



# 德慧並重 善治為本

## GOVERNANCE

本章節回應相關 UNSDGs  
This chapter corresponding UNSDGs



## 機構管治

東華三院董事局透過定期會議及轄下各委員會，全面監督行政團隊的表現，並履行策略制定及與持份者溝通等職責，以確保本院所有營運活動符合相關法律規範、道德標準及社會責任。本院亦透過每年檢討及更新《機構管治守則》，持續提升管治水平。

為加強管治透明度，本院定期舉行顧問局與董事局聯席會議，並編纂季度工作報告，向顧問局匯報政策方向、重點事務及主要活動進展。董事局成員亦定期巡視屬下服務單位，直接了解前線運作狀況，確保服務質素與資源運用符合機構使命。

## Corporate Governance

The Board of Directors (The Board) oversees the executive team's performance through regular meetings and subordinate committees, and fulfils responsibilities including strategy formulation and stakeholder communication to ensure all TWGHs activities comply with the relevant legal requirements, ethical standards and social responsibility. The Group also continuously enhances its governance standards through annual review and updates of the Code of Corporate Governance.

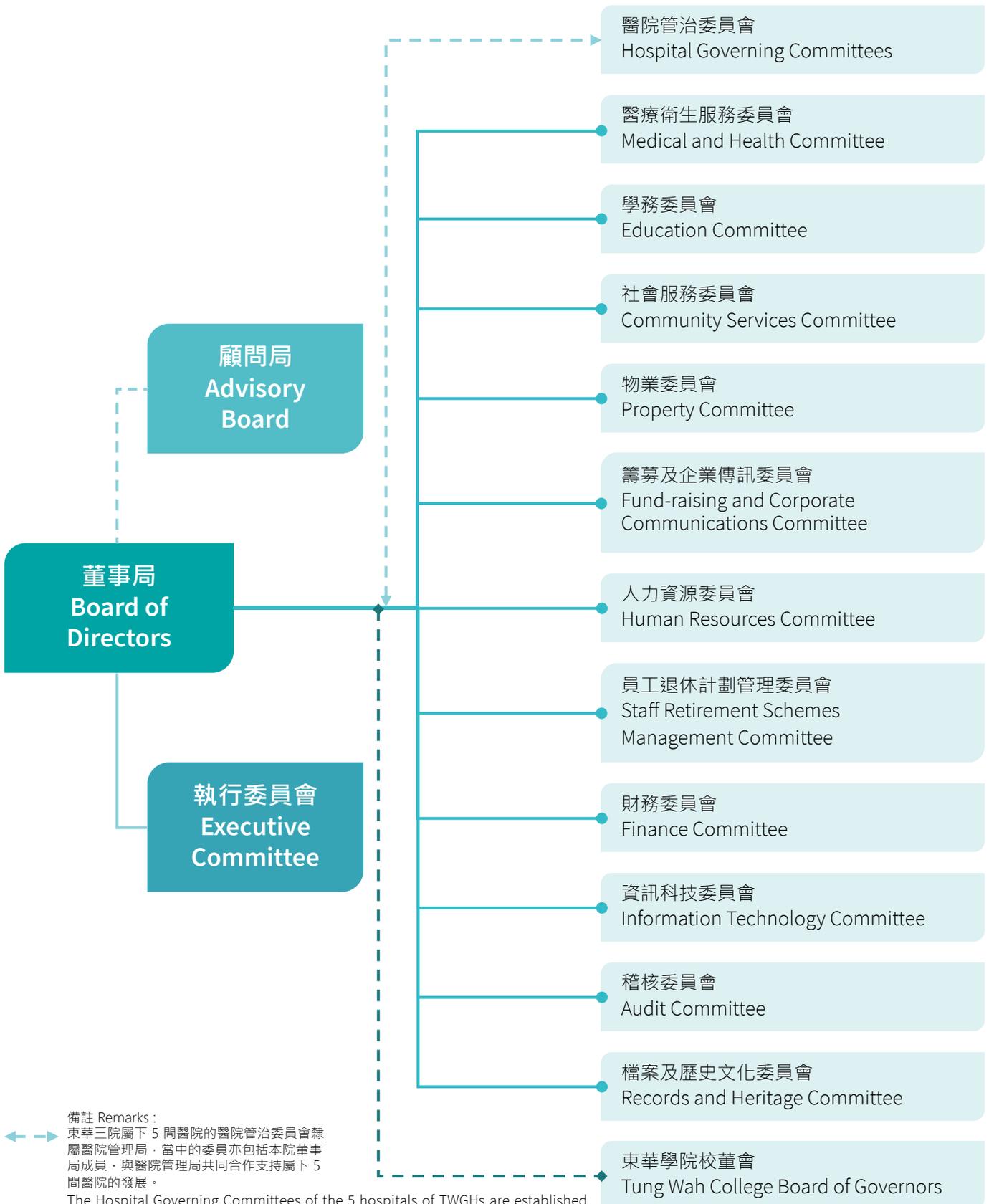
To strengthen governance transparency, the Group regularly convenes joint meetings between the Advisory Board and the Board of Directors, and compiles quarterly situation reports to report on policy directions, key matters and progress of major activities. Board members also conduct regular visits to service units to gain direct insight into frontline operations, ensuring service quality and resource allocation align with the Group's mission.



甲辰年董事局巡視東華三院 CookEasy 煮饌易生產中心。  
The Board of Directors 2024/2025 visited the TWGHs CookEasy Production Centre.



東華三院顧問局與甲辰年董事局聯席會議  
Joint Meeting between the TWGHs Advisory Board and the Board of Directors 2024/2025



備註 Remarks :

東華三院屬下 5 間醫院的醫院管治委員會隸屬醫院管理局，當中的委員亦包括本院董事局成員，與醫院管理局共同合作支持屬下 5 間醫院的發展。

The Hospital Governing Committees of the 5 hospitals of TWGHs are established under the Hospital Authority with members from the TWGHs Board of Directors, cooperating with the Hospital Authority to support the developments of the 5 hospitals.

東華學院由東華學院校董會負責管治，校董會主席、副主席及委員需經提名委員會推薦，由東華三院通過及委任。

Tung Wah College is governed by the Board of Governors, of which the Chairman, Vice-Chairman and Members are appointed by TWGHs from amongst the nominees recommended by the Nomination Committee and approved by TWGHs.

## 風險管理與內部監控

東華三院實施穩健的內部監控機制，確保了良好的管治、符合法規的要求及有效的風險管理。董事局轄下的稽核委員會由獨立成員組成，負責監督內部稽核職能。稽核科負責為本院各科、辦公室及服務單位（醫院除外）提供獨立和客觀的審核，以及內部監控諮詢工作，從而加強管治及合規狀況。稽核結果、管理層回應及改進計劃需向稽核委員會報告。

本院的外部審計師對財務狀況及合規性提供獨立意見。財務結果和核數師報告需向稽核委員會及財務委員會匯報。經審核的財務報表及核數師報告會向政府部門呈交及向相關持份者披露。

## Risk Management and Internal Control

TWGHs implements a robust internal control mechanism to ensure sound governance, regulatory compliance, and effective risk management. The Audit Committee under the Board, composed of independent members, oversees and monitors the effectiveness of internal audit function. Audit Division provides independent, objective appraisals and internal control consulting services to Divisions, Offices, and service units (except hospitals) to enhance the Group's governance as well as compliance with set rules and regulations. Audit findings, management responses and improvement plans are reported to the Committee.

The Group's external auditors offer independent assessments of financial situation and compliance. The financial results and auditor's reports are reported to the Audit Committee and the Finance Committee. The audited financial statements and auditor's reports are submitted to government departments and disclosed to relevant stakeholders.

### 2024/2025 年度內完成的稽核項目 Audit Assignments Completed in 2024/2025

- 特殊學校及宿舍稽核  
Audit on Special Schools and Boarding
- 長者日間護理中心稽核  
Audit on Day Care Centres for the Elderly
- 綜合家居照顧服務中心及改善家居及社區照顧服務稽核  
Audit on Integrated Home Care Service Centres and Enhanced Home and Community Care Services
- 專門服務稽核  
Audit on Specialised Services
- 安老院舍分配機構名額稽核  
Audit on Allocation of Places under Agency Quota for Elderly Homes
- 學校與學前教育社會工作服務及學生輔導服務稽核  
Audit on Social Work Services for Schools and Pre-primary Institutions, and Student Guidance Service
- 專門輔導服務稽核  
Audit on Specialised Counselling Services
- 廟宇及傳統文化服務稽核  
Audit on Temples and Traditional Cultural Services
- 新成立服務單位檢討  
High-level Reviews of New Service Units
- 物業租賃稽核  
Audit on Leasing of Rental Properties
- 《防範捐款被利用清洗黑錢指引》合規檢討  
Compliance Review on "Guideline for Anti-Money Laundering Related to Donation Collection"

## 合規與道德

東華三院制定了《機構管治守則》，為員工及董事局成員提供清晰的道德指引，當中涵蓋利益衝突申報、行為規範及誠信操守等要求，董事局及高層管理人員以身作則，為機構樹立典範。

本院嚴格執行利益衝突管理制度，所有潛在利益衝突均須主動申報，進行審核及制定防範措施。本院設有獨立投訴處理機制，嚴肅跟進每宗個案，同時全面保障舉報者免受任何形式的騷擾。

### 反貪污

東華三院對任何形式的貪污行為採取零容忍政策，透過全面實施反貪污措施，確保機構運作具備高度透明度、問責性與道德誠信，維護公共資源的正當使用。

## Compliance and Ethics

TWGHs has established the Code of Corporate Governance, providing clear ethical guidance for employees and Board members, covering requirements such as declaration of conflicts of interest, codes of conduct and standards of integrity. The Board and senior management are required to lead by example and uphold exemplary standards of probity.

The Group strictly manages any conflict of interest, requiring all potential conflicts to be declared, reviewed and mitigated through appropriate safeguards. The Group maintains an independent complaint-handling mechanism to follow up each case rigorously, while fully protecting whistleblowers from any form of retaliation.

### Anti-Corruption

TWGHs maintains a zero-tolerance policy towards any form of corruption. Through the comprehensive implementation of anti-corruption measures, the Group ensures high levels of transparency, accountability and ethical integrity, safeguarding the proper use of public resources.

### 「防貪及誠信管理講座」

### Knowledge Sharing Session on “Corruption Prevention and Integrity Management”

本院人力資源科於 2024 年 11 月 11 日舉辦「防貪及誠信講座」，由香港廉政公署代表擔任主講嘉賓，分享防貪條例及處理利益衝突和誠信的管理技巧。

The Human Resources Division organised a Knowledge Sharing Session on “Corruption Prevention and Integrity Management” on 11 November 2024. A representative from the Hong Kong Independent Commission Against Corruption (“ICAC”) was invited as the guest speaker sharing knowledge regarding the anti-corruption law/regulations and management skills in handling conflict of interests and integrity issues.



>200

行政人員、校長及單位主管參與培訓

Executives, school heads and centre supervisors attended the training

## 資訊科技管治

東華三院重視資訊科技安全，為員工、服務使用者及合作夥伴建立穩健可靠的資訊環境，嚴防資料外洩。資訊科技科負責制定與執行資訊科技安全政策，持續優化網絡基礎設施，加強系統防護能力。目前，本院資訊保管理系統已取得 ISO/IEC 27001:2022 認證標準，並嚴格維持每月服務可用性達 99% 以上，確保提供穩定數碼服務。

面對科技快速發展，本院定期檢視資訊安全標準、政策框架與控制措施，透過安全掃描識別潛在漏洞，並依據風險評估矩陣設計相應防護策略。

為加強員工網絡安全意識，本院積極推行相關培訓計劃，包括網絡攻防精英培訓暨攻防大賽、釣魚電郵演習 2024 等。本院亦獲香港互聯網註冊管理有限公司頒發「共建員工防火牆」嘉許計劃 2024「金級」認可，肯定本院在網絡安全文化方面的卓越成效。

## Information Technology Governance

TWGHs places strong emphasis on information technology (“IT”) security, establishing a robust and reliable digital environment for employees, service users and partners to prevent data breaches. The Information Technology Division (“ITD”) is responsible for formulating and implementing IT security policies, continuously enhancing network infrastructure and strengthening system protection capabilities. The Group’s Information Security Management System (“ISMS”) has attained certification to the ISO/IEC 27001:2022 standard and achieved over 99% service availability every month, ensuring consistent delivery of stable digital services.

In response to the rapid evolution of technology, the Group regularly reviews its IT standards, policy frameworks and control measures, identifying potential vulnerabilities through security scans and developing corresponding protective strategies based on the risk assessment matrix.

To reinforce staff awareness of cybersecurity, the Group actively implements relevant training initiatives, including the Cyber Attack and Defence Elite Training cum Tournament, and the Ethical Phishing Email Campaign 2024. The Group has also been awarded the “Gold” recognition tier under the Cyber Security Staff Awareness Recognition Scheme 2024 by the Hong Kong Internet Registration Corporation Limited, recognising the Group’s outstanding efforts in cultivating a cybersecurity-aware culture.



東華三院於「共建員工防火牆」嘉許計劃中獲得「金級」認可級別。

TWGHs attained the “Gold” recognition tier in the Cyber Security Staff Awareness Recognition Scheme 2024

## 可持續管治架構

本院已成立環境督導委員會和環境工作小組，自上而下推動可持續發展理念，融入服務與營運，持續履行機構責任。

## Sustainability Governance Structure

The Group has established the Environmental Steering Committee and Environmental Working Group to promote a top-down integration of sustainability principles into service delivery and daily operations, continuously fulfilling its organisational responsibilities.



## 持份者參與及溝通

東華三院十分重視與持份者的溝通，透過多元溝通渠道，讓各界了解本院在社會不同層面所擔當的角色，以及如何善用資源支援有需要人士。本院與持份者保持緊密聯繫，並適時回應意見，提升各項措施的質素。

為確保資訊公開透明，本院出版年度報告、月刊及宣傳刊物，詳述各項活動進展、成果與未來規劃，讓持份者掌握本院運作情況，並參與及監督本院的可持續發展歷程，促進雙向互動與協作。

本院致力與機構持份者建立穩固合作關係。董事局成員每年遠赴北京與中央政府官員進行官式會面，深入交流並探討本院在中西醫療、教育及社會服務領域的最新發展與未來規劃，加強內地與香港在多領域的交流與合作。同時，董事局亦定期與香港政府部門和相關機構會面及討論，以加強協作，回應社會未來需求。

## Stakeholder Engagement and Communication

TWGHs places great importance on the communications with its stakeholders. Through diversified communication channels, the Group ensures stakeholders are informed of its roles across various social domains and how resources are strategically deployed to support those in need. Maintaining close dialogue and timely responses, the Group enhances the quality of the implementation of its initiatives.

To uphold transparency, TWGHs publishes annual reports, monthly bulletins and promotional materials, detailing progress, achievements and future plans. This enables stakeholders to understand the Group's operations, actively monitor and participate in its sustainability journey, and foster meaningful collaboration.

The Group is committed to fostering solid collaborative relationships with institutional stakeholders. Each year, the Board travels to Beijing for Delegation met with Central Government officials, engaging in in-depth dialogue to discuss the Group's latest developments and future plans in the fields of Chinese and Western medicine, education, and social services and deepening exchanges and cooperation between the Mainland and Hong Kong across multiple sectors. Meanwhile, the Board also holds regular meetings and discussions with Hong Kong Government and Organisations to strengthen collaboration and respond to future societal needs.



甲辰年董事局訪京之旅  
Beijing tour of the Board of Directors 2024/2025

## 持份者及溝通渠道

## Stakeholders and Communication Channels

持份者組別 Stakeholder Group	溝通渠道	Communication Channels
員工 Employees	<ul style="list-style-type: none"> <li>• 內聯網</li> <li>• 電話直線</li> <li>• 內部會議</li> <li>• 機構網站</li> <li>• 員工活動</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• Direct Line</li> <li>• Internal Meetings</li> <li>• The Group's Website</li> <li>• Staff Activities</li> </ul>
政府與監管機關 Government and Regulatory Authorities	<ul style="list-style-type: none"> <li>• 會議與交流活動</li> <li>• 機構資訊披露</li> <li>• 公開報告</li> <li>• 機構網站</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and Exchange Activities</li> <li>• The Group's Information Disclosure</li> <li>• Public Reporting</li> <li>• The Group's Website</li> </ul>
合作 / 營運伙伴 Operation Partners	<ul style="list-style-type: none"> <li>• 機構網站</li> <li>• 日常溝通</li> <li>• 專案合作與會議</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's Website</li> <li>• Daily Communication</li> <li>• Project Cooperation and Meetings</li> </ul>
供應商 Suppliers	<ul style="list-style-type: none"> <li>• 機構網站</li> <li>• 日常溝通</li> <li>• 供應商評估及審核</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's Website</li> <li>• Daily Communication</li> <li>• Supplier Evaluation and Review</li> </ul>
義工 Volunteers	<ul style="list-style-type: none"> <li>• 機構網站</li> <li>• 公開報告</li> <li>• 慈善活動</li> <li>• 義工活動</li> <li>• 問卷調查</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's Website</li> <li>• Public Reporting</li> <li>• Charitable Events</li> <li>• Volunteering Activities</li> <li>• Survey</li> </ul>
服務使用者 Service Users	<ul style="list-style-type: none"> <li>• 機構網站</li> <li>• 服務中心</li> <li>• 慈善活動</li> <li>• 義工活動</li> <li>• 問卷調查</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's Website</li> <li>• Service Centres</li> <li>• Charitable Events</li> <li>• Volunteering Activities</li> <li>• Survey</li> </ul>
贊助人 / 捐款者 Sponsors / Donors	<ul style="list-style-type: none"> <li>• 機構網站</li> <li>• 公開報告</li> <li>• 慈善活動</li> <li>• 籌款活動</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's Website</li> <li>• Public Reporting</li> <li>• Charitable Events</li> <li>• Fund-raising Activities</li> </ul>

## 重要性評估

東華三院主動辨識持份者最為關注的核心議題，確保可持續發展策略有效落實執行。本院建立了一套全面的 ESG 議題框架，並透過重要性評估，篩選出同時影響持份者權益與本院長期發展的關鍵領域，使資源配置與行動規劃更具針對性與前瞻性。

為了全面掌握各科 / 辦公室在推動 ESG 工作上的實際進展與面對的挑戰，加強跨部門協作，本院邀請了各科 / 辦公室管理層參與深入的意見調查及數據收集，確保可持續發展目標在各營運層面有效落實。

## Materiality Assessment

To ensure the effective implementation of sustainable development strategy, TWGHs proactively identifies priority issues of greatest concern to stakeholders as it embeds ESG principles into daily operations. The Group developed a comprehensive ESG issues framework and conducted a materiality assessment to pinpoint key areas impacting both stakeholder interests and the Group's long-term development — enabling more targeted and forward-looking allocation of resources and action planning.

The Group invited and conducted in-depth interviews with management representatives across all divisions/offices to gain a comprehensive understanding of their progress and challenges in advancing ESG initiatives, to enhance cross-divisional collaboration and ensure the steady implementation of sustainability goals at every operational level.

### 01 識別 Identification

- 本院結合市場趨勢、同業基準、ESG 評級機構及國際報告指南，並依據本院服務範疇，從 6 大面向識別出 25 項潛在重大 ESG 議題。By analysing market trends, peer benchmarks, ESG ratings and global frameworks, the Group identified 25 material ESG issues across 6 key aspects, aligned with its service scope.

### 02 分析 Analysis

- 邀請員工、義工、供應商、服務使用者等內外持份者完成線上問卷，評分 25 項議題之重要性，以分析其對各持份者群組的影響程度。Internal and external stakeholders (staff, volunteers, suppliers, service users) rated the 25 issues via online survey to assess their relevance to each group.

### 04 核實 Verification

- 高度重要議題將優先納入可持續發展策略，並由環境督導委員會審閱核實，確保回應持份者期望。High-priority issues are integrated into sustainability strategy, reviewed and verified by the Environmental Steering Committee to align with stakeholder expectations.

### 03 評估 Assessment

- 從「對持份者的重要性」與「對本院的重要性」兩維度評估議題優先級，並依 6 大面向排序。Issues were assessed by two dimensions — “Importance to Stakeholders” and “Importance to TWGHs” — and ranked across 6 aspects.

下表展示了本院按不同議題類別進行的重要性議題排序，每個類別中排名第一的議題為「高度重要議題」。此調查有助於訂立本院未來可持續發展的方向，爭取各方面平衡發展。

The table below ranks ESG issues by category, with the top-ranked issue in each category classified as “Highly Material”. This assessment guides the Group in shaping the future sustainability strategy and promoting balanced development across all areas.

## 環境 Environment

排名 Ranking	議題 Issues
1.	水資源管理 Water Management
2.	廢物管理 Waste Management
3.	綠色建築 Green Building
4.	氣候變化 Climate Change
5.	碳排放 Carbon Emission
6.	能源效率 Energy Efficiency

## 僱傭 Employment

排名 Ranking	議題 Issues
1.	合規僱傭 Compliance Employment
2.	員工多元與包容 Employee Diversity and Inclusion
3.	職業安全與健康 Occupational Safety and Health
4.	員工培訓和發展 Employee Training and Development
5.	員工薪酬和福利 Employee Remuneration and Benefits

## 供應鏈管理 Supply Chain Management

排名 Ranking	議題 Issues
1.	負責任供應鏈 Responsible Supply Chain
2.	綠色採購 Green Procurement

## 管治 Governance

排名 Ranking	議題 Issues
1.	機構管治及風險管理 Corporate Governance and Risk Management
2.	道德操守與反貪污 Ethics and Anti-corruption
3.	數據私隱與安全 Data Privacy and Security

## 社區 Community

排名 Ranking	議題 Issues
1.	社會共融 Social Inclusion
2.	可持續社區 Sustainable Community
3.	文化和歷史保育 Cultural and Heritage Preservation
4.	社會公義與人權 Social Justice and Human Rights
5.	社區發展與參與 Community Development and Engagement
6.	社區健康與福祉 Social Health and Well-being
7.	社區教育和發展 Education and Development

## 籌款 Fund-raising

排名 Ranking	議題 Issues
1.	籌款道德操守 Fund-raising Ethics
2.	市場營銷傳播 Marketing Communication

## 持份者訪談

此外，本院主動邀請外部持份者參與意見調查，藉以收集專業、獨立的第三方觀點，提升報告深度及公信力，參與者涵蓋本院的合作 / 營運伙伴、贊助人 / 捐款者、供應商等關鍵持份者。所有收集到的意見均經整理分析，並納入本年度報告的編制考量與未來改善方向。

## Stakeholder Interview

In addition, the Group proactively invited external stakeholders to participate in a survey, aiming to gather professional and independent third-party perspectives to enhance the content and credibility of the Report. Participants included key stakeholders such as the Group's collaboration / operational partners, sponsors / donors, and suppliers. All feedback collected was organised and analysed, and has been considered in both the current report's development and the roadmap for future improvements.

### 專訪 1 以誠信與共融推動可持續慈善

東華三院高興邀請得長期合作夥伴、亦同為本院的捐款者，分享其作為慈善機構及捐款者的雙重視角。該機構於內地捐建近一百所希望學校，並連續九年冠名支持「愛心滿東華」慈善晚會，以下對話節錄自 2025 年與該機構的訪談內容，展現真實聲音與 ESG 見解。

### Interview 1 Driving Sustainable Philanthropy through Integrity and Inclusion

TWGHs is glad to have invited a long-standing partner and donor to share insights from the dual perspectives of both a charitable organisation and a benefactor. This organisation has funded nearly 100 Hope Schools on the Mainland and has served as the title sponsor of the Free Medical Services Donation Scheme cum Charity Dinner Show for nine consecutive years. The following excerpts are drawn from the interview with this organisation conducted in 2025, reflecting authentic voices and ESG perspectives.

#### 關注 ESG 議題：籌款道德操守、環境保護、可持續社區

ESG Focus Areas: Ethical Fund-raising, Environmental Protection, Sustainable Communities



**本地挑戰與機遇：透明與成效奠定信心****Local Challenges and Opportunities: Transparency and Impact Build Trust****問：****Q：****香港慈善團體眾多，慈善機構該如何贏得公眾支持？如何確保籌款透明度？****With numerous charitable organisations in Hong Kong, how can a charity earn public support? How can fund-raising transparency be ensured?**

**答：**香港市民的善心與慷慨，是我們所有慈善工作得以推行的基石。我們在參與大型慈善活動時，亦堅持清晰角色定位。向公眾清晰地傳達我們的宗旨，讓捐款者在眾多選擇中認同並支持我們，是一項持續的挑戰。

貴院的年報內容詳盡，財務報表清晰，對各項服務的開支和受惠人次都有具體的數據支持。此外，貴院亦曾安排我們一眾管理層和捐款者參觀重建後的廣華醫院，使我們能親身了解先進的醫療設備與服務流程，從而清楚知道善款的去向。

**A:** The kindness and generosity of Hong Kong citizens form the cornerstone upon which all our charitable work is carried out. When participating in large-scale charitable events, we also maintain a clear role identity. Clearly communicating our mission to the public so that donors can identify with and support us among many choices is an ongoing challenge.

TWGHs' annual report contains detailed content, clear financial statements, and specific data supporting expenditures and the number of beneficiaries across all services. Furthermore, the Group once arranged for our management team and fellow donors to visit the redeveloped Kwong Wah Hospital, enabling us to personally understand the advanced medical equipment and service processes, thereby clearly knowing where our donations are directed.

**問：****Q：****在捐款者及捐款資料處理方面，有何令您安心的保密措施？****What confidentiality measures reassure you regarding donor data handling?**

**答：**從我們遞交一張支票，到名字出現在年報的芳名錄上，整個流程中的每一個環節，我們都能感受到貴院對保密工作的重視。在刊登任何鳴謝或表彰資訊前，貴院的職員總會與我們進行再三溝通和確認；而在我們進行捐款或參與活動時，貴院總會清晰地告知，所收集的資料將用於何種指定用途，並提供選項讓我們決定是否願意接收未來的通訊。再加上通訊選項可隨時要求修改或刪除資料，這種尊重捐贈者意願、公開透明的做法，讓我們感到自己的私隱權利得到了充分的尊重。

**A:** From the moment we submit a cheque until our name appears in the donor list of the annual report, we can feel the Group's emphasis on confidentiality at every step of the process. Before publishing any acknowledgment or recognition information, the Group's staff always communicate and confirm with us repeatedly; and when we make donations or participate in activities, the Group always clearly informs us of the specific purposes for which the collected data will be used, and provides options for us to decide whether we wish to receive future communications. In addition, we can always modify or remove the communication information. This respectful, open, and transparent approach makes us feel that our privacy rights are fully respected.

## 環境責任：環保即行善的新領域

## Environmental Responsibility: Environmental Protection as a New Dimension of Philanthropy

問：

Q：

慈善機構該如何平衡環保資源的投入與機構基本服務需求？

**How should charitable organisations balance investments in environmental resources against their core service needs?**

**答：**從捐款者的角度來看，我們希望捐款能夠最有效地幫助到社會上有需要的人。這是我們捐款者捐助的初心，也是貴院服務的根本。因此，我們認為平衡這個問題的首要原則是：任何環保資源的投入，都不應削弱或影響到貴院現有的核心服務，尤其是贈醫施藥、安老扶幼這些直接關係到民生福祉的項目。

第二，把環保投資視為一種能提升長遠營運效益的策略性投資。例如在院舍天台安裝太陽能板，更換節能空調或引入廢物管理系統，初期或需投入，但長期節省的開支，將會是一筆非常可觀的持續性資源。這些被「節省」出來的資金，便可以重新投放到前線服務上，等同於增加服務資源。在這種情況下，環保投入非但沒有與基本服務爭奪資源，反而為基本服務創造了新的資源。

第三，將環保理念融入服務質量提升的一環。更好的通風、無毒裝修物料、綠化空間，能直接提升長者身心健康。當捐款者看到環境改善帶來的生活質素提升，便會認同這筆錢用得其所。

**A:** From a donor's perspective, we hope our donations can most effectively assist those in need in society. This is the original intention behind our donations and also the foundation of the Group's services. Therefore, we believe the primary principle for balancing this issue is that any investment in environmental resources should not weaken or affect the Group's existing core services, especially projects directly related to public welfare such as providing free medical care and medicine, elderly care, and child support.

Second, environmental investments are regarded as strategic investments that enhance long-term operational efficiency. For example, installing solar panels on building rooftops, replacing air conditioning systems with energy-efficient models, or introducing waste management systems may require initial investment, but the long-term savings will constitute a substantial and sustainable resource. These "saved" funds can then be reinvested into frontline services, effectively increasing service resources. In this scenario, environmental investment not only avoids competing with basic services for resources but actually creates new resources for them.

Third, environmental concepts are integrated into service quality enhancement. Better ventilation, non-toxic renovation materials, and green spaces can directly improve the physical and mental health of the elderly. When donors see the improved quality of life resulting from environmental enhancements, they will agree that the money has been well spent.

問：

Q:

希望獲得到東華三院哪些與環保相關的訊息？在環境保護項目上有哪些潛在合作機會？

**What environmental-related information would you like to receive from TWGHs? What potential collaboration opportunities exist in environmental protection projects?**

**答：**一是實際教育，如安排「綠在天后」或「東華三院環保村」導賞團，讓市民親身體驗低碳生活；讓市民看到投入的長遠社會效益並更願意支持相關項目。二是宏觀藍圖，希望在報告中看到整體可持續發展策略，明白環保如何融入貴院的使命。三是量化成效，例如「本年度節省二十萬電費，已全數用於額外百位長者膳食」—這樣的連結極具說服力，展現一舉兩得的價值。

雖然慈善機構背景有所不同，但作為同樣關心社會福祉的慈善機構，我們都有責任在日常營運中推動可持續發展。在環境方面，可以嘗試共同推動「綠色建築」理念，於未來的宗教設施或 貴院醫療或社服單位引入節能及可再生能源設計，並舉辦教育活動，提升市民對可持續生活的認識。

**A:** First, practical education, such as arranging guided tours of “GREEN@TIN HAU” or the “TWGHs E-Co Village,” allowing the public to personally experience low-carbon living; enabling citizens to see the long-term social benefits of investment and become more willing to support related projects. Second, a macro-level blueprint: we hope to see an overall sustainable development strategy in reports, understanding how environmental protection is integrated into the Group’s mission. Third, quantified outcomes—for example, “This year’s electricity savings of HK\$200,000 have been fully allocated to provide meals for an additional 100 elderly persons”—such linkages are highly persuasive and demonstrate dual benefits.

Although charitable organisations have different backgrounds, as institutions equally concerned with social well-being, we all have a responsibility to promote sustainable development in daily operations. Regarding the environment, we could jointly promote the concept of “green buildings,” introducing energy-efficient and renewable energy designs into future religious facilities or the Group’s medical and social service units, and organise educational activities to enhance public awareness of sustainable living.

### 本院結語

#### TWGHs’ Closing Remarks

此次與捐款者的對話，再次提醒本院：信任是慈善的根基，而透明度與尊重是建立信任的關鍵。透過開放溝通、接納意見並落實改變，本院不僅加深了夥伴關係，更展示道德籌款的核心價值。

This conversation with donors once again reminds the Group that trust is the foundation of philanthropy, and transparency and respect are key to building trust. Through open communication, accepting feedback, and implementing changes, the Group not only deepens partnerships but also demonstrates the core values of ethical fund-raising.

## 專訪 2 共築低碳供應鏈 實踐可持續使命

東華三院誠邀重要合作夥伴，分享其在可持續採購、綠色生產與行業標準方面的實踐洞見。作為本院醫療服務的供應商，不僅嚴格把關產品品質，更積極推動生產環節的低碳轉型。以下節錄自 2025 年持份者訪談內容，展現供應商視角下的 ESG 協作成果與未來願景。

## Interview 2 Co-Building a Low-Carbon Supply Chain to Fulfil Sustainable Mission

TWGHs sincerely invites a key partner to share practical insights on sustainable procurement, green production, and industry standards. As a supplier of the Group's medical services, this partner not only rigorously ensures product quality but also actively promotes low-carbon transformation in production processes. The following is excerpted from 2025 stakeholder interview, showcasing ESG collaboration outcomes and future aspirations from the supplier's perspective.

**關注 ESG 議題：負責任供應鏈、可持續採購、碳排放**

ESG Focus Areas: Responsible Supply Chains, Sustainable Procurement, Carbon Emissions

## 攜手實現節能減廢

## Achieving Energy Savings and Waste Reduction Together

問：

在環保與可持續發展方面，雙方有哪些協同效應？

**In terms of environmental protection and sustainable development, what synergies exist between both parties?**

**答：**我司的政策與東華三院綠色採購政策一致，採取一系列措施來提高能源效益和緩解氣候風險，共同達到減碳目的，保護環境。我司通過國際標準化整合減碳要求，保障東華三院用藥療效及安全，將 ESG 因素納入採購決策，以提高供應鏈的整體可持續性和彈性。這促使我們也在生產端持續改進，例如縮短乾燥時間、回收餘熱、精準控電等；而在檢測環節中，綜合各國家及地區檢測標準，減少檢測能耗。我司亦計劃於未來幾年通過安裝太陽能電池板來減少溫室氣體排放；形成「上游減碳、下游節能」的良性循環。

**A:** Our company's policies align with TWGHs' Green Procurement Policy. We have adopted a series of measures to improve energy efficiency and mitigate climate risks, jointly achieving carbon reduction goals and protecting the environment. We integrate carbon reduction requirements through international standardisation to ensure the efficacy and safety of medicines supplied to TWGHs, incorporating ESG factors into procurement decisions to enhance the overall sustainability and resilience of the supply chain. This has driven us to continuously improve on the production side, for example, by shortening drying times, recovering waste heat, and precisely controlling electricity usage; and in the testing phase, by consolidating testing standards from various countries and regions to reduce energy consumption in testing. We also plan to install solar panels in the coming years to reduce greenhouse gas emissions, creating a virtuous cycle of "carbon reduction in upstream and energy saving in downstream."

### 支持普惠醫療服務

### Supporting Accessible Healthcare

問：

Q:

面對市民對中醫接受度的挑戰，雙方可如何發揮更大影響力？  
Faced with public challenges in accepting traditional Chinese medicine (TCM), how can both parties exert greater influence?

答：目前不少市民仍將中醫定位於「調理」而非「治療」，部分年輕一代對傳統理論理解有限，加上市場產品良莠不齊，影響整體信譽。正因如此，東華三院的角色尤為關鍵，貴院提供的中醫服務兼具專業性與公益性，成為公眾認識中醫的重要窗口。

我們觀察到，貴院近年積極舉辦健康講座、社區義診，並推動中西醫結合項目，例如針對癌症康復或中風後療程，讓更多人親身體驗中醫的實際成效。若未來能進一步整合數據分析，建立常見病症的標準化治療方案，配合遠程治療可以讓更多市民更加容易接受到專業醫療服務。而在貴院任何一個中醫發展過程中，我司都會堅守藥物品質，不斷自我提升，令貴院服務不會有後顧之憂。

**A:** Currently, many citizens still view TCM as “health maintenance” rather than “treatment”; some younger generations have limited understanding of traditional theories, and inconsistent product quality in the market affects overall credibility. Precisely for this reason, TWGHS’ role is particularly crucial; the TCM services provided combine professionalism and public benefit, serving as an important window for the public to understand TCM.

We have observed that in recent years, the Group has actively organised health seminars and community free clinics, and promoted integrative Chinese-Western medicine programmes—for example, for cancer recovery or post-stroke rehabilitation—allowing more people to personally experience the tangible effectiveness of TCM. If data analytics could be further integrated in the future to establish standardised treatment protocols for common conditions, combined with telemedicine, more citizens could more easily access professional medical services. Throughout any stage of the Group’s TCM development, our company will steadfastly uphold medicine quality, continuously improve ourselves, and ensure the Group’s services are worry-free.



## 攜手參與公益 傳承慈善精神

## Jointly Advancing Public Good and Philanthropy

問：

Q: 與東華三院的合作是否影響貴司的社會責任實踐？

Has partnering with TWGHs influenced your corporate social responsibility practices?

**答：**確實如此。我司持續支持東華三院在提升醫療服務及教育發展方面的使命，貴院每年舉辦賣旗日及其他籌款活動，啟發我們鼓勵員工參與其中，我們在診所及辦公室設立捐款箱，讓行善融入日常工作，培養行善的習慣，將東華三院慈善精神薪火相傳，造福社群。

**A:** Indeed. Our company continuously supports TWGHs' mission in enhancing medical services and educational development. TWGHs' annual Flag Day and other fund-raising activities inspire us to encourage our employees to participate, and we have set up donation boxes in our clinics and offices to integrate charitable giving into daily work and cultivate a habit of doing good, passing on TWGHs' spirit of philanthropy from generation to generation to benefit the community.

## 共建低碳供應鏈

## Co-Building a Low-Carbon Supply Chain

問：

Q: 貴司於營運及產品開發的過程中，如何符合東華三院對降低供應鏈碳排放的期望？

During operations and product development, how does your corporate align with TWGHs' expectations regarding the reduction of carbon emissions across the supply chain?

**答：**我司通過國際標準化整合減碳要求，在保障貴司用藥療效及安全的同時，實現從種植到臨床的低碳轉型，共同達到減碳目標。在整個供應鏈中，通過規範化例如種植、加工、包裝等環節，減少資源浪費和能源消耗，而優化製作溫度、時間等參數，可直接降低碳排放，避免過度能源使用。同時，通過標準化推動種植，如減少化肥/農藥的使用，和道地藥材溯源，以縮短運輸距離等，來降低農業碳排放。

**A:** By adopting international standards, our corporate fulfils carbon reduction requirements. While ensuring the efficacy and safety of medicines supplied to the Group, we are jointly achieving a low-carbon transition from cultivation to clinical use, thereby meeting shared carbon reduction targets. Across the entire supply chain, we minimise resource waste and energy consumption by standardising key stages such as cultivation, processing, and packaging. We optimise critical parameters, including temperature and duration of production, to directly reduce carbon emissions and avoid excessive energy use. Furthermore, through standardised cultivation practices, such as reducing the application of chemical fertilisers and pesticides, implementing traceability for authentic medicinal materials, and shortening transportation distances, we effectively lower carbon emissions from agriculture.

### 本院結語 TWGHs' Closing Remarks

東華三院將繼續攜手各方，以行動實踐環境責任、提升社會福祉，並傳承慈善精神，共建健康的社區。

In the future, TWGHs will continue working hand-in-hand with all stakeholders, practising environmental responsibility through action, enhancing social well-being, passing on the spirit of philanthropy, and jointly building healthy communities.