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# 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.

ERB 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 talent 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 dedicated service targets such as youth training courses, 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

YU Pang-chun, GBS, JP

#### *Chairman*

2022–23 stood as a significant milestone for the Employees Retraining Board (ERB) as we celebrated our 30th anniversary. Throughout the past three decades, ERB witnessed the transformation of Hong Kong society and remained committed to offering training courses and services attuned to market needs, thereby playing a vital role in enhancing the human capital of Hong Kong in line with the city’s evolving economic landscape.

Walking Shoulder to Shoulder Beyond 30 Years

Established in 1992, ERB was commissioned to provide retraining courses for the unemployed affected by economic restructuring and help them re-enter the job market. Since then, Hong Kong has navigated through challenging situations brought by the Asian financial crisis, the SARS outbreak, the global financial tsunami, and

the recent COVID-19 pandemic. Throughout, ERB has been striving to fulfil its social mission by formulating timely training strategies and expanding training services to support members of the public in pursuit of skills upgrading.

In line with Hong Kong’s development towards a knowledge-based economy, ERB expanded the scope of its service targets in 2007 and introduced a sustainable concept in programme design for developing training courses that were qualification-pegged to help trainees map out their progression ladder. Over

the years, ERB also launched a wide spectrum of dedicated training courses and programmes for social groups with special needs to mobilise the latent workforce in our society. In the face of the lingering pandemic in recent years, we launched the “Love Upgrading Special Scheme” (Special Scheme) to support people affected by the economic downturn for skills enhancement and for re-entering the labour

market. Walking hand in hand with the people of Hong Kong for over three decades, ERB has offered an accumulative of over 3.2 million training places to foster upskilling and upgrading of the wider community.

Advancing Training while Staying Versatile

The COVID-19 pandemic caused widespread disruptions to the local and global economies, and Hong Kong’s society and employment market faced immense pressure. Entrusted by the HKSAR Government, ERB launched six phases of the Special Scheme from October 2019 to December 2022. The Special Scheme provided timely support to those in need of upgrading their skills in order to rejoin the workforce or start a new career, and to keep enhancing professional standards.

Enrolment for the six phases of the Special Scheme reached 240,000, indicating its timeliness in meeting the training needs of the public, and supporting the needy to

get through difficult times through skills enhancement.

Under the Special Scheme, ERB offered an array of special arrangements including relaxing restrictions on educational attainment and course application, introducing online learning arrangement, and substantially increasing the number of courses on offer from about 50 to about 500. The implementation of the Special Scheme provided us with valuable experience in formulating training strategies and expanding the frontiers of course development in the future.

As post-pandemic normalcy returned to society, the manpower demand in various sectors has subsequently increased. The Chief Executive’s “2022 Policy Address” set out measures to strengthen the training of talent for various industries and build

a robust talent pool for Hong Kong. To align with the Government’s policies, ERB conducted a review of the disbursement arrangement for retraining allowances and increased the daily rate of allowance for placement-tied courses in March 2023. This measure aimed to encourage unemployed individuals and job-seekers to participate in training programmes and join the workforce, thereby addressing the manpower demands of different industries.

Promoting Innovation and Mobilising Potential

The National 14th Five-Year Plan indicated clear support for Hong Kong’s development into an international innovation and technology hub and reinforced Hong Kong’s positioning towards high-quality development. In line with the direction of the “Hong Kong Innovation and Technology Development Blueprint” to promote Hong Kong’s development as a digital economy and smart city, ERB has made available a range of market-oriented training courses in innovation and technology to help employees acquire new skills and foster digital literacy among the general public, in support of the digital transformation of industries.

In the face of the structural changes in Hong Kong’s working population and the rising demand for emerging skills in the workplace, ERB continued to develop and offer wide-ranging courses, and provide dedicated training courses and

programmes for social groups with special needs. These included the launch of the “Hire and Train” Scheme through collaborations with different industry partners and the expansion of course coverage of the “Modular Certificates Accumulation Scheme”, providing more flexible and suitable training options while mobilising the latent workforce in our society. In 2022–23, enrolment for ERB courses reached a record high of over 150,000, shedding light on the value of our retraining services in empowering trainees with enhanced skills to make contributions to various industries.

Partnering Across Sectors and Forging Ahead

Taking the opportunity to commemorate our 30th anniversary, we launched the “ERB 30th Anniversary Campaign” covering a series of large-scale promotional initiatives to share the development of ERB and our accomplishments in nurturing talent with stakeholders from all sectors, and enhance the public’s understanding

and participation in ERB courses and services.

Among those, the “ERB 30” graduate story series featured compelling stories of 30 ERB graduates who acquired new skills through retraining and pursued career development with a strong sense of aspiration. The campaign was presented with “Our City’s Story Award” as part of the “Jockey Club Age-friendly City Partnership Scheme 2022” in recognition of the contributions of ERB in promoting an age-

friendly culture and encouraging the “Post-50” (people aged 50 or above) to pursue skills upgrading and engage in employment, exemplifying the social recognition of our work.

Thanks to the invaluable support of our partners from various sectors, ERB has successfully launched training courses and services that are attuned to the evolving times. We have also capitalised on the opportunities presented by economic development and fearlessly confronted the challenges that have arisen throughout the years. I wish to express my heartfelt gratitude to the HKSAR Government for its continued support towards our work, empowering us to fulfil our mission to nurture talent for our society. Also, I would like to thank our past Chairmen and all members of the Board for their sterling contributions, training bodies and staff members

of the ERB Executive Office for their dedication and unfailing efforts, as well as our employer partners and industry organisations for providing our trainees with meaningful career and development opportunities.

In this digital era, employees need to continuously acquire new skills to adapt to the ever-changing social and occupational landscape. Upholding the “Forward, Innovative and Versatile” spirit, ERB will look ahead and collaborate with partners from all sectors to promote “retraining” and “lifelong learning” as a shared social culture with a view to enhancing the competitiveness of Hong Kong’s human resources and building a talent pool to contribute to Hong Kong’s sustainable development, so that together, we embrace a brighter future.

**YU Pang-chun, GBS, JP Chairman**

**Employees Retraining Board**

# Executive Director’s Review

Byron NG Kwok-keung, BBS

#### *Executive Director*

Having braved the pandemic for three years, Hong Kong is seeing the dawn of normalcy. As the HKSAR Government continues to roll out boosting measures, the society and economy are regaining momentum, paving the way forward for steady progress in a positive manner.

Strengthening Training while Emphasising Quality and Quantity

In 2022–2023, ERB stayed focused on its strategic objective of “Strengthening Training, Embracing Technology and Facilitating Employment”, offering some 700 diversified training courses straddling 28 industries. We also enriched our course offering and enhanced our support services to align with the development of society and industries, supporting members of the public for skills training and career development.

To better meet the needs of industries and the manpower market, we introduced some 40 new training courses this year, including course series, professional certifications courses, “Specification of Competency Standards-based” and dedicated courses which covered different aspects such as new courses on Python web framework development, Building Information Modelling (BIM) as well as virtual reality application development to equip trainees with industry-specific and digital skills. In addition, by referencing the “Specification of Competency Standards”,

we developed new courses under healthcare services, catering and property management industry categories. All such efforts were dedicated to strengthening training for industries with keen manpower demands.

In line with our long-term plan for online learning development, we launched the “ERB Online Learning Platform” this year, integrating technology into teaching and learning. We also enhanced the relevant support systems and quality assurance efforts as part of our development plan. Apart from these, ERB successfully extended the Programme Area Accreditation (PAA) status in the “Catering, Food and Beverage Services” sub-area accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications, re-affirming the quality assurance system of our courses.

Enhancing Support and Engaging with Our Community

Talent is the key driving force for progress in society. For this reason, skills training holds greater social significance during the post-pandemic recovery period. Apart from channelling our efforts towards development of training services, ERB also extended support services to encourage various social groups, including the youth,

“Post-50”, women, ethnic minorities, etc., to join the workforce through training, so as to help mobilise the latent labour force in our society.

This year, we provided over 160 dedicated courses for social groups with special needs, flexibly responding to the training needs of society. We also launched diversified support programmes, including the “Youth Training and Career GPS@ ERB” one-stop activity, the “Post-50 Internship Programme” and workplace experience activities, etc., to help young people and the “Post-50” understand the prevailing industry trends and get well prepared for entering the job market. Furthermore, we stepped up our efforts to promote the services of “Smart Living”

and “Smart Baby Care” Schemes as well as the “ERB Home Services” App, providing referral services and training support for graduate trainees of related ERB courses, thereby assisting women in unleashing their strengths and embarking on their careers.

At the district level, we enhanced our networking and promotion work through the “ERB Service Centre” and “ERB Service Spots”, with more than 1,500 activities held, covering industry seminars and taster courses to encourage members of the

public to participate in training and join the labour market. We also launched a new “ERB Courses Road Show Scheme” this year, sponsoring training bodies to organise physical or online promotional activities in collaboration with district organisations in order to expand our scope of outreach efforts and enhance the public awareness of ERB courses and services.

Leveraging Promotion and Fostering Multipartite Collaborations

Taking the opportunity to commemorate the 30th anniversary of ERB, we launched a range of large-scale promotional initiatives and activities under the theme “Upgrading Together and Forging Ahead”. These included thematic videos, graduate stories, media features, etc., to promote the value of skills training from multiple perspectives, reaching out to over 2.7 million online audiences. We also organised the “ERB 30 cum Annual Award Presentation Ceremony” to commend outstanding trainees and instructors, as well as to show appreciation to enterprise partners and training bodies for their contributions in nurturing talent. As our finale highlight, we held the “ERB 30” roving exhibitions for members of the public to experience the diversified skills training of ERB and enrol in courses on-site, attracting over 5,000 participants.

Indeed, a single tree cannot make a forest. ERB has all along leveraged partnerships to achieve synergy. We maintain close ties with 20 “Industry Consultative Networks” to stay abreast of the latest industry developments and training needs, gathering insights for developing new courses and enhancing existing curricula. We also foster collaborations with employers through the “ERB Manpower Developer Award Scheme” to encourage industry employers to participate in dedicated programmes and activities with a view to providing job and training opportunities for trainees and services targets, joining hands to promote manpower training and development.

Building on the Past and Staying Innovative for the Future

Riding on the development of the new post-pandemic economy, ERB stands united to give full play to our societal role and mission of promoting retraining so as to support local manpower to upskill and pursue career development, thereby creating impetus for social and economic development.

Building upon the solid foundation of the past three decades, ERB will stay pragmatic and bold to explore new directions, and strive to provide members of the public with training and services geared towards the needs of time and social development, walking side by side with the people of Hong Kong to forge ahead and scale new heights.

**Byron NG Kwok-keung, BBS Executive Director Employees Retraining Board**

# Highlights of the Year

### ERB 30th Anniversary Milestone Forging Connections with Various Sectors

ERB launched the “ERB 30th Anniversary Campaign” in 2022–23, covering an array of promotional initiatives and activities, to connect with various sectors of the community and further promote ERB courses and services.

### ERB 30th Anniversary Highlights

Themed “Upgrading Together and Forging Ahead”, cross-channel anniversary promotion campaigns were launched, including the “ERB 30” thematic videos and graduate stories, “Together • in this Year” video series, as well as media features, etc., to promote the value of skills training and showcase the achievements of ERB in supporting members of the public in skills upgrading and nurturing talent for different industries. The various campaigns reached over 2.7 million audiences online.

### “ERB 30” Thematic Videos

The “ERB 30” thematic videos featured Hong Kong’s cityscape and vibrancy and brought out the core value of ERB in supporting members of the public to upskill and pursue lifelong learning in the past 30 years.

### “ERB 30” Graduate Story Series

The video and story series featured 30 ERB graduate trainees of diverse backgrounds who had embarked on a new chapter by acquiring new skills, developing new careers, engaging in new professions and pursuing new development directions. The thematic campaign was presented with “Our City’s Story Award” of the “Jockey Club Age-friendly City Partnership Scheme 2022”.

### “Together • in this Year” Video Series

The video interviews of four ERB graduate trainees showcased their rewarding lifelong learning experiences leading to fruitful career development journeys, thereby promoted a positive mindset and sense of perseverance.

### “ERB Talented Practitioners” Media Features

The series gathered insightful stories of ERB graduate trainees and instructor in developing promising careers with professional skills, as well as sharing of employer representatives to showcase the significant impacts of skills training on career

growth for individuals and talent development for industries.

### ERB Employer Seminar

Themed “Post-pandemic Era – Manpower Development Strategy”, the ERB Employer Seminar was organised in September 2022 in a hybrid mode. Over 300 employer partners as well as representatives from industry associations and training bodies participated and exchanged strategic views on manpower training and development.

### “ERB 30” Roving Exhibition

ERB organised roving exhibitions at the MOSTown in Ma On Shan and the Domain Mall in Yau Tong in March 2023 to introduce the range of ERB training courses and services, and encourage members of the public to enrol in ERB courses for skills upgrading. Thematic information display, skills demonstration and experiential activities, as well as interactive games were arranged on-site. Over 5,000 visitors were recorded.

### ERB 30 cum Annual Award Presentation Ceremony

The Chief Secretary for Administration, Secretary for Labour and Welfare, Permanent Secretary for Labour and Welfare, Commissioner for Labour, and the ERB Chairman, Vice-Chairman and Executive Director officiated at the ceremony in October 2022, and witnessed the fruitful accomplishments of ERB over the past 30 years. On the occasion, over 100 awards were conferred to ERB trainees and partners from various sectors in recognition of their remarkable achievements in skills upgrading and talent development for different professions.

### “Love Upgrading Special Scheme” Supported Training Needs during the Pandemic

To align with a series of government relief measures during the pandemic, ERB launched the “Love Upgrading Special Scheme” (Special Scheme) in October 2019 to support those who became unemployed, underemployed or took no pay leave. In 2022–23, Phase 5 and Phase 6 of the Special Scheme were offered. As social and economic activities returned to normalcy, the Special Scheme had concluded with

application ended in December 2022. The six phases of the Special Scheme attracted over 240,000 enrolled trainees. Over 90% of applications were submitted for courses outside the original industries/trades they were working in. On the whole, the key performance indicators of the Special Scheme met the stipulated benchmarks, demonstrating that the Special Scheme had offered suitable support to the people in need.

### Enhancing Course and Service Portfolio Encouraging People to Engage in Training Developing new courses with market potential

In line with market needs, ERB launched about 40 new courses in the year which covered digital and industry-specific skills training, thereby extended training options for trainees and broadened their career prospects.

In collaboration with the Hongkong Electric Co., Ltd., ERB also launched the “Foundation Certificate in Electrical Generator Technician Trainee Training (Tailor- made Course)”, facilitating entry to the electrical and mechanical services industry.

### Revised arrangement on disbursement and daily rate of Retraining Allowance for Placement-tied Courses

In response to the “2022 Policy Address”, ERB revised the disbursement arrangement of retraining allowance and raised the daily rate of allowance for placement-tied courses in March 2023. Under the new arrangement, the daily rate of retraining allowance provided for placement-tied courses lasting seven days or more has been increased to $241 and half-day allowance to $120.5; the daily rate of retraining allowance for “Youth Training Programme” courses has been increased to $121.

### Strengthening Support to the “Post-50” and Young People to Meet Training and Employment Needs

During the year, ERB implemented the “Hire and Train” Scheme to assist dedicated target groups including the “Post-50” to land jobs in different industries. The “Post- 50 Internship Programme” and workplace experience activities were also launched for the “Post-50” to enhance their understanding of the workplace for entering

the job market. To meet the service needs of young people, ERB also organised the “Youth Training and Career GPS@ERB”, “Workplace Experience Activities” and dedicated activities to facilitate a better understanding of career prospects and relevant training opportunities in various industries.

# Corporate Governance

### Management Structure

ERB has established five 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 Development and Vetting Committee
* Quality Assurance and Review Committee
* Public Relations, Promotion and Support Services Committee
* Finance and Administration Committee
* Audit Committee
* Investment Group

### 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 2022-23 was as follows:

### Chairman

Mr. YU Pang-chun, GBS, JP

### Vice-Chairman

Professor Simon WONG Kit-lung, BBS, JP

### Employers’ Representatives

Ms. Cally CHAN Shan-shan, MH Mrs. Susan SO CHAN Wai-hang, SBS Ms. Phoebe TSE Siu-ling

Dr. Hon. Johnny NG Kit-chong, MH, JP

### Employees’ Representatives

Mr. CHENG Ching-fat Mr. Joe CHU Yin-cheong Hon. LAM Chun-sing Mr. LI Wing-foo

### Persons connected with Vocational Training and Retraining or Manpower Planning

Ms. Christina CHAN Shuk-han Professor Chetwyn CHAN Che-hin Ms. Margaret CHENG Wai-ching, JP Mr. Donald TONG Chi-keung, GBS, JP

Executive Director of the Vocational Training Council

### Government Representatives

Ms. Alice LAU Yim, JP

Permanent Secretary for Labour and Welfare Ms. May CHAN Wing-shiu, JP

Commissioner for Labour (From 26 September 2022)

Remark: Mr. Chris SUN Yuk-han, JP (Commissioner for Labour) (Until 30 June 2022)

### Functions and Membership of Committees Course Development and Vetting Committee

*Terms of Reference*

1. To formulate and regularly review the direction and strategy for developing training courses, through exploring those industries and job types with market potential, in tandem with the local economy and labour market situation; and make recommendation to the Board for endorsement of annual training capacity and distribution of training places among different types of training courses;
2. to formulate and review, when appropriate, the Training Places Allocation Mechanism, and recommend to the Board for endorsement of the number of training places allocated to individual training bodies basing on the Mechanism, annual training capacity and budgetary applications;
3. to develop market-oriented training courses and training schemes, and vet proposals pertaining to new training courses and schemes submitted by the

Executive Office and training bodies in accordance with the training and employment needs of the different service targets and the advice of “Industry Consultative Networks”;

1. to vet proposed revisions to existing training courses and training schemes; and review the proposed course suspension list so as to cope more closely with the needs of the market and industries;
2. to monitor on a quarterly basis the progress of training courses, and the allocation of additional training places and related funding to training bodies by the Executive Office;
3. to formulate and review the policies pertaining to course administration matters; and
4. to vet the formation or review of “Industry Consultative Networks”, as well as the application and appointment of Technical Advisers.

*Membership*

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| **Convenor** | **Members** | **Secretary** |
| Ms. Christina CHAN  Shuk-han | Mrs. Susan SO CHAN Wai-hang, SBS | Manager (Course Administration) |
| Mr. Joe CHU Yin-cheong |
| Representative of the Permanent Secretary for Labour and Welfare |

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|  | Representative of the Commissioner for Labour |  |
| Representative of the Executive Director of the Vocational Training Council |
| Mr. William CHAN Chun-ho# |
| Mr. Bosco NG Chung-lun# |

# Co-opted Members

### Quality Assurance and Review Committee

*Terms of Reference*

1. To scrutinise applications as new training bodies and recommendations to discontinue the provision of training courses by existing training bodies;
2. to develop the quality assurance strategy and enforcement mechanism for training courses and support services;
3. to determine and monitor the key performance indicators and overall performance level of training courses, and undertake reviews when necessary;
4. to monitor the quality assurance performance and key performance indicators of the operators of support services;
5. to monitor and assess the training quality, cost-effectiveness, and administrative arrangements of training bodies in the delivery of training courses;
6. to monitor the implementation and development of standardised assessment for training courses, and scrutinise the performance of trainees in the assessments; and
7. to monitor complaints lodged by members of the public and trainees, and review the outcomes of investigation of individual cases when necessary.

*Membership*

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| **Convenor** | **Members** | **Secretary** |
| Professor Chetwyn CHAN Che-hin | Ms. Phoebe TSE Siu-ling | Manager (Quality Enhancement) |
| Mr. CHENG Ching-fat |

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|  | Representative of the Commissioner for Labour |  |
| Representative of the Executive Director of the Vocational Training Council |

### Public Relations, Promotion and Support Services Committee

*Terms of Reference*

1. To consider the public relations and promotion strategy as well as 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 develop support services to gear to market needs, and scrutinise relevant tender exercises and other proposals pertaining to support services;
4. to determine key performance indicators of the operating contracts of support services;
5. to consider large-scale public relations and promotional activities proposed by the Executive Office, and scrutinise the results of concerned tendering exercises; and
6. to monitor the effectiveness of public relations and promotional activities undertaken by training bodies for promoting training courses and support services.

*Membership*

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| **Convenor** | **Members** | **Secretary** |
| Ms. Cally CHAN Shan-shan, MH | Dr. Hon. Johnny NG Kit-chong, MH, JP | Manager (Media and External Affairs) |
| Mr. CHENG Ching-fat |
| Ms. Margaret CHENG Wai-ching, JP |
| 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, BBS, JP | Mr. LI Wing-foo | Manager (Finance and Accounts) |
| Professor Chetwyn CHAN Che- hin |
| 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,  GBS, JP | Professor Simon WONG Kit-lung, BBS, JP | Deputy Manager (Finance and Accounts) |
| Ms. Phoebe TSE Siu-ling |
| Professor William LEUNG Wing- cheung,  GBS, JP# |
| Mr. Patrick HO Pak-tai# |
| Mr. Harold WONG Tsu-hing, JP# |

# 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, SBS | Ms. Christina CHAN Shuk-han | Internal Auditor |
| Hon. LAM Chun-sing |

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|  | Representative of the Permanent Secretary for Labour and Welfare |  |

### 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 Corporate Communications Section

Employment Services Section Corporate Services Division Customer Services Section Finance & Accounts Section

Human Resources & Administration Section Information Technology Section

Internal Audit Section

### Monitoring Mechanism Performance Indicators

ERB has established performance indicators for monitoring the performance of training bodies, and the cost-effectiveness of training courses. In 2022–23, the achievement levels for various performance indicators were as follows:

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| **Area for Monitoring** | **Performance Indicator** | **Benchmark** | **Achievement Level** |
| Utilisation of training places | Capacity utilisation rate | 85% | 88% |

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| Completion of training | Attendance rate | 80% | 92% |
| Graduation rate | 80% | 95% |
| Satisfaction rate | 80% | 97% |
| Placement (regular courses) | Placement rate | 70% | 85% |

### Performance Pledges

ERB has established performance pledges to monitor the quality of service. In 2022– 23, the achievement of performance pledges was as follows:

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| **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%  98% |
| Commencement of training | * Applicants of placement- tied courses: to commence training within **four months** upon notification of admission * Applicants of non-placement- tied courses: to commence training within **five months** upon notification of admission | 80%  80% | 89%  78% |

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| 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% | 98% |

Remark: In view of the Covid-19 pandemic situation, ERB suspended face-to-face training classes for over 20 days in 2022–23, thus affecting the achievement level of the performance pledge of commencement of training.

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| **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% |

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| **“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% | 99% |

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| **“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) | 95% | 100% |
|  | * Within **seven working days** upon confirmation of registration (if the report duty date is more than one calendar month upon confirmation of registration) |  |  |

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| **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% | 82% |
| Reply to messages left in voice-mail | * For messages received during 9:00am-6:00pm of a working day: reply within the **same day** | 95% | 100% |
|  | * For messages received otherwise than above: reply in the **following working day** |  |  |

### Evaluation of Performance

ERB commissioned the service of independent research organisations to collect the opinions of employers and trainees towards its training courses and services through telephone surveys.

For the opinion survey conducted in 2022–23, the target respondents were trainees who completed ERB training courses between October 2021 and September 2022 as well as employers who engaged these trainees. Findings of the survey were as follows:

|  |  |
| --- | --- |
| **Views of employer respondents on the performance of trainees:** | **Percentage** |
| **Overall work performance was good** | **93%** |
| Good working attitude/well-disciplined | 95% |
| Good interpersonal skills | 91% |
| Skills matching job requirements | 90% |
| Adaptable to work environment/changes | 89% |
| High efficiency | 88% |

|  |  |
| --- | --- |
| **Views of trainee respondents on the training courses and services of ERB:** | **Percentage** |
| **Helpful in finding jobs or working as a whole** | **85%** |
| Aroused interest in continuous learning | 95% |
| Improved foundation skills(1) | 95% |
| Improved soft skills(2) | 94% |
| Enhanced vocational skills(3) | 93% |
| Boosted self-confidence | 93% |
| Better understanding of career prospects and work environment(3) | 89% |
| Enhanced adaptability to work | 89% |
| Beneficial to become a self-employed person or business starter(4) | 88% |
| Strengthened commitment to work(3) | 87% |
| Increased job mobility | 84% |

Remarks:

1. Only included trainee respondents who completed generic skills courses.
2. Only included trainee respondents who completed placement-tied courses or generic skills courses (related to training in personal attributes and job search skills).
3. Only included trainee respondents who completed placement-tied courses or skills upgrading courses.
4. Only included trainee respondents who considered to become self-employed persons or business starters upon completion of the courses.

# Operational Review

**Promoting Training Accelerating Development**

**Development of training courses**

**Developing new courses with market potential**

**New courses**

ERB kept abreast of market needs and launched about 40 new courses with market potential in 2022–23. They included “Certificate in Python Web Framework Development Assistant”, “Certificate in Tree Inspection and Risk Assessment (Part- time)”, “Foundation Certificate in Preparation of Italian Cuisine (Pizza) (Part-time)”, “Certificate in Corporate Communication (Online Promotion Skills) (Part-time)”, “Foundation Certificate in Video Production Skills for Online Streamer (Part-time)”, etc.

### Course series

To help practitioners broaden their professional and generic skills, ERB introduced various job-specific and generic skills course series. In 2022–23, ERB developed new course series covering skills areas such as airport operations, caring skills of care- related support worker, multi-media design, etc.

### Professional certification courses

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

2022–23, ERB developed relevant professional certification courses under different

industry categories such as transportation & support services, real estate agency, construction & renovation, etc.

### Dedicated courses Young people

ERB offers full-time placement-tied and part-time skills upgrading courses for young people, providing dedicated training and placement follow-up services to the youth segment. In 2022–23, ERB offered 23 courses under “Youth Training Programme” and nine featured courses, covering generic skills and straddling different industry categories including beauty therapy, hairdressing, information & communications technology, electrical & mechanical services, catering, transportation & support services, business, entertainment & performing arts, design, education & recreation, property management & security, retail, tourism and social services.

### Ethnic minorities

In 2022–23, ERB offered 10 placement-tied and 28 non-placement-tied courses

dedicated for ethnic minorities, covering vocational languages and straddling different industry categories including property management & security, beauty therapy, hotel, business, catering, social services, electrical & mechanical services, etc.

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

In 2022–23, ERB offered 26 placement-tied and 38 non-placement-tied courses dedicated to persons with disabilities and persons recovered from work injuries. These courses covered industry categories of Chinese healthcare, printing & publishing, property management & security, social services, beauty therapy, healthcare services, business, catering, information & communications technology, retail, and environmental services, etc.

New courses included “Foundation Certificate in Beauty Treatments I (Part-time)” and “Foundation Certificate in Computer Hardware Installation (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 related skills requirements for service targets.

### 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 2022–23, ERB offered 13 placement-tied and nine non- placement-tied dedicated courses, straddling nine industry categories and generic skills training areas. A new course, namely “Foundation Certificate in Vocational Putonghua I for Non-Chinese Speakers (Part-time)”, was also launched.

In 2022–23, ERB continued to offer the full-time placement-tied “Foundation Certificate in Peer Counsellor Training” course dedicated to ex-drug abusers who received treatment in premises other than residential treatment centres. This course aimed at helping trainees re-enter the employment market and integrate into the society.

Developing training course and services to address the manpower demand of elderly care services industry

### Developing Specification of Competency Standards-based course based on market survey findings

ERB followed up the results of the thematic market survey of future development and skills training needs of the elderly care services industry and developed the “Foundation Certificate in Escort Service for Out-patient Visit (Part-time)” course in 2022–23, with reference to the Specification of Competency Standards (SCS) for

elderly care services industry devised by the Education Bureau, in order to meet the training needs of the industry for escort services related skills.

### Enhancing existing course to promote “Vocational Qualifications Pathway” courses

In 2022–23, ERB made reference to the “Vocational Qualifications Pathway”

developed for elderly care services industry under the “Qualifications Framework” (QF) of the Education Bureau, and enhanced the design of the existing “Foundation Certificate in Care Worker Training” course in accordance with the competency requirements of the job position of care worker so as to help trainees build progression pathway and support them in career planning and advancement.

### Implementing the “Hire and Train” Scheme

In collaboration with industry employer, ERB implemented the “Hire and Train” Scheme for the elderly care services industry to assist trainees to land jobs as care workers in elderly care homes and receive relevant on-the-job training.

### Extending the coverage of “Modular Certificates Accumulation Scheme”

In 2022–23, ERB expanded the scope of “Modular Certificates Accumulation Scheme” to cover the “Foundation Certificate in Care-related Support Worker Training” course to encourage those who are unable to pursue ERB courses on full- time basis to make flexible study arrangement and acquire recognised qualifications.

### Organising industry thematic workshop

In 2022–23, ERB organised dedicated workshop with the theme of “Prevention and Handling of Workplace Violence at Residential Care Homes” to assist the practitioners of healthcare services industry in enhancing relevant professional knowledge and skills.

### Conducting market surveys

In 2022–23, ERB conducted a market survey on the training needs of mature persons so as to provide insights for developing relevant training courses and services.

**Dovetailing with the development of “Qualifications Framework” Incorporating enhancement measures**

**Course design**

**Specification of Competency Standards-based courses**

ERB made reference to the SCS of different industries devised by the Education Bureau, and developed new SCS-based courses in consultation with the relevant Industry Consultative Networks (ICNs) and stakeholders. In 2022–23, ERB developed seven new SCS-based courses under seven industry categories, namely catering, import & export, property management & security, information & communications technology, beauty therapy, healthcare services, and wearing apparel & textile.

Another six current courses under healthcare services industry were also revamped into SCS-based courses.

### “Recognition of Prior Learning” mechanism

ERB introduced the “Recognition of Prior Learning” (RPL) mechanism to the requirements for trainee admission and trainer qualifications of designated courses

in consultation with the relevant Technical Advisors (TAs) and stakeholders. In 2022– 23, ERB introduced the RPL mechanism to around 110 courses covering 14 industry categories, namely catering, information & communications technology, watch & jewellery, beauty therapy, hairdressing, property management & security, printing

& publishing, transportation & support services, logistics, education & recreation, import & export, retail, electrical & mechanical services, and wearing apparel & textile.

### Course accreditation works

As at March 2023, ERB uploaded over 310 courses (entailing about 2,730 course entries) on the “Qualifications Register” (QR).

In 2022–23, ERB submitted to the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) seven courses (entailing about 20 course entries) for accreditation, 84 courses (entailing about 690 course entries) for re- accreditation and 964 applications for “substantial changes”.

To tie in with the launch of the centralised database of “Credit Accumulation and Transfer” by the Education Bureau, ERB provided 278 valid records to the database for the public to obtain concerned information in 2022–23.

After obtaining the “Programme Area Accreditation” (PAA) status, a cumulative of 52 courses (entailing about 360 course entries) and 27 courses (entailing about 320 course entries) were recognised by QF and uploaded onto the QR under “Catering, Food and Beverage Services” and “Computer Science and Information Technology” sub-areas respectively.

### “Periodic Institutional Review” of the “Catering, Food and Beverage Services” sub- area

ERB has obtained the PAA status at QF Levels 1 to 3 in the “Catering, Food and Beverage Services” sub-area with a validity period until 4 May 2023. A “Periodic Institutional Review” of the sub-area was conducted and the validity period has been successfully extended to 4 May 2028 for five years.

### Developing online teaching and learning Implementing online learning platform

Since April 2020, ERB has introduced online learning mode to support trainees in engaging in distance learning during infection control. As of March 2023, ERB approved around 460 courses for online learning arrangements.

In line with the development of online learning, the “ERB Online Learning Platform” (OLP) was launched on a pilot basis in the year, facilitating online teaching and providing trainees with more training options and online learning support. A number of online workshops were organised to introduce the use and implementation details of the platform to staff members and instructors of training bodies, and encourage them to make good use of the OLP, with a view to attracting trainees to actively

participate in platform activities, and enhancing their interest and effectiveness in learning.

In addition, online learning mode was introduced to industry thematic workshops and workshops for social groups with special needs, allowing in-service practitioners to make flexible study arrangements during their spare time.

### Developing quality assurance measures for online learning courses Formulating the mechanism of class surprise inspections

ERB formulated the mechanism of class surprise inspections for online learning courses in 2022–23, including establishing the inspection items, scoring system and operational guidelines, as well as enhancing the information system for relevant implementations. ERB also piloted the online class surprise inspection arrangements with mock scoring in the third quarter of 2022–23 and introduced the mechanism to training bodies in the fourth quarter to prepare for the formal implementation of the mechanism in 2023–24.

### Mapping out the arrangements of class visits for online learning courses

To cater for the development of online learning courses, ERB initiated a study of class visit arrangements for online learning courses in 2022–23, which included soliciting professional advice from teaching advisors, formulation of operation procedures and assessment items, as well as implementation planning, etc.

### Implementing the “Hire and Train” Scheme

In 2022–23, ERB implemented the “Hire and Train” Scheme for the healthcare services, environmental services, as well as transportation & support services industries to assist trainees (including middle-aged women and homemakers) to land relevant jobs such as care workers in elderly care homes, property cleaning workers and tunnel traffic control officers (trainee). 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.

### Organising industry thematic workshops

In 2022–23, ERB organised industry thematic workshops with the themes of “Prevention and Handling of Workplace Violence at Residential Care Homes”, “The Use of New Media in the Sales of Properties”, “Problem Solving Skills in Real Estate Agency Industry” and “Application Knowledge of Block Chain for Real Estate Agency”, for the practitioners of healthcare services industry and real estate agency industry respectively to assist them in enhancing their professional knowledge and work skills.

### Enhancing Services Strengthening Support Diversified support services

**Rolling out the “Post-50 Internship Programme” and “Work Experience Day” activities**

In 2022–23, ERB rolled out the “Post-50 Internship Programme” and “Work

Experience Day” activities to provide full-time and part-time internship opportunities and arrange industry visits for the “Post-50”. The initiatives were designed to facilitate the “Post-50” in gaining a better understanding of market trends, acquiring essential skills and adjusting their mindset for entering the workplace. Employers including those from public and social services, information technology, business and property management sectors participated in the programme and offered various internship positions such as innovative social service project assistant, corporate social responsibility project assistant and human resources assistant for the “Post- 50” to choose from.

### “Smart Living” and “Smart Baby Care” services

In line with market development, since 2022–23, the “Smart Living” Scheme has been dedicated to enhancing the referral and training support for new graduate trainees who have completed domestic services and related courses so as to facilitate them in building employer network and pursing skill enhancement.

In the year, ERB rolled out advertisements to promote the “ERB Home Services” mobile application, including broadcasting of radio advertisement and launching animation series. Functional features of the application were also optimised in response to user feedback. The cumulative number of registered employers of the mobile application has exceeded 10,000.

On “Smart Baby Care” Scheme, the “Continuing Professional Development” programme was implemented to encourage helpers to participate in skills workshops and training courses and enhance quality of service.

### Strengthening the connection with young people “Youth Training and Career GPS@ERB” one-stop activity

ERB organised the “Youth Training and Career GPS@ERB” in March 2023, covering online and physical activities to keep young people updated on the promising opportunities available in the fields of innovation and technology, creative business, animation and design, as well as sports and health sectors. Relevant training and job information was also shared to assist young people in exploring their study and career directions. Over 2,000 online and physical visits were recorded for various activities.

### Dedicated activities for young people

In 2022–23, ERB organised a series of workplace experience activities for senior secondary school students which included “Company Visits”, “School Career Talks” and “Taster Courses”, to enhance their understanding on the prospects of different industries as well as related ERB courses.

The “ERB Service Centre” and “ERB Service Spots” also arranged industry seminars and workshops on job search and interview skills in collaboration with secondary schools and NGOs in the localities for young people to assist them in career planning and support their training needs.

### Organising workshops to better support social groups with special needs

In 2022–23, ERB continued to organise workshops for employers and training bodies to assist them in understanding the training and employment needs of social

groups with special needs, as well as the relevant communication skills required. The specific service groups include persons with disabilities and persons recovered from work injuries, ethnic minorities, the “Post-50” and rehabilitated ex-drug abusers

and ex-offenders. Experience-sharing sessions with employers and employees were also arranged to facilitate interaction and knowledge exchange. Additionally, ERB introduced an online mode to selected workshops to facilitate the participation of more employers and staff of training bodies.

### Strengthening training consultancy service

ERB’s Training Consultants provided training and employment information to social groups with special needs, including the “Post-50”, ethnic minorities and young people, so as to help them get prepared for entering the job market. In collaboration with employers, “Employees Assistance Service” was also extended to employees expected to face layoffs or job transitions, with a view to assisting them to set training and career plans. In the year, Training Consultants rendered over 1,200 sessions of consultation services to people in need, including outreaching and online video consultation services.

### Strengthening Partnership Sustaining Promotion Strengthening industry connection and collaboration Industry Consultative Networks

ERB has formed 20 ICNs to solicit views on manpower development and explore training needs of respective industries. Members include representatives from trade associations, employer organisations, trade unions, professional bodies, institutions concerning vocational training and human resources, and experienced practitioners of respective industries.

### Strengthening training and support services

During the year, the “Foundation Certificate in Electrical Generator Technician Trainee Training (Tailor-made Course)” was launched in collaboration with the Hongkong Electric Co., Ltd. to nurture skilled manpower demanded by industry employer. ERB also strengthened connections with the industry through the “ERB Manpower Developer Award Scheme”. Over 400 “Manpower Developers” had renewed their award status, and about 80 of them had been awarded the “Super MD” status in recognition of their continued support for 10 years as Manpower Developers, including the provision of upskilling and career opportunities for ERB graduates and service targets.

### Strengthening training network

ERB proactively establishes connections with organisations that possess extensive experience in adult and youth education, as well as vocational training to explore collaboration opportunities.

### Collaborative promotion with training bodies

ERB launched the “WeShare Promotion Collaborative Scheme” and extended invitation to training bodies for promoting ERB’s information channels and electronic bulletins to their members and trainees, with a view to creating synergy on the promotion front. A total of 27 training bodies participated in the scheme during the year.

During the scheme period, the reach of content feeds of “My ERB” Facebook Fan Page and “Captain K” Instagram Channel was extended to around 150,000 users. The average number of readers reached via each issue of electronic bulletin was increased by about 30%. ERB also arranged feature feeds on social media for the promotion of ERB courses organised by the training bodies.

### Enhancing promotion on electronic media Launching Instagram (IG) Channel

ERB launched the “Captain K” IG Channel in the year as an extended social media platform to further engage young service targets and promote ERB courses, services and outreach activities. ERB also collaborated with four local illustrators and launched a publicity campaign to promote featured course portfolio and attract members of the public to “follow” our social media platforms.

### Enhancing promotion with “My ERB” Facebook Fan Page

A multitude of content featuring the virtual character “Captain K” and the Chiang’s family, as well as thematic anniversary stories were posted on “My ERB” Facebook Fan Page to provide training and industry information from diverse perspectives and highlight the value of retraining in creating various opportunities for further development of ERB trainees.

ERB also launched the “Play and Learn with Captain K” video series to showcase the vocational skills of trainees in different industries. Online games were rolled out on social media to promote relevant courses to the youth and members of the public. The “Views” and “Engagement” of online videos amounted to over 750,000 and 8,600 respectively.

### Extending coverage with electronic bulletins

The “LOOK@erb” electronic bulletin was enriched with diversified training information to attract subscription. In the year, ERB published 12 issues of “LOOK@erb” and disseminated the latest information of ERB courses, reaching around 200,000 readers per issue. ERB also published the quarterly “Employer Newsletter” to publicise the latest information on placement-tied graduate classes and popular courses under the “Enterprise-based Training” through networks of trade associations, employer organisations and enterprises. The average number of readers reached per issue was over 11,000.

### Continuing media outreach and promotion work

In the year, ERB arranged media activities and issued press releases to publicise the latest information on training courses and services, including newly launched Tailor- made Course and training courses, success stories of trainees, the “Smart Living” festive services, etc., and arranged TV programmes and newspaper interviews with ERB representatives, course instructors and trainees to promote positive message of skills training, thereby arousing public awareness of our services.

Thematic promotions were launched through diverse channels to promote courses and services, such as the “Hire and Train” Scheme, course portfolio related to creativity, innovation and technology, as well as youth training courses so as to raise awareness of the public and young people in enrolling ERB courses.

ERB also arranged dedicated promotional materials for the “Post-50”, young people, new arrivals, ethnic minorities, persons with disabilities and persons recovered from work injuries for distribution through social service organisations and training bodies.

### District services and promotion

In 2022–23, “ERB Service Centre” and “ERB Service Spots” organised more than 1,500 activities, including industry seminars, taster courses, online activities and “Employment Activity Series”, etc., to assist service targets to better understand the industry and market trends, and to promote ERB courses and services. In addition, ERB set up the first “High Traffic Service Spot” at Dragon Centre in Sham Shui Po to

extend the outreach and promotional coverage to the local community.

ERB has set up “ERB Training Net” course search terminals at 118 locations, including Labour Department Job Centres, Social Security Field Units of Social Welfare Department (SWD) and non-governmental organisations commissioned by SWD, ERB 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 “ERB Training Net”.

In 2022–23, ERB launched a new “Encountering ERB Courses Funding Programme” and sponsored promotional activities organised by training bodies, which included promotion booths, district guided tours, course experience activities and online activities, with a view to promoting ERB courses and services to members of the public. Around 16,000 people participated in various activities.

### Enhancing Quality Strengthening Governance

**Stepping up quality assurance work**

ERB adopted the “Risk-and-performance-based” principle in administering 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.

### Strengthening skills assessment service

**Service expansion and provision of outreaching assessment services**

In 2022–23, the Practical Skills Training and Assessment Centre (PSTAC) introduced the centralised practical assessments for two new training courses under healthcare services industry, namely “Foundation Certificate in Caring Skills in Care-related Support Worker Training I (Part-time)” and “Foundation Certificate in Caring Skills in Care-related Support Worker Training II (Part-time)” courses.

In 2022–23, PSTAC provided the Outreaching Assessment Services to training bodies that offered the “Foundation Certificate of Healthcare Massage” training course by arranging PSTAC’s assessors to conduct course-end practical assessments at venues of the training bodies. PSTAC provided the assessment services for over 310 trainees of 14 training bodies in the year.

### Organised Open Day of PSTAC

The PSTAC Open Day was held in March 2023 and attended by over 380 trainees and staff members of 18 training bodies. PSTAC offered mock assessments, in which assessors evaluated the trainees’ skills and their common mistakes, and provided feedback in order to help them better prepare for future assessments and employment.

### Reviewing the appointment of Technical Advisor mechanism

In 2022–23, ERB reviewed the mechanism for appointment and assessment of TAs, enhancing their knowledge on QF and imposing continuous learning as a prerequisite for re-appointment, with a view to strengthening the quality of service of TAs.

### Enhancing corporate governance

**Enhancing service through information technology**

In the year, ERB launched a new version of its Course Enquiry Website which was mobile-friendly and responsive, facilitating members of the public to enquire about ERB courses anytime and anywhere through mobile devices.

ERB continued to enhance its website and mobile applications to improve user experience and enhance security. The main website of ERB and its two mobile applications (ERB Helper App and ERB Home Services App) obtained the Triple Gold Award in the Website Stream and Gold Awards in the Mobile App Stream in the Web Accessibility Recognition Scheme 2022–2023.

ERB continued its efforts to improve its internal information systems to cope with service needs, and improve its IT security by replacing or upgrading IT systems and software to ensure data were properly protected. ERB conducted a drill on phishing attack to raise the awareness of IT security of its staff, and upgraded its application firewall and Intrusion Detection System.

### Conducting internal audit reviews

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

In 2022–23, the Internal Audit Section completed internal audit exercises respectively on “Administrative and Operating Expenses Processing (excluding staff remunerations)”, “Quality Assurance Mechanism for Course Materials” and “Performance Monitoring of ‘Smart Living’ and ‘Smart Baby Care’ Schemes”.

Audit reports with improvement recommendations were submitted to the Audit Committee for consideration.

### Strengthening staff training

ERB arranged and sponsored its staff to participate in various courses, seminars and conferences to further strengthen their knowledge and skills. Topics included emerging technology trends, metaverse, cybersecurity and database; training on

course design, QF and SCS; courses on advanced software applications; seminars on latest market and policy changes; as well as workshop and seminar related to QF and course accreditation organised by the HKCAAVQ, etc.

ERB organised online seminar on the design and teaching of online courses, and invited keynote speaker from the Hong Kong Metropolitan University in the related field, with a view to enhancing the knowledge of ERB colleagues, representatives of training bodies and TAs on online learning.

### Continuing implementation of environmentally friendly measures

ERB rendered dedicated support to environmental protection and continued to implement waste reduction measures, including the use of reusable containers, recycling, and more extensive use of electronic means, social media and website in promotion and dissemination of service information. At the same time, ERB also implemented measures to save electricity and reduce carbon emissions.

# Major Statistics

### Number of Enrolled Trainees by Course Type

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year** | **Placement- tied Courses** | **Skills Upgrading Courses** | **Generic Skills Courses** | **Courses for Special Service Targets** | **Total** |
| 2020-21^ | 46,483 | 45,011 | 18,979 | 2,835 (3%) | 113,308 |
|  | (41%) | (40%) | (17%) |  |  |
| 2021-22^ | 59,293 | 68,018 | 19,347 | 3,039 (2%) | 149,697 |
|  | (40%) | (45%) | (13%) |  |  |
| 2022-23^ | 59,844 | 70,678 | 16,814 | 2,989 (2%) | 150,325 |
|  | (40%) | (47%) | (11%) |  |  |

^ In view of the COVID-19 pandemic situation, ERB suspended face-to-face training classes during the years.

Number of Enrolled Trainees by Industry / Generic Skills Category

|  |  |  |
| --- | --- | --- |
| **Industry / Generic Skills Category** | **No. of Enrolled Trainees** | **%** |
| Catering | 29,980 | 20% |
| Environmental Services | 17,400 | 12% |
| Healthcare Services | 15,168 | 10% |
| Property Management & Security | 13,228 | 9% |
| Chinese Healthcare | 12,324 | 8% |
| Beauty Therapy | 10,714 | 7% |
| Domestic Services | 10,113 | 7% |
| Computer / Information Technology Application | 9,236 | 6% |
| Workplace Languages | 8,117 | 5% |
| Business | 4,622 | 3% |

|  |  |  |
| --- | --- | --- |
| Others | 19,423 | 13% |
| Total | 150,325 | 100% |

The above chart lists the top 10 industry / generic skills categories according to the number of enrolled trainees.

**Number of Enrolled Trainees by Gender**

|  |  |  |
| --- | --- | --- |
| **Gender** | **No. of Enrolled Trainees** | **%** |
| Male | 31,707 | 21% |
| Female | 118,618 | 79% |
| Total | 150,325 | 100% |

**Number of Enrolled Trainees by Age**

|  |  |  |
| --- | --- | --- |
| **Age** | **No. of Enrolled Trainees** | **%** |
| 15-19 | 1,018 | 1% |
| 20-29 | 8,576 | 6% |
| 30-39 | 18,180 | 12% |
| 40-49 | 30,244 | 20% |
| 50-59 | 43,756 | 29% |
| 60 or Above | 48,551 | 32% |
| Total | 150,325 | 100% |

**Number of Enrolled Trainees by Education Level**

|  |  |  |
| --- | --- | --- |
| **Education Level** | **No. of Enrolled Trainees** | **%** |
| No Schooling | 37 | # |
| Primary Education or Below | 6,327 | 4% |
| Secondary 1 to 3 | 35,083 | 23% |

|  |  |  |
| --- | --- | --- |
| Secondary 4 to 5 | 60,676 | 40% |
| Secondary 6 to 7 | 18,352 | 12% |
| Sub-degree | 19,507 | 13% |
| Above Sub-degree | 10,343 | 7% |
| Total | 150,325 | 100% |

# Less than 0.5%

# 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 90 to 120, which comprise the statement of financial position as at 31 March 2023, 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 2023, 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 statement

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

13 December 2023

**INCOME AND EXPENDITURE ACCOUNT** Year ended 31 March 2023

|  |  |  |  |
| --- | --- | --- | --- |
| **INCOME** | **Notes** | **2023**  **HK$** | 2022  HK$ |
| Levy income |  | **50,003,734** | 30,516,466 |
| Interest income |  | **666,935,308** | 575,933,956 |
| Course fee income | 4 | **4,478,409** | 3,324,409 |
| Other income | 4 | **4,289,733** | 2,781,595 |
|  |  | **725,707,184** | 612,556,426 |
| **EXPENDITURE** |  |  |  |
| Allowances | 5 | **(276,079,222)** | (279,186,633) |
| Training courses and programme |  |  |  |
| expenses | 6 | **(1,213,160,730)** | (1,190,440,309) |
| Administrative fees charged by the |  |  |  |
| Immigration Department for the |  |  |  |
| collection of levy |  | **(628,643)** | (871,920) |
| Administrative expenses |  | **(114,734,050)** | (116,480,946) |
| Finance cost | 7 | **(136,184)** | (224,486) |
|  |  | **(1,604,738,829)** | (1,587,204,294) |
| **DEFICIT BEFORE TAX** | 9 | **(879,031,645)** | (974,647,868) |
| Taxation | 8 | **–** | – |
| **DEFICIT FOR THE YEAR** |  | **(879,031,645)** | (974,647,868) |

**STATEMENT OF FINANCIAL POSITION** 31 March 2023

|  |  |  |  |
| --- | --- | --- | --- |
| **NON-CURRENT ASSETS** | **Notes** | **2023**  **HK$** | 2022  HK$ |
| Property and equipment | 11 | **2,367,774** | 4,015,709 |
| Right-of-use assets | 12 | **4,157,406** | 9,553,475 |
| Rental and utility deposits | 13 | **1,211,175** | 1,211,175 |
| Amount due from the Hong Kong |  |  |  |
| Monetary Authority | 14 | **9,600,000,000** | 9,600,000,000 |
| Total non-current assets |  | **9,607,736,355** | 9,614,780,359 |
| **CURRENT ASSETS** |  |  |  |
| Receivables, deposits and |  |  |  |
| prepayments | 13 | **26,099,658** | 51,726,552 |
| Amount due from the Hong Kong |  |  |  |
| Monetary Authority | 14 | **1,738,173,256** | 2,138,215,912 |
| Amounts due from training bodies | 15 | **275,447** | 56,482 |
| Amount due from the Immigration |  |  |  |
| Department | 15 | **398,700** | 1,771,200 |
| Bank balances and deposits  – Cash and cash equivalents | 16 | **1,487,261,502** | 1,759,069,266 |
| – Time deposits with original maturity |  |  |  |
| over three months |  | **1,668,346,500** | 1,817,353,800 |
| Total current assets |  | **4,920,555,063** | 5,768,193,212 |
| **CURRENT LIABILITIES** |  |  |  |
| Accruals and other payables | 17 | **96,562,186** | 65,762,243 |
| Lease liabilities | 12 | **4,040,104** | 5,359,816 |
| Total current liabilities |  | **100,602,290** | 71,122,059 |
| **NET CURRENT ASSETS** |  | **4,819,952,773** | 5,697,071,153 |
| **TOTAL ASSETS LESS CURRENT** |  |  |  |
| **LIABILITIES** |  | **14,427,689,128** | 15,311,851,512 |
| **NON-CURRENT LIABILITIES** |  |  |  |
| Provision for reinstatement costs | 17 | **2,291,685** | 3,382,320 |
| Lease liabilities | 12 | **315,000** | 4,355,104 |
| Total non-current liabilities |  | **2,606,685** | 7,737,424 |
| Net assets |  | **14,425,082,443** | 15,304,114,088 |

## FUND

Employees Retraining Fund **14,425,082,443** 15,304,114,088

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

|  |  |  |
| --- | --- | --- |
| **STATEMENT OF CHANGES IN FUND** | Year ended 31 March 2023 |  |
|  |  | **Employees Retraining Fund HK$** |
| At 1 April 2021 |  | 16,278,761,956 |
| Deficit for the year |  | (974,647,868) |
| At 31 March 2022 and 1 April 2022 |  | 15,304,114,088 |
| Deficit for the year |  | (879,031,645) |
| At 31 March 2023 |  | 14,425,082,443 |

**STATEMENT OF CASH FLOWS** Year ended 31 March 2023

|  |  |  |  |
| --- | --- | --- | --- |
| **CASH FLOWS FROM OPERATING ACTIVITIES** | **Notes** | **2023**  **HK$** | 2022  HK$ |
| Deficit for the year |  | **(879,031,645)** | (974,647,868) |
| Adjustments for: |  |  |  |
| Finance cost | 7 | **136,184** | 224,486 |
| Depreciation of property and |  |  |  |
| equipment | 9 | **2,446,887** | 2,558,914 |
| Depreciation of right-of-use asset | 9 | **5,396,069** | 5,392,717 |
| Loss on disposal of items of property  and equipment | 9 | **3,176** | – |
| Interest income |  | **(666,935,308)** | (575,933,956) |
| Impairment losses recognised |  |  |  |
| in respect of course fee income |  |  |  |
| receivables and other receivables | 9 | **1,394,259** | 2,383,230 |
| Operating cash flow before |  |  |  |
| movements in working capital |  | **(1,536,590,378)** | (1,540,022,477) |
| Decrease/(increase) in receivables, |  |  |  |
| deposits and prepayments |  | **37,765,940** | (22,725,907) |
| Decrease/(increase) in amounts due |  |  |  |
| from training bodies |  | **(218,965)** | 165,607 |
| Decrease/(increase) in amount due |  |  |  |
| from Immigration Department |  | **1,372,500** | (532,800) |
| Increase/(decrease) in accruals and |  |  |  |
| other payables |  | **29,709,308** | (52,623,839) |
| Cash used in operations |  | **(1,467,961,595)** | (1,615,739,416) |
| Interest element of lease liabilities | 7 | **(136,184)** | (224,486) |
| Net cash flows used in operating |  |  |  |
| activities |  | **(1,468,097,779)** | (1,615,963,902) |
| **CASH FLOWS FROM INVESTING** |  |  |  |
| **ACTIVITIES** |  |  |  |
| Interest received |  | **53,444,659** | 24,462,566 |
| Purchase of items of property and |  |  |  |
| equipment | 11 | **(802,128)** | (2,211,715) |
| Decrease in time deposits with original |  |  |  |
| maturity over three months |  | **149,007,300** | 592,593,676 |
| Net cash flows from investing activities |  | **201,649,831** | 614,844,527 |

|  |  |  |  |
| --- | --- | --- | --- |
| **CASH FLOWS FROM FINANCING**  **ACTIVITIES** |  |  |  |
| Principal portion of lease payment | 18 | **(5,359,816)** | (5,271,514) |
| Withdrawal of interest due from Hong  Kong Monetary Authority |  | **1,000,000,000** | – |
| Net cash flows from/(used in) |  |  |  |
| financing activities |  | **994,640,184** | (5,271,514) |
| **NET DECREASE IN CASH AND CASH** |  |  |  |
| **EQUIVALENTS** |  | **(271,807,764)** | (1,006,390,889) |
| Cash and cash equivalents at beginning |  |  |  |
| of year |  | **1,759,069,266** | 2,765,460,155 |
| **CASH AND CASH EQUIVALENTS AT** |  |  |  |
| **END OF YEAR** |  | **1,487,261,502** | 1,759,069,266 |
| Analysis of cash and cash equivalents: |  |  |  |
| Bank balances and cash |  | **170,491,502** | 103,913,966 |
| Time deposits with original maturity |  |  |  |
| three months or less |  | **1,316,770,000** | 1,655,155,300 |
|  |  | **1,487,261,502** | 1,759,069,266 |

## NOTES TO FINANCIAL STATEMENTS

31 March 2023

## 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.

In February 2014, the Government of the Hong Kong Special Administrative Region (“the SAR Government”) injected HK$15 billion into the Employees Retraining Fund to provide sustained and stable financial support for the Board in order to continue to enhance the productivity of local workers. In June 2020, the SAR Government injected HK$2.5 billion into Employees Retraining Fund to meet the anticipated financial commitment arising from the increase in the maximum amount of monthly allowance and the launch of the Love Upgrading Special Scheme in 2019–20.

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

## 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.

## CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

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

Amendments to HKFRS 3 *Reference to the Conceptual Framework*

Amendments to HKAS 16 *Property, Plant and Equipment: Proceeds before Intended Use*

Amendments to HKAS 37 *Onerous Contracts - Cost of Fulfilling a Contract*

Annual Improvements to HKFRSs 2018–2020

*Amendments to HKFRS 1, HKFRS 9, Illustrative Examples accompanying HKFRS 16, and HKAS 41*

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

## ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS

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

Amendments to HKFRS 10 and HKAS 28 (2011)

*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture3*

Amendments to HKFRS 16 *Lease Liability in a Sale and Leaseback2*

HKFRS 17 *Insurance Contracts1*

Amendments to HKFRS 17 *Insurance Contracts1, 5*

Amendment to HKFRS 17 *Initial Application of HKFRS 17 and HKFRS 9 -*

*Comparative Information6*

Amendments to HKAS 1 *Classification of Liabilities as Current or Non-*

*current (the “2020 Amendments”)2, 4*

Amendments to HKAS 1 *Non-current Liabilities with Covenants (the*

*“2022 Amendments”)2*

Amendments to HKAS 1 and HKFRS Practice Statement 2

*Disclosure of Accounting Policies1*

Amendments to HKAS 8 *Definition of Accounting Estimates1*

Amendments to HKAS 12 *Deferred Tax related to Assets and Liabilities*

*arising from a Single Transaction1*

1. Effective for annual periods beginning on or after 1 January 2023
2. Effective for annual periods beginning on or after 1 January 2024
3. No mandatory effective date yet determined but available for adoption
4. As a consequence of the 2022 Amendments, the effective date of the 2020 Amendments was deferred to annual periods beginning on or after 1 January 2024. In addition, as a consequence of the 2020 Amendments and 2022 Amendments, Hong Kong Interpretation 5 Presentation of Financial Statements - Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause was revised to align the corresponding wording with no change in conclusion
5. As a consequence of the amendments to HKFRS 17 issued in October 2020, HKFRS 4 was amended to extend the temporary exemption that permits insurers to apply HKAS 39 rather than HKFRS 9 for annual periods beginning before 1 January 2023
6. An entity that chooses to apply the transition option relating to the classification overlay set out in this amendment shall apply it on initial application of HKFRS 17

The Board is in the process of making an assessment of the impact of these revised HKFRSs upon initial application. So far, the Board considered that these revised HKFRSs are unlikely to have a significant impact on the Board’s results of operations and financial position.

## 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

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 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, fixtures 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.

#### *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.

#### *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.

#### *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). In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

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 and other payables and lease liabilities. 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

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 the lease terms

### 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.

## 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.

## 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.

### Disaggregated revenue information for revenue from contracts with trainees

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Course fee income transferred over time | **4,478,409** | 3,324,409 |

* 1. **Performance obligations**

#### *Course fee income*

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

|  |  |  |
| --- | --- | --- |
| Other income is analysed as follows: |  | |
|  | **2023** | 2022 |
|  | **HK$** | HK$ |
| Accreditation grant from Education |  |  |
| Bureau (note) | **3,166,810** | 1,594,300 |
| Sundry income | **1,122,923** | 1,187,295 |
|  | **4,289,733** | 2,781,595 |

Note:

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.

## ALLOWANCES

### Retraining allowances

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

retraining allowance of HK$25,236,145 (2022: HK$22,424,180) for the year ended 31 March 2023.

### Special allowances

The social incidents triggered the abrupt downturn of the economy in the second half of 2019. Commissioned by the SAR Government, the Board launched the Love Upgrading Special Scheme (“Special Scheme”) in 2019–20. Due to the COVID-19 pandemic, the Special Scheme was extended in 2022–23. A special allowance is payable to the trainees in respect of their attendance of training courses, subject to their eligibility under the Special Scheme. The Board had disbursed special allowance of HK$250,843,077 (2022: HK$256,762,453) for the year ended 31 March 2023.

1. **TRAINING COURSES AND PROGRAMME EXPENSES**

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Training courses | **1,158,088,888** | 1,136,206,500 |
| ERB Service Centre and ERB Service Spots | **13,395,778** | 12,750,975 |
| Practical Skills Training and Assessment Centre | **9,216,094** | 9,212,984 |
| Smart Living and Smart Baby Care | **8,428,235** | 11,958,487 |
| Public relations and promotion | **12,189,460** | 7,799,553 |
| Course quality assurance programmes | **4,045,718** | 4,428,015 |
| Others | **7,796,557** | 8,083,795 |
|  | **1,213,160,730** | 1,190,440,309 |

1. **FINANCE COST**

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Interest on lease liabilities (note 12) | **136,184** | 224,486 |

1. **TAXATION**

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

## DEFICIT BEFORE TAX

Deficit before tax has been arrived at after charging:

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Auditor’s remuneration | **267,000** | 259,000 |
| Depreciation of property and equipment (note |  |  |
| 11) | **2,446,887** | 2,558,914 |
| Depreciation of right-of-use assets (note 12) | **5,396,069** | 5,392,717 |
| Loss on disposal of property and equipment | **3,176** | – |
| Impairment losses recognised in respect of course | | |
| fee income and other receivables (note 13) | **1,394,259** | 2,383,230 |
| Lease payments not included in the measurement |  |  |
| of lease liabilities (note 12) | **6** | 6 |
| Staff costs, including key management personnel |  |  |
| compensation  – salaries and other benefits costs | **96,667,468** | 98,988,623 |
| – retirement benefits scheme contribution | **4,925,309** | 4,886,521 |
|  | **101,592,777** | 103,875,144 |

## 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 (2022: 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:

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Salaries and allowances | **8,333,566** | 9,165,611 |
| Retirement benefits scheme contributions | **358,053** | 492,224 |
| Provision for gratuities | **780,841** | 847,913 |
|  | **9,472,460** | 10,505,748 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11. PROPERTY AND EQUIPMENT** |  |  | |
|  | **Furniture,** |
| **Leasehold** | **fixture and** | **Motor** |  |
| **improvement** | **equipment** | **vehicles** | **Total** |
| **HK$** | **HK$** | **HK$** | **HK$** |
| **COST:** |  |  |  |
| At 1 April 2021 64,086,107 | 22,315,309 | 484,220 | 86,885,636 |
| Additions 1,162,460 | 1,049,255 | – | 2,211,715 |
| At 31 March 2022 and 1 |  |  |  |
| April 2022 65,248,567 | 23,364,564 | 484,220 | 89,097,351 |
| Additions 65,600 | 736,528 | – | 802,128 |
| Disposals (41,282) | (263,832) | – | (305,114) |
| At 31 March 2023 65,272,885 | 23,837,260 | 484,220 | 89,594,365 |
| **ACCUMULATED** |  |  |  |
| **DEPRECIATION:** |  |  |  |
| At 1 April 2021 64,013,375 | 18,277,331 | 232,022 | 82,522,728 |
| Provided for the year 441,653 | 1,996,206 | 121,055 | 2,558,914 |
| At 31 March 2022 and 1 |  |  |  |
| April 2022 64,455,028 | 20,273,537 | 353,077 | 85,081,642 |
| Provided for the year 459,168 | 1,866,664 | 121,055 | 2,446,887 |
| Disposals (41,282) | (260,656) | – | (301,938) |
| At 31 March 2023 64,872,914 | 21,879,545 | 474,132 | 87,226,591 |
| **NET BOOK VALUE:** |  |  |  |
| At 31 March 2023 399,971 | 1,957,715 | 10,088 | 2,367,774 |
| At 31 March 2022 793,539 | 3,091,027 | 131,143 | 4,015,709 |

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 vehicles 25%

|  |  |
| --- | --- |
| **12. LEASES** |  |
| **Right-of-use assets** |
| **31 March 2023** | **Buildings HK$** |
| At 31 March 2022:  Cost | 16,188,205 |
| Accumulated depreciation | (6,634,730) |
| Net carrying amount | 9,553,475 |
| At 31 March 2022 and 1 April 2022 | 9,553,475 |
| Depreciation provided during the year | (5,396,069) |
| At 31 March 2023, net of accumulated depreciation | 4,157,406 |
| At 31 March 2023: Cost | 16,188,205 |
| Accumulated depreciation | (12,030,799) |
| Net carrying amount | 4,157,406 |
| **31 March 2022**  At 1 April 2021:  Cost | 12,846,362 |
| Accumulated depreciation | (8,562,918) |
| Net carrying amount | 4,283,444 |
| At 1 April 2021 | 4,283,444 |
| Addition | 10,662,748 |
| Depreciation provided during the year | (5,392,717) |
| At 31 March 2022, net of accumulated depreciation | 9,553,475 |
| At 31 March 2022: Cost | 16,188,205 |
| Accumulated depreciation | (6,634,730) |
| Net carrying amount | 9,553,475 |

|  |  |  |
| --- | --- | --- |
| **Lease liabilities**  **Maturity profile of lease liabilities** |  | |
| Within one year | **2023**  **HK$**  **4,081,000** | 2022  HK$  5,496,000 |
| After one year but within five years | **315,000** | 4,396,000 |
| Lease liabilities (undiscounted) | **4,396,000** | 9,892,000 |
| Discount amount | **(40,896)** | (177,080) |
| Lease liabilities (discounted) | **4,355,104** | 9,714,920 |
| Analysed into:  Current portion | **4,040,104** | 5,359,816 |
| Non-current portion | **315,000** | 4,355,104 |

The weighted average incremental borrowing rate applied to the lease liability recognised at 31 March 2023 was 2.00% (2022: 2.00%).

### Movements of carrying amounts of lease liabilities

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| At the beginning of the year | **9,714,920** | 4,323,686 |
| Addition | **–** | 10,662,748 |
| Payments | **(5,496,000)** | (5,496,000) |
| Accretion of interest expense during the year | **136,184** | 224,486 |
| At the end of the year | **4,355,104** | 9,714,920 |

Amounts recognised in the income and expenditure account

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Interest on lease liabilities | **136,184** | 224,486 |
| Depreciation charge of right-of-use assets | **5,396,069** | 5,392,717 |
| Expenses relating to low-value leases | **6** | 6 |
| Total amount recognised in the income and |  |  |
| expenditure account | **5,532,259** | 5,617,209 |

The Board had total cash outflows for leases of HK$5,496,006 (2022: HK$5,496,006) for the year ended 31 March 2023.

## RECEIVABLES, DEPOSITS AND PREPAYMENTS

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Rental and utility deposits | **1,919,228** | 1,592,125 |
| Interest receivables | **17,967,133** | 4,433,828 |

|  |  |  |
| --- | --- | --- |
| Course fee receivables | **1,661,803** | 1,696,419 |
| Prepayments | **7,406,612** | 46,844,970 |
| Income receivables | **1,864,825** | 1,953,743 |
|  | **30,819,601** | 56,521,085 |
| Impairment allowances | **(3,508,768)** | (3,583,358) |
|  | **27,310,833** | 52,937,727 |
| Less: non-current rental and utility deposits | **(1,211,175)** | (1,211,175) |
|  | **26,099,658** | 51,726,552 |

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:

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| At the beginning of the year | **3,583,358** | 3,531,193 |
| Impairment losses (note 9) | **1,394,259** | 2,383,230 |
| Amount written off as uncollectible | **(1,468,849)** | (2,331,065) |
| At the end of the year | **3,508,768** | 3,583,358 |

### 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 2023 and 2022 are determined as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | | **Past due** |  |  |
|  | **Less than** | **30 – 365** | **1 – 3** | **Over 3** |
|  | **30 days** | **days** | **years** | **years** | **Total** |
| **As at 31 March 2023** |  |  |  |  |  |
| Expected loss rate (%) | 97 | 100 | 100 | 100 | 99 |
| Gross carrying amount |  |  |  |  |  |
| (HK$’000) | 695 | 1,250 | 1,357 | 225 | 3,527 |
| Expected credit losses |  |  |  |  |  |
| (HK$’000) | 677 | 1,250 | 1,357 | 225 | 3,509 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **As at 31 March 2022** |  |  |  |  |  |
| Expected loss rate (%) | 88 | 100 | 100 | 100 | 98 |
| Gross carrying amount |  |  |  |  |  |
| (HK$’000) | 572 | 1,446 | 1,484 | 148 | 3,650 |
| Expected credit losses |  |  |  |  |  |
| (HK$’000) | 505 | 1,446 | 1,484 | 148 | 3,583 |

### 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 2023 and 2022. Their recoverability was assessed with reference to the credit status of the rental and utility deposits, interest receivables and the expected credit losses as at 31 March 2023 and 2022 were considered to be minimal.

## AMOUNT DUE FROM THE HONG KONG MONETARY AUTHORITY

The amount of HK$9,600,000,000 (2022: HK$9,600,000,000) 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$1,738,173,256 (2022: HK$2,138,215,912) represents interest receivable which is unsecured and repayable within one year.

## 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 amount due from the 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 2023 and 2022. Their recoverability was assessed with reference to the credit status, and the expected credit losses as at 31 March 2023 and 2022 were considered to be minimal.

## BANK BALANCES AND DEPOSITS

Bank balances and deposits comprise bank balances and time deposits with original maturity over three months amounting HK$1,668,346,500 (2022: HK$1,817,353,800) and carry interest at market rates which ranged from 3.90% to 5.91% (2022: 0.24% to 1.16%) per annum.

|  |  |  |
| --- | --- | --- |
| **17. ACCRUALS AND OTHER PAYABLES** |  | |
| Accruals and other payables | **2023**  **HK$**  **52,472,270** | 2022  HK$  44,284,165 |
| Accruals for training bodies | **42,999,281** | 21,478,078 |
| Provision for reinstatement costs (note) | **3,382,320** | 3,382,320 |
|  | **98,853,871** | 69,144,563 |
| Less: non-current provision for reinstatement costs | **(2,291,685)** | (3,382,320) |
|  | **96,562,186** | 65,762,243 |

Note:

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

|  |  |
| --- | --- |
| At 1 April 2021 | **HK$**  2,219,860 |
| Additions | 1,162,460 |
| At 31 March 2022, 1 April 2022 and 31 March 2023 | 3,382,320 |
| **18. NOTE TO THE STATEMENT OF CASH FLOWS** |  |
| Changes of liabilities arising from financing activities |  |
| **Lease** | **liabilities** |
| **2023** | 2022 |
| **HK$** | HK$ |
| At the beginning of year **9,714,920** | 4,323,686 |
| Addition **–** | 10,662,748 |
| Changes from financing cash flows **(5,359,816)** | (5,271,514) |
| Finance cost on lease liabilities **136,184** | 224,486 |
| Interest element on lease liabilities **(136,184)** | (224,486) |
| At the end of year **4,355,104** | 9,714,920 |
| **19. 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**

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Financial assets included in receivables, deposits |  |  |
| and prepayments | **19,904,221** | 6,092,757 |
| Amount due from the Hong Kong Monetary |  |  |
| Authority | **11,338,173,256** | 11,738,215,912 |
| Amounts due from training bodies | **275,447** | 56,482 |
| Amount due from the Immigration Department | **398,700** | 1,771,200 |
| Cash and cash equivalents | **1,487,261,502** | 1,759,069,266 |
| Time deposits with original maturity over three |  |  |
| months | **1,668,346,500** | 1,817,353,800 |
| **Financial liabilities** | **14,514,359,626** | 15,322,559,417 |

**Financial liabilities at amortised cost**

|  |  |  |
| --- | --- | --- |
|  | **2023**  **HK$** | 2022  HK$ |
| Financial liabilities included in accruals and other |  |  |
| payables | **84,586,179** | 54,734,662 |
| Lease liabilities | **4,355,104** | 9,714,920 |
|  | **88,941,283** | 64,449,582 |

## 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.

## FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Board’s exposure to credit risk, market 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:

### Credit risk

**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 2023 and 2022. The amounts presented are gross carrying amounts for financial assets.

**12-month Expected credit**

**losses Lifetime Expected credit losses**

**Simplified**

|  |  |  |  |
| --- | --- | --- | --- |
| **Stage 2** | **Stage 3** | **approach** |  |
| **HK$** | **HK$** | **HK$** | **HK$** |
| – | – | 3,526,627 | 23,412,988 |
| – | – | – | 11,338,173,256 |
| – | – | – | 275,447 |
| – | – | – | 398,700 |
| – | – | – | 3,155,608,002 |
| – | – | 3,526,627 | 14,517,868,393 |
| – | – | 3,650,162 | 9,676,115 |
| – | – | – | 11,738,215,912 |
| – | – | – | 56,482 |
| – | – | – | 1,771,200 |
| – | – | – | 3,576,423,066 |
| – | – | 3,650,162 | 15,326,142,775 |

**31 March 2023**

**Stage 1 HK$**

Financial assets included in receivables,

deposits and prepayments\* 19,886,361 Due from the Hong Kong Monetary

Authority

– Normal\*\* 11,338,173,256

Due from training bodies

– Normal\*\* 275,447

Due from the Immigration Department

– Normal\*\* 398,700

Bank balances and deposits

– Not yet past due 3,155,608,002

14,514,341,766

### 31 March 2022

Financial assets included in receivables,

deposits and prepayments\* 6,025,953 Due from the Hong Kong Monetary

Authority

– Normal\*\* 11,738,215,912

Due from training bodies

– Normal\*\* 56,482

Due from the Immigration Department

– Normal\*\* 1,771,200

Bank balances and deposits

– Not yet past due 3,576,423,066

15,322,492,613

\* 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 (2022: 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 (2022: 50 basis points) higher and all other variables were held constant, the Board’s deficit for the year ended 31 March 2023 would decrease by approximately HK$63,778,000 (2022: HK$65,882,000). 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 (2022: 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 maturity profile of the Board’s financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| 2023 | **Within 1 year** | **2 to 5 years** | **Total** |
|  | **HK$** | **HK$** | **HK$** |
| Financial liabilities included in accruals |  |  |  |
| and other payables | **84,586,179** | **–** | **84,586,179** |
| Lease liabilities | **4,081,000** | **315,000** | **4,396,000** |
|  | **86,667,179** | **315,000** | **88,982,179** |

|  |  |  |  |
| --- | --- | --- | --- |
| 2022 | Within 1 year  HK$ | 2 to 5 years  HK$ | Total  HK$ |
| Financial liabilities included in accruals  and other payables | 54,734,662 | – | 54,734,662 |
| Lease liabilities | 5,496,000 | 4,396,000 | 9,892,000 |
|  | 60,230,662 | 4,396,000 | 64,626,662 |

### Capital management

The Board is funded mainly by Employees Retraining Levy and funding injection by the SAR Government. 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.

## APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board on 13 December 2023.

# Stakeholders

### List of Industry Consultative Networks

**Beauty Therapy and Hairdressing Convenor**

Prof. CHENG Ming-ming, SBS, BBS

### Vice-Convenor

Mr. Nelson IP Sai-hung

### Members

Hong Kong Hair & Beauty Merchants Association The Cosmetic & Perfumery Association of Hong Kong Federation of Beauty Industry (H.K.)

CIDESCO Section China - International CICA Association of Esthetics HK Association of Professional Aestheticians International International Professional Make Up Artists Federation (HK) International Beauty & Health General Union Limited

International Beauty Professionals Validation Association Asia Hair Masters Association

International Federation of Holistic Aromatherapy 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 Ms. Cecilia KUK

Ms. Sindy CHAN Mr. Stanley YEUNG

Ms. Josephine CHAN

### Business Services Convenor

Prof. William LEUNG Wing-cheung, GBS, JP

### Vice-Convenor

Dr. Kevin LAU Kin-wah, MH, JP

### Members

The Hong Kong General Chamber of Commerce The Chinese General Chamber of Commerce

Hong Kong Small and Medium Enterprises Association Hong Kong General Chamber of Social Enterprises The Hong Kong Management Association

Hong Kong People Management Association

Hong Kong Institute of Human Resource Management The Society of Chinese Accountants & Auditors

The SME Sustainability Society

Centre for Human Resources Strategy and Development, School of Business, Hong Kong Baptist University

Hong Kong Union of Chinese Workers in Western Style Employment Hong Kong Clerical and Professional Employees General Union Senior Administrative And Management Executives Union

Ms. CHOI Wai-kam, JP

Ms. Elizabeth LAW, MH, JP

Ir Sr Cr Prof. Philip CHAN Kan-ip Ms. Carrie LEUNG Ka-lai, MH

### Catering Convenor

Dr. CHUNG Wai-ping, BBS, MH, JP

### Vice-Convenor

Mr. Tommy CHAN Ka-keung

### Members

Hong Kong Federation of Restaurants & Related Trades The Hong Kong Jockey Club

Association of Restaurant Managers

The Association For Hong Kong Catering Services Management Ltd. Institute of Dining Professionals

International Culinary Institute of Vocational Training Council (VTC) Eating Establishment Employees General Union

Chinese & Western Food Workers Union

Catering and Hotels Industries Employees General Union Ms. Susan LAM Pui-ying

Mr. Alex WONG

Mr. YEUNG Wai-sing, BBS, MH

### Creative Industries Convenor

Mr. SE-TO Yok, MH

### Vice-Convenor

Mr. Eddie CHAN Shu-chi

### 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 Academy of Film, Hong Kong Baptist University

The Federation of Hong Kong and Kowloon Labour Unions

I.T. People Association of Hong Kong West Kowloon Cultural District Authority Prof. Jolland CHAN

### Electrical & Mechanical Services and Construction Convenor

Mr. Paul CHONG Kin-lit, BBS, MH

### Vice-Convenor

Mr. Lawrence NG San-wa, MH

### Members

The Hong Kong Federation of Electrical & Mechanical Contractors Ltd Association of Electrical Contractors

Hong Kong Registered Specialist Contractors (Ventilation) Association The Hong Kong Construction Association, Limited

The Hong Kong Institution of Engineers

The Chartered Institute of Plumbing and Heating Engineering - Hong Kong Branch Building Services Operation and Maintenance Executives Society

The Hong Kong Institute of Building Information Modelling Hong Kong Institute of Construction

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

Hong Kong Marine, Electrical and Mechanical Service, Steel Fabrication Industry General Union

Hong Kong General Union of Lift and Escalator Employees Hong Kong Plumbing General Union

Hong Kong & Kowloon Electrical Engineering & Appliances Trade Workers Union Construction Site Workers General Union

Labour Department - The Occupational Safety and Health Training Centre Electrical and Mechanical Services Department

### Environmental Services Convenor

Ms. Catherine YAN Sui-han

### Vice-Convenor

Ms. Elizabeth TSE WONG Siu-yin

### Members

Environmental Contractors Management Association Hong Kong Cleaning Association Limited

Hong Kong Pest Management Association Hong Kong Waste Disposal Industry Association

Environmental Services Contractors Alliance (Hong Kong) Hong Kong Flower Retailers Association

The Hong Kong Institute of Landscape Architects 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 Food and Environmental Hygiene Department Development Bureau

Ms. Josephine LAM Mr. Marcus YEUNG Mr. Victor MAN

### Healthcare Services Convenor

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 Baptist Hospital

Tung Wah Group of Hospitals Po Leung Kuk

Evangelical Lutheran Church Social Service - Hong Kong Sik Sik Yuen

Association of Bought Place Elderly Services Hong Kong Family Welfare Society

The Hong Kong Medical Association Hong Kong Association of Gerontology

The Hong Kong Alzheimer’s Disease Association International Federation of Holistic Aromatherapy Hospital Authority

The Education University of Hong Kong Tung Wah College

Hospitals, Clinics and Nursing Workers Union The Hong Kong Federation of Trade Unions Hospital & Clinic Nurses Association Department of Health

Social Welfare Department Mr. LEUNG Wing-yu, MH

### Import & Export and Logistics Convenor

Mr. WONG Ting-kwong, GBS, JP

### Vice-Convenor

Ir Dr. David HO Chi-shing, JP

### Members

The Hong Kong Chinese Importers’ and Exporters’ Association The Hong Kong General Chamber of Small and Medium Business Hong Kong Container Terminal Operators Association Limited

Hong Kong Association of Freight Forwarding and Logistics Limited Hong Kong Logistics Association

The Institute of Purchasing and Supply of Hong Kong Hong Kong Logistics Management Staff Association

The Chartered Institute of Logistics and Transport in Hong Kong Motor Transport Workers General Union

Harbour Transportation Workers General Union

Hong Kong Union of Chinese Workers in Western Style Employment Hong Kong Import & Export Trade Employees Association

Hong Kong Air Freight Transport and Express Transport Employees Union Logistics Practitioners Union

China-Hong Kong Passenger Transportation The Hong Kong Trade Development Council Mr. LEUNG Kong-yui, BBS, JP

### Information & 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 Digital Entertainment Association

Hong Kong Information Technology & Network Engineering Employees Association PCCW Employees General Union

The Hong Kong Federation of Trade Unions

Computer Information Technology Employees Association Dr. Edith KWAN Ngan-hing, MH

Mr. Gabriel PANG Tsz-kit Prof. YEUNG Yuet-bor

### Insurance and Financial Services Convenor

Ms. Juan LEUNG Chung-yan, MH

### Members

The Hong Kong Federation of Insurers

The Hong Kong Confederation of Insurance Brokers

Hong Kong Chamber of Insurance Intermediaries

Hong Kong General Chamber of Commerce - Financial & Treasury Services Committee

Professional Insurance Brokers Association

Hong Kong Society of Certified Insurance Practitioners Hong Kong General Insurance Affairs Association Ltd. The Life Underwriters Association of Hong Kong Ltd.

General Agents and Managers Association of Hong Kong Limited Institute of Financial Planners of Hong Kong

Society of Certified Financial Organizer Hong Kong Securities Association Chinese Bankers Club, Hong Kong

Institute of Professional Education And Knowledge

The Hong Kong Federation of Trade Unions - Occupational Retraining Centre Hong Kong Insurance Practitioners General Union

HKFTU Finance Professionals Committee Insurance and Financial Planners Association Insurance & Finance Practitioners Solidarity Sector Insurance Authority

Mandatory Provident Fund Schemes Authority Securities and Futures Commission

Mr. Allan YU

### Personal Healthcare and Domestic Services Convenor

Prof. Albert LEUNG Wing-nang

### Members

Po Leung Kuk

Tung Wah Group of Hospitals

Senior Citizen Home Safety Association Hong Kong Midwives Association

School of Chinese Medicine - The University of Hong Kong Occupational Safety and Health Council

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

Professional Post Natal and Child Care Worker General Union Hong Kong Domestic Workers General Union

Department of Health (Chinese Medicine Regulatory Office) Mr. CHUNG Wai-yeung

Mr. CHUNG Ho-fai

### Printing & Publishing Convenor

Mr. Jackson LEUNG Siu-yin

### Members

The Hong Kong Printers Association Hong Kong Publishing Federation Hong Kong Digital Printing Association

Hong Kong Publishing Professionals Society Graphic Arts Association of Hong Kong Institute of Print-Media Professionals

Hong Kong Printing and Publishing Media Industry Workers Union Teenage Density Association of FLU

Government Logistics Department

### Property Management and Security Convenor

Prof. Stephen YUEN Ching-bor, MH

### Members

Chamber of Security Industry

The Hong Kong Association of Property Management Companies Hong Kong Institute of Security Professionals

International Professional Security Association (Hong Kong) 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

Property Management Administrative and Clerical Staff Association Hong Kong Property Management & Technical Employees Association

The Hong Kong General Union of Security & Property Management Industry Employees

Hong Kong Buildings Management and Security Workers General Union Hong Kong Housing Management Employees Union

Property Management Services Authority Dr. Aaron CHIANG Sai-yuen

Ms. Shirley TANG Shuk-fan Mr. Ronald CHAN Kwong-chi

### 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 Estate Agents Management Association Limited

Institute of Professional Education And Knowledge

The Hong Kong Federation of Trade Unions - Occupational Retraining Centre Hong Kong Clerical and Professional Employees General Union

The Federation of Hong Kong and Kowloon Labour Unions Estate Agents Authority

Consumer Council

### Recreation and Sports Convenor

Prof. 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

China Hong Kong Mountaineering and Climbing Union Challenge Course Association of Hong Kong, China

Department of Health and Physical Education, The Education University of Hong Kong

Department of Sport, Physical Education and Health, Hong Kong Baptist University Hong Kong Recreation and Sports Professionals General Union

The Federation of Hong Kong and Kowloon Labour Unions Leisure and Cultural Services Department

### Retail Convenor

Mrs. Annie YAU TSE

### Vice-Convenor

Mr. Homer YU Sau-ning, MH

### 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 Association of Sales and Promotion Employees

Retail, Commerce and Clothing Industries General Union Consumer Council

Ms. Winnie CHOW

Mr. Henry YIP Cheuk-tak

### Tourism and Hotel Convenor

Ms. Keller MAK Sau-lan

### Vice-Convenor

Mr. Andrew LEUNG, JP

### Members

Travel Industry Council of Hong Kong Hong Kong Association of Travel Agents Hong Kong Hotels Association

Hong Kong Exhibition & Convention Industry Association 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

Hotels, Food & Beverage Employees Association The Hong Kong Federation of Trade Unions Hong Kong Tour Guides General Union

Hong Kong Tourism Board

### Transportation & Support Services Convenor

Dr. Ringo LEE Yiu-pui

### Members

Federation of Automobile Services Industry Hong Kong Service Managers Association

Hong Kong Land Transport Council Limited

G.M.B. Maxicab Operators General Association Limited PLB General Association

The Institute of The Motor Industry Hong Kong Hong Kong Taxi Council

Hong Kong Seamen’s Union

Motor Transport Workers General Union

The Staffs and Workers Union of Hong Kong Civil Airlines Harbour Transportation Workers General Union

Airport Air Freight Employees’ Association Electrical and Mechanical Services Department Transport Department

Ms. Bobo FUNG

Ms. Ellen MAN Yuen-ling

Mr. Demen CHEUNG Kwok-wai

### Watch & Jewellery Convenor

Mr. Joseph CHU Kai-to

### Vice-Convenor

Dr. Dominic MOK Wai-kei

### 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 Hong Kong Jewelry Manufacturers’ Association

The Hong Kong Jewellers’ and Goldsmiths’ Association

The Kowloon Pearls, Precious Stones, Jade, Gold and Silver Ornament Merchants Association

Diamond Federation of Hong Kong, China Limited The Gemmological Association of Hong Kong

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 Hong Kong Productivity Council

Ms. WONG Hau-yeung Ms. Daisy MOK

### Wearing Apparel & Textile Convenor

Mr. Lawrence LEUNG Ka-yuen

### Members

The Chinese Manufacturers’ Association of Hong Kong

Federation of Hong Kong Industries

The Hong Kong Chinese Textile Mills Association

Hong Kong Woollen & Synthetic Knitting Manufacturers’ Association The Laundry Association of Hong Kong Limited

Hong Kong Laundry Services Association Hong Kong Institution of Textile and Apparel

School of Fashion and Textiles, The Hong Kong Polytechnic University Hong Kong Design Institute

Garment Fashion Practitioners Association

Hong Kong & Kowloon Spinning, Weaving & Dyeing Trade Workers General Union

Hong Kong Manufacturing Industry Supervisory and Technical Employees General Union

Listed in alphabetical order of Industry Consultative Networks.

### List of Technical Advisors Beauty Therapy

Ms. CHAN Lai-wah, Mandy Ms. CHAN Siu-kuen, Wendy Ms. CHAN Yuk-fung

Dr. CHEUNG Soo-kan

Ms. CHIU Siu-ling, Frances Ms. Mandy CHU

Ms. FU Ka-yin

Ms. PANG Ying-lin, Yammie

Dr. TSANG Yue, Joyce, MH

**Business**

Mr. CHAN Chuk-cheung, Ivan Ir. Prof. CHAN Kan-ip, Philip Ms. CHAN Yee-man

Mr. CHENG Chung-pong Dr. CHEUNG Yu-ha

Dr. Chiu Wai-ling, Winnie Ms. CHOI Wai-kam, JP Mr. CHOI Yik-chai, Eddie Ms. LAU Man-ying

Mr. LEE Kee-ping Ms. Hayly LEUNG

**Catering**

Mr. CHOW Kwok-ming, Nelson

Mr. KWONG Kwok-keung, Raymond Mr. LAW Wai-hung

Mr. LIN Tsz-hung Mr. SO Yuet-ming

Mr. TANG Chun-hong Mr. WONG Chi-chiu

Mr. YEUNG Kwok-ki, Billy

Mr. YEUNG Wai-sing, BBS, MH Mr. YUEN Chun-wai, Soft

### Chinese Healthcare

Mr. CHUNG Wai-yeung Prof. PANG Wai-ming Dr. WONG Kwun-ming

### Construction & Renovation

Ir. Dr. HUNG Cheung-kwong Dr. HUNG Tsz-tung

Mr. LO Tak-cheung Ir. SHUM Hau-tak

### Design

Mr. SIN Tze-kong

### Domestic Services

Mr. CHUNG Ho-fai Ms. LI Wai-yee

Ms. WONG Ka-yee, Alice

### Education & Recreation

Dr. CHAN Shui-kin

Mr. CHEUNG Ying-ming, Ricky Dr. LEUNG Ka-man

Dr. LOUIE Hung-tak, Lobo, MH Ir. SZETO Kin, Vitus

Mr. WONG Hiu-shan

### Electrical & Mechanical Services

Ir. CHAN Tin-chi, Kenneth Mr. CHENG Kwok-fai

Ir. CHONG Kwok-ming, Daniel Dr. CHU Siu-tong, Samuel, MH Mr. HUNG Cheung-hung

Mr. KWAN Sun-chuen Mr. LAW Yu-wing

Mr. LEE Wood-wei

Dr. POON Shi-fan, Steven Ir. Dr. YU Kin-ho

**Entertainment & Performing Arts**

Ms. CHENG Chor-ping Mr. FUNG Tze-cheong Mr. NG Seung-ho

Dr. YU Li

**Environmental Services**

Ms. CHING Man-ling, Iris Mr. FUNG Yiu-chung, Eddy

Dr. LEONG Ling-kong, Solomon Mr. LEUNG Man-chiu, Boaz Mr. LI Chan-wah, William

Ms. PONG CHENG Man-yee, Alice Mr. SO Shui-shan, Isaac

Ms. TSE-WONG Siu-yin, Elizabeth Mr. TSUI Ka-hing, Stanley

Ms. YAN Sui-han, Catherine

**Financial Services**

Ms. LEE Wai-fun, Stella

Ms. WONG Yee-man, Selina

**Generic Skills**

Mr. CHAN Hon-sum Dr. HO Kwok-cheung

Ms. KWAN Lai-hing, Wendy Mr. LAM Kwok-cheung

Ms. LAM Siu-lan

Ms. Frances L LARGENT Mr. LEE Kim-ming

Ms. LEE Kit-fong Dr. LEUNG Kin-ping

Dr. LEUNG Mo-ling, Rebecca Ms. PAT Yuen-ying

Mr. TAN Tack-ki Mr. WONG Kin-wai Dr. YUEN Chun-wah

**Hairdressing**

Mr. LAI Kwok-wing

Mr. LAI Wai-on, Duncan Mr. TANG Kui-ming

Mr. YEUNG Hon-sing, Stanley

### Healthcare Services

Mr. CHAN Chi-kit, Henry Ms. CHAN Siu-ling, Ecco Dr. CHAN Yee-mau

Dr. CHEUNG Wing-tak

Dr. LEE Ka-yan, David, BBS, MH, OStJ, JP Dr. TANG Yu-fung

Dr. TSANG Hin-kei, Century Mr. WONG Ki-tai, Thomas Mr. WONG Wai-yin

Dr. YEUNG Chiu-fat, Henry

### Hotel

Dr. CHAN Man-leong, Benny

### Import & Export

Mr. LI Kwok-ming

Mr. YUEN Yiu-chuen, Andrew

### Information & Communications Technology

Mr. CHEN Lung-shing Mr. CHOW Kai-fat, Frank Dr. FONG Kin-kiu

Mr. LAW Man-lim

Dr. LEUNG Wai-fung, Joseph Mr. LEUNG Wing-yin, Simon Mr. Fred SHEU

Mr. SOONG Tak-kar, Chester

Mr. WONG Hang-chit Mr. WONG Ping-kuen

### Insurance

Mr. CHOW Yiu-ming

Mr. HO Pak-yuen, Patrick Mr. LIM Chun-wah, Tommy

Ms. WONG Mun-yee, Veronica

### Logistics

Mr. CHAN Kwok-yuen, Roger Dr. HO Siu-cheung

Mr. LEUNG Wai-keung, Alan Dr. LI Ka-shu

Mr. TONG Kwok-fai, Ellan Ir. Dr. TSUI Hon-yan, Paul

### Printing & Publishing

Mr. LEUNG Siu-yin Mr. NG King-fai, John

Dr. YAN Tak-kin, Andrew

### Property Management & Security

Mr. AU Tai-ming, Johnny Mr. CHIU Sin-hung

Dr. FUNG Kowk-hung, Lobo Dr. MAK Yik-cheong

Mr. NG Kwong-ming, Paul, MH Dr. YUNG Pui-yip, Paul

### Real Estate Agency

Mr. IP Kwok-hung

Dr. SHIU Tsz-fai, Henry Mr. YEUNG Kwun-wah **Retail**

Mr. CHAN Wai-ho, Jacob Ms. LAM Chi-yan, Gabriel Mr. MAN Tak-wing

Mr. Roy NG

Mr. YIP Cheuk-tak

### Social Services

Ms. PANG Wai-man, Margaret Mr. YIU Kun-man

### Tourism

Dr. CHAN Tin-yan, Josiah Dr. CHOY Wai-chun, Monica Ms. LEE Siu-hang, Helen

Dr. LEE Yee-sum, Louisa Dr. MAK Lui-ming

Ms. MAK Sau-lan, Keller Ms. TSANG Chi-ping

### Transportation & Support Services

Mr. CHENG Chung-hang, Aaron Mr. LAW Siu-hung, Paul, MH

**Watch & Jewellery**

Mr. FAN Siu-kam, Eddie Ms. Maggie HON

Mr. LAU Tsz-sau, Jacky

Dr. MOK Wai-kei, Dominic Ir. SUEN Kwok-wai

Dr. YIP Ngai

**Wearing Apparel & Textile**

Ms. CHEUNG Lin-ying, Brenda Dr. KAN Chi-wai

Listed in alphabetical order of Industry Categories.

### 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

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| --- | --- |
| CL | Clothing Industry Training Authority |
| CS | Hong Kong Employment Development Service Limited |
| CT | HKCT Group Limited |
| 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 Limited |
| FL | The Federation of Hong Kong and Kowloon Labour Unions |
| 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 |

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| --- | --- |
| IA | Hong Kong International Aviation Academy Limited |
| 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 School of Professional and Continuing Education, Hong Kong Metropolitan University |
| 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 |
| MT | MTR Academy (HK) Company Limited |
| NA | The Neighbourhood Advice-Action Council |
| NH | New Home Association Limited |
| NL | New Life Psychiatric Rehabilitation Association |
| NT | New Territories Association Retraining Centre Limited |

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| --- | --- |
| 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 |
| 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

**Technical Consultant**

Hong Kong Quality Assurance Agency

**List of Honorary Advisors**

Prof. Randy CHIU, MH

Professor Emeritus, Hong Kong Baptist University and Visiting Professor, Hong Kong Metropolitan 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

Mr. Brian LIU

Controller (Human Resources, I.T. and Admin.), Yan Oi Tong

Mr. Teddy LIU

General Manager, Group Audit & Management Services New World Development Company Limited

Ms. Queena PUN Independent HR Consultant

Ms. Mandy TANG

Director, Belle Asia Limited

Prof. Peter YUEN

Dean, College of Professional and Continuing Education The Hong Kong Polytechnic University

Listed in alphabetical order.

**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 Listed in alphabetical order.

Lists of “Super MDs” and “Manpower Developers”