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CARMEL SCHOOL

ANNUAL REPORT

2025-26 / 5786



Contents

Board Chairman's Report	1
Principal's Report	2
Head of Elementary Report	6
Highlights and Achievements	8
PTA Report	10
Development Report	11
Financial Report	12







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Alasdair Ong
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Rachel Friedmann

Curriculum & Oversight
Atara Sivan
Jonathan Zeman
Nitsan Segev-Levi
Rachel Friedmann

Board Chairman's Report



Dear Carmel Community Members,

I am pleased to report that it has been yet another successful year at Carmel School! A big thank you to our Principal, Mrs. Rachel Friedmann, and Head of Elementary School, Mrs. Nitsan Segev-Levi, for keeping momentum this past school year and for all the innovative programmes they have initiated.

As a parent, I was particularly impressed with the interactive Grade 2 Natural Disaster Defense Showcase, which brought together students and parents for hands on STEAM "learning-through-doing" — all without the use of screens or devices! Also impressive is the Hebrew level exhibited by Grade 2 students in their Chagigat Chumash Celebration.

Naturally, a huge thank you to our teachers for their dedication and passion in ensuring that no student at Carmel is left behind. Great thanks also to our COO and Head of Administration, Ms. Anna Wong, for making things run so smoothly across Carmel School campuses once again this year.

I was honoured to address the Graduating Class of 2026 at their commencement last month, where I stressed that the Jewish values they have cultivated during their time at Carmel provide a strong foundation as they go out into a rapidly changing world — one increasingly shaped by artificial intelligence and embodied robotics. I am proud of how well they have done. They have received university acceptances from prestigious institutions including University College London, University of St. Andrews, University of Edinburgh, University of Southern California, McGill University, Technion – Israel Institute of Technology, and ESSEC, among others.

This cohort from Carmel will go on to study a range of disciplines, including biomedical sciences, global business, engineering, psychology, criminal justice, early childhood education, economics, and English language and literature.

We appreciate the efforts of our Elsa High School Vice Principal and College Counsellor, Mr. Kyle Ford, in supporting students throughout their application process. To further strengthen this support, Carmel has appointed an Assistant College Counsellor, Ms. Yi Li Carey who joined the Carmel team from 1 March 2026.

Ultimately, our greatest measure of success is in both helping students to secure acceptances at the appropriate university for their needs in addition to sending good humans out into the world — humans grounded in Jewish values, ready to make a meaningful contribution to society.

This past year, the Carmel Board was strengthened by the addition of several new board members, bringing expertise in areas including legal, fundraising, and community engagement.

The Fundraising & Development Committee successfully initiated an exciting partnership with the Yael Foundation — a global funder of Jewish education — to further bolster our Jewish learning programmes. This puts Carmel in the company of other successful Jewish schools around the globe.

On the technology front, the Carmel STEAM programme continues to grow, with the exciting addition of a new STEAM Lab at BRC. Students and parents alike have been thrilled with the new facilities, which are being led by STEAM Programme Director Ms. Sukhmani Ojha.

Finally I am pleased to confirm that our Principal search continues according to the projected time line. We look forward to making an announcement soon.

As I noted at the outset, it has been another successful year at Carmel! I wish you all a safe and enjoyable summer holiday. See you in SY2026-27!

Yours sincerely,

Jonathan Zeman
Board Chairman



Principal's Report

Dear Carmel Parents and Stakeholders,

As I began writing this year's Annual Report, I found myself reflecting on what truly are the "characteristics of success" at Carmel School: the evidence we can see, the qualities we value, and the kind of people we are helping to grow—within the context of our school community, and within the context of today's Jewish and wider world. I have also just had the pleasure of previewing the *Elsa Highlights* and *Carmel Elementary Highlights* magazines. I warmly recommend you to purchase and enjoy them—they truly capture so much of what makes Carmel special!

I am proud, as always, of our academic excellence. Just as importantly, we continue to celebrate inclusive success: our setting embraces students across the ability range, turning individual progress into personal achievement and meaningful learning. This is one of the reasons Carmel School remains unique within the Hong Kong international school landscape—because we believe excellence is not reserved for a few; it is nurtured for all.

I am also keenly aware that Carmel has continued to broaden its offerings this year—whilst constantly ensuring real depth of learning, stronger student empowerment, and increasing engagement across programmes.

These achievements are the result of the communication, collaboration, and creativity of our entire Carmel community. My deepest gratitude and appreciation to Mrs. Levi, COO Ms. Anna Wong and her admin team, Ms. Annabel, Ms. Hagit, Ms. Dorothy, our faculty and staff to our ever-supportive Board Chair Mr. Jonathan Zeman and the proactive Carmel Board, to the engaged and hard-working PTA leaders and parent body who contribute so much in multiple ways, and of course to our wonderful, enterprising students.

In the words of Mr Keegan Goodard (MYP Coordinator), reflecting on the G10 Personal Project outcomes: ***"They are not simply students but creators, thinkers and problem-solvers."***

That spirit is reflected across all three sections. From our youngest learners at the Holly Rofé Centre ELC "Around the World" event—where parents and pupils celebrated together—to the lively Tzutzik and Ganeynu Purim party, where families acted out the Purim story so evocatively and with such enthusiasm.

During the Class of 2026 G12 Graduation Ceremony, the buzz and pride in the auditorium were palpable as we listened to powerful and inspiring student speeches that reflected growth, confidence, and reflection.

We have seen an impressive number of first-time experiences for Nursery and Pre-K children, including meaningful collaboration with Elementary and High School students. These included Chanukah and Shavuot celebrations shared across the Elementary and Pre School, with 40 Nursery and Pre-K children experiencing their first taste of live music at Elsa where they were entranced by performances put on by this year's High School Musical cast and Orchestra. A simply glorious and memorable moment was watching Pre-K students' expressions as a G10 student described and performed his cello, followed by their own focused learning and performance of steps to the Elsa *"Places Please"* dance. Equally awe-inspiring were the Grade 1 Chagigat Siddur and Grade 2 Chagigat Chumash celebrations where impressive Hebrew reading and Jewish Studies knowledge were showcased - such moving celebrations!

These experiences are a natural extension of the Carmel *"recipe"* for transdisciplinary learning - now deepened through wider, cross-section participation. Students develop collaboration skills from a young age, and personal confidence grows alongside academic growth.

This year's Elsa section musical also marked new ground in three exciting ways: the script was entirely written by G11 student playwrights supported by teacher directors, including developing scenes, the overall synopsis, and assistant-directing roles; our Student Designers led the creation of sets and props (with support from Design teachers), while the backstage crew was also composed entirely of students; and for the first time, our Elsa orchestra accompanied the singing live on stage. Importantly, these innovations did not compromise standards. Instead, they raised expectations—and once again, the overall quality reached the highest levels.

Parental involvement continues to add joy and strengthen communication and collaboration. This year, we saw examples of students and families exploring learning together through our STEAM and engineering initiatives. For instance, Grade 3 students used the new STEAM Lab alongside parents to create 3D insect models as part of a unit exploring basic anatomy whilst Grade 2 completed a collaborative engineering



challenge with their parents—designing and testing disaster-resistant structures. Some parents were, if we are honest, every bit as competitive as their children—and we all learned something new!

Guest speakers continue to educate and inspire, and this year's highlight was the visit to all three campuses from Chief Rabbi Sir Ephraim Mirvis and Lady Mirvis. They enjoyed a Ganeynu Shabbat party, a Kindergarten Shabbat ceremony led by Grade 4, an "in conversation" circle with Elsa section students which was followed by a meaningful assembly address by Chief Rabbi Mirvis at the High School section on the powerful messages of Chanukah.

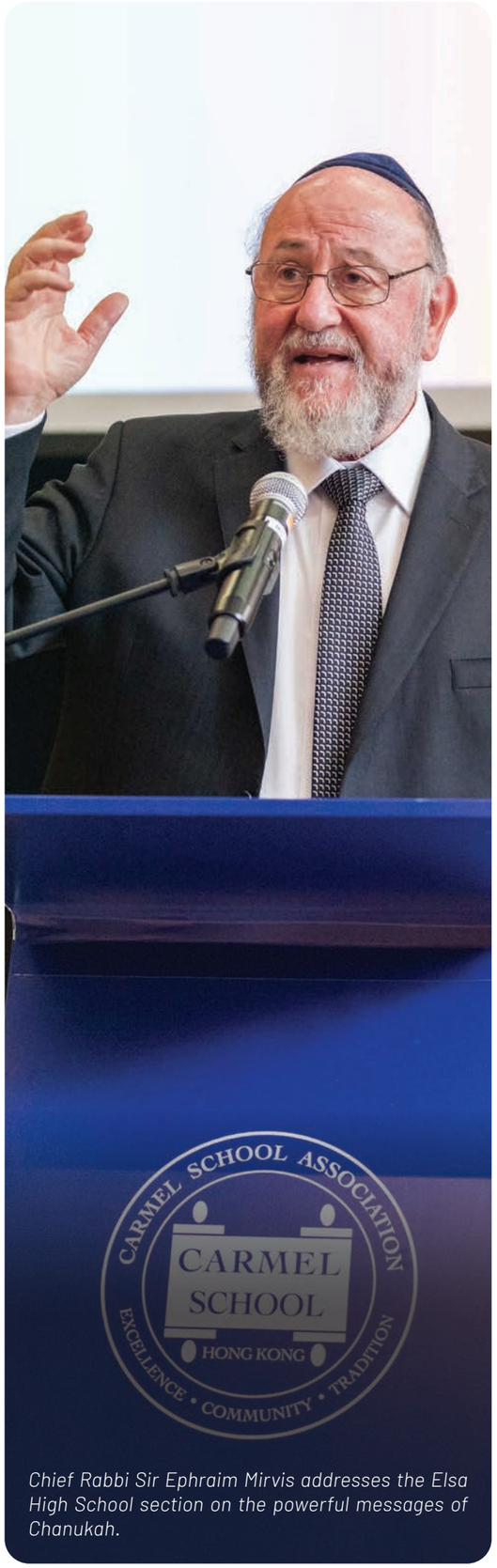
Other assembly speakers included a U.S. College Admissions Director, a barrister and expert on international law who addresses false narratives about Israel, a veteran businessman and Chairman of the Israel Chamber of Commerce in Hong Kong, sharing insights into "real wealth", Phillipe Bera who traced back his long Jewish family history prior to and after their arrival in HK, Jacqueline Chak and Genevieve Chew, architects who showed us a unique way of giving back to our community, and Lord Wolfson, who charmed and engaged students across grades by describing how his professional roles are intertwined with his Jewish identity.

Our Educational Visits for Grades 6-12 supported both academic learning and personal development. Highlights included a deeply impactful Poland trip for G11 and G12, where students' learning was matched by emotional connection and reflection, and a high-energy 3-day *'Achdut'*/Unity visit to Shenzhen for Grade 6. For the Grades 6-8 visit to Chiang Mai and Chiang Rai, students embarked on an immersive eight-day journey of cultural exchange and service, stepping up as risk-takers and discovering a profound sense of independence and responsibility away from digital distractions. Finally, a new destination for Grades 9-10, New Zealand, proved to be a great success—especially the experience of preparing, cooking, and clearing up together, and sleeping in tents. Student engagement was strengthened throughout by high-quality providers, talented and dedicated Elsa section accompanying teachers, and the unity and proactive spirit of the Elsa student community.

In closing, I want to thank you for your continued partnership and trust in Carmel School. We are proud of what we have achieved together—and excited for what lies ahead as we continue to strengthen learning, expand opportunities, and empower students to become thoughtful, capable, and confident contributors to their community and the world.

With sincere appreciation,

Mrs. Rachel Friedmann
Principal



Chief Rabbi Sir Ephraim Mirvis addresses the Elsa High School section on the powerful messages of Chanukah.


Elementary students prepare for the Chumash Celebration.


Parents and children share a special moment at the ELC Afternoon Programme "Around the World" event.


Total commitment on display as the Elsa theatre company unites for the show-stopping final number of **'Places, Please!'**



The Senior Robotics Team at the **FIRST Robotics Shanghai** *Regional.*


High School students hosted their Nursery and Pre K peers at the Elsa campus, giving them musical demonstrations.



The **Demo Seder** *brought together students, families, and faculty for an immersive experience where students explored the symbols and rituals of Pesach.*

Head of Elementary Report

This year, we continue our deep commitment to transforming our academic curriculum from theoretical study into vibrant, hands-on, experiential learning. By continuing to bring lessons off the page and into the real world, we have seen remarkable growth, curiosity, and engagement across our entire school community.

Our Jewish Studies programme remains the heartbeat of the unique experience we offer at Carmel, anchoring our curriculum in core Jewish values that guide our students' moral and personal growth. This year, our community came together once again in joyful celebration of our shared heritage, highlighted by our Elementary Demo Seder. The Seder brought together students, families, and faculty for an immersive experience in experiential Jewish learning where students explored the symbols and rituals of Pesach, fostering a vibrant sense of community across grade levels. Our students also took milestone steps during the Kindergarten Shabbat Party, Grade 1 Siddur Presentation, and the Grade 2 Chumash Celebration, beautifully demonstrating their commitment to Torah learning, community responsibility, the lifelong practice of daily prayer, and a new level of Hebrew fluency.

Alongside these deep traditions, we proudly celebrated Chinese New Year, an occasion that beautifully showcases our community's rich cultural diversity and highlights the fantastic progress our students continue to make in Mandarin, with all student performances delivered entirely in Mandarin.

A primary pillar of our school management strategy this year has been a dedicated focus on faculty excellence and professional development. By investing heavily in attracting, retaining, and supporting top-tier educators, we have strengthened our instructional core. This professional growth directly fuelled our curriculum innovation, particularly through vibrant, cross-departmental collaborations within our IB PYP framework. By bridging homeroom Units of Inquiry with specialist subjects, our teachers created deeply integrated learning experiences. For instance, our Jewish Studies department partnered closely with homeroom teachers to embed Jewish values, history, and traditions directly into our PYP events, allowing students to explore their heritage through a trans-disciplinary lens. Additionally, our Visual Arts and Mathematics departments partnered to help students explore spatial design and geometric analysis through hands-on creative challenges, while our Mandarin team collaborated across grade levels to deepen cultural and linguistic engagement.

A monumental addition to our campus resources this year was the opening of our brand-new STEAM Lab. This dedicated space has quickly become a center of innovation, where our students regularly spend time actively inquiring, exploring, and bringing their scientific and technical ideas to life.

Our identity as an IB PYP school thrived through these dynamic, student-led events. This year's highlights included interactive parent-student workshops and Mini Exhibitions. The pinnacle was the Grade 5 PYP Exhibition, where our graduating students displayed deeply researched, collaborative solutions to real-world challenges rooted in the Jewish values of Empathy and Tikkun Olam.

Experiential learning took our students far beyond the classroom walls this year, stretching from one-day field trips to Inspiration Lake, Stanley, Hong Kong Park, and Tai Tam for the lower grades, to overnight outdoor adventures in Mui Wo and Sai Kung for the upper grades. Alongside these adventures, we continued to nurture the physical and emotional well-being of our students. Our Co-Curricular and After School Activities (CCA) programs expanded to include more Physical Education activities and a rapidly growing Robotics program.

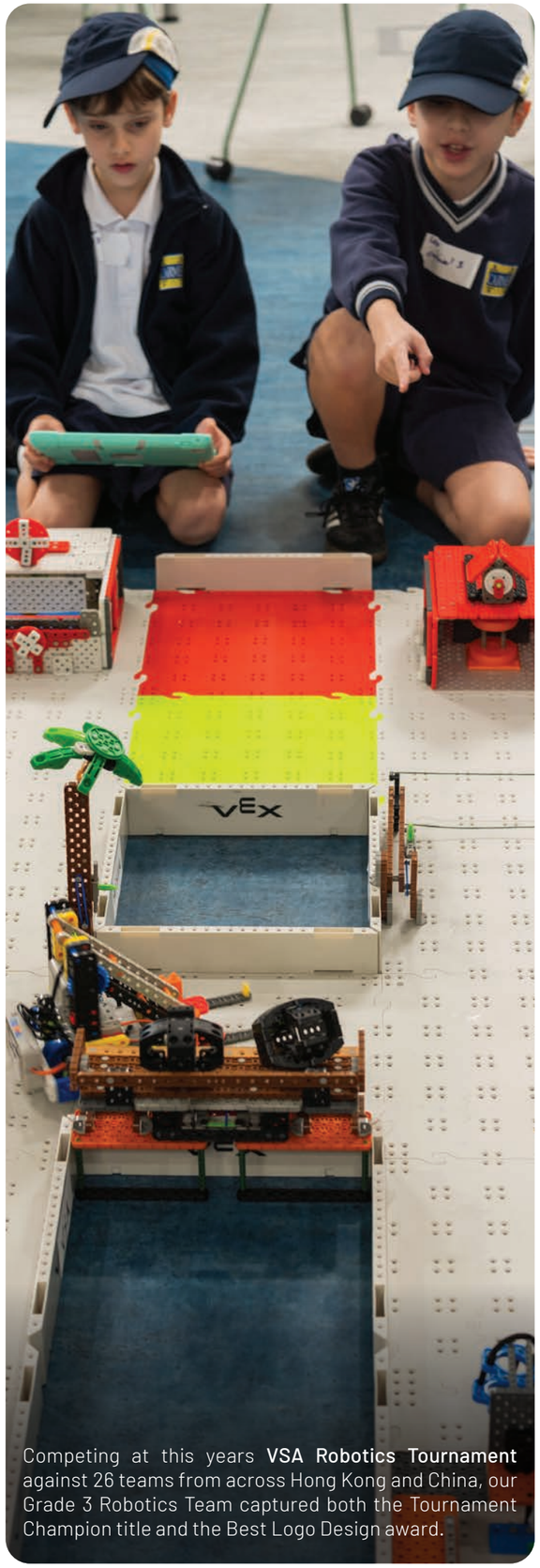
Our deep, enduring connection to Israel remains central to who we are. This year, we continued to stand in solidarity with the global Jewish community, sending our constant, heartfelt prayers for peace, security, and brighter days ahead for Israel and Jewish people worldwide. To further strengthen this vital connection, we participated in an impactful online "Friends Across the Sea"(חברים מעבר לים) program with the Eshkol school in Ashdod, Israel, allowing our students to meaningfully connect with their peers while successfully enhancing their cultural knowledge and language skills.

Reflecting on the milestones of this academic year fills me with immense pride. Our success is a testament to the unwavering commitment of our dedicated teachers and administration team, the boundless enthusiasm of our students, and the constant support of our families.

I would like to extend my deepest gratitude to Mrs. Rachel Friedmann and Ms. Anna Wong for their invaluable leadership and guidance. Thank you to our Chairman, Mr. Jonathan Zeman, and the members of the Board for their visionary guidance and continuous support. My sincere thanks also go to our PTA Chairs, Yael Elbaz, Anna Berman, and Emma Lavin, whose brilliant collaboration and dedication enrich our school environment every day.

I wish all of our Carmel families a safe, restful, and wonderful summer.

Mrs. Nitsan Segev-Levi
Head of Elementary



Competing at this years **VSA Robotics Tournament** against 26 teams from across Hong Kong and China, our Grade 3 Robotics Team captured both the Tournament Champion title and the Best Logo Design award.

Achievements and Highlights

Our students' diverse talents shone brighter than ever in local and global competitions this year, sweeping awards across multiple disciplines.

- **Global and Local Mathematics Competitions:** Competing against 7 million participants from 108 countries in the **Hong Kong Mathematics Kangaroo Contest**, 40 of our Grade 1–5 students and four High School students achieved outstanding recognition, including the four High School students placing in the top 1% globally, 17 Merit awards (top 25–50%), 4 Elite awards (top 10–25%), and a prestigious Peak Award earned by a Grade 1 student for placing in the top 10% of their category. Math was further highlighted by our performance in the **World Math Day competition**, where students secured 1st place in all of Hong Kong for Grades 1–3, and 2nd place for Grades 4–5.
- **Battle of the Books:** In their first entry into the competition, our Elementary team placed 3rd overall in their group, capturing a remarkable record of four wins and a draw against the defending champions.
- **Chinese International Youth Essay Writing Competition:** High School students earned top recognition at this year's competition, taking home a Champion title, 3rd place, and three Merit Awards.
- **Hong Kong Watch and Clock Design Competition:** Showcasing engineering and design talent in a competitive field with over 100 entries, two of our six High School teams advanced to the finals.
- **Global Hanukkah Competition:** Elementary students participated in a global competition among Jewish schools worldwide to create unique Hanukkiah inspired by the theme of "Home" (הביתה), with two talented students making it to the final round.
- **11th Annual Hong Kong Arts Symposium:** Creative students earned nine awards across multiple categories, with a High School participant capturing both 1st place and the runner-up spot in Photography, alongside our Elementary School students who secured seven Visual Arts awards and saw three of their peers short-listed for the Hong Kong Young Writers Awards for their cover art.
- **78th Hong Kong School Music and Speech Festival:** Demonstrating a strong dedication to music, a High School student delivered a masterful performance to win Gold and the prestigious Wilh. Steinberg Prize for Violin Solo.
- **USA Business Professionals of America (BPA) Global Competition:** Competing against more than 800 teams and 6,000 global participants, a High School student achieved a National Level Overall Honour (Gold), ranking in the top 5% worldwide.



Rabbi Sacks Legacy Essay Contest *Carmel School Grade 10 student awarded 2nd place against participants from 45 schools in 10 countries.*



Students celebrated a historic performance at **MUN Italia**, *successfully passing all committee resolutions, with four students earning elite individual accolades for research, writing, and debate.*



6th International Chinese Festival Writing Competition: In a phenomenal showing of language talent across Grades 2–5, 27 of our students were recognized for excellence in writing and calligraphy, taking home 11 Championship titles, six runner-up finishes, and eight third-place honors.





In June we celebrated our Grade 5 cohort, who will step up to High School next year.



Fête de Francophonie Football Tournament *Our French-speaking team were runners-up in the tournament, which was supported by PSG Academy, Sports Academy HK, Club Sports, Alliance Française, and Francophone Consulates*





The STEAM Lab at our Elementary campus was completed this year, now facilitating collaboration, problem-solving, and innovation.



PTA Report

This academic year started with a PTA breakfast to greet new Carmel parents and to welcome back existing parents as well as our annual Cocktail Evening to meet and greet with Elsa High School section faculty members in a relaxed atmosphere. With the help of dedicated parents, the PTA collaborated with students and teachers during the *"Places, Please"* musical providing help with costumes, makeup and organizing and manning a food and beverages stand on the performance days. A huge thank you to our parents who planned and took part in this year's Careers Fair! It was a big success and Grade 9 to 12 students greatly benefited from the opportunity to interact in small groups with a large range of professionals.

During the course of the year, PTA has organised events ranging from BookFest, to Chinese New Year lunch, and a digital wellbeing workshop, a continuation of our valuable collaboration with *Look Up Hong Kong*, with a series of events planned for the coming year. Students from Tzutzik to Grade 6 gathered at the BookFest to develop their love of reading and enjoy the welcoming atmosphere. The event featured a beautiful and inviting space to read and our fantastic book vendor, *Fun to Read*, making it a memorable experience for the whole community.

The PTA would also like to congratulate students and supporting faculty who have worked so hard participating in school, national and international academic competitions, art, STEAM, Robotics and Upcycling projects and competitions. Well done everyone!!

Emma Lavin, Anna Berman, Yael Elbaz
PTA Representatives



Lunar New Year Lunch *had a fantastic turnout, seeing parents and staff connecting and catching up over a festive meal.*



Book Fest *saw the a literary wonderland emerge, and it was brilliant seeing students dive into the book stalls and find their next favorite reads.*

Development Report

This year, thanks to the continued generosity and commitment of our Trustees and donors, Carmel School has taken meaningful steps in strengthening our educational offerings, particularly in the arts. A highlight of the year was *The Art of Giving*, a truly inspiring event that brought our community together in support of creative expression and artistic development across our schools. The evening not only celebrated the power of the arts but also raised vital funds to enrich our students' experiences and opportunities.

We are also thrilled to acknowledge our new partnership with the Yael Foundation for this academic year. Beyond their financial support, the Foundation has connected Carmel to a prestigious global network of leading Jewish schools and centres of learning, offering invaluable international exposure and leadership development. Embodying this collaborative spirit, our Principal attended the Foundation's annual conference in Vienna, joining global educational leaders who are shaping the future of Jewish education.

We extend our deepest gratitude to The Ohel Leah Synagogue Charity and its Board of Trustees for their enduring partnership and belief in our mission. Their collective vision, guidance, and steadfast support remain the foundation of Carmel's continued growth and success.

As we look ahead, we are pleased to build on this momentum. We look forward to our Gala Dinner on 10 December, where we will honour Rachel Friedmann for her long-standing contributions to our community over nearly two decades. This special evening will also mark two significant milestones: 36 years of Carmel School and 18 years of Elsa High School—an opportunity to celebrate our legacy while shaping a vibrant future.

Together, with the strength of our community, we will continue to nurture Jewish values, creativity, and excellence in every student.

Tara Diestel and Marissa Raccah
Development Committee



The Art of Giving Gala Fundraiser *highlighted the creativity and expressivity of students, raising money for art related endeavours.*



Carmel School is thrilled to partner with the **Yael Foundation**, *connecting our community to a prestigious global network of learning and leadership development.*

Financial Report

Enrolment grew steadily this year, reflecting both Carmel School's strong reputation and the continued draw of Hong Kong's open immigration policy. This growth provided a sound foundation for financial management.

This year saw an increase in student intake stability, which has improved overall revenue capacity and expanded our planning capacity. The school's outstanding academic profile successfully attracted applicants from local, greater mainland, and international student pools. Through creative marketing campaigns and social media strategies, the school has increased its visibility and engagement with prospective families. Student recruitment was further bolstered by word of mouth and personal references from different stakeholders, including alumni. Their positive endorsements enhanced credibility and supported sustained interest in the School, and are much appreciated.

The School's fixed deposits continue to yield interest income — a considered component of the School's broader financial management approach. The ongoing support of the Ohel Leah Synagogue Trust remains a valued and appreciated contribution to the School's work. Furthermore, we are grateful to our parents and community who demonstrated strong commitment in the form of generous donations, as well as active support of the school's fundraising campaigns. Their contributions continue to provide meaningful support to our financial stability and future development potential.

As we look forward, we are confident in our ability to provide the best educational experiences and outcomes for our students, whilst maintaining financial sustainability.

Jason Budovitch
Board Treasurer

Financial Highlights

	Audited 2024-25[1]	Actual 2025-26[2]	Variance
Total Student Enrollment[3]	368	396	7.6%
Teacher:Student Ratio	1:4	1:4	
	HK$m	HK$m	
Total Revenue (Excl. Subvention & Fundraising)	77.6	82.9	6.8%
Total Expenses (Incl. Capex and Provision)	86.0	90.8	5.6%
OLS Trust Subvention	6.6	6.1	(0.1)%
Fundraising Breakdown (Actual Received)			
Annual Fund (including other donations)	2.8	2.8	
Total Fundraising	2.8	2.8	0%
Net Surplus / Deficit	1.0	1.0	

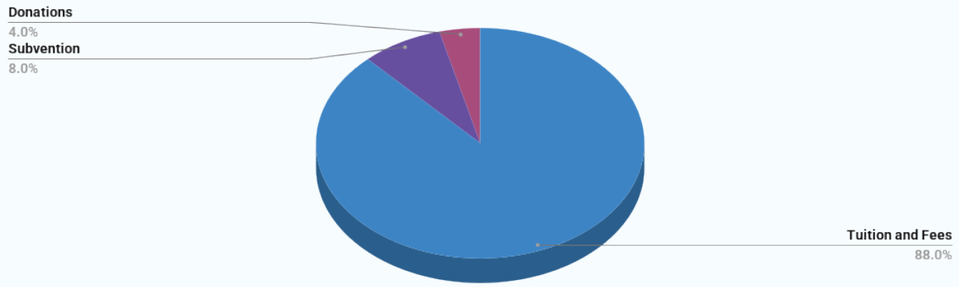
Notes
1. Extracted from Audited Accounts for the year ending 31 July 2025
2. Figures are subject to year-end adjustments
3. Enrollment includes Afternoon Programme/Tzutzik to Grade 12



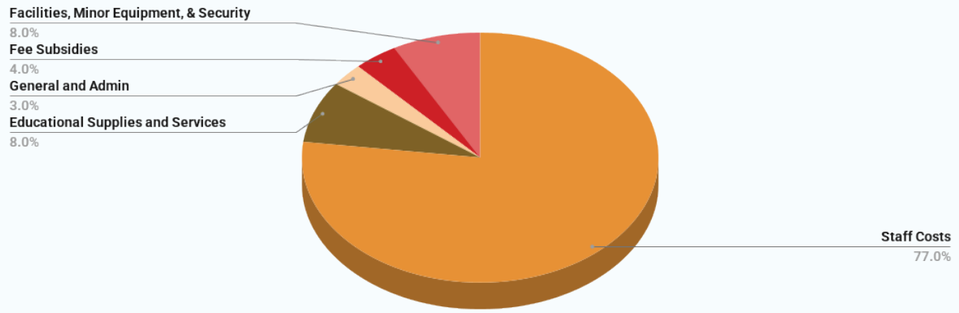
An Elementary and High School Design collaboration

Actual (2024-25) — 368 students

Income



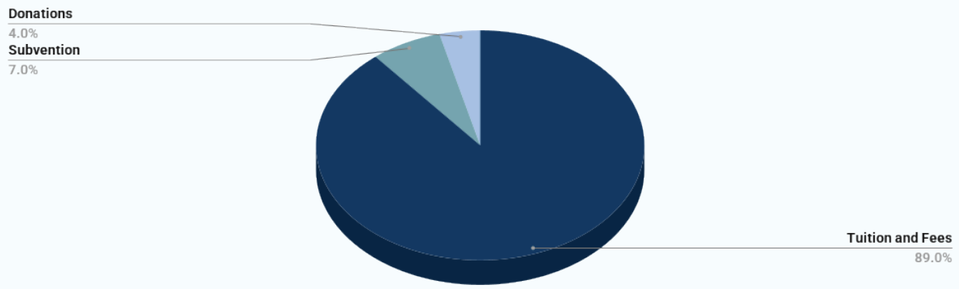
Expenditure



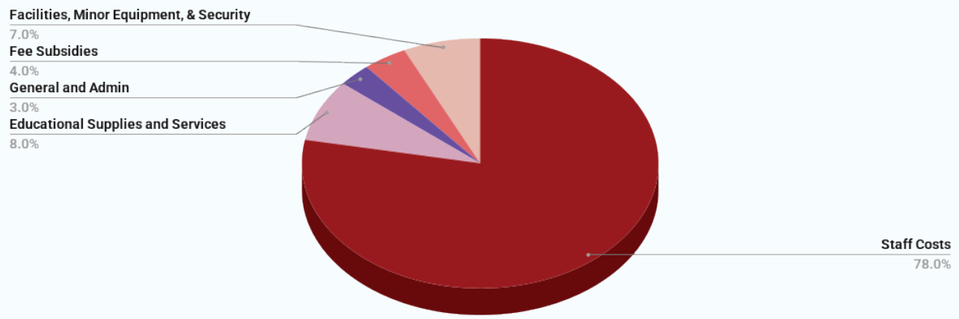
2024-25 extracted from the audited accounts for the year ended 31 July 2024

Forecast (2025-26) — 396 students

Income



Expenditure



"The seeds of knowledge are in learning; and in all your learning, strive for understanding"

רֵאשִׁית חָכְמָה, קְנֵה חָכְמָה; וּבְכָל-קִנְיָנְךָ, קְנֵה בִינָה משלי ד',ז'

知识的种子是埋在学习中的，在学习过程中要尽力去理解而发现种子。

Les germes de la connaissance sont dans l'apprentissage; et dans tous vos apprentissages, efforcez-vous de comprendre.

www.carmel.edu.hk

Excellence, Community, Tradition

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