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The Official Magazine of The British Chamber of Commerce in Hong Kong **Issue 60 May-Jun 2019**

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GREATER BAY AREA

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Dear Members,

Every year, towards the end of March, there is a unique migration event in Hong Kong. The beasts in question, mostly male, are marked by their size, their bald pates, their large bellies and their dodgy knees and hips. They gather for three days at the Hong Kong Stadium, sing out of tune, drink too much beer and shout themselves hoarse in a nugatory attempt to relive their younger days. This year was no exception and I was especially pleased to see so many stop by the Britcham-KPMG 2019 Rugby Dinner on their way to the wetland destination.

The weeks since 18 February have been dominated by an ongoing discussion on the Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area.

I was lucky to be invited to the official launch of the ODP, which was hosted in Hong Kong by the SAR Chief Executive. The Governor of Guangdong, the Chief Executive of Macao and Senior Representatives from the mainland National Development & Reform Commission were there as Hong Kong's guests. This was, of course, deliberate symbolism. It shows that Hong Kong has everything to gain from this initiative and is at the very heart of this opportunity.

At the launch event I was struck by the many references to the benefits of "One Country, Two Systems", to "Hong Kong's High Degree of Autonomy" and to "Hong Kong People governing Hong Kong". These were not empty slogans. They

were repeated by all of the speakers to underscore how Hong Kong's unique business, financial, legal and governance systems can drive and benefit the Greater Bay Area initiative.

And at the Chamber we are grasping this opportunity.

We have already hosted a number of GBA events, from a discussion on the privacy issues on the movement of data to the HR concerns on movement of people. We also hosted the renowned economist, Michael Enright, who has written a detailed but practical study of GBA, commissioned by the 2022 Foundation. He gave us a breakfast summary of his findings. If you would like to know more, his study is available online at www.2022foundation.com and the ODP at www.bayarea.gov.hk.

It is no coincidence that we have chosen GBA as the key theme for this month's magazine. You will find plenty to whet your appetite further in the pages that follow.

I am keen, as we go forward with our own GBA work in Hong Kong, that we connect with our GBA partners – the other British Chambers of Commerce in the GBA, the China Britain Business Council and the CBI. I am pleased to say that all these stakeholders are ready to join us in developing policy and advocacy on behalf of our members. There must be efficiencies in this approach. I also want to see if we can jointly host events across our borders for our members so that we can share

a deeper understanding of the concerns and the opportunities.

I am also delighted that the British Consulates across the GBA have shown their support for this approach.

So please watch this space and watch out for the opportunity to voice your own views on how GBA should be best formulated for business.

Other important recent events included a Captains of Industry lunch with Sir Danny Alexander, Vice President & Corporate Secretary of the AIIB (and former Chief Secretary to the Treasury), and a Distinguished Speaker breakfast with the Chairman of BT, Jan du Plessis. I don't think I am breaking a confidence when I say that both speakers went out of their way to say how much they enjoyed their respective events and especially the high quality interaction with our members.

Since I last wrote the Financial Secretary, Paul Chan, has also presented his 2019 budget. Despite a fall in the SAR's fiscal surplus (and we must remind ourselves that Hong Kong is one of the few administrations around the world that is able to boast a fiscal surplus) the FS announced a spending programme of HK\$150 billion with, in his words, the intention of "supporting enterprises, safeguarding jobs, stabilising the economy, strengthening livelihoods". This was a patchwork quilt of incentives – a cookie here and a candy stick there – but it shows a more proactive Government, attending to the less well off and the more vulnerable in society.

The Chamber's new website was launched on 15 April. This has been built with our members in mind and will allow you to make the most of the Chamber and to find more easily the information you need. You can get access to new features, information about your membership, including on-the-go event registration, event attendance history, membership directory, an ability to edit your profile, and much more. Please have a go. The Chamber team, who deserve all the recognition for delivering this on time and on budget, would welcome your feedback.

Brexit continues to rumble along in the background. We have reached a state of affairs now where a discussion on Brexit engenders an entirely appropriate sense of fatigue despite its huge significance for the country and for business. I wonder, if we really want to engage people in the discussion again, whether it would be better to deliver the news at a speed commensurate with the progress of Brexit itself. Forget podcasts, blogs and TV bulletins – what about a tapestry?!

Enjoy this month's magazine.



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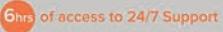
 

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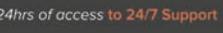
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Chamber Bolsters its Greater Bay Area Strategic Focus

The Greater Bay Area (GBA) initiative is right at the top of Britcham Hong Kong's agenda for 2019. Having started at the end of last year, we are already in the middle of an ongoing series of events looking at the implications of the Greater Bay for different areas of business. Topics covered have included trade and logistics; the movement of people; financial services; and movement of data in the GBA. We will continue to hold events covering a range of industries and topics throughout the year. Keep an eye on the Chamber events pages for upcoming events on healthcare and innovation.

Following the release of the Outline Development Plan by the mainland Chinese authorities in February,

the GBA is also going to be a central theme in the Chamber's policy and advocacy work this year. The Chamber's Committee network will be looking at the GBA – the opportunities it might provide in their industries, as well as considering what specific proposals the Chamber will be putting to the HKSAR Government regarding policy innovation and change; and regulatory change so as to facilitate the working of the GBA from a business perspective.

Finally, the Chamber is also exploring with the China Britain Business Council, British Chambers and other stakeholders in mainland China areas of cooperation around the Greater Bay, including events and policy and advocacy.

Kellett School Says Goodbye to Long-Standing Principal

Ann McDonald, Kellett's Principal for the last 23 years, is retiring at the end of the school year after nearly 40 years in Hong Kong. Under her tenure, the British school has grown from a small primary school in Pok Fu Lam to an internationally recognised independent through school incorporating a campus in Kowloon Bay and educating over 1,300 students.

Ann was a teacher in the UK for several years, before joining Service Children's Education, an agency of the UK's Ministry of Defence, responsible for the education of children of Armed Forces and MoD personnel stationed overseas. She was first offered a job in Germany but turned it down. "I was then rung by an army major who said: 'Miss McDonald, would Hong Kong be exotic enough for you?' I said that would be perfect, thank you!".

During her time at Stanley Fort School, she enjoyed all that Hong Kong and Asia had to offer. "I learnt to sail, I did the South China Sea Race, I went to Nepal, trekking. It was just an extraordinary series of opportunities". After six years, she returned to the UK and was a head at three schools, before

returning to Hong Kong in 1996 as Principal of Kellett.

During Ann's 23 years at the school, which encompassed the Handover, SARS and the Asian Financial crisis, she has presided over its expansion, keeping a clear vision, whilst remaining loyal to Kellett's core values and delivering excellent results.

In honour of Ann's contribution, the school has established the AMD Fund for Bursaries and Scholarships, to reward excellence and enable children to attend Kellett who otherwise would not be able to access the school.

Mark Steed will join the School as Principal and CEO, leaving his job as Director at not-for-profit Jumeirah English Speaking School (JESS) in Dubai.



HSBC Renews Sponsorship of China Insider Series

Hong Kong's position in the recent Greater Bay Area plan highlights the importance of developing and maintaining a strong understanding of Chinese business. That's why the Chamber is especially pleased to announce that HSBC has agreed to continue its sponsorship of the China Insider Series. The series provides insights into topics ranging across the business spectrum with a China-focused lens. The first in the new series on



29 May looks at the Belt & Road Initiative, where our panel of experts will review the ambitious project five years on from its inception. Registrations for the event can be made through the Chamber website.

Hong Kong's Iconic Container Port Visited by Chamber Members

On 22 March 2019, Chamber members and guests participated in a behind-the-scenes site visit to Hong Kong Container Port – the world's 7th largest – which handled 19.6 million 20-foot equivalent unit (TEU) containers during 2018.

The group visited Hongkong International Terminals Limited (HIT) who operate 12 berths at Terminals 4, 6, 7 and 9 North, from where they handle more than half of Hong Kong Port's total container throughput.

In Hong Kong, trade and logistics – including container shipping – is the largest of the four major pillar industries of our economy, representing 22% of GDP and 19% of employment.

Globally respected as one of the world's leading maritime clusters with a large, vibrant shipping community, Hong Kong is home to one of the world's busiest trans-shipment container ports. Serving about 320 liner ships every week, Hong Kong's port

is linked to more than 470 ports around the globe. With its natural-deep-water berths and the recently dredged 17-metre approach channel, our port can handle the latest mega-vessels, capable of carrying 20,000+ containers, and which are 400 metres long and almost 60 metres wide!

Participants in this site visit represented a wide cross section of industry sectors, demonstrating wide interest amongst the business community in learning more about this iconic container port at the very heart of Hong Kong. Look out for the Logistics Committee's behind-the-scenes visit to the Kai Tak Cruise Terminal later this year!



Barclays Renews Sponsorship of Popular Inspirational Women Series

We are delighted to announce that Barclays has renewed its sponsorship of the Inspirational Women Series for another year. The series continues to go from strength to strength, with speakers from a wide variety of industries. Highlights included Uschi Schreiber, one of the Global chairs of EY talking on the future of work; Catherine Yang, who led Baidu's AI initiative on the rise of AI in China; and Janice Lee, PCCW's head of media on the transformation of the entertainment business. Up next we have



leading civil rights lawyer Karon Monaghan on 8 May, who will be talking to us fresh off the back of the final court of appeal hearing for the civil servant Leung who is fighting for equal rights for his husband. A big thank you to Barclays for its continued support of the Chamber's women in business programming.

Visit to Hactl Air Cargo Terminal at Hong Kong International Airport

On 14 April 2019, Chamber members and guests participated in a behind-the-scenes site visit to Hactl (Hong Kong Air Cargo Terminals Limited) – the largest of three air freight terminals at Hong Kong International Airport (HKIA) – which is the world's largest cargo airport, handling 5.1 million tons of air freight during 2018.

Hong Kong International Airport manages more than 1,100 flights daily to over 220 destinations and handles 74.7 million passengers. Currently under construction, the HK\$ 141.5 billion Third Runway System (3RS) will be fully operational in 2024 – it will have capacity for 100 million passengers and 9 million tons of cargo.

Equipped with high-vis safety vests and audio communications ear-pieces, the group proceeded

through the security screening process and into Super Terminal 1 – the single largest multi-level air cargo terminal in the world. The terminal – designed by Sir Norman Foster and built in 1998 – occupies 1,800,000 sq ft and houses both the Main Terminal Building and the Express Centre.

During the tour, the group witnessed the highly-automated systems that manage 3,500 container storage positions and 10,000 box storage positions, handling all shapes and sizes of air freight, with minimal human intervention. Hactl also provides a comprehensive range of specialised cargo handling facilities to cater for all cargo types, from temperature-controlled products to valuable goods to livestock.





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AIIB VP Sir Danny Alexander

20 March 2019

As part of our Captains of Industry series sponsored by KPMG, Sir Danny Alexander, VP of Asian Infrastructure Investment Bank (AIIB) spoke to the Chamber to provide an update on the latest developments at AIIB.

Over the past three years since the AIIB was founded, it has invested over US\$7.5 billion in 35 projects across 13 countries. In 2019 it is expecting to invest over US\$4 billion.

Sir Danny outlined priorities for AIIB investment including:

1. Sustainable infrastructure projects – recent investments include a solar project in Egypt and a flood protection project in Manila

2. Projects promoting better connectivity – such as a metro project in Bangalore
3. Encouraging private sector investment – such as a gas power station in Myanmar

He explained that the AIIB remains resolute in its commitment to being "Lean, Clean, and Green" as evidenced by operating in accordance to the highest global standards in governance and sustainability – both economic and environmental. He encouraged members to review the AIIB's website (www.aiib.org) which publishes quarterly implementation and progress reports on all of its investments to promote transparency.



Catherine Yang on the Rise of Artificial Intelligence in China

19 March 2019

The Chamber was honoured to host Catherine Yang, former Corporate VP of Baidu in charge of Artificial Intelligence (AI) commercialisation in enterprise market, and currently Managing Partner for YouShan Capital, Advisor for Baidu Changcheng Investment Partners, to speak in our Inspirational Women series, sponsored by Barclays.

In a discussion moderated by Kirti Lad, Executive Director of Meraki Executive Search & Consulting and an active member of the Chamber's Women in

Business group, Catherine spoke about the rise of AI in China and its vision in becoming the global hub for AI. After the event, we sat down with Catherine to find out more about how businesses can develop strategies for implementing AI, as well as upcoming trends in the tech space.

Visit our website to view the full interview:

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Smart City Development in Asia Pacific

26 March 2019

The Chamber ran the latest event in our Innovation & Technology Series, sponsored by BT, on smart city development in Asia Pacific. We had Anson Bailey (eMBA) KPMG, providing insights into the company's latest Connected Cities report. The report didn't just ask business leaders on their thoughts about technology adoption in their cities but went direct to the citizens of Hong Kong, Shanghai, Singapore, Seoul and Melbourne for their views. Key themes such as living and environment, healthcare, and transportation and mobility were highlighted as areas to focus on.

This led into a panel discussion on the adoption of Smart City technology in Hong Kong by

our esteemed panellists: Elke Kornalijnslijper, Commercial Manager Innovation at CLP; Henry Louie, Managing Director at Wilson Group; and Timothy Mak, Group General Manager at Signify Hong Kong (formerly Philips Lighting). It was quite surprising to hear how the three companies represented had such diverse interests outside of those that they are famous for. Did you know for example that Philips does farming? And that CLP is innovating new healthcare solutions? Our panel agreed, the key to successful innovation and later adoption in the market is cooperation.

Thanks to BT for its continued sponsorship of this series.



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Data in the GBA

21 March 2019

As part of the Chamber's ongoing focus on the Greater Bay Area, the Chamber held an event focusing on data in the region and exploring the movement of information. Our panel consisted of the Privacy Commissioner for Personal Data, Stephen Wong, HSBC's David Harrity, and DLA Piper's Scott Thiel, with JOS's Mark Lunt moderating.

Data is the new gold, and therefore protecting it is of paramount concern to governments, civilians and businesses. A common theme that was brought up by the panel is the fact that when trying to formulate new regulation across the Greater Bay Area, one of the biggest challenges is one of motive.

In Hong Kong, and other countries or regions such as Europe, the motive behind data regulation is one that is focused on protecting the individual. In these regulatory environments, data protection is a human right. Not always to the best effect though. Last year's GDPR regulation could arguably be hindering commercial development and innovation in the region as so many companies can't utilise the data

that has been gained from its customers without fear of a hefty fine. In China however, the regulatory landscape is more focused toward serving the national or state interests. Again, this has its own moral and commercial challenges, but the biggest question in regard to further integration of the Greater Bay Area cities is how to harmonise these two very different world views when creating new regulation.

Our panel didn't come up with an answer to the question today, but Commissioner Stephen Wong did encourage businesses to raise their ideas and their concerns now, so that businesses can work with the government to try and find a way to resolve this. We would encourage Chamber members to get in touch so that we can continue the dialogue with the commission.

This event was part of our ongoing China Insider Series, sponsored by HSBC. A big thank you to them for their continued support, and also to Jardines for lending us its venue.



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Hong Kong-Zhuhai-Macau Bridge

GBA: A Blueprint for Growth

China's ambitious plan to integrate its major southern cities with Hong Kong and Macau aims to transform the region into an innovation hub. Now the blueprint is out, what are the opportunities for Hong Kong? – By Sarah Graham

In February 2019, the highly-anticipated blueprint for the Greater Bay Area (GBA) identified Hong Kong, Macau, Shenzhen and Guangzhou as four key cities of the bay area that would be core engines for regional development.

First mooted in 2016, the GBA is China's ambitious plan to transform Hong Kong, Macau and nine cities around the Pearl River Delta into a thriving global centre of innovation and finance to rival Silicon Valley and the Tokyo Bay Area. The plan covers the period from now to 2022

in the immediate term and extends to 2035 in the long term.

The Greater Bay area has three different legal systems, each with their own rules and regulations. Businesses are waiting for a more streamlined process.

– Michael Lau, Baker McKenzie

people, goods, services and capital between the cities; ultimately placing it as a global leader in

Essentially, the Chinese government is trying to introduce greater connectivity between its already well-established powerhouses: Hong Kong, Macau, Shenzhen, Guangzhou, Zhuhai, Foshan, Dongguan, Zhongshan, Jiangmen, Huizhou, and Zhaoqing. This will allow for easier movement of

finance, trade, transport, innovation, technology, and manufacturing. Within that framework, China hopes to attract talent and businesses from around the world. But to accommodate this wave of businesses seeking to enter and expand their presence in China, the famously introverted country must open up.

Connectivity – on all levels – is key to the success of the GBA. And China has already begun laying the groundwork with the bolstering of transport links critical to the integration of the region. The Hong Kong section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link opened in September 2018, while the Hong Kong-Zhuhai-Macao Bridge opened a month later. Both transport links significantly cut down journey times between the cities.

Other sectors in which connectivity is essential in order for the region's cities to do business include legal, human resources, finance, and logistics.

February's blueprint, although light on detail, singled out Hong Kong's role in the GBA as further enhancing its status as an international finance, transportation and trade centre, as well as a global aviation hub.

We spoke to Chamber members to find out what the GBA means for them, and for Hong Kong.

Movement of people

It is widely anticipated that economic cooperation within the Greater Bay Area will bring career opportunities in all the industries earmarked as pivotal to the region's success. As more companies are attracted to the GBA, and others expand within it, more jobs will be created, and employees will likely move between cities.

For Hong Kong's legal and human resources professions, this movement of people presents several



challenges. Hong Kong's legal profession is heavily involved in promoting the region's development, as well as the economic and social development of the country.

Global law firm Baker McKenzie has been offering clients briefings, centered around the theme "legal connectivity", discussing the logistics of bringing nine cities, two Special Administrative Regions, and three legal systems together under one umbrella.

Rico Chan, who leads the Firm's GBA initiative and is a Partner in the Firm's Hong Kong office, says the biggest challenge, as well as opportunity, is creating more synergy between the three systems and streamlining processes such as applying for two-way capital flows in an orderly way, appropriate two-way flow of data, and enhancing legal connectivity, consistency and assurances for HK and international businesses and individuals to increase their investments,

engagement and contributions in the mainland part of the GBA.

A new agreement made between China and Hong Kong in April means that interim arbitration orders from one territory are enforceable in another – this includes the power to freeze assets in the other territory pending final verdict of from the arbitration proceedings.



**Rico Chan,
Baker McKenzie**

"Previously, if you had a dispute across two jurisdictions, you stood the risk that people could simply move their money away. Now if the contract has a Hong Kong arbitration clause, you can seek an injunction or freezing order. It makes the contract a lot more meaningful and forceful – they get justice sooner," says Chan.

Furthermore, Chan explains, new measures aimed at attracting Hong Kong employees to work across the GBA include tax breaks whereby a rebate is given by the Guangdong government to bring the payment in line with the SAR's lower tax rate.

And the visa system has also undergone some streamlining, with the introduction of a new scheme designed to speed up the process.

Michael Lau, Business Development Manager at Baker McKenzie, adds: "The Greater Bay area has three different legal systems, each with their own rules and regulations. Businesses are waiting for a more streamlined process."

Last October, the Chinese government removed the need for work permits for local Hong Kong residents looking to work in the mainland. Native Hong Kong residents can also apply for residents' visas which would give them access to local health services.

This, says Jeff Tang of People Advisory Services, will allow people to move much more freely within the GBA and "make the integration closer between Hong Kong and China". But, he argues, such an incentive needs to be

backed up with clearer tax breaks for those who are relocated to the GBA.

"Taxation is a big issue. For us in Hong Kong the maximum tax rate is 15%. Move to China and it's a whole different conversation from the rate of tax itself to worldwide taxation of

income," Tang says. Recent announcements on the qualification for worldwide taxation rules e.g. five years residence to six years; the resetting of residence computations from January 1, 2019; and the redefinition of days in China are positive changes that would further encourage movement of labour within the GBA.



Michael Lau,
Baker McKenzie

70 MILLION
Population of the
Greater Bay Area
as at end of 2017

"The issues on rate of tax remain a hurdle as employers would typically provide tax equalisation for employees to address the difference between the maximum rate in Hong Kong versus the maximum in China of 45%. This effectively increases the cost of relocating employees within the GBA. There was a recent announcement of preferential tax treatment for certain foreign high-end talents working



Hong Kong international Airport

in the nine cities in GBA and Pearl River Delta for a period, but the implementation detail has yet to be disclosed. This is a positive move in the right direction but only limited to some jobs. The overall question still remains for the other talents as to who will bear the difference between taxation rates between Hong Kong and China – employers? government? – and how this would work in reality," Tang says.

However, he predicts that once these issues are ironed out, Hong Kong employees could be moved around the GBA as part of their career development as organisations maximise their opportunities in the region.

"I think eventually companies will start to see GBA as a total solution. Some may move offices around to better suit productivity – e.g. moving their tech departments to Shenzhen, data centre to China, etc."

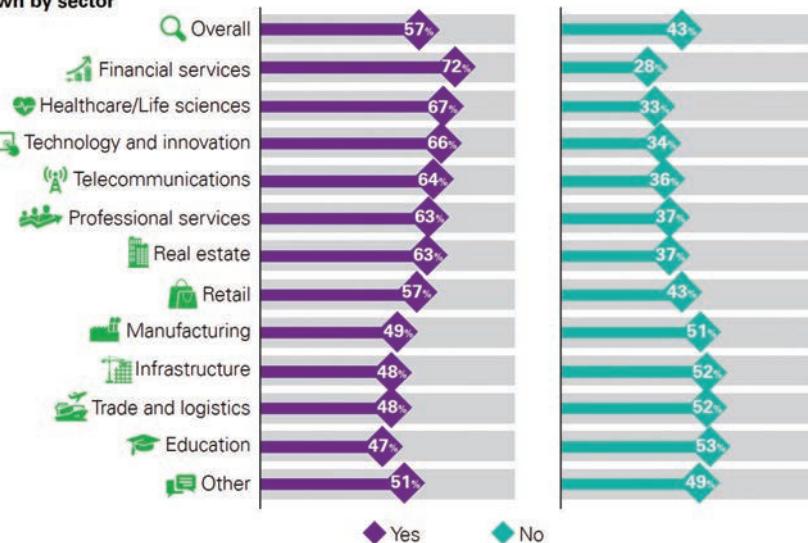
Ayesha Lau, Managing Partner in Hong Kong for KPMG China, agrees Hong Kong has a pivotal role in the success of the GBA, and predicts that the new



Ayesha Lau,
KPMG China

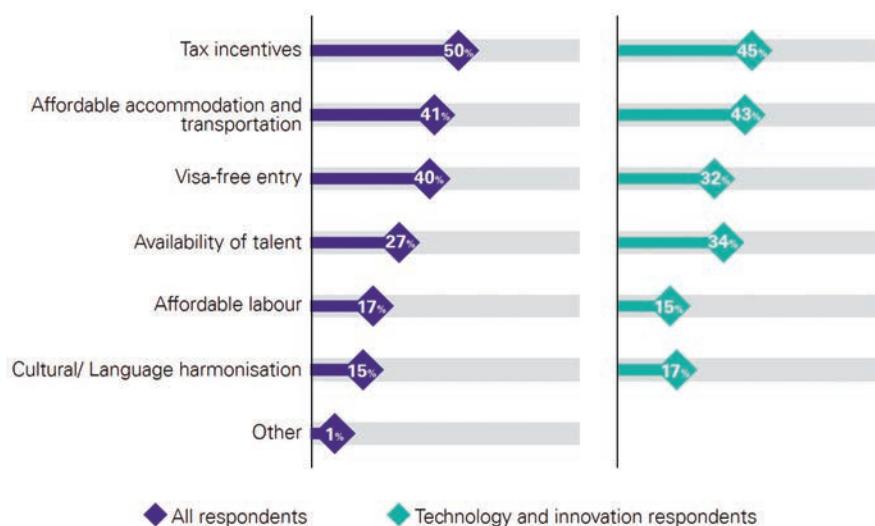
DOES YOUR COMPANY HAVE A STRATEGIC PLAN FOR THE GBA?

Breakdown by sector



Source: "Navigating the Greater Bay Area – Second annual survey on key drivers for success", KPMG, HSBC and HKGCC, October 2018

THE MOST IMPORTANT FACTORS TO FACILITATE THE FREE MOVEMENT OF PEOPLE WITHIN THE GBA



Source: "Navigating the Greater Bay Area – Second annual survey on key drivers for success", KPMG, HSBC and HKGCC, October 2018

economic region could be used as a testing ground for future policies.

"Companies and investors should consider the roles and strengths of other GBA cities. Guangzhou, for example, will serve as a centre for international business and trade as well as for integrated

transportation. Shenzhen, as a special economic zone, continues to be a focal point for innovation. Macau is home to highly advanced travel and leisure industries.

"The influence of the GBA can extend beyond the Pearl River Delta to neighbouring provinces including



**Kenneth Bell,
Tradeport**

policies to be tested and refined before being rolled out nationally," she says.

Aviation/Logistics

China's Civil Aviation Administration (CAAC) deputy administrator, Dong Zhiyi, lauded Hong Kong as a "very important location" for the Greater Bay Area when he spoke at an aviation conference in the city in early April.

Indeed, Hong Kong International Airport (HKIA) is the world's busiest cargo airport and in 2018 ranked 8th in the Airport Council's International list of busiest passenger airports. As part of a major expansion, it plans to add a third runway which will be operational by 2024.

So how can HKIA enhance its already established position as an aviation hub?

Kenneth Bell, vice chairman of the Chamber's Logistics Committee, and CEO of leading air-cargo logistics regional distribution centre, Tradeport, says the foundation is there to build on.

"In some ways, this is a continuation on top of existing infrastructure projects; the HKIA 3rd Runway System (3RS) due to be completed in 2024 being a notable example but also a big push in conjunction with our strong rule of law and expertise in financial services for areas such as aircraft leasing and financing services etc.

Fujian, Jiangxi, Hunan, Guangxi, Hainan, Guizhou and Yunnan. It will act as a catalyst to open up the country's economy still more. In addition, the GBA's distinctive standing within China's economic development ambitions means it is ideal for new

"HKIA was the world's busiest airport for air cargo in 2018 with some 5.1 million tonnes of throughput and in the top 10, I believe, for passengers at some 75 million pax and it is reasonable to expect this to only grow further as the GBA city populations become more affluent in consumption of overseas goods and also more able to travel as tourists."

Tradeport is ideally placed within the Greater Bay Area to enable the vision of the airport as an aviation hub, says Bell, being less than five minutes away by road from the air cargo terminals at HKIA and now with the new bridge, Macao and Zhuhai are only around 45 minutes away by road. For the logistics industry as a whole, the GBA looks set to bring increased growth. In terms of strategy, Bell says Tradeport will focus on maintaining a top-tier facility, increased automation and flexible services to customers who wish to partner with the firm.

"I would agree that there will be more opportunities in the logistics industry as a whole but the industry is undergoing rapid changes in automation with automated guided vehicles and forklifts, technology with increased Electronic Data Interchange, use of booking platforms and the like, and increased cargo screening requirements, for example. One would expect that the nature of logistics jobs are likely to change quite significantly over the next decade or two with people and machines collaborating much more closely in the workplace and with more jobs in tech and R&D functions," he says.



Finance/Investment

Having been earmarked as the GBA's international trade and finance centre, Hong Kong has an opportunity to strengthen its role as a global gateway to China while at the same time growing its economy.

Edith Wong, Chief Marketing Officer of InvestHK, the government department responsible for foreign direct investment and supporting overseas businesses to set up and expand in Hong Kong, says the GBA will enhance the city's competitive edge as a centre for global offshore Renminbi business.



She explains that the GBA plan sits well with InvestHK's mission to attract and retain foreign direct investment which, she says, is of strategic importance to the economic development of Hong Kong. The department works with overseas entrepreneurs, SMEs and multinationals keen to set up an office or expand their existing business in the GBA via Hong Kong as well as with mainland companies, including those in the GBA, who want to expand globally through Hong Kong.

Wong says the "one country, two systems" framework means Hong Kong enjoys unique dual advantages when it comes to foreign investment.

"On the one hand, Hong Kong is part of China; on the other hand, our economic, legal and social systems are different from those of the mainland. Hong Kong is a highly open and international city, with a business environment that is open and facilitating, as well as professional services that are of excellent quality. Our strengths can complement the advantages of the nine mainland GBA cities, such as the



size of their market, their industry system, and their comparative advantages," she says.

According to Wong, the blueprint supports Hong Kong in consolidating and enhancing the city's status as international financial, transportation and trade centre, and international aviation hub. It will also strengthen the city's role as an international asset management centre and a risk management centre, promoting the development of high-end and high value-added financial, commercial and trading, logistics and professional services.

"These areas of work are all conducive to developing Hong Kong into an international metropolis with enhanced competitiveness," she says. **B**

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The Greater Bay Area: An Opportunity Not to Be Missed

Hong Kong has a key role to play in the success of the Greater Bay Area, and efforts must be made to ensure it achieves smooth integration into the economic region. – By Ayesha Lau

Conceived as a dynamic and integrated business hub fostering higher investment and growth, the Greater Bay Area is expected to result in a more interconnected economic region. Its substantial size and the massive scale of the larger market are expected to yield meaningful opportunities across different sectors, whether in financial services, capital markets, industrial markets, technology, insurance, healthcare, education or infrastructure and real estate. Some predict the GBA's economy will double in less than a decade and that it is poised to become the fifth-largest globally, outpacing that of the UK. In 2018, the region's GDP exceeded US\$1.6 trillion – an amount roughly equal to South Korea's.

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The GBA's aim of promoting close cooperation between Hong Kong, Macau and nine cities in Guangdong province can make the region globally competitive.

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China is eager to keep opening up its economy for foreign trade and investment and diversifying its international markets. The GBA's aim of promoting close cooperation between Hong Kong, Macau and nine cities in Guangdong province can make the region globally competitive. This is especially important amid continuing US-China trade issues.

Collaboration matters. Cities located near one another such as those in the GBA can grow much faster when they take advantage of an appropriate division of labour and specialisation as well as economies of scale. To fully capitalise on the opportunities, businesses should carefully assess the potential impact of deeper GBA integration and formulate comprehensive policies

factoring in the region's connectivity and flow of goods, services, talent and information. In a sense, the aspiration is tantamount to economic globalisation at a local level.

Tax benefits are ready to be seized, with incentives available in some GBA cities on the mainland. In Qianhai in Shenzhen, for instance, a corporate income tax rate of only 15 percent applies for specific industries in that commercial development. And given the region comprises three tax jurisdictions – that of the mainland, Hong Kong and Macau – there are planning opportunities for enterprises to boost their overall tax efficiency as long as they keep their operating protocols in good order.

Within the GBA plan, Hong Kong plays a unique part. Long established as a finance hub, the city draws upon a talent pool rich in diversity and experience. Hong Kong's enhanced connectivity when it comes to capital, infrastructure, intellectual property and trade can help make the city a regional magnet for international wealth management.

At the same time, companies and investors should consider the roles and strengths of other GBA cities. Guangzhou, for example, will serve as a centre for international business and trade as well as for integrated transportation. Shenzhen, as a special economic zone, continues to be a focal point for innovation. Macau is home to highly advanced travel and leisure industries.

The influence of the GBA can extend beyond the Pearl River Delta to neighbouring provinces including Fujian, Jiangxi, Hunan, Guangxi, Hainan, Guizhou and Yunnan. It will act as a catalyst to open up the country's economy still more. In addition, the GBA's distinctive

standing within China's economic development ambitions means it is ideal for new policies to be tested and refined before being rolled out nationally.

The GBA plan's introduction marks a positive step. Regional growth is expected to fuel demand for financial services as well as expand the space for mainland Chinese and Hong Kong residents and institutions to make cross-border investments. The plan is likely to further relax restrictions on capital flows between the mainland, Hong Kong and Macau.

This could hasten the creation of innovative products and opportunities for companies to broaden their regional presence. Customers could open new accounts and enjoy cross-border access to banking services without having to travel.

Yet certain steps must be taken. Local officials and regulators need to work together smoothly to ensure

that people, capital and goods move with ease. These authorities should nurture entrepreneurship and innovation too. Making customs and immigration procedures run better is fundamental, as is striving to harmonise regulations. Efforts must also be made to improve the accessibility and reach of healthcare coverage while upholding the recognition conferred on educational achievements and qualifications across the region.

Innovation and technology are clearly high priorities for China, and their pursuit entails research, manufacturing and commercialisation. Towards these goals, Hong Kong and its fellow GBA cities bring respective assets in fielding new products and services. In short, the GBA affords those seeking to break into the China market or build their business in the country an opportunity not to be missed. ■



Ayesha Lau
Managing
Partner,
Hong Kong,
KPMG China

KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. KPMG China is based in 21 offices across 19 cities with around 12,000 partners and staff in Beijing, Changsha, Chengdu, Chongqing, Foshan, Fuzhou, Guangzhou, Hangzhou, Nanjing, Qingdao, Shanghai, Shenyang, Shenzhen, Tianjin, Wuhan, Xiamen, Xi'an, Hong Kong SAR and Macau SAR.





Celebrating 100 Years in the Skies

As part of our 100th anniversary celebrations this year, British Airways will hail our British heritage, our unwavering commitment to customer experience, and our vision for the future of aviation. – By Noella Ferns

Since the early days of aviation, Hong Kong has played an important part in British Airways' story. Our shared history has shaped who we are today, and our upcoming centenary celebrations stand out as the perfect moment for British Airways to revisit the UK's legendary aviation landscape and our British heritage. It truly has been an incredibly nostalgic time for us and our customers. One of the highlights to date saw us repaint a series of our aircraft featuring much-loved designs from our past.

It was just three years ago when we celebrated 80 years of flying the Hong Kong-London route, one of our longest-serving routes. It has strong emotional ties for us that can be traced back to a British Airways predecessor, Imperial Airways, which flew the first commercial airliner to Kai Tak in 1936. Today, our daily direct flight takes an average of 13 hours. It's hard to believe that in the 1930s that same route took eight days and involved 21 stops to refuel or change aircraft. It's amazing just how much

the passenger flight experience has improved over the last 100 years.

British Airways has much to be proud of as we celebrate our centenary. The celebrations are doubly meaningful for our customers as we are currently in the midst of a five-year £6.5 billion investment in new aircraft, new cabins, new catering, new lounges, WiFi, and new routes. Big changes are underway to improve our signature onboard product and services in our First Class cabins, with a new look and feel, new bedding, amenities and menus that would not look out of place in a historic five-star British hotel. Re-designed and unveiled in the last year, the First Wing provides customers with a private check-in area leading through to dedicated security lanes, which grant customers direct access to British Airways' prestigious First lounge. Our First customers will continue to have access to the airline's exclusive First Wing at Heathrow Terminal 5.

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As part of our centenary celebrations, we painted a Boeing 747 in the much-admired design of our predecessor British Overseas Airways Corporation (BOAC) with plans for more retro livery designs to arrive in the coming months.



A brand new business class seat – 'Club Suite' will be also arriving. Boasting 40% more storage, including a vanity unit and mirror, WiFi, an enviable 18.5-inch inflight entertainment screen, the Club Suite offers direct-aisle access, a suite door for greater privacy, and luxurious flat-bed seats in a 1-2-1 configuration. The new business class will arrive on the first of its A350 aircraft and start long-haul flying from October this year.

Changes are also underway in our latest World Traveller Plus (premium economy) cabin and World Traveller (economy) cabin, where we are upgrading menus and inflight entertainment and providing a more flexible seat adjustment for a quality flight. Customers will also benefit from high-speed WiFi, allowing travellers to browse the internet on their personal electronic devices.

To refresh our team's style we've also engaged Savile Row tailoring expert, Ozwald Boateng OBE, as the latest in an auspicious line-up of British designers to develop uniforms for the airline. We are constantly thinking of ways to develop and improve our services to better serve our customers who fly to 300 destinations in almost 80 countries.

As a pioneer in transforming the aviation landscape, we are looking into ways to enhance our customer experience, and how we will operate in future. For instance, British Airways is the first airline to install facial recognition technology at Heathrow – enabling us to board domestic (UK) flights in half the usual time. The same technology will also be used to speed boarding in Los Angeles, New York and Miami. Additionally, we are the world's first carrier to test remote-controlled devices to push back aircraft which can potentially reduce pushback delays by more than 70%.

To foster ideas and innovative technology with the potential to transform the air travel experience, we also directly support early-stage entrepreneurs to showcase their ideas for the next generation of travel tech

products and services. This challenge is a central part of our Centenary Programme – BA 2119, which looks at the next 100 years of flight in three distinct areas – customer experience, sustainable fuels and careers.

In our centenary year, British Airways is celebrating our historic accomplishments. At the same time, we are dedicated to our future customers and the next century of air travel. We are committed to another 100 years of creating unforgettable travel experiences for British Airways customers. 



British Airways is the UK's largest international airline offering 45 million customers a year quality, choice and convenience. Its principal place of business is London, with a significant presence at Heathrow, Gatwick and London City airports.

British Airways' main home at Heathrow is Terminal 5, regularly voted the world's best airport terminal in international passenger surveys.

Operating one of the most extensive international scheduled airline route networks, together with its joint business agreement, codeshare and franchise partners, British Airways flies to more than 200 destinations in almost 80 countries, on a fleet of nearly 300 aircraft. The airline is investing £6.5bn over the next five years in new aircraft, new cabins, new lounges, new food and new technology - including industry-leading WiFi.

British Airways is a founding member of the airline alliance Oneworld, which serves some 1,000 destinations across the globe.

Discover more at www.britishairways.com



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Designing Collaboration

Collaboration holds the key to the future of the creative industries of China and the UK – and here's why. – Paul McComb

The seemingly exponential growth of China's creative goods and services in areas such as film, TV and artificial intelligence and the irrefutable strength of Britain's creative industry presents an exciting opportunity to drive further innovation and impact through enhanced collaboration.

The UK is internationally renowned as an incredibly creative nation that is great to work with. Every country across the globe is looking for great creative partners. People want to work with the most creative people, companies want to work with the most creative companies, and cities want to work with cities that have the most creative people in them.

Creativity is the impulse to build something new, to innovate and will be a driving force in tomorrow's economy. Scientific and technological advances are of course, essential – but it's what you do with those new inventions and discoveries that's important, and this is where design comes into

play. It is the key to building a successful creative economy and the world's biggest soft power, let alone one of the largest earning powers.

Over the last few years, the rise of Chinese design has become a true phenomenon. It is now the largest exporter and importer of creative goods and services, with its exports of creative goods growing





**Andrew Heyn OBE,
British Consul
General to Hong
Kong and Macao**

at twice the global average between 2002 and 2015. Recognising the influence of soft power, China's key industrial strategy now sees to it that most major Chinese cities have an annual design festival and centres such as the Shanghai Promotion Center for City of Design, a non-profit social organisation providing services to encourage development of creative design industries in the city, to develop their design industry and compete on the world stage. The country's dedication to its creative industry can also be seen through creative partnerships such as with the London Biennale, which sees some of the world's most exciting and ambitious designers, innovators and curators gather in London annually. In 2018, Chinese cultural and arts business, Poly Culture, sponsored the opening Medal Ceremony for the event and was one of the official Headline Partners.

The same goes for cities like Hong Kong. Chief Executive Carrie Lam has placed design and the creative industries at the heart of her policy address. Through various activations, it's clear that the city is taking steps towards ensuring that the creative industries are recognised as an important economic driver that enhances the capacity for innovation. It has taken a 'bigger picture' approach to investment in the creative industries with links to trade which is shown through major creative events such as Business of Design Week (BODW) and Centrestage, which have a strong focus on trade and exports.

However, there's a thirst for more and this is why collaboration remains key. I believe we are living in a new age of creativity where ideas are the main currency and creative partnerships are the key to growth and success. A creative business is a successful business and when the world is your competition, you can't afford to be ordinary.

As China's Belt and Road Initiative becomes a reality, creatives will be in even greater demand. Connecting

a supercontinent is an ambitious task. The countless infrastructure and development projects that it brings will require innovators and problem solvers from a broad swathe of creative disciplines, ethnicities, and nationalities. Creativity and innovation thrive on diverse communities. So the UK, China, and Hong Kong have unbelievable potential for continued high-value-added cultural and design knowledge exchange. **B**

To find out more about partnership and sponsorship opportunities for Great British Design, please contact us at DITHongKong@fco.gov.uk



The UK's Department for International Trade (DIT) has an overall responsibility for promoting UK trade across the world and attracting foreign investment to its economy. DIT is a specialised government body with a responsibility for negotiating international trade policy, supporting business, as well as delivering an outward-looking trade diplomacy strategy.



Paul McComb
Director
General Trade
& Investment,
Department for
International
Trade

Fighting Back Against Cancer

Cancer is a growing concern in Hong Kong and globally. Now, the British Chamber of Commerce has established a Cancer Care Sub-Committee to support the city's government in its efforts to prevent and treat the disease. – By Emma Sterling

Cancer is Hong Kong's biggest killer, accounting for more than 30% of all deaths every year. The number of new cancer cases has jumped by a third in the last decade, to an unprecedented high; a trend set to continue as the city ages. Colorectal, lung and breast cancers make up half of Hong Kong cancers, affecting people of all ages, genders and backgrounds.

Despite considerable advances in treatment and therapeutics, the government of Hong Kong faces major challenges in sustaining an effective cancer service. Cancer services, like all public hospital-based care, face common issues of a stretched medical workforce and limited resources. Improving access to prevention, screening and cancer treatment – whilst ensuring the affordability of cancer care – is a complex challenge, but one worth focusing on to enhance a patient's chance of survival. Currently, lengthy waiting times for both diagnosis and treatment in the public system – up to 80 days for some cancer types – correlate to poorer outcomes than could be achieved, indicating a need for new initiatives and approaches.

NUMBER OF NEW CASES BY AGE GROUP, 2016

Age	Men	Women	Total Cases
0-19	108	75	183
20-44	811	1,903	2,714
45-64	5,621	6,884	12,505
65-74	4,617	2,766	7,383
75 and Over	4,878	3,805	8,683
Total Cases	16,035	15,433	31,468

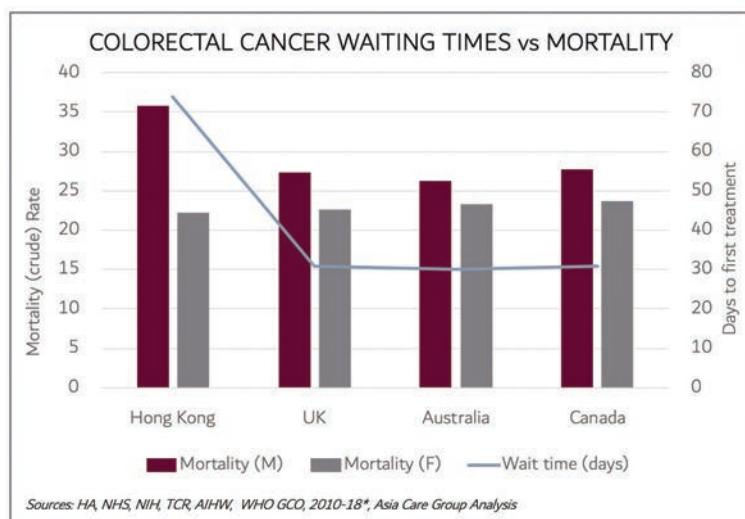
Source: Hong Kong Cancer Registry, 2018

Cancer also has broader economic repercussions. Employers are increasingly facing indirect costs, such as sickness absence and productivity losses. Almost 50% of all cancers occur in people within the working age population; placing pressure on businesses of all kinds. This phenomenon is set to continue over the next decade, contributing to a reduction in an already shrinking labour force. Earlier, accurate cancer diagnosis and treatments may help ensure better employee health outcomes, higher return-to-work rates, better and a healthier workforce participation rate.

Government action

The Hong Kong Government is exploring ways to better serve cancer patients through a number of initiatives. It has recently signalled its intention to develop a comprehensive cancer strategy – the first of its kind for the jurisdiction. Mid-2017 saw the announcement of Hong Kong's first ever specialist cancer treatment centre at Grantham Hospital, granting access to advanced cancer therapeutics at the cutting edge of research, dedicated to reducing treatment waiting times.

Additionally, plans for the highly anticipated Guangdong-Hong Kong-



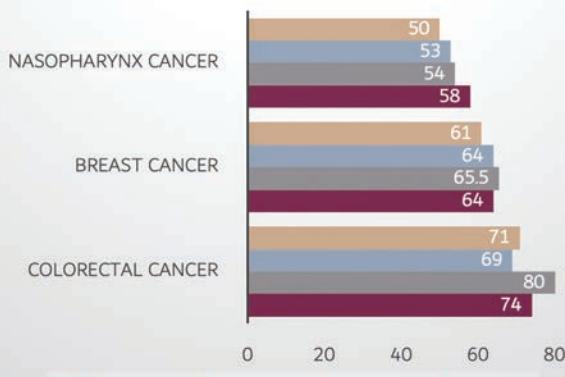
Macau Greater Bay Area covering a population of over 60 million, will incorporate new approaches to the pressing demand for oncology services. Closer collaboration of dedicated healthcare professionals in Bay area cities will encourage innovation, streamline patient care between hospitals and optimise progress in research and development; namely precision medicine, an advancement set to revolutionise cancer treatment.

Hong Kong is a regional leader in smoking cessation, with the lowest adult smoking rate (10%) in the APAC. This smoking reduction is attributable in no small part, to government-led public health campaigns aimed at reducing lung cancer incidences. However, other cancer risk factors also require targeted action and a multi-pronged approach, including improved service provision, to boost patient outcomes.

Launch of the new Cancer Care Sub-Committee

To support the government's focused efforts in preventing and treating cancer, the Healthcare Committee of the British Chamber of Commerce has established the Cancer Care Sub-Committee. The newly launched committee is comprised of leading representatives from across the healthcare sector. Patient organisations, legal firms, provider organisations, insurers, pharmaceutical industry representatives and health strategy specialists will collaborate to understand the complex and immediate challenges patients face along the care pathway. There is strong evidence that suggests a positive patient experience of cancer care correlates with a better clinical outcome. Listening and responding to patient experiences and perspectives on cancer care in Hong Kong is therefore critical in helping identify first-hand challenges and informing the way in which cancer services could evolve. Through understanding the patient's perspective,

WAITING TIME AT 90th PERCENTILE FOR RECEIVING FIRST TREATMENT AFTER DIAGNOSIS (IN DAYS)



committee members will work to raise awareness and advocate efficient and equitable cancer care, tailored to the needs of Hong Kong patients.

What's next?

In the coming months the Cancer Care Sub-Committee will publish a white paper. Applying insights gained from working group discussions and surveys, the paper will consider the patient voice alongside clinical and operational evidence, and will set out recommendations for three particular aspects of disease management: prevention, access and affordability.

Cancer is a growing public health concern across the globe and in Hong Kong. It affects lives beyond the individual afflicted; action is imperative. Responding to patient voices' will help the Hong Kong Government enact tailored initiatives to enhance care quality and see better outcomes. By bringing together key industry players and community partners, and through its advocacy work, the Cancer Care Sub-Committee will support this critical and timely policy agenda. **B**



Emma Sterling
Senior consultant,
ACG



Shweta Anand
Consulting
Analyst, ACG

Asia Care Group focuses on the provision of professional advisory services to the healthcare sector in the Asia-Pacific region. It was founded in Hong Kong to address a clear and growing market demand for expertise in supporting meaningful change and improvement in healthcare systems and services. Areas of specialism include: healthcare strategy, health economics and change management.



Selecting the Right School

With so much choice in Hong Kong, choosing the right school for your child can be a daunting prospect. Shrewsbury International School offers a personalised selection process. – By Ben Keeling

Families at Shrewsbury benefit from an individualised identification and selection service that takes full advantage of a thriving international school sector.

Over the last decade, a total of 16 vacant premises or greenfield sites have been assigned and allocated for the purposes of international education – the Hong Kong Special Administrative region now hosts a total of 55. And this doesn't account for the rather dramatic rise in the number of private school places available.

For the first time in a generation, families arriving in Hong Kong have a broad range of high quality options. Perhaps more significantly, they now also have choice.

This is good news for both parents and schools – it presents an opportunity to seek true alignment in

values and vision: a relationship that has been shown to have enormously significant impact.

Former interim Chief Executive of the National College for School Leadership, Maggie Farrar, has described parents and families as the 'co-constructors of the learning experience'. She goes on to identify that 'the development of a relational trust between [a school and its community] is a prerequisite of better partnerships, leading to better outcomes.'

A shared set of values leads to improved results – the selection of a school should therefore be a deeply personal process. The availability of a wide range of academic pathways offers a unique opportunity.

No longer captive to a system working beyond capacity, parents in Hong Kong are able to intelligently tailor the educational pathway of their child as interests and strengths change and evolve.

An early decision to focus exclusively upon the provision of outstanding primary allocation at Shrewsbury builds directly upon this golden opportunity and has already reaped rich reward. Our learning spaces and the relationships we foster have been shaped by what we know about early childhood development – the needs and interests of a child at five differ enormously from those observed at the age of 15.

From within our award-winning campus, children receive a broad, balanced and aspirational range of opportunity. They are also offered personal guidance and direct support at their point of departure, most commonly to either enter the secondary school system here in Hong Kong or the British independent system back in the UK.

Understandably, this particular benefit has proven especially popular with incoming expatriates, often based in the region for an undetermined length of time.

Secondary School selection at Shrewsbury is undertaken over the course of three years and



draws upon our ever-developing knowledge of each individual child. Guided by a detailed action plan, exploration, selection and application are tracked closely to ensure that every student is placed into a school that allows them to thrive. For our 2018/19 graduates, the process has proven to be enormously successful and has led to as diverse a range of outcomes as you might expect from such a personalised service.

Onward journeys are supported by a wealth of respectful partnerships and a detailed school database.

With such a broad range of options now available, schools have become increasingly assured on the unique benefits they offer to students. And this growing confidence has brought about a greater willingness to engage and collaborate.

Parents interested in learning more about the benefits of our school selection service are very welcome to reach out to the school team directly on admissions@shrewsbury.hk. We offer regular tours of the school every Tuesday at 10:00am. B



Ben Keeling
Founding Principal,
Shrewsbury International School Hong Kong

Shrewsbury International School Hong Kong is a specialist primary school centred around traditional British values and an innovative approach to teaching and learning. It opened in August 2018 and offers a wide range of provision for children aged between three and eleven predominantly from an international background. The newest member of the Shrewsbury family, the school builds upon the reputation of its sister school, which was founded by Royal Charter in 1552 as one of Britain's best reputed schools. www.shrewsbury.hk





Flying into the Future

A growing number of industries are turning to digital twins to help improve efficiency by pairing the virtual and physical elements of their operations. Now Hong Kong International Airport is embracing this technology. – By Dr Thomas Tang

A digital twin refers to a digital replica of physical assets and can be used throughout the lifecycle of a place or space – enabling people to build with data and then view data as a physical object. Global research and advisory organisation Gartner Consulting predicts that by 2021, half of large industrial companies will use digital twins and by doing so they can save up to 10% in operational running costs (Gartner, 2019). Additionally they can predict and avoid issues relating to safety risks, specify maintenance procedures such as for a component that is about to burn out, control quality during fit out phases, carry out tests by visualising performance under simulated conditions, identify design defects, remotely operate industrial robots and provide customer offerings like visual walkthroughs as part of the user experience.

Digital twins are being used in industries like oil and gas rigs, power stations, railway stations, nuclear plants and other facilities with complex operations. Airports in particular have embraced the idea of digital twinning as they face immense challenges in coordinating airplane movement, passenger flow, baggage, retail shops and restaurants, immigration, customs and security – plus they have incredibly high running costs. Other major airports which have commissioned digital twins include London Heathrow, Amsterdam's Schiphol and Londrina airport in Brazil.

Hong Kong International Airport is in good company then, in embarking on its digital journey. Not only is it a busy airport, but it has unique geographical challenges as it was built on reclaimed land at Chek Lap Kok and is key to our regional economy.

The overall digital strategy for the airport is ambitious: to digitise the airport facility using Building Information Modelling or (BIM) to create a digital twin of the entire 1,255-hectare facility.

To create the BIM model for Hong Kong's airport, Atlas used laser scan technology, which is as accurate as it sounds. Typically, it can collect survey data points at a rate of 50,000 points per second over a range of up to 300m. Using this digital data, the Airport Authority can support its asset and facilities management programs and help it to visualise its future development and expansion.

- Modelling of the Terminal 1 Annex building, a 30,000m² extension to the existing terminal which includes the construction of a 7-storey reinforced structure with steel truss roof and associated new check-in counters and baggage reclaim carousels.
- Modelling of the Sky Bridge, a 28m-high and 200m-long footbridge to help reduce travelling time for passengers and the need for shuttle buses, while providing space for the accommodation of the largest A380 flights.
- Visualisation to demonstrate the impact of the East Hall Food Court renovation on passenger

experience and to check wayfinding to ensure smooth flow of passengers throughout the refurbishment area.

- Visualising commercial opportunities for advertising space for a three storey, 80m long hoarding part of the undertaking extension works to Terminal 1 as well as keeping the look and feel of the Terminal building.



Creating a digital twin is an essential investment for many large engineering operations, enabling designers, operators and users to save time and money in the future. By utilising this technology, Airport Authority Hong Kong is showing how seriously it takes its planning and that it understands the importance of the airport to our economy. **B**



Dr Thomas Tang
Advisor,
Atlas Industries

Atlas Industries is a leading digital design delivery solution provider to major architects, engineers, contractors and asset owners around the world. We provide high quality and cost-effective documentation and project delivery services with specialist expertise in Building Information Modelling (BIM). Our work adds measurable value.

atlas⁺



A Future Immigration System

The UK is still open for business, and an overhaul of the visa application process aims to attract leading talent from around the world.

– By Dominique Hardy

Each year, thousands of people from Hong Kong travel to the UK and, for those going to study, do business and work, UK Visas & Immigration aims to provide a world class customer service.

In 2018, we issued around 10,000 visas to Hong Kong passport holders, a 98% success rate. We processed 97% of non-settlement applications within our 15 working day service standard, against UKVI's global target of 90%. In fact, our average processing time over 12 months was around five days.

However, we are not complacent and appreciate that during our peak period in 2017 we were unable to maintain the high level of service our customers have rightly come to expect of us. While we worked hard

2019 will be an important year and it is vital that we deliver a world-leading immigration service to match.

to ensure our performance last year was much closer to the high standards we set ourselves, we know there is still more to do and in 2019 we aim to deliver a series of further customer service improvements.

The first change customers in Hong Kong will notice is that our visa application centre has moved to new, larger premises in North Point. Our old centre often reached capacity in the peak summer months so applicants will now benefit from a more spacious and comfortable environment.

Secondly, we have phased out the legacy Visa4UK website, which will no longer be available if you are applying for a visa to visit, study or do business in the UK. Instead, applicants will use UKVI's new online application form – Access UK –

which has been streamlined and simplified, making it easier to apply and purchase additional services for convenience or speed. This application form can now be used on a mobile, tablet or desktop.

Customers will also be able to seamlessly transition between the visa application form and the next stage of the application journey. Through our commercial partner website, this will allow customers to book their visa application centre appointment, scan and upload their supporting documentation at home, and add services to tailor their experience, including a new end to end assisted service or the On-Demand Mobile Visa Service. This new service allows customers to submit their visa application in a location of their choice, adding greater convenience and flexibility.

Thirdly, in addition to allowing customers to upload their supporting documentation, we will be rolling out technology that will allow customers to self-scan their biometrics when attending their visa application centre appointment. These innovations will reduce time customers spend in the centre, providing a quicker and smoother experience. Customers can still choose to have support at the visa application centre including their documents scanned, for a small fee, along with additional services that provide support, for example with biometric submission, as well as a more personalised experience.

There have also been recent policy changes which will affect the business community in Hong Kong. In March, the government introduced two new visa routes to attract leading business talent to the UK. The Start-Up visa route will be open to

those starting a business for the first time in the UK, while the Innovator visa route will be for more experienced business people who have funds to invest in their business. These visa routes will be run in partnership with experts in the UK to make sure the new businesses benefit our economy and the UK remains a world-leading destination for pioneering entrepreneurs.



(L-R) Harish Bhojwani, Regional Head, VFS China; Andrew Heyn OBE, British Consul General, Hong Kong; Ip Kin-yuen, Member of Legislative Council of Hong Kong for Education Constituency, Chief Executive for Hong Kong Professional Teachers' Union; Dominique Hardy, Regional Director, UKVI Asia Pacific

During 2019, the government will also engage with a wide range of stakeholders across the UK and internationally as it shapes a future immigration system. In December, we set out plans for a new single, skills-based immigration system. The future system will support a dynamic economy in line with the UK's Industrial Strategy, which aims for a skilled, innovative and highly productive workforce. The government will have full control of migration to serve the national interest, and to enable those who come to the UK to integrate and make a positive contribution to the economy and society.

2019 will be an important year and it is vital that we deliver a world-leading immigration service to match. B



Dominique Hardy
Regional Director,
UK Visas & Immigration,
Asia Pacific

UK Visas & Immigration is responsible for making millions of decisions every year about who has the right to visit or stay in the country, with a firm emphasis on national security and a culture of customer satisfaction for people who come to the UK legally. www.gov.uk/ukvi



UK Visas & Immigration



Soft Skills, Hard Results

The Chatteris Educational Foundation is offering life-wide learning opportunities to allow less privileged students in Hong Kong to overcome the equality gap.

– By George Tarling

Who would you prefer to hire, a candidate with strong technical skills but lacking that certain spark or a less skilled applicant who demonstrated their confidence, creativity, and ability to communicate? Of course, in an ideal world, you would not have to choose between the two. However, a greater emphasis on “soft” skills in modern society requires a similar shift in the way we should approach education and the opportunities offered to young learners.

In Hong Kong, students from privileged backgrounds are 3.7 times more likely to attend university than their less privileged peers. Nearly half of all students are prevented from attending university due to English examination results alone. But, on top of this, a recent study by professors at the Education University of Hong Kong demonstrates how underdeveloped “soft currencies”, including personality, character, and social confidence, contribute to Hong Kong’s worryingly high levels of economic inequality. It describes how the acquisition of these soft currencies requires access to learning opportunities outside of the classroom such as extracurricular activities, professional experiences, and cultural exchange – access that children from low-earning families are unlikely to secure. The growing importance of soft skills to an industry can also be seen in LinkedIn’s 2018 Workforce Report and Deloitte’s Access Economics Report, which state that soft skill-

intensive occupations will account for two-thirds of all jobs by 2030.

As a charity, the Chatteris Educational Foundation’s mission since 1990 has been to raise the English proficiency and self-confidence of all Hong Kong’s young people, but with a specific focus on the less privileged students described above. To achieve this we place 100 international graduates every year in local schools to deliver creative English-based activities both inside and outside the classroom, and we work with a large number of schools that cater for students from challenging economic backgrounds. Many of these schools will be lucky if even one student manages to run the gauntlet of Hong Kong’s public exams and attains the grades to enter university, and we are proud of the specialised support we offer to schools in this situation.

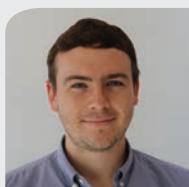
While in school, our tutors lead interactive lessons and fun extracurriculars that assist with students’ fluency, pronunciation, and ability to converse in English. However, as time has passed, we have increasingly recognised the need to place greater emphasis on developing these students’ soft skills, as well as the benefits of doing so. Aside from the study mentioned above, we have first-hand experience with students who struggle to demonstrate their creativity,

confidence, or communication skills as well as any motivation to engage with the English language.

Our response has been Chatteris Inspire. Alongside our tutors' daily activities delivered in their placement school, we have developed a programme of experiential learning opportunities that engages volunteers from the wider Hong Kong professional community to inspire, educate, and motivate our student beneficiaries, and take an active role in developing the next generation.

The Inspire activities are delivered in a number of different formats; we have organised guest talks in schools, office visits that take students to company headquarters, summer camps taking place all over Hong Kong, and many more. The key merit connecting all of these collaborations is the bond it creates between the external volunteer and the students. Although intimidating, conversing in English with these role models provides an essential opportunity to build students' confidence with the language. It also sparks their motivation to use it. We have seen students who would normally be unwilling to use English eagerly asking questions and engaging with the Inspire mentors as they are so interested in learning more about their background and history.

Moreover, we work with mentors in Chatteris Inspire to help pass on the soft skills they have learned in their own career to the students. Every session is engaging and concludes with an activity that focuses on developing a specific life skill. For example, we work with Dr. Ying Ying Liu to deliver Inspire guest talks in schools. Dr. Liu is the founder of LumiVoce, an NGO dedicated to educating Hong Kong students on sustainability, biodiversity, and environmentalism. We collaborated closely with her to plan her session, bringing in a final activity that tested the students' confidence, public speaking, and communication skills as they presented in front of their classmates, trying to convince them on different ways they could lessen their environmental impact.



George Tarling
Community
Engagement
Manager,
Chatteris
Educational
Foundation
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Another great example of Chatteris Inspire is the office programme we delivered in collaboration with Macquarie Bank. Thanks to the commitment and passion of representatives from Macquarie, we delivered four separate sessions to a group of less privileged students in the bank's headquarters. During this time, we were able to focus on developing the students' creativity, as they each came up with their own business plan, their pitching skills, and also ran an interview skills workshop before hosting a mock recruitment activity. A lot of the students we work with have never even visited an office environment in an area such as Central, let alone believe that one day they could work there, and these programmes aim to give such students motivation that they are capable of finding careers in such institutions no matter what their background.

Overall, we are humbled by how the Hong Kong community has supported the growth of Chatteris Inspire and extremely grateful to everyone who has contributed to it so far. We would also welcome the support of any business or individual who could spare an hour of their time to act an inspiration for students on the other side of the economic divide, and look forward to ensuring that when our partner students go for their first job interviews they are more than prepared to demonstrate both their hard and soft skills. **B**

The Chatteris Educational Foundation is a registered non-profit charity established in 1990 that impacts over 70,000 students in 45 schools across Hong Kong. Every year we place 100 graduates from across the world to establish an authentic English-speaking environment in their school, which helps students to view English as a living language rather than just an academic subject. www.chatteris.org.hk





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Cambodia with Aqua Mekong

Slink between ports in Vietnam and Cambodia aboard the Aqua Mekong on a journey that offers endless scenes of daily life; farmers with conical hats working in fields; water buffalo ploughing the paddies; and children playing by the riverbank as the sun sets. Make a beeline for Cambodia's Siem Reap where Angkor Wat's phenomenal 12th century temples and structures are the showstopper. Hop off in Phnom Penh, located at the confluence of the Mekong and Tonle Sap, where you can witness colonial mansions, vibrant markets and historical museums. Time permitting, take your sea legs for a stay at Shinta Mani Wild, Bill Bensley's remote and luxurious tented camp.

West Papua with Kudanil Explorer

For something a little off the beaten track, take to the waters of Indonesia with Kudanil Explorer who'll whisk you on a cruise less ordinary. Originally launched in 1978 as a safety standby vessel for the oil industry, a swish makeover in 2018 prepared it for charter use, and now it explores some of the most remote parts of the region. The West Papua, Rote and Sumba route offers stunning tropical island scenery and some of the richest reefs in the world alongside watersports and cultural excursions. On board, eight stylish cabins with all mod cons and great daybeds and balconies can accommodate 16 guests, and there's a saloon, bar, library, lounge, dive centre, open-air jacuzzi, sun deck and spa to keep you soothed as you sail.

Laos with Mekong Kingdom

For a sailing experience that doubles up as a step-back-in-time, climb aboard Gypsy and glide amongst the beautiful scenery, waters and sleepy banks of Laos. This exclusive 41-metre river vessel offers just two cabins so it's ideal for families with older children, or groups of friends looking for a free-spirited escape. The cabins are plush, you get all your mod-cons, and an onboard chef serves up delicious local dishes. Tear yourself away from the surrounding landscape with some sunrise yoga, cooking demonstrations, or jewellery-making. Jump ship every now and then to visit fishing villages and discover lush forests, gilded temples and mist-shrouded mountains.

Myanmar with Belmond's Road to Mandalay

Let Myanmar's Ayeyarwady River be your humble guide and prepare to pass magnificent landscapes, rural villages, saffron-robed monks, and gold pagodas while on Belmond's Road To Mandalay.



A temple in Laos

Guests get to relax in slick and sophisticated rooms with crisp white bedding, lounge by the pool, or sip a cocktail on your balcony. For a blow-out, the Governor's Suite features a butler service and a separate sitting room. Burmese marionettes, classical dancers and local lectures all take place on board. Want to immerse yourself in the culture? Try a Burmese cooking class, learn to tie a traditional longyi, or opt for a yoga or Tai Chi session taking



Belmond's Road to Mandalay



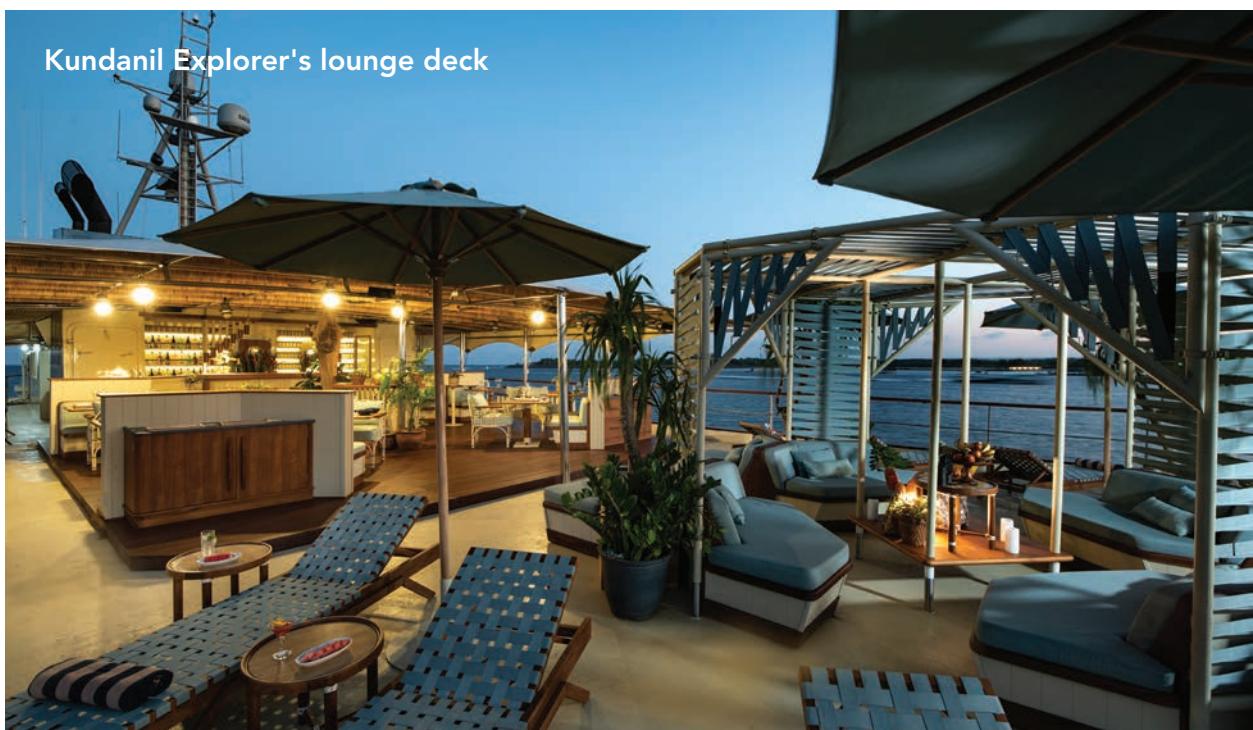
Shinta Mani Wild tented camp, Cambodia



The Road to Mandalay



A Laos sunset



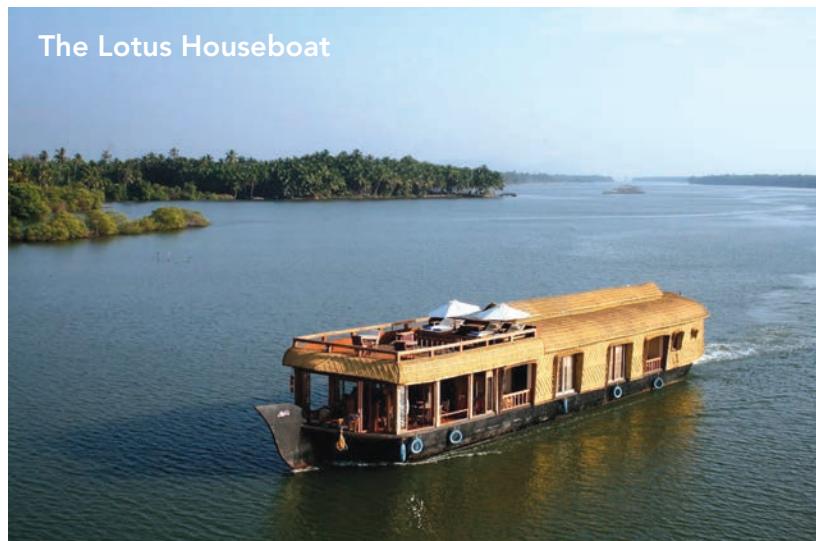
Kundanil Explorer's lounge deck

place on the deck. During the day, disembark and explore the local villages, temples, monasteries, pagodas and markets, and meet with local craftspeople.

North Kerala with The Lotus Houseboat

Glide your way around Kerala's backwaters, complete with staff and sense of total freedom. Take in the pretty landscapes and wildlife, watch the locals going about their days, hear ancient Indian stories, learn about the old spice trade, and discover the unique wonders of living on a houseboat. And what a houseboat. Decorated with traditional teak furniture, bright fabrics and Keralan art, Lotus Houseboat is the height of welcoming. Due to its smaller size, you can navigate narrow canals motor-free, and try some kayaking among the backwaters. Extra points go to

The Lotus Houseboat



the sustainable fishing: follow the environmentally friendly protocol and come dinnertime, you can dine on the fish you caught earlier that day. **B**



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DESIRE MADE REAL

Eat & Drink

Popinjays is a contemporary lifestyle rooftop restaurant and bar offering European gastronomy. Reflecting Hong Kong's vibrant, cosmopolitan style, the lifestyle destination is designed to attract the city's flamboyant, fashionable crowd and leaders in style.

Popinjays, a term once assigned to parrots, takes its name from the resident cockatoos along neighbouring Garden Road, Hong Kong Park and Hong Kong Zoological and Botanical Gardens. Naturally drawn to being part of a flock, and rarely flying solo, the habits of these birds embody Popinjays' sociable spirit. The 420 sqm outdoor terrace provides the perfect vantage point to



appreciate the most Instagram-worthy views.

Extending epicurean pleasures to the afternoon, Popinjays expands its service and soars with the debut of the city's most fun and playful rooftop afternoon tea. Bursting with colours, complemented with an optional fiery tableside showcase, this interactive gastronomic experience promises to tantalise the palate and keep one entertained through the afternoon.

For reservations and enquiries, please email reservations.themurray@niccolohotels.com or contact +852 3141 8888 or visit niccolohotels.com



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Nightlife



Following a triumphant year of recognition and awards for Soho cocktail bar The Old Man (no.10 on World's 50 Best Bars, no.5 on Asia's 50 Best Bars and winner of DMBA 2018's Asia Bar and Bartender of the Year Awards), founders Agung Prabowo, James Tamang and Roman Ghale have announced the opening of their second venture, **THE SEA by The Old Man**.

THE SEA by The Old Man is a rustic spin-off concept and sister venue of The Old Man, continuing on the theme of Ernest Hemingway's 1952 hit novel The Old Man and the Sea.

Unveiling a rustic and seasonal cocktail menu that is anything but ordinary, the drinks are fashioned after Hemingway's extraordinary mind and infamous candour. Alcoholic and non-alcoholic beverages will highlight the most innovative methods in modern mixology as well as culinary techniques such as fermentation, sous-vide cooking and rotary evaporation.

Eat & Drink

New neighbourhood grill and smokehouse, **Mr Brown** is now open on Ship Street in Wanchai. The second venue from the team behind award-winning restaurant FRANCIS is a bigger and brasher version of their successful formula of sharing-style small and large share plates, in a lively neighbourhood environment, with a perfectly curated wine list.

Southern slang for the smoky, dark meat located on the outside of a barbequed pork shoulder, Mr Brown takes inspiration from a variety of cuisines, dishing up fresh fish, juicy cuts of meat and inventive vegetable dishes that are smoked, roasted, baked, and grilled to perfection.

A bespoke 2.1m Argentinian grill with adjustable cooking surfaces and unique clay pit design is the centrepiece of the dramatic open kitchen featuring up-close seating for 10 guests.

Using seasonal ingredients, Head Chef Asher Goldstein combines influences from his home town of Tel Aviv and the Mediterranean region with his experience of wood fire cooking in Australia; to create simple dishes with strong distinctive flavours. The menu is split into small starter plates, vegetable dishes, larger plates, as well as desserts, and is designed for optimum sharing.



Book Shelf

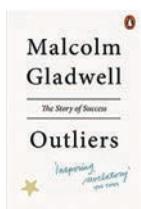


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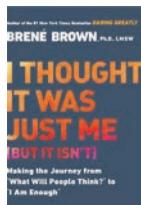
Blindspot: Hidden Biases of Good People (HK\$112.00* + free delivery)
by Mahzarin R Banaji , Anthony G Greenwald

In *Blindspot*, the authors reveal hidden biases based on their experience with the Implicit Association Test, a method that has revolutionised the way scientists learn about the human mind and that gives us a glimpse into what lies within the metaphoric blindspot. By gaining awareness, we can adapt beliefs and behaviour and “outsmart the machine” in our heads so we can be fairer to those around us.



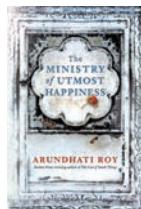
Outliers: The Story of Success (HK\$60.00* + free delivery) by Malcolm Gladwell

Why are people successful? For centuries, humankind has grappled with this question, searching for the secret to accomplishing great things. In this stunning new book, Malcolm Gladwell takes us on an invigorating intellectual journey to show us what makes an extreme overachiever. He reveals that we pay far too much attention to what successful people are like, and too little attention to where successful people are from: their culture, their family, and their generation.



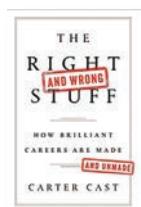
I Thought it Was Just Me (but it Isn't): Telling the Truth About Perfectionism, Inadequacy and Power (HK\$111.00* + free delivery) by Brene Brown

Based on seven years of ground-breaking research and hundreds of interviews, *I Thought It Was Just Me* shines a long-overdue light on an important truth: our imperfections are what connect us to each other and to our humanity. Our vulnerabilities are not weaknesses; they are powerful reminders to keep our hearts and minds open to the reality that we're all in this together.



The Ministry of Utmost Happiness (HK\$162.00* + free delivery) by Arundhati Roy

The Ministry of Utmost Happiness takes us on an intimate journey across the Indian subcontinent—from the cramped neighbourhoods of Old Delhi and the roads of the new city to the mountains and valleys of Kashmir and beyond, where war is peace and peace is war. Braiding together the lives of a diverse cast of characters who have been broken by the world they live in and then rescued, patched together by acts of love—and by hope, here Arundhati Roy reinvents what a novel can do and can be.



The Right and Wrong Stuff: How Brilliant Careers Are Made and Unmade (HK\$132.00* + free delivery) by Carter Cast

Cast's experiences and research led to five defining archetypes that express traits that cut across gender and every level of seniority and that play out everywhere, from big corporations to small law firms, from education institutions to raw startups. He shows how these archetypes fail and succeed, and how to recognise blindspots that can lead to downfall. He provides ways to improve self-understanding—digging into topics like values, needs, and motives—and provides the reader with new ways to take charge of his or her career.

Members can find these books at <https://www.bookdepository.com/british-chamber>

* Prices were correct as on 18th April 2019

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Food & Beverage & Accommodation



10% discount on a-la-carte dining



10% discount on the dining bill



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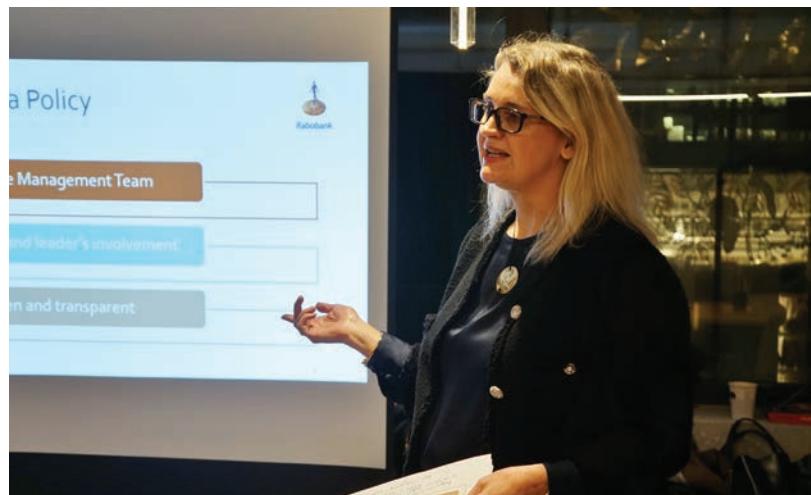
Wine Tasting with a Twist for Women in Business

13 March 2019

On 13 March, we had a full house for the first of our Women in Business networking events of the year. The ever-popular series this time moved away from its usual lunchtime format to team up with the Dutch Chamber of Commerce for a wine tasting evening, with a twist.

Our sommelier, Claudia Capelvenere of Valdivia Wines, led a four-round wine tasting where guests were given two wines to try, and then asked questions to determine the grape, the region, or the type of wine based on their taste buds alone. Atypical types of wine were served, and Claudia used tricks such as serving a red wine chilled to try and outsmart our guests. The biases and preconceptions of certain types of wine were made clear, and even though our guests did get a lot of the questions right, the event served as a fun analogy of unconscious bias. Suzanne Pearson, Regional General Counsel, Asia for Rabobank, and a member of the Chamber's Women in Business committee, highlighted some of the business impact of unconscious bias, and also how companies can implement measures to minimise its effect.

Our thanks go to the Dutch Chamber, our co-hosts for the evening, to Spaces Sun House who lent us its space, and finally to The Fry Group, without whom this series would not be possible without its continued support. The next Women in Business networking event will be on 16 May at Mr & Mrs Fox in Quarry Bay.



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Blockchain and the Future of Retail

7 March 2019

The Chamber hosted the latest in its Retail and Consumer series sponsored by PwC Hong Kong and Mainland China. We were joined by CITIC Telecom International CPC Limited's Chief Information and Innovation Officer Daniel Kwong for a fascinating talk where he discussed the question: Is blockchain the answer to the future of retail?

After a brief overview of the mechanics of blockchain, Daniel led straight into multiple case studies of uses of blockchain in different parts of the retail industry. The three main areas he suggested that blockchain would be of most benefit to retailers were in increasing transparency and consumer confidence, guaranteeing authenticity and reducing counterfeits, and in speeding up delivery and enabling smoother logistics. Daniel also went into particular depth in



outlining how Singapore Airlines was a pioneer in using blockchain to improve its loyalty programmes – both from its own operational perspective, and also for its clients.

Our thanks go to Daniel for his time in presenting to our guests, and to our series sponsor PwC for its continued support.

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KPMG

Star-Studded Annual Rugby Dinner Raises Much-Needed Charity Cash

4 April 2019

Every year, on the eve of the Hong Kong Sevens, the Chamber partners with KPMG to host our annual Rugby Dinner. The lively event is held at the Hong Kong Football Club, kicking off straight after the final whistle of the Rugby 10s tournament. Guest MC Anson Bailey from KPMG took over from regular host John Bentley to keep the proceedings running, and we were joined by four rugby stars, former England and Wasps player Simon Shaw, Wales midfielder Tom Shanklin, All Blacks fly-half Andrew Mehrtens, and the current England and Wasps Ladies player Claudia Macdonald - all interviewed by Hong Kong Rugby



Union CEO Robbie McRobbie. Guests were also treated to a surprise visit from Scottish legend Doddie Weir, who spoke at last year's dinner and popped by just before he flew back to London.

Although a lot of fun was had over the delicious curry dinner and free flowing beer, the dinner also serves as a key charity fundraising event in the Chamber's calendar. Thanks to generous donations

on the night through pledges, live and silent auctions, this year's charity recipients SoCo and the Hong Kong Rugby Union Charitable Foundation received a total of HK\$400,000, which will be doubled by KPMG. Our thanks go to all the prize sponsors for helping us to maximise this donation. Thank you to all those who came, especially our gold table sponsors, and to KPMG for its continued partnership.



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S p o n s o r e d b y

 **Berkeley**
Group

28 February 2019 –
The Murray,
Hong Kong



Izabela Zalewska (St. James's Place),
Duncan Palmer (The Murray, Hong Kong) &
Zbigniew Frank Orlinski (St. James's Place)



Giles Jacobs (La Trobe International) &
Edward Michaelson



Dr. Nichola Salmon & Dr. Grant Ross
(Optimal Family Health)



Kate Erricker (Nord Anglia University),
Stewart Redden (ESF) & Brian Cooklin
(Nord Anglia International School)



Megan Toner & Kate Chodzko (British
Council)



Louise Crowther (RBC Capital Markets),
Yukki Tung, Victor Li & Carrie Chow (CBRE)
& Stephen Hart (ARC Projects)



Danny Atamu (Pinnacle Performance),
Lindsey Hermes (Current Asia) & Steven
Molyneux-Webb (St. James's Place)



Peggy Oh & Maybelle Chan (Risk
Advisory), Olivia Ho (SDL) & Victoria
Baillie (Pink Tiger Media)



Ying Wong (Student) & Kate Chodzko
(British Council)



Mike Underhill (Kantar Millward Brown),
Henry Shaw & James Dempsey (Buy
Association)



James Dwyer (Status Red), Ian
Whitehouse (Velocity Business Solutions)
& Klaus Koehler (Woodburn Global)



Andy Sprowell (Buy Association) &
Andrew Seaton (British Chamber of
Commerce in Hong Kong)

SHAKEN NOT STIRRED

S p o n s o r e d b y



28 March 2019 –
BB Jazz Lounge,
D'Aguilar Street, Lan Kwai Fong



Carol DeCandido (Meet.Mozaic) and Mavis Wong (Cotai Services)



Andy Lam (William Russell), Steve Kwok (JOS) and Andrew Law (William Russell)



Ankur Sreen & Jasmine Jalif (St. James's Place) and Neville Sarony QC



Victoria Baillie (Pink Tiger Media) and Stuart Leckie (Stirling Finance)



Jerome Nye (Artlink Design Associates) and Sancia Yan (Santa Fe relocation)



Ross Lee (Barclays) and Bonnie Leung (British Chamber of Commerce in Hong Kong)



Chaz Kittrell & Aaron Hulston (Eversheds Sutherland)



Timothy Peirson-Smith (Executive Counsel) & Emily Weir (British Chamber of Commerce in Hong Kong)



Andrew Seaton (British Chamber of Commerce in Hong Kong) and Laurence Cave (The Resources Group)



Philip Skevington (Kinvara Capital) and Ross Lee (Barclays)



Krystyna Kosciuszko & Emily Weir (British Chamber of Commerce in Hong Kong)



Neville Sarony QC

SHAKEN NOT STIRRED

S p o n s o r e d b y

 **Berkeley**
Group

25 April 2019 –
Dragonfly, Tai Kwun,
Hong Kong



Charles Hill (ERE Property) & Jonathan Patterson (Tennis Australia)



Wei Roberts (St. James's Place), Carmen Choi (Excellence Group) & Olivia Ho (SDL)



Victoria Baillie (Pink Tiger Media) & Ankur Sreen (St. James's Place)



Richard Wong (ERE Property) & Cathy Wong (Primasia)



Tracey Ho & Ian Tam (Eversheds Sutherland)



Richard Dorkin, Milena Paleva (Ryder) & Cynthia Alfieri (Star Creative Partnership)



Joey Tsang, Kajal Aswani (Robertsons), Silvia To (British Chamber of Commerce in Hong Kong), Emma Evans (Function Eight), Frank Szeto (Robertsons) & Andy Tam (Mercer Marsh)



Ayala Sultanova (Uniplan) & Elaine Zhang (Elysian)



Nick Primanesi (Digital Barriers), William McNeice (WMG), Hugo Deacon (British Chamber of Commerce in Hong Kong) & Neal Beatty (Control Risks)



Michael Lintern (Robertsons) & Neal Beatty (Control Risks)



Victoria Baillie (Pink Tiger), Rigoberto De Pascale (CWCC) & Mark Davison (Cathay Pacific)



Hugo Deacon (British Chamber of Commerce in Hong Kong) & Carmen Choi (Excellence Group)



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