

Generation

香 HONG KONG 港

2023 ANNUAL REPORT 年度報告



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Message from our Chairman 主席的話

We live in increasingly uncertain and volatile times. The post-COVID employment landscape in Hong Kong presents significant challenges for both employers and job seekers, as macroeconomic pressures and evolving workforce expectations are reshaping the job market. The supply-demand gap continues to be a headache. In 2023, 74% of employers were still struggling to fill critical positions*, while employees are navigating a rapidly transforming market defined by hybrid work models, digital transformation, and the increasing integration of AI, all of which are fundamentally redefining traditional career paths. These interconnected challenges underscore the urgent need for a unified approach to #GrowHKTalent—bringing employers, educators, and the wider community together in cultivating a resilient and sustainable workforce through flexibility, upskilling, and collaboration.

As we commemorate the 5th anniversary of Generation Hong Kong, we take pride in reflecting on a journey marked by growth, impact, and a steadfast dedication to transforming lives through the education-to-employment system. Our mission is clear: to prepare, place, and support individuals in accessing life-changing careers that were previously out of reach. Over the past five years, our vision has expanded beyond youth with less-privileged academic backgrounds to include mid-career professionals, SEN youth, and first-time job seekers. Through our innovative, demand-driven programmes, we equip our beneficiaries with the skills, confidence, and opportunities necessary to succeed.

Looking ahead, we remain resolute in our mission to bridge the gap between education and employment. By fostering collaboration with employers, educators, the government, and the wider community, we aim to address deep-rooted systemic challenges and build a more resilient, adaptive workforce. Beyond training, our focus is on empowering diverse individuals to achieve upward mobility and aiding businesses in redefining Hong Kong's talent landscape.

All these initiatives will hopefully bolster Generation Hong Kong's "GrowHKTalent" agenda and create sustainable solutions for local workforce challenges. As we reflect on our efforts this year, we would like to thank all of our dedicated employees, partners, and many stakeholders in the community. Their unwavering commitment has been instrumental in driving meaningful change. Together, we will continue forging a path toward a more inclusive, sustainable workforce.

As always, we would welcome more like-minded supporters to join us on this transformative journey. Together, we will make Hong Kong a better place.

*Source: The Hong Kong General Chamber of Commerce's Talent Shortage Survey 2023

我們生活在一個充滿不確定性的時期。宏觀經濟壓力和不斷變化的勞動力市場，正在重塑就業環境。在後疫情時代，香港的就業形勢為僱主和求職者帶來重大挑戰，供求失衡仍然是一個令人擔憂的問題。在2023年，74%的僱主仍在努力填補關鍵職位空缺*，而僱員則在急速演變的環境中尋找機會，各種因素包括混合工作模式、數碼轉型及融合人工智能技術的能力，重新定義了傳統的職業發展道路。環環相扣的挑戰，反映我們迫切需要採用全面的應對策略。#GrowHKTalent 旨在將僱主、教育工作者和更廣泛的社區聯繫起來，通過靈活的策略、技能提升和合作，共同培養一群具韌性和可持續發展的勞動力。

在慶祝 Generation 香港成立五週年之際，我們很榮幸能回顧這段透過教育至就業生態系統改變生命的旅程，當中標誌著成長、影響力和堅定奉獻的精神。我們的使命明確：為因各種原因而缺少機遇去建立理想職涯的人，提供從培訓、就業以及支援的服務。在過去五年，我們的服務範圍已從學歷不足的青少年擴展至處於事業中期的求職者、有特殊教育需要的青少年及首次求職者。通過創新及以需求為導向的培訓計劃，我們為受惠社群提供所需技能、自信和機會，協助他們邁向成功。

展望未來，我們將繼續堅定不移地履行使命，縮窄及解決由教育到就業間的銜接難題。通過與僱主、教育工作者、政府及社會各界攜手合作，解決社會上根深蒂固的問題，培養一群更具靈活性和適應能力的勞動力。除了提供培訓計劃，我們將專注於支持不同群體實現向上流動的能力，並協助企業重新定義香港的人才標準。

有關策略將進一步支持 Generation 香港的「GrowHKTalent」議程，為本地勞動力市場的挑戰提供可持續的解決方案。回顧過去一年的努力，我們衷心感謝 Generation 香港團隊、合作夥伴以及社區中的相關持份者。他們的支持對推動這次有意義的改變發揮了關鍵作用。我們將繼續共同努力，邁向更加包容及可持續的勞動力。

我們歡迎更多志同道合的夥伴加入我們實現革新之旅。我們共同努力，讓香港成為一個更美好的地方。

*資料來源：香港總商會「人才短缺調查2023」



Chairman of Board | Generation Hong Kong
Generation 香港董事會主席

Joe Ngai 倪以理

Message from our CEO 行政總裁的話

As we celebrate Generation Hong Kong's 5th anniversary, 2023 has been a year of bold strides and transformative impact. With the incredible support of existing and new partners, we have significantly expanded our reach, empowering more underrepresented communities than before. This year, we have continued our focus on uplifting youth from less privileged academic backgrounds, SEN youth, first-time job seekers, and mid-career professionals seeking fresh starts. This broadening of our beneficiary base reflects our unwavering commitment to breaking down barriers and open doors to life-changing careers.

But we do not stop there. To ensure the expanded groups receive the targeted support, we have pushed beyond our traditional bootcamp model with four key innovations:

- 1) Continued our journey to support a traineeship program: Provide first-time job seekers structured pathways into 16 emerging and promising professions.
- 2) Expanded the pool and the footprint of our Enterprise Advisors: Connect volunteers from the business sector with career leaders in secondary schools to supercharge career development strategies, offering tailored guidance and inspiration.
- 3) Extending our reach directly into secondary schools: We have built secondary school career programmes that prepare students for the fast-evolving workplace.
- 4) Upskilling initiatives: In vital industries like eldercare, we have continued our footprint as an upskilling programme to equip the existing workforce in the industry with the skills needed to advance not only their careers but also the overall quality of the eldercare sector.

These initiatives underscore our commitment to reshaping the education-to-employment (E2E) journey and equipping our beneficiaries with confidence, hope, opportunities, and skillset to thrive.

Looking Forward to 2024

As we move into 2024, we would continue to build on our "GrowHKTalent" initiative by remaining committed to expanding our impact besides our bootcamps, building a fully integrated, end-to-end system that transforms individuals and the entire E2E system. Our five years of insights and networks have sharpened our position as the catalyst for change, and we are poised to scale our impact by refining our programmes, leveraging data, and staying ahead of market trends.

A critical part is deepening our engagement with key stakeholders: funders, business partners, community partners, and our growing alumni network. These relationships are the engine driving our growth. In particular, our alumni community is evolving from beneficiaries to advocates for our mission, with many soon to be in positions to hire the next generation of talent. This cycle of engagement will drive our long-term, sustainable impact.

We are thinking bigger, bolder, and deeper. Our vision goes beyond job readiness—it is about empowering individuals to reach their full potential and building a future-ready workforce for Hong Kong that benefits people, businesses, and society alike.

As we are looking forward to more milestones, we extend our heartfelt gratitude to all our partners and different stakeholders whose belief in our mission has fueled our success. Last but not the least, a special thank you to the Generation Hong Kong team—your passion, dedication and innovation are the heartbeat of the impact we are jointly creating. Together, we will continue driving change, transforming lives, and achieving even greater heights in 2024 and beyond.

隨著 Generation 香港成立五週年，2023年是充滿創新步伐與拓展影響力的一年。在不同合作夥伴的支持下，我們擴展了對受惠社群的支援，賦能更多被忽略的社群。我們繼續專注支援來自弱勢學術背景的青少年、有特殊教育需要（SEN）的青少年，首次求職者和處於事業中期期望轉職的求職者。擴展服務對象的範圍，展現我們堅定的決心，致力為各類求職者創造改變生活的工作機會。

為確保受惠社群獲得更具針對性的支援和服務，我們突破傳統訓練營模式，推動了四項創新：

- 1) 持續提供培訓課程：為首次求職者開啟通往16個市場需求殷切、就業前景明朗的職業途徑。
- 2) 提升學校商界顧問的參與度：讓來自商界的顧問與中學緊密合作，強化學校的生涯發展策略，提供度身訂造的指導。
- 3) 與中學合作：與中學及業界共同合作，創造了職涯相關計劃，協助中學生準備應對瞬息萬變的工作環境。
- 4) 技能提升的計劃：在安老服務等重點行業，我們持續推進技能培訓，幫助現職安老服務人員提升職業發展和護理質量所需的技能。

這些創新充分展現我們重塑教育至就業生態系統的承諾，為受益社群重拾自信，帶來希望、機會和技能，幫助他們茁壯成長。

展望2024年

我們將繼續以培育本土人才「GrowHKTalent」為目標，探索傳統訓練營以外的創新，服務更廣泛的社群。我們希望建立一個全方位的生態圈，改變個人及整個教育至就業過程。過去五年的經驗及建立的網絡，鞏固了我們在倡議教育至就業系統變革中的關鍵角色。我們將繼續推動及完善課程，利用我們的數據庫及當中的分析，以及緊貼市場趨勢，進一步擴大影響力。

我們期望繼續深化我們的影響力，其中關鍵策略在於深化與不同持份者的關係，包括捐助機構、商業夥伴、社區合作夥伴以及日益壯大的畢業生網絡。隨著畢業生逐漸從受益者成為倡導者，他們將在招聘下一代人才的過程中發揮重要角色，帶動我們長期並可持續的影響。

我們的願景不僅是為求職者做好職業準備，而是讓每個人都有機會一展所長，培育「未來就緒」的勞動力，促進個人、企業、以至社會整體的發展。

展望更多里程碑的同時，我們衷心感謝所有合作夥伴和持份者支持我們的信念，推動我們繼續邁向成功。最後，我衷心特別感謝 Generation 香港團隊：你們的熱情、投入和不斷創新的精神是我們共同創造更多影響力的核心。我們將繼續努力，攜手實現我們的使命，並在2024年及以後創造更好的未來！





Vision 願景

A meaningful career and sustained well-being for every person, anywhere in the world.

每一個人在世界任何地方都能擁有充滿意義的職涯和理想的生活。



Mission 使命

To transform education-to-employment systems to prepare, place and support people into life-changing careers that would otherwise be inaccessible.

改善並促進教育到就業間的銜接及多元機會，為因各種原因而缺少機遇去建立理想職涯的人，提供培訓、就業和支援服務。

Our Values 我們的核心價值



Go further, together 共同成就更好

We are better together. We collaborate with and help others, both inside and outside of Generation.
我們的團隊與合作夥伴攜手共創共贏。



Better our best 全力以赴 精益求精

As long as we use data, experience, and dialogue to grow and improve, we are moving in the right direction.
我們透過數據、經驗及對話去成長和改進，確保我們朝著正確的方向前行。



Here to serve 為大家服務

We commit to enabling the growth of our participants, and to providing great talent for our employer partners.
我們致力培育學員的成長，並為僱主提供優秀人才。



Solve problems that matter 解決攸關重要的問題

We work on activities that advance our mission, and rigorously measure our impact to allocate time and resources.
我們嚴緊衡量成效以分配時間與資源，致力實現目標和使命。



Empower and support 支持與賦能

We support each other personally and professionally, allowing our unique talents and capabilities to flourish.
我們互相支持，讓每個人獨特的才華和能力得以綻放。



Be open and transparent 秉持開放透明的態度

We believe in honest sharing. We welcome diverse perspectives, opinions, and ideas.
我們坦誠溝通，廣納不同觀點，意見和想法。

Our Story 我們的故事

Generation's story began with one question: Why does youth unemployment persist while many sectors face talent shortages? Dr. Mona Mourshed, who led McKinsey & Company's global education practice, conducted an in-depth research study to look into the root cause of this global and intractable crisis, and what could be done to improve it. The results of her study led her to start Generation, a non-profit startup that trains and places youth and mid-career learners into transformative careers.

Since 2014, Generation has prepared, placed and propelled youths and mid-career professionals into life-changing careers by reinventing the education-to-employment pathway. Generation now spans 17 markets worldwide and has transformed the lives of over 117,000* people.

In 2018, Generation conducted an in-depth study in Hong Kong which revealed the deep-rooted societal norm that higher education is the only path to success in career and in life. We do not believe that holding a degree equates to being job-ready. The nature of jobs is also changing rapidly, so it is critical to have programmes that can support workers of all ages to prepare them to meet the demands of the market. These factors led to the establishment of Generation Hong Kong.

Generation Hong Kong meticulously curated programmes embracing pivotal sectors including technology, eldercare and customer service. Talent shortage and mismatch are complex problems that a single organisation cannot solve alone. Generation Hong Kong works closely with funders, employer partners, education providers, and other non-profit organisations to deliver end-to-end train and place programmes that are attuned to the needs of the Hong Kong job market.

Generation Hong Kong aspires to change peoples' mindset towards what it means to be successful, create real business value for employers and lasting career impact for programme participants.

* As of 2023.

Generation 的故事始於一個重要的問題：為什麼全球多個行業一直面臨人才短缺，但仍有為數不少的青少年失業？為找尋問題的根本原因及解決方案，時任麥肯錫顧問公司教育業務主管的 Dr. Mona Mourshed 帶領其團隊就這個嚴峻的環球危機作出深入研究。研究結果促成非牟利初創機構 Generation 的成立，培訓及支持年青人與處於事業中期的人士建立可改變一生的職業。

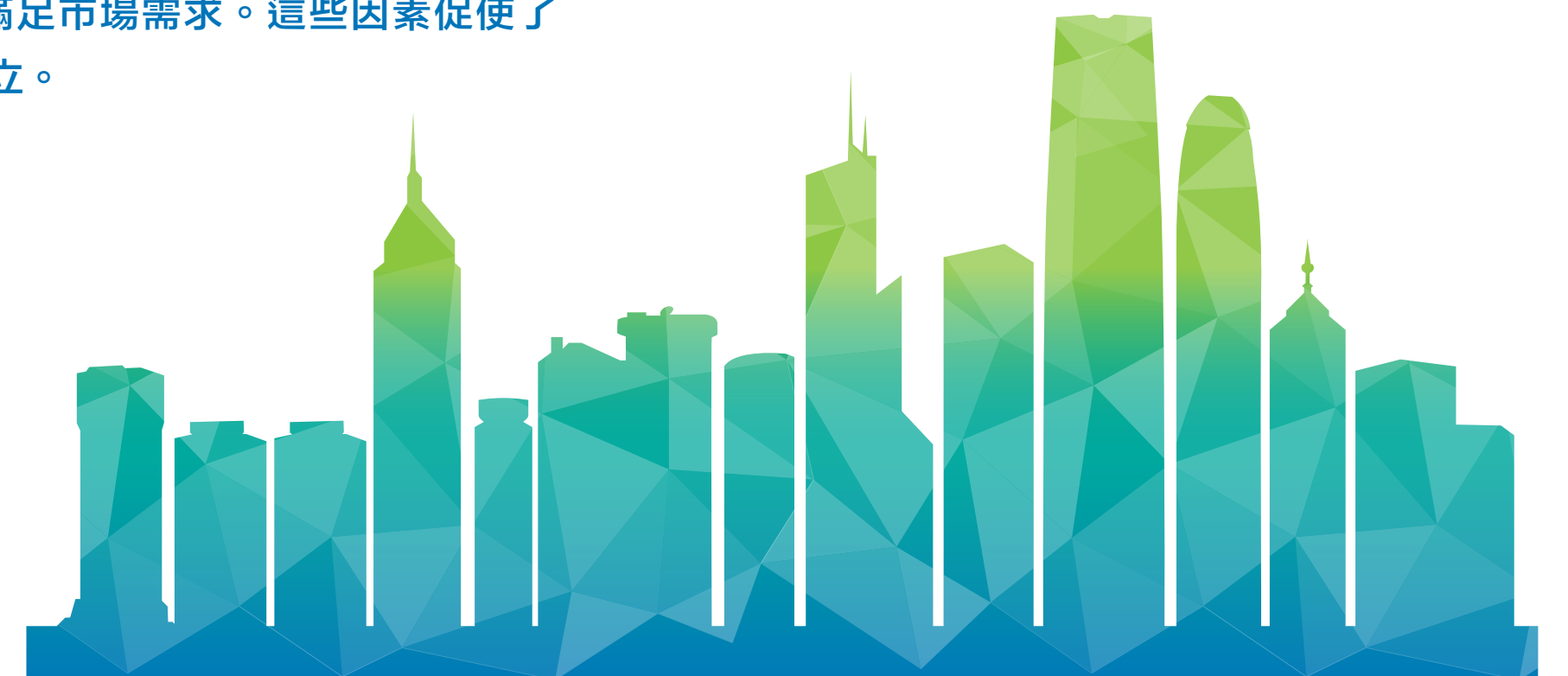
自2014年，Generation 致力讓教育與就業制度接軌，為年青人和處於事業中期的人士建立具意義的職業生涯。Generation 已在全球 17 個地區展開工作，惠及超過 117,000* 名學員。

2018年，Generation 在香港進行了一項研究，研究結果反映社會存在根深柢固的觀念，認為接受高等教育是成功的唯一途徑。我們認為擁有學位並不等於擁有適應工作的能力，加上現時工作的性質及市場趨勢不斷變化，社會需要有適合不同年齡層人士的課程，協助他們為就業作好準備，以滿足市場需求。這些因素促使了 Generation 香港的成立。

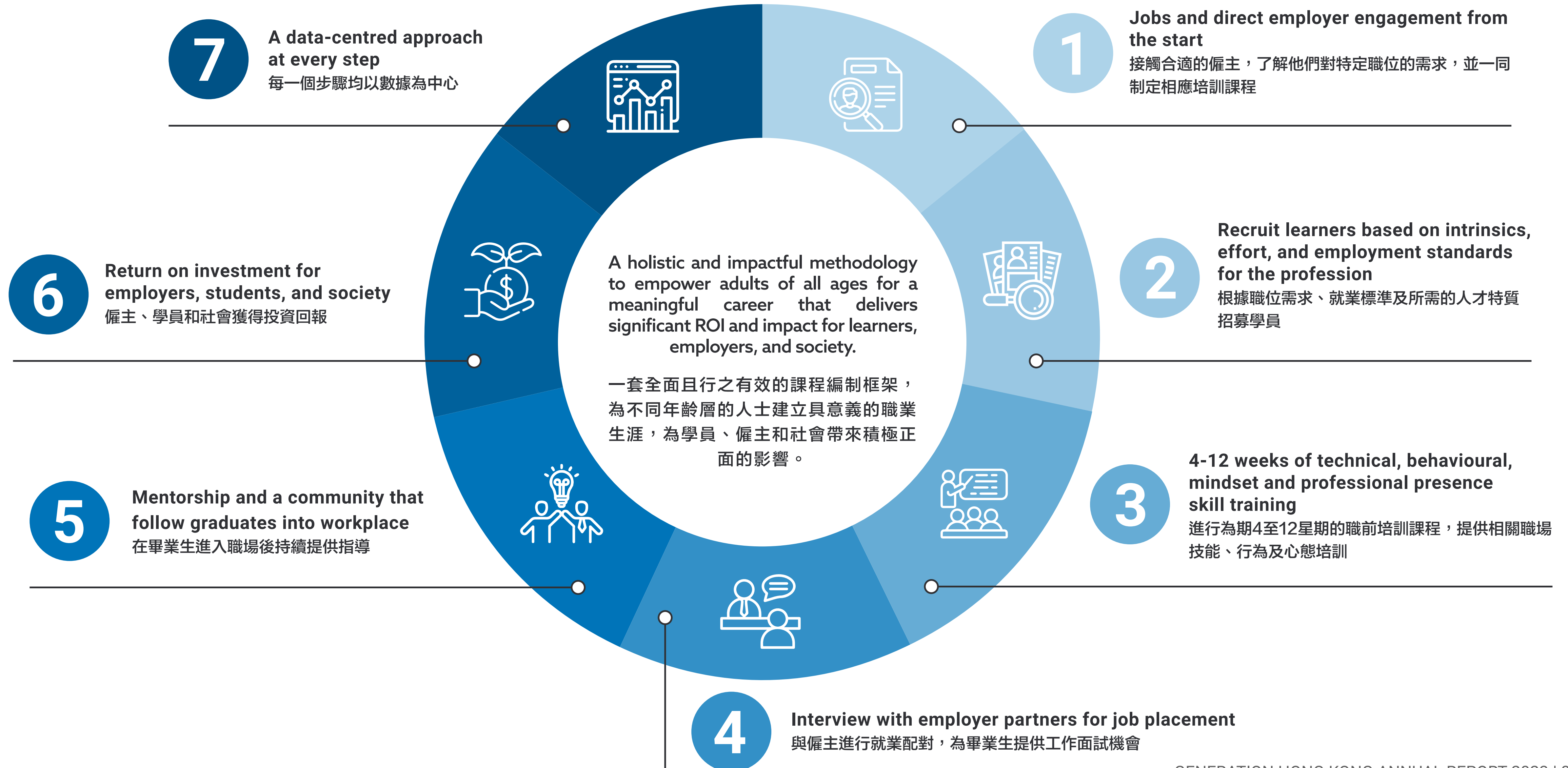
Generation 香港的培訓課程涵蓋創新科技、長者護理和客戶服務三個人才需求殷切的行業。人才短缺並不是一個機構能夠單獨解決的問題，因此我們一直與來自不同界別的夥伴緊密合作，包括捐助機構、僱主、學術機構、非牟利機構等，共同為香港提供一條龍的課程，滿足勞動市場需求。

Generation 香港渴望改變大眾對成功的看法，不僅為僱主創造真正的商業價值，同時為學員建立長久而有意義的職業生涯。

* 截至2023年。



Our Methodology 我們的課程編制框架



Our Impact 影響力報告

89%

of graduates attain a job
within 180 days
學員於180日內獲得工作



79%

of graduates hold a new job
for at least 360 days
學員於360日內仍維持就業



971

graduates
名畢業學員
(2018 - 2023)



2.52x

income impact 平均收入增長



300+



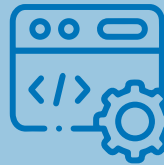

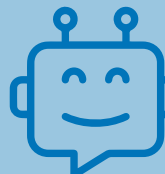

employer partners 名合作僱主



Generation
empowers learners
to go further
賦能學員走得更遠

Our Beneficiaries 受惠社群

Our training programmes are tailored to a particular job role and attuned to the needs of the Hong Kong job market.
我們根據香港就業市場需求，為特定職位提供培訓課程。

Profession 職業						
Beneficiaries 受惠社群	Digital Marketer 數碼營銷人員	Junior Data Engineer 初級數據工程師	Front-end Web Developer 前端網頁開發員	Quality Assurance Tester 手動軟件測試員	Robot Support Assistant 機械人工作助理	Eldercare Professional 安老服務從業員
Youth aged 18-29 with less privileged academic background 18 至 29 歲且未曾接受高等教育的年輕人	Generation 香 HONG KONG 港	Generation 香 HONG KONG 港	Generation 香 HONG KONG 港			Generation 香 HONG KONG 港
Youth with special education needs (SEN) 有特殊教育需要的青少年				Generation 香 HONG KONG 港	Generation 香 HONG KONG 港	
Middle-aged career-changers 處於事業中期的求職者						Generation 香 HONG KONG 港

Our Partners 合作夥伴

We take pride in our robust network of partners, comprising over 200+ esteemed organisations. The following is just a selection of our partners, showcasing the breadth and depth of our collaborations from our extensive network.

We are privileged to collaborate with these industry leaders and look forward to expanding our network to create even more opportunities for our valued learners.

Generation 香港擁有超過200名合作夥伴，以下是2023年度部分與我們合作的機構，充分展現我們廣泛而深入的合作網絡。

我們很榮幸能與眾多行業領導者攜手創新，並期待繼續擴展這個網絡，締造更多合作機會。

Employer partners 僱主夥伴



Training partners 培訓機構



Industry partners 行業夥伴



Our Funders 捐助機構



J.P.Morgan



陳廷驊基金會
THE D.H.CHEN
FOUNDATION



香港賽馬會慈善信託基金
The Hong Kong Jockey Club Charities Trust



Our Programmes Highlight 我們的課程亮點



1

Empowering youth through innovative training

透過創新培訓模式 賦能青少年

In collaboration with the Hong Kong Federation of Youth Groups (HKFYG), Generation successfully deployed a cohort of the Junior Data Engineer training bootcamp as part of mainstreaming the CLAP@JC x Generation pre-employment model. This partnership aimed to integrate the bootcamp into the Hong Kong Labour Department's Youth Employment and Training programme (YETP) or Employees Retraining Board (ERB), enabling more non-engaged youth (NEY) to benefit from tech training and transition into upwardly mobile careers in the tech industry.

初級數據工程師課程是 CLAP@JC x Generation 職前訓練計劃中的核心項目。於2023年，我們與香港青年協會合作舉辦此課程，旨在將培訓內容納入香港勞工處的「展翅青見計劃」或僱員再培訓局課程，讓更多待業或待學的青少年受益於相關職業的技術培訓，順利轉型進入科技行業，實現職業向上流動。

2

Inspiring future leaders through engagement

透過深度參與，啟發未來領袖

We partnered with various NGO partners, including Hong Kong Christian Service on the "Future Academy Career and Life Development Service" under the Funding Scheme for Youth Life Planning Activities (YLPA, 2022-2025). Leveraging Generation's business network and the Enterprise Advisor's community, a series of career and life development sharing sessions and workplace visits were organised. These initiatives inspired youth to explore their career interests, understand future skills requirements, and enhance their workplace knowledge.

我們與多間非牟利機構攜手合作，其中包括香港基督教服務處，該機構在「青年生涯規劃活動資助計劃」(2022-2025) 下推出「未來點」生涯發展服務。藉助 Generation 的商業網絡和學校商界顧問社群，我們共同舉辦了一系列的生涯規劃分享會及企業參觀活動。透過這些活動啟發青少年探索職業興趣、了解未來職場的技能需求和知識。

3

Bridging education and industry for lasting change

連結教育與行業之間的需求，實現持久的改變

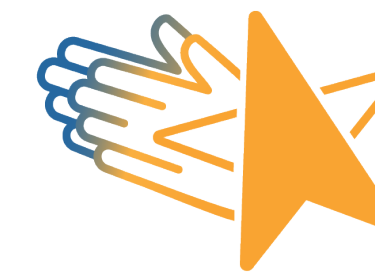
CLAP@JC x Generation made significant strides in the Enterprise Advisors (EA) engagement initiative, fostering collaboration between schools and the community. As of the end of August 2023:

- Over 100 Enterprise Advisors have supported the enhancement of school's career and life development (CLD) strategy and capacity, influencing more than 3,000 teachers and students.
- Engaged around 1,000 community youth and social workers, discussions focused on future work trends and essential skill sets.

CLAP@JC x Generation 推出的學校商界顧問計劃，促進了學校與社區之間的合作並取得顯著進展。截至2023年8月：

- 超過100名學校商界顧問支援不同學校優化其生涯規劃策略，為超過3,000名教師和學生帶來正面影響。
- 約1,000名社工及來自不同社群的青少年參與活動，深入探討未來工作趨勢及所需的技能組合。

Our Programmes Highlight 我們的課程亮點



賽馬會鼓掌 — 耀眼之星
創新教育歷程: 耀眼之星
Jockey Club CLAP-TECH Pathway: STAR

1

Empowering SEN youth with targeted skills

賦能有特殊教育需要的青少年，幫助他們掌握所需技能

Successfully implemented and launched two employability programmes—Robot Support Assistant (RSA) and Quality Assurance Testing (QAT)—providing specialised tech and behaviors, skills, and mindsets (BSM) training to SEN youths. These programmes effectively prepared learners for specific tech roles, significantly enhancing their employability prospects.

成功舉辦兩個不同的職前培訓班，包括「機械人工作助理」和「手動軟件測試」課程，專為有特殊教育需要的青少年提供專業技術知識、行為技巧及心態培訓。這些計劃有效地幫助學員掌握特定職位所需的技能，顯著提升他們的就業前景。

2

Building bridges to opportunity

全面的推廣策略，為青少年創造機會

Developed and executed a comprehensive outreach strategy that significantly boosted learners enrolment by engaging local SEN communities, NGOs and hosting informative online webinars. This proactive approach fostered greater community involvement and awareness of available opportunities.

制定並執行了一項全面的推廣策略，通過非牟利機構及擁有特殊教育需求的社群合作，舉辦資訊性線上研討會，提高學員的報名人數。這些互動不僅促進不同社群參與，更為他們創造更多機會及可能性。

3

Aligning education with industry needs

讓教學內容符合行業需求

- Established strategic partnerships with local tech companies, including Robocore Technology Ltd., Innovation Team Co. Ltd., and R2C2, to provide learners with valuable real-world experience.
- Matched Enterprise Advisors with the three partner schools, where the EAs formulated strategies and planned events with schools to enhance career and life development for SEN students.
- The training curriculum underwent continuous review based on learners' feedback and industry trends, complemented by regular employer sharing sessions and job motivation workshops, ensuring learners are well prepared for market challenges.

- 我們與博歌科技有限公司、創發連有限公司及 R2C2 等科技企業建立策略夥伴關係，為學員提供寶貴的實踐經驗。
- 通過將學校商界顧問與三間網絡學校進行配對，顧問與校方共同制定策略及策劃活動，以提升有特殊教育需求學生的生涯規劃認知。
- 定期舉辦僱主分享會和工作坊，並根據學員的反饋和行業趨勢，持續優化課程內容，以確保學員能夠有效應對市場挑戰。

Our Programmes Highlight 我們的課程亮點



1

Transforming talent acquisition through innovation

以創新方法 革新人才招聘

Boosted recruitment efforts by refining the selection process and partnering with educational institutions. A comprehensive branding and marketing strategy enhanced visibility through diverse online and offline channels, significantly driving registration and conversion.

我們優化了甄選見習生的流程，並與教育機構合作，以提升招聘效率。通過全面的市場推廣策略，利用線上和線下渠道增加曝光率，顯著提升了報名人數。

2

Harnessing data to optimise future practices

利用數據洞察 優化工作流程

Conducted a thorough evaluation of recruitment efforts, yielding valuable insights to refine and improve future recruitment practices. This reflective approach ensures continuous enhancement and effectiveness in talent acquisition.

我們對招聘程序進行全面評估，確保工作流程持續改進。透過數據分析，獲得洞察並為未來的招募策略提供進一步的優化建議。

3

Collaborating for sector-wide impact

促進行業合作，擴大影響力

Developed and presented a robust Sector Adoption blueprint, detailing clear strategies and actionable steps to promote JC PROcruit C adoption. This initiative was driven by a focus group that included representatives from all seven convenors, the Hong Kong Jockey Club Charities Trust, and the Chinese University of Hong Kong, fostering collaborative engagement across sectors. Additionally, initiated productive exchanges with stakeholders, including Career Centers from 16 institutions, to build relationships, gather insights, and propose effective engagement strategies for future collaboration.

我們制定並倡議了一個適合各行業採用的藍圖，清晰列明推廣JC PROcruit C所提供的人才招聘策略和具體措施。這項倡議由七個行業統籌代表組成，並在香港賽馬會慈善信託基金和香港中文大學重點推動下，促進各行業之間的合作。此外，我們與16間機構的職業中心，展開富有成效的交流，旨在建立關係、收集意見及制定有效的合作策略。

Our Programmes Highlight 我們的課程亮點



1

Concluded Phase 1 of the GSA Bootcamp (Two years) in October 2023, with key accomplishments including:

於2023年10月完成第一階段的「銀齡守護者」培訓課程（為期兩年），主要成就包括：

- Trained over 200 frontline staff through an 8-week bootcamp, creating a unique source of compassionate, elder-centric manpower.
 - 88% of participants were employed within 3 months.
 - 90% remained in the industry after 6 months.
 - 94% of the employers reported satisfaction with graduates' performance, and 100% expressed willingness to support graduates' long-term development.
- Fostered change in the eldercare industry by conducting upskilling training for more than 300 current practitioners.
 - 98% of trained supervisors agreed that performance had improved.
- 通過為期8週的訓練課程，為超過200名前線工作人員提供培訓，建立一群以長者為中心及富有同理心的人才。
 - 88% 的學員在3個月內受聘。
 - 90% 的學員在6個月後仍然維持就業。
 - 94% 的僱主對畢業生的表現表示滿意，100% 的僱主表示願意支持畢業生的長期發展。
- 為300多名從業者提供提升技能訓練，促進了長者護理行業的變革。
 - 98% 的受訓主管認同工作表現有所改善。

2

Successful completion of the first year school programme pilot (12-month) with F.4 students at Lok Sin Tong Yu Kan Hing Secondary School.

與樂善堂余近卿中學合作，順利完成第一年的學校試點計劃（為期12個月）

- Extended the core value of the Guardians of the Silver Age programme (GSA) into formal education. The second-year pilot started in the new school year with the same school partner, and expanded to F.5 students. Key programme achievements included:
 - 91% of participants agreed that the programme facilitated personal transformation.
 - Participating students demonstrated notable improvements in:
 - 1) Compassion cultivation
 - 2) Daily life integration
 - 3) New perspective exposure
 - 4) Enhanced confidence and communication skills
- 將「銀齡守護者」計劃的核心價值延伸入正式課程。第二年試點計劃於新學年開始，並將擴展至中五學生。主要成就包括：
 - 91% 的活動參與者認同該計劃促進了個人的轉變。
 - 參加計劃的學生在以下方面顯著改善：
 - 1) 培養同理心
 - 2) 融合同理心到日常生活
 - 3) 接納新觀點
 - 4) 增強自信和溝通技巧

3

Strategic 9-month transition period for the GSA programme commenced in November 2023.

「銀齡守護者」計劃於2023年11月進入為期9個月的過渡期

- This allows us to take a step back to examine the eldercare ecosystem landscape and to synthesise our learnings to-date before moving into the next phase.
- 我們回顧香港長者護理生態系統的最新狀況，並整合至今的數據與洞察，以便對下一階段的計劃進行深入分析。

Impact Stories 他們的故事



Siu King Wa 蕭敬華

2023 Graduate of Manual Quality Assurance Testing Programme
手動軟件測試課程2023年畢業生

Siu King Wa (SiuWa), whose DSE results were not desired, decided to pursue further studies at a college to find a new path. However, as someone with Attention Deficit Hyperactivity Disorder (ADHD), he felt immense pressure and confusion during both his academic and job-seeking journeys. Despite his efforts, his job application often went unanswered, leaving him feeling helpless and anxious under the weight of family's expectations and hopes.

He learned about Generation's 8-week full-time programme in Quality Assurance Testing* designed for youth aged 18-29 with Special Educational Needs (SEN). He enrolled and looked forward to enhancing his job-seeking skills and workplace adaptability to overcome the challenges he was facing. Throughout the programme, he gained professional knowledge in software testing, along with a deeper understanding of industry requirements. With mentor's support, his mindset shifted from insecurity to proactivity, enabling him to face challenges confidently.

His growth is evident in both his professional skills and personal development, making him more mature and confident. After completing the programme, he joined WiseSpot as a Manual Software Tester through Generation's employment matching service.

*This programme is part of the Jockey Club's Multiple Pathways Initiative, specifically the "CLAP-TECH Pathway: Star", supported by The Hong Kong Jockey Club Charities Trust.

Exploring Career Opportunities for Young Adults with ADHD

探索 ADHD 青年的職場可能性

DSE 成績未如理想的蕭敬華，決定透過報讀大專深造尋找新的出路。但患有專注力不足及過度活躍症的他，在求學或求職的過程中感到很大的壓力和迷惘。求職期間，更面臨重大挑戰，投遞的履歷幾乎石沉大海，家人的期待和希望讓他倍感無助和焦慮。

當敬華得知 Generation 為18-29歲有特殊教育需要 (SEN) 青年而設的全日制短期手動軟件測試課程*時，心中燃起了希望，期望課程能提升自己的求職技能和職場適應能力，克服求職過程中遇到的種種挑戰。在課程中，他學到軟件測試的專業知識，及從導師們分享的職場經驗中，更深入了解有關行業對不同職位的要求。在導師的支持下，心態逐漸從不安轉變為積極主動，現時亦能自信地面對挑戰，將失敗視為成長機會。

敬華的成長不僅體現在專業技能上，也令他成為一位更成熟及自信的年輕人。完成課程後，他透過 Generation 的就業配對服務，加入 WiseSpot 成為「手動軟件測試員」。

* 此課程隸屬於賽馬會多元出路計劃項目「鼓掌 - 創新教育歷程」(CLAP-TECH)，獲香港賽馬會慈善信託基金捐助。

Learner Quote 學員分享：

"This programme helped me better understand my strengths and weaknesses. I've learned the value of a positive mindset, which boosted my confidence in tackling job search challenges. I can manage my emotions better, which leaves me optimistic about my future."

「這個計劃幫助我更清晰地了解自己的優勢和不足，並以更正面的態度看待自己，令我更有信心地應對求職過程中的挑戰。過去，我容易受負面情緒影響，但現在我能更好地管理情緒，並學會集中注意力，令我對求職和未來都充滿信心。」

Employer Quote 僱主分享：

"We witnessed SiuWa's growth, and he has become an integral part of our company. In the talent-hungry tech industry, this innovative training and employment matching model has reshaped our approach to hiring. Employees should be matched based on their individual strengths and job requirements, fostering a flexible and diverse workforce to maintain our competitiveness in a changing market."

Ms Andrea Poon - Vice President, Administration & Human Resources of WiseSpot Company Limited

「公司整個團隊見證了敬華的成長，他已成為我們的重要成員。在求才若渴的科技行業，這種創新的培訓和就業配對模式改變了我們對人才的想法。合適的員工不應有固定模樣，而是根據每個人的強項和職位需求進行配對，以建立更靈活多元的工作團隊，在多變的市場下保持競爭力。」

潘綺勤女士 - 斯博有限公司行政及人力資源副總裁

Impact Stories 他們的故事



Sonia Tsang 曾潔瑩

2023 Graduate of Guardians of the Silver Age – Eldercare Talent Training Programme

「銀齡守護者」計劃長者護理課程2023年畢業生

Previously a game graphic designer, Sonia held a negative view of the elderly care industry. When a family member unexpectedly lost the ability to care for themselves, she resolutely resigned to become a full-time caregiver. During this time, she discovered her aptitude for communicating with the elderly and enjoyed spending time with them. This prompted her to consider a potential career in elderly care.

Through the Guardians of the Silver Age programme*, Sonia gained a deeper understanding of the significance of elderly care. Beyond acquiring professional caregiving skills, she learned the importance of empathy and a human-centric approach. Through the programme's employment matching service, she immediately joined the Evangelical Lutheran Church Social Service - Hong Kong's "Lifestyle Reactivation Project: Jockey Club Smart Homecare Solution" as a care worker.

Sonia recalls an incident where she encountered a senior dependent on a respirator. During a home visit, she noticed the respirator malfunctioning and immediately called for help. Fortunately, timely intervention prevented potential danger. This experience helped her realise that elderly care involves more than just providing basic life support - it requires keen observation and adaptability. Her story represents not only a journey of personal growth but also a genuine reflection of passion for the care industry.

*This programme is part of The Guardians of the Silver Age Initiative, co-initiated by The D.H.CHEN FOUNDATION and Generation Hong Kong.

原本任職遊戲平面設計師的 Sonia 一直對長者護理行業抱有負面看法。當家人意外失去自理能力後，她決定毅然辭去工作，成為全職照顧者。過程中，她發現自己擅長與長者溝通，享受與他們相處的時光。這促使她探索以服務長者為職業的可能性。

在銀齡守護者課程*中，Sonia 更深入理解長者護理的意義。除了學習照顧長者的專業技能，更重要的是學會以同理心和以仁為本的理念照顧他們。在課程的就業配對服務中，她隨即加入了基督教香港信義會社會服務處的「生活再動計劃 - 賽馬會居家安老新里程」，擔任照顧者。

Sonia 憶述她曾經遇到一位依賴呼吸機維生的長者。在某次上門工作，發現呼吸機出現異常，並立刻求助，避免了潛在的危險。這些經歷讓她明白，照顧長者不僅是提供基本支持，更需要敏銳的觀察力和應變能力。她的故事不僅是一段個人成長的旅程，更真實地體現了她對照顧行業的熱情。

* 此課程隸屬於陳廷驊基金會與Generation香港共創「銀齡守護者」計劃。

Learner Quote 學員分享：

"Sometimes the elderly can be emotionally agitated, but I am willing to understand the stories and challenges behind their emotions, which is why I choose to face these challenges with empathy. I will continue to enhance my professional knowledge and gain more practical experience to better serve them."

「有時候長者會情緒激動，但我願意理解他們背後的故事和困難，因此選擇以同理心面對挑戰。我會繼續提升自己的專業知識，並累積更多實踐經驗，以更好地服務他們。」

Employer Quote 僱主分享：

"Nursing isn't just about following strict procedures. We aim to provide a supportive and compassionate environment for the elderly. At the Hong Kong Children and Youth Service, I've seen how GSA graduates demonstrate exceptional empathetic care. Traditional services often lack the personal touch, but by prioritising empathy, we can enhance our quality of care and better meet the needs of the elderly."

Ms Janelle Chan - Head of Service Delivery of Hong Kong Children and Youth Service

「護理服務不應僅僅關注流程的嚴謹性，我們的目標是為長者提供有溫度的服務，這絕不是一句口號。作為香港青少年服務處的一員，我見證GSA畢業生在同理照顧方面所展現的高服務質素。傳統服務往往缺乏人性化的關懷，推動同理照顧的核心價值能有效提升我們的服務質量，真正關心每位長者的需求。」

陳秀雲女士 - 香港青少年服務處服務總監

Impact Stories 他們的故事



Integrating Psychology and Digital Marketing to Pave New Way of Career Paths

融合心理學與網絡營銷，開創職業新篇章

Charlotte Wong 王楚文

2023 Graduate of Digital Marketing Programme

數碼及社交網絡營銷課程2023年畢業生

After graduating with an Associate Degree in Psychology, Charlotte faced numerous challenges in her career development. Having previously worked as a retail assistant and customer service representative, she was forced to take unpaid leave during the pandemic. This sudden change left her feeling uncertain and anxious about her employment prospects.

She came across the Digital Marketing programmes* offered by CLAP@JC x Generation and recognised her long-standing interest in marketing and KOL marketing. Eager to embark on a new chapter in her career, she promptly enrolled in the programme.

She learned practical social media marketing skills and integrated her psychology background into digital marketing. By continually applying her creativity at work, she gradually found her career direction. Charlotte has since transitioned to a marketing company, where she has been promoted to Marketing Director within just three years. Her story demonstrates that by daring to explore and seize opportunities, one can find the right path for personal development.

*This programme is supported by The Hong Kong Jockey Club Charities Trust.

Charlotte 在心理學副學士課程畢業後，一直面對事業發展的挑戰。曾擔任時裝店店員及客戶服務員的她，在疫情期間被逼放無薪假。這突如其來的改變，讓她對就業前景感到困惑和不安。

機緣巧合下，接觸到 CLAP@JC x Generation 的數碼及社交網絡營銷課程，亦了解自己一直對營銷及 KOL 營銷感興趣，所以決心報讀，期待能藉此展開事業的新篇章。

課程中，她學會實用的社交媒體營銷技巧，將自己的心理學背景融入到網絡營銷中。在工作中不斷實踐自己的創意，並逐漸找到事業的發展方向。Charlotte 現已轉職到一間市場營銷公司，在短短三年內晉升為市務推廣總監。她的故事證明，只要敢於探索和把握機會，就一定能找到適合自己的發展方向。

*此課程由香港賽馬會慈善信託基金捐助。

Learner Quote 學員分享：

The programme not only boosted my confidence and broadened my horizons but also made me realise that grades are not the sole requirement for entering the workforce.

「課程不僅提升了我的自信心和視野，更令我明白成績並非唯一決定進入職場的因素。」

Thought Leadership 思維領導

Throughout the year, Generation HK actively engaged in thought leadership events centred around our main theme, **#GrowHKtalent**, addressing critical issues in education and employment to enhance youth employability, leverage technology for learning, and nurture Gen Z talent through innovative hiring practices. These gatherings provided valuable insights and fostered discussions among industry leaders, educators, and stakeholders, all aimed at fostering a more resilient and skilled workforce in Hong Kong.

在過去一年，Generation 香港積極參與以 **#GrowHKtalent** 為主題的活動，深入分享及探討教育與就業之間的迫切挑戰，旨在提升青少年的就業能力、提倡利用科技促進學習，並通過創新的方法培養 Z 世代人才。這些活動提供了寶貴的見解，並促進了行業領袖、教育工作者和相關持份者之間的深入交流，致力為香港培養更具韌性和充滿技能的勞動力。

Panel discussion on "Reskilling to Create Digital Transformation Together" 「重塑技能，共同創造數字轉型」專題研討會



Generation Hong Kong hosted an event with JobsDB and CLAP@JC to discuss with different stakeholders of the tech sector on leveraging technology for employee engagement and talent matching to support youth in their education-to-employment journeys.

Generation 香港與 JobsDB 及 CLAP@JC 合作舉辦了專題研討會，與科技行業的不同持份者討論如何利用科技提升員工參與度和人才配對，以支持青少年在教育到就業間的銜接。

Panel discussion on "Enabling employability skills and attitudes among students" 「培養學生的就業技能和態度」專題研討會



An interactive discussion with a group of secondary school teachers on workplace trends and talent requirements with technological advancement, AI's impact on the talent market, and the vital role of teachers in preparing students for future careers.

與一眾中學教師進行互動討論，探討工作場所的最新趨勢、技術對人才的影響以及人工智能對勞動市場的作用，強調教師在學生未來職業發展中的關鍵角色。

Thought Leadership 思維領導

Fireside chat on "How does technology influence youth's learning, and how should parents play the role to guide them?"
「科技發展如何影響孩子學習，家長應該怎樣引導及配合？」專題研討會



Engaged with nearly 100 parents in discussions at an event hosted by HKMU LiPACE and HKMU Parent Education Hub about the evolving work landscape, emphasising crucial skills for youth and the importance of parental guidance in their educational journeys.

在香港都會大學李嘉誠專業進修學院及「都大家長教育計劃」主辦的活動中，與近100名家長探討不斷演變的工作環境，強調青少年所需的關鍵技能，以及家長在教育旅程中的扮演的重要角色。

Sharing on "#GrowHKtalent - a sustainable solution to HK's talent scarcity issue in the post-COVID world"
分享 #GrowHKtalent – 疫情後人才短缺的可持續解決方案



Shared insights with experienced professionals on the pressing issue of talent mismatch, emphasising the need for collaboration among stakeholders to bridge the gap between education and employment.

與經驗豐富的專業人士分享有關人才錯配的迫切挑戰，分享相關持份者之間合作的必要性，以彌補教育與就業之間的差距。

Seminar on "How to Find a Right Person by Using New Technology"
「如何善用科技找到合適的人才」專題研討會



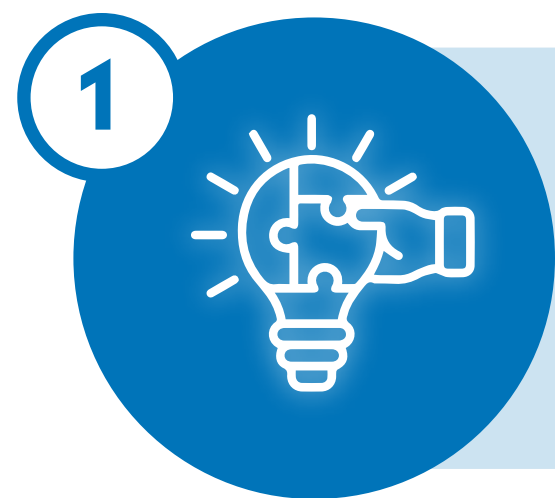
Generation Hong Kong organised a seminar and networking event with JobMatrix to explore innovative strategies for attracting Gen Z talent, focusing on mentorship, career growth, and work-life balance, to enhance employer branding and improve talent acquisition.

Generation 香港與 JobMatrix 共同舉辦研討會，探索吸引 Z 世代人才的創新策略，職業發展和工作與生活的平衡上等話題，以提升僱主品牌形象並改善人才招聘策略。

Looking Ahead 展望未來

As we step into 2024, we are excited to unveil our plans aimed at #GrowHKTalent. Building on the successes of our previous initiatives, our focus is on creating a transformative impact across various sectors. Our strategic goals include:

隨著2024年的到來，我們將持續推進#GrowHKTalent的計劃。基於去年成功實現的目標，我們期望在來年為各行各業帶來深遠的影響。策略包括：



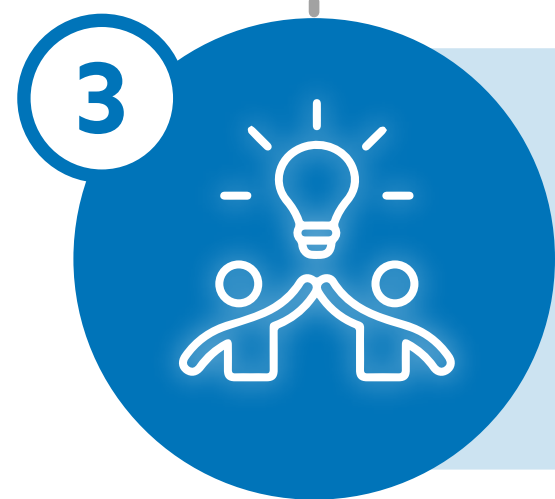
Become an **innovative change agent within the end-to-end system**, advocating for positive change and providing effective solutions and methodologies to address the evolving talent needs and skills gaps in the industry while jointly driving talent development.

成為**教育至就業生態系統中的創新先導者**，倡導正面的變化及提供行之有效的解決方案，以應對行業日益變化的人才需求和技能差距。



Grow local talents by unleashing an untapped pool of non-traditional learners and empower individuals to create meaningful lives filled with hope and direction by expanding our service community.

推動**本地人才培養**，透過擴大服務社群，培育及幫助他們實現充滿希望和方向的理想生活。



Redefine talents by collaborating with employers and partners in promoting a shift toward skills-based training, enhancing social value, and boosting confidence in hiring.

與僱主和合作夥伴攜手**重新定義人才**，推動以技能為基礎的培訓方針，增強社會影響力並提升招聘學員的信心。

Our Board for 2023 年度董事會成員



Joe Ngai
倪以理

Senior Partner and Chairman – Greater China,
McKinsey & Company

麥肯錫資深董事兼大中華區主席

Chairman of Board | Generation Hong Kong
Generation 香港董事會主席

Joe is a Senior Partner and Chairman of McKinsey's offices in Greater China. He has led many large-scale transformation efforts for Chinese and multinational organisations and has advised senior management on topics such as strategy, M&A and operational transformation. Recognised for his influence, Joe was named one of the "2023 and 2024 Forbes China 100 Most Influential Chinese" and was honored as one of the "2022 CEOs of the Year for Multinational Corporations in China" by Jiemian News. He has been appointed as a Justice of Peace by the Hong Kong SAR Government. He has also been appointed to various government advisory committees, and he is also a board member of the Hong Kong Education Commission and the University Grants Council.

倪以理先生是麥肯錫全球資深董事、麥肯錫大中華區主席，他領導多家中國企業和跨國公司的大規模轉型項目，並長期為領導團隊提供戰略、併購、營運轉型等諮詢建議。倪先生因其廣泛影響力屢獲殊榮，包括入選「2023及2024福布斯·中國最具影響力華人精英TOP100」榜單、界面新聞「2022年度跨國公司中國區CEO」榜單。他亦被香港特區政府授予太平紳士頭銜。他還受聘特區政府多個顧問委員會，包括香港教育統籌委員會及大學教育資助委員會的董事局成員等。



Winston Yung
容覺生

Partner of McKinsey Hong Kong
麥肯錫香港合夥人

Board Member of Generation Hong Kong
Generation 香港董事會成員

Winston is a Partner at McKinsey's Hong Kong office. He focuses on serving financial institutions across Greater China on a broad range of issues including strategy, performance management, risk management, and corporate finance. Prior to joining McKinsey, Mr. Yung was the CFO of HTC and Shin Kong Financial Holding, has extensive experience as a senior executive, and was elected as "Best CFO" by Institutional Investor in 2011. Mr. Yung graduated with an MBA degree from the Wharton School of the University of Pennsylvania with double majors in Finance and Accounting and was awarded the Palmer Scholar.

** Mr. Yung left McKinsey & Company and the board of Generation Hong Kong in 2024.*

容覺生先生是麥肯錫香港合夥人，曾為多家頂尖的本地及國際銀行和金融集團提供業務轉型、戰略規劃、合併收購、營運整合等多個領域的服務。加入麥肯錫前，容先生曾擔任台灣新光金融控股有限公司及宏達國際電子股份有限公司財務總監，亦曾被 Institutional Investor 雜誌評為 2011 年科技類別「最佳財務總監」。容先生擁有美國賓夕法尼亞大學沃頓學院工商管理碩士（會計和金融學雙主修），並榮獲 Palmer 學者名銜。

** 容先生於 2024 年離開麥肯錫公司及辭任 Generation 香港董事會。*

Our Board for 2023 年度董事會成員



Christelle Espinasse

Founder & CEO of InSTRATEGIA

InSTRATEGIA 創辦人兼行政總裁

Board Member of Generation Hong Kong

Generation 香港董事會成員

Christelle is the Founder and CEO of InSTRATEGIA, a boutique strategy consultancy operating across the Asia-Pacific region. She works as part of leadership teams to execute commercial growth and transformational initiatives. Blending her strategic, commercial, and financial expertise, Christelle also holds certification as a leadership coach. With a diverse industry background spanning highly-regulated industries such as financial services and telecoms, media and technology, and fast-moving sectors including luxury and consumer goods as well as professional services, Christelle offers a broad range of insights and strategic perspectives. In addition to her role at Generation Hong Kong, she serves as an Executive Director of P&C Ventures Limited and is an adviser to Loyal VC. She is also a member of the Australian Institute of Company Directors and a fellow of the Hong Kong Institute of Directors.

Christelle 是亞太地區精品策略諮詢公司 InSTRATEGIA 的創辦人兼行政總裁。作為領導團隊的一員，Christelle 的專業結合了策略、商業和財務方面的經驗，並負責執行商業增長和企業轉型的各種策略方案。她亦擁有領導力教練的認證。

Christelle 對各大行業均有廣泛見解和策略觀點，包括受嚴格監管的金融服務和電訊、媒體與科技等領域，以至奢侈品、消費品、專業服務等快速發展的行業。除 Generation 香港外，她還擔任 P&C Ventures Limited 的執行董事及 Loyal VC 的顧問。她同時是澳洲公司董事學會成員和香港董事學會資深會員。



Wendy Lee

李翠恩

Board Member of Generation Hong Kong

Generation 香港董事會成員

Wendy is an accomplished global HR executive who has held Chief People and Learning Officer positions in prominent organisations in New York, London, Shanghai, and Hong Kong. In addition to her executive roles, Wendy serves as an advisor to boards and management teams, offering valuable insights on cultural transformation, leadership capability, and workforce capacity building. She is committed to corporate governance excellence, demonstrated by her formal non-executive director qualification from the Financial Times' NED diploma.

Wendy's dedication extends beyond her corporate endeavours as she actively engages in community service. Alongside her role on the board of Generation Hong Kong, she serves on Oxfam's HR committee. Driven by her passion for the Future of Work, Wendy believes in creating opportunities that enable economic mobility for future generations. Having personally benefited from Hong Kong's growth energy while growing up, she is dedicated to fostering an environment where young individuals can unlock their full potential to get equally benefited from future opportunities.

李翠恩女士為一位資深的全球人力資源管理人員，曾在紐約、倫敦、上海和香港的知名機構擔任人力資源及員工發展主管。她積極在企業文化轉型、領導才能和員工能力建設等範疇，向董事會和管理團隊提供建議。她亦取得金融時報非執行董事資格證書，並致力推動卓越的企業管治。

李女士熱衷參與社區服務，除為 Generation 香港董事會成員外，亦是 Oxfam 的人力資源委員會成員。她深信以工作創造機會，可以促進新一代的向上流動性。在成長過程中，她受益於香港的成功發展，因此她致力促進一個能讓年輕人充分發揮潛力的環境。

Our Board for 2023 年度董事會成員



Jeremy Fox

Regional CEO of Generation Asia-Pacific
Generation 亞太區行政總裁

Board Member of Generation Hong Kong
Generation 香港董事會成員

Jeremy is a leader in cross-cultural environments with nearly 20 years' experience in Asia-Pacific. He has spent over 10 years at McKinsey & Company and has extensive functional expertise in strategy, operations, organisational development, HR/talent management, leadership development, and large scale transformation in both Fortune 500 companies and SMEs across various industries. He is also a Marshall Goldsmith certified executive coach, which he blends into his advisory work. In addition to his corporate experience, Jeremy founded and led a multi-disciplinary research and advisory think-tank focused on health policy challenges in Asia, collaborating with the National University of Singapore and the Singapore Ministry of Health.

Jeremy 在亞太區坐擁近二十年經驗，在不同文化環境中擔任企業領導者的角色。在麥肯錫任職超過十年，他在策略規劃、企業營運、組織發展、人力資源和人才管理，以及領導發展有豐厚經驗。Jeremy 亦曾為財富500強企業及各行業中小企的大規模企業轉型提供諮詢。同時，他還是葛史密斯(Marshall Goldsmith) 認證的行政人員教練。除企業工作經驗外，Jeremy 與新加坡國立大學和新加坡衛生部合作創辦了跨學科研究與諮詢智庫，主力研究亞洲衛生政策面臨的挑戰。

Generation

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