07

善款運用 透明問責

FUND-RAISING AND RESOURCE UTILISATION

本章節回應相關 UNSDGs
This chapter corresponding UNSDGs

10 REDUCED INEQUALITIES
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

東華三院的籌募工作將社會各界的支持連繫至弱勢群體，將善心轉化為實質支援。本院秉持誠信及透明原則，將善款有效運用於醫療衞生、教育及社會服務等範疇，切實回應社區需求。

東華三院承諾籌募活動保持透明，確保由本院主辦的籌募活動之直接開支均由董事局和冠名贊助人贊助，而公眾捐款則全數用於提供服務，以秉持嚴謹態度運用善款。

本院採用多元化募捐策略，結合傳統與現代方式，包括直接郵寄、電視籌款、社交媒體宣傳及網上平台等，廣泛接觸不同群體，本年度更首次招募「線上賣旗義工」。東華三院通過籌募活動建立讓個人與企業積極參與公益的平台，共同構築更強大的社區支援網絡。

Fund-raising endeavours of TWGHs connects different sectors of society with vulnerable groups, transforming kindness into tangible support. TWGHs adheres to principles of integrity and transparency, effectively utilising donations for medical and health, education and community services, thereby responding concretely to community needs.

TWGHs is committed to being transparent in its fund-raising activities, ensuring that all direct expenses associated with fund-raising events are sponsored by the Board of Directors and Title Sponsors, whilst public donations are used entirely for service provision. This practice fully reflects TWGHs' rigorous approach to the utilisation of donations.

TWGHs employs diverse fund-raising strategies, combining traditional and modern methods, including direct mail, telethons, social media promotion and online platforms, to reach a boarder groups. This year, TWGHs has also launched "Online Flag-selling Volunteers" for the first time. Through its fund-raising activities, TWGHs has established a platform enabling individuals and businesses to actively participate in charitable events, jointly building a more robust community support network.

籌款道德操守

東華三院視籌款道德操守為機構核心價值，這不僅關乎財政支持，更彰顯本院對誠信、透明及負責任資源管理的承諾。透過嚴謹的道德實踐，東華三院在捐款者、合作夥伴及各持份者之間建立互信基礎，確保機構的可持續發展。

Fund-raising Ethics

TWGHs recognises fund-raising ethics as a core value, which concerns not only financial support but also demonstrates the Group's commitment to integrity, transparency and responsible resource management. Through stringent ethical practices, TWGHs establishes a foundation of mutual trust among donors, partners and stakeholders, ensuring sustainable development of the Group.

本院籌款工作以相關法律、法規及機構管治守則為框架，參照社會福利署的《慈善籌款良好實務指引》及廉政公署的《防貪指南—慈善機構及籌款活動的管理》等文件制定內部指引和原則，為本院籌募工作提供明確道德準則，確保所有活動均符合社會期望。

於 2024/2025 年度，稽核科已對本院的《防範捐款被利用清洗黑錢指引》進行合規檢討，內容包括查核本院識別可疑捐款及捐款者盡職審查措施，檢視捐款處理的做法，並就捐款退還個案進行交易測試，確保其合規性。

東華三院的《機構管治守則》載有職業守則，為全體職員訂立嚴謹操守標準，涵蓋避免和申報利益衝突、保持誠信公正、履行責任問責及確保資料保密等要求。通過要求全體職員遵從有關守則，不僅能夠維護本院聲譽，同時鞏固捐款者及廣大市民對東華三院的信任，並確保每分善款均有效且負責任地用於改善服務受惠者的生活質素。

The fund-raising activities of TWGHs are guided by relevant laws, regulations, and governance practices. A set of internal guidelines and principles is developed with reference to documents such as “Good Practice Guide on Charitable Fund-raising” from Social Welfare Department and “Best Practice Checklist for Management of Charities, Donation and Fund-Raising Activities” from Independent Commission Against Corruption. These guidelines provide clear ethical standards for the Group’s fund-raising efforts, ensuring all activities meet societal expectations.

In 2024/2025, the Audit Division performed a compliance review on “Guideline for Anti-Money Laundering Related to Donation Collection” of the Group, which included examining the identification of suspicious donations and donor due diligence measures, reviewing practices of donation handling, and conducting transaction tests on donation refund cases to ensure the compliance.

The Code of Ethics is set out in the Group’s “Code of Corporate Governance”, serving as the guiding principles for all employees, covering requirements such as avoiding and declaring conflicts of interest, maintaining integrity and impartiality, fulfilling responsibilities and accountability, and ensuring data confidentiality. By requiring all employees to comply with this code, TWGHs not only safeguards its reputation but also strengthens the trust of donors and the wider community, whilst ensuring that every donation is used effectively and responsibly to improve the quality of life for service users.

創新籌募 引領未來

為提升籌募方式，東華三院積極運用創新策略與科技，以更有效回應社會需求，並提升捐款者的參與體驗。

Innovative Fund-raising for a Sustainable Future

To improve and optimise fund-raising practices, TWGHs has proactively implemented innovative strategies and technologies, better addressing community needs and enhancing donor engagement.

策略性擴展捐款者基礎及關係建設

東華三院通過策略性擴展捐款者基礎及深化關係，提升籌款成效。本院定期與捐款者會面及到訪服務單位，與主要捐款者和企業夥伴建立更緊密聯繫，同時邀請個人主要捐款者及其家人參加籌募活動或董事局晚宴，增進互動。本院定期分析捐款者偏好，制定符合其捐款意向及優先選項的建議書，確保捐款更具目標性和影響力。

Strategic Expansion of Donor Base and Relationship Building

TWGHs is committed to the strategic expansion of donor base and relationship building to enhance fund-raising outcomes. This involves fostering deeper relationships with major donors and corporate partners through regular meetings and service unit visits. TWGHs engages individual major donors and their families by inviting them to fund-raising events or Board dinners, strengthening connections. Additionally, TWGHs reviews and analyses donor preferences regularly to tailor proposals that align with their philanthropic interests and funding priorities, ensuring donations are more targeted and impactful.

現代化捐款渠道吸引年輕捐款者

為吸引年輕捐款者，東華三院引入不同的電子捐款方式，令捐款變得簡單方便。

Modernising Donation Channels for Younger Donors

To appeal to younger donors, TWGHs introduced different electronic donation channels to make donation becoming simple and convenient.

捐款熱線 24 小時運作

本院於 2024 年 11 月為其捐款熱線加設互動語音系統，以助捐款者可以隨時透過捐款熱線取得捐助方式資訊。

Round-the-clock Donation Hotline

TWGHs has set up the interactive voice response system for its donation hotline in November 2024 to support donors for obtaining donation information at any time.

為新入職員工編制籌款指引手冊

為幫助新入職員工快速適應籌款工作，東華三院編制「籌募指引手冊」。該手冊提供清晰指引，涵蓋籌款流程、道德操守及最佳實務守則，確保新員工迅速融入並維持高專業標準。

FRD Guidebook for Newly Recruited Staff

To support newly recruited staff, TWGHs has developed the “FRD guidebook”. This guidebook provides clear instructions on fund-raising processes, ethical practices, and best practices, ensuring new staff can quickly integrate into their roles while maintaining high professional standards.

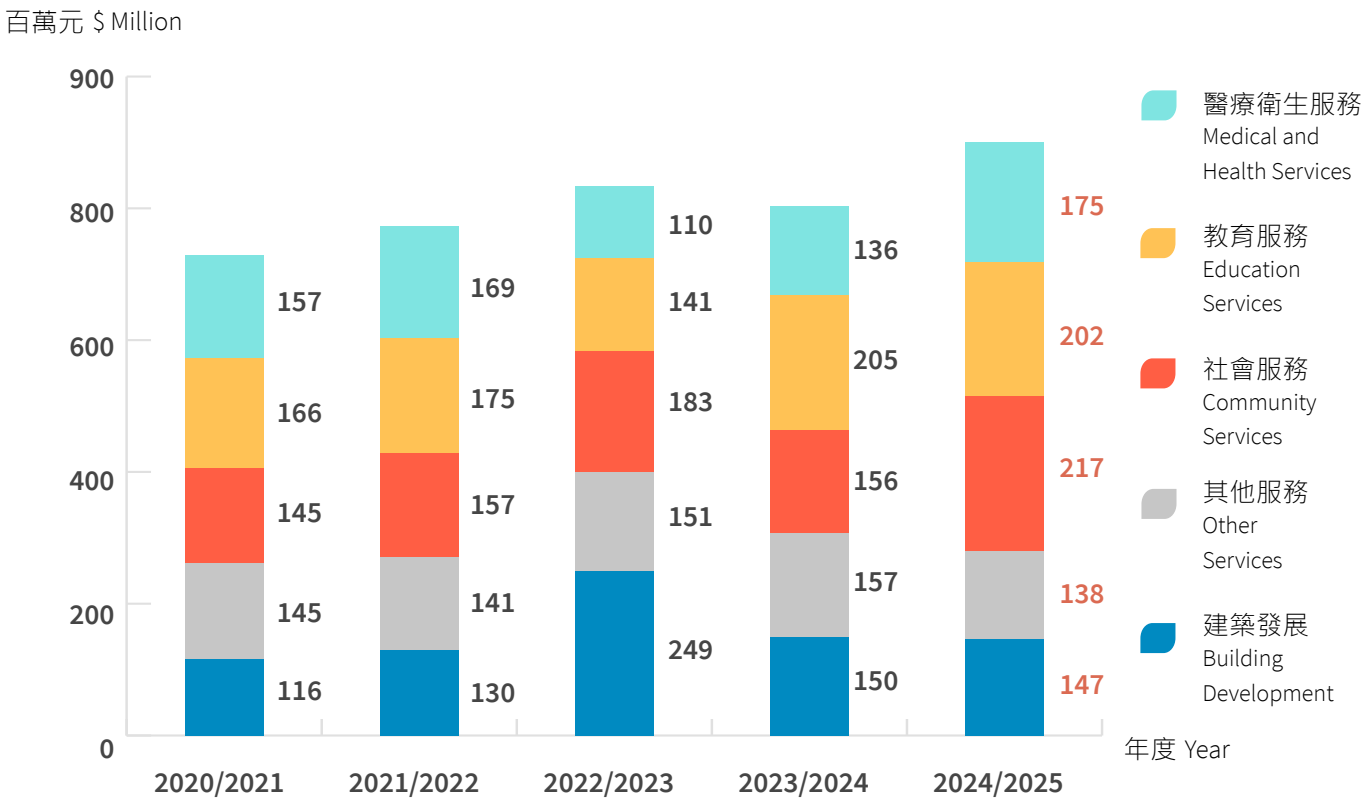
資源運用及財務管理

東華三院秉持全數善款用於服務的承諾，確保公眾捐款完全投入各項服務計劃。2024/2025 董事局募捐的現金捐款達到港幣 4.51 億元，較上一年度的港幣 4.39 億元有所增長。結合內部資金，如營運收入及利息 / 投資收入，總計港幣 8.79 億元（較去年的港幣 8.04 億元增加）已分配用於支持醫療衞生（包括醫院）、教育、社會及其他服務和建築發展項目。捐款者名單及詳細財務數據已於 2024/2025 年度年報中詳列。

Resource Utilisation and Financial Management

TWGHs upholds its commitment to allocate all donations to services, ensuring public donations are fully directed towards various service projects. The total cash donations raised by the 2024/2025 Board of Directors amounted to HK$451 million (compared to HK$439 million in the previous year). In combination with funding derived from internal resources, such as operating income and interest/investment income, a total of HK$879 million (compared to HK$804 million in the previous year) was allocated to support various sectors including medical and health (including hospitals), education, community, and other services, and building development projects. The list of donors and detailed financial data are presented in the 2024/2025 Annual Report.

善款及院本資源在各主要服務發展項目的分配
Allocation of Donation Income and Internal Resources to Major Services and Building Development Projects



	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
合計 Total	729	772	834	804	879