

# ANNUAL REPORT 2018

## Message from the CEO

Dear TWF Friends,

2018 was challenging yet hopeful year for gender equality. From the explosive global #MeToo movement to address sexual assault and sexual harassment to more incremental improvements here in Hong Kong –increased maternity and paternity leave and mandatory board diversity policies for listed companies, among them. We are proud to have collaborated with others in the community to contribute towards progressing on these issues, and thank you to each and every one of you who has supported our critical work. We can't wait to see what we can achieve together in 2019.

Best,



Fiona Nott  
CEO, The Women's Foundation



## Message from our Honorary Patron

Dear Friends,

It has been my honour to be Patron of The Women's Foundation since 2012. The remarkable expansion of the Foundation's services, since its establishment in 2004, is a tribute to all concerned: including sponsors, management and staff and the host of volunteers who make an invaluable contribution as mentors, teachers and activists. The Foundation continues the important work of building a Hong Kong in which women and girls have the opportunity, support and resources to thrive and achieve their true potential.

Best,



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

## Message from our Board Chair

Dear TWF Friends,

The positive impact of engaging men as supporters and drivers of positive change for gender equality is indisputable. This is why we were thrilled to launch our Male Allies Initiative this year, with over 100 male business leaders involved in the pilot. To accelerate our progress, we will continue to disrupt stereotypes, test innovative ideas, and collaborate with passionate organisations and individuals who will join us in finding creative solutions and models to build a gender equal Hong Kong.

Best,



Susan Hutchison  
Board Chair, The Women's Foundation



## 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

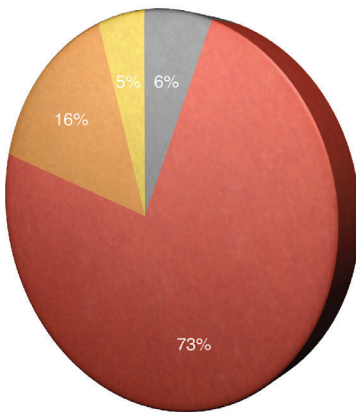
## Community Impact

To date, we've touched the lives of 15,000 mainly underprivileged teens, their parents and teachers through gender awareness and leadership programmes for teens, and our life skills programmes for adolescent girls and boys. Over 2500 girls and teachers are embracing STEM subjects and careers through our Girls Go Tech Programme. 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 also helped more than 1000 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.

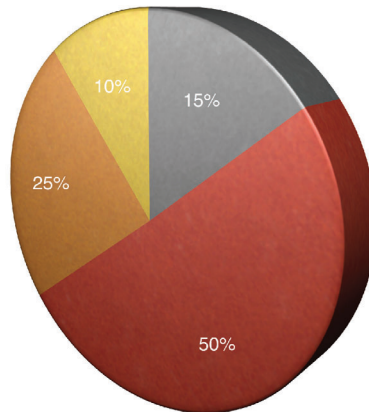


## FINANCIAL HIGHLIGHTS

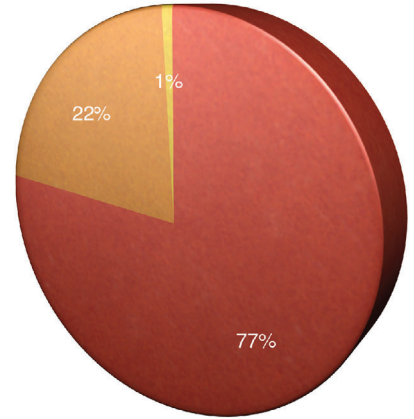
YEAR 2018 TOTAL EXPENSES



YEAR 2018 PROGRAMME EXPENSES



INCOME 2018



Office Administration Expenses  
Development Expenses

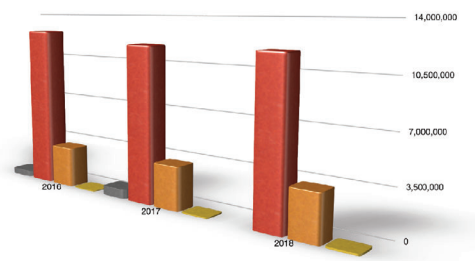
Programme & Research Expenses  
Marketing and Communications Expenses

Women in Poverty  
Women in Leadership

Combating Gender Stereotyping  
Research

Corporate Donations  
Individual Donations  
Interest Income

SOURCE OF INCOME

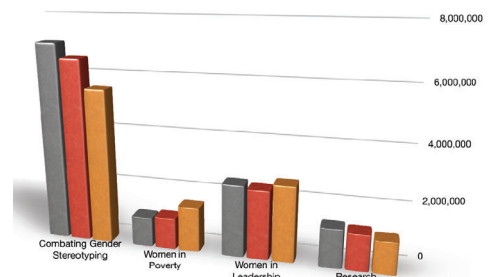


Government Grants  
Individual Donations

Corporate Donations

Interest Income

YEAR 2018 PROGRAMME EXPENSES



2016  
2017  
2018



## 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 highly intensive programme spanning the course of 12 months targets boys and girls with high need and high potential aged 13 to 15 – the critical age at which habits and personality traits are formed, self-esteem is developed and decisions are made for the future.

Upon completion of the Programme, the TEENs are invited to become TEEN Alumni to further the T.E.E.N. Programme and prolong the programme's impacts. The TEEN Alumni Programme provides additional leadership, gender awareness and diversity training to our graduating TEENs, in order to continue supporting and encouraging them on their journey to become inspiring future leaders.

#### PROGRAMME GOALS

**LEADERSHIP** – We aim to provide leadership training for underprivileged TEENs who would not otherwise enjoy the same educational, inspirational and vocational experience and opportunities

**AWARENESS** – We aim to foster a generation of leaders who are aware of broader gender issues and would bring about wider social changes to challenge gender stereotypes through their understanding of gender equality

#### STATISTICS

In 2018, our participants underwent 66 days of training and 36 different activities. 45 TEENs, who were junior secondary school students from low income districts like Kwai Tsing and Sham Shui Po, of our current cohort of TEENs, were selected based on their leadership potential and degree of commitment. The TEENs were mentored by 15 undergraduate Big Brothers & Sisters (BBS) – five of whom were TEENs from the first four cohorts of the Programme.

#### TESTIMONIAL

“Before joining the T.E.E.N. Programme, I was afraid of being rejected because I joined the Programme without company. I was reluctant to step out of my comfort zone to participate in the beginning. However, I gradually stepped up to lead the group and gained valuable friendships from the Programme. I became more confident and willing to try new attempts. I am also more interested in local communities' issues now. I made a huge breakthrough.”

Jessica, T.E.E.N. Programme participant 2017-18

“Through different activities, I realised that there are many people in the society who need help and care. The Programme taught me that “Action speaks louder than words”, and we should take further steps with real action. I also learnt how to observe, taking advice and expressing appreciation to others. I recognised how these attitudes could help raise the team spirit and make a team even better.”

Shirley, T.E.E.N. Programme participant 2017-18

### GIRLS GO TECH PROGRAMME

#### GGT School Programme

The Girls Go Tech School Programme has benefitted over 2,000 students and their teachers from 15 under resourced secondary schools since 2015. The Programme aims to empower female junior secondary students from underprivileged schools by providing them with coding and digital literacy foundational skills, and encouraging them to pursue STEM-related careers.

2018 is our fourth year of this Programme and TWF continued to offer comprehensive training comprising coding, design and hands-on experience for 200 underprivileged female students (Form 1-2) from five participating schools. During the intensive three-day Coding Workshops, students were taught how to use basic coding blocks to design and create house models installed with smart living devices powered by Micro:bit. After completing the workshops, the students had the opportunity to participate the follow-up workshop to learn digital video editing, and simple animations, company visits, inspirational career talks, meeting with female role models, and inter-school activities.

According to the interim results of the impact assessment of the Programme (2017-18) by our independent evaluator, City University of Hong Kong, the GGT Programme effectively created sustainable impacts by increasing our participants' self-efficacy and confidence in STEM. GGT participants' soft skills like analytical



skills, communications skills, creative mind sets, and understanding of ICT-related gender stereotype were significantly enhanced. To sustain the Programme's impact, we have been preparing GGT Alumni Programme to be launched in 2018-19.

### PROGRAMME GOALS

ENCOURAGE – Encourage girls to pursue STEM subjects and career pathways

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

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

### TESTIMONIAL

“Through this activity, I learnt how to work with others, and enriched my coding knowledge.”

Participant, Holy Trinity College

“Many people believe that boys are better at computer programming and that girls are weaker in this area. But I don't think this is true. I believe if you like the subject you will make the effort to learn it and will eventually master it.”

Participant, Kit Sam Lam Bing Yim Secondary School

“At the beginning, I thought I was not able to make a house model with smart living devices, and I was neither interested in nor good at coding. After the workshop, I was amazed that I made an ‘air conditioner’, and my interest in coding is growing.”

Participant, Munsang College (Hong Kong Island)

### GGT Alumni Programme

Having the successful experience of running the GGT School Programme, not only did we identify the key elements of running successful STEM initiatives in secondary schools in Hong Kong, we also felt the pressing need for a platform to sustain girls' interest in STEM through the collaborative efforts of the community. Therefore, we have been preparing to launch a brand new element, the GGT Alumni Programme, to strengthen the Programme's sustainability.

All past GGT participants will be invited to join the Alumni Programme. Through the self-learning platform, alumni can expand their coding skills and knowledge in STEM-related initiatives. This Programme will enable a teachers, corporates and related stakeholders to share resources and ideas on the platform. In the long run, it will become a hub for STEM education, in which everyone can share and exchange ideas by uploading curriculum and best practices. Students and teachers will be able to receive continued support from diverse stakeholders in the STEM education community.

GGT alumni will also enjoy further exposure to STEM via on-going face-to-face activities such as training workshops/hackathons, visits to STEM-related companies, meeting with female role models, work shadowing and overseas exchange opportunities, which enable alumni to have first-hand experience on the transformative power of technology. Evolving from the School Programme to the Alumni Programme, we intend to build a more sustainable model to engage students, teachers and key stakeholders.

We are grateful for having our independent evaluator, City University of Hong Kong, continuing to work with us on the impact assessment of this programme.

## 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 2018, the Programme delivered nearly 930 hours of training and reached 355 direct beneficiaries with many other indirect recipients of the Programme including family and friends as well as their 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 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.

2018 recipient: Kylie Chui Yee Lui

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.

2018 recipients: Yun-ju Wu, Felicia Agatha, Cheng-hsin Wu, Yunan Lu, Handi Yang, Zheqing Yu, Zili Tang and Shekh Shermin Jahan Ananna



## PIPELINE INITIATIVES

Our Pipeline Initiatives aim to increase the number of women leaders in the workplace.

### 30% CLUB HK



2018 has been a notable year for the 30% Club Hong Kong Chapter. To raise public awareness about the lack of women on boards, we released a light-hearted video, “Flipping the Script”, featuring three prominent female business leaders from Hong Kong, including 30% Club HK Chair, Irene Lee. The campaign, inspired by the original AICD & 30% Club Australia version, highlights the stereotypes and bias-loaded questions women often face during interviews for board positions. With only 13.5%\* of board positions currently held by women in HK, this video calls for action on this pressing issue. The video has hit about 34,000 combined views so far across various social media channels, also demonstrating the value of learning from each other within the 30% Club network.

Following that we have hosted a series of high-level lunches with company directors in Hong Kong as well as our annual flagship Boardroom Lunch in September for the sixth consecutive year. This event brings together 200 of Hong Kong’s most established business leaders including board directors, C-level executives and executive search firms to connect with our network of board-aspiring and board-ready women in simulated boardroom discussions.

To provide a more sustained and results-focused programme for these women, we launched the Boardroom Series for Women Leaders. The series comprises educational workshops and panel discussions to build the pipeline of women – connecting them to the right people and equipping them with the skills necessary to transition to the boardroom.

Finally, to push the 30% Club agenda forward, members of our Steering Committee have established the Board Diversity Investor Initiative to gather HK-based investors together to improve gender diversity by pledging to engage with investee companies and hold them accountable on their diversity policies.

As we look to the year ahead, we’re excited to continue developing these initiatives to work towards our goal of 20% female representation on HK boards by 2020. Alongside this goal, we will continue to work with regulators, professional firms and listed companies to advance board gender diversity as well as call for the Hong Kong Exchanges and Clearing to make broad reforms to the Listing Rules including setting gender diversity targets at board and management level; setting measurable objectives to achieve their goals; and requiring accountability through regular and transparent reporting to the market.

\*number as of July 2019

### MALE ALLIES



TWF Male Allies recruit men who, as individuals as well as representatives of their companies, commit to driving gender equality and inclusion in Hong Kong. We conduct research, share insights and best practice, and improve policies and training within our companies. Each Male Ally signs 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.

TWF launched Male Allies in September 2018 as a mutually supportive, mutually reinforcing and knowledge sharing network, the first of its kind in Hong Kong. It quickly gained momentum and we closed the cycle with 142 men across 40 corporate partners. The response from the public and media has been fantastic – our male allies have taken part in talks and interviews across the city. This shows us that it was the right time to do this and urgently needed. In 2018, we focused on three interacting pillars: awareness, diversity and inclusion.

#### AWARENESS

Draw attention to issues such as: under-representation of women in decision and policy making, leadership positions and board roles. Bring up challenges women commonly face in the workplace and at home, raise awareness around unconscious biases, daily habits, through shared content and events. We wanted to read and look at ways of listening to what would make a positive difference to women and as a consequence to everyone. To conduct research and make data-driven cases at all levels about the important role that men can play.



## DIVERSITY

For senior business leaders to focus on their power to make policy change. The diversity piece of influencing concrete change within their companies and bring best practice to the group.

## INCLUSION

Create a community of men interested in gender diversity; Form a safe-space for men to talk; Achieve cultural change where needed by training and empowering men to be active allies and advocates for change. Bring Male Ally culture into the DNA of the company culture.

## MENTORING PROGRAMME

Through participating in TWF's highly acclaimed best-in-class Mentoring Programme for Women Leaders, participants benefit from personal and professional development through their one-on-one, peer and group mentoring journey, which is complemented by a highly structured leadership programme. Our mentors benefit from participating in training specifically designed for mentors and 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 skills through professional 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. We launched the tenth cycle in August 2018 with 100 successful female leaders across different sectors and 100 different organisations.

## ALUMNI NETWORK

The Mentoring Programme Alumni Network (MPAN) allows participants to stay connected and engaged with the ever-expanding network of inspiring, accomplished and mutually supportive women who are former mentors and protégées.

### MPAN Objectives:

- 1) Build a network of cross-company, cross-industry and cross-cohort sponsors through recognising and celebrating the contributions and successes of the Mentoring Programme Alumni in their organisations and communities
- 2) Encourage Mentoring Programme Alumni support for TWF initiatives including through increased engagement from the donor side
- 3) Enable Mentoring Programme Alumni to be informed advocates for gender inclusion through engaging intellectually with and familiarising them with the progress made in the gender inclusion space and continued challenges faced by girls and women in Hong Kong

The Alumni Network includes over 900 members many of whom participate in TWF Mentoring Programme Alumni Lean-In circles, regular networking events and the annual Mentoring Programme Alumni Reunion. As part of the 2018-2019 cycle, we piloted a mentors-only Lean-in Circle and the network hosted their first community engagement activity. Starting from November 2017, we also began distributing a monthly Alumni newsletter, to increase engagement and showcase the impact of the Mentoring Programme through the success stories of the Alumni.

## TECH TALKS

TWF believes it is important for women to have meaningful roles in the development of exciting new fields and technology is an integral part of any future job across industries. Despite this, women are largely under-represented in tech-related roles and girls are four times less likely to pursue STEM-related degrees than boys. This is what prompted our TECH Talks in collaboration with Bloomberg which aims to spotlight how technology has transformed our daily lives, and to celebrate women who are contributing to this technology revolution in Hong Kong.

Tech Talks included three overarching topics with women experts in their field discussing: the impact of on-demand culture on our ever day lives, Fem Tech and the gamification of learning.





## BEST PRACTICE GUIDES

TWF's best practice guides are knowledge-sharing guides for organisational development and HR policies to ensure brighter prospects for women in the workplace. In collaboration with our HR Advisory Council, they are designed to be highly practical and draw on our birds-eye view of what leading firms are doing to attract, retain and promote more women. We have a growing library of Best Practice Guides including Success Markers for Effective Women's Networks, Effective Mentoring Programmes for Women, Effective Return to Work Programmes, and Gender-Inclusive Global Mobility Programmes and Success Markers for Effective Unconscious Gender Bias Strategies. Looking forward, we are planning more guides around topics like creative working arrangements, anti-sexual harassment strategies, and sponsorship of women.



## HR ADVISORY COUNCIL

In February 2016, we launched 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. Discussion in 2018 focused on perceived barriers to women in the workplace as well as flexible work arrangements.



## #SHEMEANSBUSINESS

The #SheMeansBusiness initiative for female entrepreneurs is an integral part of our partnership with Facebook aimed at empowering female entrepreneurs in Hong Kong. In 2018 we held three #SheMeansBusiness events together, sharing success stories from female entrepreneurs as well as training sessions on social media tools from Facebook.

Entrepreneurship is vital to allowing women to become more economically self-reliant. We want more women to start companies and have economic ownership, so that they can benefit, their families can benefit, and more jobs are created. We applaud all of female entrepreneurs for whatever stage they are at in your entrepreneurial journey for taking a risk and trying out a new venture. In addition to useful digital skills, we hope that the workshops and events will allow women to find other like-minded women to connect with and support each other in growing their businesses going forward.

## SIGNATURE EVENTS

We host over 100 events and workshops per year. To see our full calendar of events, please visit our [Past Events](#) page.





## 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



Fiona Nott  
CEO



Tom Morrow  
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

## KEY TEAM MEMBERS



**Fiona Nott**  
CEO



**Rita Ching**  
Deputy CEO

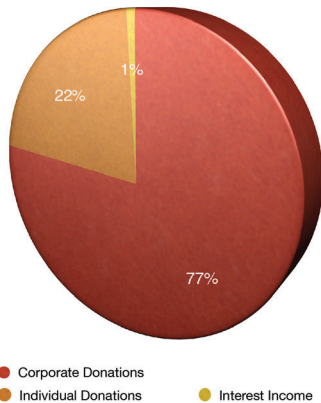


**Deanie Chiu**  
Financial Controller



## TREASURER'S REPORT

INCOME 2018



2019 marks TWF's 15th anniversary. It also marks my 8th and final year as Honorary Treasurer. As such I wanted to take a moment to reflect on some of the quantitative achievements over the last eight years. During that period, we have more than trebled annual income from HK\$4.85m to HK\$15.49m, whilst conservatively maintaining around 12 months of operating expenses in reserve to ensure the continuity and consistency of our operations and programmes. We have also doubled the size of the full-time staff from 11 to 22 people. Our dedicated core team continues to be completed by a huge network of wonderful volunteers from interns, big brothers and sisters, steering committee members, staff at supporting corporates and fellow board members.

Our motto to Research, Collaborate, and Change continues to guide us. Delivering on our vision and achieving our goals requires significant planning, strategic foresight and funding. I am proud to report that The Women's Foundation continues to be in good financial health and is well positioned to pioneer initiatives to grow the reach and impact of our work in the communities which most need our help.

### Sources of Funds

Total reported income in 2018 at HK\$15.49m, saw a 3.4% decline on our 2017 income of HK\$16.01m. Behind the headline, we saw a healthy 3.5% increase in individual donations. Corporate sourced funding remained at a similar level in 2018 to the previous year (HK\$11.91m in 2018 vs HK\$11.89m in 2017) and continues to be our most important source of income, accounting for 77% of total income in 2018 (up from 74% in 2017). Recent Government funding which primarily related to the T.E.E.N. Programme (HK\$714k in 2017) has concluded, resulting in the small drop in the headline income numbers. In contrast, income from our Male Allies Programme, the new focus of TWF's Combating Gender Stereotypes work, has grown strongly from HK\$75k in 2017 to HK\$786k in 2018.

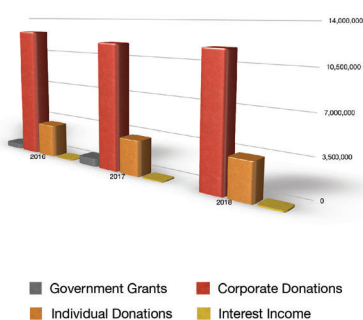
In many cases, our corporate sponsors have supported our programmes for several years. However, in recent years, corporate funding has become harder to secure and generally on a shorter commitment cycle. We continue to diversify our funding sources and are delighted to see increasing support from local HK and mainland corporates. Individual donors have also stepped up significantly to support our pledges at our key fundraising events. We welcome regular donations to fund our work in addition to new programme sponsorships. We are also encouraged to have received HK\$800k from Operation Santa Claus for a collaboration focused on poverty alleviation and financial independence for HK's marginalized women's and their families. We consistently engage with additional sources of funding and pursue all possible funding and matching opportunities.

### Use of Funds

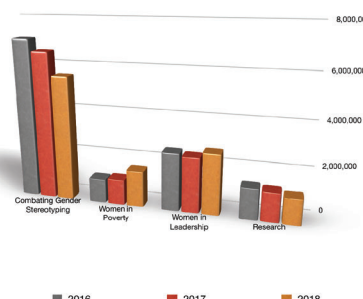
We are also encouraged by the 52% increase (from HK\$470k in 2016 to HK\$714k in 2017) in Government funding comprising matching grants (HK\$430k) from the Partnership Fund of the Social Welfare Department for our T.E.E.N. (Talent Empowerment, Equality and Networking) Programme for at risk teens and funds from Investor Education Center, a wholly owned subsidiary of the Securities and Futures Commission (HK\$284k) for supporting a pilot project in providing Financial Literacy Training to primary school students in selected districts in Hong Kong. This new initiative was a real endorsement by the SFC of our earlier successful financial literacy training to marginalised women in Hong Kong. We continue to consistently engage with the Government, and to pursue all possible funding and matching opportunities.

Finally, we have been vigilant to ensure that our strategy to maintain financial stability to underwrite the longer-term nature of our programmes, is well funded, and that these longer-term funds are put to work. We earned interest income of HK\$96k representing 0.6% of our total income received in 2017. We understand that every dollar counts so, after a detailed risk and return assessment, we continue to keep part of our reserves in a fixed-rate term deposit account which allows us to earn better returns.

SOURCE OF INCOME

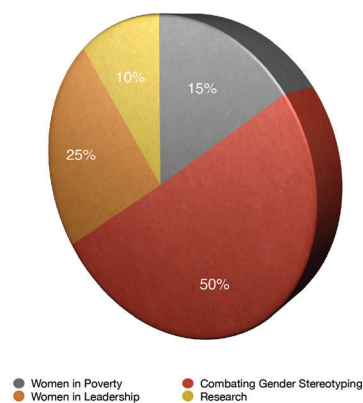


YEAR 2018 PROGRAMME EXPENSES



## Use of Funds

YEAR 2018 PROGRAMME EXPENSES

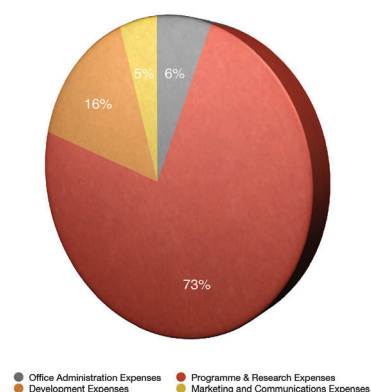


In 2018, we spent HK\$11.15m (HK\$11.59m in 2017) on programmes and research with almost three quarters of our operating budget going towards direct service programmes. By far the most significant component of our expenditure relates to our two youth programmes — the T.E.E.N. Programme and Girls Go Tech Programme. Combined, our community programmes accounted for HK\$5.55m or 36% of our total expenditure (down from 42% or HK\$6.56m last year). 2018 was another important year for our research efforts, with work underway on several major research projects. Research was our fourth largest expense representing 7% of overall expenditure at HK\$1.14m (HK\$1.29m in 2017). We have started a 2-year research project in Masculinity Research in studying factors shaping young men's perceptions and understandings of gender relationships and inequalities. We also released our STEM research on the gender differences between girls' and boys' decisions to choose STEM subjects as electives in the DSE exams, university degrees and career paths. The research findings help shape evidence-based policy, programmes and initiatives that will address female specific challenges in STEM. Research, Collaborate, Change in action.

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 happy to report that for 2018, programme and research related costs accounted for 73% of our expenditure. Meanwhile, our administrative expenses were tightly controlled at 6% in 2018 (7% in 2017).

At December 31, 2018, TWF held cash balances of HK\$16.1m. Most of this cash will be required for the following year of our programmes and related running costs. We also view a conservative cash reserve as critical to ensuring that the organisation can operate with a long-term view, consistent with the longer-term changes we aim to effect, even if the sources of funding that we currently rely on may not be available in future. I look forward to how TWF's next generation of leadership will further build on the sustainable financial resources of the Foundation.

YEAR 2018 TOTAL EXPENSES



Over the last 8 years, in addition to my Board and Treasurer role, I have chaired the Finance and Audit Committee and the Co-Chaired the Development Committee. I have served with four Chairs, two CEOs, three Financial Controllers, and 23 fellow voluntary board members a remarkably dynamic yet stable leadership team. As I hand over to my successor, and a significantly refreshed board, I would like to thank all of these inspiring and committed individuals. In particular I would like to say a special thank you to Deanie Chiu and TWF's dedicated finance team. I am so proud of what TWF has achieved and incredibly grateful for the generous support of all our donors. We could not do what we do without so many corporates and individuals believing in us, and trusting us to use their financial contributions to effectively and efficiently understand, communicate and tackle the changing needs of Hong Kong's women and girls. I hope we can count on your ongoing financial support and collaboration in the coming years.

Thank you!

Michelle Paisley  
Honorary Treasurer  
July 2019

## **ACKNOWLEDGEMENTS 2018**

TWF is extremely grateful to all the organisations and individuals who have given us their time, expertise and / or resources.

### **TWF LEADERSHIP ADVISORY BOARD**

Alicia Kershaw (Co-founder)  
Cynthia Chung (Hon. Legal Advisor)  
Cynthia D'Anjou Brown  
Prof. Michael DeGolyer  
Dr. Eleanor Holroyd  
Danielle Huthart  
Dr. Alexandra von Ilseemann  
Christine Loh  
Anna Wu

### **HONORARY TRUSTEES**

Noriko Honda Chen  
Dr. Staci Ford  
Rosalyn Hongsaranagon  
Thelma Kwan  
Stephanie Hui  
Estella Huang Lung  
Shalini Mahtani  
Hayden Majajas  
Emma Sherrard Matthew  
Kay McArdle  
Rebecca Neufeld  
Elisabeth Scott  
Pamela Smith (Co-founder)  
Jean Sung  
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