

Generation

香 HONG KONG 港

VISION

2030

Shaping the Future-Ready Talent Ecosystem



Our Defining Mission: Shaping The Future-Ready Talent Ecosystem

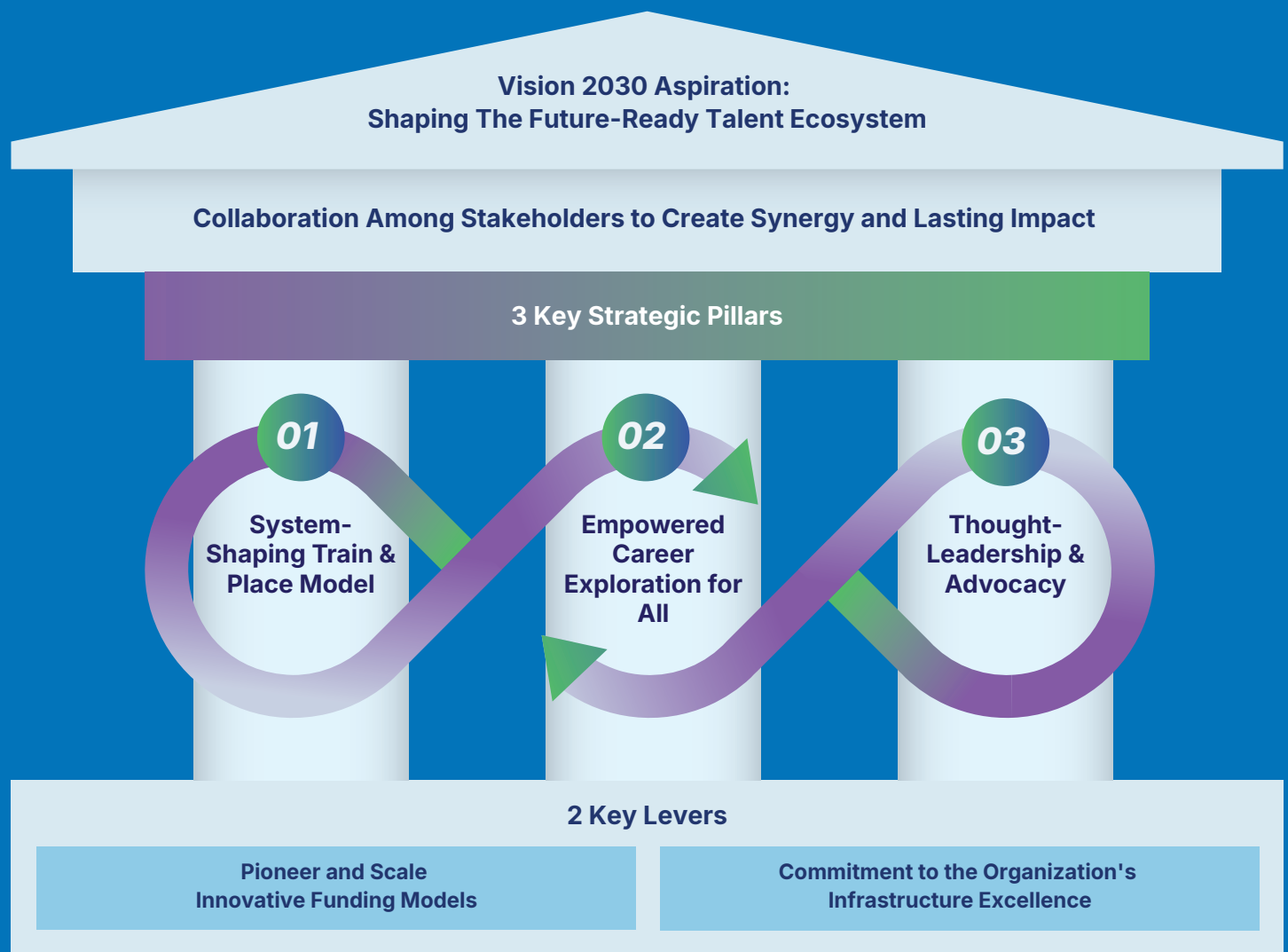
Since our 2018 inception, Generation Hong Kong has adapted our proven global methodology to bridge the local education-to-employment gap. Supported by our funders and partners, we have guided diverse groups of job aspirants into sustainable careers while working closely with businesses to shape their talent acquisition and development practices for a more robust talent pipeline. The first-hand insights and learnings above help us build a foundation of expertise and scalable impact that now empowers us to think bigger and bolder.

Our Vision 2030 is our five-year strategic plan with an inspiration to shape the future-ready talent ecosystem for Hong Kong. This plan is our commitment to catalyze greater impact for those we serve, guided **by the 3 + 2 framework**:

- **3 Key Strategic Pillars**, navigating the evolution of Hong Kong's talent ecosystem and driving us toward our 5-year aspiration
- **2 Key Levers**, including our approach to pioneer and scale innovative funding models and our commitment to the organization's infrastructure excellence, enabling us to accelerate our impact

To power this transformation, we will work in close partnership with stakeholders across different sectors to serve our beneficiaries. Through a concerted, collaborative effort, we can create synergy to empower individuals for lasting career and life impact.

This is the blueprint for our journey ahead — a transformation we are excited to embark on with you.



Envisioning the Future: The Evolving Talent Landscape

Hong Kong's talent ecosystem is undergoing a fundamental transformation, driven by powerful socio-economic and technological forces. **By 2030, we project a landscape where the traditional linear path from education to a single career is replaced by a dynamic, multi-staged journey of continuous skilling and adaptation.** This evolution presents both immense challenges and opportunities across the employment, beneficiaries and skilling systems.

THE EMPLOYMENT SPACE

39% of current skills will be transformed or become outdated between 2025 and 2030, according to the World Economic Forum (WEF). The skills demand is rapidly shifting towards new domains, driven by government policy and global trends.

Emerging New Roles and High-Demand Sectors:

In Hong Kong, digitalization is a key business driver, with **94% of companies reporting that AI and big data will be the most important skills by 2030** according to the Future of Jobs Report 2025 by WEF. The green economy is also booming, with the government's goal to achieve carbon neutrality before 2050 and a rise in ESG and sustainability-related job postings.

Ageing Population:

The Hong Kong Census and Statistics Department projected that **by 2046, more than one in three people in Hong Kong will be aged 65 or older**, a significant increase from about one in five in 2021. While this creates a critical and growing need for healthcare professionals and elderly care services, it also signals the rise of a much broader "silver economy." This represents a fundamental economic shift, generating systemic demand for new skills and services tailored to the sector and its talent needs.

Greater Bay Area (GBA) Integration:

Strategic opportunities are expanding in smart industries, cross-border commerce, and finance, underlined by government initiatives such as the GBA Youth Employment Scheme, the GBA Fintech Two-way Internship Scheme, and initiatives to develop Hong Kong into a cross-boundary e-commerce logistics hub.

THE BENEFICIARIES SPACE

The profile of the "typical" job aspirant is diversifying to include a broader range of individuals.

Mid-Career Shifters:

A significant and growing segment of Hong Kong's workforce is actively navigating career changes, driven by broader economic shifts, industry transformation, and a widespread reassessment of personal purpose and work-life balance. This creates a large, needful group who seeks credible guidance and accelerated reskilling pathways to navigate their next chapter.

Shrinking Youth Cohort:

The Hong Kong youth talent pipeline is tightening as the **15–24 age group's share of the labour force is projected to fall from 5.6% in 2021 to 4.0% by 2046**, alongside a decrease in the under-15 population from 11.4% to 7.1% over the same period. Despite a smaller demographic pool, this trend intensifies competition for high-quality young talent as employer expectations continue to rise.

Cross-Border Talent:

The government's initiatives in recent years have broadened the talent pool. At the same time, the influx of talent from outside Hong Kong has intensified the competition in the local labour market. The 2025 Policy Address has recently proposed measures to safeguard employment priority of local workers.

THE SKILLING SYSTEM SPACE

To address new demand and beneficiary needs, the skilling system must innovate and collaborate more deeply with other industry stakeholders.

Deeper Industry Collaboration:

Education institutions are forging deeper links with businesses to combat **persistent skills mismatches**. The OECD's "Education at a Glance 2025" report cites aligning education with market needs, expanding tertiary access, and early career guidance as critical for developing a future-ready workforce.

Rise of Alternative Credentials:

The skilling system is diversifying with micro-credentials and upskilling programs gaining significant prominence. This shift is driven by employer demand for specific, up-to-date competencies and job aspirants' need for flexible, accessible pathways, on top of the traditional qualifications as the sole marker of capability.

Shift in Mentality Toward Lifelong Learning:

A cultural shift toward lifelong learning is accelerating, as more easily accessible modes of programs empower individuals to seek reskilling and upskilling. Randstad's 2023 research highlights a gap: **while 77% of Hong Kong workers value training, only 48% received such opportunities**, underscoring a strong, self-driven demand for career adaptation and continuous education.

Our Catalytic Role in the Future

In this complex and evolving landscape, Generation Hong Kong's unique role is to act as **both a catalyst and an integrator**, and to actively shape the ecosystem. Our mandate is to connect the dots between individuals seeking direction, employers needing future-ready talent, and a skilling system striving for relevance, ensuring the ecosystem evolves to be more inclusive, efficient and forward-thinking.



The Focused Innovator:

We focus on **future-proof industries** (Tech, ESG, Care Economy) and equip individuals with a dual currency of **in-demand, future-ready technical skills and mindsets** to ensure their long-term career resilience.

The Individual's Champion:

We go beyond placement to provide **continuous career support**, helping individuals discover their passions, build their capabilities, and unlock fulfilling careers at any life stage.

The Ecosystem Integrator:

We collaborate closely with different stakeholders to break down silos and align the ecosystem. By **connecting the education to employment systems**, we ensure the future of work is accessible to everyone.

The Impact Multiplier:

We break talent orthodoxy by providing new pathways to success, acting as a **scalable hub of resources and connections**, we set a new standard for talent development that radiates impact across the entire ecosystem.

A Collaborative Pathway to Empower Future-Ready Talent

No single organization can realize the vision of a future-ready talent ecosystem alone. By combining diverse strengths and perspectives, we can create the collective momentum needed for meaningful change. Leveraging its strategic role, Generation Hong Kong is dedicated to being a trusted partner that drives integration, fosters innovation, and maintains a shared commitment to empowering future-ready talent.

Job Aspirants

To succeed in a changing world, job aspirants must seek new opportunities and acquire future-ready skills. We support them by mapping diverse pathways and strengthening competencies for sustainable careers. Their voices shape our initiatives, ensuring they remain responsive to evolving needs.

Businesses & Employers

We partner with businesses not only as talent recipients but also as co-creators—designing responsive curricula, contributing real-world insights, and championing talent acquisition and development practices that support future-ready talent across the business, education and NGO sectors.

Education & Training Providers

We work with educational institutions and training providers to connect academic learning with practical experience through shared methodologies and real-life career exposure. This collaboration helps job aspirants transition confidently from school to work, equipped for success beyond the classroom.



NGOs & Community Partners

We join forces with NGOs and community partners to extend service reach, deliver holistic support, and embed local insights. Together, we are building an inclusive, evidence-driven talent ecosystem that fuels innovation and sustainable sector growth.

Funders & Philanthropists

We partner with funders and philanthropists to align resources toward creative solutions in education and skills training, philanthropic partnership models, and ecosystem advocacy. These partnerships lay the foundation for scalable, systemic change that strengthens the talent ecosystem.

Government & Public Bodies

We work closely with government and public partners to bridge policy and practice. Together, we co-design initiatives that are both strategic and evidence-based, ensuring resources drive tangible community impact and inform ongoing policy development.

Our 3 + 2 Framework: The 3 Key Strategic Pillars



Building on this shared vision, our work over the next five years will be anchored in three interconnected strategic pillars—our core engines for change. Each pillar translates our mission into action, linking training, career exploration, and advocacy into one cohesive framework. Together, they chart our path toward a future-ready talent ecosystem that is inclusive, adaptive, and built for long-term impact.

01 System-Shaping Train & Place Model



Key Action Areas:



Transforming Employment Conditions:

Partnering with employers to co-design curricula, adapt hiring practices, and build inclusive, value-aligned workplaces.



Curricula Innovation:

Continuously refining market-demand driven curricula for diverse job aspirants and alumni, integrating micro-credentials to help graduates navigate rapid industry change.



Standardization & Model Licensing:

Establishing our 7-step methodology and BSM (Behaviors, Skills, Mindsets) framework as industry benchmarks, licensing our operational "playbook" to scale proven impact across the ecosystem.

This pillar establishes our role as the essential **integrator and translator** for the talent ecosystem. We bridge the gap between the evolving business landscape and the education and NGO sectors. Through our extensive employer network, we transform market insights and emerging hiring trends into practical resources and real-world experiences that help individuals explore diverse future pathways. This ensures **career development remains responsive to the true needs of the economy**, creating a more agile, informed and equitable talent pipeline for Hong Kong.



Key Action Areas:



Market Intelligence & Ecosystem Alignment:

Translating evolving business needs and future-of-work trends into actionable insights, while partnering with educational institutions and NGOs to embed real-world career experiences into their programs.



Employer Network Activation:

Mobilizing the business community to provide authentic career exposure and connections, making pathway exploration tangible.



Scalable Career Navigation:

Providing accessible platforms and tools that empower all individuals to make informed career decisions.

This pillar is our insights and knowledge nexus, grounded in outcome-based evidence and designed to inspire collaboration that drives systemic change. We transform the evidence generated through our work into advocacy and compelling narratives. Our goal is to **codify and champion new standards for skills, inclusive hiring, career exploration — influencing policy and shifting employer practices to move the entire market forward**. By convening key stakeholders for insights and advocacy, this ensures the solidification of Hong Kong's position at the forefront of the future of work.



Key Action Areas:



Codify and Champion New Talent Standards:

Publishing our proven protocols, BSM frameworks, and employer playbooks to establish clear, actionable benchmarks for the ecosystem.



Strategic Convening for Change:

Activating our coalition of partners and stakeholders through high-impact forums and events designed to share practices and drive collective actions.



Shape the Narrative with Evidence and Insight:

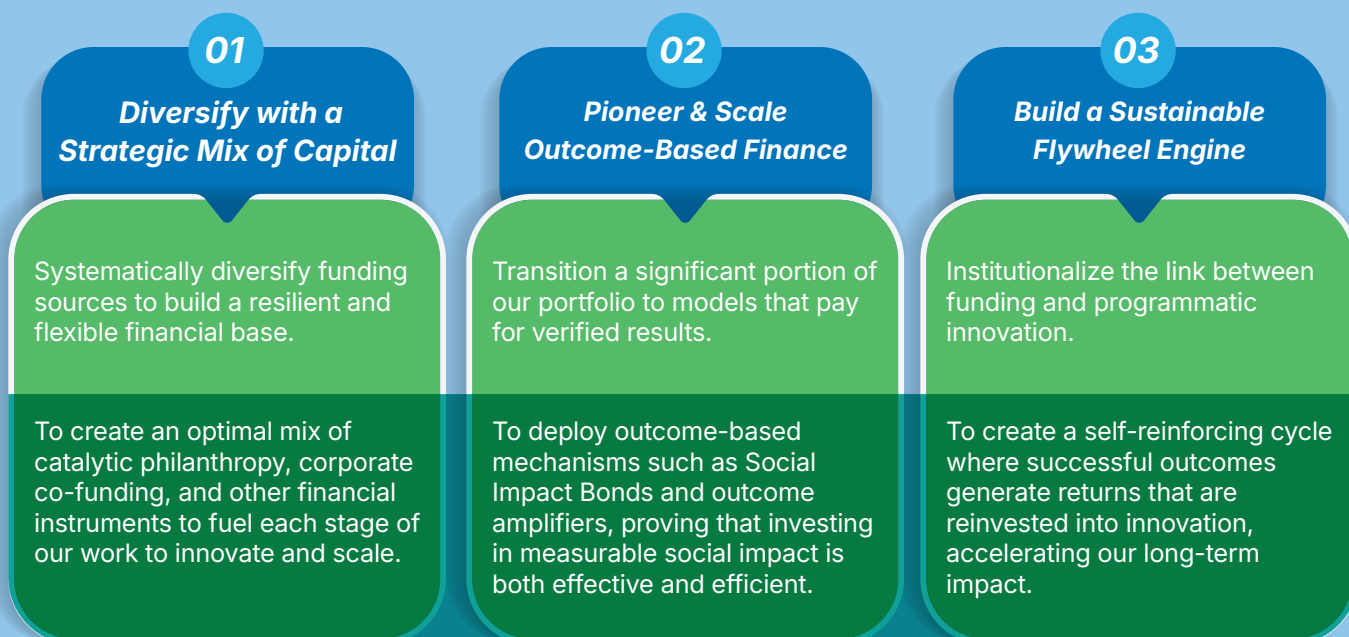
Driving an influential research and media agenda that showcases our integrated model as a solution for the future-ready talent ecosystem.

Our 3 + 2 Framework: The 2 Key Levers

To amplify our impact, Generation Hong Kong will leverage 2 Key Levers: **our approach to pioneer and scale innovative funding models** and **our commitment to the organization's infrastructure excellence**. These levers are designed to scale and accelerate our ability to create lasting change for our beneficiaries.

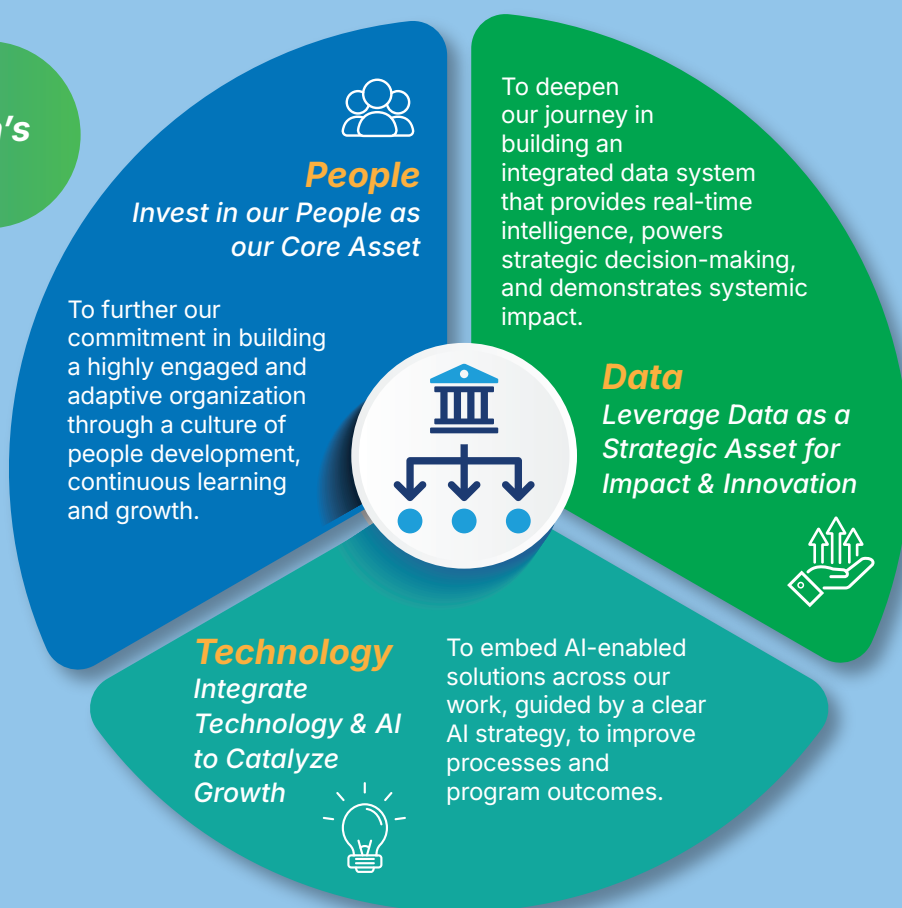
Lever 1: Pioneer and Scale Innovative Funding Models

The evolving capital landscape for the NGO sector demands a more innovative approach to funding. We view funding not as traditional grants, but as **strategic capital to architect the future**. We are pioneering new financing structures, anchored on co-funding models and outcome-based financing. This creates a powerful flywheel where financial innovation de-risks programmatic innovation, and accelerates our ability to deliver transformative solutions at scale for Hong Kong's talent ecosystem.



Lever 2: Commitment to the Organization's Infrastructure Excellence

Our Vision 2030 demands an organizational infrastructure that is both distinctive and adaptive in the non-profit sector. To meet the ambitious goals ahead, we are evolving our operational foundation by **deepening our investment in people as our greatest asset and integrating a sophisticated data-and-tech core**. Building an advanced internal capacity is the critical multiplier for achieving systemic and lasting impact at scale.



Let's Shape Hong Kong's Future-Ready Talent Ecosystem, Together

**Are you ready to join us and transform
Hong Kong's talent ecosystem?**



<https://hongkong.generation.org>



GenerationHKG



Generation Hong Kong

