



ANNUAL REPORT **2015** 

# **CONTENTS**

Mission, Vision And Values	3
Foreword by Board Chair	Z
Executive Director's Report	5
2015 At A Glance	6
Financial Education	٤
Empowerment Education	11
Outreach	14
Advocacy And Communications	16
Fundraising	18
Institutional	19
Financial Statement	20
Our People	22
Our Partners	23

# **ABOUT ENRICH**

Enrich is the leading Hong Kong charity promoting the economic empowerment of migrant domestic workers.

We empower migrant domestic workers to invest in themselves through financial and empowerment education. Our workshops equip domestic workers with the tools to save, budget, and plan for a future with greater financial security while they are here in Hong Kong.

Since our establishment in 2007, we have welcomed:

**7,000**+ participants

390+ workshops

**35,000+** family members in home countries impacted

I've worked in Hong Kong for 20 years. I led a happy-go-lucky lifestyle with no savings. Then three years ago I got my wake-up call when my husband passed away. I was able to and needed to focus on what I learned at Enrich. Now, my eldest graduated and I have plans to go home – I did it, I don't know how, but I did it with the help of Enrich.

Violeta

# MISSION, VISION, VALUES

#### **Mission**

To empower migrant domestic workers in Hong Kong, regardless of nationality or background, to transform their lives through financial education and personal development programmes.

#### **Vision**

We envisage a world in which migrant domestic workers in Hong Kong are empowered and financially capable, achieving their life goals and creating positive long-term impact for themselves, their families and their communities.

#### **Values**

#### **EMPOWERMENT**

Empowerment lies at the heart of our organisation. We work to empower migrant domestic workers to take greater control of their finances and to realise their hopes for a better future.

#### **INCLUSION**

We strive towards inclusion in everything we do. We recognise migrant domestic workers as valuable members of Hong Kong society who deserve opportunities for personal and financial development regardless of nationality, language skills, or levels of education.

#### **COLLABORATION**

We realise that much more can be achieved if we work together with other organisations to achieve our mission and goals. We use a collaborative style in interacting both within our team and with our partners and participants.

#### **PASSION**

Passion and commitment are the driving force behind our people, who continuously prove to go above and beyond their responsibilities to serve our beneficiaries.

#### **INTEGRITY**

We strongly believe in transparency, honesty and accountability. We work independently from financial institutions and we do not sell or promote any financial products as part of our programmes.



# FOREWORD BY BOARD CHAIR

elcome to Enrich's 2015
Annual Report. Building
on the achievements of
2014, 2015 continued to
be a year of growth for Enrich. In
our mission to empower migrant
domestic workers in Hong Kong
to transform their lives through
financial education and personal
development programmes, we
educated over 1500 women and
reached many more through our
outreach work.

Institutionally, Enrich continued to grow as we welcomed a number of new staff, trainers and volunteers to our team. The organisation also went through a process of further institutionalisation and, with the support from pro-bono lawyers, we finalised important governance documents including the Enrich Code of Conduct, Staff Handbook and Board of Directors Manual. We also completed the Asian Charity Services strategic planning workshop to help ensure we remain focused on our vision and mission as we continue to grow.

Looking forward to 2016, as Enrich's profile continues to grow, we will remain focused on our core mission of educating and empowering more migrant women working as migrant domestic workers. We will also continue to focus on reaching domestic workers who are harder to reach but may need our help the most, and to develop prevention strategies that stop migrant women from spiraling into debt.

On behalf of the Board of Directors, I would like to extend my heartfelt thanks for the endless dedication and teamwork of our staff, trainers, interns, volunteers, pro bono professionals and partner organisations who have made it all possible.

# **Annelotte Walsh**Chair of the Board of Directors

# EXECUTIVE DIRECTOR'S REPORT

wrote in last year's Annual Report that 2015 was going to be our most ambitious year yet. Reflecting on the year gone by, I am proud to stand by this statement. Building on the institutional building blocks set down the year before, 2015 was our year for building a strong and passionate team around core, impactful programmes that asked migrant domestic workers to invest in themselves.

We saw our beneficiary numbers almost double to over 3,000 women, as we introduced brand new, topical workshops that spoke to the needs of migrant domestic workers in Hong Kong. Bitesize Financial Education - a compressed version of our cornerstone Money Wise Migrants workshop - attracted hundreds of new women to our programmes and forged new partnerships across the city.

A newly expanded programmes team worked hard to deliver relevant outreach programmes that not only attracted new programme beneficiaries but also attracted the support of corporate professionals, employers and students. This in turn benefitted us with hundreds of hours of skilled volunteering, vastly expanding our capacity and ensuring our efficiency.

Domestic workers who graduated from our programmes also joined forces to boost our outreach efforts, helping us talk with almost 1,000 domestic workers at large-scale community events this year. One such event saw the launch of Enrich's own mobile application – a new tool to continuously educate and engage beneficiaries in a fun and interactive way.

Elsewhere, we collaborated with consulates, domestic and home country government officials, non-profit organisations, and migrant worker organisations to promote the rights of migrant domestic workers. These efforts and successes were communicated to the Hong Kong community via

our active blog, and media partners helped us promote our work both in English and migrant worker languages.

All of this would not have been possible without the support of dedicated fundraisers who ran, climbed mountains, and balanced budgets for Enrich, bringing in new resources to support our efforts.

To everyone who invested in Enrich this year, whether you are a programme beneficiary, staff member, volunteer, fundraiser, employer, donor or partner – thank you for making our ambitions a reality in 2015. Your investment has helped Enrich grow, and will enable us to enrich, educate and empower many more women in the years ahead.

**Lenlen Mesina**Executive Director

# **2015 AT A GLANCE**

#### FINANCIAL EDUCATION **EMPOWERMENT EDUCATION OUTREACH MIGRANT DOMESTIC BITESIZE FINANCIAL MONEY WISE SPEAK UP MONEY AND FAMILY WORKERS MIGRANTS EDUCATION WORKSHOPS 690** empowered educated reached events **STUDENTS** workshops sessions **MENTORING** 305 **GROWING MY** reached events **MONEY** empowered workshops educated sessions paired with **EMPLOYERS** educated mentors **FINANCIAL LUNCH AND COUNSELLING LEARN** reached events workshops sessions **LONG-TERM SETTING UP MY MENTORING BUSINESS PROGRAMME** 86 educated 36 16 women paired users downloaded women received with a long-term the MoneyWise empowered events financial counselling sessions mobile application mentor

#### **IMPACT**

After attending Enrich workshops:

**58%** of participants were able to pay off some or all of their debts





74% feel more confident managing their debts 64% reduce spending



**68**%

use a monthly

budget

73% PERMONTH

talk with their family on how remittances will be spent



70%
now have a plan for their future

# **ADVOCACY AND COMMUNICATIONS**

1,600 social media engagements





27 blog posts



17
published articles in English

published articles in Tagalog or Bahasa

IIIII O

21
new
communication
materials



4 radio interviews



## **FUNDRAISING**

fun runs mountain climber 48
Balance on a Shoestring participants

HK\$1,977,353.85

# **INSTITUTIONAL**

new staff members

4 new trainers

volunteers

1,673 volunteer hours

# FINANCIAL EDUCATION



My mum is still working in Hong Kong after thirty years with no savings or insurance. Through her hard work, she put me through university. I've been here for eighteen months. At Enrich I've started to plan my goals. We wish Enrich was around when my mum arrived in Hong Kong.

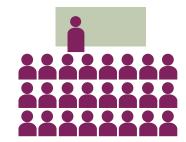
- Angelie

Approximately 330,000 women work as migrant domestic workers in Hong Kong earning a monthly salary of just over HK\$4210 and supporting an average of five family members back home. Enrich's Financial **Education Programme** equips migrant domestic workers with the tools and knowledge needed to achieve financial stability for themselves and their families. In 2015 we continued to deliver relevant, highly participatory workshops in migrant worker languages, and our new **Bitesize Financial Education** workshops hugely expanded our reach.



# Bitesize Financial Education

The biggest addition to our programme for 2015, Bitesize Financial Education offers migrant domestic workers a taster of our full Money Wise Migrants workshop. Sessions are provided in partner venues across Hong Kong and give participants tips and tools to stay on track with their finances. They also signpost to further support services and Enrich education programmes for those looking for more support.



690 educated 9 sessions

# **Money Wise Migrants**

Our core financial education workshop, Money Wise Migrants is an introduction to personal finance tailor-made for migrant domestic workers. Participants are encouraged to maximise their time as domestic workers by setting financial goals and plans. At the end of the workshop, participants have an understanding of debtmanagement, budgeting, and saving.



305

workshops

# **Growing My Money**

Growing My Money takes participants through a broad overview of investment concepts, tools and instruments. The workshop identifies essential questions for migrant domestic workers to ask before considering making an investment. Participants are encouraged to weigh options wisely for their savings as well as think ahead with retirement and insurance plans. Crucially, this course equips participants to avoid investment scams.



154 12
educated workshops

# **Setting Up My Business**

This two-session workshop is an introduction to entrepreneurship for those planning to start a business. Many migrant domestic workers have goals of setting up a business or already have one in their home country. These sessions cover basic business concepts, marketing, business finance, risks involved with setting up a business, and contingency plans when businesses fail.



86 16 workshops

# **Financial Counselling**

Financial counselling is available to migrant domestic workers in cases of financial crises or specific financial questions. Topics raised in financial counselling sessions in 2015 included severe debt concerns, insurance plans, retirement planning and business development.



women received financial counselling

# **Impact**

Pre and post workshop evaluation is incredibly important to Enrich to help us track our progress and determine where we are making an impact. Results from our 2015 Impact Evaluation Study found that after attending our workshops:

**58**%

of participants were able to pay off some or all of their debts



64% reduce spending



68% use a monthly budget



# **Next Steps**

- Continue to develop our Bitesize Financial Education course, enhancing content and improving sign-up rates to other Enrich workshops.
- Expand our reach across Hong Kong with workshops in new locations.
- Support graduates from our Financial Education Programme beyond the workshops with long-term mentoring and ambassador programmes.



All I have learnt at Enrich, I have shared with my family also. I'm excited for my sister because she's started to apply what I told her and started to plan ahead financially.

- Luisa

# **EMPOWERMENT EDUCATION**



Economic empowerment requires financial literacy but also self-confidence, effective communication and the ability to assert priorities. 2015 saw a number of new additions to our Empowerment Programme, addressing the social pressures on migrant domestic workers to provide for their families and communities here and back home.

# **Speak Up**

Speak Up workshop participants receive practical training on the principles of assertive communication. Participants learn how Hong Kong law protects them from different forms of harassment and discrimination while role-play exercises allow domestic workers to practice their newly acquired skills to tackle different forms of social pressure.



47 empowered

workshops

Fortunately, I have a very supportive employer who helped me manage my money and persisted in asking me to attend Enrich workshops, 'We don't want you to go back to the Philippines empty handed – you're not getting younger and you deserve more.'

Jeany



# **Money And Family**

Money is a difficult topic for many migrant domestic workers to raise with their families back home. New to our Empowerment Programme in 2015, Money and Family workshops emphasise the importance of balancing the needs of the domestic worker, her family, and her future. Participants learn how to involve and educate their children and relatives in money matters and how to support their family within their means.



26 empowered

workshops

# **Mentoring Workshop**

Our mentoring workshop is a unique opportunity for programme participants to review and build on the knowledge and tools acquired from the workshops they attended. Participants are paired with volunteer mentors to go over their progress on managing their finances. Mentoring is a huge motivator for programme graduates and an inspiring skills-based volunteering opportunity.



45
paired with

mentors

workshops



# **Long-Term Mentoring Programme**

Building on the success of our mentoring workshops, we launched Hong Kong's first long-term mentoring programme for migrant domestic workers in November. Focusing on personal finance, the 6-month long pilot programme offers domestic workers access to professional guidance and ongoing support to tackle specific financial goals.



paired with a long-term mentor



#### **Lunch And Learn**

Launched in March 2015, Enrich's Lunch and Learn series strives to address relevant and pressing issues faced by migrant domestic workers in Hong Kong. These free lunchtime sessions welcomed distinguished speakers to talk with domestic workers on a range of issues from distant parenting, effective writing, and legal rights. As part of this programme, Lingnan University partnered with Enrich to run a series of Lunch and Learn workshops towards the end of 2015 with a focus on migrant worker rights.



132 empowered **9** workshops

# **Impact**

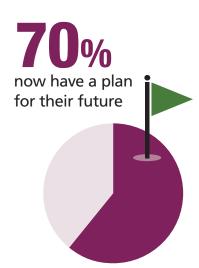
Results from our 2015 Impact Evaluation Study found that after attending our workshops:

73% talk with their family on how remittances will be spent



740/0 feel more confident managing their debts





# **Next Steps**

- Identify corporate partners to support Enrich's long-term mentoring programme.
- Build on the success of our Lunch and Learn series with new hot topics that inspire and motivate.
- Increase the number of Money and Family workshops and offer at partner venues across Hong Kong.



After Enrich's workshops, I'm teaching my daughter about spending money wisely. I teach her to make sure that she won't waste any of the snacks she buys. If there is any money left then she has a piggy bank – which is to be opened only when I go home for good.

Nerissa

# **OUTREACH**

I never had plans to go abroad, but ended up taking the opportunity of coming to Hong Kong to work as a domestic worker. I took it on without considering the realities. I met Enrich earlier this year and within a few months I was able to save a little. I'm thankful for many things the workshops made me realise.

- Malou



Outreach remained a high priority in 2015 as new and existing partners joined forces with Enrich to help spread the word on the importance of budgeting, saving and planning for the future. We introduced Enrich and our programmes to hundreds of migrant domestic workers, employers and students across Hong Kong and launched an interactive mobile application to engage migrant women in a new and fun way.

Being away from family for 21 years is hard and there have been times when my relationship with my husband was strained. After taking the Enrich workshops, I'm beginning to have plans and preparing for my retirement.

- Lita

# **Migrant Domestic Workers**

Enrich collaborated with several domestic worker organisations to deliver outreach events to almost 1,000 women across Hong Kong in 2015. Outreach to Indonesian domestic workers remained of high priority as our new Programme Officer forged partnerships with Indonesian associations and we held our biggest Indonesian Independence Day event yet. We also attended Philippine Independence Day celebrations on Chater Road and partnered with Pathfinders and Mission for Migrant Workers to offer financial health checks at two 'Migrant Health Matters' and two 'Give Care to Caregivers' events.

938

9

reached

outreach events



#### **Students**

Enrich is committed to raising social awareness amongst Hong Kong's next generation of employers of domestic workers. Which is why we were thrilled to be invited to talk with students from Island School, Li Po Chun United World College and Hong Kong University as well as providing information sessions to primary, secondary and university students visiting the office. We also welcomed a number of students as volunteers and launched our first Hong Kong University internship programme in the summer.

## **Employers**

Enrich shared the importance of financial education for domestic workers with employers at three major events in 2015. The first in May, saw Enrich talk with employers in Discovery Bay on the importance of women's empowerment. Later in the year we held information booths at a welcome event for French expatriate employers at the Aberdeen Marina Club in August, and the hugely popular 'Italian Day at Sandy Bay' market in December.

# Moneywise Mobile Application

Bringing in an exciting new era for the charity and taking advantage of the power of mobile technology, an outreach event in December saw the launch of Moneywise – Enrich's new budgeting and savings mobile application. Developed in partnership with JPMorgan Chase & Co's Force for Good Program, the application is designed to help migrant domestic workers visualise their dreams and set realistic targets to help them reach their goals.



# Newly Arrived Migrant Domestic Workers

Perhaps one of the most exciting developments for 2015 came in December when Enrich was invited to provide an introduction to financial education at the Indonesian consulate's welcome event for newly arrived domestic workers. Following the successful event, Enrich has been invited to take part in these events on a weekly basis from 2016 with the potential to reach hundreds of migrant women at the most critical time in their journey as a domestic worker.



**250** 

**3** events



**190** reached

3 events



users downloaded MoneyWise at the launch event

# **Next Steps**

- Target newly arrived domestic workers with welcome events and more introductory sessions at consulates.
- Build stronger relationships with employers and expat groups.
- Harness volunteer capacity of students and expand our schools network.

# ADVOCACY AND COMMUNICATIONS



In 2015 we continued to promote domestic worker rights and raise the profile of Enrich through planned advocacy campaigns, media outreach, and through participation in the influential Domestic Worker Roundtable.

I always encourage fellow migrant workers to not waste their time here. We all have degrees, and our jobs as drivers and domestic workers are temporary. Through Enrich's programmes, we can improve ourselves and continue to strive towards our goals. We cannot forget about going home. We have to go home and be innovators in our own ways, in our communities.

- Weena

# Domestic Worker Roundtable

Enrich played an active role in the newly formed Domestic Worker Roundtable in 2015 - a coalition of NGOs, academics and migrant worker associations working to promote the rights of migrant domestic workers in Hong Kong. The coalition, spearheaded by Legislative Council member Emily Lau, met on several occasions throughout the year to strategise action on key domestic worker right's issues. Several media outlets covered key meetings of the group and Enrich represented the coalition at several high-level government meetings in the Philippines in August.



# **Barclay's Citizenship Day**

As one of Barclay's charitable partners, Enrich was invited to host an event for their staff volunteer initiative - Citizenship Day - in March. The panel discussion on the financial vulnerability of migrant domestic workers was opened with a key-note address by The Hon Emily Lau, and followed by discussion from SCMP journalist Kristine Servando, Jennifer Meehan of Fair Employment Agency, and Enrich's Lenlen Mesina. Approximately 40 Barclays employees were present and fundraising in the lead up to the event raised over HK\$10,000 for Enrich.



#### **Communication Materials**

Enrich's communication materials received a face-lift in 2015. Our 21 new communication materials include banners, an updated syllabus, financial planners and posters translated in English, Bahasa Indonesia, and Chinese. Updated financial planners will be given to participants in the new year and include several moneymanaging tips and information about Enrich's workshops.



#### News

Enrich's programmes were covered in numerous media outlets in 2015 with 27 published articles, four radio interviews and two television programmes featuring our work. Alongside our quarterly newsletter we continued to publish relevant and interesting content on our blog, averaging one article every fortnight. We also ramped up our social media coverage with a new Enrich Facebook personality, 'Maria Enrich', and new profiles on LinkedIn and Twitter.



# **FUNDRAISING**



# **Balance on a Shoestring**

Balance on a Shoestring - the biggest addition to our fundraising calendar was launched in March 2015. Almost 50 participants, including teams from Barclays and Lingnan University, balanced a budget of \$83 per day - the amount of money a migrant domestic worker lives off after sending 50% of her salary home. Participants were set real life challenges and dilemmas that would ask them to make difficult choices and decisions. Following the success of this campaign, Balance on a Shoestring will become an annual event for Enrich.



48 fundraisers raised

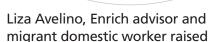
HK\$50,000

by participating in Balance on a Shoestring

Students, teachers and parents at Discovery Mind **Primary School raised** 

with a fun run





HK\$10,830.<sup>32</sup>

in her attempt to climb Island Peak in Nepal

Enrich's Project Officer, Victoria Ahn, raised

by giving up birthday presents





# INSTITUTIONAL

## **Operations Team**

Enrich's operations team more than doubled in size in 2015, welcoming talented and passionate professionals to support our outreach, programmes and communications efforts. Resources were invested in team development and staff and training team members undertook training in a range of topics including financial and investment planning, corporate social responsibility and NGO leadership. Some staff members were also paired with a mentor to support their career development.

#### **Volunteers**

In order to expand our capacity we invested time in volunteer resource management in 2015. As a result we welcomed a staggering 81 volunteers to our organisation who worked in varying capacities including mentoring, data entry, translation, outreach, project management, research and fundraising. In total, 1,673 volunteer hours were donated over the course of the year.

# **Training Team**

We recruited four new trainers to the Enrich training team in 2015, almost doubling the size of our training team. Each trainer undertook a rigorous induction process including 'train-the-trainer' workshops with existing trainers. We also instigated quarterly trainer meetings to discuss emerging trends and issues facing migrant domestic workers, ensuring workshop content stays relevant and fresh.

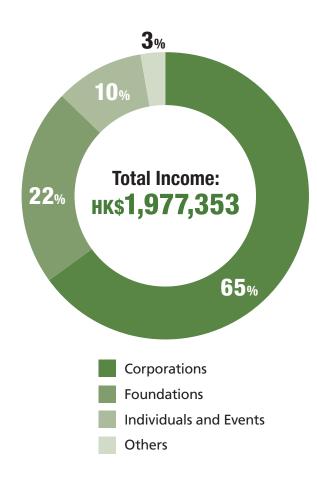


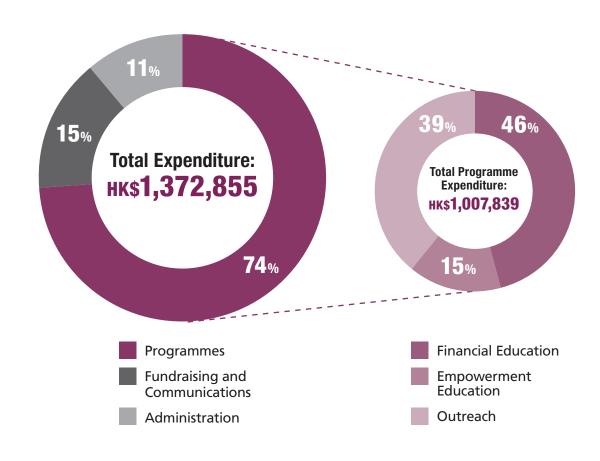






# **FINANCIAL STATEMENT**





# **Statement of Comprehensive Income**

as at 31 December 2015

	Year End 31 Dec 15 HK\$	Year End 31 Dec 14 HK\$
Income		
Donation Income	497,428.25	516,011.73
Funding Income	1,420,897.10	874,749.48
Other Income	59,028.50	47,977.95
	1,977,353.85	1,438,739.16
Less: Expenditure		
Programme	(1,007,839.18)	(541,294.16)
Administration	(153,891.61)	(110,403.92)
Fundraising	(211,123.99)	(78,750.00)
	(1,372,854.78)	(727,248.08)
Surplus/(deficit)	604,498.94	711,491.08

# **Statement of financial position**

	<b>2015</b> HK\$	2014 HK\$
Current Assets	пкэ	ПМЭ
Bank Balance	1,619,550.75	1.056,678.14
Other Receivables	15,635.68	8,394.66
Deposit and prepayments	37,537.43	31,349.45
Accounts receivable	30,871.22	_
	1,703,595.08	1,096,422.25
<b>Current liabilities</b>		
Accruals & other payables	(13,585.00)	(10,911.11)
	(13,585.00)	(10,911.11)
Net assets	1,690,010.08	1,085,511.14
Accumulated funds		
Reserve fund	142,806.85	142,806.85
General fund	1,547,203.23	942,704.29
	1,690,010.08	1,085,511.14

# **OUR PEOPLE**

#### **Board Of Directors**

**Abhishek Rawat** 

**Director and Treasurer** 

Gitanjali Harjani

Director of Human Resources and Operations

**Annelotte Walsh** 

**Board Chair** 

**Christina Kautzky** 

Director

**Daisy Dic Sze Tam** 

Director

**Isabelle Ensarguet** 

Director

**Myriam Bartu** 

Director and Co-Founder (until June 2015)

**Tim Carey** Director

# **Operations Team**

**Axelle Modrin** 

Programme Manager

**Emily Halsall** 

Director of External Relations

**Ethel Del Fierro** 

**Accounts Officer** 

**Hyurin Oktavia** 

Programme Officer (Indonesian Outreach)

Lenlen Mesina

**Executive Director** 

Tynna Mendoza

Programme Manager

Victoria Ahn

**Project Officer** 

# **Training Team**

**Agrina Sandri** 

Apriana Chrisnawati

**Betty Listianti** 

**Cecile Morais** 

**Ethel Del Fierro** 

**Lucinda Pike** 

**Trainers** 

**Ping Somporn Bevan** 

Senior Trainer

Raul Benjamin Puentespina

Head of Financial Education

#### **Volunteers**

Enrich was supported by 81 volunteers in 2015, to whom we are very grateful. Special thanks goes to:

**Armelle Ensarguet** 

Ella McCoy

Jay Bevan

Joaquin Del Fierro

Jona Puentespina

**Long Hin Shum** 

Ricardo Caiulo

**Sofia Singer** 

for data entry support

Chantelle Fister Lucinda Pike

for developing our long-term mentoring programme

Clara Chang

for fundraising and communications support

**Gia Burgos** 

**Hrisheek Panchmatia** 

Lilian Lai Sammy Tsui

Virpal Kaur

for research support

Iriz York

for communicatons and programmes support

Ivana Suradja Jio Rina Lookman Marilyn Janice Pritva Pravina

for Indonesian translation and outreach support

**Kay Dulay** 

for collating our impact evaluation and baseline survey findings

Help for Domestic Helpers team from the Li Po Chun United World College, for outreach support

**Pristine Remolona** 

for the development of Balance on a Shoestring

Sarah Ives

for administrative and programmes support

**Sonia Tsang** 

for Chinese translation support

# **OUR PARTNERS**

## **Major Donors**

who gave HK\$10,000 or more

American Chamber of Commerce American Women's Association

**Barclays** 

**BlackRock** 

**BNP Paribas** 

**Euroclear** 

Google

**Marden Foundation** 

Aasha Pai

**Kylie Uebergang** 

# **Programme Partners**

Association of Concerned Migrant Workers

**Bayanihan Kennedy Town Center** 

Caritas Asian Migrant Workers Social Service Project

**Christian Action** 

**Consulate General of Indonesia** 

Cornerstone International Church of God Hong Kong

**Couple's for Christ (Tsuen Wan group)** 

**Equal Opportunities Commission** 

**Helpers for Domestic Helpers** 

Indonesia Methodist Church

**International Domestic Workers** 

**Federation** 

**Island School** 

**La Petite Enfance** 

**Lingnan University** 

**Maid for You** 

**Methodist International Church** 

**Mission for Migrant Workers** 

**Pathfinders** 

**Philippine Consulate General** 

**Philippine Overseas Labor Office** 

**Sophro Sense** 

St. Jerome's Church

St. Paul's church

**TCK Learning Centre for Migrant** 

Workers

**UCKG HelpCentre** 

**Union of Nepalese Domestic** 

Workers

Vine Church

YMCA of Hong Kong

YWCA (Centre of Learning and

Life Enhancement)

# **Supporting Partners**

**Ales Group Asia Limited** 

**Asian Charity Services** 

a + b = 3 Ltd

Barclays

**Bauhinia Solutions** 

**Credit Suisse** 

**EXS Capital** 

**Fair Employment Agency** 

HelperChoice

HelpWise

**Hong Kong Accueil** 

**Italian Women's Association** 

JP Morgan Chase & Co

**Justice Centre** 

**King & Wood Mallesons** 

**Paul Hastings LLP** 

PIL Net

PricewaterhouseCoopers

**Ropes & Gray LLP** 





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