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The Official Magazine of The British Chamber of Commerce in Hong Kong Issue 63 Nov-Dec 2019

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November – December 2019



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## CHAIRMAN'S MESSAGE

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Dear Members,

There are times when Hong Kong has felt like a Jekyll and Hyde city. During the week it goes about its business with its usual engaging energy. Come the weekend it descends into pockets of violence and vandalism. For those of us who live in Hong Kong this is foreign and unfamiliar. I have written in previous magazine messages about how Hong Kongers, in my experience, have always exhibited a great sense of civics, are welcoming, open and friendly. So what has happened?

The mayhem on the streets and the vandalism inside Hong Kong icons, like the MTR stations, are truly heart-breaking. But, as those of us who live here know, the violent protests are not a pan-SAR phenomenon. International perspectives have at times distorted the picture into a sense of anarchy everywhere, all of the time. This is not the case. Moreover, the institutions and social structures of Hong Kong are strong, tried and tested. I remain convinced that we will come through this period of dislocation, and peace and decency will return.

But Hong Kong will be a changed city. Already we can see the Administration taking a slightly different tack. The Chief Executive's Policy Address on 16th October was dedicated to the issues of housing, land supply and improving people's livelihoods. There were very specific actions outlined to target improvements in livability and I was left with the impression of a much more interventionist government going forward.

This is not a bad thing, in my view. Hong Kong has an international reputation for its "laissez-faire" approach to government with a demarcation between the administration and business. Historically, this system has served Hong Kong well and contributed to lifting many people out of poverty and into great prosperity. But it is also possible that this system has contributed to a sense of unfairness and inequality, particularly among young people as they have felt left behind. Hong Kong has a Gini Coefficient which places it in the world's worst 10 territories/countries with uneven income distribution. This cannot be good. Hong Kong needs to be a city of aspiration and meritocracy where people can succeed through hard work, with smart ideas and with community spirit.

The policy address, which was entitled "Treasure Hong Kong, Our Home" included several items reflecting some of the proposals made by the Chamber in our policy address submission and other position papers submitted over the year. We cannot take credit for all of this, but I am pleased that the work of our specialist committees is chiming with the new thinking in government. I also know from senior members of the administration that the British Chamber policy work is highly valued and anticipated by government departments.

The last two months have certainly been busy for your Chamber.

In September we held the annual BritCham Ball at the Grand Hyatt Hotel. In light of the protests in and around Wan Chai we considered briefly postponing this. Thank goodness we went ahead. At GenCom and in the Executive Team we were unanimously of the view that we should send a message of business as usual. A huge thank you to our title sponsors, The Jardines Group, and all the other co-sponsors who helped make the event such a success.

The theme this year was British Music Festivals and the fancy dress matched the occasion with glamour and make-up in abundance. Music festivals in the UK are famous for rain, mud and Wellington boots. But they also celebrate "Peace and Love". I can think of no better invocation for Hong Kong in September 2019. We need a great deal more of both. The dancing finished in the wee small hours and as I left the Dance Floor way past midnight, I felt 30 years younger. The following morning I realised this was an illusion and I woke up feeling 30 years older- and in desperate need of "Peace and Quiet". It happens every year.

In mid-November, Andrew Seaton and I, accompanied by Alison Simpson of the General Committee, made the annual Chamber "Door Knock" visit to London when we met relevant government departments, business organisations and other key stakeholders. The visit coincides with the annual Trade Development Council dinner, at which Financial Secretary Paul Chan was this year's Hong Kong speaker.

Two themes dominated our discussions. The first was Brexit. The second was, of course, the situation in Hong Kong. There was great interest in what we had to say on recent events and the impact on business. This was an opportunity to correct impressions and we stressed again Hong Kong's underlying strengths as a business centre, the opportunities for the future,

including fintech, green finance, Belt & Road, and the Greater Bay Area.

We had positive responses on the latter including from the China Britain Business Council, the Hong Kong Association, the City of London, the Confederation of British Industry and the British Chambers of Commerce. We also urged consideration by government of a UK/Hong Kong Free Trade Agreement, as a significant, and relatively easy, post-Brexit win. This was a more uphill task but an initiative we will continue to encourage.

This visit is an excellent opportunity to project the Chamber as a key business partner to a range of business bodies in the UK, and as an authoritative voice of business in Hong Kong. The seniority of our meetings and the quality of our discussions were encouraging signs of the Chamber's reputation

As we enter the last two months of the year, the pace of Chamber activities will not be slowing. December sees the UK as the Partner Country to Hong Kong's Business of Design Week. This is Asia's flagship design event attracting more than 80,000 attendees from 60 countries. The UK delegation, led by Sir John Sorrell, will be the biggest design delegation to visit this part of the world with over 120 design businesses, nine universities and 40 VIP speakers.

Your Chamber will be giving this event its fullest support and if you would like to learn more please visit <https://bodw.com/en/> or contact the Chamber team. Sir John Sorrell also shares his insight later in the magazine as to why he believes Britain is the best creative partner for any city or country in the world.

Hong Kong is alive and kicking and it is great to see this acknowledgement from UK Inc., including at your Chamber. We will continue tirelessly to promote the opportunities for business in Hong Kong through our events and advocacy work.

And as we get into the festive season there will be plenty of networking opportunities too. I look forward to seeing many of you at these too.



**Peter Burnett**  
Chairman,  
The British Chamber of  
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15 to 19 November 2020

# 2019 British Chamber Policy Matching

On 16 October 2019, the Chief Executive presented her policy address, entitled "Treasure Hong Kong: Our Home". As you know, every year the Chamber draws up a paper, ahead of the policy address, putting forward the Chamber's key policy recommendations for the Chief Executive and the administration. This submission draws on the huge range of practical expertise and knowledge across the Chamber membership, in particular in the Chamber's specialist Committees. We back this up with regular closed-door meetings with senior members of the administration; and with stand-alone policy or position papers.

Our analysis shows 'touch points' between this year's policy address and the Chamber submission which draw on or reflect heavily on our submission. Areas where we believe our proposals have had a particular influence include:

- Land supply, building on the Chamber's substantial contribution to the work of the Land Supply Taskforce

- SME support – in particular simplification of the various support schemes; and moving towards a 'one stop shop' approach
- The need for compelling and convincing messaging internationally about Hong Kong as a place to do business
- Cancer care
- Extending anti-discrimination legislation
- Digitisation of government services

Visit our website to see view the full document: <https://www.britcham.com/Public/News/CNPW.aspx?>

A special thanks to the Chamber's Business Policy Unit, the Chamber Committees and to all members involved for their terrific contribution to this work.

To discuss how to get involved with and find out more about the Chamber's policy and advocacy work please email the Chamber team at: [membership@britcham.com](mailto:membership@britcham.com).

## Second Annual Asia Trade Summit Focused on Solutions for Trade Industry

The Economist's second annual Asia Trade Summit will bring together heads of companies, regional trade negotiators, policymakers, academics and economists for a day of learning and rigorous debate. The event will be focused on solutions and committed to producing outcomes that matter. Through a series of roundtables, onstage debates and panel conversations, the summit will analyse risks and opportunities, and look for a pragmatic way forward for those working in – or depending on – the trade industry in Asia.



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# Reducing the Gender Gap at Senior Levels

11 September 2019

Following our event earlier this year looking at how to manage a leaking female talent pipeline at the senior level, our stellar panel of speakers, Adrian Warr, David Bishop, Erica Chan, Lucy Taylor-Smith, and moderator Kirti Lad, returned to brainstorm practical solutions to the problem.

The speakers pointed out that while corporations attempted to craft policies to tackle the gender gap, there were often no accountability systems and no concrete KPIs to gauge the effectiveness of such policies. Corporates should not only strive to remove bias from the hiring process, but also to ensure young female employees' participation in senior level dialogues, as it is important to start young in terms of nurturing female leaders.

As the younger generation is open to more career options, companies that fail to offer flexibility to female



employees may risk losing talent and competitiveness. A healthy talent pipeline ensures team diversity and maximisation of potential for all genders.

The fruitful discussion garnered positive feedback and we were excited by the audience's enthusiasm towards the topic!



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# D&I in the Workplace: Insights from Dow Jones's Smita Pillai

17 September 2019

The Chamber had the privilege of hosting Dow Jones' Chief Diversity and Inclusion (D&I) Officer, Smita P. Pillai, during her trip to Hong Kong.

Smita leads the diversity initiatives globally for Dow Jones. Her background is in marketing, not in HR as is often the case for D&I roles. This may be one of the reasons why Smita brings such a refreshing practicality and provided such clear messaging on how companies can best try and integrate D&I policies into their organisations. Starting the conversation by looking at what issue your company is looking to solve at the strategic level, and then seeing how D&I may best help to solve that issue is one way in which she has obtained buy-in from senior leaders for resources and investment into her schemes. Her advice to focus on intersectionality,



and promote inclusion across all different types of diversity, were some instant takeaways for our audience.

Thank you to KPMG for hosting the event, and to Kirti Lad for moderating.

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# The Equal Opportunities Commission: Vision for the Future

26 September 2019

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The Chamber hosted Ricky Chu, the new Chairperson of the Equal Opportunities Commission, for a breakfast briefing in late September.

Ricky went into detail about the strategies he hopes to adopt in order to make real changes to how discrimination complaints are handled, and also to improve the legislation to promote equality for all in Hong Kong. Ricky suggested that the EOC will adopt a 'building block' approach to changing legislation, starting with the basic rights of people first, and then using these to create a wider cultural shift in Hong

Kong – notably on the grounds for discrimination based on sexual orientation, which is currently not covered by any of the existing anti-discrimination ordinances.

He invited Chamber members and the wider business community to provide their input and collaborate with the EOC to help, and to start encouraging all employers to consider signing the Racial Diversity and Inclusion charter. Details on the charter can be found here: <https://lnkd.in/fyEmSer>



# Hong Kong Protests: Business Resilience in Challenging Times

27 September 2019

More than three months of protests have placed Hong Kong centre stage in world media coverage. Some business sectors such as tourism have been severely impacted, but at the same time business goes on and many aspects of daily business life are only marginally impacted. However, the real economic impact is now becoming more apparent with companies delaying business decisions, the IPO market stalling and long-term planning being made much more difficult.

John Bruce, Managing Director, and Anthony Pereira, Risk Consultant, from Hill & Associates

Limited, advised businesses on how best to maintain their resilience in these challenging times. They addressed concerns over business continuity and staff welfare, and gave situational advice through examining existing and possible scenarios. Good communication and the



making of informed decisions will be essential to the smooth operation of businesses. Staff safety should be the number one priority, and communication with and the reassurance of staff remain critical throughout this period.



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# Clement Cheung, CEO of Insurance Authority, on the Challenges Facing Supervisory Body

17 October 2019

The Chamber hosted Clement Cheung, CEO of Insurance Authority, for a Speaker Luncheon as part of the Capital Market Series sponsored by KPMG.

Clement gave an overview of the role of the Insurance Authority and shared his vision on how the authority can become a prudential and progressive regulator. He outlined the future goals and measures for the authority, ranging from improving relevant legislation to revising the intermediaries' licensing requirements to ensure the integrity and professionalism of the industry. He also described the challenge for the supervisory body to balance



between facilitating and attracting new businesses into the industry, and regulating the industry as a disciplinary party. He emphasised that it would be key for the authority to regulate with a business mind, which would not compromise its standards, but rather increase stability and sustainability of the industry.



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# DP World COO on How Technology is Changing Logistics

11 October 2019

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Matthew Leech, COO of DP World, made a guest appearance at the Chamber while on his trip to Hong Kong and shared insights into how technology is changing the face of the logistics industry.

During the breakfast briefing, Matthew talked about some of the innovation strategies currently implemented by DP World, such as automated terminals, hyperloop transportation system, and drone technology. These technologies can handle containers with only one-third of the normal carbon footprint, while moving at the speed of a plane and the cost of a truck.

He shared his inspiring vision on how technology will change the global logistics system, and pointed out that there is an unmet global demand for a faster and more efficient transportation system, which can be fulfilled by using new technologies. The industry should strive to evolve and create a new system which is fast, cost efficient, and effortless. The technologies used by DP World are a good example of how the industry can embrace digitalisation and design the future.



# The Stresses of Being a Landlord

**Being a landlord is a stressful business, from chasing rent to keeping tenants happy to dealing with contractors. Stella Hockley Property Management has the solutions to those problems.** – By Stella Hockley, Property Management Expert, SHPM

**W**hen I became a property manager 23 years ago, I did so because I was interested in property but I gradually began to realise that it actually doesn't have an awful lot to do with property and it has everything to do with people.

Despite being people-based, most of the comment and dialogue from the industry is about how to make cold hard cash and the simple bricks and mortar, with very little psychological awareness of our clientele. In times when we're talking about good mental health, no-one is talking about just how stressful it is to be a landlord in 2019 and how a property manager may be able to ease that burden.

My client relationships are carefully nurtured and I will do everything I can to meet your needs but typically go above and beyond those needs. I listen with compassion; your worries will not be belittled; I won't shame or bully you; nor will you find me to be arrogant. You can voice your concerns and I can give you straightforward, jargon-free, practical and commercial advice.

How many times have you needed to call a large organisation, only to be greeted by an automated service where you have to press 1 for this and 2 for that and by the time you get to option 5, you've completely forgotten what option 1 was?

Maybe you get passed about from one person to another, repeating the same dialogue, only to go full circle and be told you have to speak to the first department you spoke to 20 minutes ago.

All you want to do is scream and hang up the phone! By this time your blood pressure has hit the roof, your cortisol is up and now you're snapping at everybody and eating all the office doughnuts.

If you want to get hold of me, you can just call my mobile, or send me a quick text.

You may be doing your tax return on a Sunday afternoon and have a quick question – I can answer there and then. If you want to text me on a Saturday night, like one of my landlords did recently, no problem. I can get back to you quickly.

Of course, if you'd rather not know the finer details, most clients are actually happiest in the knowledge that everything will be taken care of without any interaction on their behalf. I am your advocate in dealing with regulators, fulfilling obligations in good faith, liaising with tenants, providing anonymity, dealing with contractors – everything that you don't want to do. Just so that you don't have any stress in your life (regarding property).

Whichever way you wish to play it, I take your wellbeing seriously. According to the Mental Health Foundation, 30% of GP appointments are related to mental health and wellbeing issues and 1 in 6 people will experience a mental health problem each week. Just as you take care of your body at the gym, I can help to address your mental wellbeing by addressing whatever your individual needs are.

Another area where good mental health is important is actually understanding the needs of your tenants.

Whereas you may think this isn't your concern, it affects your financial stresses. Longevity of tenants and keeping them happy greatly affects your return.

Receiving 12/12 months rent, year-on-year, really boosts your yield, compared to maybe 12 months followed by 1 month void and many turnaround expenses on top of that.

Easily gaining access for a mortgage surveyor, for example, makes life simpler for you. The wisest thing to do is always to keep your tenants happy and I am expert at doing that. 

**SHPM operates predominantly in south-west and central London. They also offer a referral service.**



**Stella Hockley**  
PROPERTY MANAGEMENT

**Be free to spend the time that you want in the gym or however you wish to, while I take care of all this for you.**

**So, whichever way that suits you, these are all the ways that you can contact SHPM: Tel: 020 7610 9210; Mob: 07976 604 490; Email: [stella@shpm.london](mailto:stella@shpm.london); LinkedIn: Stella Hockley SHPM**

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# Selling Sustainability

Increasingly, consumers are demanding a more ethical and eco-driven approach to business from retailers. The result is a trend in sustainability. – By Sarah Graham

Retail trends come and go – in 2017 it was rise of big data, last year it was the opening of bricks and mortar showrooms to compliment online offerings. But one trend that is long overdue – and we hope will continue – is sustainability.

It's the buzzword of our time and underpins the current global campaign to raise awareness of the damage our planet is set to suffer through climate change.

Despite Hong Kong being ranked in 2018 as the world's 9th most sustainable city by Arcadis in its Sustainable Cities Index, in reality the SAR's attempts to go greener are a little short of the mark. In 2016 the city's recycling rate was 34%, with 3% of recyclable waste recycled

locally and 97% sent to mainland China for recycling. However, in 2018 China announced it would no longer accept the world's recyclable materials and since then the city has struggled to find an alternative solution.

*All the brands are talking about sustainability now but they're talking about the supply side, how the products are made – no one is really talking about what is already produced and is sometimes destroyed.*

*– Diego Dultzin Lacoste, CEO and co-founder, OnTheList*

waste being disposed of at landfills every day, and it has a cumulative negative effect on the environment. To address the waste issue, the Hong Kong

According to the 2018 Hong Kong Solid Waste Monitoring Report from the Environmental Protection Department, an average of 10,733 metric tons of municipal solid waste was disposed every day at landfills in Hong Kong in 2017.

Plastic waste was the third largest component of that municipal solid waste. That's a lot of plastic

government recently announced the introduction of a municipal waste charge to take effect next year and is attempting to tackle waste reduction at source by appealing to businesses and consumers.

In the retail space, sustainability is becoming front and centre for many brands. In fact, for some it's a selling point as environmentally aware customers begin to demand more from the retailers they spend money with.

Consumers are no longer simply looking to their trusted brands to offer recyclable packaging. They're demanding sustainability along the entire supply chain. The 2019 Retail and Sustainability Survey from CGS, a global provider of business applications

and outsourcing services, found that more than two thirds of the 1,000 consumers it polled considered sustainability when making purchases and were willing to pay more for sustainable products.

Younger consumers, the survey found, are the most conscientious, with 68% having made an eco-friendly purchase in 2018.

A growing number of Hong Kong's retailers are responding to this increasing demand for a more ethical and eco-driven approach to their business. Whether it's dropping plastic straws or using paper bags, 2019 has been the year that brands have embraced sustainability.

"This year there has been a big move towards sustainability in the

retail sector," says Elisa Harca, CEO and co-founder of Redant, a Chinese digital marketing agency. "We're seeing new players in the market trying to create a sustainable shopping experience."

She cites as examples HULA, the online store for 'pre-owned designer women's wear'; and Slowood, a natural food market where shoppers can buy sustainable products from refillable dispensers.

Among the new players in Hong Kong's retail sector is OnTheList, which offers members-only instore and online weekly flash sales offering products from top designer, luxury and lifestyle brands. Bargain hunters can get the best deal in town on fashion, cosmetics, home decor, stationery, wine, watches, and more at its Central

showroom. The items are last season's unsold lines and would in some cases have been destroyed by the brand. Instead, OnTheList offers the stock at big discounts for a select customer base who have been invited to literally get on the list. In the two-and-a-half years since it opened in Hong Kong, OnTheList has worked with hundreds of brands and now has 198,000 members in Hong Kong.



OnTheList founders Delphine Lefay and Diego Dultzin Lacoste



Diego Dultzin Lacoste, CEO and co-founder of OnTheList, explains that by offering the items, whether it be clothing, jewelry or kitchenware, the showroom is offering a sustainable solution to clear past-season merchandise.

"What doesn't sell in the bricks and mortar shopping malls goes to outlets. Even with outlets, there's still a lot that is not sold. Brands need a solution for that," he says. "All the brands are talking about sustainability now but they're talking about the supply side, how the products are made – no one is really discussing what is already produced and is sometimes destroyed."

This solution, he adds, is designed to protect the brand image. "That's why we're called OnTheList – there is control over who is coming by signing up to a list." The big discounts give designer brands exposure to an audience they may otherwise have not reached, targeting an entirely new customer.

OnTheList is also involved in a recycling program initiated by Lane Crawford's

warehouse that has seen 3.4 tonnes of its cartons and 146kg of its polybags from its showroom recycled since January. The retailer also plans to recycle Nespresso capsules in the near future.

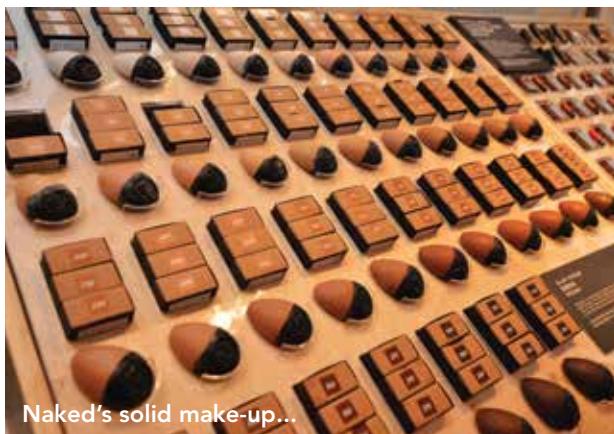
"Sustainability is core to the model," Dultzin Lacoste says, adding that OnTheList also uses tote bags instead of plastic, and recyclable cardboard for its online delivery packaging. "We are always looking for new ideas to be more sustainable."

Another brand that puts sustainability at the centre of all it does is LUSH, the British handmade cosmetics retailer best known for its vegetarian, vegan and cruelty-free cosmetics. It recently opened Asia's first Naked store in Causeway Bay – a store that is packaging-free.

In fact, every element of the business, from the recycled yogurt pot worktops instore to the composting of the fruit and vegetables used to make the products, is sustainable.

Its Hong Kong Director, Annabelle Baker, says there's a growing demand among consumers here for zero-





waste products – the brand's iconic shampoo bar is a testament to this.

"We have a real issue in Hong Kong in regard to our waste streams and systems. Consumers don't trust waste facilities. We thought here is a solution that might drive that," she says of the store, which sells a range of 'solid' products like shower gel, shampoo, facial oils and cosmetics that doesn't need packaging.

"Naked came here (to Hong Kong) more because we needed it rather than the consumers were asking for it," says Baker.

Packaging is only a small part of the picture when it comes to LUSH's 25-year record on sustainability. The company offers instore recycling schemes with giveaway incentives, it manufactures 25 of its products locally, and works with a farm in Fanling that grows in-season herbs, fruit and veg and where it composts the leftovers from local manufacture. Its carrier bags are made from 100% recycled paper and use a soy-based ink for the brand's logo. Its app, LUSH Lens, features every product and a QR code, removing the need for signage instore.

LUSH UK even ships the raw materials it purchases in Europe back to Britain by sailboat.

"We own the full process," says Baker. "For us as a business sustainability is not enough. Our current environment cannot allow us to sustain what we're doing right now. So we're looking at regeneration: what are we taking out of the environment and what can we put back in?"

And with an environmentally aware team at its helm, LUSH is able to make sustainability-based decisions quickly and without having to link it to a target, or cost/benefit analysis, she adds.

The company's attitude to helping save the planet filters from the top down, with staff from shops all over the globe encouraged to take part in climate strikes. LUSH has closed around 700 of its stores in the last year to allow employees to attend the rallies.

"It's really demonstrative of how important we think the issues we're facing today really are. We've been buying raw materials for 25 years and we can see the effects of climate change. We really do demonstrate a different type of business model," she says. ■

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## Best of British

Some of the United Kingdom's biggest names in retail are choosing Hong Kong as their key overseas locations. Here, we look at the latest brands to arrive on our shores. – By Sarah Graham

With its close proximity to mainland China, its multicultural demographic, and of course, its historic connection, Hong Kong has long been an attractive location for British brands.

And despite the current unrest that has gripped the city for the past few months, some of London's biggest names are thriving in Hong Kong, taking advantage of a demand for quality with a cosmopolitan twist.

London's iconic Duck & Waffle restaurant on the 40th floor of Bishopsgate is famous for its stunning views across the capital. Hong Kong's new restaurant, on the 1st floor of the ifc mall overlooking the harbour, may not offer quite the same breathtaking vistas but it does boast a beautiful modern interior with floating bar designed by award-winning

architecture firm CetraRuddy. It's the only Duck & Waffle restaurant outside of London and offers a take on British cuisine with broad European and American influences.

A significant number of supporters of Duck & Waffle in London are Asian customers, so many people in Hong Kong know the product already. The owner of Duck & Waffle was very keen to open in Hong Kong because of the support from the Asian market, in particular the Chinese market.

*The decision to open several restaurants here reflects Ramsay's fondness for the city and his desire to connect with his Asian audience.*

The restaurant opened in September and, on weekends, queues of diners can be seen waiting to sample its iconic dish – which, incidentally, originated on a Japanese menu in a Miami sugar cane bar.



Duck &amp; Waffle



Duck &amp; Waffle

The signature duck dish on the menu, Duck & Waffle, is by far the bestseller in its London counterpart, where business has been booming and the six-year-old restaurant recently sold its 1 millionth dish.

The Hong Kong menu is similar to London with a couple of variations and is designed to share. New dishes will be introduced, says Executive Chef Daniel Barbosa, who has relocated from the London restaurant and has hired local chefs.

"I'm excited to enhance Duck & Waffle's reputation for playful flavour combinations and fun twists on traditional European dishes," he says. "While keeping the favourite mainstay dishes like Foie Gras Crème Brûlée, I will be bringing new elements to the menu by adding my own inspired creations and embracing local tastes and seasonal ingredients."



***Building on our 47 years of experience in Japan, South Korea and Hong Kong, our latest expansion in Asia is an important next step for us, as we extend our reach further across the world.***

***– Kate Hobhouse, Chairman,  
Fortnum & Mason***

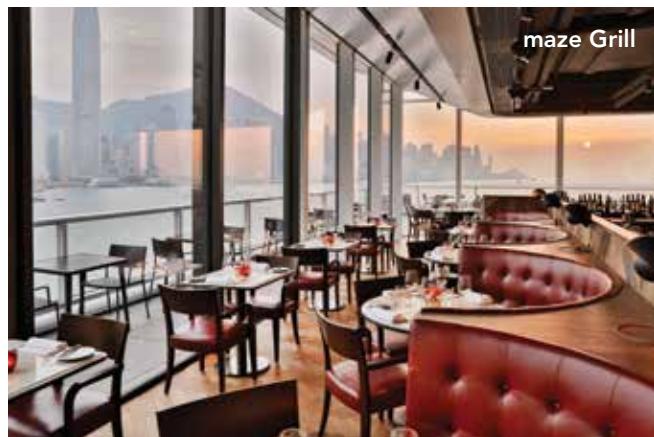


Tsui and maze Grill in Ocean Terminal, respectively.

The decision to open several restaurants here reflects Ramsay's fondness for the city and his desire to connect with his Asian audience.



Bread Street Kitchen



maze Grill



**Fortnum & Mason carry their own signature brand items**

The British element is an important aspect of it – Gordon Ramsay is a global brand with a growing following in Asia. The chef has long had a desire to open in Hong Kong and is a fan of the city's flavours. According to his spokesperson, he loves to get into the wet markets when he's visiting Hong Kong.

A huge personality both inside and outside the kitchen, it's Ramsay's personal touch that appeals to his Asian following. He visits Hong Kong at least once a year and, when here, makes sure he greets all his diners and spends time chatting with them and taking the obligatory selfie.

But perhaps the real secret to his success is the close collaboration with his Hong Kong counterparts to ensure his menus are delivered precisely the way he wants, and that any potential menu changes are discussed first with his team in London. Ramsay's philosophy, says his spokesperson, is all about keeping menus fresh and seasonal and not sitting back with the same menu forever.

But it's not only new brands that are finding appeal in Hong Kong as a location. Fortnum & Mason, one



**Fish and chips from Gordon Ramsay's London Grill**

of Britain's oldest and most treasured grocers, has chosen the city's redeveloped Victoria Dockside as home to its first ever brand-owned and operated branch outside of the United Kingdom.

Buoyed by its successful retail partnerships with Hong Kong's Lane Crawford, Isetan Mitsukoshi in Japan, and Shinsegae in South Korea, the 312-year-old store, Fortnum & Mason now resides at K11 MUSEA on Tsim Sha Tsui's waterfront. The 7000 sq. ft. space includes a store featuring Fortnum's most popular products, from tea, biscuits and wine, to gifts such as champagne and trademark teaware. Its 181 restaurant offers diners stunning views across the city's iconic harbour.

"Fortnum's is a business which, for centuries, has thrived on delivering a sense of pleasure for our customers. Building on our 47 years of experience in Japan, South Korea and Hong Kong, our latest expansion in Asia is an important next step for us, as we extend our reach further across the world," says Kate Hobhouse, Chairman of Fortnum & Mason. "We have seen significant appetite for the Fortnum's brand and products in the region, with impressive year-on-year sales growth."

The move will be mutually beneficial to the city and to the UK, with 100 new jobs created here, and a boost for Fortnum's British suppliers who produce 86% of the retailer's products in the UK.

"We are excited to establish our presence in Asia in such a pioneering development. K11 MUSEA, a unique retail destination in Hong Kong, speaks to the growing consumer demand for immersive experiences of art, culture and commerce," says Ewan Venters, CEO of Fortnum's. **B**



# Duck & Waffle

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# Why Your Office Needs Art

**Beautiful spaces get beautiful results, according to Red T Group, which specializes in creating enhanced environments through sophisticated art.** – By Tamsin Nugent

Wellbeing is vital to us all at work and at home. In a business context, if employees don't feel good, companies run the risk of increased health care costs, more sick days and the loss of productivity.

When considering the work environment, Occupational Psychologist Jean Roberts says: "Incorporating art into office design is a visual demonstration that employers care about the working environment."

"It sends a positive message to staff and visitors alike, acknowledging the psychological impact of the workspace on employee performance and motivation whilst also providing additional creative opportunities to align brand and corporate culture."

It is vital we pay attention to this as we enter an employees' market and increased competition in commercial real estate.

A study from Exeter University across 800 employees working for 32 companies found that when people aren't comfortable in their surroundings, they are less engaged. The same study tells us that art in the workplace helps businesses address key challenges: 78% agreed that it reduced stress, 64% agreed that it increased creativity, and 77% agreed that it encouraged the expression of opinions. People who have control over the layout of their workspace are not only happier and healthier but up to 32% more productive.

This is not new information, but the psychological ramifications of the way offices are managed are often overlooked despite the significant impact it can have.

Steve Palfrey, Executive Director, Project Management, Greater China, CBRE, states that

one of the four key steps to creating a work destination is to "Design for delight". Design is so often considered as separate to art, but they should be thought of together. If art is truly in harmony with design, a space can be elevated beyond what any render can show, it's a higher sense of atmosphere that can drive brand, motivation and productivity.

Why is this? Because art speaks to our subconscious. Artists are vulnerable when they create; they are putting their emotions, thoughts, questions and deepest selves forward into a physical form that we can love, hate, be indifferent to or intrigued by. It is proven that art has psychological power – everyone in the world can appreciate some form aesthetic beauty. Art helps elevate culture for the benefit of everyone who lives amongst it. Neurologically, it can trigger areas of our brain which release endorphins and make us smile, or the opposite, it can make us cry.

Not everyone feels these things so acutely, but it is a given that every single being out there emotionally responds to aesthetics that speak to them.

How do we engage with this to elevate the work environment?

Adam Heitzman from inc.com states: "If you encourage individual expression, and tailor your office to your culture, you can keep the team's happiness as a main goal."

### 1. Properly hang the right art in the right place.

Well-placed pieces which have been properly selected to align with brand and company culture can quickly transform even the leanest office spaces.



### 2. Build a company collection.

Encourage employees to put forward options or select from a curated selection to build a collection. Or engage a professional to advise on a collection strategy. Allow employees to select what they want to hang in the spaces they spend most time in. Pieces can be on rotation, or not.

### 3. Create an art budget.

This can be small but enough for employees to select what they want from a catalogue of available works to hang in their own workspace.

Once the approach has been decided, finding the right art is the next step.

Art consultants and galleries have the expertise to advise on all aspects of sourcing and acquiring art, collection building and ongoing strategies to keep a collection current. They also have the networks to efficiently source the right artwork at the right price.

Many companies will have employees who could be a wonderful source of information and expertise through their own passions and interests in art. This could be an incredible resource to help build an art program and would elevate engagement and value within the company culture.

When considering ways to show respect and honour to those you work among, think environment first.

To work in a space which shows it cares can reap immediate benefits across the board without taking too much time, manpower or money.

Art is a key piece in this vital wellness puzzle. 



**Tamsin Nugent**  
Founder/  
Director,  
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**Red T Group** are specialists in creating enhanced environments through sophisticated art. With 15 years' experience, extensive artist networks and an exclusive digital platform for customising fine artwork, Red T design bespoke art solutions for any space and budget.



# The Piccadilly Circus Comes to Hong Kong

This month, the iconic British retailer Fortnum & Mason opens its first overseas outpost in Victoria Dockside's K11 MUSEA. Here we explore its storied history, and take a look at things to come.

First founded in London's Piccadilly in 1707, Fortnum & Mason has remained an essential destination for anyone in search of extraordinary food, exceptional service and unforgettable experiences.

Over its centuries of history, Fortnum & Mason has been privileged to enjoy a close relationship with the Royal Household since Queen Anne first gave one of her footmen, William Fortnum, permission to keep the discarded candles from St James's Palace in 1705. This connection continues to this day and Fortnum's is proud to hold two Royal Warrants, from Her Majesty the Queen and HRH the Prince of Wales.

Mr Fortnum's ingenious idea of melting down old wax for profit paved the way for the beginning of

a respectable business, and he soon joined forces with his landlord Hugh Mason. Over the years the pair firmly established themselves as purveyors of the finest food in London – eventually hatching the world's first Scotch Egg in 1738.

Such early inventions set the tone for more than 300 years of playfulness and creativity, and Fortnum's most iconic product soon emerged as the picnic hamper. The portable parcels of joy began as travellers' baskets and picnics for hunters – and have since scaled the heights of Everest, supplied provisions at the excavation of Tutankhamun, and more recently set sail across the Arctic Ocean.

In 1902, Fortnum's tea itself came to boast a Royal pedigree thanks to a bespoke blend specially commissioned by King Edward VII. From contemporary infusions to home-grown blends, tea is still reigning and pouring today – particularly within the elegant surroundings of the Diamond Jubilee Tea Salon, named in honour of Her Majesty The Queen's visit in 2012.

Today millions from around the world wend their way up and down the velvet-carpeted stairs of Fortnum's flagship store at 181 Piccadilly, resplendent in the brand's



signature Eau de Nil, and presided over by its famous rooftop beehives.

Fortnum's has continued to find new vantage points from its more recently opened outposts around London, at St Pancras, Heathrow Terminal 5 and The Royal Exchange. But this November marks a particularly momentous milestone for the brand. Fortnum's has packed its bags (or make that several rather large containers) and opened its first standalone store overseas in Hong Kong, in Victoria Dockside's K11 MUSEA.

First conceived as 'A Muse by the Sea', K11 is Tsim Sha Tsui's game-changing new cultural and retail hub – and Fortnum's is set to be one of its crown jewels. The beautiful new shop – enjoying dazzling views of Hong Kong Island's iconic skyline – features all that Fortnum's is known and loved for including, naturally, the iconic Royal Blend, and many more



of its single origin teas, blends and infusions too.

Visitors can enjoy an exclusive sip of the brand new Musea Blend, created exclusively to celebrate Fortnum's launch in Hong Kong. The Musea Blend is a mix of Keemun and aromatic Yunnan Golden Buds and is presented in a caddy adorned in azure-hued contours by the acclaimed contemporary Chinese artist, Zhang Enli. Meanwhile expert 'tearistas', as they are known at Fortnum's, will be on hand to help customers create their very own bespoke blends to take away.

And what is tea without biscuits? Fortnum's will pay homage to its favourite double act by introducing biscuits freshly baked in-store for the very first time. Served fresh from the oven at 11am each day in three different flavours, this is what you call Elevenses – the British mid-morning teatime tradition made

famous by Tolkien's perpetually-peckish hobbits – done properly. Elsewhere, the uninitiated will discover why Fortnum's Food Halls are regarded as the finest of their kind, from the extensive library of preserves, marmalades and honeys to fresh seasonal produce and the likes of salmon, cheese and caviar.

Carefully selected from the depths of Fortnum's Piccadilly Crypt, a curation of wines, spirits and Champagnes include Fortnum & Mason's Blanc de Blancs Champagne, a 100% Chardonnay cuvée produced exclusively from Grand Cru vineyards in the village of Chouilly. Incidentally Fortnum's bubbles make for perfect presents – customers can make their mark by adding a personal message to the Billecart-Salmon and Hostomme labels.

Bespoke services also extend to Fortnum's most famous offspring, the hamper. While a number of pre-packed wickers are available – including the exclusive Musea Hamper – customers can select contents from across the store and build their very own.

Up the sweeping staircase, visitors will find themselves in Fortnum's 181, a gorgeous dining room and bar with similarly unrivalled views across the harbour. Serving lunch, dinner and Afternoon Tea, the menus include Fortnum's classics such as Welsh Rarebit, Scotch Eggs, Knickerbocker Glory, Glenarm Estate Beef, and Lobster Spaghetti flambéed at the table. The Afternoon Tea



menu, meanwhile, will be identical to that of the Piccadilly Tea Salon, served each day to the tune of a live pianist.

For many, when they think of Fortnum's, they think of Christmas. Opening in time for the festive season, the self-professed 'Masters of Merry' will be bringing all of their Christmas magic to Hong Kong, from hampers, champers, warming whiskey, Pudding Madeira and glorious gifts to decorations, crackers and food enough to fill your festive table.

As it sets forth into international territories – with its Royal stamps of approval in tow – there is one thing for certain. Fortnum's will remain steadfast its commitment to delivering a sense of pleasure to every customer, wherever they happen to be in the world. ■



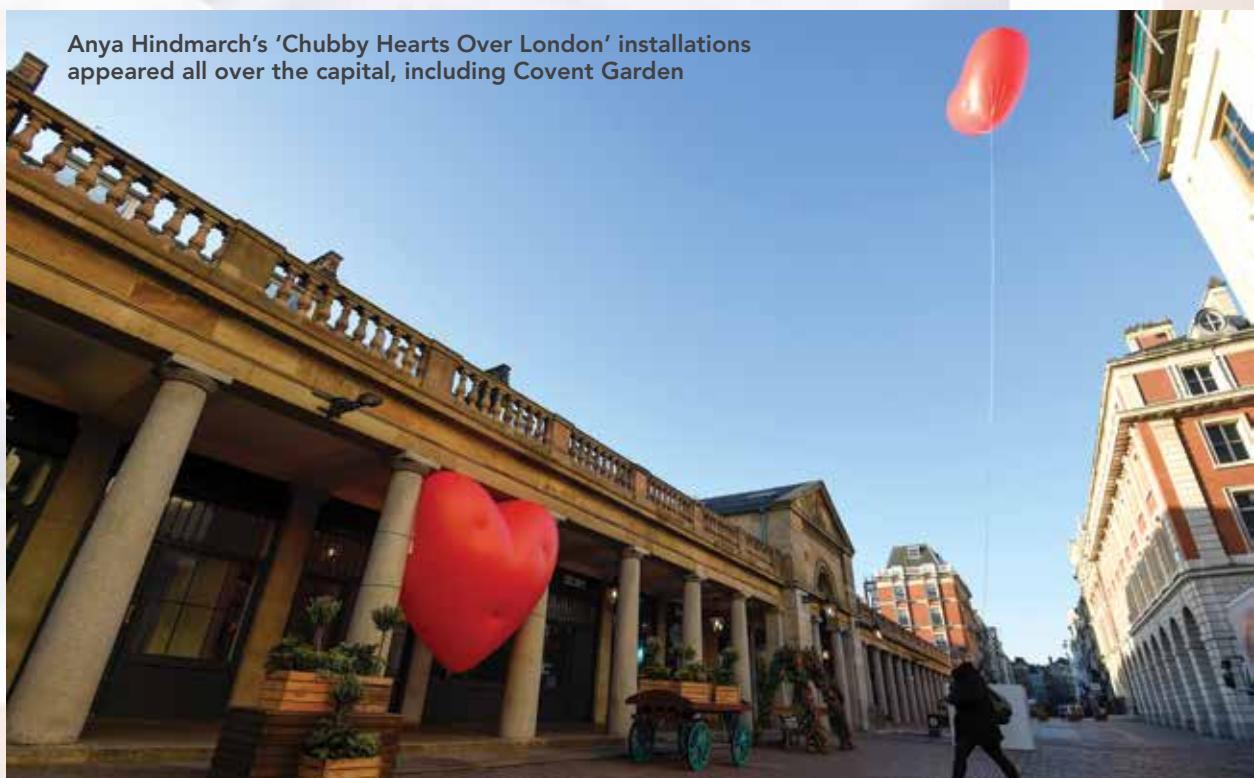
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Kowloon, Hong Kong.

To book a table at 181 at Fortnum & Mason, email [reservations@181fortnums.co.uk](mailto:reservations@181fortnums.co.uk) or visit [www.181fortnums.com.hk](http://www.181fortnums.com.hk)

Anya Hindmarch's 'Chubby Hearts Over London' installations appeared all over the capital, including Covent Garden



## Great British Creativity

**Creativity is at the heart of British design across a plethora of industries, providing the United Kingdom with opportunities to nurture cultural and trading partnerships around the world.** – By Sir John Sorrell CBE

**A**t the turn of the millennium, I wrote a book, *Creative Island: Inspired Design From Great Britain*. The idea came to me while I was Chairman of the UK Design Council (1994–2000). During this time, I was asked repeatedly why I thought Britain was such a fertile creative environment and could I give examples.

The first edition of *Creative Island* was published in 2002 and I wrote a second edition in 2009. In both books, I considered the exceptional breadth and quality of design being produced in Britain at the beginning of the new millennium, across a broad span of disciplines, from architecture to fashion, graphics and retail. What I wrote in 2002 – that creativity has never been more important to a nation and that it is the key to economic and social prosperity in a rapidly changing world – could not be more relevant today.

My survey of British design from 2000–2009 was focused on what I believe characterises our approach to design thinking in the UK. I call it a 'greenhouse effect', in which one discipline informs another and different breeds of creativity are cross-fertilised. This

starts in our brilliant design colleges and continues in our design businesses. We may be an island people but there is nothing insular about the way design works here. Practitioners study each other's work and interact socially and at industry events, which leads to mutual learning and development. This exchange underpins our creative culture and is, in my opinion, what makes British design so exciting.

The success of our creative industries is envied around the world. In 2017, they contributed £101.5 billion to the UK economy and created more than 2 million jobs<sup>1</sup>. They have remained the nation's fastest growing sector for the past two decades and design is at their heart.

One area that exemplifies this is the UK's luxury sector, which is highly innovative creatively and has shown consistent trade growth in recent years. In its June 2019 industry report<sup>2</sup>, Walpole stated that British luxury is currently worth £48 billion to the UK economy, and 2013–2017 showed sales growth of 49%. The report also identified that the sector is heavily export-

orientated, with 80% of production, or £38.5 billion in value terms, destined for overseas markets.

The perception of the UK's luxury goods sector is, as the Walpole report discusses, a significant factor in its success. The UK's reputation for strong creative leadership and nurturing creative talent enhance the appeal of British luxury for foreign markets, as do the goods, which bear out our reputation for pioneering design.

Anya Hindmarch has built a global fashion accessories business that embodies the thinking I pinpointed in *Creative Island*. Her approach is quintessentially British. Defining this, she says: "I think British creativity stems from a strong blend of historical references combined with 'anything goes', cutting-edge design experimentation. In addition, the creative education in the UK is first class. If creativity interests you, you are drawn to the UK, and therefore like attracts like."

The retail experience in the UK luxury sector is also an area where I believe we excel creatively, particularly in the case of our historic brands. After more than 300 years of doing business on London's Piccadilly, Fortnum & Mason will open its first standalone store outside the UK, in Hong Kong's Victoria Dockside, in November. The brand has witnessed consistent sales growth over the past six years, particularly in Asia.

"Fortnum's is in the business of pleasure and evoking a sense of joy, and these two feelings are always at the centre of any design we create," says Zia Zareem-Slade, Fortnum's Customer Experience Director. "Intelligent storytelling is built in throughout. We work with highly skilled illustrators and designers, and always endeavour to stay timeless, in our choice of materials and colours. As a longstanding British brand, we have a rich heritage to draw on but also a history of innovation, which is why we believe our appeal is so strong for both our home and overseas customers."



I am leading the UK design delegation to Business of Design Week 2019 because I believe Britain is the best creative partner for any city or country in the world. We have expertise in numerous creative areas, which allows us to combine different concepts together, enabling extraordinary ideas and collaborations. Design and design thinking are the glue holding all this together and should be fully recognised by government and business for their potential to advance our cultural and trading partnerships across the world. **B**

*'Creative Island'* (Laurence King Publishing, 2002); *'Creative Island II'* (Laurence King Publishing, 2009)

Sources:

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**Sir John  
Sorrell CBE**  
UK Delegation  
Leader for  
BODW 2019

**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.**



# Rise of the Virtual Influencer

**Not so long ago, online influencers were the most sought-after collaborators for big-name brands. Now virtual influencers are helping luxury brands reach a wider – and younger – audience.** – By Elisa Harca

Key Opinion Leaders (KOLs) and online influencers have established themselves as premier players in the luxury sector and now command significant fees and build celebrity-level profiles from collaborating with big-name brands. But now they're facing increasing competition from a whole new cast of characters: virtual influencers.

Born out of the enduring consumer enthusiasm for ACG (anime, comics, and games), these animated models, performers, and brand ambassadors have become a fast-growing trend that hasn't escaped the attention of luxury retailers wanting to attract young consumers. With virtual influencers in China taking part in everything from holographic concerts (tickets for a concert featuring China's first virtual pop star Luo Tianyi sold out in minutes) to online talent shows (virtual idol HeZ sparked a debate about animated characters competing against real people), brands have quickly seen the advantages of hiring them to help promote their products.

It's catching on in the West, too, but they are designed differently for the two audiences.

## Magical realism vs. hyperrealism

Earlier this year, the creative studio and online magazine Voicer presented its new intern – China's first virtual influencer – to its followers. Like traditional influencers, Poka Poka has her own Instagram account and a growing army of fans. And while she may have worked with Gucci, Mr. Porter, and Shushu Tong, she is clearly anything but traditional. Created to appeal to China's enormous ACG fan base, she embodies elements of magic realism that make her look and feel as if she's stepped out of one of the better-designed

life simulation games. Stopping short of precisely replicating human features is key to engaging a Chinese audience – it preserves a sense of fantasy while delivering a very real opportunity to connect with luxury brands.

Tmall was one of the first to capitalise on the popularity of this kind of virtual influencer by appointing the virtual KOL Noonouri, who has a strong track record in the luxury business, as an ambassador for its luxury platform, LuxuryPavilion.

She has had features in Vogue; dresses in Jacquemus, Versace, and Fendi; and famously took over Dior's official Instagram account for two days to promote its 2019 Cruise collection. Capitalising on anime and manga sensibilities through exaggerated features and a highly-stylized appearance has evidently paid dividends – Noonouri currently has over 291,000 followers.

And, in a direct path from gaming to brand promotion, the virtual boy band WXWZ (无限王者团) was brought to life via Tencent's top-

performing mobile game *Honor of Kings*. The band collaborated with luxury fashion brand Thom Browne who 'dressed' the band members for their first appearance. Meanwhile, creators in the West – who apparently have dismissed any concerns about the uncanny valley effect – have adopted a different approach by choosing to drop the 'magical' and go straight for realism (or as close as they can get to it). These virtual influencers could be, and have been, mistaken for real people, thanks to their hyper-realistic features.

With 1.6 million followers on Instagram, Lil Miquela typifies this kind of virtual being. She's a "19-year-old Brazilian-American Instagram influencer and

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*Born out of the enduring consumer enthusiasm for ACG (anime, comics, and games), these animated models, performers, and brand ambassadors have become a fast-growing trend that hasn't escaped the attention of luxury retailers wanting to attract young consumers.*

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model," wears designer gear "given" to her by brands that include Chanel and Prada, and "self-awareness" is her stand-out characteristic. Often sharing her opinions on social trends, world events, and causes, she has also commented on her own origin story – in a very human way. "In trying to realise my truth, I'm trying to learn my fiction", she states after discovering that her creation was a choice made in order to "sell me to brands".

Luxury boutique Balmain has fully embraced the concept by adding three virtual models to its #BalmainArmy.

Shudu, the "world's first digital supermodel", was snapped up by the luxury brand to capture the

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*While some may see the total control virtual influencers afford brands to deliver a very precise, culturally-tailored 'look' and message, others may see it as a step too far into digitized experiences that completely eradicate human flaws.*

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attention of a global audience, along with virtual companions Margot and Zhi. Following a successful campaign where Balmain worked with software company CLO Virtual Fashion to dress Shudu in their new range, she appeared across Balmain's stores and malls in Hong Kong to capitalise on her popularity and the buzz surrounding virtual models.

However, a feature about the trio in Harper's Bazaar highlighted the issue with creating CGI models that are this close to being human – they can make the audience uncomfortable. In a poll at the end of the article, readers were asked to vote on how they feel about virtual models. While 33% agreed "this is the future of fashion", 67% declared them to be "so creepy".

### A virtually perfect solution?

As with all new technology, there can be conflict



**Virtual influencer Poka Poka**

over whether it's an advancement, a gimmick, or a development which actually sets us back from a human perspective (the debate around virtual stars appearing in reality shows bears this out). While some may see the total control virtual influencers afford brands to deliver a very precise, culturally-tailored 'look' and message, others may see it as a step too far into digitized experiences that completely eradicate human flaws. Whatever their perspective, it's a conversation that will come up more and more often among luxury brands and their marketing teams as they seek to perfect their promotional strategies. ■



**Red Ant Asia** connects desirable international brands with the modern Chinese consumer. Red Ant's team helps brands strategise how to appropriately localise their marketing messages and create meaningful conversations with consumers. Red Ant leverages digital and offline to online activations to drive brand equity and conversions. Visit us at [asia.redant.com](http://asia.redant.com)



**Elisa Harca**  
Co-founder &  
Asia CEO,  
Red Ant Asia  
Ltd

# How Luxury Can Fix Fashion



**It might not seem the obvious solution but introducing luxury into your life can stop the current trend for throw-away fashion. Delta Global's Robert Lockyer explains how.**

The acceleration of the 'fast fashion' business model has encouraged over-consumption and excessive waste in a world enduring environmental crisis.

Aimed at consumers who demand wardrobe change in an instant, affordable and trend-driven basis, the persistent market for 'fast fashion' is in dire need of reform and, according to a top CEO, luxury retail might just be the solution.

Robert Lockyer is the CEO and founder of Delta Global – a luxury packaging provider for top names such as Tom Ford, Coach and Ted Baker.

Speaking on the need to 'fix fashion' and the ways consumers can approach this, Robert said: "The difficulty fashion has is the overhaul in trends. It is all about offering seasonal collections.

"But we can create a sustainable circulation of fashion by offering an avenue for re-usability in some form or another.

"Existing and emerging premium preloved sites like Vestiaire Collective is encouraging to see. While fast fashion is easily disposable and less likely to be re-used or re-sold, luxury, high-end goods re-circulate revenue and recyclability be it through re-sale, donation or second-hand use."

Brands are also beginning to introduce these initiatives into their long-term sustainability strategies. Online retailer Farfetch has recently launched a resale platform for designer bags and reports show the second-hand market will be 1.5 times bigger than fast fashion by 2028, with used items forecast to make up an average of 13% of people's wardrobes.\*

On this Robert added: "Higher value, better quality products have greater longevity, meaning they are naturally sustainable."

"The introduction of luxury second-life platforms also widens affordability for consumers that are currently driving the fast fashion market due to its accessibility."

Robert highlights how social media has also heightened the threat of fast fashion and brands should be considering their messaging when advertising.

"Online marketing is causing the younger generation to change their clothing more often. With brands using influencers to market their new lines on a daily basis, people don't want to be seen 'wearing the same thing twice' in photos."

But, Robert believes, it's a responsibility both brand and consumer has in caring for our environment. Through advertising we could encourage both new and old style, by introducing recycling and re-selling initiatives or even pairing old with new.

Individually, we should look to hone our style and invest in quality rather than quantity.

Robert said: "By investing in a luxury yet limited wardrobe you will actually see it begin to reduce your spending. Buyers should look to introduce key items which become the framework to every look and can be coordinated or worn in a number of ways."



"This 'capsule' effect embraces the idea of decluttering life, a method championed by people like organising consultant Marie Kondo who discusses only keeping items that 'bring you joy' including the things you wear – this is a lesson we should all adopt when it comes to wanting to reduce our wardrobes."

"The process could help you rediscover your style, remove the convenience of easy to grab fashion and literally help reduce your overspending habits. You begin to collect items you really love and it offers the opportunity to splurge on something more luxury."

In the age of ecommerce, luxury fashion is introducing sustainable solutions to packaging which ultimately enhances its quality, thus the items become more returnable, re-usable, and recyclable.

"Not only does good packaging ensure your items are kept in better condition, it adds value to your goods if you still have the original, designer packaging upon re-sale," Robert said.

Robert concluded: "The desire for new designs will never die, but an equal effort from both brands and consumer needs to go into what you do with the items you don't use anymore to secure ourselves a sustainable future." **B**

\* <https://fashionunited.uk/news/fashion/farfetch-launches-resale-platform-for-designer-bags/2019051343127>  
<https://publications.parliament.uk/pa/cm201719/cmselect/cmenvaud/1952/full-report.html>



**Robert Lockyer**  
CEO,  
Delta Global

**Delta Global** is a leading worldwide luxury packaging provider with innovation and creativity at its core. The team offer luxury, sustainable and stunning packaging designs to brands such as Estée Lauder, Coach, Tom Ford and Ted Baker. For further information on Delta Global's packaging services please contact Robert Lockyer, CEO, on [robert@deltaglobal.co](mailto:robert@deltaglobal.co) or for media enquiries contact Fran Prince on [fprince@championsukplc.com](mailto:fprince@championsukplc.com). Visit their website: <https://deltaglobal.co/>

**DELTA GLOBAL**  
LUXURY SUSTAINABILITY ECOMMERCE INNOVATION



**Hong Kong tops Bloomberg's global healthcare rankings, but behind the accolade the chasm between the public and private sector still exists. Gleneagles is working toward a forward-looking and collaborative approach to healthcare provision.**

– By Dirk Schraven

In 2018, Hong Kong was named the 'Most Efficient Healthcare System' in the world by the Bloomberg Health Care Efficiency Index. Using weighted metrics such as life expectancy, and relative and absolute health expenditures, the Bloomberg Health Care Efficiency Index has been ranking nations with average population lifespans of at least 70 years, GDP per capita exceeding US\$5,000 and a minimum population of 5 million, since 2012.

This is not the first time that Hong Kong has topped the chart. In fact, since the index's inception, the city has always achieved a high ranking. So why have such high accolades under Hong Kong's belt not resonated with what the public is experiencing?

The reality is Hong Kong is tackling an ageing population domestically, as well as an influx of

overseas patients. Excellent, qualified doctors practice in both the public and private sectors, however, the public sector is constantly overwhelmed. Part of the cause is the fact that Hong Kongers can enjoy treatment at a highly subsidised rate of up to 95%, through government hospitals and clinics. This is set against the backdrop that private healthcare institutions are often known for lack of price certainty and transparency, steep healthcare inflation, as well as a general opaque quality of clinical outcomes and governance.

*As one of the newest entrants to the Hong Kong private healthcare sector, Gleneagles is taking the lead, introducing all-inclusive and fixed-price medical packages.*

The Hong Kong government has continuously made various financial pledges to alleviate resourcing pressures in the public space. However, it is clear that a more proportional balance must be achieved between the private and public sector to restore

order in the city's healthcare system. This requires the commitment and cooperation from both arenas, and the Hong Kong government launched the Voluntary Health Insurance Scheme (VHIS) on 1 April 2019 to kick-start innovative collaborations between key players, such as hospitals, clinics and insurers. The initiative is designed to enhance the quality and certainty of insurance protection, with the ultimate goal of rebuilding public confidence in private healthcare services.

### Transparency and collaboration as the way forward for sustainable healthcare

As one of the newest entrants to the Hong Kong private healthcare sector, Gleneagles Hospital Hong Kong (Gleneagles) is taking the lead, introducing all-inclusive and fixed-price medical packages. Each medical package covers all fees typically expected from the day of initial consultation to the day of discharge. Covering the doctor's fee, room and board, operating theatre charges to meals during the prescribed length of stay, packages are also competitively priced to satisfy Hong Kong's middle class. Fixed package prices offer insurance and VHIS policy holders additional price certainty and transparency, as patients will know upfront how much out-of-pocket is required, if any. Furthermore, Gleneagles also offers fee advisory services to non-package patients, during which the patient receives an accurate fee estimate before admission.

Private institutions should be encouraged to collaborate with insurance companies and public stakeholders. By working with insurance companies, Gleneagles has been able to achieve either full or close-to-full coverage of the medical packages, and it will continue to explore deeper collaboration with major insurers to provide more solutions that will fit well with VHIS and benefit



all parties involved. Gleneagles is also in a clinical partnership with The University of Hong Kong to uphold strong clinical governance through better quality assurance and clinical transparency and continuous improvement.

As leaders in this industry, we strive to adapt a more holistic, forward-looking and collaborative approach to healthcare provision. Ultimately, all stakeholders – public or private – need to work together toward a common goal: to provide efficient, equitable, affordable and accessible healthcare to all. Only by meeting and exceeding the healthcare needs of our community will we, as an industry, truly achieve sustainable growth. ■



**Dirk Schraven**  
Chief Executive Officer of Gleneagles Hospital Hong Kong

**Gleneagles Hospital Hong Kong (Gleneagles)** is a state-of-the-art private hospital committed to providing Hong Kong people with high-quality and accessible healthcare services. Located at Wong Chuk Hang on HK Island South, Gleneagles provides 500 beds and a comprehensive range of clinical services spanning more than 35 specialties and subspecialties. Gleneagles is a joint venture between Parkway Pantai, one of Asia's largest integrated private healthcare groups, and NWS Holdings Limited. The University of Hong Kong is Gleneagles's exclusive clinical partner and is responsible for providing Gleneagles with clinical governance. Gleneagles is the first private hospital in Hong Kong to offer all-inclusive and fixed-price medical packages as part of its efforts to provide price assurance and transparent pricing structure.



**Gleneagles Hospital**  
HONG KONG  
港怡醫院



# Space for Learning

**As physical and mental space become squeezed due to population growth and the pressures of the digital age, young people more than ever need room to develop.**

– By Dave Ennis-Billing

**R**eal education needs real space.” What do I mean by this? The idea of ‘space’ here is twofold: the more widely reviewed physical space alongside the more notional mental space. Both play integral parts in a child’s journey through school. As buildings spring up to accommodate our burgeoning population, physical space across the globe increasingly comes at

premium; but on a cerebral level, space is becoming a luxury too. The effervescence of our digital age means there is near constant connectivity, making ‘mental space’ more highly prized.

In education, both realms of space are extremely valuable. To be able to offer the physical space for children to run around, play games, enjoy sport and live healthy, active lives shouldn’t be a luxury, but often it is. Physical activity is not just good for the body, it has also been proven to boost cognitive performance, reducing stress hormones and increasing the production of happy-making endorphins. Children of all ages should be able to run around as an outlet from classroom learning, but playtime and sports matches are also formative platforms for the development of character within peer groups. Playing outdoors grows resilience, self-confidence, initiative and creativity. I have worked in pastoral care for 20 years and so often I see the biggest area of personal development happening on the sports field, as children realise both their





individual and collective team talent, learning the life skill of good sportsmanship. To give children physical space offers them the freedom to develop as people in a healthy and dynamic way.

So how do you quantify mental space in education? I always think it's about looking at how a school caters for the variety of characters, developmental stages and moods that will pass through. Across age groups (but the for the younger years in particular) children can get fidgety towards the end of the school day. By creating smaller, quieter spaces, like reading corners, they can remove themselves from the centre of activity and reset with time to themselves. Small class sizes are also hugely beneficial for giving both mental and physical space. But regardless of class numbers, the intense focus and stimulation within school days mean popular tools such as yoga and mindfulness are increasingly making their way into the system. These kind of conscious thinking spaces are beneficial for relaxing children and reducing any anxiety they may be experiencing in their school or home life. Similarly, exposing children to nature is very powerful; it envelops the values of mindfulness, distracting from civilized life and allowing the mind to 'be' in a digital era where there is little time for that. Our school actually has a dedicated area in a far corner

of the campus where there is no wifi and children are encouraged to disconnect to truly connect with nature, and each other. This kind of combined mental and physical space allows children to simply be children, something there is often not enough space devoted to.

Somewhere between the two areas of space mentioned above, there is also the breadth of learning opportunities that allow children space to develop different passions and find new areas (often many) where they thrive. Well-developed co-curricular and community action programmes create the metaphorical bandwidth for children to explore and discover new things and expand their horizons. This helps to instil an all-important love of learning, which lasts for life.

On so many levels real education needs real space, and this is something we try hard to encompass in every sense at Rugby School Thailand. So, I'll leave you with this quote about an altogether different type of space, but the principles apply: "Think of space not as the final frontier, but the next frontier. Not as something to be conquered, but to be explored". B

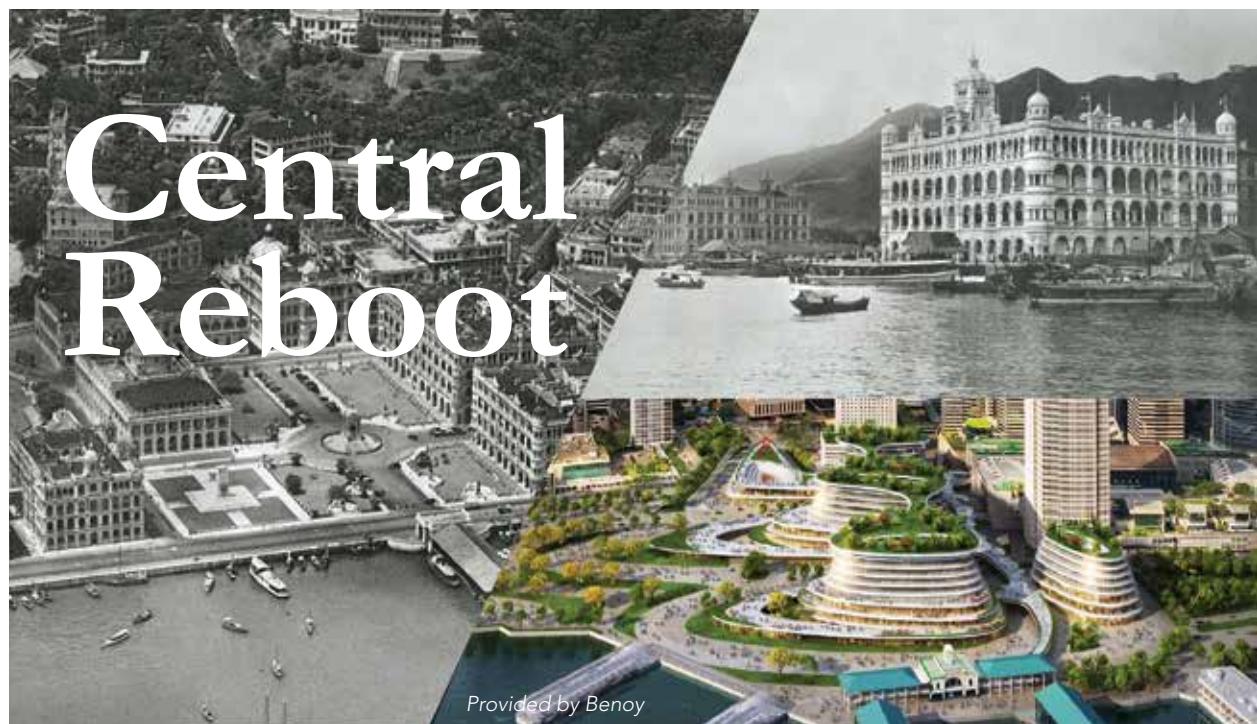


**Dave Ennis-Billing**  
Deputy Head of Pastoral Care (Senior),  
Rugby School Thailand

**Rugby School Thailand** is a co-educational, day and boarding, British International School for 2-18-year-olds. It follows the British curriculum with students taking IGCSE, AS and A level examinations. Unlike most international schools, it follows the British private school model, with smaller classes and longer days that integrate sport and a variety of co-curricular activities, such as sailing, archery and bushcraft. While academic excellence lies at the heart, education underpins the school ethos, 'the whole person, the whole point'.



Rugby School  
THAILAND



Provided by Benoy

## Admiralty's emergence as a re-energised office destination is putting Central under pressure to 're-boot' itself. – By Andrew Ness

During Hong Kong's early colonial period, Central was the centre of the city's administration. One of the lasting legacies of 150 years of British rule is that Central remains Hong Kong's financial hub, containing not only the headquarters of all the city's leading banks, but also its financial regulatory authorities – the HKMA, the SFC and the stock exchange.

But all cities change over time. Following completion of the Shatin Central Link Phase II, by 2021, and the North Island Line by 2026, the Admiralty/Tamar area adjacent to Central will become Hong Kong's largest metro hub and a much more prominent office node.

This increase in rail connectivity will be followed by the completion of a major new pedestrian footbridge and

tunnel system linking new commercial buildings, like Hutchison House, Murray Road Car Park, Queensway Plaza, Queensway Government Offices and the High Court Building, along with a new extension to the Pacific Place complex. This will inevitably mean that Admiralty and Tamar will share more of the CBD role presently enjoyed exclusively by Central.

All of this adds to the pressure on Central to re-invent itself – not merely as the city's leading financial district, but also as an area which is more oriented towards leisure-based consumption.

### Where are we now?

The revitalisation of Central is easier said than done. Firstly, Hong Kong is an enormously car-centric city. Automobile ownership has grown 40% over the last decade, making for even greater automotive penetration of Central.

Secondly, Central's layout makes it a very challenging area. Unlike many other cities, and some other districts in Hong Kong, Central is arranged in an irregular pattern of cramped and small streets, making it difficult for all types of people to walk around.

Thirdly, because Hong Kong remains one of Asia's great tourist destinations, pinch points along main pedestrian thoroughfares in Central are growing worse, rather than improving. This is especially true after the



recent opening of major new tourist attractions, such as Tai Kwun which, whilst drawing more people, have not been accompanied by traffic calming or pavement widening measures on Hollywood Road.

### What needs to be done?

In 2012 the HKSAR Government established the Energizing Kowloon East Office (EKEO). Major developers have commented that, because it is backed by the HKSAR Government, the EKEO has been quite successful in encouraging major landlords and developers in the larger CBD2 area to engage in constructive dialogue.

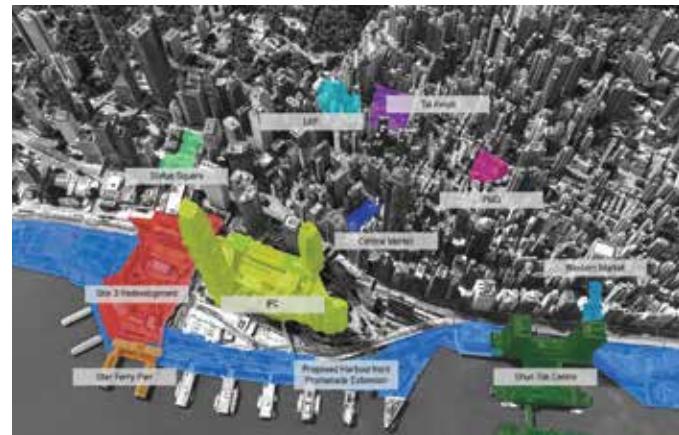
So, why stop with one fine urban planning experiment? Perhaps because no senior government official has stepped forward to shoulder the responsibility of applying the EKEO model to one of the most sensitive areas in Hong Kong. That means establishing an Energizing Central District (ECD), which would assume the demanding task of transforming the heart of the city's financial district into a walkable, breathable, and enjoyable world-class destination.

### Central needs a new plan

Central needs a new plan that addresses the relationship between pedestrian movement, pedestrian connectivity, vehicle penetration and the volume of through traffic.

I'm talking about actions like removing street clutter, fixing holes and widening pavements to make them more walkable. Removing railings separating pedestrians from traffic, adding at-grade crossings where jaywalking puts people at risk, and implementing traffic calming and speed reduction measures.

Adding better and more streamlined wayfinding to connect DVRC and Queen's Road to the harbour and neighbouring cultural sites, like Tai Kwun, PMQ and



the Man Mo Temple would also be good. So would providing public amenities – shaded public seating, drinking fountains, greening and street art.

The overall objective should be to put pedestrian comfort, convenience and walkability at the centre of all proposals. Matters, such as improved traffic management, smart mobility, and an emphasis on public transport and congestion charging need to be seen as part of a wider objective.

### Central waterfront needs a major makeover

To really be world-class, the Central waterfront needs to be easily accessible to Central as well as rest of the city. Therefore, the development of Site 3 into a mixed-use cityscape – an open space where people have a chance to breathe and enjoy the harbourfront – is of the utmost importance.

To 'reboot' Central's identity, Site 3 must make full use of one of Hong Kong's most unique and precious assets – the harbourfront – and become a space for civic, cultural, leisure, entertainment and dining within a memorable landscape.

In short, major waterfront developments must be strongly iconic, much as the Opera House serves as a symbol of Sydney. They cannot be simply a cluster of office and retail properties. ■



**Andrew Ness**

Senior Consultant, Strategic Market Intelligence, Colliers International (Hong Kong) Ltd.

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# Banking on Change

Uncertainty resulting from the US-China trade war and the Hong Kong protests has negatively affected the city's economy. How will this impact Hong Kong's strong financial sector? – By Pierre Latrobe

The Hong Kong economy has shown signs of weakening since the beginning of the year. The year-on-year growth rate of gross domestic product (GDP) decreased to 0.6% in the first quarter of 2019 and reached a 10-year low of 0.5% in the second quarter. The Hong Kong government revised downwards its full-year growth forecast for 2019 to a range of 0%-1% from the previous 2%-3%.

Hong Kong's economy is suffering due to a number of factors. It has been more than one year since the US-initiated the trade war with China and increased American tariffs. Yet, this is not a China-US issue only. The trade war impacts global import and

export markets, disrupting supply chains around the globe. The effects of the slowing global environment are now also compounded by the ongoing protests, which have started to disrupt inbound tourism and impact the local economy and business growth. For instance, Hong Kong retail sales declined by 13% year-on-year in July 2019, following a 7.6% decrease in June, and tourist arrivals are down by 39% year-on-year in August 2019.

*The ongoing challenges faced by the real economy could give rise to contagion effects on other vital sectors in Hong Kong, including the financial services sector that contributes significantly to the GDP.*

This negative trade situation increases uncertainty, affects business and consumer confidence, restrains investment and adds stress to the financial sector and capital markets. The ongoing challenges faced by the real economy could give rise to

contagion effects on other vital sectors in Hong Kong, including the financial services sector that contributes significantly to the GDP.

For now, the good health of the Hong Kong banking sector enables it to withstand the stressed market conditions. The consolidated Tier 1 capital ratio of locally incorporated authorised institutions amounted to 18.2% in the first half of 2019, well above the minimum international standards. Although the average liquidity coverage ratio decreased to 152.8% as of June 2019 from 167.3% as of December 2018, this remains above the statutory requirements of 100%.

However, other banking indicators recently published by the Hong Kong Monetary Authority (HKMA) showed moderated growth or a downward trend.

Despite the low interest environment in 2018, businesses started to shy away from borrowing money to invest, as shown by credit lending growth which decreased from 16.1% in 2017 to 4.4% last year including a -0.9% contraction in the second half of 2018. It is worth noting that the fall did not result from the banking sector tightening credit lending, but was due to weaker credit demand amid the uncertain environment arising from the trade war. For the first half of 2019, the trend slightly reversed with a moderate credit growth of 4.2% supported by domestic corporate loans and household personal loans to private banking and wealth management customers.

With regards to profitability, Hong Kong's banking sector posted a modest 0.6% year-on-year growth of the aggregate pre-tax operating profit of retail banks in the first half of 2019. The growth in net interest income was offset by a shrinking non-interest income and

higher impairment charges and operating expenses.

The credit quality slightly deteriorated in the first half of 2019 as reflected by the gross classified loan ratio which includes "sub-standard", "doubtful" and "loss" under the HKMA loan classification. This ratio edged up to 0.54% as of June 2019 for retail banks, compared with 0.50% as of December 2018.

Although the impacts of the recent protests may not be entirely captured by the banking sector in their 2019 interim financial statements, several banks started to recognise significant increases in their classified loan ratio.

For instance, one domestic systemically important bank in Hong Kong reported a rise of its classified loan ratio from 0.70% at the end of December 2018 to 1.63% at the end of June 2019. It is worth noting that the impairment charge covered both China and Hong Kong markets, while

remaining stable on other Asian countries. Also, the property development and the property investment sectors accounted for most of the impairment charge increases.

What to expect in the near term? The economic data released in the first half of the year for Hong Kong was worse than expected. Uncertainty is likely to persist and affect Hong Kong's banking sector in the longer term. To ease financing of the economy, the HKMA took supervisory measures; for instance, the reduction of the countercyclical capital buffer to 2 per cent from 2.5 per cent and the set-up of a coordination mechanism to support SMEs. Yet, it is likely the on-going unhealthy environment will put banks' credit risk management under pressure and might undermine further the credit quality reported by banks and impose downward pressure on banks' profitability in the near term. B

***Uncertainty is likely to persist and affect Hong Kong's banking sector in the longer term.***



**Pierre Latrobe**  
Director in  
Financial  
Services,  
Mazars

**The Mazars Group** is an international, integrated and independent organisation with more than 40,000 professionals operating in 89 countries.

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# Designs on Helping Others

Fairytales do come true when couture fashion and a passion for caring combine.

– By Lady Jacqueline Von Rutenberg

Hong Kong can be beautiful, dramatic, challenging and tough. Yes, really tough for some.

With our busy lives and the glitz and glamour of our city it can be all too easy to forget that Hong Kong has plenty of those who struggle and scrimp and struggle some more. This is something that a few wonderful people have been fighting to change for some time and this is now something that I have decided to put my commercial weight behind in what may seem like the most unlikely of collaborations – high couture fashion and children's charity work.

Although I'm a relatively recent member of the Hong Kong community, coming to you via Brazil and, more recently, London, I have decided to make a few waves, for all the right reasons. I'm supporting and championing the action of a few prominent local charities in their fight against childhood poverty and as a voice for children with special needs in Hong Kong.

Maybe it's because I've only been in Hong Kong for a year that I see the problem of poverty so clearly. Maybe it's because I have friends whose children

benefit from one of these charities, or maybe it's because I have a daughter of my own who I'm passionate about teaching to recognise that problems have solutions and when you have the means you have a duty to help those less fortunate than yourself. Whatever the reason, I have felt drawn to do something to help the city that has made me feel so welcome.

“  
*I'm supporting and championing the action of a few prominent local charities in their fight against childhood poverty and as a voice for children with special needs in Hong Kong.*”

## Watchdog Children's Charity

Watchdog has been helping preschool children with physical disabilities and learning difficulties for over 35 years in Hong Kong, running programmes in English and Cantonese to improve speech, physical activity and social skills as well as supporting their parents and carers.

My luxury fashion company Lady V Couture will be collaborating with Watchdog. A catwalk show will be held at the most prestigious venue in Central, Hong Kong to raise awareness and funds by launching the most finest collection of couture outfits, entirely handmade in Hong Kong with the most luxurious fabrics to reach out to help the children with special needs across the city.



### Christian Action Children's Charity

Christian Action has been helping abandoned and disabled children, those struggling within ethnic minority communities and those disadvantaged by fate or circumstance since the early 1990s. However, its helping hand extends back further than this as it was formerly known as Hong Kong Christian Aid to Refugees, supporting those fleeing from Russia, China, Vietnam and further afield.

Together, over the last seven decades, these charities have touched the lives of over half a million young people in Hong Kong and the surrounding region.

Lady V Couture is in the process of planning an exclusive event in collaboration with this charity. We're better known for our couture gowns in crystal and silk for little princesses and princes, but this event will give

the opportunity to showcase our "spring-summer" collection. The proceeds from the event will go to this worthy charity and we aim to do many more like this in the future.

*If my company joining forces with these two wonderful charities can help just one family, then it's all been worth it.*

### Time to focus our emotional energy on the forgotten children

With all the noise and emotion surrounding Hong Kong right now it feels good to know that there are some with more humanitarian things on their mind, people who are passionate about doing something positive for those unable to help themselves.

If my company joining forces with these two wonderful charities can help just one family, then it's all been worth it. Now, ask yourself what you can do to help. Will you join the fight to help protect and support the most vulnerable children in our city? ■



**Lady Jacqueline Von Rutenberg**  
Founder and CEO,  
Lady V Couture

**Lady V Couture** is a Hong Kong-based fashion house and children's clothing brand that combines unsurpassed quality in craftsmanship and materials with a little fairy tale magic to create some of the finest handmade gowns for the most demanding of little princesses – each taking six seamstresses two months to create.



*Lady V Couture*  
London



Credit: Richard Davies

# Turning DNA into Dance

**Award-winning British choreographer and director, Wayne McGregor, premieres his visionary new show, *Autobiography*, at West Kowloon Cultural District.**

Dance and the science of genetics are two areas rarely intertwined, yet world-renowned British choreographer and director, Wayne McGregor, manages to marry the two in his latest mesmerising show, *Autobiography*.

Premiering in Asia at the West Kowloon Cultural District in January 2020, the show is inspired by the sequencing of McGregor's own genome and the 23 pairs of chromosomes that contain the human DNA. Drawing from his life-long fascination with science and technology, McGregor focuses on the body as an archive, and explores aspects of self, life, writing, refracting both remembered pasts and speculative futures.

McGregor collaborated with world-leading geneticists for this production which offers a fascinating exploration of the concept of identity and is further proof of his visionary and innovative approach to the art form. McGregor's artistic collaborators include composer and producer Jlin (music), visual artist Ben Cullen Williams (set design and projection), lighting designer Lucy Carter (lighting design), artist and designer Aitor Throup (costume design), writer and director Uzma Hameed (dramaturgy), and software architect Nick Rothwell (*Autobiography* algorithm).

Jlin, an American electronic musician best known for bringing her unique sound to the Chicago-born footwork genre, blends her experimental approach with McGregor's innovative choreographic imprint.

"*Autobiography* doesn't have to be nostalgic or commemorative," says McGregor. "Why do people expect you to talk about an event, when they ask you

## WHAT THE CRITICS SAY

"Wayne McGregor turns his life story into dance in a mesmerising, inimitable show based upon his own genetic code." – Luke Jennings, *Guardian*

"Brings a rush of genuine excitement flooding through your veins...it's thrilling." – Kelly Apter, *The Scotsman*

"McGregor's latest work *Autobiography*, which explores dance and genetics, breaks fresh ground." – Zoë Anderson, *Independent*

"Go for the science, stay for the physical prowess of the dancers and the light show." – *The New Yorker*

## ABOUT WAYNE

Born in 1970, Wayne McGregor CBE is a multi-award-winning British choreographer and director, internationally renowned for trailblazing innovations in performance that have radically redefined dance in the modern era. Company Wayne McGregor is McGregor's ensemble of highly skilled dancers. Founded in 1993, this was the original instrument through which McGregor evolved his distinctive visual style, revealing the movement possibilities of the body in ever more precise degrees of articulation. McGregor has made over 30 works for the company and today it continues to be his laboratory for ambitious and experimental new choreography, touring his work across the UK and around the world. Company Wayne McGregor is Resident Company at Sadler's Wells, London. McGregor is also Resident Choreographer at The Royal Ballet, where his productions are acclaimed for their daring reconfiguring of classical language. McGregor is the first and only Resident Choreographer from a contemporary background. He has choreographed for theatre (Donmar, Old Vic, National Theatre, Royal Court, Donmar Warehouse) opera (La Scala/Royal Opera, ENO), film (Harry Potter and the Goblet of Fire, The Legend of Tarzan, Fantastic Beasts 1 & 2, Sing, Mary Queen of Scots), music videos (Radiohead, Thom Yorke, The Chemical Brothers), fashion shows (Gareth Pugh at London Fashion Week 2017), campaigns (everyBODY for Selfridges) and TV (The 2016 Brit Awards Opening Sequence, Paloma Faith's Brit Awards performance 2015).

to say something about your life-story? Your life, at any given moment is fractured, multiplicitous, felt. It's the sum of your impressions and experience, what you're reading or thinking about, who you're with. It exists across time and yet, in the telling, you're supposed to order it conveniently in time – and into something that makes narrative sense."

The performance, produced by Studio Wayne McGregor and co-produced by London's Sadler's Wells, marks the beginning of a new direction for the choreographer – in collaboration with scientists at the Wellcome Trust Sanger Institute – as the first in a series of projects exploring dance and genetics. The idea was born in the summer of 2017 when McGregor's entire genome was sequenced as part of The Genetics

Credit: Andrej Uspenski



Clinic of the Future research study. The sequence then became a computer algorithm which lies at the heart of *Autobiography*'s choreography.

Since its debut at Sadler's Wells in October 2017, *Autobiography* has won several awards including Best Contemporary Dance Performance from Danza & Danza Magazine Awards; and The Gross Family Prize 2018, awarded to McGregor and Jlin in recognition of their outstanding collaboration between dance and music. ■

Credit: Andrej Uspenski



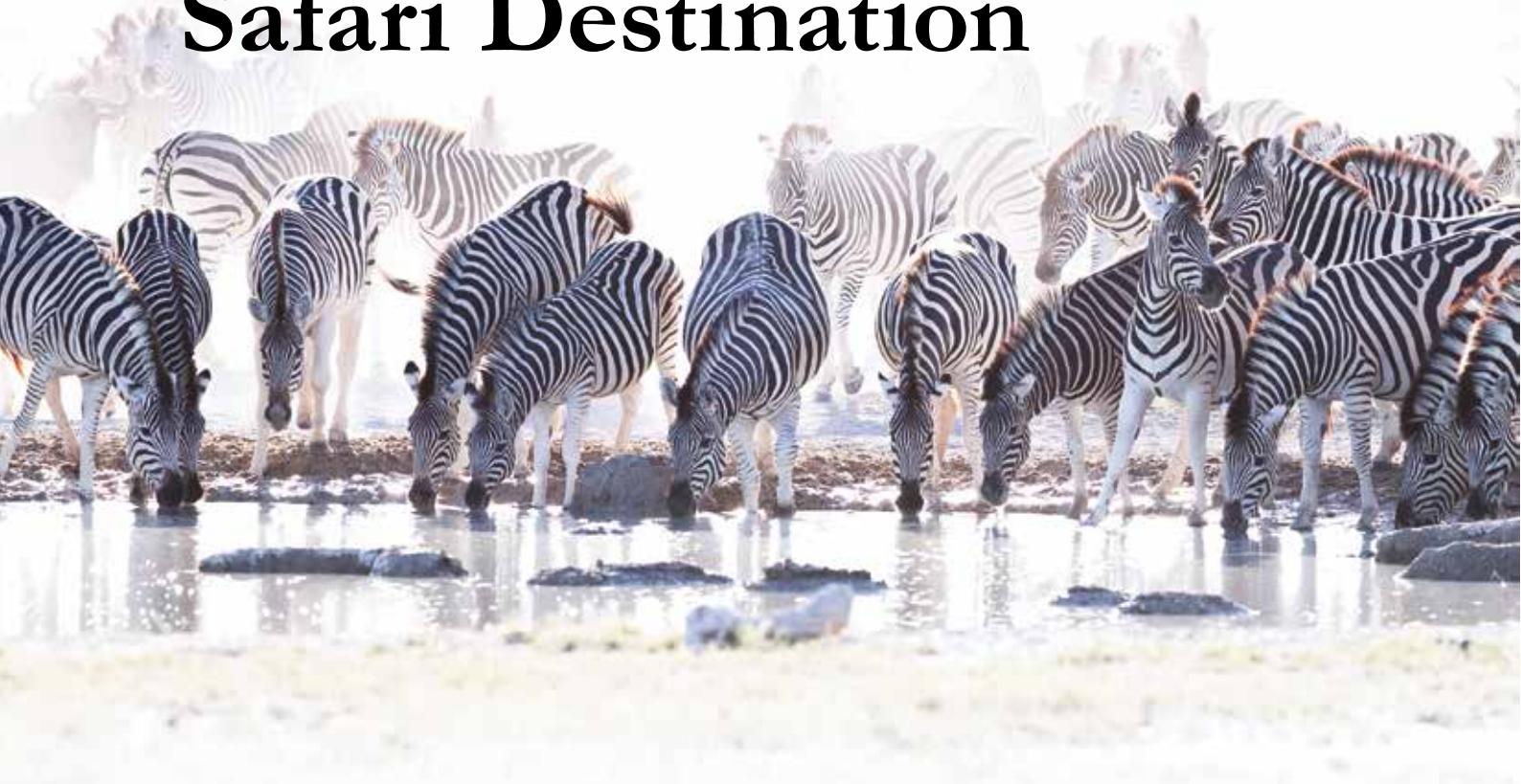
## BOOK TICKETS

Performances take place on Friday to Sunday, January 10-12 inclusive. Tickets cost HK\$380 and HK\$300, available from WKCD website.

<https://www.westkowloon.hk/en/autobiography#ticket>

Ticketing inquiries: (852) 2200 0022, [ticketinfo@wkcda.hk](mailto:ticketinfo@wkcda.hk)

# Botswana: The Ultimate Safari Destination



There are few places left on earth where nature can be observed in such an honest, unobtrusive way. Botswana is one of them. So, when Jacada travel designer **Kit Wong** had the opportunity to visit, she couldn't get on the plane fast enough. Here, she discusses the trip. Photography by Wai Lam.

Famed for its wealth of wildlife, thanks to a nationwide focus on conservation, the exclusive safari to be had here is genuinely extraordinary – from the lush Okavango Delta, to the stars of the Makgadikgadi Pans.

## Why Botswana?

The special thing about Botswana is that from May to October the water from Angola travels down, all the way into the desert, to create the famous wetlands. This makes its landscape completely different to any other African country. In winter, when all the African safaris are dry, Botswana is wet. Every year is different, though. The water channels change slightly every wet season, due to the flatlands, so no one knows when and how the water will come.

It is this water that creates something really special: the behaviours of the animals. Usually lions don't like water, but because there is so much wildlife here, so many herds, the lions will actually swim. It is a very poetic atmosphere, and especially special for those who love safaris.

Another big reason for Botswana is that it is one of the most eco-friendly countries in Africa. They limit the number of people that can visit each year, making it a highly sought-after destination, and have done a lot to protect the wildlife. For instance, Chobe National Park is famous for the number of elephants that live here. This is because they are smart and have migrated from neighbouring countries, such as Zimbabwe, where they are poached.

## What was your itinerary?

There are few direct flights to Botswana outside of Southern Africa, so we flew via Johannesburg, before landing in Maun. We stayed at four different lodges during our eight-night stay, to make sure we had the full Botswanan experience and saw everything this beautiful landlocked country has to offer.

Our first two nights were spent at Jack's Camp, an idyllic 1940s-style tented safari camp in the Makgadikadi Salt Pans. The entire camp runs on Tesla solar power and has a family of meercats close by for you to visit.

Our second two nights were spent at Chitabe Lediba in the Okavango Delta. The camp overlooks a natural waterhole, which animals and birds visited daily. The Okavango and Kalahari landscapes meet here, making it perfect for wildlife sightings.



Our third two nights were spent at DumaTau Camp in the Linyanti Concessions, an Important Bird Area (IBA), on the banks of Osprey Lagoon. It was here, close to this IBA, that we saw elephants acting in a truly amazing way.

For our final two nights, we stayed at Vumbura Plains. It is a modern-style safari camp within the Moremi





Game Reserve, in the Okavango Delta region. The boat trip here was spectacular – not to mention the hot air balloon safari.

### Most magical moments?

My favourite moment was my interaction with the meercats in Makgadikadi. The people at the habitation programme spend a lot of time in close proximity to the mob, so that they aren't afraid of humans. This meant that when we sat very still, they climbed on top of us! When I was lying down taking photos, they ran under my arms and around my head. The interaction was just magical.

Another very special moment was seeing elephants so relaxed and happy. Usually mother elephants are extremely protective of their babies, but here it was a completely different experience, here you can get so close. When we got close to one particular baby, the mother simply turned, looked at us, and carried on feeding. It's like nowhere else I've ever experienced.

### What made the trip so special?

The guides really elevated our experience here. I was so impressed. Most of them have been guiding over 10 years, but are still so passionate – just as excited as me when they saw the meercats and lions. It really changes the experience when you can see how much they love their jobs and the wildlife around them. You can see it in their faces. They enjoy passing on their



knowledge, explaining how nature works. I just love that.

### When is the best time to go?

Botswana is an amazing year-round destination, however, if you want to experience the magic of the wetlands I would suggest booking now to go between May and October – just in time for the grand re-opening of the iconic Jack's Camp in May 2020. 

Founded in 2008, Jacada is a bespoke travel company with a difference: central to everything they do is the desire to effect positive change and enrich the lives of those they encounter along the way. Their tailor-made trips are designed for travelers who prefer a more personal, authentic way of travelling – for those who wish to go beyond the typical and experience something truly special.

Jacada

# A

Indulge in the festive **Advent Calendar** from Jo Malone. Behind each of the doors awaits a miniature version of one the brand's best-selling products.

# G

Introducing Hong Kong's first monthly **Gin** box from Ginsanity. Each month you will receive a bottle of gin that is available in Hong Kong to Gin Club members only. To top up the box Ginsanity include mixers, notes and suggested cocktails (as well as a couple of treats!). Delivered to your door by the first Friday of each month.

# L

Cochine offer a delightful and indulgent selection of lotions. Their hand & body **lotions** balance exceptional moisturising qualities with a light, easily absorbed texture, enveloping your skin in a beautiful fragrance while they soften and smooth.

# O

Give the gift of fresh and healthy **Olive Oil**. OliveTreeHk offers a section of great products that are rich in antioxidants and produced just outside Kalamata in the southwestern Peloponnese.

# T

For those that love speed – book a **track day experience** led by a professional Formula racing driver at the Zhuhai International Circuit. Head to spoilt.com to find out more.

# Y

Charter a **Yacht** for the day and enjoy a Hong Kong sailing adventure.

# B

Anonymous street art legend **Bansky's Genius or Vandal** exhibition arrives in Hong Kong this December and will feature over 70 original works, installations, photographs and sculptures at Portal 6311 in Kowloon Bay.

# H

A Fortnum & Mason **Hamper** will never disappoint. Packed with glorious things to eat and drink – something for everyone to enjoy.

# M

We all work and play hard in Hong Kong. Gift a **massage** for that special someone who needs some quality '**Me Time**'. The Mandarin Spa provides holistic rejuvenation and relaxation in a meditative setting designed to soothe the body, mind and spirit.



# C

Kick-start the festivities with a **Comedy show**. Legendary Irish comedian Dylan Moran is set to perform in Hong Kong on Monday 9 December. Brought to you by LA Comedy Live.

# N

A Christmas family outing to see the **Nutcracker** ballet never fails to disappoint. Follow Clara and Fritz's captivating adventure as they help the Nutcracker reunite with his Ballerina love and rescue the kingdom from the sinister Rat King.



# P

Looking for a one-of-a-kind gift? Head to Waka Artisans who offer specially selected, handmade artisan **Pottery** from the Kasama region of Japan. Currently based in Hong Kong's art hub PMQ, Staunton building, Unit S303.



# Z

And finally... because the environment could do with one less piece of plastic, gift a reusable **zip-lock bag** from LiveZero.

# D

Get the party started with a fabulous **Dinner party** made easy. Relish Kitchen specialises in creating bespoke menus to suit your occasion.

# I

Get those taste buds tingling and join Berry Bros for their interactive **Introduction to Wine course**. You will learn about wine with the help of one of their talented Wine Educators and the support of their own introductory book, *Exploring and Tasting Wine*.



# Q

Believed by ancient cultures to have healing powers, **Quartz Facial Roller** improves elasticity, relieves facial and muscle tension, and reduces puffiness. Lane Crawford offers a great selection.

# V

Head to NET-A-PORTER and arrange a **voucher** to be delivered. Beautifully packaged and ideal for someone who knows their own taste – the perfect present, every time.

# E

**Escape** the concrete jungle that is Hong Kong and head to Lightfoot Travel who will arrange the perfect trip and itinerary to ensure your vacation will be hassle free.

# J

Prepare for the New Year and start it fresh with a three-day **Juice Cleanse** from Genie Juicery.

# F

Make someone smile month after month with a pre-paid gift **flower subscription** from BYDEAU.

# K

**Kayak** along the coast of Cheung Chau for a view of the rocky terrains against the contrasts of the illuminated backdrop of the city at night.

# The British Chamber A-Z Christmas Gifting Guide

**Stuck for ideas this festive season? Look no further for the perfect gifts to impress friends and family.**

# R

Making its Asia debut earlier this year, **Rituals Cosmetics** offers an exclusive range of beautiful products that will make every day routines such as bathing and drinking tea more enjoyable.

# S

Add a bit of sparkle to your man's wardrobe with a **silk pocket square** from The Armoury. They offer a beautifully curated selection of pocket squares that will not disappoint.

# W

The Rosewood Hotel spa, Asaya, boasts an extensive **wellness** offering. Indulge in their passages that are designed to support you along your wellness journey, offering you guidance and options in your pursuit of ultimate balance and self-awareness.

# X

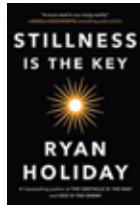


Grand Hyatt Hong Kong's renowned homemade **X.O. chilli sauce** is a signature Chinese condiment.

# Book Shelf



Book Shelf presents the favourites – new and old – of Chamber members for your suggested reading pleasure. In partnership with Book Depository.



## Stillness is the Key: An Ancient Strategy for Modern Life (HK\$101.00\* + free delivery) by Ryan Holiday

Throughout history, there's been one indelible quality that great leaders, makers, artists and fighters have shared. The Zen Buddhists described it as inner peace, the Stoics called it ataraxia, and Ryan Holiday calls it stillness: the ability to be steady, focused and calm in a constantly busy world. Filled with wisdom and examples from historical and contemporary figures, this book shows how to cultivate this quality in your own life. Because stillness is not merely inactivity, but the doorway to the self-mastery, discipline and focus necessary to succeed in this competitive, noisy world.



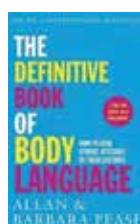
## Everything is Figureoutable : One Simple Belief to Create Unstoppable Success (HK\$123.00\* + free delivery) by Marie Forleo

Do you ever have trouble finishing what you start? Do amazing ideas come to you all the time but after the initial excitement wanes you struggle to follow through? If you're creative and ambitious, the answer is likely yes. The problem isn't you. It's not that you're not hardworking, intelligent or deserving, but that you haven't yet installed the one key belief that will change everything: Everything is figureoutable. Whether you want to leave a dead-end job, heal a relationship, grow a business, master your money, or just find two free hours in your day, Everything is Figureoutable will train your brain to think more positively and help you break down any dream into manageable steps.



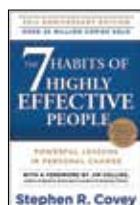
## The Infinite Game (HK\$139.00\* + free delivery) by Simon Sinek

The New York Times-bestselling author of Start With Why, Leaders Eat Last, and Together Is Better, offers a bold new approach to business strategy by asking one question: are you playing the finite game or the infinite game? In The Infinite Game, Sinek applies game theory to explore how great businesses achieve long-lasting success. He finds that building long-term value and healthy, enduring growth – playing the infinite game – is the only thing that matters to your business.



## The Definitive Book of Body Language: How to read others' attitudes by their gestures (HK\$51.00\* + free delivery) by Allan Pease, Barbara Pease

This international bestseller explains everything you need to know about body language, how to read it, and how to put your best self forward. What people say is often very different to what they think or feel. Now, with The Definitive Book Of Body Language, you can learn to read others people's thoughts by their gestures. It sounds implausible, but body language is easy to pick up and fun to use.



## The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change (HK\$132.00\* + free delivery) by Dr Stephen R Covey

One of the most inspiring and impactful books ever written, The 7 Habits of Highly Effective People has captivated readers for 25 years. It has transformed the lives of presidents and CEOs, educators and parents - in short, millions of people of all ages and occupations across the world. This 25th anniversary edition of Stephen Covey's cherished classic commemorates his timeless wisdom, and encourages us to live a life of great and enduring purpose.

\* Prices are correct as on 21st October 2019

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# Digital Disruption and the Future of Leadership

10 September 2019, Hong Kong Club

Lelia Lim-Loges, Managing Partner, Asia Pacific, and Yau Boon Lim, Senior Partner, Disruption Management from Lim-Loges & Masters, talked about how ongoing digital transformation gave rise to the need for disruption management, and how businesses should evolve to cope with the new challenges.



Lelia highlighted the necessary qualities of future leaders, including digital literacy and vision, as well as the ability to equip employees for the digital

age. She also introduced a wide range of emerging positions generated by an increasingly flexible gig economy.



Yau Boon shared his insights on using #DesignThinking as a way to manage disruptions caused by fresh innovations. He emphasised that all businesses and careers will eventually face digital transformation and everyone should be prepared. He also referred to his experiences of using design thinking to create cultural change across organisations.

We would like to thank Lim-Loges & Masters for the informative presentation and for sponsoring the event!

# Future Leaders Make New Connections

12 September 2019

In September, the Future Leaders Committee hosted one of its popular networking events, sponsored by The Fry Group. This time, we invited guests to have lunch at Hunter and the Chase. As always we had a group of young professionals across different sectors, seeing old friends, and swapping business cards to make new connections. The wonderful food and venue setting allowed a nice flow of conversation and story sharing. A big thank you as always to the event sponsor, The Fry Group, without whose support this event would not be possible.



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# Building an Olympic-Class Team

18 October 2019

On a Friday night in August 2016 Kate Richardson-Walsh led the GB Women's' hockey team to Olympic gold in a rapturous final that captivated a screaming British TV audience of 9 million — and proved that true teamwork creates a whole even greater than the sum of the parts. The team's success was all the more jubilant because just two years earlier they had finished in a disastrous 11th place at the 2014 World Cup.

From that low, captain Kate Richardson-Walsh was instrumental in rebuilding the team, instilling a process of group self-examination that birthed an integrated unit with a clear vision and sense of purpose — and the ethos and resilience to adapt and deliver no matter how circumstances changed.

Aria Forum Wealth Management and the Chamber held an event in mid-October where Kate shared her



success story. This included three key components. Firstly, create a solid culture with a key vision, clear values and a defined mission statement. The importance instilling this culture across the team means that everyone feels empowered to drive towards the same goal.

Secondly, have awareness of yourself and the team around you – create an environment that encourages respect and support for each other. Developing an in-depth knowledge of your 'super strengths' and authenticity with your team means there is transparency and understanding.

Finally, embrace each other's differences and use them as a strength. 'Be the Difference, Create History and Inspire the Future' was their team mantra.



# The Future of Banking

25 September 2019

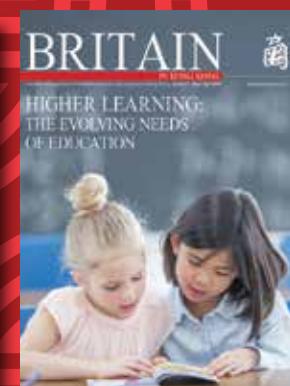
Avril Rae, Head of Fintech, KPMG China and Michelle Li, Head of Research for AMTD Group, discussed the future of the banking industry in Hong Kong and globally. A recent report from KPMG has indicated that the next 10 years in the industry will see more change than the last 100. This change touches on the structural, demographic, socio-economic and regulatory aspects of the industry.



Personal data will be one of the major themes in the coming years for all companies. It was even suggested just as consumers trust banks with their cash, perhaps we could see

personal data banks who we trust to secure and protect our information and act as a gateway to share with other organisations.

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# Britcham Annual Ball: Now That's What I Call Music!

6 September 2019, Grand Ballroom, Grand Hyatt Hong Kong

On Friday 6th September, the Chamber took over the Grand Hyatt Ballroom, transforming it into our very own Glastonbury-inspired music festival! Guests were bathed in bright colours and adorned in even brighter costumes – once again they did not fail to impress! From start to finish, the festival revellers were treated to some of the finest food, drink and entertainment that Hong Kong has to offer, and also had the opportunity to raise money for a very worthy cause as well. This year's ball was supporting MINDSET and its vital work on mental health awareness in the city. Through a live and silent auction, the event raised over HK\$190,000 for the charity on the night.

As always, the event would not be possible without the generous support of all of our sponsors. Special thanks go to our title sponsors, Jardines, for supporting the ball for the fourth year in a row. Other sponsors from the Chamber community included our gold sponsors HSBC, CKI, McKinsey and Swire; our Silver sponsors Asia Medical Specialists, Barclays, B.S.C. Group, BT, The Executive Centre, EY, Gammon and PwC; our Recharge Station sponsor Berkeley Group, drinks sponsor Naked Grouse and our strategic partner, the Department for International Trade at the British Consulate General. We also had numerous product sponsors and event partners without whom this event could not have been put on with the style it deserved.



We're starting preparations for the 2020 ball already – we look forward to seeing you all next year!





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Chen Yang (Deloitte) and Rie Oikawa (Mergermarket)



Christopher Moon (FT) and Simon Lowth (SL Services)



Lee Wallace and Rupert Morgan (HSBC)



Jesper Bruun-Olsen (JEMI) and Andrew Seaton (British Chamber of Commerce in Hong Kong)



Nial O'Brien (Aurecon), Paul Leader & David Stratton (AEC)



Krystyna Kosciuszko (British Chamber of Commerce in Hong Kong) and Daniel Wolfsheimer (EY)



Peter Ewan and Hazel Ewan (MTR)



Gary Lancet (Thinking Gifts) and So Lim Lau (Accuracy)



Rhys Blumberg (HKRU)



Lee Wallace (HSBC) and Andrew Seaton (British Chamber of Commerce in Hong Kong)

# SHAKEN NOT STIRRED

S p o n s o r e d b y

 **Berkeley**  
Group

30 October 2019 –  
Berkeley Group,  
The Landmark, Central



Tsong-Ping Chiu (Risk Advisory) and Lucas Ting (HKWJ)



Paul Tao (New Heritage Investments) and Alexandra Boakes Tracy (Hoi Ping Ventures)



Joel Tippey (IFS), Robert-John Tasker (Within International) and Alan Francis (Oxford Economics)



Mark Sarmenta & Tak Chan (Prudential)



Daniel Wolfsheimer (EY) and Javis Mensah (IFS)



Russell Beak (Holborn) and Anthony Bowers (Tallant Asia)



Mark Millar (SCLP) and Kenneth Bell (Tradeport)



Ankur Sreen (Prudential) and Mark Lanning (Withers)



Laura Chan, Bonnie Leung & Hugo Deacon (British Chamber of Commerce in Hong Kong)



Lucas Ting (HKWJ), Paul Tao (New Heritage Investments), Nancy Chan (Phillip Morris) and Joel Tippey (IFS)



Mark Millar (SCLP) and Russell Beak (Holborn)

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## Food & Beverage



10% discount on the dining bill



10% discount on a-la-carte dining



10% discount on the dining bill



10% discount on the dining bill



10% discount on the dining bill



10% discount on the dining bill



20% off dining bill at dinner



10% discount on the dining bill



15% discount on dining bill



Up to 15% discount on food and beverage



15% discount on dining between Monday to Saturday



10% off dining bill for Korean BBQ



15% off food & beverage at all restaurants and cafés



10% discount on the dining bill



10% discount on the dining bill



10% discount on the dining bill



10% discount on the dining bill



20% off a-la-carte dinner menu



10% off a-la-carte menu items



10% discount on the dining bill



10% discount on the dining bill



20% discount on the dining bill

## Lifestyle & Travel



20% off



Complimentary Harrods gift card and double Avios points



20% off



15% off spa treatment



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Complimentary membership to Hey Travelista & 5% off all bookings



LONDON'S FINEST DRY CLEANERS

15% discount on dry cleaning services



Receive an extra 30 minute massage treatment when you book your first 90 minutes



20% off



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10% off the "Best Available Rate" of the month

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mainland China and the region

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- Toy Library Workshops
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7th December | 09:30 AM - 12:00 PM

Open to Families of Children Ages

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