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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

The last year had proven to be a bumpy ride for Hong Kong as it had to battle a global pandemic alongside the rest of the world. Inevitably, the city’s economic momentum and employment market came under great pressure. Yet despite the disruptions caused by COVID-19, Hong Kong continues to offer a unique advantage because of its business-friendly environment, reliable infrastructure, forward-thinking companies coupled with innovative talents. These characters have enabled us to face our challenges head-on, steer change and navigate the storm.

In the face of uncertainty, the Employees Retraining Board (ERB) flexibly responds to market changes and actively supports the training needs of industries and society. Embracing a “Forward, Innovative, Versatile” approach, we encourage the workforce to upskill and reskill so as to stay ahead of the curve and to increase our competitive edge.

Staying Flexible and Versatile

During the past year, we launched phase 4 and phase 5 of the “Love Upgrading Special Scheme” (Special Scheme). Amidst the surging fifth wave of the pandemic, the phase 5 Special Scheme provided crucial support to job seekers and employees affected by the economic downturn. To further optimise the Special Scheme, the number of training courses on offer was increased to around 500. All special arrangements under the Special Scheme were retained. As of 31 March 2022, some 200,000 applicants were registered for five phases of the Special Scheme, which provided support to those in need to upgrade their skills and prepared them to rejoin the workforce or start a new career.

Needless to say, the fifth wave of the pandemic brought about unprecedented challenges to the community. In tandem with the Government’s tightening of preventive measures against COVID-19, ERB had to temporarily suspend face-to-face training and made available some 400 courses online so that trainees could continue with their learning under such an unstable situation. Meanwhile, we actively engaged the community through diversified online activities, including online industry seminars and taster courses organised by the “ERB Service Centre” and “ERB Service Spots”, to encourage members of the public to take the opportunity to upskill themselves.

During 2021-22, enrolment for ERB courses reached a record high of around 150,000, reflecting a keen demand from the public for ERB services.

Creating Value with Innovation and Foresight

At ERB, we endeavour to provide market-driven and employment-oriented vocational and professional education and training to meet the evolving needs of the labour market. To this end, ERB has set out a blueprint for long-term programme development to ensure our training services are able to meet market demands and trainees’ needs.

In response to the technological advancement and digitalisation megatrends, ERB has also proactively developed a range of innovation and technology courses, equipping trainees with in-demand knowledge and digital skills for broadening their career development opportunities. In 2021-22, ERB successfully obtained the “Programme Area Accreditation” status under the sub-area “Computer Science and Information Technology”. Such an accomplishment is expected to foster the long-term development of training provisions in the area of innovation and technology and provides solid proof of ERB’s capability in course development and quality assurance.

Hong Kong faces an ageing population, ERB has aptly responded to the manpower needs of the healthcare services industry. We have worked closely with the industry to provide training courses and services geared towards its needs. For example, at the time when the elderly homes and residential care homes for the disabled encountered manpower shortages in the wake of the pandemic, ERB flexibly and promptly launched the “Foundation Certificate in Training for Care Workers (Intensive Class)” course to train more new blood to enter the field. We also unleashed latent workforce to join the healthcare services industry through the “Hire and Train” Scheme and increased the training places in the year to help nurture more talent for the industry.

To keep up with the online learning trend, we developed in full gear the online learning platform and piloted an online learning management system. We also rolled out online teaching and learning arrangements in phases, further establishing relevant teaching and quality assurance systems so as to enhance the online learning experience and effectiveness.

Enhancing Support to Key Service Targets

While supporting the needy hard-hit by the economic downturn, ERB continued to promote the upgrading of skills among members of the public for broad-based empowerment. We focused on the young people and the “Post-50” (people aged 50 or above) as our key service targets to address their training and employment needs, and encouraged them to participate in training with a view to unleashing latent workforce within our society.

We launched a series of dedicated programmes for our young people and “Post-50”. Amongst these was the “20 x 50 Internship Programme” which provided short-term internship opportunities for participants to understand the employment market trends and to equip them with the skill sets and mindset for entering the workplace. To help young people in their career and life planning, we organised the “Youth Training and Career GPS@ERB” event, “Workplace Experience Activity Series for Secondary School Students” as well as other tailor-made activities, offering them an array of support services. We also launched the “Foundation Certificate in Customer and Concierge Service in Property Management (Tailor-Made Course)” for young people, facilitating them to join the industry that best matched their interests. As for the “Post-50”, we designed the “Hire and Train” Scheme, “Work Experience Days” and “Workplace Activity Series” to assist them to join the workforce and turn a new page in their careers.

As we continue to expand the breadth and depth of our services, we offer dedicated training courses and support services for social groups with special needs, including persons with disabilities and persons who have recovered from work injuries, ethnic minorities, new arrivals, ex-offenders, etc., to facilitate them to acquire training and land jobs in the market.

Walking Shoulder to Shoulder Far and Beyond

2022-23 marks a new milestone for ERB as we celebrate our 30th anniversary. Over the past three decades, with the unfailing support of stakeholders and longstanding partners, ERB offered an accumulative of over three million training places to enhance the skill levels of serving employees and job seekers, as well as supporting the sustainable development of Hong Kong’s society. The support and recognition of our courses and services rendered by the general public has been our greatest motivator. I wish to express my heartfelt gratitude to the HKSAR Government, especially the Labour and Welfare Bureau, Labour Department, all members of the Board, training bodies, trade organisations, working partners and staff members of the ERB Executive Office, for their dedicated support towards our work. On its 30th anniversary, ERB will launch the ERB 30 Campaign to strengthen our connection with members of the public, enhance their understanding and participation in ERB courses and services, and establish an even closer partnership with all sectors of society.

Joining Hands to Forge Ahead

Looking back on 2021-22, notwithstanding the impacts brought about by the fifth wave of the pandemic, the people of Hong Kong have once again proven that they are resilient and are brave enough to weather the storms and they never give up. I have every confidence that a better tomorrow will come. Under a new normal, people will have to adjust their lives and career journeys, alongside that, ERB will adopt innovative thinking, strengthen our collaboration with all sectors of the community so as to further promote retraining services. Time and again, we will give full play to our societal role and mission of promoting vocational and professional education and training, and embrace every challenge and opportunity ahead of us.

“Every cloud has a silver lining.” As we begin to see the light at the end of the tunnel, with perseverance and confidence, we can forge ahead towards a brighter future.

YU Pang-chun, GBS, JP

Chairman

Employees Retraining Board

## Executive Director’s REVIEW

Byron NG Kwok-keung, BBS

Executive Director

Our fight against the pandemic has become a universal challenge since 2019. Its lingering effects have set the tone for a new normal under which promoting economic recovery and employment are at the top of the agenda. With sweeping changes seen across the global economy and labour markets, new behaviours and trends are effecting change further. Businesses today are undergoing digital transformation. Automation and smart technologies, e-commerce and online shopping trends, together with a new hybrid work paradigm, are reshaping workforce demands. Acquiring multi-skills is therefore especially important for employees to stay competitive in the post-pandemic era, and ERB will play a more prominent role in upskilling the local workforce.

In the past year, ERB formulated its new “Three-year Strategic Plan” for 2021-22 to 2023-24, setting sights on “Strengthening Training, Embracing Technology and Facilitating Employment”. A “Progression Roadmap” was also drawn up, defining four strategic directions from “Start Anew and Develop”, “Succeed and Expand”, “Transform and Optimise” to “Collaborate and Innovate”. Under this framework, we stayed focused on enhancing the recognition of training courses and service quality, as well as strengthening promotion and partnerships, with a view to assisting members of the public to increase their competitiveness and grasp new opportunities through retraining courses and services.

Advancing Training Development
Moving with the Times

ERB has consistently made every effort to provide market-driven training courses and services. In the past year, we offered some 700 training courses, including around 40 new courses covering innovation and technology courses, professional certification courses, Specification of Competency Standards-based courses, and course series catering for different industries, to help the public and diverse social groups to upgrade their skills and meet changing workplace demands.

In response to the training needs of industries and service targets, ERB offered a range of training services in the past year, including the “Hire and Train” Scheme in collaboration with more employers to nurture talent for industries which have a keen demand for manpower. ERB also launched “Tailor-made Course” linking skills training to work contexts, as well as online self-learning materials and industry thematic workshops to cater for the training needs of employees who work long hours or have irregular working hours.

In view of the upskilling needs of different social groups, ERB offered 175 dedicated courses for ethnic minorities, persons with disabilities and persons recovered from work injuries, rehabilitated ex-offenders and ex-drug abusers, etc. to encourage them to pursue different development opportunities.

To minimise the impact of the pandemic on our training services, ERB actively developed online teaching and learning, and arranged for around 400 courses to be conducted online during the year, enabling trainees to continue learning despite infection control. The brand new “Foundation Certificate in Integrated First Aid Training (Blended Learning) (Part-time)” course was also launched, combining online and face-to-face training in a flexible manner to assist trainees in acquiring relevant professional qualifications with more training options.

Enabling Progress through Optimised Services

In terms of training and support services, ERB completed a review of the “Smart Living” Scheme’s development strategy, focusing on helping fresh graduates to gain experience and enhance their skills and competitiveness through continuous training and retraining workshops. In response to the market’s growing expectation for new skill sets and knowledge amongst postnatal care helpers, we also launched “Continuing Professional Development Programme” under the “Smart Baby Care” Scheme to encourage graduate trainees to pursue lifelong learning to meet market needs.

To further enrich our services, we launched the “ERB Home Services” mobile application in the past year as a convenient service gateway for employers of “Smart Living” and “Smart Baby Care”, thereby enhancing the user experience and service efficiency. During the fifth wave of the pandemic, the “ERB Service Centre” and “ERB Service Spots” also flexibly organised events such as online seminars, workshops and taster courses in order to extend our local outreach in districts and to connect with members of the public.

Bringing Value with Multi-partite Collaboration

ERB values partnerships to create synergy. We closely connect with industries through our 20 Industry Consultative Networks, ensuring that our course portfolio is aligned with market needs. We also actively promote our employer services to support recruitment of ERB trainees and in-service training of industry practitioners. In the past year, employers of different industries including those in property management, catering, environmental service sectors, etc., joined hands with ERB to arrange training for employees so as to enhance their professional knowledge and skills, with a view to coping with the evolving needs of their industries. Moreover, we strived to suitably bring in more training bodies to reinforce our training network, and through the “WeShare Promotion Collaborative Scheme”, we stepped up our collaboration with training bodies on the promotion front to extend the reach of our courses and services.

During the year, we stepped up our promotion efforts on electronic media, including the launch of the “ERB Got Talent” video series, production of lively stories to capture the development journey of ERB trainees, and engaging Key Opinion Leaders (KOL) to promote ERB courses and services from different perspectives in a creative way. At district level, we drew on our experience to prepare for the launch of a brand-new sponsorship scheme in 2022-23 to encourage more training bodies to participate in local engagement activities. We also enhanced the district-based outreach windows of “ERB Service Spots” and “ERB Training Net” course search terminals by strengthening collaboration with different organisations to promote ERB courses to a wider community.

Since 2019-20, ERB has been devoted to promoting retraining and employment for the “Post-50”. Our efforts were recognised by winning three special awards under the “Jockey Club Age-friendly City Partnership Scheme 2020”, signifying our commitment and contribution to encouraging elderly employment and promoting an age-friendly culture. We will keep up the momentum and go further with even more initiatives to support other social groups in need.

Forging Ahead by Uplifting Quality

Recognition from the Hong Kong Council for Accreditation of Academic and Vocational Qualifications has affirmed the quality assurance work of ERB. During the past year, ERB obtained the “Programme Area Accreditation” (PAA) status under the “Computer Science and Information Technology” sub-area. Moving forward, we will formulate a roadmap for our PAA work to help frame our future course development strategy. On top of that, we have reviewed the selection criteria and related mechanisms for learning programme accreditation under the Qualifications Framework (QF), with a view to establishing the recognition of our courses under QF and also the qualifications of our ERB graduates. As of March 2022, over 310 courses were uploaded on the “Qualifications Register”.

ERB continued throughout the year to implement quality assurance work in connection with training services, including completing its review of the income ceiling for course fee subsidies for non-placement-tied courses, enforcement of the enhanced course-end assessment mechanism, and strengthening of skills assessment services, etc. In terms of corporate governance, we completed three internal audit exercises, encouraged staff members of ERB and training bodies to pursue training in accordance with future development plans, and enhanced our information system with a view to building a solid foundation to support the sustainable development of our courses and services.

Promoting Training with a Serving Heart

With ERB entering its 30th anniversary, we shall uphold our service spirit to help members of the public to undergo training for self-enhancement. We shall stand tall and keep moving forward while uplifting the quality of our courses and services as we continue to develop human capital to provide a competitive edge and support the sustainable development of Hong Kong.

“Stay positive and empower ourselves in the midst of adversity; fulfill our roles and serve the community in the midst of prosperity.” Let us keep our faith, embrace innovation and grasp every opportunity to forge ahead together with all sectors of Hong Kong.

Byron NG Kwok-keung, BBS

Executive Director

Employees Retraining Board

## Highlights of the Year

Actively coped with the new normal, supported continuous skills upgrading of the public

**Launched phase 4 and phase 5 of the “Love Upgrading Special Scheme”**

• Around 500 training courses were offered and all special arrangements were retained to continue assisting those in need to acquire knowledge and skills;

• As of 31 March 2022, some 200,000 applicants were recorded for five phases of the “Love Upgrading Special Scheme”.

**Developed online teaching and learning**

• In light of the pandemic and suspension of face-to-face classes, ERB introduced the online learning mode to flexibly support teaching and learning despite infection control;

• As of 31 March 2022, ERB approved around 400 courses which could be conducted online;

• To dovetail with the long-term development of online learning, ERB has set up a Working Group to take forward the development of the “ERB Online Learning Platform” which is planned to be launched in the third quarter of 2022-23 for training bodies and trainees.

**Strengthened training and employment support to young people and the “Post-50”, injecting new impetus into the local talent pool**

• Launched the “Foundation Certificate in Customer and Concierge Service in Property Management (Tailor-Made Course)” for young people;

• Launched the “20 x 50 Internship Programme” for young people and the “Post-50” to enhance their understanding of the workplace through short-term internship for entering the job market;

• Implemented the “Hire and Train” Scheme to assist dedicated target groups including the “Post-50” to land jobs in different industries;

• Organised the “Youth Training and Career GPS@ERB”, workplace taster and dedicated activities for young people and the
“Post-50” to better understand industry trends and various training opportunities.

**Enhanced course and service portfolio in response to
manpower needs**

• Launched the “Foundation Certificate in Training for Care Workers (Intensive Class)” course and expanded the “Hire and Train” Scheme by encouraging more employers of the elderly care services industry to participate in the scheme;

• Offered some 30 innovation and technology courses to meet market needs and broaden the career horizon of trainees;

• Launched the “ERB Home Services” mobile application to facilitate “Smart Living” and “Smart Baby Care” employers to use the referral services and enhance efficiency. As of 31 March 2022, around 2,700 employers have registered through the platform.

**Obtained the second “Programme Area Accreditation” status,
reinforcing quality assurance**

• After obtaining the “Programme Area Accreditation” (PAA) status under the sub-area “Catering, Food and Beverage Services”, ERB successfully obtained the second PAA status under the sub-area “Computer Science and Information Technology”, which affirmed the work of ERB in course development and quality assurance.

## CORPORATE GOVERNANCE

**Management Structure**

The Employees Retraining Board (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

• Investment Group

• Audit Committee

**Chairman and Board Members**

Members of ERB are appointed by the Government. Under the leadership of the Chairman, the Board comprises 16 members appointed from representatives of employers and employees, government officials, and vocational training and retraining or manpower planning professionals. Membership of the Board in 2021-22 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

**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

*Executive Director of the Vocational Training Council (From 1 January 2022)*

**Government Representatives**

Ms. Alice LAU Yim, JP

*Permanent Secretary for Labour and Welfare (From 26 July 2021)*

Mr. Chris SUN Yuk-han, JP

*Commissioner for Labour*

Remark: Mrs. Carrie YAU TSANG Ka-lai, GBS, JP (Executive Director of the Vocational Training Council) (Until 31 December 2021); Ms. CHANG King-yiu, GBS, JP (Permanent Secretary for Labour and Welfare) (Until 25 July 2021)

**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”;

(4) 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;

(5) 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;

(6) to formulate and review the policies pertaining to course administration matters; and

(7) 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 Development) |
| Mr. Joe CHU Yin-cheong |
| Representative of the Permanent Secretary for Labour and Welfare |
| Representative of the Commissioner for Labour |
| Representative of the Executive Director of the Vocational Training Council |
| Mr. 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 |
| 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 | 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 |
| 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

Digital Communications Section

Industry Services Section

Marketing & Corporate Communications Section

Media & External Affairs Section

Placement Services Section

Service Schemes Section

Corporate Services Division

Customer Services Section

Finance & Accounts Section

Human Resources & Administration Section

Information Technology Section

Internal Audit Section

**Monitoring Mechanism**

**Performance Indicators**

ERB has established performance indicators for monitoring the performance of training bodies, effectiveness of training courses and cost-effectiveness. In 2021-22, the achievement of performance indicators was as follows:

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| **Area for Monitoring** | **Performance Indicator** | **Benchmark** | **Achievement Level** |
| Utilisation of training places | Capacity utilisation rate | 85% | 86% |
| Completion of training | Attendance rate | 80% | 94% |
| Graduation rate | 80% | 96% |
| Placement (regular courses)  | Placement rate | 70% | 84% |

**Performance Pledges**

ERB has established performance pledges to monitor the quality of service. In 2021-22, 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% | 70%65% |
| Issue of graduation certificate | • Graduation certificates to be available for collection at the training bodies within **20 working days** upon completion of classes and fulfillment of graduation requirements (not applicable to courses with course-end assessment in the form of public examination) | 85% | 96% |

Remark: In view of the COVID-19 pandemic situation, ERB suspended face-to-face training classes for over two months in 2021-22, thus affecting the achievement levels of some of the performance pledges.

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| **Disbursement of Retraining Allowance** |
| Service | **Performance Pledge** | **Target Level** | **AchievementLevel** |
| 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)• Within **seven working days** upon confirmation of registration (if the report duty date is more than one calendar month upon confirmation of registration) | 95% | 99% |

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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% | 85% |
| Reply to messages left in voice-mail | • For messages received during 9:00am – 6:00pm of a working day: reply within the **same day**• For messages received otherwise than above: reply in the **following working day** | 95% | 100% |

**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 performance evaluation survey conducted in 2021-22, the target respondents were trainees who completed ERB training courses between October 2020 and September 2021 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** | **95%** |
| Good working attitude / well-disciplined | 95% |
| Good interpersonal skills | 92% |
| Skills matching job requirements | 91% |
| Adaptable to work environment / changes | 90% |
| High efficiency | 89% |

|  |  |
| --- | --- |
| **Views of trainee respondents on the training courses and services of ERB:** | **Percentage** |
| **Helpful in finding jobs or working as a whole** | **82%** |
| Aroused interest in continuous learning | 95% |
| Improved soft skills(1) | 93% |
| Enhanced vocational skills(2) | 92% |
| Boosted self-confidence | 91% |
| Better understanding of career prospects and work environment(2) | 91% |
| Improved foundation skills(3) | 89% |
| Enhanced adaptability to work | 89% |
| Strengthened commitment to work(2) | 88% |
| Beneficial to become a self-employed person or business starter(4) | 87% |
| Increased job mobility | 82% |

Remarks:

(1) Only included trainee respondents who completed placement-tied courses or generic skills courses (related to training in personal attributes and job search skills).

(2) Only included trainee respondents who completed placement-tied courses or skills upgrading courses.

(3) Only included trainee respondents who completed generic skills courses.

(4) Only included trainee respondents who considered to become self-employed persons or business starters after completing the courses.

## Policy Objectives and Work Plan

**Policy Objectives**

• Strengthening training, embracing technology and facilitating employment

• Market-driven and employment-oriented

• Placing emphasis on supporting social groups with special needs and encouraging latent workforce to enter the employment market

• To enhance the quality of the working population, providing a flexible, quality and resilient labour force through training

**Work Plan**

The “Progression Roadmap”: building on the existing foundation, to enhance the recognition of training courses and services in four strategic directions, and to step up promotion and strengthen collaboration with stakeholders, with a view to assisting members of the public to face up to challenges through ERB training courses and services.

Start Anew and Develop

Developing online learning and formulating course development roadmap, according emphasis on supporting social groups with special needs in training
and employment, supporting young people and promoting upward mobility, and facilitating latent workforce to join the employment market.

Succeed and Expand

Continuing the development of special training programmes and support services, enhancing the quality assurance and recognition of qualifications of training courses, as well as utilising the competitive edge of ERB’s district service networks to support the training and employment needs of members of the public.

Transform and Optimise

Tapping into information technology to optimise existing services and launch new services, timely reviewing our services and administration mechanism, and stepping up corporate governance to enhance operational efficiency and effectiveness.

Collaborate and Innovate

Strengthening partnership networks and stepping up connection and collaboration to maximise synergy effect, and introducing innovative promotion to raise public awareness of ERB courses and services, and further leverage on our brand effect.

## Operational Review

Start Anew and Develop

**Developing Online Learning**

**Introducing online learning arrangement for training courses**

As of March 2022, the Employees Retraining Board (ERB) approved around 400 courses for online learning to support trainees in resuming studies during the face-to-face class suspension period so as to minimise the impact of the pandemic on trainees as far as possible.

ERB also set up an inter-divisional working group for examining and developing different models of online learning, with the objective of providing a more flexible learning environment whereby a variety of online courses can be developed in response to the prevailing market trend of learning and upgrading through online platforms, hence providing more training options for trainees.

Meanwhile, ERB organised training workshops for colleagues, as well as staff members and instructors of training bodies so as to enhance the knowledge of online teaching and learning for stakeholders.

**Piloting online learning management system**

ERB piloted together with training bodies an online learning management system which not only promoted better understanding of the various functions and designs of the system, but also paved the way for related preparatory work such as formulating policy on teaching and learning support measures, monitoring and quality assurance.

By reviewing the experiences from the pilot scheme and online teaching, ERB is actively taking forward the development of the “ERB Online Learning Platform” which is planned to be launched in the third quarter of 2022-23.

**Launching the new “Foundation Certificate in Integrated First Aid Training (Blended Learning)
(Part-time)” course**

In 2021-22, ERB launched the “Foundation Certificate in Integrated First Aid Training (Blended Learning) (Part-time)” course to assist trainees in acquiring relevant professional qualifications in a more flexible study mode.

**Developing online self-learning materials**

In view of the popularity of Internet in supporting learning and that a substantial share of the workforce finds it difficult to arrange regular time to pursue continuous learning through classroom mode, ERB developed dedicated short video with the theme of anti-epidemic tips in the workplace for practitioners in the catering industry in 2021-22 to acquire the relevant knowledge and skills.

**Formulating Course Development Roadmap**

**Developing innovation and technology courses**

To dovetail with the smart city development, ERB continued to launch various innovation and technology courses in 2021-22, covering robotic process automation, front-end and back-end web development among others.

ERB developed online self-learning materials for practitioners in the catering industry to acquire relevant knowledge and skills.

ERB is committed to offering training courses to nurture talent for healthcare and elderly care services industry, and to tie in with the long-term development of the industry.

**Nurturing talent for healthcare and elderly care services industry**

**Increasing the number of training places for healthcare services industry**

ERB is committed to offering training courses to nurture talent for elderly care services industry. In 2021-22, ERB increased the number of training places for healthcare services industry to tie in with the training needs and long-term development of the industry.

**Following up the results of the survey on future development and skills training needs of elderly care services industry**

ERB consulted the Healthcare Services Industry Consultative Network and planned for corresponding follow-up actions based on the results of the thematic survey of future development and skills training needs of the elderly care services industry, including development of new courses which meet market needs and enhancement of design of existing courses.

**Launching the “Foundation Certificate in Training for Care Workers (Intensive Class)” course**

ERB launched the “Foundation Certificate in Training for Care Workers (Intensive Class)” course in March 2022 to train more local workers to land jobs as care workers in the face of the pandemic situation in Hong Kong.

**Launching New Courses**

**Staying abreast of market needs**

ERB kept abreast of market needs and launched about 40 new courses with market potential in 2021-22. They included “Foundation Certificate in Junior Performers for Cantonese Opera Training”, “Foundation Certificate in Online Business (Social Media Marketing) (Mixed-mode Learning) (Part-time)”, “Certificate in Knowledge of Sharing Kitchen Operation (Part-time)”, “Foundation Certificate in Three-dimensional Presentation Skills (SketchUp) in Interior Design (Part-time)”, “Foundation Certificate in Workplace Re-entry (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 2021-22, ERB developed new course series covering skills areas such as clothing alteration techniques, corporate communication, Cantonese opera production, 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 2021-22, ERB developed relevant professional certification courses under different industry categories such as environmental services, real estate agency, tourism, construction & renovation, etc.

**Specification of Competency Standards-based courses**

ERB made reference to the Specification of Competency Standards (SCS) of different industries compiled by the Education Bureau, and developed new SCS-based courses in consultation with the relevant Industry Consultative Networks (ICNs) and stakeholders. In 2021-22, ERB developed five new SCS-based courses under five industry categories, namely retail, hairdressing, printing & publishing, wearing apparel & textile and environmental services.

**Launching Dedicated Courses for Social Groups with Special Needs**

**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 2021-22, ERB offered 23 courses under the “Youth Training Programme” and eight featured courses, straddling 13 industry categories and generic skills training areas, covering beauty therapy, hairdressing, information & communications technology, electrical & mechanical services, catering, transportation & support services, business, entertainment & performing arts, design, education & recreation, property management & security, retail and social services.

**Ethnic minorities**

In 2021-22, ERB offered 13 placement-tied and 31 non-placement-tied courses dedicated for ethnic minorities, covering vocational languages and straddling different industry categories including property management & security, beauty therapy, hairdressing, construction & renovation, hotel, business, catering, social services, electrical & mechanical services, etc.

New courses on “Foundation Certificate in Medical Clinic Assistant Training (English Medium)” and “Foundation Certificate in Internet Business Start-up (English Medium)” were launched to address the training needs of ethnic minorities and to enhance their competitiveness in the workplace.

ERB offered dedicated courses for young people, ethnic minorities, persons with disabilities and persons recovered from work injuries, etc., to address their training needs.

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

In 2021-22, ERB offered 30 placement-tied courses 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, hotel, healthcare services, business, catering, information & communications technology, retail, environmental services, etc.

New courses included “Foundation Certificate in Concepts of Chinese Medicine Healthcare (Part-time)” and “Foundation Certificate in Wedding and Banquet Floral Decorations I (Floral Accessories) (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 2021-22, ERB offered 15 placement-tied and nine non-placement-tied dedicated courses, straddling 10 industry categories and generic skills training areas. A new course, namely the “Foundation Certificate in Tiler Training for Interior Renovation (Intermediate Trade Test)” was also launched.

In 2021-22, ERB continued to offer the full-time placement-tied “Foundation Certificate in Career Planning” 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.

**According Young People and
the “Post-50” as Key Service Targets**

**Launching “Tailor-made Course”**

In 2021-22, ERB collaborated with employer in the property management & security industry and offered the “Foundation Certificate in Customer and Concierge Service in Property Management (Tailor-Made Course)” for young people, helping them join the industry upon course completion.

**Launching the “20 x 50 Internship Programme”**

ERB launched the “20 x 50 Internship Programme” with a view to facilitating young people and the “Post-50” to better understand market trends, strengthening their self-confidence and mindset for entering the workplace, and encouraging employers to hire the “Post-50”. More than 1,000 applications were received.

Over 340 vacancies including clerical and dedicated internship opportunities were provided by about 70 participating organisations straddling around 20 trade areas. Participating organisations gave positive feedback on the performance of interns and some of the participants were offered employment opportunities after completing the internship.

ERB launched the “20 x 50 Internship Programme” and “Foundation Certificate in Customer and Concierge Service in Property Management (Tailor-Made Course)” to strengthen training and employment support for young people and the “Post-50”.

ERB organised the “Youth Training and Career GPS@ERB” to provide training and employment information for young people.

**Launching “Youth Training and Career GPS@ERB”**

ERB organised the “Youth Training and Career GPS@ERB” in March 2022 to provide a one-stop platform for young people and those with training and employment needs to get the latest information. A series of online activities including industry talks, taster courses, recruitment and interviewing workshops was lined up. Information on training courses and job vacancies related to different industries was also made available. Around 1,300 online visits were recorded.

**Strengthening training and support services**

In 2021-22, ERB co-organised “Work Experience Days” with employers of security and car detailing industries for young people and the “Post-50”. Participants visited the ERB training centres and different workplaces to better understand the training and employment opportunities of respective industries. Job interviews were arranged by employers after the visits for participants who are interested in joining the industries.

In 2021-22, “Career Talks for Schools” and company visits were organised with around 670 senior secondary school students participated. Corporate representatives briefed students on the industry outlook, prospects and development opportunities, as well as job interview skills and tips.

In 2021-22, “ERB Service Centre” organised the “Workplace Activity Series” to assist the “Post-50”, young people, women and new arrivals to better understand the market trend, experience the work environment and get prepared for employment. The centre also collaborated with secondary schools in the district and arranged career planning activities, industry seminars, job search and interview workshops, etc. for young people (including senior secondary school leavers). Around 1,200 people participated in various activities in the year.

ERB and “ERB Service Centre” organised various activities to assist the young people and the “Post-50”, etc. to understand the market trend and development opportunities of different industries.

**Succeed and Expand**

ERB launched phase 4 and phase 5 of the “Love Upgrading Special Scheme” and continued an array of special arrangements to support those affected by the economic environment for skills upgrading.

**Launching Phase 4 and Phase 5 of
the “Love Upgrading Special Scheme”**

Entrusted by the Government, ERB launched phase 4 and phase 5 of the “Love Upgrading Special Scheme” (Special Scheme) in the year to continue the support to job seekers and employees affected by the economic environment for skills upgrading. The number of courses was increased to about 500, and nearly 60% of them could be conducted online. A total of 94,000 training places were offered under the Special Scheme in the year.

An array of special arrangements under the Special Scheme continued, including no restriction on industry background or educational attainment of trainees, courses offered free of charge, disbursement of special allowance at a ceiling of $5,800 per month, and provision of “Enterprise-based Training”, etc.

**Implementing the “Hire and Train”
Scheme**

In 2021-22, ERB continued its effort to implement 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). Besides, under the coordination of Labour and Welfare Bureau, ERB liaised with the employers of private elderly homes referred by Social Welfare Department, and encouraged them to recruit care workers through the “Hire and Train” Scheme and arrange on-the-job training.

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. Over 120 trainees participated in the scheme and landed the above-mentioned jobs during the year.

ERB implemented the “Hire and Train” Scheme to assist dedicated service targets to land jobs in different industries.

**Organising Industry Thematic Workshops**

In 2021-22, ERB organised industry thematic workshops with the themes of “Prevention and Handling of Workplace Violence at Residential Care Homes” and “Multimodel Transportation Management” respectively for healthcare services and import & export industries to assist practitioners in enhancing their professional knowledge and work skills.

**Conducting Market Surveys**

In 2021-22, in addition to conducting regular survey projects, ERB conducted a study on the training and employment needs of ethnic minorities so as to provide more suitable training courses and services.

**Continuing Training Support**

**Providing training consultancy service**

In 2021-22, ERB continued to step up efforts in enhancing its training consultancy service. Under the pandemic situation, Training Consultants rendered over 1,100 sessions through face-to-face interview or online video conferencing. Meanwhile, Training Consultants made use of online platforms to provide individual and group consultation for social groups with special needs, including the “Post-50”, ethnic minorities, and persons with disabilities and persons recovered from work injuries, with a view to supporting them to obtain timely training advice and prepare themselves for entering the employment market.

Training Consultants provided training advice to social groups with special needs through face-to-face interview or online video conferencing.

ERB organised workshops for employers and training bodies to assist them in understanding the training and employment needs of social groups with special needs, and extended the theme of the workshops to rehabilitated ex-drug abusers and ex-offenders.

**Extending the theme of workshops to
social groups with special needs**

In 2021-22, 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. In addition to persons with disabilities and persons recovered from work injuries, ethnic minorities, and the “Post-50”, the theme of the workshops was also extended to rehabilitated ex-drug abusers and ex-offenders.

The workshops covered an introduction of the characteristics and the employment needs of social groups with special needs, the principles, attitude, and communication skills when interacting with them, etc. Experience-sharing sessions with employers and employees were also arranged.

**Pursuing “Programme Area Accreditation” and
Course Accreditation**

**Obtaining the second “Programme Area Accreditation” status**

ERB has obtained the second “Programme Area Accreditation” (PAA) status at Qualifications Framework (QF) Levels 1 to 3 in the “Computer Science and Information Technology” sub-area from January 2022 for five years, demonstrating that ERB has a track record of managing and assuring the quality of its learning programmes in the approved scope.

**Formulating the roadmap of “Programme Area Accreditation” work**

With the progresses made on fulfilling the requirements of “Computer Science and Information Technology” sub-area, as well as those related to the application of the “Periodic Institutional Review” (PIR) of the “Catering, Food and Beverage Services” sub-area under PAA, ERB has summarised and reviewed the overall experience, with a view to formulating the roadmap of relevant PAA work.

**Reviewing the selection criteria and mechanism for learning programme accreditation under Qualifications Framework**

In 2021-22, ERB reviewed the selection criteria and related mechanism for learning programme accreditation, with a view to increasing the number of courses recognised under QF and promoting recognition of the qualification of ERB graduates.

**Course accreditation works**

As at March 2022, ERB uploaded over 310 courses (entailing about 2,580 course entries) on the “Qualifications Register” (QR).

In 2021-22, ERB submitted to the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) 12 courses (entailing about 100 course entries) for accreditation, 87 courses (entailing about 490 course entries) for re-accreditation and 709 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 355 valid records to the database for the public to obtain concerned information in 2021-22.

After obtaining the PAA status, a cumulative of 52 courses (entailing about 360 course entries) and 21 courses (entailing about 300 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.

**Regular Monitoring and
Quality Assurance Work**

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

The Practical Skills Training and Assessment Centre administers the practical assessments of 17 ERB courses.

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

The Practical Skills Training and Assessment Centre (PSTAC) administers the practical assessments of 17 ERB courses, straddling six industries of domestic services, Chinese healthcare, healthcare services, hotel, catering and environmental services. In 2021-22, about 18,200 candidates were assessed in PSTAC, and 99% of candidates were satisfied with the overall services of PSTAC.

**Prevention of COVID-19**

ERB formulated the “Guidelines on Precautionary Measures against COVID-19 for Training Bodies” and strengthened relevant inspections. Training bodies were required to implement the guidelines so as to safeguard the health and safety of trainees, staff and members of the public during the pandemic.

**Continuing Provision and
Promotion of District Services**

**Launching dedicated activities and promotion at “ERB Service Spots”**

In 2021-22, ERB organised dedicated activities at 37 “ERB Service Spots” to equip social groups with special needs with knowledge of the employment market and workplaces, and arouse their interest in enrolling ERB courses. “ERB Service Spots” outreach teams also arranged promotion booths at high-traffic district locations with a view to promoting ERB courses and services to members of the public.

“ERB Service Spots” organised dedicated activities to equip social groups with special needs with knowledge of the employment market.

ERB continued to promote its district service networks to raise public awareness of ERB’s training and support services at the district level.

**Promoting district service networks**

ERB rolled out advertisements on newspapers, social media and outdoor platforms for promoting its district service networks, including around 370 training centres, “ERB Service Centre”, 37 “ERB Service Spots”, “ERB Training Net” course search terminals (Training Net) and training consultancy service, to raise public awareness of ERB’s training and support services at the district level.

**Transform and Optimise**

**Optimising Support Services**

**Launching “ERB Home Services”
mobile application**

ERB launched the “ERB Home Services” mobile application for employers of “Smart Living” and “Smart Baby Care” in November 2021. Employers can register as users, upload vacancies and review the resume of helpers through the mobile application, thereby further enhancing the referral efficiency.

**Development of “Smart Living” and
“Smart Baby Care” services**

In 2021-22, ERB completed the review of the “Smart Living” service. In line with market development, the Regional Service Centres will be dedicated to serving new helpers, assisting them to gain experience and develop employer networks. The centres will also strengthen the training provisions to help trainees upskill and develop their career in the field.

On “Smart Baby Care” service, the “Continuing Professional Development Programme” was launched in January 2022 to encourage helpers to pursue continuous learning and enhance professional standards.

**Enhancing Promotional Activities at
the District Level**

In 2021-22, ERB sponsored training bodies to organise promotional activities and course experience activities across the territory under the “Funding Programme for Courses and Industries” and “ERB Courses Road Show”, with around 9,300 people and about 200 employers participated.

ERB also launched the new “Encountering ERB Courses Funding
Programme” in 2022-23, encouraging training bodies to further promote ERB courses and services to members of the public in a more diversified mode.

ERB sponsored training bodies to organise diversified promotional activities and course experience activities, with around 9,300 people and about 200 employers participated.

**Enhancing Course Administration Arrangements**

**Reviewing and enhancing the “Training Places Allocation Mechanism”**

In order to better monitor training bodies’ handling of course applications, as well as to enhance efficiency of resource allocation in offering ERB courses, ERB reviewed and further enhanced the “Training Places Allocation Mechanism” in 2021-22.

**Reviewing the income ceiling of course fee subsidies for non-placement-tied courses**

In 2021-22, ERB reviewed the income ceiling of course fee subsidies for non-placement-tied courses. Income level for course fee waiver was increased from $12,000 to $12,500.

**Enhancing Quality Assurance Work**

**Reviewing mechanism for handling malpractising training bodies and instructors**

To enhance awareness of training bodies, encourage compliance with ERB’s guidelines and regulations, and ensure their quality of service could meet the requirements, ERB reviewed the relevant mechanism in 2021-22. ERB would also exchange with training bodies regularly, reminding them to follow the stipulated guidelines and regulations.

**Reinforcing assessment services**

**Outreaching assessment services**

PSTAC piloted the outreaching assessment services for the “Healthcare Massage Foundation Certificate” course. PSTAC arranged assessors to conduct course-end assessments in designated training centres and a total of 15 training centres participated in this pilot service. The feedback of trainees on the outreaching assessment services was generally satisfactory.

**Simulation assessment for new instructors**

In order to assist new instructors to grasp the criteria of practical
assessments, PSTAC invited new instructors to conduct simulation assessments so that they would be more experienced about the operation and requirements of the assessments. The participants generally agreed that the simulation assessments could benefit them with better understanding of the main criteria of the assessments.

**Enhancing Corporate Governance**

**Conducting internal audit reviews**

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

In 2021-22, the Internal Audit Section completed three internal audit exercises respectively on “Human Resources Management”, “Operations of PSTAC and the Examination System” and “Performance Monitoring of ERB Service Centre and ERB Service Spots”. Audit reports with improvement recommendations were submitted to the Audit Committee for consideration.

**Strengthening staff training**

In response to the COVID-19 pandemic, ERB continued to arrange or sponsor staff members to attend online or face-to-face training workshops, seminars and symposium on various topics, as well as seminars and briefings related to Employment Ordinance, race, sex and other discriminations, PAA and PIR organised by the Labour Department, Equal Opportunity Commission, QF Secretariat and HKCAAVQ.

**Continuing enhancement of IT systems**

ERB piloted an online learning management system to better understand users’ needs and prepare for further development of the learning management system. ERB continued to improve its information systems, including strengthening its examination paper management function and enhancing the data processing functions to cater for applications of phase 4 and phase 5 of the Special Scheme.

ERB continued its effort to improve its IT security by replacing or upgrading IT equipment and software to ensure data were properly protected. ERB implemented a new Document Management System, upgraded Data Loss Protection System and WiFi system to ensure system performance and security.

**Continuing implementation of
environmentally friendly measures**

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

ERB introduced a series of measures to conserve electricity and reduce carbon emissions. ERB also made extensive use of electronic communications, social media and website for promotion and dissemination of information.

**Collaborate and Innovate**

**Strengthening Partnership**

**Strengthening training network**

ERB proactively connected with and introduced ERB courses and services to the organisations possessing experience in adult learning as well as youth education and vocational training to explore the possibility of cooperation.

**Strengthening industry collaborations**

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.

ERB has formed 20 Industry Consultative Networks to strengthen industry collaborations, solicit views on manpower development and explore training needs of respective industries.

ERB organised various activities to continue the promotion of “ERB Services for SMEs”.

Continuing promotion of“ERB Services for SMEs”

In 2021-22, ERB co-organised the online “Taster Course for SME” with the Trade and Industry Department. Around 90 participants and overall satisfaction rate of around 85% were recorded.

The “SME Mentorship Programme” continued to promote knowledge sharing among mentors, mentees and industry groups in 2021-22, strengthening the exchange between HR specialists and SME representatives. ERB also disseminated the latest service information to SME employers and associations on a regular basis.

**Extending the “WeShare Promotion Collaborative Scheme”**

ERB launched another series of “WeShare Promotion Collaborative Scheme” in the year. Training bodies were invited to promote the ERB information channels and electronic bulletins to their members and trainees. New formats were introduced for stepping up collaboration with training bodies on the promotion front. A total of 24 training bodies participated in the scheme.

During the scheme period, the reach of content feeds of “My ERB” and “Captain K” Facebook Fan Pages was extended to over 100,000 users. The average monthly number of readers reached for the July to December 2021 issues of the “LOOK@erb” electronic bulletin increased by over 40%, while the average number of readers reached for three issues of the “Employer Newsletter” in 2021-22 was increased to threefold of the preceding issue.

ERB also arranged complimentary feeds at “My ERB” Facebook Fan Page for the promotion of ERB courses organised by the training bodies with keen participation.

**Extending district-based windows and local outreach**

In 2021-22, “ERB Service Centre” and “ERB Service Spots” organised more than 180 online activities to engage service targets. Various training bodies also introduced online elements to district promotional activities sponsored by ERB to promote ERB courses and services in a flexible way under the pandemic.

ERB has set up Training Net at 118 locations across the territory of Hong Kong, 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 Training Net.

“ERB Service Centre” and “ERB Service Spots” organised more than 180 online activities to promote ERB courses and services in a flexible way.

**Multi-faceted Promotion on
Courses and Services**

**Innovative “Post-50” promotional campaigns won local awards**

ERB established the “Post-50” as the new title for persons aged 50 or above and launched the “Post-50 Branding Campaign” in 2019 to showcase the outstanding qualities of the “Post-50”, thereby advocating public recognition of the value of the “Post-50” and boosting employment opportunities for them. ERB has also been providing diversified training courses and support services, and special programmes including the “Post-50 Love Upgrading Scheme”, the “Post-50 Internship Programme”, the “Hire and Train” Scheme, etc., to motivate the “Post-50” to attend training for upgrading knowledge and skills required in the workplace.

The “Post-50” promotional campaigns and activities of ERB won three special awards of the “Jockey Club Age-friendly City Partnership Scheme 2020”, symbolising ERB’s significant contributions in encouraging elderly employment, launching initiatives that benefit the elderly on a sustainable basis, and promoting an age-friendly culture.

The “Post-50” promotional campaigns and activities of ERB won three special awards of the “Jockey Club Age-friendly City Partnership Scheme 2020”, symbolising ERB’s significant contributions in encouraging elderly employment and promoting an age-friendly culture.

**Promotion of courses and services**

In 2021-22, ERB promoted the Special Scheme through diverse channels, including the dedicated website, publicity materials, advertisements on newspapers, social media and outdoor platforms, as well as promotion through ERB’s information channels and networks of training bodies and trade unions, ICNs, etc.

ERB launched promotional videos with participation of Key Opinion Leaders (KOL) in taster courses and skills contest, as well as ERB trainees and instructors, so as to promote ERB courses to young people in an interactive and interesting way. Social media and online advertisements were rolled out to attract the target audience. The “Views” and “Engagement” of online videos amounted to over 900,000 and 20,000 respectively.

ERB invited Key Opinion Leaders (KOL) to participate in promotional videos so as to promote ERB courses to young people in an interactive and interesting way.

ERB promoted innovation and technology courses and youth training courses on various advertising channels so as to raise public interest in enrolling ERB courses.

ERB rolled out advertisements to promote the “Hire and Train” Scheme and “Tailor-made Course” to encourage middle-aged persons, the “Post-50”, homemakers and young people to enrol in ERB courses and land jobs in the transportation & support services, environmental services, healthcare services, and property management & security industries.

In addition, ERB promoted innovation and technology courses and youth training courses on various advertising channels so as to raise public awareness and interest in enrolling ERB courses.

**Connecting with social groups with
special needs**

In 2021-22, ERB arranged dedicated promotional materials for the “Post-50”, young people, new arrivals, ethnic minorities, and persons with disabilities and persons recovered from work injuries for distribution through social service organisations and training bodies.

**Enhancing promotion on electronic media**

ERB posted a host of content feeds featuring the cartoon character “Captain K” and the Chiang’s family as spokespersons of “My ERB” Facebook Fan Page to provide training and industry information, with a view to promoting ERB courses and services to members of the public and trainees in a soft manner.

ERB launched the “ERB Got Talent” video series to showcase the vocational skills of trainees in different industries. Online games and advertisements on social media were rolled out to promote the video series. The “Views” and “Engagement” of online videos amounted to over 700,000 and 17,000 respectively.

ERB launched the “ERB Got Talent” video series and posted a host of content feeds featuring the cartoon character “Captain K” and the Chiang’s family so as to promote ERB courses and services to members of the public.

ERB enhanced the content of the electronic bulletin “LOOK@erb”, and launched the “Together in this Year ∙ ERB Trainee Stories” to promote the value of skills upgrading through the inspirational stories of ERB trainees.

ERB enhanced the content of the electronic bulletin “LOOK@erb” to provide diversified information of training and work contexts and attract subscription. In the year, ERB published 12 issues of “LOOK@erb” to disseminate the latest information of ERB courses and activities, reaching over 150,000 readers per issue.

ERB also published the quarterly “Employer Newsletter” to disseminate the latest information on placement-tied graduate classes, popular courses under the “Enterprise-based Training”, and promotional activities through networks of trade associations, employer organisations and enterprises. The average number of readers reached per issue was over 10,000.

**Continuing media outreach and
corporate communication works**

In November 2021, ERB launched two episodes of the “Together in this Year‧ERB Trainee Stories” in documentary format. ERB trainees were interviewed to share their inspirational stories of learning and career development for promoting the value of skills upgrading. The “Views” and “Engagement” of online videos amounted to around 85,000 and 5,000 respectively. Another two episodes will be launched in 2022-23.

In 2021-22, the ERB Chairman and Executive Director were interviewed by various print and digital media. ERB also hosted press briefing at the Interview Day of the “20 x 50 Internship Programme” to introduce the internship programme and the initiatives of ERB to support young people and the “Post-50” in training and employment.

The ERB Chairman and Executive Director joined the Commissioner for Labour and Assistant Commissioner (Employment Services) to meet the press in January 2022 and introduced the programmes launched by ERB in collaboration with the Labour Department, and measures in supporting retraining and employment for members of the public during the pandemic, hence encouraging those in need to enrol in training courses.

ERB also lined up media interviews and skills demonstrations for support services such as the “Smart Living” household service and arranged TV programme and media interviews with ERB instructors and trainees to promote related courses and services.

The ERB Chairman and Executive Director met the press to introduce the “Love Upgrading Special Scheme” and “20 x 50 Internship Programme”.

## 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** |
| 2017-18 | 40,501 (34%) | 52,508 (44%) | 23,308 (19%) | 3,984 (3%) | 120,301 |
| 2018-19 | 42,995 (34%) | 57,897 (46%) | 22,069 (17%) | 3,975 (3%) | 126,936 |
| 2019-20^ | 37,042 (34%) | 52,180 (48%) | 16,874 (15%) | 2,889 (3%) | 108,985 |
| 2020-21^ | 46,483 (41%) | 45,011 (40%) | 18,979 (17%) | 2,835 (3%) | 113,308 |
| 2021-22^ | 59,293 (40%) | 68,018 (45%) | 19,347 (13%) | 3,039 (2%) | 149,697 |

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

^ In view of the COVID-19 pandemic situation, the Employees Retraining Board 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 | 28,210 | 19% |
| Property Management & Security | 14,978 | 10% |
| Environmental Services | 14,774 | 10% |
| Healthcare Services | 12,963 | 9% |
| Chinese Healthcare | 12,710 | 8% |
| Domestic Services | 11,187 | 7% |
| Workplace Languages and Numeracy | 10,567 | 7% |
| Beauty Therapy | 10,062 | 7% |
| Computer / Information Technology Application | 9,561 | 6% |
| Business | 5,958 | 4% |
| Others | 18,727 | 13% |
| Total | 149,697 | 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 | 33,316 | 22% |
| Female | 116,380 | 78% |
| No Information Provided | 1 | # |
| Total | 149,697 | 100% |

# Less than 0.5%

**Number of Enrolled Trainees by Age**

|  |  |  |
| --- | --- | --- |
| **Age** | **No. of Enrolled****Trainees** | **%** |
| 15-19 | 1,237 | 1% |
| 20-29 | 10,237 | 7% |
| 30-39 | 19,855 | 13% |
| 40-49 | 31,686 | 21% |
| 50-59 | 45,374 | 30% |
| 60 or Above | 41,308 | 28% |
| Total | 149,697 | 100% |

**Number of Enrolled Trainees by Education Level**

|  |  |  |
| --- | --- | --- |
| **Education Level** | **No. of Enrolled****Trainees** | **%** |
| No Schooling | 50 | # |
| Primary Education or Below | 6,394 | 4% |
| Secondary 1 to 3 | 34,684 | 23% |
| Secondary 4 to 5 | 59,911 | 40% |
| Secondary 6 to 7 | 17,723 | 12% |
| Sub-degree | 19,634 | 13% |
| Above Sub-degree | 11,301 | 8% |
| Total | 149,697 | 100% |

# Less than 0.5%

## FINANCIAL STATMENTS

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 97 to 128, which comprise the statement of financial position as at 31 March 2022, 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 2022, 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

16 December 2022

**INCOME AND EXPENDITURE ACCOUNT** Year ended 31 March 2022

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2022** | 2021 |
|  | **Notes** | **HK$** | HK$ |
| **INCOME** |  |  |  |
| Levy income |  | **30,516,466** | 29,048,000 |
| Interest income |  | **575,933,956** | 489,615,569 |
| Course fee income | 4 | **3,324,409** | 3,098,268 |
| Other income | 4 | **2,781,595** | 4,412,322 |
|   |   |  |   |
|  |  | **612,556,426** | 526,174,159 |
|   |   |  |   |
| **EXPENDITURE** |  |  |  |
| Allowances | 5 | **( 279,186,633)** | ( 165,794,074) |
| Training courses and programme expenses | 6 | **(1,190,440,309)** | ( 875,190,276) |
| Administrative fees charged by the Immigration Department for the collection of levy |  | **( 871,920)** | ( 869,854) |
| Administrative expenses |  | **( 116,480,946)** | ( 112,316,217) |
| Finance cost | 7 | **( 224,486)** | ( 125,469) |
|   |   |  |   |
|  |  | **(1,587,204,294)** | (1,154,295,890) |
|   |   |  |   |
| **DEFICIT BEFORE TAX** | 9 | **( 974,647,868)** | ( 628,121,731) |
| Taxation | 8 | **–** | – |
|   |   |  |   |
| **DEFICIT FOR THE YEAR** |  | **( 974,647,868)** | ( 628,121,731) |
|   |   |  |   |

**STATEMENT OF FINANCIAL POSITION** 1 March 2022

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2022** | 2021 |
|  | **Notes** | **HK$** | HK$ |
| **NON-CURRENT ASSETS** |  |  |  |
| Property and equipment | 11 | **4,015,709** | 4,362,908 |
| Right-of-use assets | 12 | **9,553,475** | 4,283,444 |
| 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 |  | **9,614,780,359** | 9,609,857,527 |
|   |   |  |   |
| **CURRENT ASSETS** |  |  |  |
| Receivables, deposits and prepayments | 13 | **51,726,552** | 31,383,875 |
| Amount due from the Hong Kong Monetary Authority | 14 | **2,138,215,912** | 1,586,744,522 |
| Amounts due from training bodies | 15 | **56,482** | 222,089 |
| Amount due from the Immigration Department | 15 | **1,771,200** | 1,238,400 |
| Bank balances and deposits | 16 |  |  |
| – Cash and cash equivalents |  | **1,759,069,266** | 2,765,460,155 |
| – Time deposits with original maturity over three months |  | **1,817,353,800** | 2,409,947,476 |
|   |   |  |   |
| Total current assets |  | **5,768,193,212** | 6,794,996,517 |
|   |   |  |   |
| **CURRENT LIABILITIES** |  |  |  |
| Accruals and other payables | 17 | **65,762,243** | 119,548,542 |
| Lease liabilities | 12 | **5,359,816** | 2,135,451 |
|   |   |  |   |
| Total current liabilities |  | **71,122,059** | 121,683,993 |
|   |   |  |   |
| **NET CURRENT ASSETS** |  | **5,697,071,153** | 6,673,312,524 |
|   |   |  |   |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** |  | **15,311,851,512** | 16,283,170,051 |
|   |   |  |   |
| **NON-CURRENT LIABILITIES** |  |  |  |
| Provision for reinstatement costs | 17 | **3,382,320** | 2,219,860 |
| Lease liabilities | 12 | **4,355,104** | 2,188,235 |
|   |   |  |   |
| Total non-current liabilities |  | **7,737,424** | 4,408,095 |
|   |   |  |   |
| Net assets |  | **15,304,114,088** | 16,278,761,956 |
|   |   |  |   |
| **FUND** |  |  |  |
| Employees Retraining Fund |  | **15,304,114,088** | 16,278,761,956 |
|   |   |  |   |

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

Chairman Executive Director

**STATEMENT OF CHANGES IN FUND** Year ended 31 March 2022

|  |  |
| --- | --- |
|  |  **Employees** **Retraining** **Fund** |
|  | **HK$** |
| At 1 April 2020 | 14,406,883,687 |
| Funding injection by the Government of the HKSAR | 2,500,000,000 |
| Deficit for the year | (628,121,731) |
|  |   |
| At 31 March 2021 and 1 April 2021 | 16,278,761,956 |
| Deficit for the year | (974,647,868) |
|  |   |
| At 31 March 2022 | 15,304,114,088 |
|  |   |

**STATEMENT OF CASH FLOWS** Year ended 31 March 2022

|  |  | **2022** | 2021 |
| --- | --- | --- | --- |
|  | **Notes** | **HK$** | HK$ |
| **CASH FLOWS FROM OPERATING ACTIVITIES** |  |  |  |
| Deficit for the year |  | **(974,647,868)** | (628,121,731) |
| Adjustments for: |  |  |  |
| Finance cost | 7 | **224,486** | 125,469 |
| Depreciation of property and equipment | 9 | **2,558,914** | 2,583,040 |
| Depreciation of right-of-use asset | 9 | **5,392,717** | 5,341,027 |
| Interest income |  | **(575,933,956)** | (489,615,569) |
| Impairment losses recognised in respect of course fee income receivables and other receivables | 9 | **2,383,230** | 2,407,199 |
|   |   |  |   |
| Operating cash flow before movements in working capital |  | **(1,540,022,477)** | (1,107,280,565) |
| Decrease/(increase) in receivables, deposits and prepayments |  | **(22,725,907)** | 11,400,412 |
| Decrease in amounts due from training bodies |  | **165,607** | 481,413 |
| Increase in amount due from Immigration Department |  | **(532,800)** | (864,000) |
| Decrease in amount due to Anti-epidemic Fund |  | **–** | (39,579,530) |
| Increase/(decrease) in accruals and other payables |  | **(52,623,839)** | 93,807,876 |
|   |   |  |   |
| Cash used in operations |  | **(1,615,739,416)** | (1,042,034,394) |
| Interest element of lease liabilities | 7 | **(224,486)** | (125,469) |
|   |   |  |   |
| Net cash flows used in operating activities |  | **(1,615,963,902)** | (1,042,159,863) |
|   |   |  |   |
| **CASH FLOWS FROM INVESTING ACTIVITIES** |  |  |  |
| Interest received |  | **24,462,566** | 65,431,990 |
| Purchase of items of property and equipment | 11 | **(2,211,715)** | (226,949) |
| Decrease/(increase) in time deposits with original maturity over three months |  | **592,593,676** | (1,770,528,745) |
|   |   |  |   |
| Net cash flows from/(used in) investing activities |  | **614,844,527** | (1,705,323,704) |
|   |   |  |   |
| **CASH FLOWS FROM FINANCING ACTIVITIES** |  |  |  |
| Principal portion of lease payment | 18 | **(5,271,514)** | (5,350,531) |
| Funding injection by the Government of the HKSAR |  | **–** | 2,500,000,000 |
|   |   |  |   |
| Net cash flows from/(used in) financing activities |  | **(5,271,514)** | 2,494,649,469 |
|   |   |  |   |
| **NET DECREASE IN CASH AND CASH EQUIVALENTS** |  | **(1,006,390,889)** | (252,834,098) |
| Cash and cash equivalents at beginning of year |  | **2,765,460,155** | 3,018,294,253 |
|   |   |  |   |
| **CASH AND CASH EQUIVALENTS AT END OF YEAR** |  | **1,759,069,266** | 2,765,460,155 |
|   |   |  |   |
| Analysis of cash and cash equivalents: |  |  |  |
| Bank balances and cash |  | **103,913,966** | 160,034,207 |
| Time deposits with original maturity three months or less |  | **1,655,155,300** | 2,605,425,948 |
|   |   |  |   |
|  |  | **1,759,069,266** | 2,765,460,155 |
|   |   |  |   |

**NOTES TO FINANCIAL STATEMENTS**

31 March 2022

**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.

**2.1 BASIS OF PREPARATION**

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

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

**2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES**

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

|  |  |
| --- | --- |
| Amendments to HKFRS 9, HKAS 39, HKFRS 7, HKFRS 4 and HKFRS 16 | *Interest Rate Benchmark Reform – Phase 2* |
| Amendments to HKFRS 16 | *Covid-19-Related Rent Concessions beyond 30 June 2021* |

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

**2.3 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 3 | *Reference to the Conceptual Framework1* |
| Amendments to HKFRS 10 and HKAS 28 (2011) | *Sales or Contribution of Assets between an Investor and its Associate or Joint Venture3* |
| HKFRS 17 | *Insurance Contracts2* |
| Amendments to HKFRS 17 | *Insurance Contracts2,5* |
| Amendment to HKFRS 17 | *Initial Application of HKFRS 17 and HKFRS 9 – Comparative Information2* |
| Amendments to HKAS 1 | *Classification of Liabilities as Current or Non-current2, 4* |
| Amendments to HKAS 1 and HKFRS Practice Statement 2 | *Disclosure of Accounting Policies2* |
| Amendments to HKAS 8 | *Definition of Accounting Estimates2* |
| Amendments to HKAS 12 | *Deferred Tax related to Assets and Liabilities arising from a Single Transaction2* |
| Amendments to HKAS 16 | *Property, Plant and Equipment: Proceeds before intended Use1* |
| Amendments to HKAS 37 | *Onerous Contracts – Cost Fulfilling a Contract1* |
| *Annual Improvements to HKFRSs 2018-2020* | Amendments to HKFRS 1, HKFRS 9, Illustrative Examples accompanying HKFRS 16, and HKAS 411 |

1 Effective for annual periods beginning on or after 1 January 2022

2 Effective for annual periods beginning on or after 1 January 2023

3 No mandatory effective date yet determined but available for adoption

4 As a consequence of the amendments to HKAS 1, 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 in October 2020 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

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.

**2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Income recognition**

**Income from contracts with customers**

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

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

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

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

**Interest income**

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.

***(a) Classification and measurement***

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

***(b) Impairment***

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

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

***(c) Derecognition***

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

**Impairment of non-financial assets**

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

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

**3. SIGNIFICANT ACCOUNTING ESTIMATES**

**Estimation uncertainty**

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

**Impairment of other receivables**

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

**4. COURSE FEE INCOME AND OTHER INCOME**

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

**(a) Disaggregated revenue information for revenue from contracts with trainees**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Course fee income transferred over time | **3,324,409** | 3,098,268 |
|   |  |   |

**(b) Performance obligations**

***Course fee income***

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

Other income is analysed as follows:

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Accreditation grant from Education Bureau (note) | **1,594,300** | 2,800,210 |
| Sundry income | **1,187,295** | 1,612,112 |
|   |  |   |
|  | **2,781,595** | 4,412,322 |
|   |  |   |

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.

**5. 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$22,424,180 (2021: HK$28,758,096) for the year ended 31 March 2022.

**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 2021-22. 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$256,762,453 (2021: HK$137,035,978) for the year ended 31 March 2022.

**6. TRAINING COURSES AND PROGRAMME EXPENSES**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Training courses | **1,136,206,500** | 825,670,960 |
| ERB Service Centre and ERB Service Spots | **12,750,975** | 12,151,919 |
| Practical Skills Training and Assessment Centre | **9,212,984** | 6,906,007 |
| Smart Living and Smart Baby Care | **11,958,487** | 12,213,303 |
| Public relations and promotion | **7,799,553** | 7,319,301 |
| Course quality assurance programmes | **4,428,015** | 2,951,814 |
| Others | **8,083,795** | 7,976,972 |
|   |  |   |
|  | **1,190,440,309** | 875,190,276 |
|   |  |   |

**7. FINANCE COST**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Interest on lease liabilities (note 12) | **224,486** | 125,469 |
|   |  |   |

**8. TAXATION**

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

**9. DEFICIT BEFORE TAX**

Deficit before tax has been arrived at after charging:

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Auditor’s remuneration | **259,000** | 240,000 |
| Depreciation of property and equipment (note 11) | **2,558,914** | 2,583,040 |
| Depreciation of right-of-use assets (note 12) | **5,392,717** | 5,341,027 |
| Impairment losses recognised in respect of course fee income and other receivables (note 13) | **2,383,230** | 2,407,199 |
| 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 | **98,988,623** | 95,522,272 |
| – retirement benefits scheme contribution | **4,886,521** | 5,133,486 |
|   |  |   |
|  | **103,875,144** | 100,655,758 |
|   |  |   |

**10. MEMBERS AND KEY MANAGEMENT PERSONNEL COMPENSATION**

No remuneration were received by the members of the Board. The key management of the Board refers to the five directorate officers (2021: 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:

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Salaries and allowances | **9,165,611** | 9,130,255 |
| Retirement benefits scheme contributions | **492,224** | 490,573 |
| Provision for gratuities | **847,913** | 844,966 |
|   |  |   |
|  | **10,505,748** | 10,465,794 |
|   |  |   |

**11. PROPERTY AND EQUIPMENT**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Leasehold improvement** | **Furniture, fixture and equipment** | **Motor vehicle** | **Total** |
|  | **HK$** | **HK$** | **HK$** | **HK$** |
| **COST:** |  |  |  |  |
| At 1 April 2020 | 64,019,157 | 22,155,310 | 484,220 | 86,658,687 |
| Additions | 66,950 | 159,999 | – | 226,949 |
|   |   |   |   |   |
| At 31 March 2021 and 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 | 65,248,567 | 23,364,564 | 484,220 | 89,097,351 |
|   |   |   |   |   |
| **ACCUMULATED DEPRECIATION:** |  |  |  |  |
| At 1 April 2020 | 63,685,528 | 16,143,193 | 110,967 | 79,939,688 |
| Provided for the year | 327,847 | 2,134,138 | 121,055 | 2,583,040 |
|   |   |   |   |   |
| At 31 March 2021 and 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 | 64,455,028 | 20,273,537 | 353,077 | 85,081,642 |
|   |   |   |   |   |
| **NET BOOK VALUE:** |  |  |  |  |
| At 31 March 2022 | 793,539 | 3,091,027 | 131,143 | 4,015,709 |
|   |   |   |   |   |
| At 31 March 2021 | 72,732 | 4,037,978 | 252,198 | 4,362,908 |
|   |   |   |   |   |

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

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

**12. LEASES**

**Right-of-use assets**

|  |  |
| --- | --- |
|  | **Buildings** |
|  | **HK$** |
| **31 March 2022** |  |
| At 31 March 2021: |  |
| Cost | 12,846,362 |
| Accumulated depreciation | (8,562,918) |
|   |   |
| Net carrying amount | 4,283,444 |
|   |   |
| At 31 March 2021 and 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 |
|   |   |
| **31 March 2021** |  |
| At 1 April 2020: |  |
| Cost | 9,365,906 |
| Accumulated depreciation | (5,266,892) |
|   |   |
| Net carrying amount | 4,099,014 |
|   |   |
| At 1 April 2020 | 4,099,014 |
| Addition | 5,525,457 |
| Depreciation provided during the year | (5,341,027) |
|   |   |
| At 31 March 2021, net of accumulated depreciation | 4,283,444 |
|   |   |
| At 31 March 2021: |  |
| Cost | 12,846,362 |
| Accumulated depreciation | (8,562,918) |
|   |   |
| Net carrying amount | 4,283,444 |

**Lease liabilities**

**Maturity profile of lease liabilities**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Within one year | **5,496,000** | 2,196,000 |
| After one year but within five years | **4,396,000** | 2,212,000 |
|   |  |   |
| Lease liabilities (undiscounted) | **9,892,000** | 4,408,000 |
| Discount amount | **(177,080)** | (84,314) |
|   |  |   |
| Lease liabilities (discounted) | **9,714,920** | 4,323,686 |
|   |  |   |
| Analysed into: |  |  |
| Current portion | **5,359,816** | 2,135,451 |
| Non-current portion | **4,355,104** | 2,188,235 |
|   |  |   |

The weighted average incremental borrowing rate applied to the lease liability recognised at 31 March 2022 was 2.00% (2021: 2.00%).

**Movements of carrying amounts of lease liabilities**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| At the beginning of the year | **4,323,686** | 4,148,760 |
| Addition | **10,662,748** | 5,525,457 |
| Payments | **(5,496,000)** | (5,476,000) |
| Accretion of interest expense during the year | **224,486** | 125,469 |
|   |  |   |
| At the end of the year | **9,714,920** | 4,323,686 |
|   |  |   |

***Amounts recognised in the income and expenditure account***

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Interest on lease liabilities | **224,486** | 125,469 |
| Depreciation charge of right-of-use assets | **5,392,717** | 5,341,027 |
| Expenses relating to low-value leases | **6** | 6 |
|   |  |   |
| Total amount recognised in the income and expenditure account | **5,617,209** | 5,466,502 |
|   |  |   |

The Board had total cash outflows for leases of HK$5,496,006 (2021: HK$5,476,006) for the year ended 31 March 2022.

**13. RECEIVABLES, DEPOSITS AND PREPAYMENTS**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Rental and utility deposits | **1,592,125** | 2,566,757 |
| Interest receivables | **4,433,828** | 6,822,107 |
| Course fee receivables | **1,696,419** | 2,993,485 |
| Prepayments | **46,844,970** | 21,744,849 |
| Income receivables | **1,953,743** | 1,999,045 |
|   |  |   |
|  | **56,521,085** | 36,126,243 |
| Impairment allowances | **(3,583,358)** | (3,531,193) |
|   |  |   |
|  | **52,937,727** | 32,595,050 |
| Less: non-current rental and utility deposits | **(1,211,175)** | (1,211,175) |
|   |  |   |
|  | **51,726,552** | 31,383,875 |
|   |  |   |

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:

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| At the beginning of the year | **3,531,193** | 3,521,047 |
| Impairment losses (note 9) | **2,383,230** | 2,407,199 |
| Amount written off as uncollectible | **(2,331,065)** | (2,397,053) |
|   |  |   |
|  | **3,583,358** | 3,531,193 |
|   |  |   |

**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 2022 and 2021 are determined as follows:

**Impairment of rental and utility deposits and interest receivables**

|  |  |  |
| --- | --- | --- |
|  | **Past due** |  |
|  | **Less than** **30 days** | **30 – 365****days** | **1 – 3****years** | **Over****3 years** | **Total** |
| **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 |
|  |  |  |  |  |  |
| **As at 31 March 2021** |  |  |  |  |  |
| Expected loss rate (%) | 46 | 50 | 100 | 100 | 71 |
| Gross carrying amount (HK$'000) | 984 | 1,852 | 1,999 | 158 | 4,993 |
| Expected credit losses (HK$'000) | 453 | 921 | 1,999 | 158 | 3,531 |

The carrying amounts of rental and utility deposits and interest receivables approximated to their fair value as at 31 March 2022 and 2021. 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 2022 and 2021 were considered to be minimal.

**14. AMOUNT DUE FROM THE HONG KONG MONETARY AUTHORITY**

The amount of HK$9,600,000,000 (2021: 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$2,138,215,912 (2021: HK$1,586,744,522) represents interest receivable which is unsecured and repayable within one year.

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

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

Amounts due from training bodies and 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 2022 and 2021. Their recoverability was assessed with reference to the credit status, and the expected credit losses as at 31 March 2022 and 2021 were considered to be minimal.

**16. BANK BALANCES AND DEPOSITS**

Bank balances and deposits comprise bank balances and time deposits with original maturity over three months amounting HK$1,817,353,800 (2021: HK$2,409,947,476) and carry interest at market rates which ranged from 0.24% to 1.16% (2021: 0.36% to 2.60%) per annum.

**17. ACCRUALS AND OTHER PAYABLES**

|  |  |  |
| --- | --- | --- |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Accruals and other payables | **44,284,165** | 63,933,272 |
| Accruals for training bodies | **21,478,078** | 55,615,270 |
| Provision for reinstatement costs (note) | **3,382,320** | 2,219,860 |
|   |  |   |
|  | **69,144,563** | 121,768,402 |
| Less: non-current provision for reinstatement costs | **(3,382,320)** | (2,219,860) |
|   |  |   |
|  | **65,762,243** | 119,548,542 |
|   |  |   |

Note:

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

|  |  |
| --- | --- |
|  | **HK$** |
| At 1 April 2020, 31 March 2021 and 1 April 2021 | 2,219,860 |
| Additions | 1,162,460 |
|   |   |
| At 31 March 2022 | 3,382,320 |
|   |   |

**18. NOTE TO THE STATEMENT OF CASH FLOWS**

**Changes of liabilities arising from financing activities**

|  |  |
| --- | --- |
|  | **Lease liabilities** |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| At the beginning of year | **4,323,686** | 4,148,760 |
| Addition | **10,662,748** | 5,525,457 |
| Changes from financing cash flows | **(5,271,514)** | (5,350,531) |
| Finance cost on lease liabilities | **224,486** | 125,469 |
| Interest element on lease liabilities | **(224,486)** | (125,469) |
|   |  |   |
| At the end of year | **9,714,920** | 4,323,686 |
|   |  |   |

**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** |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Financial assets included in receivables, deposits and prepayments | **6,092,757** | 9,871,769 |
| Amount due from the Hong Kong Monetary Authority | **11,738,215,912** | 11,186,744,522 |
| Amounts due from training bodies | **56,482** | 222,089 |
| Amount due from the Immigration Department | **1,771,200** | 1,238,400 |
| Cash and cash equivalents | **1,759,069,266** | 2,765,460,155 |
| Time deposits with original maturity over three months | **1,817,353,800** | 2,409,947,476 |
|   |  |   |
|  | **15,322,559,417** | 16,373,484,411 |
|   |  |   |

**Financial liabilities**

|  |  |
| --- | --- |
|  | **Financial liabilities at amortised cost** |
|  | **2022** | 2021 |
|  | **HK$** | HK$ |
| Financial liabilities included in accruals and other payables | **54,734,662** | 108,633,702 |
| Lease liabilities | **9,714,920** | 4,323,686 |
|   |  |   |
|  | **64,449,582** | 112,957,388 |
|   |  |   |

**20. 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.

**21. 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 2022 and 2021. The amounts presented are gross carrying amounts for financial assets.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **12-month** **Expected** **credit** **losses** | **Lifetime Expected credit losses** |  |
|  | **Stage 1** | **Stage 2** | **Stage 3** | **Simplified** **approach** |  |
|  | **HK$** | **HK$** | **HK$** | **HK$** | **HK$** |
| **31 March 2022** |  |  |  |  |  |
| Financial assets included in receivables, deposits and prepayments\* | 6,025,953 | – | – | 3,650,162 | 9,676,115 |
| Due from the Hong Kong Monetary Authority |  |  |  |  |  |
| – Normal\*\* | 11,738,215,912 | – | – | – | 11,738,215,912 |
| Due from training bodies |  |  |  |  |  |
| – Normal\*\* | 56,482 | – | – | – | 56,482 |
| Due from the Immigration Department |  |  |  |  |  |
| – Normal\*\* | 1,771,200 | – | – | – | 1,771,200 |
| Bank balances and deposits |  |  |  |  |  |
| – Not yet past due | 3,576,423,066 | – | – | – | 3,576,423,066 |
|   |   |   |   |   |   |
|  | 15,322,492,613 | – | – | 3,650,162 | 15,326,142,775 |
|   |   |   |   |   |   |
| **31 March 2021** |  |  |  |  |  |
| Financial assets included in receivables, deposits and prepayments\* | 8,410,432 | – | – | 4,992,530 | 13,402,962 |
| Due from the Hong Kong Monetary Authority |  |  |  |  |  |
| – Normal\*\* | 11,186,744,522 | – | – | – | 11,186,744,522 |
| Due from training bodies |  |  |  |  |  |
| – Normal\*\* | 222,089 | – | – | – | 222,089 |
| Due from the Immigration Department |  |  |  |  |  |
| – Normal\*\* | 1,238,400 | – | – | – | 1,238,400 |
| Bank balances and deposits |  |  |  |  |  |
| – Not yet past due | 5,175,407,631 | – | – | – | 5,175,407,631 |
|   |   |   |   |   |   |
|  | 16,372,023,074 | – | – | 4,992,530 | 16,377,015,604 |
|   |   |   |   |   |   |

\* 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 (2021: 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 (2021: 50 basis points) higher and all other variables were held constant, the Board’s deficit for the year ended 31 March 2022 would decrease by approximately HK$76,573,000 (2021: HK$81,802,000). 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 (2021: 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:

|  |  |  |  |
| --- | --- | --- | --- |
| 2022 | **Within 1 year** | **2 to 5 years** | **Total** |
|  | **HK$** | **HK$** | **HK$** |
| Financial liabilities included in accruals and other payables | **54,734,662** | **–** | **54,734,662** |
| Lease liabilities | **5,496,000** | **4,396,000** | **9,892,000** |
|   |  |  |  |
|  | **60,230,662** | **4,396,000** | **64,626,662** |
|  |   |   |   |
| 2021 | Within 1 year | 2 to 5 years | Total |
|  | HK$ | HK$ | HK$ |
| Financial liabilities included in accruals and other payables | 108,633,702 | – | 108,633,702 |
| Lease liabilities | 2,196,000 | 2,212,000 | 4,408,000 |
|   |   |   |   |
|  | 110,829,702 | 2,212,000 | 113,041,702 |
|  |   |   |   |

**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.

**22. APPROVAL OF THE FINANCIAL STATEMENTS**

The financial statements were approved and authorised for issue by the Board on 16 December 2022.

## Stakeholders

**List of Industry Consultative Networks**

|  |
| --- |
| **Beauty Therapy and Hairdressing** |
|  |
| **Convenor** |
|   |
| Professor 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 |
|   |
| Mr. Alan PANG |
|   |
| Ms. Cecilia KUK |
|   |
| Ms. Sindy CHAN |
|   |
| Mr. Stanley YEUNG |
|   |
|  |
| **Business Services** |
|  |
| **Convenor** |
|   |
| Professor 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 Hong Kong Institute of Accredited Accounting Technicians |
|   |
| 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 |
|   |
| The Hong Kong Federation of Trade Unions |
|   |
| Hong Kong Accounting Professionals Association |
|   |
| Ms. CHOI Wai-kam, JP |
|   |
| Ms. Elizabeth LAW, MH, JP |
|   |
| Ir Sr Cr Professor Philip CHAN Kan-ip |
|   |
| Ms. Carrie LEUNG Ka-lai, MH |
|   |
|  |
| **Catering** |
|  |
| **Convenor** |
|   |
| Mr. CHUNG Wai-ping, BBS, MH, JP |
|   |
| **Vice-Convenor** |
|   |
| Mr. Tommy CHAN Ka-keung |
|   |
| **Members** |
|   |
| Hong Kong Federation of Restaurants & Related Trades |
|   |
| Association of Restaurant Managers |
|   |
| 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 |
|   |
| The Federation of Hong Kong Food & Beverage Industries Trade Unions |
|   |
| Catering and Hotels Industries Employees General Union |
|   |
| Ms. Susan LAM Pui-ying |
|   |
| Mr. Alex WONG |
|   |
| Mr. YEUNG Wai-sing, BBS, MH |
|   |
|  |
| **Creative Industries** |
|  |
| **Convenor** |
|   |
| Professor CHEUK Pak-tong |
|   |
| **Vice-Convenor** |
|   |
| Mr. SE-TO Yok, MH |
|   |
| **Members** |
|   |
| Hong Kong General Chamber of Commerce – Digital, Information & Telecommunications Committee |
|   |
| The Chinese Artists Association of Hong Kong |
|   |
| Hong Kong Association of Motion Picture Post Production Professionals |
|   |
| International Federation of Creativity and Technology |
|   |
| Federation of Hong Kong Filmmakers |
|   |
| The Federation of Hong Kong and Kowloon Labour Unions |
|   |
| I.T. People Association of Hong Kong |
|   |
| West Kowloon Cultural District Authority |
|   |
| Professor 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 |
|   |
| Construction Site Workers General Union |
|   |
| Union of Hong Kong Electrical and Mechanical Engineering Assistants |
|   |
| 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 Federation of Trade Unions |
|   |
| The Professional Arboriculture Society of China |
|   |
| 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** |
|   |
| Dr. Hon. LAM Ching-choi, SBS, JP |
|   |
| **Members** |
|   |
| The Hong Kong Council of Social Service |
|   |
| The Elderly Services Association of Hong Kong |
|   |
| Hong Kong Private Nursing Home Owners Association |
|   |
| Hong Kong Baptist Hospital |
|   |
| Tung Wah Group of Hospitals |
|   |
| Po Leung Kuk |
|   |
| Evangelical Lutheran Church Social Service – Hong Kong |
|   |
| Sik Sik Yuen |
|   |
| Hong Kong Family Welfare Society |
|   |
| The Hong Kong Medical Association |
|   |
| Hong Kong Association of Gerontology |
|   |
| The Hong Kong Alzheimer’s Disease Association |
|   |
| Hospital Authority |
|   |
| The Education University of Hong Kong |
|   |
| Tung Wah College |
|   |
| Hospitals, Clinics and Nursing Workers Union |
|   |
| The Hong Kong Federation of Trade Unions |
|   |
| Association of Health Services Workers |
|   |
| Community Care and Nursing Home Workers General Union |
|   |
| Department of Health |
|   |
| Social Welfare Department |
|   |
| Dr. Henry SHIE Wai-hung |
|   |
| 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 |
|   |
| The Hong Kong Trade Development Council |
|   |
| Mr. LEUNG Kong-yui, BBS, JP |
|   |
| Ms. Florence FUNG |
|   |
|  |
| **Information and Communications Technology** |
|  |
| **Convenor** |
|   |
| Mrs. Agnes MAK TANG Pik-yee, MH, JP |
|   |
| **Members** |
|   |
| Hong Kong Wireless Technology Industry Association |
|   |
| Hong Kong Information Technology Federation |
|   |
| Hong Kong Internet Service Providers Association |
|   |
| Hong Kong Computer Society |
|   |
| Communications Association of Hong Kong |
|   |
| Professional Information Security Association |
|   |
| Hong Kong Digital Entertainment Association |
|   |
| Hong Kong Information Technology & Network Engineering Employees Association |
|   |
| I.T. People Association of Hong Kong |
|   |
| The Hong Kong Federation of Trade Unions |
|   |
| Hong Kong And Kowloon Electronics Industry Employees’ General Union |
|   |
| Dr. Edith KWAN Ngan-hing, MH |
|   |
| Mr. Gabriel PANG Tsz-kit |
|   |
| Professor 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** |
|   |
| Professor 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 |
|   |
| Hong Kong General Association of National Massage Skills Examiners |
|   |
| Hong Kong Domestic Workers General Union |
|   |
| Department of Health (Chinese Medicine Regulatory Office) |
|   |
| Mr. CHUNG Wai-yeung |
|   |
| Mr. CHUNG Ho-fai |
|   |
|  |
| **Printing and 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 |
|   |
| Computer Information Technology Employees Association |
|   |
| Dr. Elvin LEE Ka-kui, BBS, JP |
|   |
| Mr. Edmund CHAN Ka-yeung |
|   |
|  |
| **Property Management and Security** |
|  |
| **Convenor** |
|   |
| Professor 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 |
|   |
| Society of Hong Kong Real Estate Agents 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** |
|   |
| Professor Raymond SUM Kim-wai |
|   |
| **Members** |
|   |
| YMCA of Hong Kong |
|   |
| Chinese YMCA of Hong Kong |
|   |
| Sports Federation & Olympic Committee of Hong Kong, China |
|   |
| Physical Fitness Association of Hong Kong, China |
|   |
| Hong Kong Sports Institute |
|   |
| 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 |
|   |
| Hong Kong Sports Institute Staff Union |
|   |
| Mr. Sam WONG Tak-sum, MH |
|   |
|  |
| **Retail** |
|  |
| **Convenor** |
|   |
| Mr. YU Pang-chun, GBS, JP |
|   |
| **Vice-Convenor** |
|   |
| Mrs. Annie YAU TSE |
|   |
| **Members** |
|   |
| Hong Kong General Chamber of Commerce – Retail & Tourism Committee |
|   |
| The Chinese General Chamber of Commerce, Hong Kong |
|   |
| The Hong Kong & Kowloon General Merchandise Merchants’ Association Limited |
|   |
| Hong Kong Retail Management Association |
|   |
| The Professional Validation Centre of Hong Kong Business Sector |
|   |
| Quality Tourism Services Association |
|   |
| Hong Kong Department Stores & Commercial Staff General Union |
|   |
| Commodities Promotion and Retailing Employees General Union |
|   |
| Retail, Commerce and Clothing Industries General Union |
|   |
| Consumer Council |
|   |
| Ms. Winnie CHOW |
|   |
|  |
| **Tourism and Hotel** |
|  |
| **Convenor** |
|   |
| Ms. Keller MAK Sau-lan |
|   |
| **Vice-Convenor** |
|   |
| Dr. Barry MAK |
|   |
| **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 |
|   |
| General Union of Hong Kong Tourism Services Industry Employees |
|   |
| Catering and Hotels Industries Employees General Union |
|   |
| Travel Agents Registry |
|   |
| Hong Kong Tourism Board |
|   |
| Mr. Andrew LEUNG, JP |
|   |
|  |
| **Transportation and 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 |
|   |
| Hong Kong Docks & Ports Industries Union |
|   |
| Logistics Industry and Container Truck Drivers Union |
|   |
| Electrical and Mechanical Services Department |
|   |
| Ms. Bobo FUNG |
|   |
| Ms. Ellen MAN Yuen-ling |
|   |
| Mr. Demen CHEUNG Kwok-wai |
|   |
|  |
| **Watch and 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 and Textile** |
|  |
| **Convenor** |
|   |
| Professor Philip YEUNG Kwok-wing |
|   |
| **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 |
|   |
| Mr. Lawrence LEUNG Ka-yuen |
|   |

Listed in alphabetical order of Industry Consultative Networks.

**List of Appointed Training Bodies**

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

Listed according to organisation code.

**ERB Manpower Developer Award Scheme**

|  |
| --- |
| **Technical Consultant** |
|  |
| Hong Kong Quality Assurance Agency |
|   |
|  |
| **List of Honorary Advisors** |
|  |
| Professor Randy CHIU, MH |
| Professor Emeritus, Hong Kong Baptist University and Visiting Professor, The Open University of Hong Kong |
|   |
| Ms. Virginia CHOI, JP |
| ChairpersonContinuing Professional Development Alliance |
|   |
| Ms. Kit FAN |
| Head of Corporate Human ResourcesThe Hong Kong and China Gas Company Limited |
|   |
| Mr. Brian LIU |
| Controller (Human Resources, I.T. and Admin.)Yan Oi Tong |
|   |
| Mr. Teddy LIU |
| General ManagerCorporate & Talent DevelopmentNew World Development Company Limited |
|   |
| Ms. Queena PUN |
| Independent HR ConsultantAirport Authority Hong Kong |
|   |
| Ms. Mandy TANG |
| DirectorBelle Asia Limited |
|   |
| Professor Peter YUEN |
| DeanCollege of Professional and Continuing EducationThe Hong Kong Polytechnic University |
|   |

Listed in alphabetical order.

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

Listed in alphabetical order.

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

## Awardee List 2021-22

**ERB Annual Award Presentation Ceremony 2021-22**

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| --- |
| **ERB Excellence Award for Employers** |
|  |
| City Services Group |
|   |
| Hang Yick Properties Management Limited (A Member of Henderson Land Group) |
|   |
| Hong Yip Service Company Ltd. (A Member of the Sun Hung Kai Properties Group) |
|   |
|  |
| **ERB Outstanding Award for Employers** |
|  |
| Aviation Security Company Limited |
|   |
| Centaline Property Agency Limited |
|   |
| CNT Security Company Limited |
|   |
| Fairwood Holdings Limited |
|   |
| G4S Secure Solutions (Hong Kong) Limited |
|   |
| ISS Facility Services Limited |
|   |
| Many Wells Property Agent Limited |
|   |
| Megastrength Security Services Co. Ltd. |
|   |
| Onward Security Company Limited |
|   |
| Regal Hotels International |
|   |
| Shiu Hang Cleaning Services Co., Ltd. |
|   |
| Sino Estates Management Limited – Kowloon Bay District Office |
|   |
| Sino Security Services Limited |
|   |
| Tai Hing Worldwide Development Limited |
|   |
| Taste of Asia Group |
|   |
| Urban Group |
|   |
| Well Born Real Estate Management Limited (A Member of Henderson Land Group) |
|   |
| Wilson Parking (Holdings) Limited |
|   |

|  |
| --- |
| **ERB Merit Award for Employers** |
|  |
| Beauty Collection Consultants Limited |
|   |
| Crowne Plaza Hong Kong Kowloon East |
|   |
| General Security (H.K.) Ltd. |
|   |
| Harriman Property Management Limited |
|   |
| Haven of Hope Christian Service |
|   |
| Hong Kong Disneyland Resort |
|   |
| Ingrid Millet Limited |
|   |
| Jones Lang LaSalle Management Services Ltd |
|   |
| Kai Shing Management Services Limited |
|   |
| Leading Edge Worldwide Limited |
|   |
| Oasis Nursing Home |
|   |
| Pacific Coffee |
|   |
| Savills Property Management Limited |
|   |
| Smart Home Professional Services Limited |
|   |
| Spa Collection |
|   |
| Synergis Management Services Limited |
|   |
| uBaby Maternity Services Ltd |
|   |
| Waihong Environmental Services Limited |
|   |
| Well Fixed (HK) Limited |
|   |

Listed in alphabetical order.

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| --- |
| **ERB Outstanding Award for Trainees** |
|  |
| **Awardee** | **ERB course completed** |
|  |  |
| Ms. BI Xiao-rong | Certificate in Health Worker Training |
|   |   |
| Ms. CHAN Hoi-yin | Foundation Certificate in Care-related Support Worker Training |
|   |   |
| Mr. CHAN Wing-kei | Foundation Certificate in Standard Security & Property Management |
|   |   |
| Ms. IP Ming-sum | Foundation Certificate in Customer and Concierge Service in Property Management (Tailor-Made Course)Foundation Certificate in Quality Assurance System for the Recognition Scheme of Security Training (Part-time) |
|   |   |
| Mr. KWAN Sum-yu | Foundation Certificate in Standard Security & Property ManagementFoundation Certificate in Chinese Writing Skill for Property Management I (Part-time) |
|   |   |
| Mr. KWOK Chi-hung | Foundation Certificate in Social Services Programme Assistant Training |
|   |   |
| Ms. LAI Ka-wing | Foundation Certificate in Makeup & Hair Styling – Youth Training Programme (Teen’s Programme) |
|   |   |
| Ms. LAM Yuk-fa | Foundation Certificate in Florist and Floriculture Assistant TrainingFoundation Certificate in Floral Design and Applications II (Part-time)  |
|   |   |
| Ms. LI Chung-man | Foundation Certificate in Social Services Programme Assistant Training |
|   |   |
| Mr. WU Sum-yuen | Certificate in Financial Market and Securities |
|   |   |
| Ms. ZHUO Xiao-zhen | Foundation Certificate in Care-related Support Worker Training |
|   |   |
|  |  |
| **ERB Merit Award for Trainees** |
|  |
| **Awardee** | **ERB course completed** |
|  |  |
| Mr. CHOW Wing-fai | Foundation Certificate in Barista TrainingFoundation Certificate in Latte Art (Part-time)  |
|   |   |
| Ms. FENG Wei-song | Foundation Certificate in Physiotherapist Assistant Training |
|   |   |
| Mr. LAM Lap-foo | Foundation Certificate in Advanced Security & Property Management |
|   |   |
| Ms. LAM Ka-lok | Foundation Certificate in Nutrition Therapist Assistant Training |
|   |   |
| Ms. LAU Hoi-ki | Foundation Certificate in Estate Agent Training (Estate Agents Qualifying Examination) |
|   |   |
| Mr. LIU Koon-kiu | Foundation Certificate in Care-related Support Worker Training |
|   |   |
| Ms. PANG Pui-chun | Foundation Certificate in Professional Modern Guide of Traditional Chinese Wedding Etiquettes Training |
|   |   |
| Ms. PO Wan-shan | Foundation Certificate in Care-related Support Worker Training |
|   |   |
| Ms. WAN Yuen-lan | Foundation Certificate in Physiotherapist Assistant Training |
|   |   |

|  |
| --- |
| **ERB Outstanding Award for Instructors** |
|  |
| **Awardee** | **Industry / skill discipline of ERB course taught** |
|  |  |
| Mr. CHOY Mei-tat | Healthcare Services (Physiotherapy) |
|   |   |
| Mr. CHUNG Yau-yu | Catering (Dim Sum) |
|   |   |
| Mr. LAM Tao-wong | Catering (Barista) |
|   |   |
| Mr. LAU Chi-wai | Business (Photography) |
|   |   |
| Mr. LEE Sau-yam | Healthcare Services (Physiotherapy) |
|   |   |
| Mr. LEUNG Wai-lok | Chinese Healthcare |
|   |   |
| Mr. NG Sheung-yuen | Healthcare Services (Care-related Support) |
|   |   |
| Ms. TSE Man-ling | Beauty Therapy |
|   |   |
|  |  |
| **ERB Merit Award for Instructors** |
|  |  |
| **Awardee** | **Industry / skill discipline of ERB course taught** |
|  |  |
| Ms. AU Ka-yin | Environmental Services (Floriculture) |
|   |   |
| Mr. KONG Ching-yin | Hairdressing |
|   |   |
| Mr. KWOK Chun-ho | Catering (Wine Promoting) |
|   |   |
| Mr. NG Hon-sing | Property Management & Security / Education & Recreation |
|   |   |
| Mr. TO Siu-lun | Watch & Jewellery (Jewellery) |
|   |   |

Listed in alphabetical order.

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| **ERB Outstanding Award for Course Development** |
|   |
| HKCT Group Limited |
|   |
| Hong Kong Federation of Women’s Centres Limited |
|   |
| Hong Kong Sheng Kung Hui Lady MacLehose Centre |
|   |
| KCRA Community Education Enhancement Center Limited |
|   |
| Methodist Centre |
|   |
| School of Continuing and Professional Education, City University of Hong Kong |
|   |
|  |
| **ERB Outstanding Award for Course Management** |
|   |
| Caritas – Hong Kong |
|   |
| Hong Kong Manpower Development Centre Limited |
|   |
| Royal International College |
|   |
| S.K.H. Holy Carpenter Church Community Centre |
|   |
| The Society of Rehabilitation and Crime Prevention, Hong Kong |
|   |
| Vassar International Chinese Medical Society Limited |
|   |

|  |
| --- |
| **ERB Outstanding Award for Placement Service(Courses for General Public)** |
|   |
| Caritas – Hong Kong |
|   |
| Christian Action |
|   |
| Hong Kong Association for Democracy and People’s Livelihood |
|   |
| Hong Kong Young Women’s Christian Association |
|   |
| St. James’ Settlement |
|   |
| Yan Oi Tong Limited |
|   |
|  |
| **ERB Outstanding Award for Placement Service (Courses for Special Service Targets)** |
|   |
| Baptist Oi Kwan Social Service |
|   |
| Kwai Chung Hospital – Hospital Authority |
|   |
| Queen Elizabeth Hospital – Hospital Authority |
|   |
| The Hong Kong Society for Rehabilitation |
|   |
| Yang Memorial Methodist Social Service |
|   |
|  |
| **ERB Outstanding Award for Promotion and Marketing** |
|   |
| Christian Action |
|   |
| HKCT Group Limited |
|   |
| KCRA Community Education Enhancement Center Limited |
|   |
| The Evangelical Lutheran Church of Hongkong |
|   |
| Vocational Training Council |
|   |
| Yan Oi Tong Limited |
|   |
|  |
| **ERB Outstanding Award for“Love Upgrading Special Scheme”** |
|   |
| HKCT Group Limited |
|   |
| The Federation of Hong Kong and Kowloon Labour Unions |
|   |
| The Hong Kong Federation of Trade Unions |
|   |
|  |
| **ERB Outstanding Award for Online Training** |
|   |
| HKCT Group Limited |
|   |
| The Federation of Hong Kong and Kowloon Labour Unions |
|   |
| The Hong Kong Federation of Trade Unions |
|   |
|  |
| **ERB Outstanding Award for Youth Training** |
|   |
| HKCT Group Limited |
|   |
| Hong Kong Sheng Kung Hui Lady MacLehose Centre |
|   |
| Vocational Training Council |
|   |

Listed in alphabetical order.

**Sir Edward Youde Memorial Awards for Self-improvement for Working Adults
2021-22**

|  |  |
| --- | --- |
| **Awardee** | **Occupation** |
|  |  |
| Ms. CHAN Wai-king | Chef of Post-natal Menu |
|   |   |
| Mr. HO Man-ho | Health Worker |
|   |   |
| Mr. WU Sum-yuen | Unit Manager (Insurance Industry) |
|   |   |
| Mr. YIP Cheuk-shing | Electrical & Mechanical Technician |
|   |   |

Listed in alphabetical order.

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