



ENVIRONMENTAL, SOCIAL,  
AND GOVERNANCE (ESG)

# IMPACT REPORT

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# ABOUT

## CHINESE YMCA HONG KONG

Founded in 1901, Chinese YMCA of Hong Kong ('YMCA') is a Christian service organisation in Hong Kong with a mission to cultivate Christ-like character and spirit of service among young men and women. As part of the global YMCA movement, the Association is committed to building a civil and compassionate city, fostering youth leadership, and promoting holistic personal growth.

Over time, YMCA's mission has expanded to include the elderly and disadvantaged groups. YMCA is a member of the World Alliance of YMCAs, headquartered in Geneva, Switzerland.



## LETTER FROM GENERAL SECRETARY

Based in Hong Kong and established in 1901, Chinese YMCA of Hong Kong ('YMCA' or the 'Association') is a Christian multi-service organisation dedicated to working with different sectors across society to bring about social change. Until today, YMCA apply the principles of Paris Basis of 1855 to serve best globally to the communities and people in need, the Association has been working along with different stakeholders including the government, corporates, enterprises, funders, and all of our members as well as volunteers to offer assistance to the disadvantaged in society. In order to further promote and encourage corporate social responsibilities focusing on the 17 Sustainable Development Goals of United Nations together with our stakeholders, YMCA commissioned ESG Matters Limited and conducted this impact report for 2019-2020. I trust the Association is a pioneer amongst key industry players, especially in regard of social services, to sharing the same page with our community, stakeholders and colleagues on the global trend of sustainable development in Environment, Social and Governance (ESG).

ESG Matters Limited brings in ESG concept and helps the Association complete the first ESG report. The report gives us the most objective measurement of YMCA's performance on environmental-friendly indicators; services' impacts on Sustainable Development Goals (SDG); and effectiveness on transparent governance structure. It facilitates and inspires our organisation to move towards a more sustainable NGO.



Karl Lau

As part of an international organisation, we are determined to align our services impacts with all of the Sustainable Development Goals. According to our annual plan, we focused more on SDG 3, 4, 16 and 17 in running our social services, education and hostel services. In the year of 2019/20, we served more than 81,000 members and 14,000 students, especially during the tough time of COVID-19 when it was not easy to deliver our services physically. With the help of our staff and volunteers, we kept abreast of creating excellent impacts on members' wellness. It would be definitely challenging in the coming year, but our unified team is confident to make greater impacts to those who needs us under God's guidance.

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# ABOUT THIS REPORT

This is Chinese YMCA of Hong Kong's ('YMCA's') first Impact Report, which covers our progress and performance between 1st April 2019 and 31st March 2020. Due to the significant impacts of COVID-19, we have also included notable activities in response to the pandemic during the latter half of 2020.

For 120 years, our employees and volunteers have been working diligently to bring positive social impacts to the community through initiatives in areas such as health and wellbeing, education, and employment. We conceptualised this report in early 2020, and the goal was to broaden our reporting beyond the social impacts, extending it to the environmental impacts. This would allow us to take a more holistic approach to our reporting, as well as management in regard to sustainability.

Our plan is to develop a long-term sustainability strategy that will address our present challenges.

In addition to global mega-trends such as climate change, inequalities, urbanisation, shifting demographics, and technological innovation,<sup>1</sup> the world today is facing up to the uncertainties of COVID-19 pandemic and socio-political instability. At home, we are confronted with similar challenges with an ageing population and a widening rift between generations. As we continue our operations in the 21st century, it is important that we stay resilient by identifying and addressing the emerging risks and opportunities.

To step up our sustainability efforts, we have engaged ESG Matters, a sustainability consultancy, to conduct a materiality assessment for the organisation and help align the United Nations Sustainable Development Goals (SDG) with the goals of YMCA. We have described the social outcomes based on several dimensions of impact with reference to the Impact Management Project (IMP) framework. The results provided guidance for this report and will be used to inform our ongoing organisational sustainability strategy.

Every effort has been made to provide complete and accurate data and information in this report. With the available resources, we made a coordinated start to measure our social impacts using cluster sampling. Under each metric, a group of activities contributing to that impact was randomly selected as a sample.

We will continue to review our methodology to ensure that key social and environmental metrics are tracked and respective results are reported.

For more information about Chinese YMCA and our financial performance, please read our **Annual Report** or visit [ymca.org.hk](http://ymca.org.hk).

Be strong and courageous.  
Do not be frightened,  
and do not be dismayed,  
for the Lord your God is with  
you wherever you go.

**Joshua 1:9**

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# HOPE IN A GLOBAL PANDEMIC

The COVID-19 pandemic has brought about unprecedented challenges, disrupting lives, economies, and society. In the spirit of 'to serve, not to be served', we are committed to serving the most vulnerable by mobilising resources from our corporate and community partners. In addition, we have also adopted different measures to safeguard the health of our staff and members. We have a strong calling to restore a sense of connection within our community.







## UNITE IN PRAYERS

In this time of uncertainty and distress, we unite our community in prayers to seek comfort and confidence from God. In April 2020, we participated in the 'Prayer Together in One Spirit' organised by Asia and Pacific Alliance of YMCAs, inviting the community to pray together for the sick, the frightened, and our frontline health workers. We also regularly published prayers for those affected by the pandemic on our website and on social media.

## CARE FOR THE COMMUNITY

With the generous support from corporates and charities, we donated more than 50,000 bags of hygiene products and daily necessities to the elderly and people in need. More than 800 free meals and discounted meals were offered to children and elderly. Thousands of handsewn masks made by our women volunteers were donated to low-income families.

## LEARN FROM HOME

To support e-learning for students from low-income families, we have loaned out 200 tablets and distributed tablets, internet data SIM cards, and portable WiFi donated by Hong Kong Broadband Network's 'ToughTimesTogether Campaign'.

Due to the suspension of on-premise and in-person services, we have launched more than a thousand virtual activities such as science experiments, arts and crafts, cooking classes, and language classes. In addition, we have also prepared a few hundred material packs for members to join these activities, either by direct mail or by pickup.







## VOLUNTEER FROM HOME

The pandemic hasn't stopped our passionate volunteers from serving. In the past year, we have launched the programme 'YM Volunteer@Home', where volunteers responded by telling stories, teaching sign language, tutoring homework, and sharing tips on personal hygiene—our volunteers have been able to do all of this remotely.

## QUARANTINE HOTEL

The Harbourview, one of the YMCA hostels, had volunteered to admit travellers in quarantine long before the HKSAR Government's Designated Quarantine Hotel Scheme was fully implemented. Each room is equipped with an individual bathroom, and air-conditioning and ventilation system. Staff are in full protective gear when delivering meals and serving rooms to maintain a high standard of hygiene.



## HOME SPORTS

To keep children and adults active during the pandemic, we have created online videos introducing at-home exercises including fitness, aerobic dance, yoga, boxing, and running. To help the elderly strengthen their muscles, our

physiotherapists designed simple stretching exercises using home furniture and handy equipment. To date, there have been over 110,000 impressions and 25,000 views on these videos.

## HEALTH AND SAFETY

To safeguard the health of our staff and service users, we have strictly implemented a no-visit policy and sterilised all YMCA facilities. Thanks to our corporate sponsors, we have extended this sterilisation service beyond our facilities to families living in subdivided flats and the elderly living alone.

## FREE MEMBERSHIP

All 2020 membership fees were waived in light of the suspension of activities.



That all of them may be one  
**John 17:21**

## UNITY IN DIVERSITY

Socio-political events have left Hong Kong society deeply divided. In the past year, we have witnessed many people experienced varying degree of anxiety and stress due to relational conflicts caused by ideological differences.

YMCA stands with Hong Kong, providing care and support across generations through our programmes.





## YOUTH SUPPORT

Teenagers have reported higher stress level. To those with anxiety and depression,<sup>2</sup> communication and social support is the key. To provide a safe space for open communication, YMCA's psychological counsellors have led peer support groups ('Rest Stops for the Soul') to help teenagers manage their emotional stress and burdens.

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## FAMILY SUPPORT

The differences in social and political values are hurting family relationships. To strengthen family cohesion, various support groups and lectures were organised to help parents learn about empathy and active listening. In turn, this promotes mutual understanding and respect between family members.

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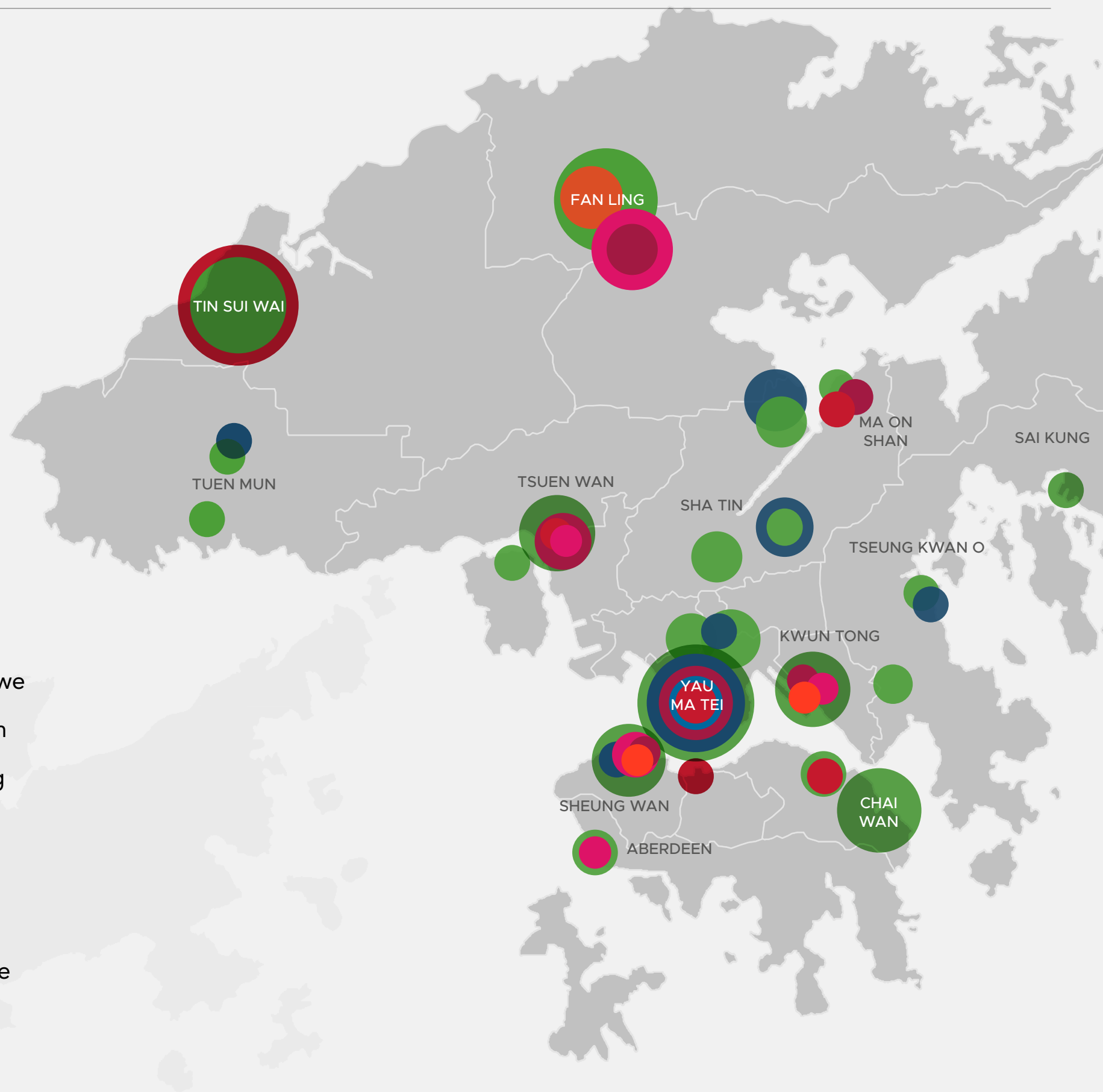
## STAFF SUPPORT

Many of our staff are teachers and social workers who work with teenagers on a daily basis. To better equip them for working with the youth, we held a professional training on 'Youth Emotional Support' in September 2019 for 30 frontline social workers, with a focus on psychological first aid in crisis events.

# 4

## IMPACTS AT A GLANCE

At YMCA, we aim to bring positive social impacts to the communities we serve by operating a range of social service centres, schools, recreation centres, hostels, and camps. This map illustrates our footprints in Hong Kong,<sup>3</sup> in alignment with the United Nations Sustainable Development Goals (SDG). The 17 SDGs, or Global Goals, were adopted by the United Nations Member States in 2015 as ‘a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030’.<sup>4</sup>



<sup>3</sup> Each circle represents one SDG ambition, to be achieved by the YMCA service/centre. If neighbouring centres are contributing to the same SDG, the impacts will be aggregated. For every additional centre, the sphere of influence will increase by 0.5 pts, starting at 1 pt for 1 centre.

<sup>4</sup> <https://sdgs.un.org/goals>



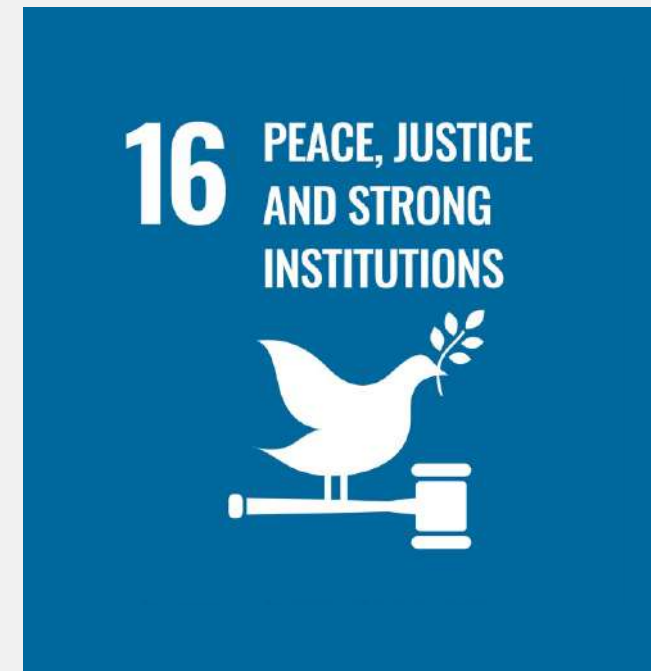
## MAIN AREAS OF CONTRIBUTION



We encourage holistic development. Our gospel sharing, counselling work, and recreational programmes are designed for all ages with the aim to enhance physical, mental, and spiritual health.



We nurture and inspire children and youth. Our quality kindergarten, primary, secondary and vocational education ensure that the next generation is equipped with relevant knowledge and skills for employment, decent jobs, and entrepreneurship.



We cultivate citizens to be good and responsible members of the society. Our commitment to reconciliation supports programmes that unite people in building a civil and compassionate society.



As a member of a world Christian movement, we work closely with YMCAs around the world to generate positive change through the collaborative sharing of knowledge and resources.

### Related goals

Apart from the four main goals above, our services also contribute to **SDG 5 (gender equality)**, **SDG 8 (decent work)**, and **SDG 10 (equality)**.

For example, we promote equality for persons with disabilities and people with hearing impairment by providing job opportunities at our sheltered workshops and balloon-arts social enterprise—YM Balloon (SDG 8, 10). Our dried flower upcycling workshop, YM Fleur, empowers and trains disadvantaged women for re-employment (SDG 5, 8).

# OUR IMPACTS IN NUMBERS

## Youth services

# 87%

out of 3,774 participants

Observed improvement in their **physical health**

# 81%

out of 20,884 participants

Observed an increase in **confidence, emotional balance, and resilience**

# 84%

out of 3,468 participants

Observed improvement in **leadership and social skills**

# 89%

out of 16,081 participants

Agreed that the activities help enhance their **sense of belonging in the community**

# 82%

out of 5,433 participants

Followed the suggested **career/life plan**

# 1531

Number of youths who have **found employment after training**

# 84%

out of 922 participants

Observed an increase in **cultural intelligence**



\*The number of participants only reflects the sample size and not the actual number of beneficiaries. In the year of 2019/20, YMCA served more than 81,000 members and 14,000 students.

## Elderly services

# 99%

out of 3,607 participants

Observed improvement in their **physical health**

# 89%

out of 205 participants

Observed improvement in their **mental and emotional health**

# 99%

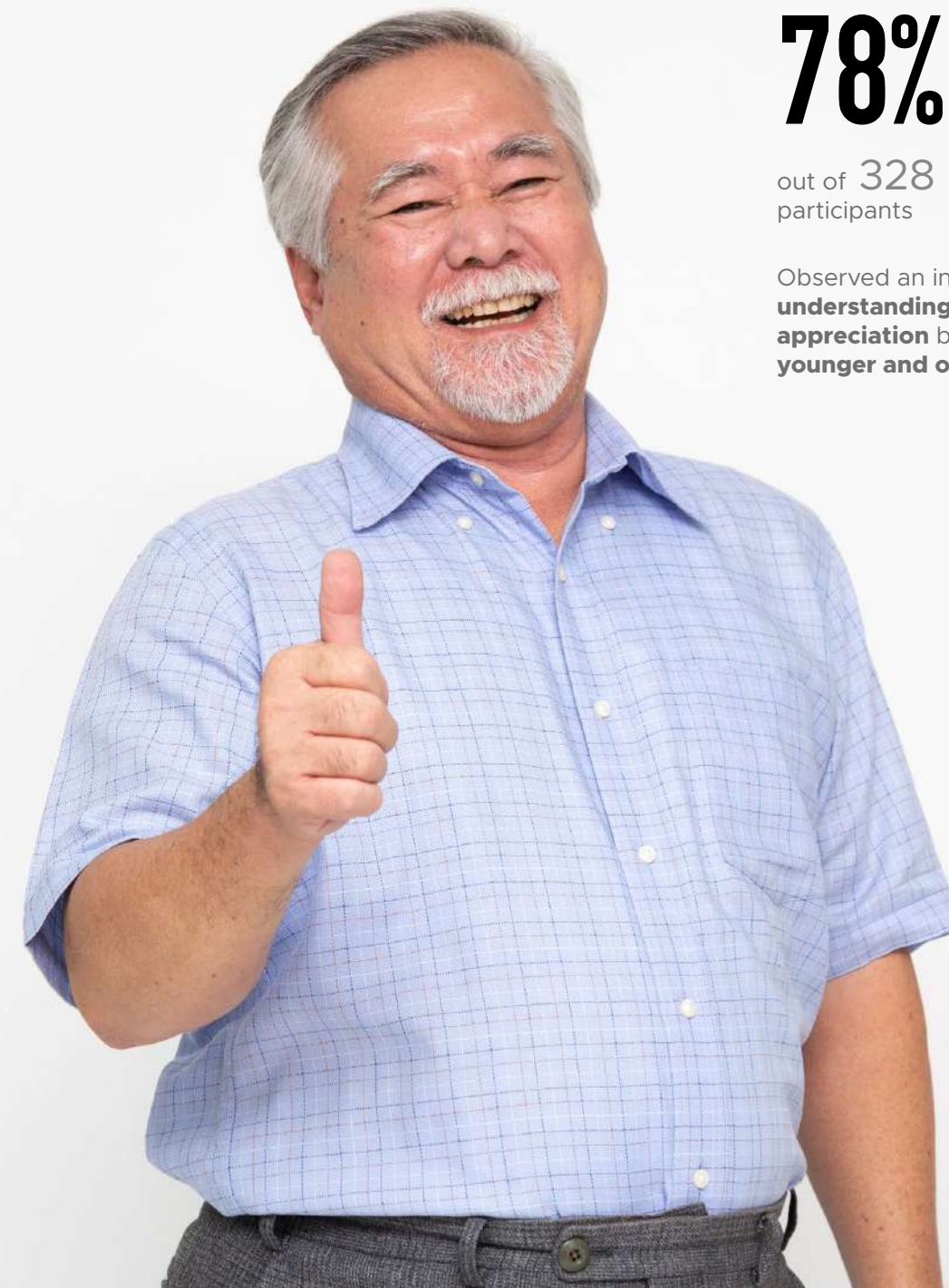
out of 2,591 participants

Agreed that they have developed a higher **sense of purpose**

# 78%

out of 328 participants

Observed an increase in **mutual understanding, respect, and appreciation** between the **younger and older generations**





# SUSTAINABILITY AT THE Y

We believe in a healthy and productive society. Our purpose is to nurture the young members of our society and to create an environment conducive to positive youth development. Over the past century, YMCA has been striving to achieve these purposes through dedicated work and services. Human wellbeing has always been at the heart of our organisation, regardless of age or social background. Since 1989, our scope of services has extended beyond the youth to the elderly and people with disabilities.

## OUR STRATEGY

Our strategy sets out to develop programmes that aim to build a better Hong Kong. The strategy centres around three pillars: energy and resource efficiency, health and productivity, and digital inclusion. It helps us focus our resources on tackling some of the most pressing issues in Hong Kong and prepare us for the challenges ahead. Our response to the mega-trends as identified by the United Nations is detailed in **Table 1**:

<b>What's happening in the world and in Hong Kong?</b>	Climate change	Demographic shift and population ageing	Digital transformation
<b>What impacts are we trying to drive?</b>	Energy and resource efficiency	Health and productivity	Digital inclusion
<b>Where do the impacts occur?</b>	Operations	Core services	Education, youth and elderly services
<b>What SDGs do we contribute to?</b>	6 7 12 13	3 4 8	9 10 16 17
<b>What is our approach?</b>	Act to avoid harm <sup>5</sup>	Contribute to solutions <sup>6</sup>	Contribute to solutions <sup>6</sup>

Table 1. YMCA's response to mega-trends

<sup>5</sup> The organisation prevents or reduces significant negative impacts for people and the planet.  
<sup>6</sup> The organisation generates significant positive impacts for underserved people and the planet.





## CLIMATE CHANGE

Climate change is affecting our world every day, and Hong Kong is no exception. There is an urgent need to mitigate greenhouse gas emissions to avert the catastrophic consequences of climate change.<sup>7</sup> In support of local<sup>8</sup> and global climate action, YMCA has made commitments to reduce our energy consumption by 5% by 2021 from the level in 2016.

Our environmental footprints mainly come from the energy, water, and resource consumption at the premises (offices, centres, campsites, and hotels) that we own and operate. It also includes impacts generated from travel, procurement, services, and events. With climate change expected to bring more frequent and intense weather events, our

facilities located in low-lying areas or near the coast are particularly vulnerable to climate risks. These include our campsites in Wong Yi Chau and Wu Kwai Sha. In 2018, Typhoon Mangkhut caused massive destructions to Wong Yi Chau Campsite, including fallen trees, landslides, and varying degree of damages to the camping facilities. Based on the current forecast, sea level is projected to rise two meters by 2050.<sup>9</sup> Not only will this put coastal campsites at risk, but also affect YMCA centres located in flood-prone areas in Shatin, Tin Shui Wai, and Tsuen Wan. We will, in the near future, set up mitigation plans to enhance climate resilience to lessen the impacts.

## DEMOGRAPHIC SHIFT AND POPULATION AGEING

Lower fertility and longer life expectancy have caused a shift in demography. In the next two decades, Hong Kong's population is projected to age faster than other developed countries in the region.<sup>10</sup> This will place tremendous pressure on the healthcare system, as well as increase the need to support a productive workforce. To address the challenge of ageing population, YMCA will continue to focus our resources on initiatives that will remove age barriers, promote good health, and enhance the capacity of all individuals in all stages of life. Our social impacts are driven by our core services which include social services, education services, recreational and sports services, hostel services, camp services, and Christian ministry. We aim to promote physical, mental, social, and spiritual wellbeing for all ages.

<sup>10</sup> Office of the Government Economist. (2019). Population ageing trend of Hong Kong



<sup>7</sup> Intergovernmental Panel on Climate Change. Global warming of 1.5° C  
<sup>8</sup> Environment Bureau. (2017). Hong Kong's Climate Action Plan 2030+  
<sup>9</sup> <https://coastal.climatecentral.org>





## DIGITAL TRANSFORMATION

Our transition to a digital society is likely to cause a considerable number of disadvantaged and deprived people being left behind without computer and internet access. Since information digitalisation is the prevalent trend, this inequality must be resolved to create a future where everyone has equal access to information and knowledge. In Hong Kong, the most disadvantaged groups are students from low-

income families, the elderly, and the disabled.<sup>11</sup> With COVID-19 accelerating digital transformation,<sup>12</sup> we witness an even greater digital divide in areas such as education and healthcare. We will be reviewing our targets regarding digital access for students attending YMCA schools and digital literacy for senior service users in 2021.

## LEADERSHIP AND GOVERNANCE

We believe that the success of an organisation begins with good and effective governance. YMCA takes pride in having passionate and dedicated community volunteers as Board members. They contribute their time and expertise to ensure that Christian values are embodied in the work of YMCA and that the organisation is operating in an ethical, lawful, and responsible manner. The Board provides fiduciary oversight; establishes visions, goals, strategies; and solicits resources that are necessary for YMCA to tackle pressing social issues and deliver lasting social impacts. The members of Our Board of Directors are listed in the **2019/20 Annual Report (page 4)**.

In response to the changing societal expectations and interests in sustainability and climate-related issues, the Board is currently seeking to integrate Environment, Social, and Governance (ESG) matters into YMCA's strategic plan. With the formation of an 'Impact Report Working Group', which was appointed in September 2020 to develop an impact reporting framework, YMCA has taken the first step towards sustainable practices in its operations. Reporting to the General Secretary, the group consists of members from YMCA's leadership team (supervisors and executive secretaries), as seen in Figure 1 below:

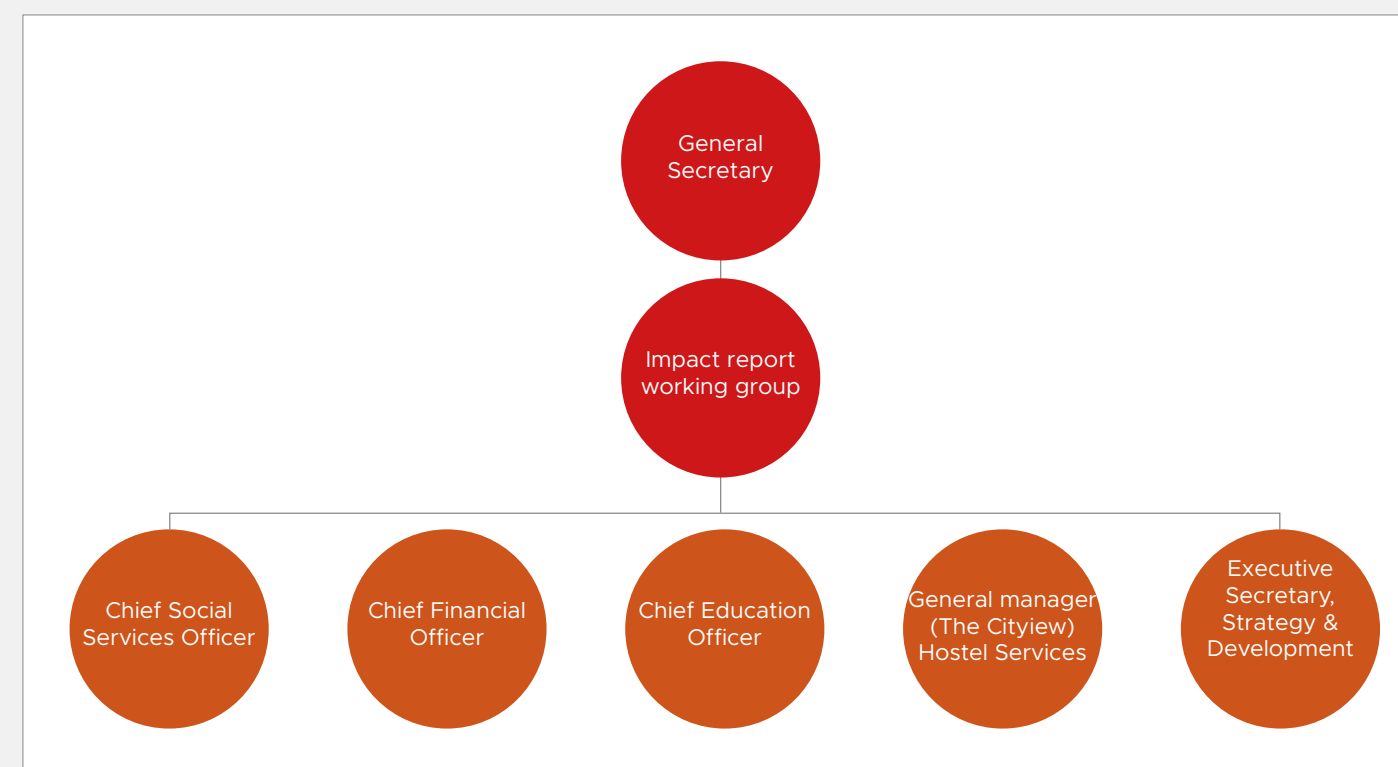


Figure 1. Impact Report Working Group

<sup>11</sup> Research Office, Legislative Council Secretariat. (2018). Digital inclusion in Hong Kong

<sup>12</sup> United Nations Industrial Development Organisation. (2020). COVID-19 Implications & Responses: Digital transformation & industrial recovery

# OUR STAKEHOLDERS

In order to better serve the community, an internal engagement workshop was conducted for YMCA’s leadership team to define key internal<sup>13</sup> and external<sup>14</sup> stakeholders, and to understand their respective expectations and concerns. Thirty-five senior managers and supervisors across different organisational functions participated in the workshop and discussions. This step is crucial in identifying sustainability topics that are material or significant to YMCA. Topics can be considered material if a

company’s activities have a significant impact in that area. A total of 25 material topics (Figure 2) have been identified via stakeholder discussions, with their top concerns listed in Table 2. Materiality topics resulted from the repetition of issues across eight discussions among the representatives of six stakeholder groups. These findings were based on general feedback collected from different stakeholder groups via day-to-day communications and interactions.

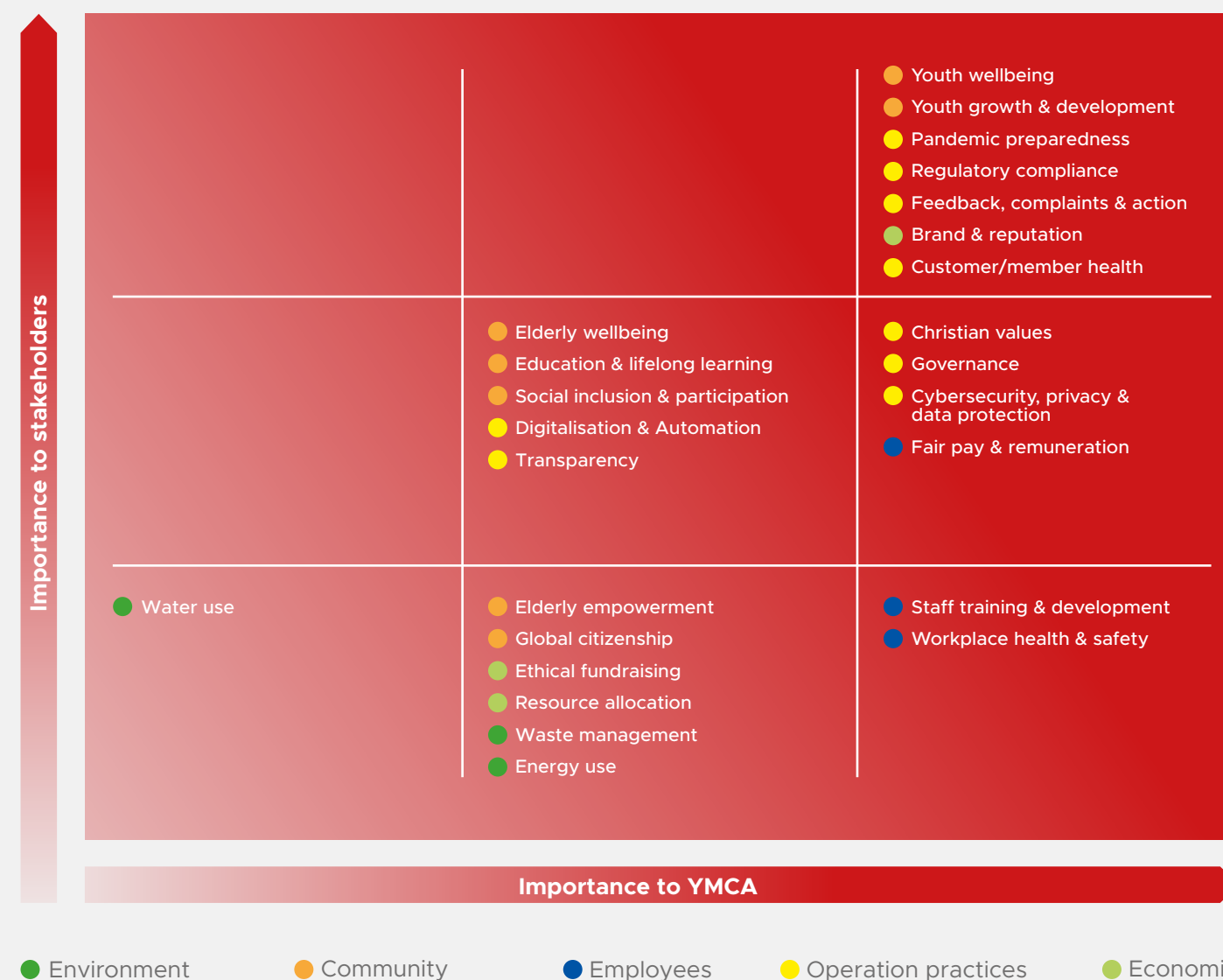
	Who	Major concerns
<b>External stakeholders</b>	Children and youth	<ul style="list-style-type: none"> <li>● Physical and mental health</li> <li>● Personal growth and development</li> <li>● Equality and justice</li> </ul>
	Elderly	<ul style="list-style-type: none"> <li>● Healthy and active aging</li> </ul>
	Customers (Hotel, camp site, clubhouse)	<ul style="list-style-type: none"> <li>● Hygiene and health</li> <li>● Data protection</li> </ul>
<b>Internal stakeholders</b>	Funders and donors	<ul style="list-style-type: none"> <li>● Transparency in financial reporting</li> <li>● Social return on investment</li> <li>● SDG alignment</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>● Work arrangements during COVID-19</li> <li>● Pay and remuneration</li> <li>● Career development</li> <li>● Health and safety</li> </ul>
	Board members	<ul style="list-style-type: none"> <li>● Hygiene and health</li> <li>● Data protection</li> </ul>

Table 2. Primary stakeholders, profile and concerns

<sup>13</sup> Internal stakeholders are people who can significantly influence or are particularly important to the success of the organisation (i.e. board members, employees, volunteers, and donors/funding bodies).

<sup>14</sup> External stakeholders are people who are directly or indirectly impacted by the organisation’s work, e.g. service users and customers.

Figure 2. Materiality matrix



# MATERIAL TOPICS

In this report, the material topics were ranked based on the YMCA leadership’s decision on the importance of topics to stakeholders and to the organisation from a sustainability perspective. The results (Figure 2) were weighted by the influence and interest of the stakeholder group. In the future, we will include other internal and external stakeholders (service users, volunteers, and donors) in the materiality assessment process to further improve the accuracy and completeness of the results.



# NURTURING THE NEXT GENERATION

Today, young people aged 5 to 24 make up 16.8% of Hong Kong's population, down from 20.7% in 2010. The continuous decline of the youth population<sup>15</sup> has raised concerns over a shrinking workforce. This calls for the need to empower a generation of healthy and productive individuals to sustain our future society. The most effective solution is investing in the health, education, training, and employment of young people during the critical time of their transition to adulthood.

While investment into these areas is an essential enabler to the development of youth, there are challenges that need to be addressed. Many adolescents are bitterly struggling with emotional distress springing from academic stress, peer pressure, family quarrels, uncertainty over the future, and more. The COVID-19 pandemic has further aggravated the problem—around half of the youth polled have reported symptoms of PTSD or depression.<sup>16</sup> Those from low-income families are often deprived of leisure activities<sup>17</sup> and opportunities for further education or skill development.<sup>18</sup> Therefore, enhancing upward mobility, empowering youth, and promoting emotional health are our priorities.

## TARGET GROUP

- People aged 6 to 24 living in Hong Kong

## OBJECTIVES

- Equip the youth with knowledge and skills to lead productive and fulfilling lives
- Build up the next generation to be prolific and responsible citizens
- Break the cycle of intergenerational poverty

## WHAT IMPACTS ARE WE TRYING TO CREATE?

- SDG **3** Enhanced physical wellbeing
- SDG **3** Increased confidence, emotional balance, and resilience in the face of adversity
- SDG **3** Enhanced leadership and social skills
- SDG **3** Enhanced sense of belonging in the community
- SDG **4** **8** Developed career and life goals
- SDG **4** **8** Access to employment opportunities through acquisition of soft and technical skills
- SDG **17** Enhanced cultural intelligence

<sup>15</sup> Census and Statistics Department. Population by Sex and Age Group

<sup>16</sup> Hong Kong Mental Health Conference. (2020). How has COVID-19 impacted youth mental health?

<sup>17</sup> Wong, H. & Zhang, Y. (2017). Report of Impacts of implementing 'Low-income Working Family Allowance' (LIFA) on labour market situation and quality of life of low income working families in Hong Kong

<sup>18</sup> Ngai, S., Cheung J., To, S., Luan, H. & Zhao, R. (2014). Economic disadvantage and transitional outcomes: a study of young people from low-income families in Hong Kong



## GROWTH AND WELLBEING

### Physical and emotional wellbeing

We encourage young people to explore their interests, be it sports, technology, or arts and music. Participation in sports and recreational activities has been known to reduce stress, anxiety, and depression.<sup>19</sup>

We operate three recreational centres which offer swimming and dance classes, organised sports (football and basketball), sports and fitness activities (taekwondo, gymnastics, yoga, athletics, and fitness), and more. In addition, summer camps and outdoor education are available at our three campsites. Through these activities, we help children and teenagers adopt a healthy and active lifestyle.

In addition, we provide professional psychological and counselling service to assist families and individuals in overcoming life challenges. According to a study in 2018, students in Hong Kong ranked amongst the bottom segment in social and emotional resilience as compared to the rest of the world.<sup>20</sup> It is therefore important to design resilience training programmes that cater for the need of different phases of youth development. During the reporting period, we have organised activities such as 'Star Teens Walk with You Programme,' prepared resource kits for parents, and shared emotional health tips on social media.

# 87%

out of 3,774  
participants

Observed improvement  
in their physical health

# 81%

out of 20,884  
participants

Observed an increase in  
confidence, emotional  
balance, and resilience



Student executives of University YMCA (Hong Kong University of Science & Technology) participated in training and discussions at International Innovation Camp 2019 in Switzerland, organised by World Alliances of YMCAs.

### Leadership and social skills

The youth of today are the leaders of tomorrow. As an advocate for youth development, we shoulder the responsibility of creating an environment where young people can realise their potential. We set up University and College YMCA on school campuses, providing leadership training and local/overseas service programmes for students. Our objective is to cultivate students as future leaders with strong adaptability, creative insights and passion for serving the community, while applying Christian principles into practice. To date, we have 9 clubs in 8 institutions.

# 84%

out of 3,468  
participants

Observed improvement  
in leadership and social  
skills

# 89%

out of 16,081  
participants

Agreed that the  
activities help enhance  
their sense of belonging  
in the community



<sup>19</sup> Mind Hong Kong. (2018). Why Move It for Mental Health  
<sup>20</sup> OECD. (2018). Equity in Education



## EDUCATION AND SKILLS

### Early childhood and primary education

To build a sustainable and prosperous society for generations to come, we must equip our young people with the ethics, knowledge, and skills required for meeting future challenges. At YMCA, we strongly believe in the holistic development of body, mind, and spirit. Our teaching philosophy is built on the Christian faith and multiple intelligences (MI). Central to the MI theory is the belief that every child has different abilities, strengths, and talents. For instance, at Chinese YMCA Primary School, we scheduled MI classes in the afternoons for students to discover and develop various areas of intelligences (kinaesthetic, musical, interpersonal, linguistic, mathematical, naturalistic, intrapersonal, and visual intelligence). In 2019/20 financial year, we operated 3 kindergartens and 2 primary schools, serving 1,756 children from 2 to 12 years old.



### Secondary education

We believe the purpose of education is to help students seek the truth by inspiring them to become creative and critical thinkers. At Chinese YMCA College, we incorporated STEAM education (Science, Technology, Engineering, Art, and Mathematics) in our curriculum, by which students are engaged in experiential learning, teamwork, and creative problem solving. Technology-assisted teaching and learning methods are also adopted in the classrooms. For example, the collection of exercise data in physical education, the use of AR video for encouraging reading, and the introduction of 3D food printers in the school canteen. In 2019/20 financial year, we operated 2 secondary schools, serving 1,639 teenagers from 12 to 18 years old.



## CASE STUDIES



### Leveraging data for academic excellence

Leveraging data for academic excellence “70, 85, 65, 40...” besides scores and ranking, there is a story behind each of these numbers.

Yee, now in university, is a graduate of Chinese YMCA Secondary School. Her academic performance was consistently above average until secondary 5 and then started to decline drastically. Through our Count System (which records all students' performances), we were able to identify secondary 4 was the year when Yee's performance first began to drop. After sharing our concerns with Yee, we discovered that her grades were negatively affected by family issues. We then talked to her parents and provided counselling for her so that Yee could get back on track with her studies.

Prior to the introduction of Count System in 2011, there was no trusted platform for the management and analysis of academic data available. The system

can track students' performance throughout the academic years, providing important data on academic results, ranking, and quartile scores. Teachers can also share feedback and suggestions via the platform.

The system enables teachers to tailor their teaching materials according to the needs of individual students. At the same time, the students can review their learning progress on the platform and gain a better understanding of their strengths and weaknesses, giving the insights they need to adjust their life goals accordingly. For the school's management team, the system provides an objective basis for formulating the curriculum, teaching strategies, and serves as a blueprint for future development.



### iFocus Ambassador for digital inclusion

For the seventh year running, the “iFocus Ambassador” competition is an annual event (June - December) that promotes digital governance. In 2019, it had attracted 80 secondary students (40 teams) to compete in designing and leading activities that promote the understanding and use of information technology among the digitally disadvantaged. The winning teams (6 students in total) were awarded an opportunity to represent YMCA as iFocus ambassadors at the 14th United Nations Internet Governance Forum held in Berlin, Germany, where they participated in thematic sessions, workshops, and open forums on topics such as security, safety, stability and resilience, data governance, and digital inclusion with delegates from around the world. [ymca.org.hk/ifocus](http://ymca.org.hk/ifocus)



### Vocational training

To ease the transition from school to work, we offer quality vocational training at YMCA College of Careers for secondary school students. Our placement-tied courses under the Employees Retraining Board (ERB) programme enable students to acquire the skills and knowledge that will prepare them for employment. The certification programmes cover a broad range of subjects including business, hotel and tourism, design, healthcare, social services, and environmental studies. Our students typically secure full-time employment within two months after graduation.

### Youth outreaching

No one is left behind. Our two outreaching social work teams collectively provide services in four neighbourhoods: Shatin, Kwai Chung, Tsing Yi, and Tsuen Wan. We reach out to street youth who are vulnerable to undesirable influences like substance abuse, triad groups and violence, sexual health issues, and school dropouts (often as a result of family negligence, peer pressure, curiosity, and other personal problems). Suitable guidance and counselling are provided in the areas of education, career, family, and peer relationships. We lift high-risk youth out of these difficult situations by encouraging them to develop and pursue their career/life goals.

### During COVID-19

According to a recent study by the United Nations, the COVID-19 pandemic has created the largest disruption of education systems in history, affecting nearly 1.6 billion learners worldwide.<sup>21</sup> In response to the situation, all YMCA schools have adopted 'blended learning' to meet the educational needs of the affected youth and children. Pre-recorded videos are prepared before class so that the teachers can cater for the individual needs of students. Despite the suspension of face-to-face learning, our students continued to receive quality education with the support of YMCA's teaching staff.

We had the foresight to adopt e-learning and eventually began the transition from traditional classrooms to digital classrooms since 2011. By the end of 2019, all teachers from Chinese YMCA Secondary Schools and Chinese YMCA Primary Schools were accredited as Google Certified Educator (Level 1), that helped make the teaching and learning adjustments during Covid-19 smooth and easy.

21 United Nations. (2020). Policy Brief: Education during COVID-19 and beyond

# 82%

out of 5,433 participants

Followed the suggested career/life plan

# 1531

Number of youths who have found employment after training

## GLOBAL CITIZENSHIP

As a worldwide youth organisation, one of our goals is to empower the next generation to be responsible and active global citizens. In the "Global Y Explorers" programme, we aim to enhance the cultural intelligence of young people by broadening their horizons and deepening their knowledge of local and global affairs. We provide international internships and volunteering opportunities, in collaboration with overseas YMCAs, universities, and organisations. In 2019, we had 976 participants in our overseas exchange programmes, in countries such as China, United Kingdom, Germany, Switzerland, Romania, Cambodia, Thailand, and Fiji, including 6 inbound exchange students.

In response to COVID-19, our international programme was moved to online. The new 'Global Y-Connect' programme provides a virtual platform for sharing and discussions on topics ranging from arts and languages, cultures and traditions, to sports and environment. It attracted 50 young adults from YMCAs across the world, giving them a safe environment for sharing and learning as we patiently await flying again.

# 84%

out of 922 participants

Observed an increase in cultural quotient (CQ)



Global Y-Explorers in Hong Kong in 2019.

# CARING FOR THE AGED



Today, elderly people (aged 65 or above) make up 18% of Hong Kong's population.<sup>22</sup> The number has been rising since 2000. It is projected that by 2039, nearly one in every three persons will be an elder.<sup>23</sup> Advancements in medical research and innovation have allowed us to enjoy longer lives, but the rise in life expectancy underlines the need for more supporting services. Elders often suffer from chronic illness, stress, loss and grief, social isolation, and difficulty adjusting to retirement.<sup>24</sup> In recent years, we have witnessed more elders living alone or being put in elderly homes.<sup>25</sup> We must not forget the contributions of the elderly to our society, and the wisdom and knowledge they have shared, which is why it is our mission to promote healthy and active ageing, helping senior members of our society navigate their golden years.

## TARGET GROUP

- Elderly people aged 65 and above living in Island East and New Territories North
- Elderly population in Island East (17.9%) and New Territories North (16.3%)<sup>26</sup>

## OBJECTIVES

- Restore the dignity, respect, and identity of older people
- Help seniors live an active and engaged life
- Bridge the generational gap

## WHAT IMPACTS ARE WE TRYING TO CREATE?

- SDG **3** Enhanced physical wellbeing
- SDG **3** Enhanced mental wellbeing
- SDG **3** Enhanced sense of purpose
- SDG **10** Improved social inclusion

<sup>22</sup> Census and Statistics Department. (2020). Population by age group and sex

<sup>23</sup> Census and Statistics Department. (2020). Hong Kong population projections 2020-2069

<sup>24</sup> Department of Health. Mental health

<sup>25</sup> Census and Statistics Department. (2018). Thematic report older persons

<sup>26</sup> Census and Statistics Department. (September 2020). Hong Kong monthly digest of statistics



# ELDER WELLBEING AND EMPOWERMENT

## Health and elderly care

We currently operate two neighbourhood elderly centres, one elderly home, and one community support centre. Each of which is led by a professional team of doctors, nurses, physiotherapists, occupational therapists, and social workers. Our range of elderly services include health education, carer support, day care, residential care, rehabilitation, counselling, and social & recreation. As mobility decline and cognitive impairment are the most common problems experienced by our elder members, we focus on physical training that helps improve their strength, balance, and coordination. We also provide mental training to enhance their memory, attention, and other cognitive functions.



## Active ageing

Different sports and recreational activities are offered to encourage our elders to stay active. In early 2020, we launched 'Active+' introducing a diverse range of age-friendly sports such as pilates, light volleyball, taspony,<sup>27</sup> and walking football.<sup>28</sup>

99%

out of 3,607 participants

Observed improvement in their physical health

89%

out of 205 participants

Observed improvement in their mental and emotional health

<sup>27</sup> A sport similar to tennis but uses sponge ball

<sup>28</sup> A mild version of the standard football, where players walk instead of run

<sup>29</sup> A Finnish throwing game, where participants use a wooden pin to knock over other wooden pins which are marked with numbers from 1 to 12.

“

## Sharing from service user

Lam Po Chun, retired teacher, played walking football since 2019



Given a medical history of high blood pressure requiring long-term medication, I was advised by the doctor to exercise regularly in order to strengthen the immune system. A big football fan, I was very excited about trying walking football and signed up as soon as the course was available at YMCA.

At first, I was just hoping to increase my level of physical activity. But after weeks of training, my friends began to notice that I looked radiant and healthier. I also recorded a more stable blood pressure. Since then, I have also tried Mōlkky,<sup>29</sup> indigo dyeing, Zentangle, and participated in volunteering. These activities have not only enriched my life after retirement but also helped expand my social circle.

Walking football requires teamwork so it is a great sport to connect with one another. We often have to discuss tactics, help each other, and encourage each other. The process helps increase positivity.

My most memorable moment was definitely the time when I scored my first goal at the YMCA Women Walking Football Championship. That day, I was moving around the pitch in my number 7 jersey awaiting opportunities. Thanks to a good pass, I scored against the opponents with a sweet strike. The cheers and applause gave me great encouragement. I hope this sport can gain popularity in YMCA, Hong Kong, and around the world so that more people can enjoy playing the game.

”



### Lifelong learning

One of the challenges facing elderly people is the adjustment to life after retirement. Continuous learning enables them to live fulfilling lives by enhancing their sense of accomplishment and their ability to keep up with changing times. So we offer different interest classes for the seniors such as the Golden Guide programme and digital poster design workshop. Our signature programme is the volunteer hairdressing service training. Held for 10 consecutive seasons, adults aged 40 and above would undergo one-month intensive training before volunteering. To date, the programme has trained 25 volunteers and provided free hairdressing services to 200 beneficiaries in the community.



### COVID-19 and digital literacy

The COVID-19 has left many of our elderly service users confined at home. To minimise the contact and the risk of infection, many programmes at the elderly centre have gone online. To support older people in adapting to digital technology, we managed to teach them how to install and use different applications and software right before the height of the pandemic. By improving their digital literacy, we help the older generation stay safe, informed, and connected during social distancing.

# 99%

out of 2,591  
participants

Agreed that they have  
developed a higher  
sense of purpose

### Senior inclusion and participation

Social isolation has a profound impact on the health and psychological wellbeing of the aged. Many elderly service users in their third age reported feelings of loneliness as they became empty nesters. A 2012 study reveals that the elderly are more deprived than any other age group, highlighting the importance of senior inclusion.<sup>30</sup>

To encourage social participation, senior members were invited to take part in cheerleading training and performances. The 'Cheerleading Show Time', which had been very popular in the local community, provided an invaluable occasion for social bonding. In addition, we also arranged regular elderly visits for local students, foreign youths, and other YMCA members. These visits offer a great opportunity for different members of the community to connect and engage with the elderly, thus improving intergenerational relationships.

This year, we have launched the Mapperthon Community Action Project 2020-2023, a three-year programme sponsored by the Hong Kong Jockey Club. The project aims to bring together volunteers across different age groups via a common interest for sports and community service. A total of 1,600 volunteers aged between 12 and 65 are to be recruited. We have also integrated elements of gerontechnology<sup>31</sup> into the project such as mobile applications and advanced tracking equipment, helping the elderly trace their daily caloric intake. By using gerontech, the elders can lead a healthier lifestyle through self-assessment.<sup>32</sup>

### DID YOU KNOW?

The third age refers to 'the period in life of active retirement' (Lexico, 2020). There is no strict definition for the range of Third Age but scholars usually use 50 years old or above to define Third Age.

# 78%

out of 328  
participants

Observed an increase in  
mutual understanding,  
respect, and  
appreciation between  
the younger and older  
generations

<sup>30</sup> The Hong Kong Council of Social Service. (2012). Research study on the deprivation and social exclusion in Hong Kong  
<sup>31</sup> Technology for the aged  
<sup>32</sup> <https://www.ymca.org.hk/mapperthon>





# SUPPORTING Y STAFF AND VOLUNTEERS

Our staff and volunteers are the backbone of YMCA. They play a fundamental role in delivering high-quality services for many teenagers and elders who rely on our facilities and activities every day. As an organisation that advocates personal wellbeing and development, ensuring the health and safety of our workforce (as well as their professional development) is a priority at YMCA. During the 2019/20 reporting year, we have employed 1,634 full-time staff and recruited 12,954 volunteers.

## TRAINING AND DEVELOPMENT

### Staff training

To facilitate all-round development of our employees, various training opportunities are provided to help them achieve success at work. These opportunities include onboarding programmes for new hires, safety training, soft skill development, technical capacity building, team building, and overseas exchange. In 2019/20, total investment in staff training amounted to 21,997 hours and \$1.5 million.

Investment in staff training

**1.5**  
MILLION

Total training hours

**21,997**  
HOURS

Our learning and development strategy sets out the activities and processes required to support a competent and engaged workforce. These include identifying and prioritising training needs, planning resources, and monitoring performance. In 2019/20, we have organised a total of 76 training courses across different fields of social work, ranging from psychology and human development to problem solving and conflict resolution.

To adapt to the changing needs of the age, YMCA has increased focus on experiential learning, peer learning, and training in information & communication technology in learning and development strategy 2020/21. More thematic trainings (blended training, national security education) will be provided to enhance our staff competencies when delivering school education. As distance learning has become the mainstream, we will continue to explore more options of web-based training for our staff.

### Volunteer training

We are grateful for the passion and energy that our volunteers bring to YMCA and to the community we serve. Their wealth of experience and skills place tremendous value on the organisation. Since our volunteers come from diverse backgrounds, it is our responsibility to ensure that they are provided with the tools and skills to help people confidently. We offer volunteer inductions to help them understand YMCA's values and culture. We also deliver ongoing training to equip them with the skills and techniques required for the services (e.g. things to look out for when communicating with the elderly and new immigrants). In 2019/20, total investment in volunteer training amounted to 11,000 hours and \$241,000, with a yield of 118,000 hours of service.

Average hours of service

**9.11** HOURS  
per volunteer

Average years of service

**3.76** YEARS  
per volunteer

In addition, we offer employment to those who are exploring a career in social services. During the reporting year, 20 volunteers have joined the YMCA team as full-time employees.



# THE HEROES



## KITTY SHAM, TEACHER

YM volunteer since 2001

Kitty teaches Chinese and English languages to the elderly



## JASON, STUDENT

YM volunteer since 2016

Jason helps immigrant students adapt to the life in Hong Kong.

## THE KWOK FAMILY

YM volunteer since 2013

The Kwoks regularly visit underprivileged families in the neighbourhood



## CHENG HING KI, RETIRED MARINE POLICE

YM volunteer since 2018

Cheng coaches YMCA walking football team



## THE FUTURE OF VOLUNTEERING

Over the years, we have seen how information technology is changing the way we receive and disseminate information. As information becomes more accessible, people are also becoming more aware of the social problems around us. The transformation has presented enormous opportunities in our volunteer service development, from service design and implementation, to volunteer recruitment and engagement.

When people think of volunteers, there is often an impression that they pay visits to service users, assist in material distribution, or participate in activities that are organised in a top-down manner. Not long ago, a group of youths launched a volunteer campaign to encourage and support night-shift workers (cleaners, newspaper vendors, and minibus drivers etc) after reading news about them on the internet. This is a great example of a volunteer-led community service. By employing a bottom-up approach, social workers can help volunteers foster an empathetic response to social problems.

Another transformation that we observed with the advancement of technology is the ability to elicit a quicker and tailored response to emergencies. When mosquito infestation broke out in Chai Wan, social media platforms (Facebook, Instagram, and Social Jobs) allowed us to recruit a large number of volunteers in a short period of time. This turn-out would not have been achieved with conventional methods (walk-in, newsletters). In the coming years, we will continue to explore new channels to grow our volunteer base.

### Health and safety

We are committed to providing a safe working environment for our staff. Policies and systems have been established to reduce work-related risks and hazards. This includes identifying potential occupational risks and appropriate intervention (e.g. voice clinics for teachers suffering from voice disorders). First-aid courses and occupational health and safety seminars are offered on a regular basis to increase our staff's awareness and knowledge in workplace safety. A range of programmes are in place to promote physical and mental wellness in our workforce, including healthy eating, sports therapy, and mindfulness exercises.

In response to COVID-19, a work from home policy was adopted and all work-related activities are conducted via online collaboration software. Additional control measures have been introduced to protect our hostel staff, including free voluntary COVID-19 testing and provision of anti-epidemic supplies (masks, sanitisers, and personal protective equipment).

Work-related injury rate

**4.41%**

Sickness absence

**2.45%**  
of working time





# DRIVING CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) is a concept that has been gaining traction. Since 2015, we have been working with large and small corporates to formulate social responsibility initiatives that will help businesses demonstrate outstanding corporate citizenship. We believe that successful corporate-NGO partnerships play an important role in advancing social good.

## Y-Care CSR Scheme

The Y-Care CSR scheme was introduced in 2015 to provide a channel for corporates to respond to the social needs of the wider community. We work with corporate partners to develop CSR programmes that align with their corporate objectives. Training is delivered by our professional social workers to ensure the corporate staff have a precise awareness and understanding of the issues in local and global contexts. The scheme offers a range of community volunteering opportunities under four broad themes: children and youth, elderly, rehabilitation and ethnic minority, and environmental protection.

In 2019/20, more than 70 organisations across industries such as finance, hospitality, and catering participated in the scheme. During COVID-19, we have received more than HK\$1 million donations from our Y-Care partners. Some of which have been used in purchasing anti-epidemic supplies and basic household necessities for underprivileged people.







## PROMOTING WALKING FOOTBALL WITH AXA FOUNDATION

“The AXA Foundation has been fully supporting the rollout of this new form of sport—walking football—over the past two years. Our mission is to empower golden agers to live a better life through playing walking football, which has less risk of sustaining injuries than regular football. It is encouraging to see that walking football has increasingly become a popular sport in Hong Kong, and with the commitment of YMCA in promoting it, the general public is getting to know more about the activity. Even more rewarding is that walking football is proven to be able to enhance participants’ physical and mental wellbeing. We sincerely hope that walking football can continue to benefit more people in the future,”

- Ms Andrea Wong, Chief Corporate Responsibility Officer, AXA Hong Kong and Macau

Since 2018, AXA Foundation has donated more than HK\$1 million and engaged 82 staff and volunteers in promoting walking football in Hong Kong with YMCA. A total of 195 games have been held in addition to last year’s “AXA Hong Kong-YMCA Walking Football Fun Day”.

## Sport-Friendly Action

The ‘Sport-Friendly Action’ campaign was introduced in 2016 to promote workplace health. Employers are encouraged to implement a corporate fitness programme that offers exercises for employees. According to the World Health Organisation, 1 in 4 adults do not meet the recommended level of physical activity.<sup>33</sup> By creating an environment that allows desk-bound workers to be more active, corporates will be rewarded with a healthier and more productive workforce. Participating organisations are evaluated based on their sport-

friendly strategies such as paid exercise time, access to fitness facilities, and training courses and workshops. To date, a total of 26 organisations have been certified as sport-friendly.

In 2020, many workers have been working from home as a result of the COVID-19 pandemic. To support our corporate partners in safeguarding the health of employees, we have filmed a series of work-out videos to help their employees stay physically active at home.

### The Kowloon Motor Bus Co. (1933) Limited, Sport-Friendly since 2018

Kowloon Motor Bus (KMB) has established nine interest clubs: singing, badminton, table tennis, running, football, chess, photography, basketball and dragon boating. The staff teams actively participate in major competitions such as Hong Kong Marathon and Hong Kong International Dragon Boat Championships. In addition, KMB also offers health talks, diet consultations, and other activities not only for their current staff but for their families and retired employees.



### The Wave (HK) Corporation Limited, Sport-Friendly since 2019

To encourage sport participation, The Wave has introduced flexible working hours and provided shower facilities alongside venues for employees to engage in physical activities. A variety of activities are also offered to employees to explore their interests, including wellness courses, stretching workshops, TRX, Trailwalker training, etc.



<sup>33</sup> World Health Organisation. (2020). Physical activity



# PROTECTING THE ENVIRONMENT

We endeavor to protect the environment by reducing carbon footprints at YMCA. An Environmental Working Group was set up in 2010, which consisted of members from different departments and job functions including social service units, schools, hostels, administration support (property, knowledge management). The working group is responsible for formulating the environmental guidelines and the Unit Environmental Quality Standard, performing green audits, implementing community projects, as well as providing environmental training to employees.







## ENVIRONMENTAL EDUCATION

Since the 1990's, YMCA has been arranging various green activities and educational trips to raise environmental awareness among the youth. The 'No Plastic Ocean' is a recent project funded by the Environmental and Conservation Fund. Within two years (2019-2021), as many as 6,000 students, parents, and teachers from 80 primary schools were invited to take part in beach clean-ups and upcycling workshops to learn about the importance of protecting our beautiful ocean from pollution.



“

“It is hard to believe that a beautiful beach like this one would be covered by tons of litter. The beach clean-up has urged us to stop and think about how we should take responsibility for the waste we have generated...the No Plastic Ocean campaign has allowed students to take proactive steps towards protecting the environment.”

Ken Fu, Assistant Principal Programme Secretary of YMCA, at the Sheung Sze Wan clean-up with students from Sau Mau Ping Catholic Primary School

”



# ENVIRONMENTAL MANAGEMENT

## Energy and climate change

Most of our greenhouse gas (GHG) emissions were derived from purchased electricity (Scope 2), followed by mobile and stationary combustion sources—boilers, gas cooking stove, and motor vehicles (Scope 1). A small percentage was contributed by freshwater/sewage processing and business travel by employees (Scope 3). GHG emissions from refrigerants are excluded as the data was not available.

GHG emissions <sup>34</sup>

**13,911 tCO<sub>2</sub>e**

GHG intensity per floor area

**0.13 tCO<sub>2</sub>e/m<sup>2</sup>**

### GHG emissions - 13,911 tCO<sub>2</sub>e

Scope 2 - 93%

Scope 1 - 4% Scope 3 - 3%

Electricity consumption is the largest source of our GHG emissions. Therefore, at YMCA, energy usage is monitored and assessed annually. Besides, reduction targets are renewed every five years. We are committed to reducing 5% of electricity consumption by 2021 (compared to 2016). Between 2016 and 2019, we outperformed our energy target by 4.77% with a total reduction of 9.77%. To enhance the uptake of renewable energy, there are plans to extend the installation of rooftop photovoltaic systems to other YMCA-owned or managed properties. Solar energy was harvested, and surplus electricity was then sold to the energy grid. Details of further locations of installations are currently being considered and will be reported in the subsequent reports.

### Electricity consumption



Energy consumption

**21,330<sub>(000)</sub> kWh**

Energy intensity per floor area

**203.4 kWh/m<sup>2</sup>**

Renewable energy produced and sold

**55<sub>(000)</sub> kWh**



## Green buildings

Retro-commissioning can be a cost-effective way to improve a building's energy efficiency. Thanks to the Green and Smart Community Buildings Project co-organised by Hong Kong Green Building Council (HKGBC) and The Hong Kong Jockey Club Charity Trust (HKJCCT), our headquarter at 23 Waterloo Road (built in 1929) has undergone the process of retro-commissioning to identify system issues and areas for improvement for energy saving.

Under the pilot scheme, the headquarter's building (home to Kowloon Centre, The Cityview, and the Administration Building) was retrofitted with green features and installations. These include reinforcing the Heating, Ventilation and Air-Conditioning (HVAC) system, improving the

external wall insulation, and introducing smart lighting systems for better energy efficiency. For instance, the rooftop chillers were replaced with the magnetic oil-free type to reduce friction losses and mechanical wear associated with the conventional oil-lubricated type. Furthermore, rooftop solar panels were installed to replace conventional energy with renewable energy. At the time of writing, YMCA has received a grant of \$69.5 million for a two-year renovation project to transform the existing headquarter into a green building with BEAM Plus Existing Building accreditation.<sup>35</sup> The total amount of energy saved is estimated to be more than two million kWh per annum.

<sup>34</sup> The calculation of emission data makes reference to the methods as documented in the Greenhouse Gas Protocol established by World Resources Institute and World Business Council for Sustainable Development (WRI/WBCSD)

<sup>35</sup> <https://www.hkgbc.org.hk>





# ECONOMIC PERFORMANCE AND FUNDRAISING

## FUNDRAISING

As a non-governmental organisation, we rely on the generosity of our donors to support the work of YMCA. Although regular government funding provides us with financial stability, corporate and public donations give us the flexibility to launch new initiatives that may not be covered by government grants, yet closely align with our mission. In cultivating donor relationships, we also enhance our social capital through shared values with like-minded businesses and individuals.

Like many charitable organisations around the world, our fundraising efforts have been adversely impacted by the global economic downturn and the COVID-19 pandemic crisis. As a result of the ongoing

recession, many businesses have inevitably delayed their CSR projects due to a tightened budget. As ESG matters are becoming increasingly important for business continuity, corporates are looking for NGO partners who are able to create long-term positive impacts and contribute to the corporate ESG goals. In response to this growing trend, YMCA has called for a strategic review of an impact measurement framework in 2020/21 to improve data disclosure and provide clarity on the social return on investments to donors.

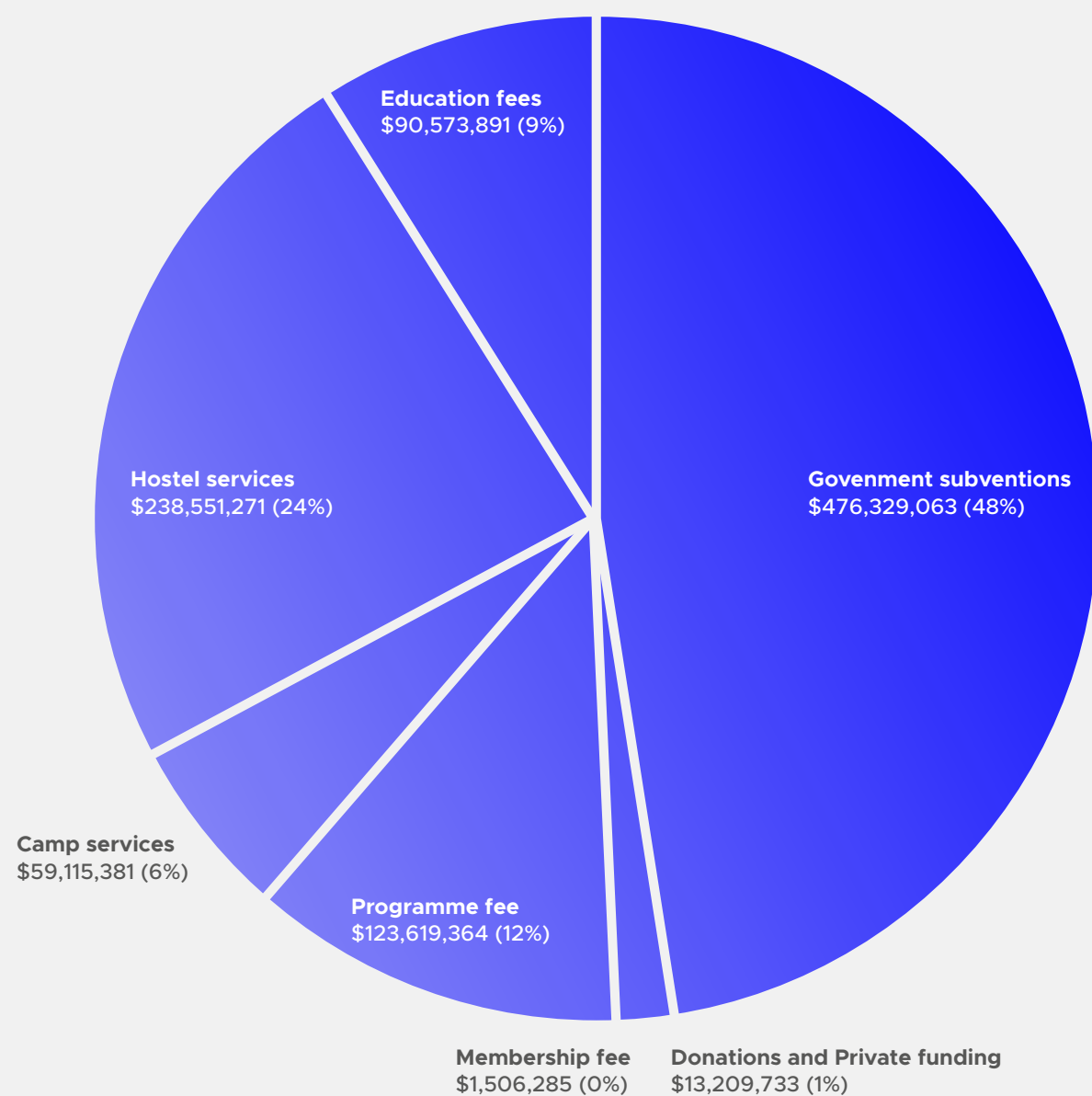


## OUR FINANCE

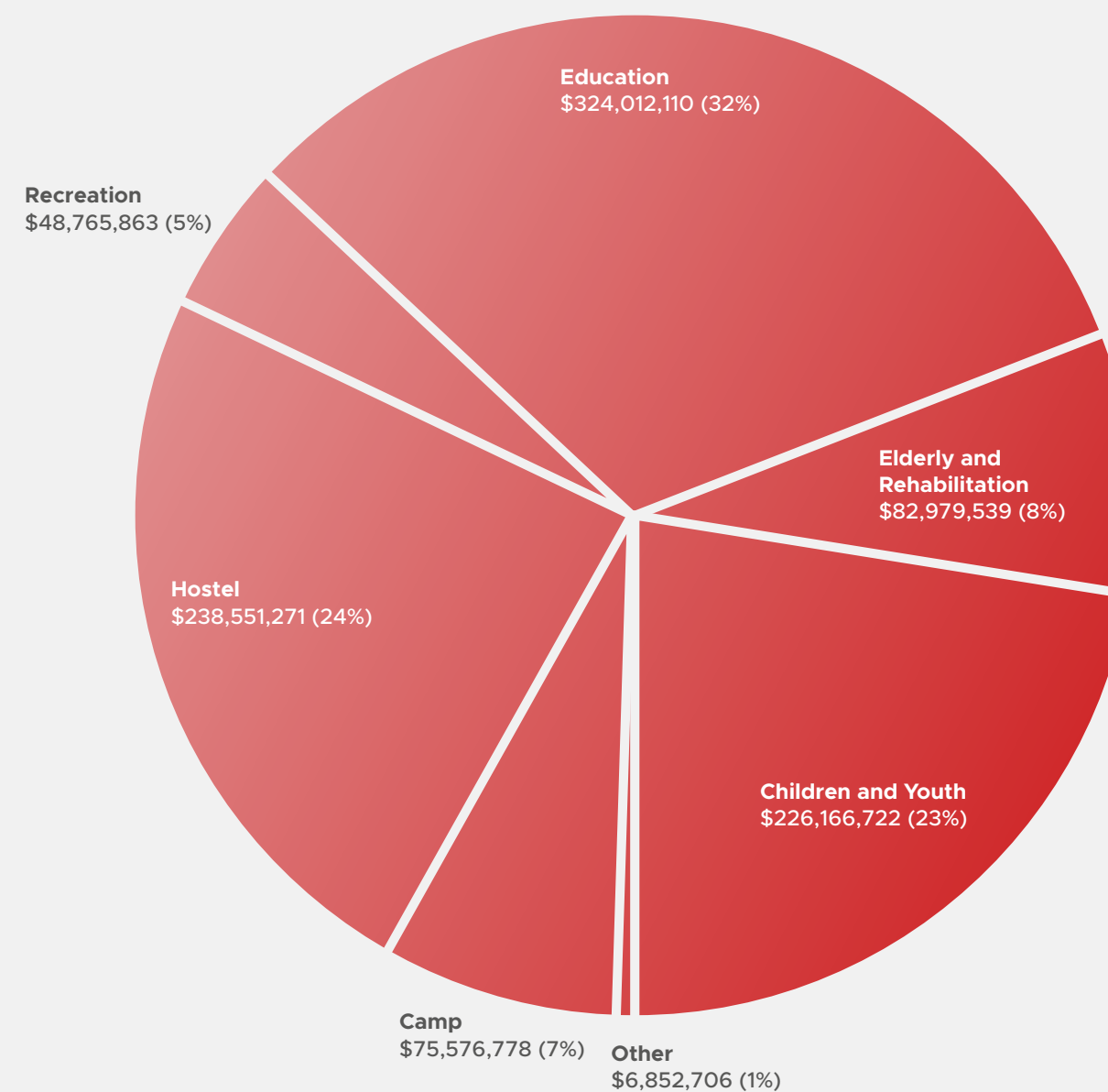
Provision of services and activities for the youth and the elderly remains a vital part of our everyday work at YMCA. During the reporting year, we have allocated more than half of our resources to education (32%) and services for children & the youth (23%), followed by camps & recreation (12%) and elderly services (8%). In addition to government funding (48%), which maintained the majority of our social and education services, we also received generous gifts from

corporate partners, charitable foundations, and private donors. Other revenue streams include hostel operations, schools, programmes and memberships. A summary of key sources of our income and expenditure in 2019/20 is outlined below. Donor list and financial statements are available in the **2019/20 Annual Report (page 90)**.

**Income source**



**Resource allocation**



# LOOKING FORWARD



Our goal is simple.

We want to continue doing what we are good at—promoting good health and wellbeing, quality education, peace and justice, and partnerships.

Our operations, however, are not without negative footprint. We rely on mother nature for energy, water, and raw materials. We make waste and generate pollution. We have responsibilities for the livelihood and wellbeing of some 1,600 employees.

Our existence impacts the world differently every day, which is why we have decided it is no longer enough to only look at the good. We want to make sure in everything we do, we are not hindering the progress of others.

Our vision is to be a future-fit organisation.

## OUR COMMITMENTS

### ENERGY

**Increase the use of renewable energy**

### WATER

**Improve water efficiency**

### POLLUTION

**Reduce harmful emissions and greenhouse gases**

### WASTE

**Reduce waste to landfill**

### PHYSICAL PRESENCE

**Protect the surrounding landscapes in the areas we operate in**

### PEOPLE

**Safeguard the health and wellbeing of employee/ community**

### DRIVERS

**Responsible sourcing and procurement**

The YMCA sustainability vision, in reference to Future-Fit Business Benchmark <sup>36</sup>. The specific targets are under review and will be available in 2021.



# APPENDIX: FACTS AND FIGURES

Environment	Classification	Unit	2019/20
<b>Air emissions</b>	Total	kg	38.16
	- SOx	kg	0.25
	- NOx	kg	37.9
<b>Greenhouse gas emissions</b>	Total	tCO <sub>2</sub> e	13,911
	- Scope 1	tCO <sub>2</sub> e	515
	- Scope 2	tCO <sub>2</sub> e	12,983
	- Scope 3	tCO <sub>2</sub> e	413
	Intensity	tCO <sub>2</sub> e/m <sup>2</sup>	0.13
<b>Waste</b>	Total	tonnes	1,700
	- Chemical waste	tonnes	2
	- Non-hazardous waste	tonnes	1,698
	Intensity	tonnes/m <sup>2</sup>	0.02
<b>Waste diverted from landfill</b>	Total	tonnes	58.79
	- Plastic	tonnes	4.32
	- Paper	tonnes	48.43
	- Metal	tonnes	3.14
	- Glass	tonnes	2.90
<b>Energy</b>	Consumption	kWh ('000)	21,330
	Intensity	kWh/m <sup>2</sup>	203.4
	Renewable energy produced and sold	kWh ('000)	55
<b>Water</b>	Consumption	m <sup>3</sup>	525,695
	Intensity	m <sup>3</sup> /m <sup>2</sup>	5.01

Youth services	Classification	Unit	2019/20
<b>Physical wellbeing</b> Observed improvement in physical health	Percentage affected	%	87
	Number affected	Person	3,286
	Total participants	Person	3,774
<b>Resilience</b> Observed an increase in confidence, emotional balance, and resilience	Percentage affected	%	81
	Number affected	Person	16,853
	Total participants	Person	20,884
<b>Leadership &amp; social skills</b> Observed improvement in leadership and social skills	Percentage affected	%	84
	Number affected	Person	2,911
	Total participants	Person	3,468
<b>Community belonging</b> Agreed that the activities help enhance their sense of belonging in the community	Percentage affected	%	89
	Number affected	Person	14,241
	Total participants	Person	16,081
<b>Career &amp; life goals</b> Followed the suggested career/life plan	Percentage affected	%	82
	Number affected	Person	4,446
	Total participants	Person	5,433
<b>Access to employment</b> Found employment after training	Percentage affected	%	54
	Number affected	Person	1,531
	Total participants	Person	2,837
<b>Cultural intelligence</b> Observed an increase in cultural quotient (CQ)	Percentage affected	%	84
	Number affected	Person	833
	Total participants	Person	992

\*The total number of participants and number affected only reflects the sample size and not the actual number of beneficiaries.

# FACTS AND FIGURES

## Elderly services

### Physical wellbeing

Observed improvement in physical health

Classification	Unit	2019/20
Percentage affected	%	99
Number affected	Person	3,572
Total participants	Person	3,607

### Mental wellbeing

Observed improvement in their mental and emotional health

Percentage affected	%	89
Number affected	Person	183
Total participants	Person	205

### Sense of purpose

Agreed that they have developed a higher sense of purpose

Percentage affected	%	99
Number affected	Person	2,577
Total participants	Person	2,591

### Social inclusion

Observed an increase in mutual understanding, respect, and appreciation between the younger and older generations

Percentage affected	%	78
Number affected	Person	257
Total participants	Person	328

## Employees

### Number of employees

Classification	Unit	2019/20
Total	Person	1,634

### Employee training

Training expenses per employee	HKD	925
Total training expenses	HKD million	1.5
Training hours per employee	Hours	13
Total training hours	Hours	21,997

### Health and safety

Work-related injury rate	%	4.41
Sickness absence	%	2.45

## Volunteers

### Number of volunteers

Classification	Unit	2019/20
Total	Person	12,954

### Volunteer training

Total training expenses	HKD	241,243
Total training hours	Hours	11,017

### Volunteer service

Average hours of service	Hours	9.11
Average years of service	Years	3.76

## Finance

### Resource allocation

Classification	Unit	2019/20
Total	HKD million	1,002.9
- Children & Youth	HKD million	226.17
- Elderly & Rehab	HKD million	82.98
- Education	HKD million	324.01
- Recreation	HKD million	48.77
- Hostel	HKD million	238.55
- Camp	HKD million	75.58
- Other	HKD million	6.85

### Volunteer training

Total	HKD million	1,002.9
- Government subventions	HKD million	476.33
- Donations and private funding	HKD million	13.21
- Membership fee	HKD million	1.51
- Programme fee	HKD million	123.62
- Camp services	HKD million	59.12
- Hostel services	HKD million	238.55
- Education fees	HKD million	90.57

\*The total number of participants and number affected only reflects the sample size and not the actual number of beneficiaries.



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