advise the Board on the investment strategy of the Employees Retraining Fund and monitor the investment activities and performance of the Fund;

(6) to formulate and review the procurement policy and scrutinise large-scale tendering exercises (except those pertaining to training courses and services, and public relations and promotion projects); and

(7) to formulate and review the IT policies, including IT security policies, and monitor the progress of implementation.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Professor Simon WONG Kit-lung, JP | Professor LUI Yu-hon, MH | Manager (Finance and Accounts) |
|  | Mr. LAM Chun-sing |  |
|  | Representative of the Permanent Secretary for Labour and Welfare |  |
|  | Representative of the Commissioner for Labour |  |

### Investment Group under the Finance and Administration Committee

Terms of Reference

(1) To advise on the investment objectives, strategies and guidelines of the Employees Retraining Fund, and to make recommendations as and when necessary;

(2) to offer advice on investment options in accordance with circumstances of the prevailing investment market and the requirements of the Board; and

(3) to advise on the day-to-day investment activities of the Executive Office.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Mr. YU Pang-chun, SBS, JP | Professor Simon WONG Kit-lung, JP | Deputy Manager (Finance and Accounts) |
|  | Ms. Phoebe TSE Siu-ling |  |
|  | Dr. William LEUNG Wing-cheung, SBS, JP# |  |
|  | Mr. David YU Hon-to# |  |
|  | Mr. Patrick HO Pak-tai# |  |
|  | Mr. Harold WONG Tsu-hing# (From October 2019) |  |

# Co-opted Members

### Audit Committee

Terms of Reference

(1) To monitor the operational and financial systems of the Executive Office to ensure their compliance with the relevant policies, procedures and guidelines of the Board and relevant legislative provisions, and to review the effectiveness, efficiency and economy in the use of resources by the Executive Office;

(2) to scrutinise reports submitted by the Internal Audit Section and recommend improvement measures;

(3) to direct the performance of specific reviews or investigations by the Executive Office as and when necessary or as directed by the Board; and

(4) to monitor the cost-effectiveness of the internal audit function of the Executive Office.

Membership

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| **Convenor** | **Members** | **Secretary** |
| Mrs. Susan SO CHAN Wai-hang, BBS | Ms. Cally CHAN Shan-shan | Internal Auditor |
|  | Mr. CHENG Ching-fat |  |
|  | Ms. Christina CHAN Shuk-han |  |
|  | Representative of the Permanent Secretary for Labour and Welfare |  |
|  | Mr. David YU Hon-to# |  |

# Co-opted Member

# Organisation Structure of the Executive Office

The Executive Office is under the leadership of the Executive Director, who is underpinned by four Divisions and an independent Internal Audit Section. Each Division is headed by a Deputy Executive Director, who is responsible for the day-to-day operation of the Division. The Internal Audit Section reports directly to the Audit Committee of the Board.

* Executive Director
* Training Services Division
* Course Administration Section
* Course Development Section
* Research & Development Section
* Quality Assurance Division
* Quality Enhancement Section
* Practical Skills Training & Assessment Centre
* Business Development & Communications Division
* Digital Communications Section
* Industry Services Section
* Marketing & Corporate Communications Section
* Media & External Affairs Section
* Placement Services Section
* Service Schemes Section
* Corporate Services Division
* Customer Services Section
* Finance & Accounts Section
* Human Resources & Administration Section
* Information Technology Section
* Internal Audit Section

### Key Performance Indicators

ERB has established key performance indicators for monitoring the performance of training bodies, effectiveness of training courses and cost-effectiveness. In 2019-20, the achievement of key performance indicators was as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area for Monitoring** | **Key Performance Indicator** | **Benchmark** | **Achievement Level** |
| Utilisation of training places | Capacity utilisation rate | 85% | 91% |
| Completion of training | Attendance rate  Graduation rate | 80%  80% | 92%  95% |
| Placement (regular courses) | Placement rate | 70% | 81% |

### Performance Pledges

ERB has established performance pledges to monitor the quality of service. In 2019-20, the achievement of performance pledges was as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| Training Services |  |  |  |
| Service | Performance Pledge | Target Level | Achievement Level |
| Application and admission | • Applicants of placement-tied courses: to be notified of application results within 20 working days (inclusive of time for admission interview and entry test) upon receipt of course application forms and required supporting documents  • Applicants of non-placement-tied courses: to be notified of application results within 10 working days upon receipt of course application forms and required supporting documents | 85%  85% | 99%  99% |
| Commencement of training | • Applicants of placement-tied courses: to commence training within four months upon notification of admission  • The following three specified placement-tied courses:  — Foundation Certificate in Standard Security and Property Management  — Foundation Certificate in Post-natal Care Worker Training  — Foundation Certificate in Domestic Helper Training | 80%  85%  85%  85% | 74%  84%  79%  84% |
|  | • Applicants of non-placement-tied courses: to commence training within five months upon notification of admission | 80% | 65% |
| Issue of graduation certificate | • Graduation certificates to be available for collection at the training bodies within 20 working days upon completion of classes and fulfillment of graduation requirements (not applicable to courses with course-end assessment in the form of public examination) | 85% | 92% |

Remarks: In view of the situation of COVID-19 pandemic, all ERB courses had been suspended between 29 January and 31 March 2020, thus adversely affecting the achievement levels of some of the performance pledges.

|  |  |  |  |
| --- | --- | --- | --- |
| Disbursement of Retraining Allowance | |  |  |
| Service | Performance Pledge | Target Level | Achievement Level |
| Disbursement of retraining allowance to eligible trainees of placement-tied courses | • Within 25 working days upon completion of course | 95% | 99% |

|  |  |  |  |
| --- | --- | --- | --- |
| “Smart Living” Scheme | |  |  |
| Service | Performance Pledge | Target Level | Achievement Level |
| Confirmation of registration with employer | • Within two working days upon receipt of completed registration form from employer | 95% | 100% |
| Follow-up on matching and referral with employer | • Within three working days upon confirmation of registration | 95% | 97% |

|  |  |  |  |
| --- | --- | --- | --- |
| “Smart Baby Care” Scheme | |  |  |
| Service | Performance Pledge | Target Level | Achievement Level |
| Confirmation of registration with employer | • Within two working days upon receipt of completed registration form from employer | 95% | 100% |
| Follow-up on matching and referral with employer | • Within three working days upon confirmation of registration (if the report duty date is within one calendar month upon confirmation of registration)  • Within seven working days upon confirmation of registration (if the report duty date is more than one calendar month upon confirmation of registration) | 95% | 99% |

|  |  |  |  |
| --- | --- | --- | --- |
| Hotline Services (Public Enquiries and Opinions) | |  |  |
| Service | Performance Pledge | Target Level | Achievement Level |
| Answer to calls received through hotline 182 182 | • For enquirers who wish to speak with hotline staff: answer within 12 seconds during office hour | 80% | 97% |
| Reply to messages left in voice-mail | • For messages received during 9:00am – 6:00pm  of a working day: reply within the same day  • For messages received otherwise than above: reply in the following working day | 95% | 100% |

## Operational Review

### Training

### Planning of training courses

### Tying in with the development of elderly care services industry

In 2019-20, the Employees Retraining Board (ERB) conducted a market research on elderly care services industry to better understand the training needs of the industry, so as to provide more appropriate training courses.

In response to the “Training Subsidy Scheme for Staff of Residential Care Homes” of the Social Welfare Department (SWD), ERB developed two respective courses recognised by SWD for serving health workers and care workers of residential care homes for the elderly and residential care homes for persons with disabilities, namely “Foundation Certificate in Training for Care Workers (Part-time)” course and “Certificate in Advanced Training for Health Workers (Part-time)” course, to assist them to reinforce professional knowledge and skills and thus enhance service quality.

To dovetail the automation trend in the operation of residential care homes for the elderly in recent years, ERB enhanced the training content of current courses to assist practitioners in adapting to the latest development of the industry.

### Dovetailing the development of “Qualifications Framework”

ERB made reference to the Specifications of Competency Standards (SCS) of different industries and the Specifications of Generic (Foundation) Competencies (SGC) compiled by the Education Bureau, and developed new “SCS-based” and “SGC-based” courses in consultation with the relevant Industry Consultative Networks and stakeholders.

In 2019-20, ERB developed 11 new “SCS-based” courses under six industry categories, namely business, catering, retail, hairdressing, property management & security, and wearing apparel & textile, and IT applications category, and one new “SGC-based” generic skills course on vocational languages. Among them, seven new “SCS-based” courses and one new “SGC-based” course were pitched at proposed “Qualifications Framework” (QF) level three.

ERB introduced the “Recognition of Prior Learning” (RPL) mechanism to the requirements for trainee admission and trainer qualifications of some courses, thereby enabling practitioners with relevant skills and industry experience to enrol in ERB courses at higher QF level or be appointed as trainers upon confirmation of their qualifications under the QF.

In 2019-20, ERB introduced the RPL mechanism to 102 courses covering 13 industry categories, namely catering, healthcare services, watch & jewellery, beauty therapy, hairdressing, property management & security, printing & publishing, transportation & support services, logistics, education & recreation, import & export, retail, and electrical & mechanical services.

### Opinion survey on the employment or retention status of graduates of skills upgrading courses

In 2019-20, ERB conducted an opinion survey on graduates of the skills upgrading courses to track their employment or retention status before and after attending the courses, and also to collect their views on the courses, so as to sharpen the development strategy for ERB skills upgrading courses.

### Exploring opportunities for expanding the coverage of “Credit Accumulation and Transfer” arrangement

To dovetail the “Credit Accumulation and Transfer” (CAT) arrangement promulgated by the Education Bureau, ERB expanded the coverage of CAT arrangement in collaboration with Li Ka Shing School of Professional and Continuing Education of Open University of Hong Kong (OUHK LiPACE). Trainees having successfully completed the two designated courses of “Capacity Building Mileage Programme” organised by OUHK LiPACE will be eligible to apply for exemption of attending the two ERB courses, namely “Foundation Certificate in Personal Attributes (Part-time)” and “Foundation Certificate in Job Search Skills (Part-time)” under the “Modular Certificates Accumulation Scheme”.

### Launching new courses

### Course series and professional certification courses

ERB kept abreast of market needs and launched a number of new courses with market potential in 2019-20. They included “Certificate in Aromatherapy for Beauty II (Aroma Blending) (Part-time)”, “Foundation Certificate in Floral Design and Applications II (Festive Floral Arrangements) (Part-time)”, “Foundation Certificate in Floral Design and Applications II (Funeral Floral Arrangements) (Part-time)”, “Certificate in Dog Training Instructor”, “Certificate in Early Childhood Playgroup Instructor Assistant”, etc.

To help practitioners broaden their professional and generic skills, ERB spearheaded the development of various job-specific and generic skills course series. In 2019-20, ERB developed new course series covering skills areas such as “video editing skills”, “chocolate making”, “human resource management”, “fashion production”, “blockchain operational knowledge in logistics industry”, “printing and publishing technology”, etc.

In tandem with industry development, ERB launched various professional certification courses to assist trainees in acquiring professional qualifications with industry recognition and enhance their competitiveness in employment. In 2019-20, ERB developed relevant preparatory courses for qualifying examinations / tests under electrical & mechanical services, business, and education & recreation industries.

### Launching courses on Greater Bay Area and innovation and technology

In response to the opportunities brought about by the development of the Greater Bay Area, ERB launched six part-time skills upgrading courses in 2019-20, covering topics of E-commerce, digital marketing and promotion strategy, E-business global marketing, data visualisation, 5G Internet of Things and big data, and innovative technology and entrepreneurship.

In dovetailing the development of Smart City, ERB launched five courses in the area of innovation and technology, covering artificial intelligence, blockchain technology, data analysis and cloud computing technology.

### Providing training to social groups with special needs

### Young people

In 2019-20, ERB offered 29 placement-tied courses dedicated to young people, straddling industry categories of hairdressing, make-up, beauty therapy, education and recreation, catering, bakery, pet grooming and care, etc.

To meet the training needs of young people, ERB launched a new course titled “Certificate in Software and Artificial Intelligence Application Developer Training”, while offering the “Foundation Certificate in Social Service Center Assistant Training” to assist young people with special educational needs to enter relevant industries.

In 2019-20, ERB set up the “Focus Group on Training for Youth” to review the effectiveness of youth training courses and to enhance their training contents, with a view to attracting young people to enrol. The Focus Group also recommended to develop new courses to cater for the training and employment needs of young people.

### Ethnic minorities

In 2019-20, ERB offered 13 placement-tied and 31 non-placement-tied courses dedicated to ethnic minorities, covering vocational languages and straddling different industry categories including property management & security, beauty therapy, hairdressing, construction & renovation, hotel, business, catering, social services, tourism, etc.

To assist ethnic minorities in enhancing their communication skills in workplace and adapting to the local working environment, ERB introduced two “SGC-based” courses titled “Foundation Certificate in Workplace Chinese (Reading) for Non-Chinese Speakers (Part-time)” and “Foundation Certificate in Vocational Cantonese (Business Communication) for Non-Chinese Speakers (Part-time)”.

ERB further enhanced the training support for ethnic minorities in 2019-20, allowing greater flexibility in the admission of trainees in respect of educational attainment.

### Rehabilitated ex-offenders and ex-drug abusers

ERB offered dedicated courses for persons in custody and persons receiving treatment in residential treatment centres. These courses were generally delivered in part-time mode, and aimed at helping trainees re-enter the employment market and achieve self-reliance. In 2019-20, ERB offered 16 placement-tied and seven non-placement-tied dedicated courses, straddling nine industry categories and generic skills training disciplines. Newly launched courses included “Foundation Certificate in Chef Assistant Training” and “Foundation Certificate in Pest Control Worker Training”.

ERB continued to offer “Foundation Certificate in Career Planning” course for discharged ex-offenders who had not received vocational training or counseling services when in custody, and organise “Foundation Certificate in Peer Counselor Training” course dedicated to ex-drug abusers who had received treatment other than in residential treatment centres. These courses were delivered in full-time placement-tied mode, and aimed at helping trainees re-enter the employment market and integrate into the society.

### Persons with disabilities and persons recovered from work injuries

In 2019-20, ERB offered 29 placement-tied and 32 non-placement-tied courses dedicated to persons with disabilities and persons recovered from work injuries. These courses straddled industry categories of Chinese healthcare, printing & publishing, property management & security, social services, beauty therapy, domestic services, hotel, healthcare services, business, catering, information & communications technology, retail, and environmental services, etc.

New courses included “Foundation Certificate in Knowledge of Dietary Supplement in Chinese Medicine (Part-time)”, “Foundation Certificate in Knowledge of Manicure and Pedicure (Part-time)” and “Foundation Certificate in Floral Design and Applications II (Festive Floral Arrangements) (Part-time)”.

ERB worked in close collaboration with the “Focus Group on Training for Persons with Disabilities and Persons Recovered from Work Injuries” to explore suitable employment opportunities and the related skills requirements for the target clients.

### Expanding “First-Hire-Then-Train” Scheme

In 2019-20, ERB continued its effort to implement the “First-Hire-Then-Train” Scheme in the elderly care services, environmental services and transportation & support services industries, and extended the Scheme to cover catering and education & recreation industries to assist trainees (mainly middle-aged women and homemakers) to land jobs such as care workers of residential care homes for the elderly, cleaning assistants, dish washing workers, tunnel traffic control officers (trainee), waiters / waitresses, and recreation clubhouse assistants.

Participating employers suitably adjusted the working hours and leave arrangements to cater for the family commitments of trainees and provided on-the-job training and other related support measures to encourage trainees to stay in employment. A total of 191 trainees participated in the Scheme and landed the above-mentioned jobs, and 170 of them completed the designated training courses.

### Implementing the “Modular Certificates Accumulation Scheme”

To encourage people who are unable to pursue ERB courses on full-time basis due to family commitments to make flexible study arrangement and acquire recognised qualifications, ERB continued its effort to implement the “Modular Certificates Accumulation Scheme” which covers the “Foundation Certificate in Post-natal Care Worker Training” course, “Foundation Certificate in Care Worker Training” course, “Foundation Certificate in Infant and Child Care Worker Training” course and the “Foundation Certificate in Occupational Therapist Assistant Training” course in 2019-20.

### Extending the “Tailor-made Course for Part-timers” Pilot Programme

In 2019-20, ERB collaborated with employers of the retail, catering and tourism industries to launch the “Tailor-made Course for Part-timers” targeting “Post-50” and homemakers. Part-time vacancies and flexible employment terms were offered for social groups with special needs to take up related part-time jobs after completing short-term training, thereby assisting in unleashing potential workforce. 54 trainees were admitted to the course and the overall placement rate was 88%.

### Empowerment

### Enhancing training support

### Enhancing training consultancy service

In 2019-20, ERB continued to step up efforts in enhancing the training consultancy service. Training Consultants actively reached out to district organisations and secondary schools to provide social groups with special needs with suitable information on the training and employment market through individual or group consultations. Meanwhile, Training Consultants also made use of the “Training Consultancy Service through Video Conferencing” to assist social groups with special needs, including ethnic minorities, and persons with disabilities and persons recovered from work injuries, to obtain timely training information and advice. During the class suspension period, Training Consultants continued to assist people in need to get hold of course information through video conferencing and enable them to get prepared for post-pandemic career planning.

In the year, Training Consultants rendered over 950 sessions of outreaching services to social groups with special needs, including over 200 sessions of consultation through video conferencing.

### Organising workshop for enhancing the awareness towards social groups with special needs

In 2019-20, ERB organised a workshop for employers and training bodies to assist them in understanding the training and employment needs of persons with disabilities and persons recovered from work injuries, and also the communication skills required in getting along with these social groups with special needs. The workshop covered an introduction of the characteristics and the employment needs of social groups with special needs, the principles and attitude when interacting with them as well as communication skills, etc. Experience sharing of employers and employees were also arranged.

### “Workplace Re-entry” activity series

In 2019-20, the “ERB Service Centres” organised “Workplace Re-entry” activity series for “Post-50”, and continued to extend the mode of activity to other social groups with special needs, including women and new arrivals, to assist them to better understand the market trend, experience the work environment and prepare to enter the employment market. Around 1,700 participants attended the activities.

### Dedicated activities at “ERB Service Spots”

In 2019-20, ERB organised a series of industry seminars and taster courses at 37 “ERB Service Spots”, and co-organised “Work Experience Days” with corporations for “Post-50”, women, new arrivals and ethnic minorities to equip them with knowledge of the employment market and different job types, as well as to arouse their interest in enrolling ERB courses. Around 1,400 participants attended the activities.

### Launching “Work Experience Days” and “Workplace Experience Activity Series for Secondary School Students”

In 2019-20, ERB co-organised two “Work Experience Days” with employers of property management and catering industries, arranging “Post-50” and ethnic minorities to visit workplaces and training centres of ERB appointed training bodies to learn about the training and employment opportunities of respective industries as well as attend job interviews onsite.

In 2019-20, ERB continued to launch the “Workplace Experience Activity Series for Secondary School Students” for upper secondary students, students of ethnic minority origin and special schools. A total of 14 “Career Talks for School” and “Company Visits”, covering hotel, retail, property management, healthcare services, and information and communications technology industries, etc. were organised for around 1,200 upper secondary students. Through the activity series, ERB aimed to strengthen students’ understanding of respective industries for future study and career planning.

### Launching “ERB Helper App” mobile application

In 2019-20, ERB launched the “ERB Helper App” mobile application for registered trainees of the “Smart Living” and “Smart Baby Care” referral platforms to search and apply for jobs, and responsive web pages for employers to register vacancies with a view to uplifting the service efficiency. ERB produced publicity materials and rolled out lucky draw campaign to encourage trainees who have completed ERB courses relevant to “Smart Living” and “Smart Baby Care” to download and use the mobile application. ERB will continue to develop the mobile application for employers.

### Reinforcing industry connection and collaboration

### Exchanges and meetings

ERB put much emphasis on experience sharing and exchanges. In 2019-20, the ERB directorate received delegations from Beihai city of Guangxi Province, Guangdong Provincial Committee of the Chinese People’s Political Consultative Conference, and the Human Resources and Social Security of Shenzhen Municipality for sharing of working experience. ERB also collaborated with various departments of the SAR Government in developing suitable courses and met different trade associations and relevant bodies, such as the Cosmetic and Perfumery Association of Hong Kong, Hong Kong Nepalese Business Association, the International Unmanned Aircraft Systems Association, and some local labour organisations, for exchange of views on manpower demand of sectors concerned.

The Executive Director of ERB attended the “Jockey Club Age-friendly City Project Public Forum” organised by the Asia-Pacific Institute of Ageing Studies of Lingnan University as a speaker in December 2019, and shared the experience of ERB on the topic of “Promoting employment after retirement for educated young-olds”.

### Reviewing the Industry Consultative Network

In 2019-20, ERB has reviewed the operation of Industry Consultative Network (ICN), including the number of ICN and its coverage, as well as its scope of service and membership formation and so forth. By strengthening the representativeness of the ICN, ERB is able to further enhance its communication with industries and the recognition of ERB courses.

### Strengthening the network of Technical Advisors

ERB has invited experienced practitioners in different industries to join ERB in the capacity of Technical Advisors since 2008. The Technical Advisors have made valuable contribution to the work of course development and quality assurance of ERB. In 2019-20, ERB engaged 158 Technical Advisors covering 28 industry categories and generic skills training disciplines.

### Promoting “ERB Services for SMEs”

In 2019-20, ERB continued to promote the “ERB Services for SMEs” through organising “Taster Course for SME” and “SME Mentorship Programme” to step up the support to SMEs in recruitment and staff training.

ERB co-organised three “Taster Course for SME” with the “Support and Consultation Centre for SMEs” of the Trade and Industry Department and “SME Centre” of the Hong Kong Trade Development Council respectively. In addition, 20 pairs of mentors and mentees were matched in the second phase of “SME Mentorship Programme” for 2018-20. ERB also disseminated service information to SME employers and associations on a regular basis.

### Introducing an award upgrading mechanism for the “ERB Manpower Developer Award Scheme”

In 2019-20, a total of 116 organisations were newly acknowledged as “Manpower Developers” (MDs), including 56 organisations from the “General Enterprise (Non-SME) Category”, 49 organisations from the “SME Category” and 11 organisations from the “Government Department, Public Body and NGO Category”, while another 334 organisations renewed their MD status.

With a view to recognising the exemplary and continuous achievements of MDs in manpower training and development, an award upgrading mechanism was introduced in 2019-20. MDs that have been granted the award status for 10 consecutive years will be acknowledged as “Super MDs”. The validity period will be extended from two years to five years. In 2019-20, 69 MDs were upgraded as “Super MDs”.

### Organising “Annual Partners Luncheon”

ERB organised the “Annual Partners Luncheon” in October 2019 to introduce the new development and employer services of ERB and foster collaborations between training bodies and employers. Around 300 representatives of enterprises, trade associations, employer organisations and training bodies attended the luncheon.

### Strengthening district service network

### 37 “ERB Service Spots” in full operation

With the set up of 15 “ERB Service Spots (Kowloon East)” (covering districts of Wong Tai Sin, Kwun Tong and Sai Kung) in 2019-20, the total number of “ERB Service Spots” across Kwai Tsing and Tsuen Wan, Kowloon West and Kowloon East districts was increased to 37 and put into full service so as to further strengthen the promotion of ERB courses and services at district level, provide latest course and service information, and render support to members of the public in enrolling ERB courses.

### Setting up of the brand new “ERB Training Net” course search terminals across 18 districts of Hong Kong

ERB has installed “ERB Training Net” course search terminals at 118 locations, including Labour Department Job Centres, Social Security Field Units of SWD and non-governmental organisations commissioned by SWD, ERB Siu Sai Wan Headquarters, “ERB Service Centre” and “ERB Service Spots”. Members of the public can obtain information on ERB courses, training centres, services and activities as well as register for the training consultancy service through the terminals.

ERB rolled out television and radio advertisements in the form of Announcements in the Public Interest of the Government, produced publicity materials, arranged advertisements and promotion through its information channels.

### Stepping up efforts in district networking and promotions

### Connection with District Councils

ERB has been developing district networks over the years. In 2020 upon the commencement of the new term of the District Council, ERB contacted the District Councils of Kowloon City, Wong Tai Sin, Sai Kung and Yau Tsim Mong districts to introduce the ERB courses and services, as well as the key initiatives of the 2020-21 Work Plan, to the concerned district council members.

### “Funding Programme for Courses and Industries”

In 2019-20, ERB sponsored training bodies to organise 45 activities under the “Funding Programme for Courses and Industries”, with over 24,000 people and about 300 employers participated.

### Launching district video series

ERB continued to adopt the theme of “Free access to learning in 18 districts” to produce nine episodes of district videos in the year, together with the nine episodes of 2018-19, the district video series introducing the ERB training resources and industry information of 18 districts across the territory were smoothly completed.

The nine videos produced in 2019-20 recorded about 920,000 “View” and around 7,500 “Engagement” on online platforms.

### Diversified promotion and publicity

### Course and service promotion

In 2019-20, ERB rolled out advertisements to promote the “First-Hire-Then-Train” Scheme and “Tailor-made Course for Part-timers” Pilot Programme to assist middle-aged persons, “Post-50” and homemakers to enrol in ERB courses and land jobs in the environmental services, transportation and support services, catering, tourism, healthcare services, education and recreation, and retail industries.

ERB published the Course Prospectus and produced course promotional leaflet in languages of different races; and updated the “Course Progression Charts” for 23 industries, “Course Progression Chart for Youths” and the leaflet introducing ERB courses and services.

To keep in pace with the full launch of “ERB Service Spots” in Kowloon East district in September 2019, ERB launched publicity materials and advertisements to introduce the services of “ERB Service Spots” to district residents.

ERB launched the Chinese New Year Services of “Smart Living” in December 2019, including cleaning, making of Chinese puddings, festive meal cooking and the newly added service of organising and decluttering. ERB produced a short video and publicity materials, and rolled out service incentives and advertisements to encourage the public to use the services.

The “ERB Manpower Developer Award Scheme” was open for new application in June to September 2019, ERB rolled out advertisements and promotion through its information channels, networks of employer and supporting organisations of the Award Scheme.

### Media activities and corporate communications

The ERB Chairman and Executive Director hosted a press conference in May 2019 to introduce the programme and activity series in supporting the “Post-50” for training and employment, as well as other key initiatives of the 2019-20 Work Plan.

The ERB Chairman joined the Secretary for Labour and Welfare and the Secretary for Commerce and Economic Development to meet the press and introduce the details of the “Love Upgrading Special Scheme” in September 2019. The ERB Executive Director was also interviewed by news.gov.hk to introduce the concept and features of the Special Scheme in its feature story.

To kick-off the Chinese New Year Services of “Smart Living”, a “Smart Helper” was arranged to meet the media to share her experience and techniques in household cleaning, as well as to demonstrate her decluttering techniques.

In the year, ERB lined up the “Success in Career” TV programme to cover the “Smart Baby Care”, the “First-Hire-Then-Train” Scheme and the “Post-50 Internship Programme”. Trainees were invited to provide information of related industries and projects to the public.

In response to the outbreak of the COVID-19 pandemic, ERB cancelled the “ERB Annual Award Presentation Ceremony 2019-20” scheduled in February 2020 to safeguard the public health.

### Large-scale Facebook promotional campaign

In 2019-20, ERB launched a large-scale promotional campaign on Facebook for brand building of the “My ERB” Facebook Fan Page and attracting more members of public and ERB trainees to browse and like the page.

Promotional items included the launch of a cartoon character named “Captain K” representing the general working class as the spokesperson of “My ERB” Facebook Fan Page, and a series of Facebook feeds related to “Captain K”, training and employment to provide information of different industries and softly promote ERB courses and services.

Moreover, ERB launched three episodes of promotional videos as the highlights of the promotional campaign, which included two sitcoms with participation of celebrities and one animated video. Online game and advertisement were also rolled out to attract public viewing. The “View” and “Engagement” of all videos on online platforms amounted to over 1.3 million and around 10,000 respectively.

In 2019-20, ERB posted 230 feeds, and recorded around 32,000 “Engagement”. As at March 2020, an accumulative of around 23,600 users “Liked” the “My ERB” Facebook Fan Page.

### Launching “WeShare Promotion Collaborative Scheme”

With a view to enhancing collaboration with training bodies on the promotion front, ERB launched the “WeShare Promotion Collaborative Scheme” in 2019-20 to invite training bodies to promote “My ERB” Facebook Fan Page and electronic bulletin “LOOK@erb” to their members and trainees. A total of 28 training bodies participated in the scheme.

During the scheme period, the reach of feeds of “My ERB” Facebook Fan Page was extended to around 93,000 users, while the average number of readers reached for the issues of “LOOK@erb” from July to December 2019 was increased by 66%.

ERB arranged complimentary feeds at “My ERB” Facebook Fan Page for the promotion of ERB courses organised by the training bodies with keen participation, with a view to enhancing the overall promotional effect.

### Enriching content of electronic bulletins

In 2019-20, ERB enhanced the layout design and introduced new columns of the electronic bulletin “LOOK@erb” to provide diversified information of workplace and ERB courses, with a view to attracting members of the public to read and subscribe the bulletin.

In 2019-20, ERB published a total of 12 issues of the electronic bulletin “LOOK@erb” to disseminate the latest information of the courses and activities of ERB, reaching around 150,000 readers per issue.

Besides, ERB published three issues of the quarterly electronic bulletin “Employer Newsletter” in 2019-20 to disseminate latest information on newly completed placement-tied courses, popular courses under the “Enterprise-based Training Scheme”, recruitment and promotional activities, etc. to trade associations, employer organisations and enterprises. ERB also set up a dedicated website for the “Employer Newsletter” to facilitate subscription and review of past issues by employers.

### Promoting to social groups with special needs

In 2019-20, ERB published its first dedicated promotional leaflet for “Post-50” and a new poster introducing courses for ethnic minorities, as well as updated the leaflets for youths, new arrivals, ethnic minorities, and persons with disabilities and persons recovered from work injuries. The leaflets and poster were widely distributed through social service organisations and training bodies.

### Assurance of Quality

### Kick-starting the new application for “Programme Area Accreditation”

For the application of the second “Programme Area Accreditation” (PAA) status under the “Information & Communications Technology” sub-area, ERB met the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) to discuss the detailed arrangements. The Statement of Intent of PAA was also submitted to HKCAAVQ according to their advice to facilitate the preparation works of new application in 2020-21.

### Optimising the quality assurance mechanism

### Formulating the “Quality Assurance Overview”

ERB formulated the “Quality Assurance Overview” which adopted the “fitness-for-purpose” approach. It contained the works of ERB on self-assessment, continuous assurance of course quality and enhancement of operational efficiency. The Overview will assist ERB in achieving continuous self-improvement and enhancing course and service quality.

### Establishing the quality assurance mechanism of “ERB Service Spots”

ERB established the quality assurance mechanism of “ERB Service Spots” in 2019-20 to ensure that operators of “ERB Service Spots” in three districts provide services in accordance with the requirements of ERB. Measures including regular surprise inspections and random checks on two main operational areas, namely staff on duty situation, and industry seminars and taster courses will be implemented. Operators are also required to conduct self-assessments on their internal monitoring mechanism of data cross-check, personnel management and handling of information of course applications.

### Reviewing the annual audit mechanism for training bodies

ERB completed the review of the annual audit mechanism for training bodies in 2019-20. Revisions including the integration of annual audit systems, the criteria of audit ratings, the eligibility criteria for conducting “self-evaluations”, and incorporating the quality assurance mechanism for scrutinising the course materials developed by training bodies into the “Quality Assurance Audit” were introduced.

### Implementing monitoring measures

### Regular monitoring and quality assurance work

ERB continued to adopt the “Risk-and-performance-based” principle in administering regular quality assurance measures, including annual audits, class surprise inspections, course-end assessment surprise inspections, class visits, assessment observations, covert customer surveys and surprise inspections for the “Smart Living” and “Smart Baby Care” schemes, and surprise inspections for the “ERB Service Centre” and “ERB Service Spots”.

ERB rendered support to under-performing training bodies through the “Case Management” system. Designated staff members were arranged to review in conjunction with the management of the training bodies the progress of implementation of improvement measures on a periodic basis so as to enhance their overall performance in quality assurance.

The Practical Skills Training and Assessment Centre (PSTAC) administers the practical assessments of 17 ERB courses, straddling six industries of domestic services, Chinese healthcare, healthcare services, hotel, catering and environmental services. In 2019-20, about 15,200 candidates were assessed in PSTAC, and 99% of candidates were satisfied with the overall services of PSTAC.

### Introducing new monitoring measures

ERB introduced the mechanism of checking trainees’ attendance records in 2019-20. Computer system was used to cross check if the attendance records collected from surprise inspections match with the records inputted by training bodies in R-NetX system to ensure that the reporting of trainees’ attendance by training bodies is accurate and in accordance with the ERB Guidelines.

### Course accreditation works

As at March 2020, ERB uploaded 301 courses (entailing 2,225 course entries) on the “Qualifications Register” (QR).

In 2019-20, ERB submitted to HKCAAVQ eight courses (entailing 35 course entries) for accreditation, three courses (entailing 26 course entries) for re-accreditation and 730 applications for “substantial changes”.

To tie in with the launch of the centralised database of “Credit Accumulation and Transfer” by the Education Bureau, ERB uploaded 232 records to the database in 2019-20 for public’s viewing.

After obtaining the PAA status under the “Catering, Food and Beverage Services” sub-area, a cumulative of 13 courses (entailing 35 course entries) were newly uploaded onto the QR. For the existing courses on QR, 62 course entries were newly uploaded onto the QR. In addition, the QR validity period of 28 courses (entailing 132 course entries) had been extended to 4 May 2023.

### Optimising course administrative measures

### Reviewing the Training Places Allocation Mechanism

In order to better utilise resources to provide quality training services to those in need, ERB reviewed the Training Places Allocation Mechanism by simplifying tendering procedures and increasing maximum allowance for proposed costing in 2019-20.

### Reviewing the course fee subsidy income level of non-placement-tied courses

In 2019-20, ERB reviewed the income ceilings of course fee subsidies for non-placement-tied courses. Income level for course fee waiver would be increased from $11,000 to $12,000; income level for course fee subsidy would be increased from $19,500 to $20,000, with a view to encouraging members of the public to pursue learning for upgrading.

### Simplifying course application procedures

In 2019-20, ERB simplified course application procedures of non-placement-tied courses by waiving the requirement for applicants to provide income proof at time of application, in order to encourage continuous learning. At the same time, income surveillance would be enhanced to prevent possible abuses.

### Management

### Assignment study of Independent Commission Against Corruption

In 2019-20, the Corruption Prevention Department of Independent Commission Against Corruption conducted an assignment study on the practices and procedures of ERB in relation to outsourcing of the operation of “ERB Service Centre” and “ERB Service Spots”. The assignment study report and recommendations as well as the feedback of ERB were submitted to the Quality Assurance and Review Committee for consideration.

ERB agreed in principle with the relevant recommendations of the assignment study, and has taken appropriate follow-up action and implemented improvement measures to address the recommendations.

### Value for money audit of ERB

In 2019-20, the Audit Commission conducted a value for money audit on the operations of ERB to examine economy, efficiency and effectiveness with which ERB has discharged its functions. ERB duly facilitated the audit work and reported the work progress to the Board. ERB will follow up the observations and recommendations to be stated in the Report of the Director of Audit with a view to enhancing operation efficiency and providing appropriate services for the public.

### Strengthening internal audit

The Internal Audit Section was established to carry out independent internal audits under the auspices of the Audit Committee.

In 2019-20, the Internal Audit Section completed three internal audit exercises respectively on “New Training Course Development Processing”, “Vetting of trainers’ qualifications and issuance of certificates” and “Training bodies admission and renewal of service agreements”. Audit reports with improvement recommendations were submitted to the Audit Committee for consideration.

### Enhancing administrative effectiveness and corporate social responsibility

### Enhancing procurement and stock management procedures

In 2019-20, ERB continued its effort to improve the procurement and stock management procedures for non-inventory items to enhance control and work efficiency.

### Increasing payment channels for trainees

Currently, trainees can settle payment to ERB via direct deposit to bank, cheque payment by mail, automatic teller machine or internet banking service. ERB already liaised with banks to introduce more payment channels, namely through convenience stores and by Faster Payment System, to further improve efficiency of payment by trainees.

### Offering internship opportunities

ERB offered summer internships for university undergraduate students. On-the-job training was provided to facilitate their acquisition of experience and broaden their outlook to better prepare for future employment.

In 2019-20, six university students were arranged to work in different divisions of ERB during their two months’ internship. Staff members of ERB at manager rank or above were assigned as mentors of the interns.

### Fulfilling corporate social responsibility

In 2019-20, ERB helped collect donations from staff members for charity fund-raising events, and actively procured products and services from social enterprises.

### Implementing environmental friendly measures

ERB rendered full support to environmental conservation. Measures were introduced to use glasses or other reusable containers instead of plastic bottled water or one-off containers when serving drinking water at meetings. Recycle bins were placed in the office to collect used papers, printed materials and printer cartridges for reuse and recycling. Obsolete computer equipment was donated to charitable organisations.

ERB introduced a series of measures to conserve electricity and reduce carbon emissions.

ERB made fuller use of electronic communications, social media and website for promotion and dissemination of information.

### Enhancing service effectiveness through information technology

To enhance efficiency and as a green measure, ERB introduced meeting management software and mobile devices at meetings to replace dispatching hard copies of papers, and used mobile devices during surprise inspections to replace paper records.

Besides, ERB enhanced functions of the R-NetX system to cater for requirements of new courses and services such as “Love Upgrading Special Scheme”, “Post-50 Love Upgrading Scheme” and “ERB Helper App” mobile application, and to better support its operations in different areas such as training services, placement services, quality assurance and disbursement of retraining allowance.

In 2019-20, ERB continued its effort to improve its overall IT security by replacing or upgrading IT equipment and software to ensure that data were properly protected, minimising the likelihood of data leakage and other IT security risks. Specific tasks included introducing a new intrusion detection system, upgrading obsolete Windows 7 and Windows Server 2008 systems, and migrating the backup system, NetFlow analysis system and virtual private network (VPN) system to new models. ERB also increased the capacity of its database and VPN systems to cope with the demand arising from the ever-increasing training needs.

### Strengthening staff training

ERB organised the first time one-day Corporate Learning Day for all employees in January 2020 to promote understanding and cooperation among colleagues of various departments so as to enhance team spirit. The programmes of the Corporate Learning Day included “Design Thinking” workshop and team building outdoor activities. The staff members were actively and enthusiastically engaged. According to the post-training survey results, 92% of colleagues indicated that they were “very satisfied” or “satisfied” with the training; while 93% of colleagues expressed their expectation to participate in corporate team building training again.

ERB continued to arrange or sponsor staff members to attend training workshops, seminars and symposium on various topics, as well as seminars and briefings related to Employment Ordinance and accreditation standards organised by the Labour Department, QF Secretariat and HKCAAVQ.

### Strengthening exchange with training bodies

### Organising thematic seminars

In 2019-20, ERB organised three thematic seminars on “Handling of Trainees’ Conflict”, “Prevention of Corruption and Institutional Ethics” and “Handling of Trainees’ Complaint”, and a briefing session on administrative procedures for the staff and trainers of training bodies.

### Organising Open Day of the Practical Skills Training and Assessment Centre

ERB organised the Open Day of PSTAC for training bodies on 27 September 2019 with 60 staff and trainers of training bodies attended. The functions and facilities of PSTAC, and the assessment arrangement of various training courses were introduced, with a view to promoting the professional image of PSTAC and recognition of ERB courses.

### Organising exchange forums

In 2019-20, ERB enhanced communication with training bodies. Various exchange forums were held to solicit views of training bodies before implementation of relevant policies or projects in order to ensure smooth operation.

### Major Statistics

### Number of Enrolled Trainees by Course Type

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **Courses for General Public** | | | | | | **Courses for Special Service Targets** | | **Total** |
| **Placement-tied Courses** | | **Skills Upgrading Courses** | | **Generic Skills Courses** | |
| **Number of Enrolled Trainees** | **%** | **Number of Enrolled Trainees** | **%** | **Number of Enrolled Trainees** | **%** | **Number of Enrolled Trainees** | **%** |
| 2015-16 | 41,006 | 35% | 46,178 | 39% | 27,513 | 23% | 3,915 | 3% | **118,612** |
| 2016-17 | 42,893 | 35% | 50,197 | 41% | 25,667 | 21% | 3,953 | 3% | **122,710** |
| 2017-18 | 40,501 | 34% | 52,508 | 44% | 23,308 | 19% | 3,984 | 3% | **120,301** |
| 2018-19 | 42,995 | 34% | 57,897 | 46% | 22,069 | 17% | 3,975 | 3% | **126,936** |
| 2019-20 | 37,042 | 34% | 52,180 | 48% | 16,874 | 15% | 2,889 | 3% | **108,985** |

Remarks: In view of the situation of COVID-19 pandemic, all courses offered by the Employees Retraining Board had been suspended between 29 January and 31 March 2020.

### Number of Enrolled Trainees by Industry / Generic Skills Category

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Industry / Generic Skills  Category | | No. of  Enrolled Trainees |  | % |  |
|  |  |  |  |  |  |
|  | Catering | 16,408 |  | 15% |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  | Environmental Services | 14,766 |  | 14% |  |
|  |  |  |  |  |  |
|  | Domestic Services | 12,630 |  | 12% |  |
|  |  |  |  |  |  |
|  | Healthcare Services | 11,450 |  | 11% |  |
|  |  |  |  |  |  |
|  | Computer / Information Technology Application | 9,504 |  | 9% |  |
|  |  |  |  |  |  |
|  | Property Management & Security | 9,024 |  | 8% |  |
|  |  |  |  |  |  |
|  | Chinese Healthcare | 8,894 |  | 8% |  |
|  |  |  |  |  |  |
|  | Workplace Languages and Numeracy | 8,399 |  | 8% |  |
|  |  |  |  |  |  |
|  | Beauty Therapy | 6,005 |  | 6% |  |
|  |  |  |  |  |  |
|  | Business | 1,668 |  | 2% |  |
|  |  |  |  |  |  |
|  | Others | 10,237 |  | 9% |  |
|  |  |  |  |  |  |
| Total | | 108,985 |  | 100% |  |

The above chart lists the top 10 categories according to the number of enrolled trainees.

There may be a slight discrepancy between the sum of individual items and the total as shown in the above chart due to rounding.

### Number of Enrolled Trainees by Gender

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Gender | | No. of  Enrolled Trainees |  | % |  |
|  |  |  |  |  |  |
|  | Male | 20,930 |  | 19% |  |
|  |  |  |  |  |  |
|  | Female | 88,052 |  | 81% |  |
|  |  |  |  |  |  |
|  | No Information Provided | 3 |  | # |  |
|  |  |  |  |  |  |
| Total | | 108,985 |  | 100% |  |

# Less than 0.5%

### Number of Enrolled Trainees by Age

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Age | | No. of  Enrolled Trainees |  | % |  |
|  |  |  |  |  |  |
|  | 15-19 | 1,292 |  | 1% |  |
|  |  |  |  |  |  |
|  | 20-29 | 7,058 |  | 6% |  |
|  |  |  |  |  |  |
|  | 30-39 | 14,661 |  | 13% |  |
|  |  |  |  |  |  |
|  | 40-49 | 23,246 |  | 21% |  |
|  |  |  |  |  |  |
|  | 50-59 | 33,872 |  | 31% |  |
|  |  |  |  |  |  |
|  | 60 or Above | 28,856 |  | 26% |  |
|  |  |  |  |  |  |
| Total | | 108,985 |  | 100% |  |

There may be a slight discrepancy between the sum of individual items and the total as shown in the above chart due to rounding.

### Number of Enrolled Trainees by Education Level

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Education Level | | No. of  Enrolled Trainees |  | % |  |
|  |  |  |  |  |  |
|  | No Schooling | 25 |  | # |  |
|  |  |  |  |  |  |
|  | Primary Education or Below | 7,041 |  | 6% |  |
|  |  |  |  |  |  |
|  | Secondary 1 to 3 | 32,521 |  | 30% |  |
|  |  |  |  |  |  |
|  | Secondary 4 to 5 | 44,069 |  | 40% |  |
|  |  |  |  |  |  |
|  | Secondary 6 to 7 | 13,246 |  | 12% |  |
|  |  |  |  |  |  |
|  | Sub-degree | 11,651 |  | 11% |  |
|  |  |  |  |  |  |
|  | Above Sub-degree | 432 |  | # |  |
|  |  |  |  |  |  |
| Total | | 108,985 |  | 100% |  |

# Less than 0.5%

### Placement Rate of Placement-tied Courses

|  |  |
| --- | --- |
| **Industry Category** | **Placement Rate  (rounded)** |
| Domestic Services | 85% |
| Hairdressing | 84% |
| Beauty Therapy | 84% |
| Printing & Publishing | 83% |
| Entertainment & Performing Arts | 83% |
| Chinese Healthcare | 83% |
| Hotel | 82% |
| Environmental Services | 82% |
| Catering | 81% |
| Electrical & Mechanical Services | 81% |
| **Overall** | **81%** |

The above chart lists the top 10 industry categories according to the placement rate.

# Financial Statements

Independent Auditor’s Report

To the members of Employees Retraining Board

(Established in Hong Kong under the Employees Retraining Ordinance)

Opinion

We have audited the financial statements of Employees Retraining Board (the “Board”) set out on pages 114 to 152, which comprise the statement of financial position as at 31 March 2020, and the income and expenditure account, statement of changes in fund and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Board as at 31 March 2020, and of its financial performance and its cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards (“HKFRSs”) issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”).

Basis for opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing (“HKSAs”) issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Board in accordance with the HKICPA’s Code of Ethics for Professional Accountants (the “Code”), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The members of the Board are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report the fact. We have nothing to report in this regard.

Responsibilities of the members of the Board for the financial statements

The members of the Board are responsible for the preparation of the financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA, and for such internal control as the members of the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the Board’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the Board either intend to liquidate the Board or to cease operation or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Our report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

• Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board’s internal control.

• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management of the Board.

• Conclude on the appropriateness of the management of the Board’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Board to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members of the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young

Certified Public Accountants

Hong Kong

16 December 2020

INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2020

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | 2020 |  | 2019 |  |
|  | Notes | HK$ |  | HK$ |  |
|  |  |  |  |  |  |
| INCOMES |  |  |  |  |  |
| Levy income |  | 28,766,895 |  | 28,665,902 |  |
| Interest income |  | 433,539,590 |  | 599,088,514 |  |
| Course fee income | 4 | 4,704,652 |  | 5,503,167 |  |
| Other income | 4 | 1,194,392 |  | 4,016,963 |  |
|  |  |  |  |  |  |
|  |  | 468,205,529 |  | 637,274,546 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| EXPENDITURES |  |  |  |  |  |
| Retraining allowances | 5 | (56,781,827 | ) | (61,531,411 | ) |
| Training courses and programme expenses | 6 | (693,689,528 | ) | (778,723,351 | ) |
| Administrative fees charged by the Immigration Department for the collection of levy |  | (938,732 | ) | (727,240 | ) |
| Administrative expenses |  | (111,649,476 | ) | (108,363,595 | ) |
| Finance cost | 7 | (158,854 | ) | — |  |
|  |  |  |  |  |  |
|  |  | (863,218,417 | ) | (949,345,597 | ) |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| DEFICIT BEFORE TAX |  | (395,012,888 | ) | (312,071,051 | ) |
| Taxation | 8 | — |  | — |  |
|  |  |  |  |  |  |
| DEFICIT FOR THE YEAR | 9 | (395,012,888 | ) | (312,071,051 | ) |
|  |  |  |  |  |  |

STATEMENT OF FINANCIAL POSITION

31 March 2020

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | 2020 |  | 2019 |  |
|  | Notes | HK$ |  | HK$ |  |
|  |  |  |  |  |  |
| NON-CURRENT ASSETS |  |  |  |  |  |
| Property and equipment | 11 | 6,718,999 |  | 3,460,932 |  |
| Right-of-use assets | 12 | 4,099,014 |  | — |  |
| Rental and utility deposits | 13 | 1,160,655 |  | 1,160,655 |  |
| Amount due from the Hong Kong Monetary Authority | 14 | 9,600,000,000 |  | — |  |
|  |  |  |  |  |  |
| Total non-current assets |  | 9,611,978,668 |  | 4,621,587 |  |
|  |  |  |  |  |  |
| CURRENT ASSETS |  |  |  |  |  |
| Receivables, deposits and prepayments | 13 | 45,242,006 |  | 11,670,537 |  |
| Amount due from the Hong Kong Monetary Authority | 14 | 1,162,560,943 |  | 14,125,373,601 |  |
| Amounts due from training bodies | 15 | 703,502 |  | 958,680 |  |
| Amount due from the Immigration Department | 15 | 374,400 |  | 249,600 |  |
| Bank balances and deposits | 16 |  |  |  |  |
| — Cash and cash equivalents |  | 3,018,294,253 |  | 395,257,903 |  |
| — Time deposits with original   maturity over three months |  | 639,418,731 |  | 326,017,856 |  |
|  |  |  |  |  |  |
| Total current assets |  | 4,866,593,835 |  | 14,859,528,177 |  |
|  |  |  |  |  |  |
| CURRENT LIABILITIES |  |  |  |  |  |
| Accruals and other payables | 17 | 26,571,626 |  | 60,033,329 |  |
| Amount due to the Anti-epidemic Fund | 18 | 39,579,530 |  | — |  |
| Lease liabilities | 12 | 3,848,760 |  | — |  |
|  |  |  |  |  |  |
| Total current liabilities |  | 69,999,916 |  | 60,033,329 |  |
|  |  |  |  |  |  |
| NET CURRENT ASSETS |  | 4,796,593,919 |  | 14,799,494,848 |  |
|  |  |  |  |  |  |
| TOTAL ASSETS LESS CURRENT LIABILITIES |  | 14,408,572,587 |  | 14,804,116,435 |  |
|  |  |  |  |  |  |
| NON-CURRENT LIABILITY |  |  |  |  |  |
| Provision for reinstatement costs | 17 | 1,388,900 |  | 2,219,860 |  |
| Lease liabilities | 12 | 300,000 |  | — |  |
|  |  |  |  |  |  |
| Total non-current liabilities |  | 1,688,900 |  | 2,219,860 |  |
|  |  |  |  |  |  |
| Net assets |  | 14,406,883,687 |  | 14,801,896,575 |  |
|  |  |  |  |  |  |
| FUND |  |  |  |  |  |
| Employees Retraining Fund |  | 14,406,883,687 |  | 14,801,896,575 |  |
|  |  |  |  |  |  |

|  |  |
| --- | --- |
| YU Pang-chun, SBS, JP | Byron NG Kwok-keung, BBS |
| Chairman | Executive Director |

STATEMENT OF CHANGES IN FUND

Year ended 31 March 2020

|  |  |  |
| --- | --- | --- |
|  | Employees Retraining Fund |  |
|  | HK$ |  |
|  |  |  |
| At 1 April 2018 | 15,113,967,626 |  |
| Deficit for the year | (312,071,051 | ) |
|  |  |  |
| At 31 March 2019 and 1 April 2019 | 14,801,896,575 |  |
| Deficit for the year | (395,012,888 | ) |
|  |  |  |
| At 31 March 2020 | 14,406,883,687 |  |
|  |  |  |

STATEMENT OF CASH FLOWS

Year ended 31 March 2020

|  |  | 2020 |  | 2019 |  |
| --- | --- | --- | --- | --- | --- |
|  | Notes | HK$ |  | HK$ |  |
|  |  |  |  |  |  |
| CASH FLOWS FROM OPERATING ACTIVITIES |  |  |  |  |  |
| Deficit for the year |  | (395,012,888 | ) | (312,071,051 | ) |
| Adjustments for: |  |  |  |  |  |
| Finance cost | 7 | 158,854 |  | — |  |
| Depreciation of property and equipment | 9 | 2,759,596 |  | 2,163,082 |  |
| Depreciation of right-of-use asset | 9 | 5,266,892 |  | — |  |
| Interest income |  | (433,539,590 | ) | (599,088,514 | ) |
| Gain on disposal of equipment | 9 | (24,957 | ) | (90,063 | ) |
| Impairment losses recognised in respect of course fee income receivables and other receivables | 9 | 2,660,414 |  | 3,300,000 |  |
|  |  |  |  |  |  |
| Operating cash flow before movements in working capital |  | (817,731,679 | ) | (905,786,546 | ) |
| Decrease in receivables, deposits and prepayments |  | (36,231,883 | ) | (3,524,253 | ) |
| Decrease/(increase) in amounts due from training bodies |  | 255,178 |  | (652,370 | ) |
| Decrease/(increase) in amount due from Immigration Department |  | (124,800 | ) | 163,200 |  |
| Increase in amount due to Anti-epidemic Fund |  | 39,579,530 |  | — |  |
| Increase/(decrease) in accruals and other payables |  | (34,292,663 | ) | 13,962,232 |  |
|  |  |  |  |  |  |
| Cash used in operations |  | (848,546,317 | ) | (895,837,737 | ) |
| Interest element of lease liabilities | 7 | (158,854 | ) | — |  |
|  |  |  |  |  |  |
| Net cash flows used in operating activities |  | (848,705,171 | ) | (895,837,737 | ) |
|  |  |  |  |  |  |
| CASH FLOWS FROM INVESTING ACTIVITIES |  |  |  |  |  |
| Interest received |  | 896,352,247 |  | 1,069,716,421 |  |
| Withdrawal of principal of amount due from the Hong Kong Monetary Authority |  | 2,900,000,000 |  | — |  |
| Purchase of equipment |  | (6,030,205 | ) | (1,008,850 | ) |
| Proceeds from disposal of equipment |  | 37,500 |  | 96,000 |  |
| Increase in time deposits with original maturity over three months |  | (313,400,875 | ) | (53,880,056 | ) |
|  |  |  |  |  |  |
| Net cash flows generated from investing activities |  | 3,476,958,667 |  | 1,014,923,515 |  |
|  |  |  |  |  |  |
| CASH FLOWS FROM A FINANCING ACTIVITY |  |  |  |  |  |
| Principal portion of lease payment and net cash flow used in a financing activity | 20 | (5,217,146 | ) | — |  |
|  |  |  |  |  |  |
| NET INCREASE IN CASH AND CASH EQUIVALENTS |  | 2,623,036,350 |  | 119,085,778 |  |
| Cash and cash equivalents at beginning of year |  | 395,257,903 |  | 276,172,125 |  |
|  |  |  |  |  |  |
| CASH AND CASH EQUIVALENTS AT END OF YEAR |  | 3,018,294,253 |  | 395,257,903 |  |
|  |  |  |  |  |  |
| Analysis of cash and cash equivalents: |  |  |  |  |  |
| Bank balances and cash |  | 91,859,023 |  | 97,836,189 |  |
| Time deposits with original maturity three months or less |  | 2,926,435,230 |  | 297,421,714 |  |
|  |  |  |  |  |  |
|  |  | 3,018,294,253 |  | 395,257,903 |  |
|  |  |  |  |  |  |

NOTES TO FINANCIAL STATEMENTS

31 March 2020

1. ORGANISATION AND ACTIVITIES

The Employees Retraining Board (the “Board”) is an independent statutory body established in 1992 under the Employees Retraining Ordinance (“ERO”). The Board co-ordinates, funds and monitors training courses and services that are market-driven and employment-oriented so as to meet the changing needs of the employment market. Service targets of the Board are people aged 15 or above and with an education attainment at sub-degree or below.

In accordance with Section 14(1), Section 14(2) and Schedule 3 of the ERO, a specified levy known as Employees Retraining Levy (the “levy”) was imposed on those employers importing employees under the Labour Importation Scheme. The levy payable for each imported employee is HK$400 multiplied by the number of months covered by the employment contract up to a maximum of 24 months.

To provide sustained and stable financial support for the Board so that it can continue to enhance the productivity of local workers, Government injected HK$15 billion into the Board in February 2014.

The address of registered office of the Board is 3/F to 6/F, 10 Siu Sai Wan Road, Chai Wan, Hong Kong.

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards (“HKFRSs”) (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations) issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”).

These financial statements have been prepared under the historical cost convention and are presented in Hong Kong dollars (“HK$”) and all values are rounded to the nearest dollar except where otherwise indicated.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Board has adopted the following new and revised HKFRSs for the first time for the current year’s financial statements:

|  |  |
| --- | --- |
| Amendments to HKFRS 9 | Prepayment Features with Negative Compensation |
| HKFRS 16 | Leases |
| Amendments to HKAS 19 | Plan Amendment, Curtailment or Settlement |
| Amendments to HKAS 28 | Long-term Interests in Associates and Joint Ventures |
| HK(IFRIC)-Int 23 | Uncertainty over Income Tax Treatments |
| Annual Improvements 2015-2017 Cycle | Amendments to HKFRS 3, HKFRS 11, HKAS 12 and HKAS 23 |

Except for HKFRS 16, the adoption of the above new and revised standards has had no significant financial effect on these financial statements. The nature and the impact of HKFRS16 are described below:

HKFRS 16 Leases

HKFRS 16 supersedes HKAS 17 Leases, HK(IFRIC)-Int 4 Determining whether an Arrangement contains a Lease, HK(SIC)-Int 15 Operating Leases — Incentives and HK(SIC)-Int 27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for most leases under a single on-balance sheet model.

For leases previously classified as operating leases applying HKAS 17 and HK(IFRIC)-Int 4 in which the Board is the lessee, the Board has applied HKFRS 16 retrospectively in accordance with the transitional provisions therein using the modified retrospective approach. Under this approach, the cumulative effect of initially applying HKFRS 16 was recognised as an adjustment to the opening balance of Employees Retraining Fund at 1 April 2019 and the comparative information has not been restated and continued to be reported under HKAS 17. In addition, lease liabilities at 1 April 2019 were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at 1 April 2019 and included in lease liabilities. The right-of-use assets were recognised based on the carrying amount as if the standard had always been applied, except for the incremental borrowing rate where the Board applied the incremental borrowing rate at 1 April 2019.

The Board elected to use the transition practical expedient allowing the standard to be applied only to contracts that were previously identified as leases applying HKAS 17 and HK(IFRIC)-Int 4 at the date of initial application. The Board applies the short-term lease recognition exemption to its short-term leases (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases that are considered to be of low value.

The Board has also elected to apply the following elective practical expedients when applying HKFRS 16 retrospectively to leases previously classified as operating leases applying HKAS 17 and HK(IFRIC)-Int 4 in which the Board was the lessee:

• A single discount rate was applied to a portfolio of leases with reasonably similar characteristics;

• Initial direct costs were excluded from the measurement of the right-of-use assets at 1 April 2019; and

• Leases for which the lease term would end within 12 months at the date of initial application were accounted for in the same way as short-term leases.

The impacts arising from the adoption of HKFRS 16 as at 1 April 2019 are as follows:

The adoption of HKFRS 16 on 1 April 2019 by the Board has given rise to additional lease liabilities of HK$9,365,906 and right-of-use assets of HK$9,365,906 at 1 April 2019. The adoption has had no impact on Employees Retraining Fund at 1 April 2019.

The weighted average incremental borrowing rate applied to the lease liabilities recognised at 1 April 2019 is 2.43%.

The lease liabilities as at 1 April 2019 reconciled to the operating lease commitments as at 31 March 2019 are as follows:

|  |  |  |
| --- | --- | --- |
|  | HK$ |  |
|  |  |  |
| Operating lease commitments as at 31 March 2019 | 10,982,047 |  |
|  |  |  |
| Less: Commitments relating to short-term leases   and those lease with a remaining lease term   ended on or before 31 March 2020 | (1,410,032 | ) |
| Commitments relating to leases of low-value   assets | (15 | ) |
|  |  |  |
|  | 9,572,000 |  |
| Weighted average incremental borrowing rate  as at 1 April 2019 | 2.43% |  |
|  |  |  |
| Discounted operating lease commitments and lease liabilities as at 1 April 2019 | 9,365,906 |  |
|  |  |  |

2.3 ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS

The Board has not applied the following new and revised HKFRSs, that have been issued but are not yet effective, in these financial statements.

|  |  |
| --- | --- |
| Amendments to HKFRS 3 | Definition of a Business1 |
| Amendments to HKFRS 9,  HKAS 39 and HKFRS 7 | Interest Rate Benchmark Reform1 |
| Amendments to HKFRS 10 and HKAS 28 (2011) | Sale or Contribution of Assets between an Investor and its Associate or Joint Venture4 |
| Amendment to HKFRS 16 | Covid-19 Related Rent Concessions2 |
| HKFRS 17 | Insurance Contract3 |
| Amendments to HKAS 1 and HKAS 8 | Definition of Material1 |

1 Effective for annual periods beginning on or after 1 January 2020

2 Effective for annual periods beginning on or after 1 June 2020

3 Effective for annual periods beginning on or after 1 January 2021

4 No mandatory effective date yet determined but available for adoption

The adoption of the above new and revised standards has had no significant financial effect on these financial statements.

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Income recognition

Income from contracts with customers

Income from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Board expects to be entitled in exchange for those goods or services.

• Levy income is recognised upon notification from the Immigration Department of its receipt from employers of imported labour.

• Course fee income is recognised by reference to the stage of completion of the course, determined as the proportion of the total time expected to complete the course at the end of the reporting period.

• Accreditation grant from Education Bureau is recognised when the right to receive payment is established.

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Property and equipment

Items of property and equipment are stated at cost or valuation less accumulated depreciation and any impairment losses. The cost of an item of property and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditure incurred after items of property and equipment have been put into operation, such as repairs and maintenance, is normally charged to the statement of income and expenditure account in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property and equipment are required to be replaced at intervals, the Board recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on a straight-line basis to write off the cost of each item of property and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

|  |  |
| --- | --- |
| Leasehold improvements | Over the remaining terms of the leases |
| Furniture and equipment | 25% |
| Motor vehicles | 25% |

The gain or loss on disposal of items of property and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset and is recognised in the statement of income and expenditure account.

The assets’ residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents include cash on hand, time deposits with original maturity within three months, and other short term highly liquid investments with original maturity of three months.

Financial assets

Other receivables (income receivables and course fee receivables) that do not contain a significant financing component or for which the Board has applied the practical expedient of not adjusting the effect of a significant financing component are measured at the transaction price determined under HKFRS 15. All the other financial assets are initially recognised at fair value plus transaction costs that are attributable to the acquisition of the financial assets, except in the case of financial assets recorded at fair value through income and expenditure account. Regular way purchases and sales of financial assets are recognised on the trade date, that is, the date when the Board commits to purchase or sell the assets.

(a) Classification and measurement

Debt instruments are measured at amortised cost using the effective interest rate method, subject to impairment if the assets are held for the collection of contractual cash flows where those contractual cash flows represent solely payments of principal and interest.

(b) Impairment

The Board applies the expected credit loss model on all the financial assets that are subject to impairment under HKFRS 15. For income receivables and course fee receivables included in other receivables without a significant financing component, the Board applies the simplified approach which requires impairment allowances to be measured at lifetime expected credit losses.

For other financial assets, impairment allowances are recognised under the general approach where expected credit losses are recognised in two stages. For credit exposures where there has not been a significant increase in credit risk since initial recognition, the Board is required to provide for credit losses that result from possible default events within the next 12 months. For those credit exposures where there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure irrespective of the timing of the default.

(c) Derecognition

Financial assets are derecognised when the rights to receive cash flows from the assets have expired; or where the Board has transferred its contractual rights to receive the cash flows of the financial assets and has transferred substantially all the risks and rewards of ownership; or where control is not retained.

Impairment of non-financial assets

The Board assesses at the end of each reporting period whether there is an indication that an asset may be impaired. If such an indication exists, the Board makes an estimate of the asset’s recoverable amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

An impairment loss is recognised in the statement of income and expenditure account whenever the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. The impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount. A reversal of the impairment loss is limited to the asset’s carrying amount that would have been determined had no impairment loss been recognised in prior years. The reversal of the impairment loss is credited to the statement of income and expenditure account in the year in which it arises.

Financial liabilities

Financial liabilities include certain accruals, other payables and amount due to Anti-epidemic Fund. They are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, they are subsequently measured at amortised cost using the effective interest rate method.

Financial liabilities are derecognised the obligation is discharged, cancelled, or expires.

Leases

Lessee (under HKAS 17)

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset and whether the arrangement conveys a right to use the asset. Operating lease payments, net of any incentives received from the lessor, are recognised as an expense in the statement of profit or loss on a straight-line basis over the lease terms.

Lessee (under HKFRS 16)

A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to obtain substantially all of the economic benefits from use of the identified asset and the right to direct the use of the identified asset. All leases with a term of more than 12 months are recognised as assets representing the right of use of the underlying asset and liabilities representing the obligation to make lease payments, unless the underlying asset is of low value. Both the assets and the liabilities are initially measured on a present value basis. Right-of-use assets are measured at cost less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of the lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets. Lease liabilities are initially measured at the present value of lease payments to be made under the lease terms and subsequently adjusted by the effect of the interest on and the settlement of the lease liabilities, and the re-measurement arising from any reassessment of the lease liabilities or lease modifications.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

|  |  |
| --- | --- |
| Buildings | Over lease term |

Retirement benefit costs

The Board operates two pension schemes in Hong Kong, namely the Mandatory Provident Fund retirement benefit scheme (the “MPF Scheme”) under the Mandatory Provident Fund Schemes Ordinance and a defined contribution retirement benefit scheme as defined in the Occupational Retirement Schemes Ordinance (the “ORSO Scheme”), for all of its employees.

The assets of the MPF and ORSO Schemes are held separately from those of the Board in independently administered funds.

Provisions

A provision is recognised when the Board has a present obligation (legal or constructive) as a result of a past event, it is probable that the Board will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation.

3. SIGNIFICANT ACCOUNTING ESTIMATES

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Impairment of other receivables

The impairment provision for other receivables (income receivables and course fee receivables) is based on assumptions about expected credit losses. The Board uses judgements in making these assumptions and selecting the inputs to the impairment calculation, based on the number of days that an individual receivable is outstanding as well as the Board’s historical experience and forward-looking information at the end of each reporting period. Changes in these assumptions and estimates could materially affect the results of the assessment and it may be necessary to make an additional impairment charge to income and expenditure account. Further details of the other receivables (income receivables and course fee receivables) is given in note 13 to the financial statements.

4. COURSE FEE INCOME AND OTHER INCOME

Course fee income is recognised by reference to the stage of completion of the course, determined as the proportion of the total time expected to complete the course at the end of the reporting period.

(a) Disaggregated revenue information for revenue from contracts with customers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Course fee income transferred over time | 4,704,652 |  | 5,503,167 |  |
|  |  |  |  |  |

(b) Performance obligations

Course fee income

The performance obligation is satisfied over time as services are rendered.

Other income is analysed as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Accreditation grant from Education Bureau (note) | 134,100 |  | 3,066,410 |  |
| Sundry income | 1,060,292 |  | 950,553 |  |
|  |  |  |  |  |
|  | 1,194,392 |  | 4,016,963 |  |
|  |  |  |  |  |

Notes:

The amount is granted by the Education Bureau to the Board, under the “Designated Support Schemes for Qualifications Framework” upon successful accreditation on the Board’s training courses by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications, on a reimbursement basis.

5. RETRAINING ALLOWANCES

In accordance with Section 21(4) of the ERO, a specified retraining allowance is payable to the customers in respect of their attendance of training courses, subject to their eligibility as set out in Section 20 of the ERO.

6. TRAINING COURSES AND PROGRAMME EXPENSES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Training courses | 634,057,226 |  | 715,678,637 |  |
| ERB Service Centres and ERB Service Spots | 16,069,682 |  | 18,580,918 |  |
| Practical Skills Training and Assessment Centre | 7,900,944 |  | 8,266,638 |  |
| Smart Living, Smart Baby Care and Smart Starter | 15,091,572 |  | 15,339,496 |  |
| Public relations and promotion | 12,417,552 |  | 11,165,983 |  |
| Course quality assurance programmes | 1,354,547 |  | 4,682,433 |  |
| Others | 6,798,005 |  | 5,009,246 |  |
|  |  |  |  |  |
|  | 693,689,528 |  | 778,723,351 |  |
|  |  |  |  |  |

7. FINANCE COST

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Interest on lease liabilities (note 12) | 158,854 |  | — |  |
|  |  |  |  |  |

8. TAXATION

The Board is exempted from profits tax under the provision of Section 88 of the Inland Revenue Ordinance.

9. DEFICIT BEFORE TAX

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Deficit for the year has been arrived at after charging/(crediting): |  |  |  |  |
|  |  |  |  |  |
| Auditor’s remuneration | 230,000 |  | 220,000 |  |
| Depreciation of property and equipment (note 11) | 2,759,596 |  | 2,163,082 |  |
| Depreciation of right-of-use assets (note 12) | 5,266,892 |  | — |  |
| Gain on disposal of equipment | (24,957 | ) | (90,063 | ) |
| Impairment losses recognised in respect of course fee income and other receivables | 2,660,414 |  | 3,300,000 |  |
| Minimum lease payments under operating lease payments of land and buildings | — |  | 8,302,774 |  |
| Lease payments not included in the measurement of lease liabilities | 1,282,593 |  | — |  |
| Staff costs, including key management personnel compensation |  |  |  |  |
| — salaries and other benefits   costs | 94,001,605 |  | 91,887,791 |  |
| — retirement benefits scheme   contribution | 4,799,235 |  | 4,627,008 |  |
|  |  |  |  |  |

10. MEMBERS AND KEY MANAGEMENT PERSONNEL COMPENSATION

No remuneration were received by the members of the Board. The key management of the Board refers to the five directorate officers (2019: five directorate officers) of the Board having authority and responsibility for planning, implementing and controlling the activities of the Board. The key management personnel’s emoluments are included in note 9. The emoluments of these individuals were as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Salaries and allowances | 9,043,967 |  | 6,901,697 |  |
| Retirement benefits scheme contributions | 490,423 |  | 272,244 |  |
| Provision for gratuities | 837,775 |  | 662,653 |  |
|  |  |  |  |  |
|  | 10,372,165 |  | 7,836,594 |  |
|  |  |  |  |  |

11. PROPERTY AND EQUIPMENT

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Leasehold improvement |  | Furniture, fixture and equipment |  | Motor  vehicle |  | Total |  |
|  | HK$ |  | HK$ |  | HK$ |  | HK$ |  |
|  |  |  |  |  |  |  |  |  |
| COST: |  |  |  |  |  |  |  |  |
| At 1 April 2018 | 67,002,893 |  | 16,185,607 |  | 336,000 |  | 83,524,500 |  |
| Additions | — |  | 1,008,850 |  | — |  | 1,008,850 |  |
| Disposals | — |  | (174,983 | ) | — |  | (174,983 | ) |
|  |  |  |  |  |  |  |  |  |
| At 31 March and  1 April 2019 | 67,002,893 |  | 17,019,474 |  | 336,000 |  | 84,358,367 |  |
| Additions | 98,000 |  | 5,447,985 |  | 484,220 |  | 6,030,205 |  |
| Disposals | (3,081,736 | ) | (312,149 | ) | (336,000 | ) | (3,729,885 | ) |
|  |  |  |  |  |  |  |  |  |
| At 31 March 2020 | 64,019,157 |  | 22,155,310 |  | 484,220 |  | 86,658,687 |  |
|  |  |  |  |  |  |  |  |  |
| ACCUMULATED DEPRECIATION: |  |  |  |  |  |  |  |  |
| At 1 April 2018 | 65,872,773 |  | 12,694,626 |  | 336,000 |  | 78,903,399 |  |
| Provided for the year | 419,043 |  | 1,744,039 |  | — |  | 2,163,082 |  |
| Disposals | — |  | (169,046 | ) | — |  | (169,046 | ) |
|  |  |  |  |  |  |  |  |  |
| At 31 March and  1 April 2019 | 66,291,816 |  | 14,269,619 |  | 336,000 |  | 80,897,435 |  |
| Provided for the year | 475,449 |  | 2,173,180 |  | 110,967 |  | 2,759,596 |  |
| Disposals | (3,081,737 | ) | (299,606 | ) | (336,000 | ) | (3,717,343 | ) |
|  |  |  |  |  |  |  |  |  |
| At 31 March 2020 | 63,685,528 |  | 16,143,193 |  | 110,967 |  | 79,939,688 |  |
|  |  |  |  |  |  |  |  |  |
| NET BOOK VALUE: |  |  |  |  |  |  |  |  |
| At 31 March 2020 | 333,629 |  | 6,012,117 |  | 373,253 |  | 6,718,999 |  |
|  |  |  |  |  |  |  |  |  |
| At 31 March 2019 | 711,077 |  | 2,749,855 |  | — |  | 3,460,932 |  |
|  |  |  |  |  |  |  |  |  |

The above items of property and equipment are depreciated over their useful lives using the straight-line method, at the following rates per annum:

|  |  |
| --- | --- |
| Leasehold improvements | Over the remaining term of the leases |
| Furniture, fixtures and equipment | 25% |
| Motor vehicle | 25% |

12. LEASES

|  |  |  |
| --- | --- | --- |
|  | Buildings |  |
|  | HK$ |  |
|  |  |  |
| At 31 March 2019 | — |  |
| Effect of adoption of HKFRS 16 (note 2.2) | 9,365,906 |  |
|  |  |  |
| At 1 April 2019 (as restated) | 9,365,906 |  |
| Depreciation provided during the year | (5,266,892 | ) |
|  |  |  |
| At 31 March 2020, net of accumulated depreciation | 4,099,014 |  |
|  |  |  |
| At 31 March 2020: |  |  |
| Cost | 9,365,906 |  |
| Accumulated depreciation | (5,266,892 | ) |
|  |  |  |
| Net carrying amount | 4,099,014 |  |
|  |  |  |

Maturity profile of lease liabilities as at 31 March 2020

|  |  |  |
| --- | --- | --- |
|  | HK$ |  |
|  |  |  |
| Within one year | 3,896,000 |  |
| After one year but within five years | 300,000 |  |
|  |  |  |
| Lease liabilities (undiscounted) | 4,196,000 |  |
| Discount amount | (47,240 | ) |
|  |  |  |
| Lease liabilities (discounted) | 4,148,760 |  |
|  |  |  |
| Analysed into: |  |  |
| Current portion | 3,848,760 |  |
| Non-current portion | 300,000 |  |
|  |  |  |

The weighted average incremental borrowing rate applied to the lease liability recognised at 31 March 2020 was 2.43%.

Movements of carrying amounts of lease liabilities for the year ended 31 March 2020

|  |  |  |
| --- | --- | --- |
|  | HK$ |  |
|  |  |  |
| As at 1 April 2019 upon adoption of HKFRS 16 | 9,365,906 |  |
| Payments | (5,376,000 | ) |
| Accretion of interest expense during the year | 158,854 |  |
|  |  |  |
| As at 31 March 2020 | 4,148,760 |  |
|  |  |  |

Amounts recognised in the income and expenditure account for the year ended 31 March 2020

|  |  |  |
| --- | --- | --- |
|  | HK$ |  |
|  |  |  |
| Interest on lease liabilities | 158,854 |  |
| Depreciation charge of right-of-use assets | 5,266,892 |  |
| Expenses relating to short-term leases | 1,282,587 |  |
| Expenses relating to low-value leases | 6 |  |
|  |  |  |
| Total amount recognised in the income and expenditure account | 6,708,339 |  |
|  |  |  |

The Board had total cash outflows for leases of HK$6,775,541 for the year ended 31 March 2020.

13. RECEIVABLES, DEPOSITS AND PREPAYMENTS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Rental and utility deposits | 1,734,509 |  | 2,736,843 |  |
| Interest receivables | 5,119,377 |  | 3,302,995 |  |
| Course fee receivables | 3,713,842 |  | 4,122,915 |  |
| Prepayment | 38,080,326 |  | 4,603,541 |  |
| Income receivables | 1,275,654 |  | 1,364,898 |  |
|  |  |  |  |  |
|  | 49,923,708 |  | 16,131,192 |  |
| Impairment allowances | (3,521,047 | ) | (3,300,000 | ) |
|  |  |  |  |  |
|  | 46,402,661 |  | 12,831,192 |  |
|  |  |  |  |  |
| Less: non-current rental and utility    deposits | (1,160,655 | ) | (1,160,655 | ) |
|  |  |  |  |  |
|  | 45,242,006 |  | 11,670,537 |  |
|  |  |  |  |  |

The amounts of receivables, deposits and prepayments are unsecured, interest-free and repayable on demand. The Board does not hold any collateral over these balances. Movements in the loss allowance for course fee and income receivables are as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| At the beginning of the year | 3,300,000 |  | — |  |
| Effect of adoption of HKFRS 9 | — |  | 3,300,000 |  |
| Impairment losses | 2,660,414 |  | — |  |
| Amount written off as uncollectible | (2,439,367 | ) | — |  |
|  |  |  |  |  |
|  | 3,521,047 |  | 3,300,000 |  |
|  |  |  |  |  |

Impairment of course fee and income receivables under HKFRS 9

The Board applies the simplified approach to provide for expected credit losses prescribed by HKFRS 9, which permits the use of the lifetime expected loss for all income receivables and course fee receivables. To measure the expected credit losses, income receivables and course fee receivables have been grouped based on shared credit risk characteristics and the days past due. The expected credit losses have also incorporated forward looking information. The loss allowance as at 31 March 2020 and 2019 are determined as follows:

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Past due | | | | | | |  |  |  |
|  | Less than 30 days |  | 30-365 days |  | 1-3  years |  | Over  3 years |  | Total |  |
|  |  |  |  |  |  |  |  |  |  |  |
| As at 31 March 2020 |  |  |  |  |  |  |  |  |  |  |
| Expected loss rate (%) | 33 |  | 43 |  | 92 |  | 100 |  | 71 |  |
| Gross carrying amount (HK$’000) | 3 |  | 2,218 |  | 2,591 |  | 177 |  | 4,989 |  |
| Expected credit losses (HK$’000) | 1 |  | 961 |  | 2,382 |  | 177 |  | 3,521 |  |
|  |  |  |  |  |  |  |  |  |  |  |
| As at 31 March 2019 |  |  |  |  |  |  |  |  |  |  |
| Expected loss rate (%) | 23 |  | 47 |  | 85 |  | 100 |  | 60 |  |
| Gross carrying amount (HK$’000) | 917 |  | 2,185 |  | 2,244 |  | 142 |  | 5,488 |  |
| Expected credit losses (HK$’000) | 213 |  | 1,030 |  | 1,915 |  | 142 |  | 3,300 |  |

Impairment of rental and utility deposits and interest receivables

The carrying amounts of rental and utility deposits and interest receivables approximated to their fair value as at 31 March 2020 and 2019. Their recoverability was assessed with reference to the credit status of the rental and utility deposits, interest receivables and the expected credit loss as at 31 March 2020 and 2019 was considered to be minimal.

14. AMOUNT DUE FROM THE HONG KONG MONETARY AUTHORITY

The amount of HK$9,600,000,000 (2019: HK$12,500,000,000) due from the Hong Kong Monetary Authority is unsecured, bears interest at the higher of the average investment return of the Exchange Fund’s Investment Portfolio for six years and the average annual yield of three-year government bond for the previous year, and is repayable in February 2026.

The amount of HK$1,162,560,943 (2019: HK$1,625,373,601) represents interest receivable which is unsecured and repayable within one year.

15. AMOUNTS DUE FROM TRAINING BODIES AND AMOUNT DUE FROM THE IMMIGRATION DEPARTMENT

The amounts due from training bodies and the amount due from the Immigration Department are unsecured, interest-free and repayable on demand.

Amounts due from training bodies and Immigration Department did not contain balance which was past due as at the reporting date. No collateral was held over these balances.

The carrying amounts of these balances approximated to their fair value as at 31 March 2020 and 2019. Their recoverability was assessed with reference to the credit status, and the expected credit loss as at 31 March 2020 and 2019 was considered to be minimal.

16. BANK BALANCES AND DEPOSITS

Bank balances and deposits comprise bank balances and time deposits with original maturity over three months amounting HK$639,418,731 (2019: HK$326,017,856) and carry interest at market rates which ranged from 0.65% to 2.86% (2019: 1.30% to 2.90%) per annum.

17. ACCRUALS AND OTHER PAYABLES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Accruals and other payables | 24,214,391 |  | 27,110,605 |  |
| Accruals for training bodies | 1,526,275 |  | 32,244,824 |  |
| Provision for reinstatement costs (note) | 2,219,860 |  | 2,897,760 |  |
|  |  |  |  |  |
|  | 27,960,526 |  | 62,253,189 |  |
|  |  |  |  |  |
| Less: non-current provision for    reinstatement costs | (1,388,900 | ) | (2,219,860 | ) |
|  |  |  |  |  |
|  | 26,571,626 |  | 60,033,329 |  |
|  |  |  |  |  |

Note:

The movement in provision for reinstatement costs during the year is as follows:

|  |  |  |
| --- | --- | --- |
|  | HK$ |  |
|  |  |  |
| At 1 April 2018 | 2,948,010 |  |
| Utilised | (50,250 | ) |
|  |  |  |
| At 31 March 2019 and 1 April 2019 | 2,897,760 |  |
| Utilised | (677,900 | ) |
|  |  |  |
| At 31 March 2020 | 2,219,860 |  |
|  |  |  |

18. AMOUNTS DUE TO ANTI-EPIDEMIC FUND

The amounts due to Anti-epidemic Fund is unsecured, interest-free and repayable on demand.

The carrying amount of the balance approximated to its fair value as at 31 March 2020.

19. OPERATING LEASE COMMITMENTS

Prior to the adoption of HKFRS 16, as at 31 March 2019, the Board had total future minimum lease payments under non-cancellable operating leases falling due as follows:

|  |  |  |
| --- | --- | --- |
|  | 2019 |  |
|  | HK$ |  |
|  |  |  |
| Within one year | 6,786,038 |  |
| In the second to fifth year inclusive | 4,196,009 |  |
|  |  |  |
|  | 10,982,047 |  |
|  |  |  |

20. NOTE TO THE STATEMENT OF CASH FLOWS

Changes of liabilities arising from financing activities

|  |  |  |
| --- | --- | --- |
|  | Lease liabilities |  |
|  | HK$ |  |
|  |  |  |
| At 31 March 2019 | — |  |
| Effect of adoption of HKFRS 16 | 9,365,906 |  |
|  |  |  |
| At 1 April 2019 (as restated) | 9,365,906 |  |
| Changes from financing cash flows | (5,217,146 | ) |
| Finance cost on lease liabilities | 158,854 |  |
| Interest element on lease liabilities | (158,854 | ) |
|  |  |  |
| At 31 March 2020 | 4,148,760 |  |
|  |  |  |

21. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

Financial assets

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Financial assets  at amortised cost | | |  |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Financial assets included in receivables, deposits and prepayments | 9,182,968 |  | 8,227,651 |  |
| Amount due from the Hong Kong Monetary Authority | 10,762,560,943 |  | 14,125,373,601 |  |
| Amounts due from training bodies | 703,502 |  | 958,680 |  |
| Amount due from the Immigration Department | 374,400 |  | 249,600 |  |
| Cash and cash equivalents | 3,018,294,253 |  | 395,257,903 |  |
| Time deposits with original maturity over three months | 639,418,731 |  | 326,017,856 |  |
|  |  |  |  |  |
|  | 14,430,534,797 |  | 14,856,085,291 |  |
|  |  |  |  |  |

Financial liabilities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Financial liabilities  at amortised cost | | |  |
|  | 2020 |  | 2019 |  |
|  | HK$ |  | HK$ |  |
|  |  |  |  |  |
| Financial liabilities included in accruals and other payables | 15,837,683 |  | 47,739,234 |  |
| Amount due to Anti-epidemic Fund | 39,579,530 |  | — |  |
|  |  |  |  |  |
|  | 55,417,213 |  | 47,739,234 |  |
|  |  |  |  |  |

22. FAIR VALUE HIERARCHY OF FINANCIAL ASSETS AND LIABILITIES

Management has assessed that the fair values of receivables and deposits, bank balances and deposits, amounts due from the Hong Kong Monetary Authority, training bodies and the Immigration Department, accruals and other payables approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The fair values of the non-current portion of deposits and the amount due from Hong Kong Monetary Authority have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities.

23. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Credit risk

The Board’s exposure to credit risk and liquidity risk arises in the normal course of its principal activities. These risks are managed by the Board’s financial management policies and practices described below:

Maximum exposure and year-end staging

The credit quality and the maximum exposure to credit risk based on the Board’s credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 March 2020 and 2019. The amounts presented are net carrying amounts for financial assets.

|  | 12-month expected credit losses |  | Lifetime expected credit losses | | | | |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Stage 1 |  | Stage 2 |  | Stage 3 |  | Simplified  approach |  |  |  |
|  | HK$ |  | HK$ |  | HK$ |  | HK$ |  | HK$ |  |
|  |  |  |  |  |  |  |  |  |  |  |
| 31 March 2020 |  |  |  |  |  |  |  |  |  |  |
| Financial assets included in receivables, deposits and prepayments\* | 6,853,886 |  | — |  | — |  | 1,468,449 |  | 8,322,335 |  |
| Due from the Hong Kong Monetary Authority |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 10,762,560,943 |  | — |  | — |  | — |  | 10,762,560,943 |  |
| Due from training bodies |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 703,502 |  | — |  | — |  | — |  | 703,502 |  |
| Due from the Immigration Department |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 374,400 |  | — |  | — |  | — |  | 374,400 |  |
| Bank balances and deposits |  |  |  |  |  |  |  |  |  |  |
| — Not yet past   due | 3,657,712,984 |  | — |  | — |  | — |  | 3,657,712,984 |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  | 14,428,205,715 |  | — |  | — |  | 1,468,449 |  | 14,429,674,164 |  |
|  |  |  |  |  |  |  |  |  |  |  |
| 31 March 2019 |  |  |  |  |  |  |  |  |  |  |
| Financial assets included in receivables, deposits and prepayments\* | 6,039,838 |  | — |  | — |  | 2,187,813 |  | 8,227,651 |  |
| Due from the Hong Kong Monetary Authority |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 14,125,373,601 |  | — |  | — |  | — |  | 14,125,373,601 |  |
| Due from training bodies |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 958,680 |  | — |  | — |  | — |  | 958,680 |  |
| Due from the Immigration Department |  |  |  |  |  |  |  |  |  |  |
| — Normal\*\* | 249,600 |  | — |  | — |  | — |  | 249,600 |  |
| Bank balances and deposits |  |  |  |  |  |  |  |  |  |  |
| — Not yet past   due | 721,275,759 |  | — |  | — |  | — |  | 721,275,759 |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  | 14,853,897,478 |  | — |  | — |  | 2,187,813 |  | 14,856,085,291 |  |
|  |  |  |  |  |  |  |  |  |  |  |

\* For income receivables and course fee receivables included in receivables, deposits and prepayments to which the Board applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 13 to the financial statements.

\*\* The credit quality of financial assets included in amount due from the Hong Kong Monetary Authority, the training bodies and the Immigration Department, bank balances and deposits are considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be “doubtful”.

Market risk

Interest rate risk

The Board is exposed to cash flow interest rate risk in relation to variable-rate bank deposits which carried at market interest rate and amount due from the Hong Kong Monetary Authority which carried interest at higher of the average investment return of the Exchange Fund’s Investment Portfolio for the past six years and the average annual yield of three-year government bond for the previous year (see notes 14 and 16 respectively). The Board currently does not use any derivative contracts to hedge its exposure to interest rate risk. However, the members of the Board will consider appropriate measures to manage and monitor interest rate exposure should the need arise.

Sensitivity analysis

The sensitivity analysis has been determined based on the exposure to interest rate from the Board’s variable-rate bank deposits and amount due from the Hong Kong Monetary Authority. The analysis is prepared assuming the bank deposits and amount due from Hong Kong Monetary Authority outstanding at the end of the reporting period were outstanding for the whole year. A 50 basis points (2019: 50 basis points) increase or decrease is used, which represents members’ assessment of the reasonable possible change in interest rates.

If interest rates had been 50 basis points (2019: 50 basis points) higher and all other variables were held constant, the Board’s deficit for the year ended 31 March 2020 would decrease by approximately HK$72,041,000 (2019: HK$74,197,000). An equal but opposite impact on the Board’s deficit for the year would be resulted if the interest rates had been 50 basis points (2019: 50 basis points) lower.

Liquidity risk

In the management of the liquidity risk, the Board monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Board’s operations and mitigate the effects of fluctuations in cash flows.

The carrying amounts of the Board’s financial liabilities represent the undiscounted cash flows of the financial liabilities which are repayable on demand or within one year. All the financial liabilities are non-interest bearing.

Capital management

The Board is funded mainly by Employees Retraining Levy and funding injection by the Government of the Hong Kong Special Administrative Region. The members of the Board manage its funds to ensure that the Board will be able to continue as a going concern. The Board’s overall strategy remains unchanged from prior year.

24. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board on 16 December 2020.

# Stakeholders

### List of Industry Consultative Networks

### Beauty Therapy and Hairdressing

|  |
| --- |
| Convenor |
| Professor CHENG Ming-ming, SBS |
| Vice-Convenor |
| Mr. Nelson IP Sai-hung |
| Members |
| Hong Kong Hair & Beauty Merchants Association |
| The Cosmetic & Perfumery Association of Hong Kong Ltd. |
| Federation of Beauty Industry (H.K.) |
| International CICA Association of Esthetics |
| HK Association of Professional Aestheticians International |
| International Professional Make Up Artists Federation (Hong Kong) |
| The Hong Kong Federation of Trade Unions |
| Hair and Make-up Stylish Image Designers General Union |
| Union of Hong Kong Beauty and Health Care Employees |
| Hong Kong Beauty and Hair Care Employees’ Union |

### Catering

|  |
| --- |
| Convenor |
| Mr. CHUNG Wai-ping, BBS, MH, JP |
| Vice-Convenor |
| Mr. Tommy CHAN Ka-keung |
| Members |
| Hong Kong Federation of Restaurants & Related Trades |
| Association of Restaurant Managers |
| Institution of Dining Art |
|  |
| The Association For Hong Kong Catering Services Management Ltd. |
| Eating Establishment Employees General Union |
| Food And Beverage Management And Professional Staff Association |
| Catering and Hotels Industries Employees General Union |

### Creative Industries

|  |
| --- |
| Convenor |
| Professor CHEUK Pak-tong |
| Members |
| Hong Kong General Chamber of Commerce — Digital, Information & Telecommunications Committee |
| The Chinese Artists Association of Hong Kong |
| Hong Kong Association of Motion Picture Post Production Professionals |
| International Federation of Creativity and Technology |
| Federation of Hong Kong Filmmakers |
| The Federation of Hong Kong and Kowloon Labour Unions |
| I.T. People Association of Hong Kong |
| West Kowloon Cultural District Authority |

### Electrical and Mechanical Services

|  |
| --- |
| Convenor |
| Mr. Paul CHONG Kin-lit, BBS, MH |
| Members |
| The Hong Kong Federation of Electrical & Mechanical Contractors Ltd |
| Association of Electrical Contractors |
| Hong Kong Registered Ventilation Contractors Association |
| The Hong Kong Institution of Engineers |
| The Chartered Institute of Plumbing and Heating Engineering —  Hong Kong Branch |
|  |
| Building Services Operation and Maintenance Executives Society |
| Hong Kong and China Gas Co. Ltd Chinese Employees Association |
| Hong Kong Electrical & Mechanical Engineering Professional Employees Association |
| The Hong Kong Gas And Fuel Practitioners Association |
| H.K. Shipbuilding, Machinery Manufacturing, Electrical And Steel Industries Employees General Union |
| Hong Kong General Union of Lift and Escalator Employees |
| Hong Kong Plumbing General Union |
| Construction Site Workers General Union |
| The Federation of Hong Kong Electrical & Mechanical Industries Trade Unions |
| Construction Industry Council |

### Environmental Services

|  |
| --- |
| Convenor |
| Ms. Catherine YAN Sui-han |
| Members |
| Environmental Contractors Management Association |
| Hong Kong Cleaning Association Ltd |
| Environmental Services Contractors Alliance (Hong Kong) |
| Hong Kong Flower Retailers Association |
| The Professional Arboriculture Society of China |
| The Hong Kong Federation of Trade Unions |
| Hong Kong Environmental Services, Logistics and Cleaning Employees Association |
| Eco Industry Labour Union |
| Cleaning Service Industry Workers Union |
| Leisure and Cultural Services Department |

### Healthcare Services

|  |
| --- |
| Convenor |
| Dr. Hon. LAM Ching-choi, SBS, JP |
| Members |
| The Hong Kong Council of Social Service |
| The Elderly Services Association of Hong Kong |
| Hong Kong Private Nursing Home Owners Association |
| Hong Kong Family Welfare Society |
| The Hong Kong Medical Association |
| Hong Kong Association of Gerontology |
| Hospitals, Clinics and Nursing Workers Union |
| Association of Health Services Workers |
| Community Care and Nursing Home Workers General Union |
| Hong Kong Baptist Hospital |
| Hospital Authority |
| Department of Health |
| Social Welfare Department |

### Import and Export

|  |
| --- |
| Convenor |
| Hon. WONG Ting-kwong, GBS, JP |
| Members |
| The Hong Kong Chinese Importers’ and Exporters’ Association |
| The Hong Kong General Chamber of Small and Medium Business |
| The Hong Kong Exporters’ Association |
| Hong Kong Logistics Association |
| The Institute of Purchasing and Supply of Hong Kong |
| Hong Kong Logistics Management Staff Association |
|  |
| Hong Kong Union of Chinese Workers in Western Style Employment |
| Hong Kong Import & Export Trade Employees Association |
| The Hong Kong Trade Development Council |

### Information and Communications Technology

|  |
| --- |
| Convenor |
| Mrs. Agnes MAK TANG Pik-yee, MH, JP |
| Members |
| Hong Kong Wireless Technology Industry Association |
| Hong Kong Information Technology Federation |
| Hong Kong Internet Service Providers Association |
| Hong Kong Computer Society |
| Communications Association of Hong Kong |
| Professional Information Security Association |
| Hong Kong Information Technology & Network Engineering Employees Association |
| I.T. People Association of Hong Kong |
| Hong Kong Association of Academic and Vocational Skills Tutors |
| Computer Information Technology Employees Association |
| Communications Workers General Union |

### Insurance

|  |
| --- |
| Convenor |
| Ms. Juan LEUNG Chung-yan, MH |
| Members |
| The Hong Kong Federation of Insurers |
| The Hong Kong Confederation of Insurance Brokers |
| Professional Insurance Brokers Association |
|  |
| Hong Kong Society of Certified Insurance Practitioners |
| Institute of Financial Planners of Hong Kong |
| Society of Certified Financial Organizer |
| The Hong Kong Federation of Trade Unions |
| Hong Kong Insurance Practitioners General Union |
| Insurance and Financial Planners Association |
| Insurance & Finance Practitioners Solidarity Sector |
| Insurance Authority |

### Personal Healthcare and Domestic Services

|  |
| --- |
| Convenor |
| Professor Albert LEUNG Wing-nang |
| Members |
| School of Chinese Medicine — The Chinese University of Hong Kong |
| Hong Kong Midwives Association |
| Commercial Organization and Domicile Services Employees Association |
| Hong Kong Chinese Medicine Employees Association |
| Hong Kong Massage & Physiotherapy Professional General Union |
| The Hong Kong Federation of Trade Unions |
| Hong Kong General Association of National Massage Skills Examiners |
| Home Services Employees Association |
| Hong Kong Domestic Workers General Union |
| Po Leung Kuk |
| Tung Wah Group of Hospitals |
| Senior Citizen Home Safety Association |
| Department of Health |

### Printing and Publishing

|  |
| --- |
| Convenor |
| Mr. Jackson LEUNG Siu-yin |
| Members |
| The Hong Kong Printers Association |
| Hong Kong Publishing Federation |
| HK Digital Printing Association |
| Hong Kong Publishing Professional Society Ltd |
| Graphic Arts Association of Hong Kong |
| Institute of Print-Media Professionals |
| Hong Kong Printing and Publishing Media Industry Workers Union |
| The Federation of Hong Kong & Kowloon Labour Unions |

### Property Management and Security

|  |
| --- |
| Convenor |
| Professor Stephen YUEN Ching-bor, MH |
| Members |
| The Hong Kong Association of Property Management Companies |
| Chartered Institute of Housing Asian Pacific Branch |
| The Hong Kong Institute of Housing |
| Hong Kong Institute of Real Estate Administrators |
| The Hong Kong Federation of Trade Unions |
| The Hong Kong General Union of Security & Property Management Industry Employees |
| Property Management Administrative and Clerical Staff Association |
| Hong Kong Property Management & Technical Employees Association |
| Hong Kong Buildings Management and Security Workers General Union |
| Hong Kong Housing Management Employees Union |

### Real Estate Agency

|  |
| --- |
| Convenor |
| Dr. Lawrance WONG Dun-king, MH |
| Members |
| Hong Kong Chamber of Professional Property Consultants Limited |
| Hong Kong Property Agencies Association Limited |
| Hong Kong Real Estate Agencies General Association |
| Hong Kong New Territories Estate Agents & Merchants Association Limited |
| The Hong Kong Institute of Surveyors |
| Society of Hong Kong Real Estate Agents Limited |
| Estate Agents Management Association Limited |
| The Hong Kong Federation of Trade Unions |
| Hong Kong Clerical and Professional Employees General Union |
| Hong Kong Housing Management Employees Union |
| Estate Agents Authority |

### Recreation and Sports

|  |
| --- |
| Convenor |
| Professor Raymond SUM Kim-wai |
| Members |
| YMCA of Hong Kong |
| Chinese YMCA of Hong Kong |
| Sports Federation & Olympic Committee of Hong Kong, China |
| Physical Fitness Association of Hong Kong, China |
| Hong Kong Sports Institute |
| Hong Kong Recreation And Sports Professionals General Union |
| The Federation of Hong Kong & Kowloon Labour Unions |
| Leisure and Cultural Services Department |

### Retail

|  |
| --- |
| Convenor |
| Mr. YU Pang-chun, SBS, JP |
| Members |
| Hong Kong General Chamber of Commerce — Retail & Tourism Committee |
| The Chinese General Chamber of Commerce, Hong Kong |
| The Hong Kong & Kowloon General Merchandise Merchants’ Association Limited |
| Hong Kong Retail Management Association |
| The Professional Validation Centre of Hong Kong Business Sector |
| Quality Tourism Services Association |
| Hong Kong Department Stores & Commercial Staff General Union |
| Commodities Promotion and Retailing Employees General Union |
| Retail, Commerce and Clothing Industries General Union |

### Tourism and Hotel

|  |
| --- |
| Convenor |
| Ms. Keller MAK Sau-lan |
| Members |
| Travel Industry Council of Hong Kong |
| Hong Kong Association of Registered Tour Co-ordinators |
| School of Hotel & Tourism Management, The Hong Kong Polytechnic University |
| The Federation of Hong Kong Trade Unions in Tourism |
| The Hong Kong Federation of Trade Unions |
| Hotels, Food & Beverage Employees Association |
|  |
| General Union of Hong Kong Tourism Services Industry Employees |
| Catering and Hotels Industries Employees General Union |
| Travel Agents Registry |

### Transportation and Logistics

|  |
| --- |
| Convenor |
| Dr. Ringo LEE Yiu-pui |
| Vice-Convenor |
| Ir. Dr. David HO Chi-shing, JP |
| Members |
| Federation of Automobile Services Industry Hong Kong |
| Service Managers Association |
| Hong Kong Container Terminal Operators Association Limited |
| Hong Kong Association of Freight Forwarding And Logistics Limited |
| Hong Kong Aviation Industry Association |
| Hong Kong Land Transport Council Limited |
| The Chartered Institute of Logistics and Transport in Hong Kong |
| The Institute of The Motor Industry Hong Kong |
| Logistics Practitioners Union |
| Harbour Transportation Workers General Union |
| Hong Kong Seamen’s Union |
| Motor Transport Workers General Union |
| The Staffs and Workers Union of Hong Kong Civil Airlines |
| Hong Kong Docks & Ports Industries Union |
| Logistics Industry & Container Truck Drivers Union |
| Electrical and Mechanical Services Department |
| Transport Department |

### Watch and Jewellery

|  |
| --- |
| Convenor |
| Mr. Joseph CHU Kai-to |
| Members |
| The Federation of Hong Kong Watch Trades and Industries Ltd. |
| Hong Kong Watch Manufacturers Association Ltd. |
| Hong Kong Jewellery & Jade Manufacturers Association |
| Hong Kong Gold & Silver Ornament Workers & Merchants General Union |
| The Gemmological Association of Hong Kong |
| Hong Kong Productivity Council |
| Asia Pacific Gemmologist Society Co. Ltd |
| Hong Kong and Kowloon Clock and Watch Trade Workers Union |
| Hong Kong & Kowloon Gold Ornaments & Jewellery Trade Workers’ Union |

### Wearing Apparel and Textile

|  |
| --- |
| Convenor |
| Professor Philip YEUNG Kwok-wing |
| Members |
| Textile Council of Hong Kong |
| The Chinese Manufacturers’ Association of Hong Kong |
| Federation of Hong Kong Industries |
| Faculty of Applied Science and Textiles, The Hong Kong Polytechnic University |
| Hong Kong Institution of Textile and Apparel |
| Garment Fashion Practitioners Association |

# Listed in alphabetical order of Industry Consultative Networks.

### List of Appointed Training Bodies

|  |  |
| --- | --- |
| AA | Institute of Active Ageing, The Hong Kong Polytechnic University |
| AE | The Association of Electrical and Mechanical Engineering  (Hong Kong) Limited |
| AG | Hong Kong Association of Gerontology |
| AI | Asia-Pacific Institute of Ageing Studies, Lingnan University |
| AK | Aberdeen Kai-fong Welfare Association Limited |
| AP | Hong Kong Association for Democracy and People’s Livelihood |
| AT | Advanced Printing Technology Centre Limited |
| BD | Hong Kong Ballroom Dancing Council Limited |
| BK | Baptist Oi Kwan Social Service |
| CA | Caritas — Hong Kong |
| CH | College of Nursing, Hong Kong |
| CL | Clothing Industry Training Authority |
| CS | Hong Kong Employment Development Service Limited |
| CT | HKCT Group Limited |
| CU | The Hong Kong Confederation of Trade Unions |
| DW | Hong Kong Sheng Kung Hui Welfare Council Limited |
| EE | Hong Kong and Kowloon Electrical Engineering and Appliances  Trade Workers Union |
| EL | The Evangelical Lutheran Church of Hongkong |
| EM | Association for Engineering and Medical Volunteer Services |
| FC | Hong Kong Federation of Women’s Centres |
| FH | Farida Hair & Beauty Education Centre |
| FL | The Federation of Hong Kong and Kowloon Labour Unions |
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| FM | The Free Methodist Church of Hong Kong |
| FS | The Scout Association of Hong Kong — The Friends of Scouting |
| FU | The Hong Kong Federation of Trade Unions |
| FW | Hong Kong Federation of Women Limited |
| FY | Hong Kong Federation of Handicapped Youth |
| GO | Hong Kong and Kowloon Gold Ornaments and Jewellery  Trade Workers’ Union |
| HC | S.K.H. Holy Carpenter Church Community Centre |
| HE | Hongkong School of Commerce |
| HH | Haven of Hope Christian Service |
| HK | Christian Action |
| HN | Hospital & Clinic Nurses Association |
| HS | Star Chef Management School operated by Star Chef Management School Company Limited |
| HT | Heung To College of Professional Studies |
| IF | The Industrial Evangelistic Fellowship Limited |
| IT | Hong Kong Institute of Technology |
| IW | OIWA Limited |
| KA | KCRA Community Education Enhancement Center Limited |
| KC | Kwai Chung Hospital — Hospital Authority |
| KE | Hong Kong Electrical & Mechanical College (Evening School) |
| LA | Logistics Practitioners Union |
| LF | Li Fai Centre of Wushu |
| LI | Li Ka Shing Institute of Professional and Continuing Education, The Open University of Hong Kong |
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| LN | Lingnan Institute of Further Education |
| LU | Youth Centre of The True Word Lutheran Church operated by The True Word Lutheran Church Limited |
| MC | Methodist Centre |
| MD | Hong Kong Manpower Development Centre Limited |
| MK | The Mental Health Association of Hong Kong |
| ML | The Hong Kong School of Motoring Limited |
| MO | Monita Hair & Beauty Academy |
| NA | The Neighbourhood Advice-Action Council |
| NH | New Home Association Limited |
| NL | New Life Psychiatric Rehabilitation Association |
| NT | New Territories Association Retraining Centre Limited |
| NW | Neighbourhood & Worker’s Service Centre |
| OS | Occupational Safety and Health Council |
| PE | School of Continuing and Professional Education, City University of  Hong Kong |
| PM | Princess Margaret Hospital |
| PY | Xianggang Putonghua Yanxishe |
| QE | Queen Elizabeth Hospital — Hospital Authority |
| RC | Hong Kong Red Cross |
| RE | Hong Kong Rehabilitation Power |
| RI | Royal International College |
| RP | The Society of Rehabilitation and Crime Prevention, Hong Kong |
| SA | Hong Kong St. John Ambulance |
| SC | School of Continuing and Professional Studies, The Chinese University of Hong Kong |
| SJ | St. James’ Settlement |
| SK | Hong Kong Sheng Kung Hui Lady MacLehose Centre |
| SL | Silence Limited |
| SR | The Hong Kong Society for Rehabilitation |
| TC | Travel Industry Council of Hong Kong |
| TG | Hong Kong Tour Guides General Union |
| VM | Vassar International Chinese Medical Society Limited |
| VT | Vocational Training Council |
| WH | Hong Kong Workers’ Health Centre Limited |
| YC | YMCA College of Careers |
| YG | The Hong Kong Federation of Youth Groups |
| YH | The Young Men’s Christian Association of Hong Kong |
| YM | Yang Memorial Methodist Social Service |
| YT | Yan Oi Tong Limited |
| YW | Hong Kong Young Women’s Christian Association |

Listed according to organisation code.

# ERB Manpower Developer Award Scheme

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| List of Honorary Advisors |
| Ms. Margaret CHENG  President  Hong Kong Institute of Human Resource Management |
| Professor Randy CHIU, MH  Director  Centre for Human Resources Strategy and Development  Hong Kong Baptist University |
| Ms. Virginia CHOI, JP  Chairperson  Continuing Professional Development Alliance |
| Ms. Kit FAN  Head of Corporate Human Resources  The Hong Kong and China Gas Company Limited |
| Dr. Pamela LAM  Assistant Director  Li Ka Shing Institute of Professional and Continuing Education  The Open University of Hong Kong |
| Mr. Brian LIU  Controller (Human Resources, I.T. and Admin.)  Yan Oi Tong |
| Mr. Teddy LIU  General Manager  Corporate & Talent Development  New World Development Company Limited |
| Ms. Queena PUN  General Manager  HR Relationship Management  Airport Authority Hong Kong |
| Ms. Mandy TANG  Director  Mirabell Footwear Limited, a member of  Belle International Holdings Limited |
| Professor Peter YUEN  Dean  College of Professional and Continuing Education  The Hong Kong Polytechnic University |

Listed in alphabetical order.

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| List of Supporting Organisations |
| Continuing Professional Development Alliance |
| Employers’ Federation of Hong Kong |
| Federation of Hong Kong Industries |
| Hong Kong Association for Customer Service Excellence |
| Hong Kong Institute of Human Resource Management |
| Hong Kong Institute of Marketing |
| Hong Kong People Management Association |
| Hong Kong Retail Management Association |
| Quality Tourism Services Association |
| The Chinese General Chamber of Commerce |
| The Chinese Manufacturers’ Association of Hong Kong |
| The Hong Kong Council of Social Service |
| The Hong Kong General Chamber of Small and Medium Business |
| The Hong Kong Institute of Bankers |
| The Hong Kong Institute of Directors |

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| Technical Consultant |
| Hong Kong Quality Assurance Agency |

Listed in alphabetical order.

Please refer to the website of “ERB Manpower Developer Award Scheme” for the list of “Manpower Developers”.

# Messages from Employers and Trainees

### Employers

Ms. Sandy YEUNG

Human Resources Business Partner

Human Resources Business Partner

Marks & Spencer

Collaborating Employer of the “Tailor-made Course for Part-timers”

It was a fruitful experience for Marks & Spencer to have participated in the ERB tailor-made course. The training body arranged recruitment day and tailor-made the training content to meet the real-life working environment and requirements for a sales advisor. Trainees are already equipped with the basic work skills required before they are on board, thereby enhancing their work performance to provide quality shopping experience to our customers.

The ERB tailor-made course is a free service that can effectively assist employers to recruit well trained manpower. I would recommend it to other employers.

Ms. Moniz LEE

Head of Human Resources

Jardine Aviation Services

Collaborating Employer of the “Tailor-made Course for Part-timers”

Jardine Aviation Services has collaborated with ERB in designing tailor-made course for the recruitment of mature persons to join us as part-time Ground Services Representatives. The results were very encouraging. We have also supported various work experience programmes organised by ERB in introducing the operation and talent strategy of our company to different social groups, which at the same time helps establish our corporate image.

ERB trainees are conscientious, responsible and sincere at work. We hope to maintain a long-term collaboration with ERB on talent development aspects.

Ms. Kit FAN

Head of Corporate Human Resources

The Hong Kong and China Gas Company Limited

Participating Employer of the “Post-50 Internship Programme”

ERB “Manpower Developer”

Towngas is dedicated to fostering an inclusive culture, and hence extended its full support to the ERB “Post-50 Internship Programme”. We provided internship opportunities to the “Post-50” with the objective of enhancing their understanding of different industries, boosting their confidence for work and preparing them to re-enter into the labour market. Meanwhile, the participation was a meaningful initiative for Towngas to reinforce its corporate social responsibilities and to assist in unleashing latent workforce.

Ms. Jenny CHIU

Executive Director / Senior Director – Human Resources

New World Development Company Limited

ERB “Manpower Developer”

As an ERB “Manpower Developer”, New World Group believes that talent is the key to corporate sustainability. Over the years, we are excited to witness the increased diversity of ERB services in meeting the needs of employers and industries.

We will continue to collaborate with ERB in assisting more Hong Kong people to land on jobs through training and by the same token, to attract more quality new blood to join our Group, and demonstrate its core value of attaching great importance to manpower training and development.

Mr. Faye CHEUNG

Assistant Principal Social Services Secretary (Elderly Services)

Po Leung Kuk

Collaborating Employer of the “First-Hire-Then-Train” Scheme

Po Leung Kuk has been joining the ERB “First-Hire-Then-Train” Scheme since 2016-17 and successfully recruited over 90 care worker trainees. Trainees attend training in the actual working environment under the supervision of our experienced practitioners, facilitating their quick command and application of various practical skills at work. The result is encouraging.

The services of ERB are always “user-oriented” and can cater for the needs of employers and trainees. We will continue our support to ERB.

### Trainees

Ms. KAN Shuk-yi

Intern of the “Post-50 Internship Programme”

It is indeed difficult for a homemaker who has not worked for so many years to get a job. I am most grateful to have joined the ERB “Post-50 Internship Programme” in 2019 as an intern, and was offered a full-time job upon completion of the internship.

I hope ERB will continue to assist more “Post-50s” in re-entering the job market.

Mr. HO Ling-kai

Graduate trainee of the “First-Hire-Then-Train” Scheme

I was not adjusting well to the retirement life and always yearn for learning new knowledge for employment again. As soon as I learnt that ERB was offering the “Tunnel Traffic Control Officers (Trainee) Course” under the “First-Hire-Then-Train” Scheme, I submitted my application without hesitation. Thanks to the Scheme that allows me to learn while working and the training content is highly practical. The skills and knowledge as well as personal attributes learnt in the course empower me to discharge my day to day duties and handle irregular situations with confidence.

Mr. PYUN Wee-young

ERB Outstanding Trainee 2019-20

Winner of the Sir Edward Youde Memorial Awards for Self-improvement for Working Adults 2019-20

Like many young people, I was jumpy from one job to another after leaving the secondary school without direction. It was an awaking moment for me when reading the ERB information and realising the life-changing merit of knowledge, so I decided to pursue study. The ERB interior design training course has opened a door to my new life.

ERB offers many courses to assist young people to move up the progression ladder to different professions. Young people who are at a crossroad might as well be open-minded and steer a change by enrolling an ERB course.

Ms. LIU Hang-tsz, Minnie

ERB Outstanding Trainee 2019-20

When I was little, I always dreamt to become a nurse. Though things did not work the way I planned, I did not give up. ERB offers over 50 training courses in the healthcare services industry which are best for non-degree holders to embark on the professional pathway. I took the ERB “Foundation Certificate in Occupational Therapist Assistant Training” and am now working in an elderly home to practise what I have learnt. In the meantime, I never stop taking ERB skills upgrading courses for the sake of career development.

I believe that if we dare to embrace challenges and keep learning, there are numerous opportunities and possibilities to be explored.

Ms. CHENG Lai-ping, Apple

Graduate trainee of the “First-Hire-Then-Train” Scheme

The “First-Hire-Then-Train” Scheme is the best platform enabling me to join the healthcare services industry. One main feature of the Scheme is that I was offered the job right at the beginning and could concentrate on learning and gradually adapt to the new working environment. Upon completion of the professional training and skills assessment, I became a care worker. Benefitted from the flexible working arrangement offered by the employer under the Scheme, I can keep on learning after work for better career planning and development.