



# ANNUAL REPORT 2016

## Message from the CEO

Dear TWF Friends,

In keeping with the spirit of our mantra “Research, Collaborate, Change”, some of the highlights of 2016 include the commissioning of a pilot study sponsored by Goldman Sachs on why girls in Hong Kong are not opting for STEM subjects and the launch of two new best practice guides on Return-to-Work Programmes for Women and Gender Inclusive Global Mobility Programmes. In a wonderful example of a multi-sectoral partnership, we are also collaborating with HKU and HSBC on a study examining the impact of eldercare responsibilities on women’s careers in Hong Kong and a best practice guide to encourage employers to do more to support female and male employees who are caring for elderly relatives while trying to hold down their jobs.

Meanwhile, our well-established community programmes – from our T.E.E.N. Programme for underprivileged teens to our Employability Programme for marginalised women to our quickly expanding Girls Go Tech Programme for girls at schools in some of Hong Kong’s poorest districts – continue to encourage women and girls to challenge gender stereotypes, broaden their horizons and aspire to greater economic self-reliance.

We also continued our commitment to disrupt gender stereotypes in the media with the launch of our documentary “She Objects” in June. We were humbled by the critical acclaim that the film has attracted from the likes of the Mumbai FLO Film Festival and the Sundance HK Film Festival. Drawing on the film, we are rolling out media literacy and critical thinking workshops in secondary schools and universities.

In keeping with the spirit of the UN’s HeforShe initiatives, TWF has also been doing our best to encourage men to assume greater responsibility for shifting the conversation about gender equality from the margins to the centre through the launch of the TWF Male Allies, our ongoing involvement in the 30% Club and other initiatives. We invited Jackson Katz, the eminent US anti-sexism author, film-maker, academic and architect of the Bystander Approach to reducing violence against women, to Hong Kong to deliver a series of talks and workshops which were very well-received. Meanwhile, 2016 saw the 30% Club HK make the bold commitment to bring the number of all male Hang Seng Index company boards to zero by 2018 and to increase the percentage of women directors on HSI company boards to 20% by 2020, working toward a long-term goal of 30%.

While we are encouraged by the progress we have made to enlist male leaders as champions, at the other end of the spectrum, we know from our work in schools through our T.E.E.N. and Life Skills Programmes that while girls respond very positively to our empowerment programmes and generally demonstrate sustained change in their confidence and aspirations, boys are less malleable and hold more entrenched gender stereotypical views due to a combination of factors including Asian cultural attitudes, family expectations, peer pressure and the media’s promotion of narrow and conformist definitions of masculinity.

It seems more work needs to be done to help men and boys in Hong Kong feel comfortable with having conversations about gender issues and to show them how they can support gender equality. This will continue to be an important theme for TWF in 2017, in addition to our commitment to getting more girls and women in Hong Kong to embrace STEM subjects and careers to improve their prospects for a brighter future.

From all of us at TWF, our heartfelt thanks for all your support in 2016 and we look forward to another exciting year ahead.



Su-Mei Thompson  
CEO





## Message from our Honorary Patron

Dear friends

The past year has been a challenging one with regards to gender equality. According to the World Economic Forum's Global Gender Gap Report, the gender gap is growing. The report estimates that gender equality will not be achieved until 2186. The same report in 2014 estimated parity by 2095 which shows that progress is sliding backwards. In particular, the report found that progress towards parity in term of economic participation has slowed dramatically – at 59% — which is larger than at any point since 2008. These effects have also been seen in politics, business and media around the world where public displays of misogynistic actions and attitudes have been depressingly evident.

These issues underscore the importance of the work organisations like TWF are doing to improve the lives of women and girls. Hong Kong is in great need of innovative solutions and partnerships to provide our youth with the skills and opportunities they need to be able to thrive. We also need to combat harmful stereotypes

preventing girls and boys from making positive choices about their futures. We need to create opportunities for professional women to take on more leadership positions in the public and private sectors, and we need to equip the vulnerable members of our community with the skills and support they need to improve their quality of life.

Closing the gender gap requires action from all of us – at work, at home and in the community. I urge each of you to take up this challenge creatively and willingly to bring about positive change for all of us.

On behalf of The Women's Foundation, thank you for your continued support for its programmes, initiatives and research. It is only through our collective efforts that we can create a brighter, more equitable Hong Kong.

The Honourable Anson Chan GBM GCMG CBE JP  
Former Chief Secretary for Administration, HKSAR

## Message from our Board Chair

Dear TWF friends

2016 was a busy one for TWF – here is a snapshot of our impact over the last 12 months:

- TWF has touched the lives of over 3,000 local teen girls and boys, parents and teachers through our T.E.E.N. and Life Skills programmes.
- After a successful pilot in 2015, TWF's Girls Go Tech Programme expanded this year to providing free coding and digital literacy workshops to 360 girls and 600 teachers from 9 schools in Hong Kong's poorest districts.
- By the close of 2016, TWF's Financial Literacy & Employability Programme has delivered 800 hours of training to 330 marginalised women to help them achieve a better quality of life for themselves and their families.
- TWF's best in class Mentoring Programme placed 110 professional women in fulfilling mentoring relationships with a strong network of alumni from the previous seven cohorts.
- We published two best practice guides on gender inclusive mobility programmes and return to work initiatives, adding to our existing repository of best practice guides on effective mentoring programmes and women's networks.
- We continued our efforts to engage men through the 30% Club HK and TWF Male Allies initiative.
- We launched 'She Objects', a documentary that spotlights gender stereotyping in the media, and have facilitated more than 40 public and private screenings with many more planned for 2017.



That we were able to achieve all of this is thanks to the dedication, energy, time and resources of our incredible community of volunteers and corporations, and the collaboration we have enjoyed with many partner organisations. We look forward to building stronger partnerships and continuing to engage with all of you in 2017.

On behalf of the Board, I would also like to thank TWF's CEO, Su-Mei Thompson and Deputy CEO, Rita Ching, for their unstinting and tireless efforts to create an organisation that has become a thought leader in promoting gender equality in Hong Kong and beyond.

Susan Hutchison  
Board Chair

## Who We Are & What We Do

In 2004, a group of like-minded women and men identified the need for a new organisation to serve as a platform for women's issues in Hong Kong. The Women's Foundation was thus launched, modelled on the best similar organisations around the world. The core elements of our model can be distilled down to action based on empirical research, rigorous impact assessment and leveraging collaborations with academia, businesses, the Government and other NGOs to drive change. Today, TWF is the leading catalyst in Hong Kong for collaborative efforts to drive women's and girls' advancement. We aspire to conduct ground-breaking research and run impactful and innovative community programmes and we engage in education and advocacy in the pursuit of three main goals:



Challenging gender stereotypes



Empowering women in poverty



Advancing women leaders

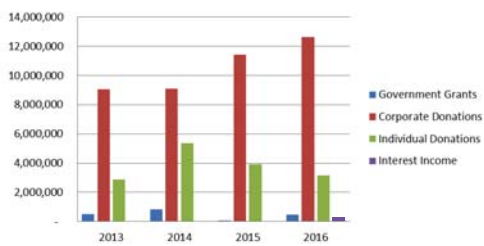
## Community Impact

To date, we've touched the lives of 12,000 mainly underprivileged teens and over 30 school communities through gender awareness and leadership programmes for teens, our life skills programmes for adolescent girls and boys. Our community programmes have benefited over 300 marginalised women including single mothers, domestic violence survivors, women with disabilities, low income women, women arrivals from the Mainland, ethnic minority women and foreign domestic workers. We have facilitated capacity building at over two dozen local grassroots NGOs and 40 professional women's networks. We have also helped more than 700 professional women by placing them in effective mentoring relationships and a highly structured programme focused on professional and personal development for women executives. Nothing makes us more proud and more determined when we witness the transformations that occur when women and girls start to believe they can walk through any door, sit any table, have any job and any life that they want.

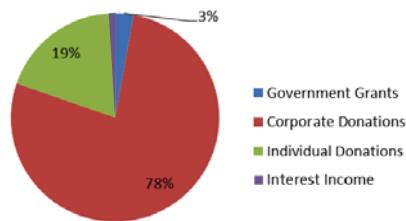


# FINANCIAL HIGHLIGHTS

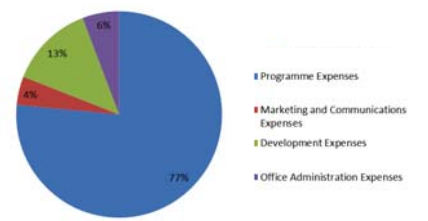
## 2016 INCOME



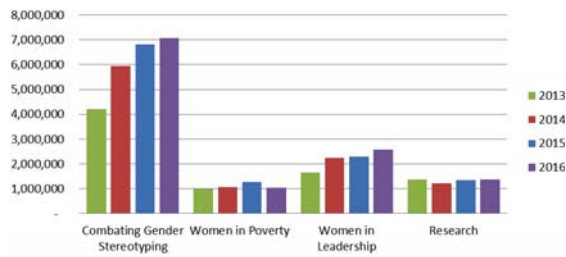
## 2016 INCOME



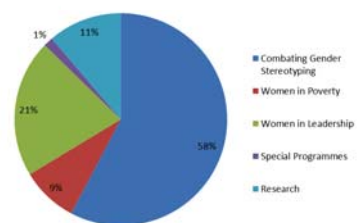
## 2016 TOTAL EXPENSES



## 2016 PROGRAMME EXPENSES



## 2016 PROGRAMME EXPENSES



## COMMUNITY PROGRAMMES

Our Community Programmes aim to create positive and measurable change for women's economic self-reliance and youth empowerment through the implementation of sustainable programmes and initiatives.



### T.E.E.N. PROGRAMME

Launched in 2010, our T.E.E.N. (Talent, Empowerment, Equality and Networking) Programme provides leadership and diversity training to underprivileged youth who would not otherwise enjoy the same educational, vocational and inspirational experience, opportunities and exposure. The 12-month high touch Programme targeted high need, high potential boys and girls aged 13 to 15 – a critical stage for shaping habit and personality traits, developing self-esteem and making decision for the future.

Upon completing the Programme, the TEENs are invited to join the TEEN alumni as a continuation of the T.E.E.N. Programme and ensure the long impact of the Programme. The TEEN alumni Programme provides additional leadership and gender awareness and diversity training to our graduating TEENs, to continue to support and encourage them to become inspiring future leaders.

#### PROGRAMME GOALS

**LEADERSHIP** – Provide leadership training for underprivileged TEENs who would not otherwise enjoy the same educational, inspirational and vocational experiences and opportunities

**AWARENESS** – Create a generation of gender aware leaders who through their understanding of gender equality will bring about wider social change in terms of challenging gender stereotypes

#### STATISTICS

In 2016, we provided over 80 days of training including nearly 40 different activities for 45 TEENs who are junior secondary school students from low income districts like Kwai Tsing and Sham Shui Po and were selected on the basis of their leadership potential and commitment. The TEENs received mentoring from 15 undergraduate Big Brothers & Sisters (BBS) – five of whom were TEENs from the first and second cohort of the Programme.

#### TESTIMONIAL

“I was the first year's Programme participant 6 years ago. I used to think the TEENs needed to learn from the BBS. However, as a BBS this year, I learned we can be equally inspired by the TEENs. I was energised and delighted when I witnessed the TEENs' improvement and their willingness to try new activities. I am sure our relationship with the TEENs will continue well after the Programme.”

~ Icy, big sister of T.E.E.N. Programme 2015-16 and former T.E.E.N. Programme participants 2010-11

“Work Shadowing at CLSA was the most memorable activity. I was very nervous when I learned that I would be giving a presentation on the last day of Work Shadowing. That said, I worked through my nervousness and completed the presentation which gave me a great sense of satisfaction. I used to be very shy and lacking in confidence before joining the T.E.E.N. Programme. Now, I raise my hand and say “I can do it”. I had a lot of breakthroughs and have come through as a much stronger person.”

~ Kathy, participant of T.E.E.N. Programme 2015-16

### LIFE SKILLS PROGRAMME

Many critical life skills are not addressed within the school curriculum or at home. Issues affecting Hong Kong teens include rising debt and excessive consumption amongst teens, anorexia and eating disorders, juvenile drug abuse, increased teen pregnancies and compensated dating.

Launched in 2011, our Life Skills Programme trains mid-late adolescents in financial literacy, healthy relationships and well-being, life and career planning, and resiliency to empower them to make better decisions about their future. Students participate in seven-hour long workshops as well as extra-curricular initiatives which incorporate localised concepts of positive psychology, gender education and best practices from abroad. The Programme also offers parent and teacher workshops to ensure a strong support network is in place for the participants.

#### PROGRAMME GOALS

**ENCOURAGE** – Encourage critical thinking among participants

**CHALLENGE** – Enable participants to examine and question the status quo and challenge gender stereotypes

**EMPOWER** – Empower participants to make positive life changes at school, in the workplace and beyond



## STATISTICS

For 2016-17, the Programme has benefited over 3,100 students, parents and teachers from seven schools, and since its inception in 2011, the Programme has served over 14,000 students, parents and teachers.

## TESTIMONIAL

“Through the Programme I learned that I should remain positive and persistent in the face of difficulties. I also learned to appreciate and be grateful for what we have, especially family and friends. Most importantly, I learned to overcome limitations imposed by society and be brave enough to take paths which are conventionally reserved for boys.”

~ Form 3 female student participant

“Through the workshops I learned more about the gender biases hidden in our society. I also understood that it's not easy to achieve one's dreams. One has to have passion and willpower. I also learned some good tips on financial management, including ‘Use what is left after saving; do not start saving after spending’.”

~ Form 4 female student participant

## GIRLS GO TECH PROGRAMME

Launched in 2015, the Girls Go Tech Programme aims to empower female junior secondary students from underprivileged schools by providing them with coding and digital literacy foundational skills, and encourage them to pursue STEM related career pathways.

The second year of the Programme kicked off by introducing participants to basic hardware and coding skills during the 3-day intensive Coding Workshop which saw them design and create a range of wearable tech items. After completing the workshop, participants have the opportunity to participate in a range of extra-curricular activities including being involved in the GGT Club, company visits, inspirational career talks and access to female role models, and an inter-school Tech Challenge Day.

According to the interim results of the Programme impact assessment by our independent evaluator, the Education University of Hong Kong, the GGT participants showed significant improvement in their interest in, and intention to, study ICT and related subjects, self-efficacy in ICT, ability to identify gender stereotypes in ICT and enhanced problem solving skills. With the Programme's positive reception, we look forward to expanding its reach to 10 or more schools in 2017-18.

## PROGRAMME GOALS

ENCOURAGE – Encourage girls to pursue STEM subjects and career pathways

EXPOSE – Expose girls to opportunities and resources to develop an interest in or skills in technology

EMPOWER – Empower deprived girls to create positive attitude shifts and increase confidence around technology

## STATISTICS

After our successful pilot last year, the Programme expanded from 3 partner schools to 9 schools in 2016-17, benefitting around 360 female students aged 11 to 13 and 600 teachers.

## TESTIMONIAL

“I'm one of the very few among my female friends who is interested in STEM subjects. I didn't join STEM activities for fear of seeming different and unsocial, but the Girls Go Tech Programme has inspired me to be brave and pursue what I love regardless of gender biases. I really enjoyed the Programme and hope it will inspire more girls in the future.”

~ Carmel Alison Lam Foundation Secondary School student

“I can't believe that I can make an LED light sneaker on my own! I watched a video of some people wearing light-up shoes dancing on the street and now our team can make them. I am really proud of us – it was such an unforgettable experience. I hope that I can join this workshop again!”

~ Holy Trinity College student

## FINANCIAL LITERACY & EMPLOYABILITY TRAINING PROGRAMME

TWF's Financial Literacy Programme for marginalised women was launched in 2011. This was followed by our Employability Training Programme which launched in 2014. In the extended Programme, the participants are further equipped with employability and life skills in addition to financial literacy training. With this holistic, high touch and personalised approach to empowerment, we aim at empowering the marginalised women participants to achieve greater economic self-reliance and thus allowing them to achieve a better quality of life for themselves and their families.

In the first part of this extended Programme, participants receive financial literacy training including personal financial planning, goal setting and time management, negotiation and parenting skills, and growing community resources. In the second part, they take part in pre-employment preparation workshops which comprise positive mindset training, job search skills and work etiquette. They are then exposed to



employment opportunities according to their individual needs and circumstances.

The marginalised communities we have helped through the Programme include CSSA recipients, domestic violence victims, ethnic minorities, migrant women, new arrivals from the Mainland, single mothers, and women with disabilities.

### **PROGRAMME GOALS**

**ENABLE** – Enable women to have more control over their finances and make better life choices for themselves and their families

**EMPOWER** – Build soft skills in marginalised women to help them gain self-confidence and pursue personal and professional goals beyond their original expectations

**EMPLOY** – Equip marginalised women with the skills and opportunities to seek a variety of sustainable employment options

### **STATISTICS**

By the end of 2016, the Programme has delivered nearly 800 hours of training and reached 330 direct beneficiaries with many other indirect recipients of the Programme including family, friends and their local communities.

### **SCHOLARSHIPS**

Through our scholarship programmes, TWF is supporting deserving Hong Kong individuals to pursue their dreams. We feel privileged and humbled that our scholarships are changing young lives in a very fundamental way and empowering our recipients to pursue further studies in STEM, Business Administration and Gender Studies, both in Hong Kong and abroad.

#### **University of Cambridge**

TWF's Scholarship Scheme supports Hong Kong students to pursue the M.Phil in Gender Studies at the University of Cambridge.

2016-17 recipient: Eliz Miu Yin Wong

#### **WISE (Women in Science and Engineering) Scholarships**

TWF is supporting the WISE scholarships offered by the Hong Kong University of Science and Technology which encourages female students to pursue STEM (science, technology, engineering and mathematics) subjects at university.

2016-17 recipients: Chendi Yu, Yixing Liu, Yun-chen Wu, Yun-ju Wu, Yinqi Zhou, Cheng-hsin Wu, Hsin-wen Chang, Felicia Agatha, Zheqing Yu, Vaishnavi Ganesh, Yunan Lu, Yifan Mu, Shekh Shermin Jahan Ananna, and Ho Shan Lam.



## PIPELINE INITIATIVES

Our Pipeline Initiatives aim to increase institutional investment in, and the active implementation of, equal opportunities for women in the workplace.

### 30% CLUB HK

In 2013, The Women's Foundation launched the 30% Club Hong Kong – a group of chairmen and business leaders who are committed to bringing more women onto Hong Kong corporate boards.

The 30% Club believes that gender diversity is good for the overall effectiveness of the boardroom and therefore good for business.

Since our launch, the 30% Club HK has recruited over 60 members and worked with Government, businesses, investors, corporate and industry associations, chambers of commerce and executive search firms to identify and implement measures to increase the representation of women in Hong Kong's boardrooms and help build the pipeline of 'board-ready' women.

In the three years since the launch of the 30% Club HK, Hong Kong has witnessed a slight improvement in the proportion of female directors on boards and awareness of the issue has dramatically increased. In 2016, women comprise 11.6% of HSI board directorships and 12.2% of all Hong Kong listed company board directorships. This compares to 9.4% and 10.7% respectively in 2013. Positive momentum is more evident in the decreasing number of all-male boards. There are still 12 HSI companies (24% of the 50 companies in the index) with all-male boards today compared with 19 (38%) HSI all-male boards at the 2013 launch.

At our Annual Boardroom Lunch in October 2016, the 30% Club HK launched a new campaign to bring the number of all-male Hang Seng Index company boards in Hong Kong to zero by 2018 and to increase the percentage of women directors on HSI company boards to 20% by 2020, working toward a long-term goal of 30%.

#### GOALS

**AWARENESS** – Raise awareness of the benefits of gender diversity on boards

**INFORM** – Inspire informed debate and discussion

**SUPPORT** – Support initiatives to build the pipeline of women in executive and non-executive roles

### MALE ALLIES

The TWF Male Allies comprise around 30 influential male leaders who have committed to (i) influencing institutional changes at their own organisations, and (ii) personal actions to advance gender equality in Hong Kong.

TWF's Male Allies initiative is modelled loosely on the Male Champions for Change in Australia which launched five years ago, and as an example of a successful male leaders engagement programme, has similar goals to TWF's Male Allies.

Each TWF Male Ally has signed up to an action plan for (i) institutional changes to improve gender diversity that reflect where his organisation is in terms of gender balance and the organisation culture and readiness to embrace change, and (ii) personal actions to drive gender diversity. Each Male Ally's plan contains clear targets and timelines and an indication of how these will be measured and tracked.

TWF launched the Male Allies as a mutually supportive, mutually reinforcing and knowledge sharing network. At TWF, we have been very impressed by the candour and humility with which members have shared their challenges and the generosity with which they have offered suggestions and examples of best practice and innovative approaches to their fellow members.





## MENTORING PROGRAMME

The Women's Foundation's highly acclaimed best-in-class Mentoring Programme for Women Leaders is Hong Kong's pre-eminent cross-industry mentoring initiative. Throughout the year-long programme, participants benefit from personal and professional development through their one-on-one mentoring journey. This is complemented by a highly structured curriculum of peer-to-peer learning, mentoring circles, inspirational talks, panel discussions, skills-enhancement workshops and networking events.

The ultimate goal of the Mentoring Programme is to increase the number of women in policy and decision-making roles across sectors.

Our mentors benefit from participating in training specifically designed for senior executives, focusing on enhancing their mentoring, coaching and leadership skills. They build a strong and supportive network and give back to the community in a meaningful way through sharing their experience with younger women coming through the ranks whilst being recognised as a leader.

Our protégés benefit from expanding their leadership knowledge and skill sets through leadership development training. They enhance their self-confidence, gain insights to be able to better tackle issues or challenges in the workplace and build a strong and supportive network of both peers and mentors.

We launched the eighth cycle in September 2016 which represents our largest intake ever with 55 high-potential young women paired with 55 successful female leaders across different sectors and organisations.

## ALUMNI NETWORK

The Mentoring Programme Alumni Network allows participants to stay connected and engaged with the ever-expanding network of inspiring, accomplished and mutually supportive women who are former mentors and protégés. The Alumni Network includes over 750 members many of whom participate in Lean-In circles, regular networking events and the annual Mentoring Programme Alumni Reunion which we launched in November 2016.

## LEADING WOMEN SPEAKER SERIES

As part of our mission to increase the number of women in decision-making roles, we partnered with Bloomberg in 2012 to launch a series of panels spotlighting inspirational female role models in male-dominated industries.

Each panel features female role models from the industry being showcased, giving them a platform to talk about the opportunities and challenges for women looking to build a career within the sector and what companies can do to develop and strengthen the pipeline of female talent.

In 2016, we have held panel discussions spotlighting Leading Women CFOs, Lead Women Investors, and Leading Women in FinTech.



## BEST PRACTICE GUIDES

Research has always underpinned everything we do at The Women's Foundation and we remain committed to producing independent, high-quality research that examines the root causes for gender equality in Hong Kong. We are also deeply committed to sharing the key learnings from our programmes as well as global and local best practices and innovative approaches driving greater diversity and inclusion.

We have a growing library of Best Practice Guides including Success Markers for Effective Women's Networks, Effective Mentoring Programmes for Women and Effective Return to Work Programmes. In December 2016, we launched our guide on Gender-Inclusive Global Mobility Programmes and we are currently developing our best practice guide on the success markers for an effective unconscious gender bias strategy.

## SECRETS TO SUCCESS SERIES

TWF launched our Secrets to Success series in 2013. The series features pioneering women sharing their personal tips for success and insights into their professional journey. 2016 speakers included: Rosaline Koo, Founder and CEO of CXA, and Helen Zhu, Head of China Equities at BlackRock.

## HR ADVISORY COUNCIL

In February 2016, we launched the The Women's Foundation's HR Advisory Council (HRAC). The council has been formed to be a constructive Human Resources focused "think-tank" and sounding board to help TWF identify, localise and share HR and D&I best practices and innovative approaches to attract, retain and promote women in the workforce. The council comprises a group of experienced senior HR leaders from a broad range of industries in Hong Kong. We are particularly grateful to all our HRAC members for their help in generating our Best Practice Guides.

## RESEARCH, MEDIA & ADVOCACY

TWF started off as a research institute and research remains the cornerstone of everything we do. It informs our strategic decisions as to where we devote our time, energy and resources, and we hope that by making all our research freely available, it can be a resource for other watchdog groups and women's NGOs, the Government, academics and the media.

### PUBLICATIONS

TWF research spans:

- Primary research and literature reviews
- Key learnings and case studies from our various community programmes
- Best practice guides

2016-17 Publications

Girls and STEM Education in Hong Kong

Commissioned by The Women's Foundation and supported through Goldman Sachs Gives, Dr. Dannii Yeung from City University of Hong Kong and Dr. Mario Liong, formerly from Centennial College, conducted a study on factors influencing adolescent girls' choice of STEM subjects and offers suggestions for greater gender balance in STEM subject enrolments at school and university.

Looking ahead, TWF will be releasing two best practice guides: one on success markers for effective unconscious gender bias strategies and another for employers looking to enhance their support for staff members with eldercare responsibilities.

### SHE OBJECTS

Commissioned by TWF, in partnership with Women Helping Women, and directed by rising young talent, 27-year-old Nicola Fan, She Objects is the first documentary of its kind in Hong Kong to explore how traditional and new forms of media create and exacerbate gender stereotypes with often damaging consequences. It challenges viewers to think critically about the way media portrays women and the impact on eating disorders and self-esteem issues for girls, violence against women and girls, and the erosion of female ambition.

In 2016-17, the documentary was featured at the FLO Film Festival in Mumbai and the Hong Kong Sundance Film Festival. It was also screened at over 60 organisations including Metroplex theatres, companies, schools, churches, NGOs and local interest groups.



## MEDIA LITERACY PROGRAMME

Launched in 2016, the TWF Media Literacy Programme which has been endorsed by the Education Bureau promotes media literacy and critical thinking among secondary and university students in Hong Kong.

Drawing on our She Objects documentary, we commissioned Professor Stephen Chiu at the Institute of Asia-Pacific Studies of The Chinese University of Hong Kong to develop training materials for our workshops. These resources are now available to all serving registered teachers for Liberal Studies (LS) via the Liberal Studies Web-based Resource Platform of HKEdCity. In addition, we also conduct training workshops on gender education for LS teachers.

### PROGRAMME GOALS

**ENHANCE** – Enhance students’ critical analysis through increasing their knowledge about the media and media content

**CHALLENGE** – Enable students to reject the idea that beauty only comes in one shape and size, and to combat gender stereotypes relating to careers and leadership roles

**EMPOWER** – Empower students – regardless of gender, race, class, age, or circumstance – to reach their full potential

### STATISTICS

In 2016, we benefited over 1700 students at 11 secondary schools and 3 universities in Hong Kong through classroom teaching, workshops, student forums and screenings.

### TESTIMONIAL

“I have learned not to use social standards to judge myself or others as social standards may not be applicable to everyone.”

~ Student participant

“I feel it’s important to be kind and practise authentic and healthy behaviours. We should cherish our body which is a gift from our parents. Freeing myself from the stress brought on by social standards, I am able to better love my life and those in it.”

~ Student participant



# TIMELINE

## 2016

We host over 100 events per year. Here are some highlights of key events for 2016.  
To see our full calendar of 2016 events, please visit our Past Events page.

### March

**March 4**  
International Women's Day Lunch



### January

**January 4-9**  
Microsoft GirlSpark Camp 2016



### April

**April 15**  
A fireside chat with Tamara Lohan, Founder and CTO at Mr & Mrs Smith



### May

**May 23**  
Building Your Leadership Strengths:  
Challenges and Strategies by Dr. Ron  
Brown, PH.D



### June

**June 6**  
Commander Belinda Wood of the Royal  
Australian Navy: Capability is what  
counts!



## July

**July 18**

#SheMeansBusiness HK Chapter Launch



**July 20**

Lunch with Henry Kravis, Co-Chairman and Co-Chief Executive Officer, KKR



**July 20**

TWV Flag Day



## October

**October 14**

30% Club Annual Boardroom Lunch



**November**

**November 15**  
TWF Gala Dinner



**December**

**December 1**  
Our Festive, Fundraising Balloon Debate



**2017**

## OUR BOARD



Susan Hutchison  
Chair, Board of Governors



Angelina Kwan  
Vice Chair, Board of Governors



Michelle Paisley  
Honorary Treasurer, Board of Governors



Rachel Cartland  
Member, Board of Governors



Su-Mei Thompson  
CEO



Zoe Henham  
Member, Board of Governors



Christina Gaw  
Member, Board of Governors



Desiree Au  
Member, Board of Governors



Lale Kasebi  
Member, Board of Governors



Tim Payne  
Member, Board of Governors



Clarence Yang  
Member, Board of Governors



Keith Pogson  
Honorary Auditor, Board of Governors



## OUR TEAM



**Su-Mei Thompson**  
CEO



**Rita Ching**  
Deputy CEO



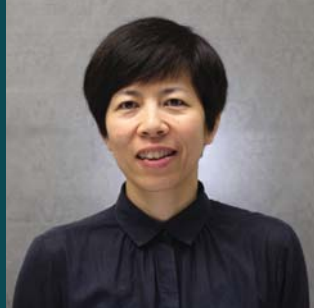
**Deanie Chiu**  
Financial Controller



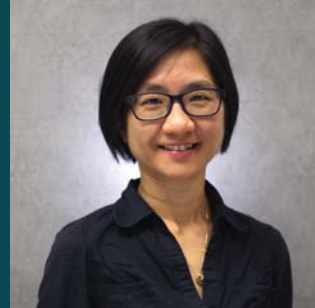
**Marie Claire Lim Moore**  
Development Director



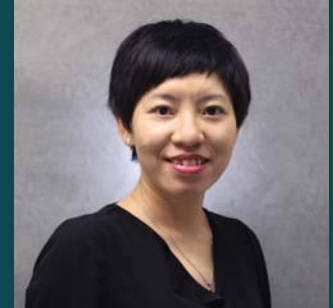
**Jo Hayes**  
Pipeline Initiatives Director



**Ellen Li**  
Training Programme Manager  
(Financial Literacy)



**Yan Lam**  
Programme Manager  
(Life Skills Programme)



**Jill Chung**  
Senior Programme Manager  
(T.E.E.N.)



**Connie Cheung**  
Senior Programme Manager



**Lisa Moore**  
Senior Manager  
(Research & Advocacy )



**Katie Au**  
Programme Manager



**Tiff Kong**  
Graphic Designer



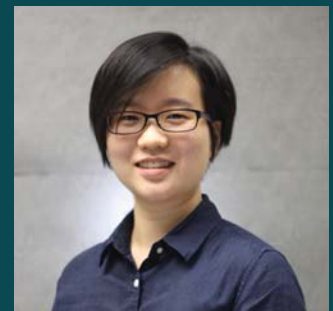
**Stephanie Ko**  
Communications and  
Partnerships Officer



**Sarah Abbott Ladner**  
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# TREASURER'S REPORT

Our motto at The Women's Foundation is Research, Collaborate, Change. Without funding, we could not commission high quality, probing research into the key challenges and issues that women and girls face in Hong Kong. Without funding, we could not run the collaborative programmes that are at the heart of lifting the aspirations of Hong Kong's under-privileged women and girls. Without funding, we cannot hope to sustain and repeat the tangible positive changes that we have achieved so far. So as TWF's Honorary Treasurer, I am proud to report that The Women's Foundation is in good financial health and well positioned to continue our successful initiatives to grow the reach and impact of our work in the communities which most need our help.

## Sources of Funds

Reported income in 2016 was HK\$16.33m, a 6% increase on our 2015 income of HK\$15.39m. Corporate sourced funding rose by 11% between 2015 and 2016 and continues to be our most important source of revenue, accounting for 77% of income in 2016 (up from 74% in 2015). In particular, we have very supportive sponsors for our highly regarded programmes from the T.E.E.N. (Talent Empowerment, Equality and Networking) Programme to our Life Skills Programme and from our Mentoring Programme for Women Leaders to our Girls Go Tech Programme. In many cases, our corporate sponsors have supported our programmes for several years. However, in recent years, corporate funding has become harder to secure and generally on a shorter commitment cycle. We are continuing our efforts to diversify our funding sources and warmly welcome support from individuals and other organisations - as well as new corporate partners - that may be interested in making regular donations to fund our work in addition to the more traditional programme-focused sponsorships.

The corporate funding largely offset the decline in individual donors' funding which decreased by 19% from HK\$3.91m in 2015 to HK\$3.15m in 2016. Individual donations were lower in 2016 due primarily to the absence of one-off large-scale fundraising benefits that in previous years have augmented, our annual IWD Lunch and annual Gala Dinner.

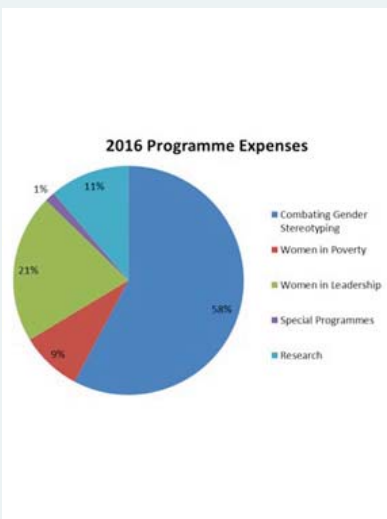
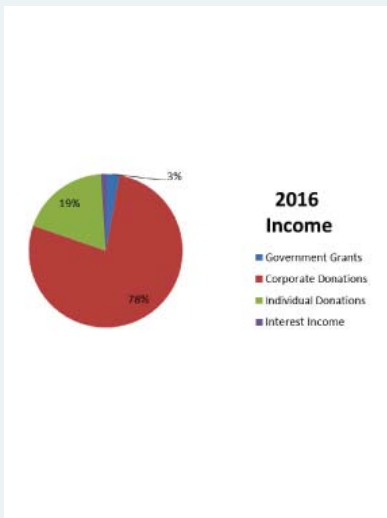
We are very heartened by the seven-fold increase to HK\$470k in 2016 from HK\$57k in 2015 in our Government funding which primarily reflects a matching grant from the Government's Partnership Fund for the Disadvantaged for our Employability Training Programme for Marginalised Women. We continue to consistently engage with the Government, and to pursue all possible funding and matching opportunities.

Finally, we also earned interest income of HK\$63k representing 0.4% of our total income received in 2016. We understand that every dollar counts so in 2016, part of our accumulated reserves was deposited in a fixed-rate term deposit account with a view to earning better returns after a detailed risk and return assessment.

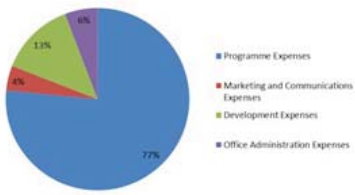
## Use of Funds

In 2016, we spent HK\$12.26m (HK\$11.89m in 2015) on programmes and research with almost 4/5 of our operating budget going towards direct service programmes. One of biggest investments in 2016 was our She Objects documentary and its associated media literacy programme. By far the most significant component of our expenditure relates to our three youth programmes — the T.E.E.N. Programme, Girls Go Tech Programme and Life Skills Programme. Combined, our community programmes accounted for HK\$7.08m or 45% of our total expenditure (maintained at the same level of 45% or HK\$6.81m last year). As you will read elsewhere in this Annual Report, the independent evaluations on the effectiveness of these programmes in improving the lives, perspectives, confidence and opportunities for the participants is wonderfully encouraging.

2016 was another important year for our research efforts, with work underway on several major research projects. Research was our fourth largest expense representing 9% of overall expenditure at HK\$1.38m (up 3% yoy). In February, we released our ground-breaking study on the barriers to girls pursuing STEM subjects going back to our motto – Research, Collaborate, Change.



2016 Total Expenses



We continue to work hard to run a lean and efficient organisation. Our rule of thumb is that at least 65% of our annual operating budget goes to programmes and research which are our core focus, and that overhead and administrative expenses should not exceed 15%. I am delighted to report that for 2016, programme and research related costs accounted for 77% of our expenditure. Meanwhile, our administrative expenses were tightly controlled at 5.8% in 2016 (6.1% in 2015).

TWF holds a conservative cash balance. This provides the bedrock for funding our programmes and staff costs for the year ahead. As in the past, we continue to manage our funding and our programmes with a long-term view, consistent with the longer-term changes we aim to effect.

Finally, a big thank you to all our donors. We could not do what we do without your incredibly generous support! We hope we can count on your ongoing financial support and collaboration in the coming years.

Michelle Paisley  
Honorary Treasurer  
July 2017

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