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Dear Members,

"A week is a long time in politics." So famously said Prime Minister Harold Wilson in the 1970's. Today it seems a more than appropriate reflection. The proposal, decision, drafting and promulgation of the National Security Legislation for Hong Kong all took place in just under six weeks. When I wrote my Chairman's message for the last edition of this magazine there was no mention – because there was no knowledge.

However, this law has been a long time coming. The Basic Law, when it was finalised in 1990, built in a requirement to pass legislation prohibiting acts of treason, secession, sedition, subversion of the Central Government, theft of state secrets and collusion with foreign political organisations. This is Article 23. It became effective as a requirement when the Basic Law was adopted as Hong Kong's mini constitution on 1st July 1997. This legislation has, therefore, been contemplated for more than 30 years.

Indeed, the colonial government, pre-1997, tried to introduce a national security law but for various reasons was not able to complete the process.

The first SAR administration proposed The National Security (Legislative Provisions) Bill in 2003. But this was shelved after an estimated 500,000 Hong Kongers took to the streets.

At the General Committee, we determined that we would not comment on the way this law was to be introduced – by the Central Government through promulgation. As a business organisation this is beyond our scope and a matter for constitutional lawyers and

political debate. We wrote, however, to the Chief Secretary, as part of a constructive contribution to its drafting, with four areas for consideration:

That the legislation should be limited in scope to the very specific areas of the NPC decision (secession, subversion of state power, terrorism and foreign interference);

That the enforcement authority for this legislation should be the common law-based prosecutorial and judicial process of Hong Kong;

That the definition of the circumstances under which the Central Government agencies would be established and operate should be very clear;

That the SAR Government and Central Government would continue a dialogue with the international business community so that there can be no scope for misunderstanding.

In the run-up to its adoption we have had a number of interactions with both the SAR Administration and representatives of the Central Government in Hong Kong.

The legislation is now passed. At the General Committee we have set up a small working group to review the six chapters and 66 articles. The purpose is not to offer a critique but to better understand the provisions and, as necessary, to seek clarifications from government officials so that we can keep our members as fully apprised as possible. I hope to be able to report back to the membership before the end of July.

Last week I went to fill up my car – for the first time since March. (I am forced to admit that I still own one despite the implorings of my green-minded daughters.) "Shine on You Crazy Diamond" was playing over the sound system as I drove into the station forecourt and when the pump attendant came to collect my credit card, he recognised the music: "Pink Floyd" he said. "David Gilmour is the best guitarist ever". My jaw clearly dropped. "Oh yes," he said, "Very popular in Hong Kong."

The recognition of this iconic piece of British music by a Hong Konger, born and bred, reminded me of the long and established ties of friendship and fellowship between the United Kingdom and Hong Kong. We must continue to nurture these and not allow political differences to upset the apple cart. BritCham is a business organisation and our prime role is to promote

Hong Kong as the greatest destination for international and domestic business. But there are times when we might also stand up for a better understanding between Hong Kong and the United Kingdom. I do think that business, properly managed and with best practice corporate governance, is also often best placed to see the advantages and the opportunities and to set a path towards security and better understanding. Did you know, for example, that it is a Hong Kong company, Prenetics Limited, through its UK subsidiary DNAFit, that is running all the COVID-19 tests for the Premier League? When left to our own devices, business just gets on with what it does best – providing a service or a product that customers need at a price point that they can afford.

On 1st June, BritCham welcomed our new Executive Director, David Graham. I know that David has written elsewhere in the magazine of his first impressions of the Chamber and he has also been spending much time meeting as many of you as possible – of course in accordance with social distancing regulations. David has been thrown into the deep end. On his first day we met with, not one but, two senior government officials. Talk about running before walking! His in-tray was full on arrival with the National Security Legislation, COVID-19 and social unrest, alongside policy papers on the Greater Bay Area, infrastructure and this year's submission to the Chief Executive on her Policy Address to LegCo. And he also has to run the Chamber.

On 19th June, the SAR Government announced a significant easing of social distancing rules so that gatherings of up to 50 people are now permitted. My first reaction was that we are back in business! The Chamber can restart its events programme. I think all of us were becoming a little weary of the Zoom glaze. Of course we will not yet have the benefit of overseas speakers as they pass their way through Hong Kong. For that we will have to wait until travel restrictions generally ease around the globe. However, the Events

Team at the Chamber is now working hard on in-person events for the second half of the year. My first glimpse of the programme reassures me that these will be of the usual high quality, combining relevance with expertise, serious subject matter with our usual sense of fun and offering exceptional networking. If any of our members would like to propose subject matter and speakers for inclusion in the programme the Events Team would be keen to hear from you.

The easing of social distancing restrictions has also allowed us to schedule our AGM which will be on Wednesday, 2nd September. We would normally have held this by now but we took the view back in March that we would hold off for as long as possible in the hope that we would be able to do this in person. So, I encourage you to mark your diaries. Currently, we will have to restrict to 50 people but with a fair wind we might see a further relaxation by September.

I am often told that Hong Kong is in a delicate place and that its future looks bleaker than ever. As I have written before, I do not subscribe to this view. The Hong Kong dollar is trading at the strong end of its USD band, the Hang Seng Index continues to outperform, sales of new properties in the last couple of weeks have revived to enthusiastic levels. I know there are issues across our society and I don't want to brush these away, but the financial markets at least are giving a vote of confidence.

"Come on you stranger, you legend, you martyr and Shine on You Crazy Diamond."



Peter Burnett
Chairman,
The British Chamber of
Commerce in Hong Kong



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Message from David Graham, Executive Director of the British Chamber of Commerce in Hong Kong

I am delighted to have taken on the role of Executive Director of the British Chamber of Commerce in Hong Kong following Andrew Seaton's retirement at the end of May. I would like to add my thanks for all that Andrew has done for the Chamber over the last five-and-a-half years and to wish him well as he returns to the UK this month. He leaves the Chamber at a challenging time for Hong Kong but with a very strong reputation amongst the business community in Hong Kong.

I have lived and worked in Hong Kong for much of the last 20 years and very much regard it as home. I originally arrived in Hong Kong with my wife and two young daughters in late 1998, having transferred out with the large international law firm that I was working for at the time. This was meant to be a three-year secondment and then back to the UK. But from the beginning I was enamoured with Hong Kong and knew that this was the place where I wanted to live and build a career. And 22 years later – after a career in the financial services sector culminating in a senior role at the Hong Kong Stock Exchange – I am still here.

After retirement from the Stock Exchange at the end of last year, I was looking for a role that would enable me to continue to contribute to the development of Hong Kong as an attractive place to do business. Like many places around the world, there were clear challenges ahead. During my time in Hong Kong, I had interacted with many members of the Chamber and participated in a number of its events. I was aware of the value that the members attached to the work of the Chamber and the high regard in which the Chamber was held by key stakeholders in Hong Kong; and the good work that it had done in representing the business voice to the government on the key issues that would shape Hong Kong's future. For me, therefore, it was the perfect platform.

As I step into the role, I am spending much of my time speaking to our members and other key stakeholders to make sure I fully understand their priorities and concerns; and where the Chamber

can help. I have already participated in a number of the Committee meetings of the Chamber and have been hugely impressed by the calibre of the participants and the quality of the dialogue and debate. The Committee structure is one of the great strengths of the Chamber and the backbone of the policy work that we engage in. I have already had a number of meetings with senior government officials and it is this access, together with the ability to draw on the collective expertise and experience of our members, that makes the Chamber's project and lobbying work so effective and important. At its best, it enables our members to have an impact beyond that which they could achieve on their own.

As we (hopefully) move toward a further relaxation of the restrictions imposed to deal with COVID-19, I look forward to the time when we can recommence our 'live' events programme and our networking activities. Our webinar series has been a great success – and will continue to be a part of our offering going forward – but I know that our members are keen to get back to 'normal' (whatever that may now involve).

These are clearly difficult times. But it is in times like this that organisations like the Chamber can step up and make a difference. I very much look forward to working with you all.

David Graham



New Future Living Hackathon Series

Supported by the Chamber's Future Leaders Committee, the Environment & Energy Committee and the Real Estate Committee, the Future Living Hackathon Series explores future living topics in Hong Kong, notably: environment, mobility & connectivity, spatial planning, economy and society. A series of hackathon-style competitions will be held, attracting passionate young people in Hong Kong to express their views on the potential improvements and solutions for these topic areas. The ideas will be evaluated by judging panels of mentors, industry experts and entrepreneurs, for their feasibility and innovation, with the overall aspiration of the competitions to inspire new business ideas within the ecosystem and importantly, among the young people of Hong Kong.

The first event in this series *Future Living Hackathon Series: Environment Edition*, sponsored by REM, will



be taking place on Saturday 1 August from 9.30am-2pm. Visit our website to register.

To enquire about sponsorship of events in this series, please contact the Chamber's events team (events@britcham.com).

Neal Beatty New Chair of China Committee

After three years as Chair of the Chamber's China Committee, Alison Simpson is stepping down from the position. Vice-Chair Neal Beatty, Partner and General Manager of Control Risks, took the role of Chair of the Committee in June. Within Control Risks, Neal is responsible for client relationships in Hong Kong, developing new business with multinational clients, and advising on areas of business risk that impact operations in Hong Kong, Greater China and the Asia Pacific region.

The Chamber wishes to express our thanks to the many years of service Alison has given to the Chamber and China Committee. We congratulate Neal on taking on the position and look forward to supporting him and the Committee.

If you are a member of the Chamber and would like to discuss joining one of the Chamber's 20 Committees, please email annette@britcham.com.



Message from Her Majesty Queen Elizabeth II

Her Majesty Queen Elizabeth II, Patron of the British Chambers of Commerce, has offered support to businesses as they reopen and praised the contribution chambers of commerce across the UK and around the world are making to help firms, champion trade and rebuild communities.

We are proud to be part of this business community that's working together to support each other and our members.

The full letter can be found here: <https://bit.ly/3hTinnE>



New Paper from PwC on Greater Bay Area

PwC's new paper – Financial Services in the Greater Bay Area: Developing a GBA mindset – is based on in-depth interviews with experts from across the financial services sector in Hong Kong, Macau and Guangdong. The firm's research finds that many market participants are keen to establish new service offerings in the GBA now – even though some regulatory and legal issues are yet to be resolved.

"During these interviews we noticed that views have moved on from a year or so ago," says James Tam, Financial Services Partner, PwC Hong Kong. "Now, many firms are seeking to create value within the regulatory limitations that still exist. They understand that a frictionless GBA marketplace is some years off, but that the time to act is now."

The interviewees represent traditional banking institutions, virtual banks, asset managers, insurers and other stakeholders across the GBA. They see a wide range of opportunities and are confident that

technology can help overcome many operational restraints. The GBA, they conclude, is a market too large to ignore.

"Several of the firms that we spoke to cited the enormous potential of a possible Wealth Management Connect programme," says Mr Tam. "There are significant opportunities for the asset managers and insurers who create these wealth management products, as well as the banks who distribute them."

Shortly before the release of PwC's new paper, the People's Bank of China, together with China's three main regulators, issued GBA Circular 2020-95. This reaffirms and builds upon many of the ideas laid out in the GBA Outline Development Plan of February 2019. PwC's report reflects many of the same aspirations.

<https://www.pwccn.com/en/industries/financial-services/publications/developing-a-gba-mind-set.html>

British Chamber China Position Paper Now Available

The British Chamber Position Paper created by the British Chambers of Commerce in China to provide advocacy and representation on behalf of British businesses operating in China is now live.

British businesses across a range of sectors in Beijing, Shanghai, Guangdong and Southwest China come together to raise the regulatory barriers that they face, areas of opportunity for bilateral cooperation and recommendations for market access reform.

The Paper has been presented to the UK and China governments in order to directly inform trade policy and negotiations.

Key points from the paper:

- Strengthen the implementation of market reforms at all levels
- Address longstanding and continuing concerns around cybersecurity and IT restrictions
- Promote greater liberalisation of the capital account
- Reduce the direct presence of state-owned enterprises in the market
- Keep conversations on bilateral trade frequent and open



You can access the full paper here – <https://www.britishchamber.cn/en/british-business-in-china-position-paper/>



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Can Retailers Turn Crisis into Opportunities?

6 May 2020

Michael Cheng and Phil Lai from PwC shared their insights on potential solutions that could help retailers turn crisis into opportunity.

We are now stepping into 100 days of the COVID-19 outbreak which has caught many consumers, retailers, and consumer goods companies off guard. Michael shared three core elements which retailers should to focus on: people, goods, and scenarios. He recommends ensuring a

stable team of core employees to lay the foundation for the companies' survival, as well as multiple measures in place to maintain 'goods' in terms of inventory turnover and cash flow management, combined with a 'scenario' in-store or online that will stimulate consumption intent.

Phil shared that while this is a very challenging time for retailers, the movement control measures have led to new growth hotspots in China within e-commerce. Online

education, remote office and teleconferencing, non-contact services, and unmanned delivery are all growing industries which is evident in the 111% growth on fresh grocery delivery.

So, while this is a trying time for retailers, this virus has acted as a catalyst for the digital retail revolution, which can be utilised with a strong focus on e-commerce while bearing the three core elements: people, goods, and scenario.

Shaping the New World of Work

19 May 2020

Imogen Short of Write the Talk provided a detailed journey on how to create a purpose and story for your business that helps to shape your new world of work.

While numbers and facts have been vital through this crisis, we're all human. We crave a journey to embark on, a picture of our working world when all of this is over. If COVID-19 relegated us to the bottom layers of Maslow's Hierarchy of Needs, it's the job of businesses and leaders to inspire

us back towards the top. Back towards purpose.

Companies with a strong purpose can grow revenue four times faster, create seven times more jobs, and increase stock prices 12 times faster. Simply put, businesses need purpose because people need purpose. Employees that know and understand their company's purpose are over 50



times more engaged than those who don't. So, purpose needs a story to get real traction. To make a difference.

Future Hong Kong 2030

16 June 2020

Anson Bailey (eMBA) shared findings from a recent white paper, Future Hong Kong 2030, published in cooperation with CLP, Cyberport Hong Kong, HKBN JOS, Smart City Consortium, Siemens, Weave Co-Living and Wilson Group. The report analyses the factors shaping Hong Kong's Smart City transformation over the next 10 years and looks at what measures should be included to make Hong Kong both more liveable and more sustainable.



Anson Bailey



A key recommendation for the public sector was to keep citizens at the centre of development and partner with corporates, SMEs, and start-ups to develop Smart City solutions. Corporates also need to continue to invest in training their workforce to ensure they have the digital skills needed for the future.

The panel then shared its practical considerations and insights on how to incorporate ESG practices into business models; and key challenges and opportunities related to partnering with the government and other businesses on sustainability initiatives. Panelists then discussed how innovation can encourage the shift to clean energy, carbon-neutral buildings and improved waste management and recycling, as well as other sustainability goals.

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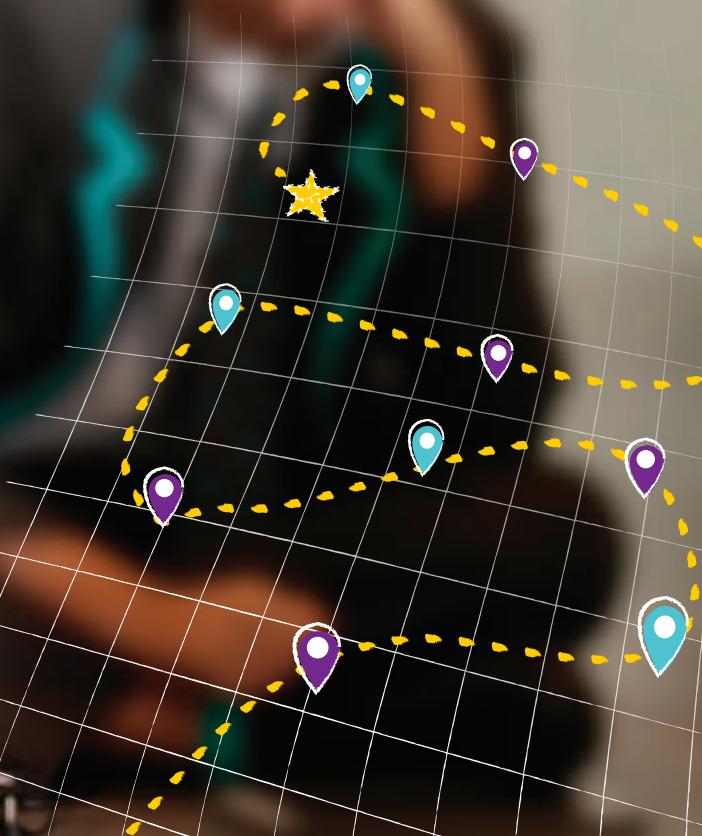
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Building a Smart City

In 2017, Hong Kong unveiled its blueprint for a Smart City. While the city is making great strides in some areas, more needs to be done when it comes to sharing data.

– By Sarah Graham

In June this year, Hong Kong's Octopus card became available on the iPhone and Apple Watch. Now, iOS users could breeze through turnstiles on the MTR and pay for items in shops with a simple swipe of their handset – a perk already enjoyed by owners of Android phones since 2017. And while the move was widely welcomed by city residents, many were left wondering what took us so long?

When launched back in September 1997, the Octopus card was revolutionary, and the technology ahead of many other Western countries – London's Oyster card launched six years later. It

won the Chairman's Award of the World Information Technology and Service Alliance's 2006 Global IT Excellence Award for, among other things, being the world's leading complex automatic fare collection and contactless smartcard payment system. Since then, the journey from wallet to smartphone has been slow.

We need tech embedded in the infrastructure, with all elements sharing data.

– Paul Haswell, Technology and Employment Partner/Lawyer at Pinsent Masons

This apparent lull in the technological advancement of a central element of Hong Kong's functionality is reflected in other areas: only last year, for example, the city embraced virtual banking, awarding its first licenses to eight financial service providers.



In its favour, the latest development with Octopus does go some way toward Hong Kong's bid to become a Smart City. Since launching its blueprint in 2017, the government has been slowly working towards implementing 70 initiatives to make Hong Kong a Smart City. They include the introduction of facial biometrics technology including at check-in, boarding pass checkpoint and boarding at Hong Kong's world-class international airport, developing a Faster Payment System (FPS) which supports the use of mobile phone numbers or email addresses for payments anytime and anywhere, and expanding incubation programmes at the Science Park and Cyberport SmartSpace.

One area, however, where Hong Kong could improve is sharing data. A key element to any Smart City, the sharing of data – known as open data – is data that can be freely used by anybody as a raw material for innovation.

Paul Haswell, Technology and Employment Partner/ Lawyer at Pinsent Masons, says despite Hong Kong

boasting one of the best communication systems in the world, with its incredibly fast phone signals and the introduction of 5G, it needs to do more to make data available.

"We need tech embedded in the infrastructure, with all elements sharing data," he says. "For example, you could monitor the number of bus passengers to determine a bus timetable. You could increase or decrease the number of buses depending on demand and check the level of traffic to see how long the bus route will take."

Haswell adds that such access to data could be used in a variety of ways that would improve the daily lives of people in the city, such as in buildings where footfall could be recorded which could then influence how elevators work.

This sentiment is echoed by Albert Wong, Partner, Public Sector Consulting, PwC Hong Kong, who agrees that "data sharing has been a challenge the government has had to deal with."

When you design your Smart City, you must consider human behaviour an integral part.

***– Albert Wong, Partner,
Public Sector Consulting, PwC***

"Open data is one of the key initiatives that the government is working on, but it requires quite a fundamental shift in mentality within the government," he says, including improved data sharing between different departments. He cites Singapore as an example of how a Smart City initiative could be rolled out: its Smart Nation and Digital Government initiative is led by the Permanent Secretary (Smart Nation and Digital Government) and is overseen by a Ministerial Committee set up specifically for Smart Nation development. The Ministerial Committee reports directly to the Prime Minister's office, which ensures adequate resources are deployed for effective implementation.

One issue with the sharing of data is the protection of sensitive information held in the data the government is able to collect. The Personal Data (Privacy) Ordinance prohibits the identification of any living person either directly or indirectly through the processing and use of data.

"I think the government can further strengthen its effort to collect and release more reusable datasets as open data. It is conceivable that some of these datasets may include anonymised and aggregated personal information," Wong adds.

For the Hong Kong government, this is something of a delicate balancing act. In June this year, the Internet Society of Hong Kong released its first Hong Kong Open Data Index report into the government's data sharing. It found the city was falling short of international open data standards.

According to the report, the "Hong Kong government's open data portal data.gov.hk is not more 'open' than other public websites, mainly because it maintains fewer datasets than the Index is expecting compared to average governmental websites. The types of datasets that are not found on the portal but available on other websites are: calls for tender, bills and legislation, Legislative Council

meetings, government contact points, declarations of interest, judiciary and judgements, travel alerts, public housing (including waiting time and allocation status), hiking trails, wind, rainfall distribution."

It also found that individual government departments adopt inconsistent standards for publishing data across their websites and in the open data portal, confusing users and potentially discouraging data reuse.

In response to the release of the report, the Office of the Government Chief Information Officer (OGCIO) said: "Since the government implemented a new policy on opening up data in October 2018, government bureaus and departments have been actively releasing more data on the data.gov.hk portal and enhancing the usability of data.

Datasets of real-time estimated arrival times of New World First Bus, Citybus, New Lantao Bus and the MTR have also been released by the companies for use as raw materials for innovation."



Great strides are, however, being made in the private sector in terms of the bid to make Hong Kong a Smart City. Yen Tan, Regional Director for Invest Northern Ireland at the British Consulate-General, says the use of data to push for a more sustainable Smart City is being driven by the private sector and in particular the finance industry. She points to HSBC's drive to reduce carbon emissions by using automated sensors and increasing the efficiency of its IT estate in its buildings. Tan believes a "holistic effort in every sector" is needed to ensure the city can "ride the wave" and maintain its competitive edge as a funnel for foreign capital into China.

Another example of the private sector driving innovation through the use of data is CLP Power Hong Kong Limited, which supplies electricity to more than 80% of the city's population. The company has started to roll out smart meters to all its 2.5

million customers that, unlike conventional meters, don't have to be read manually. They record data points every 30 minutes that are provided to customers on an hourly basis – that's 2,880 times as many data points as a normal meter.

Andre Blumberg, Senior Director, Information Technology, CLP Power Hong Kong Limited, says the firm aims to reduce its carbon emissions, with targets set all the way to 2050. One way to do this is to address the issue of consumption in the city by helping customers conserve energy.

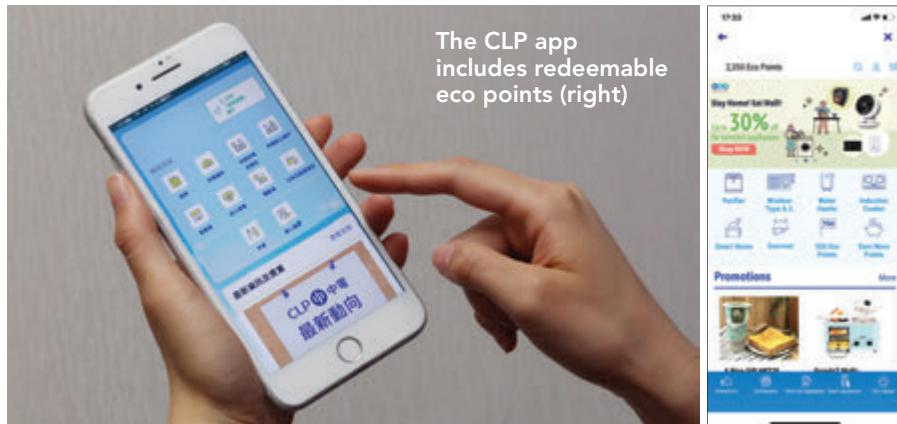
"The demand in Hong Kong for electricity fluctuates a great deal. In winter it's cold, we don't use heating. In the summer it's hot so we use our air con," he says. "Smart meters give customers more timely consumption data and an opportunity to reduce consumption during those peak times."

Tapping into Hongkongers' well-known competitive streak, CLP has refreshed an app for customers that allows them to view their own consumption and use a benchmarking tool to compare with similar households – the less electricity they use, the better their grading. And to help them reduce their consumption, CLP has come up with an innovative way to incentivise customers with smart meters: notifications that offer them Eco points that can be used for online shopping if they can use less energy at peak times when they'd usually be home using their aircon and gadgets. Customers can also set alerts that notify them when projected energy consumption is higher than a certain percentage, or there is an unusual spike in usage.

But it's not all geared towards our fun "can-do" spirit. Some data collected from customers can also be used to assist the city's elderly population. For example, a home care kit with sensors collects data and tracks elderly customers' activity at home. If the data shows a change in what is usually repetitive daily activity, an alert is sent to a relative or caregiver for early intervention.

"To me, that's a good use of tech and it's relevant to Hong Kong," says Blumberg.

This element of humanity sits at the core of what it means to be a Smart City: to improve the daily lives



The CLP app includes redeemable eco points (right)

of its citizens. And to fully achieve that, says Wong, governments could be encouraged to factor in our behaviour.

"A Smart City requires people to fundamentally change their behaviour - Hong Kong is always piloting in a community where the mentality is not to accept failure. How can we try new things and think out of the box? As a culture we have to accept failure and learn from it in order to improve. When you design your Smart City, you must consider human behaviour an integral part." **B**

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No Time to Waste

Hong Kong's landfills are almost full, and China is no longer accepting waste exports for recycling. What next for the city's waste management plan?

– By Sarah Graham

In the mid 1990s, the idea of a municipal waste charging scheme for the city was first mooted, and in 2005 it was finally formally proposed by the Government of the Hong Kong SAR. Fifteen years on, and the bill – which would see households charged between HK\$33 to HK\$51 a month to dispose of their rubbish and which was expected to reduce waste by 40 % per capita by 2022 – has now run out of time in this Legco session and will need to be presented all over again.

Today in Hong Kong, over 80% of the packaging used for beverages end up as waste in landfill. We sent a total of 5.87 million tonnes of solid waste to local landfills in 2018, an increase over the 5.66 million tonnes in 2017. It's not

“Today in Hong Kong, over 80% of the packaging used for beverages end up as waste in landfill.”

a coincidence that in 2018, China stopped accepting waste exports for recycling from, among other places, Hong Kong. This puts significant pressure on the city's three operational landfill sites, which could soon find themselves unable to take more waste. On its waste website, the Environmental Protection Department (EDP) admitted in 2015 that the landfills "initially were intended to last until 2020, but they could be full several years earlier if nothing is done to reduce wasteloads".

The government hopes one way to ease the pressure on landfills will be the construction of the Integrated Waste Management Facility (IWMF) to be built on an artificial island beside Shek Kwu Chau. The controversial plan has



RECYCLING

Hong Kong is famous for its army of cardboard and paper collectors, more often than not made up of the elderly who sell their wares to recycling companies. But while these materials, along with aluminium and copper, have value, plastic bottles do not – meaning a staggering 5.2 million bottles end up in landfill every day. And this is where Hong Kong has a significant problem. Drinking bottles, made from polyethylene terephthalate (PET) and thicker plastic like high-density polyethylene (HDPE) are expensive to transport and recycle. An investigation earlier this year by local Hong Kong news outlet, HK01, revealed that a number of plastic bottles collected from recycling bins at nine out of 14 residential housing estates were in fact sent to landfill. The real estate management firms involved pledged to investigate.

Joint venture New Life Plastics

New Life Plastics is a joint venture between ALBA, Baguio

and Swire Coca-Cola. They've come together to develop an integrated solution for the collection and processing of Hong Kong's PET and HDPE bottle waste. The facility is expected to commence operations later this year and is planned to be able to process a large proportion of domestic volume of post-consumer beverage packaging (PET) combined with used personal care bottles (HDPE), which is collectable in the foreseeable future. The facility, being built in the EcoPark at Tuen Mun, has been designed using the latest wastewater management, solar water and photovoltaic power and heat capture techniques. Importantly, because of the sophisticated technology employed in the plant, the recycled PET can be used to make new food grade products.

Drink Without Waste

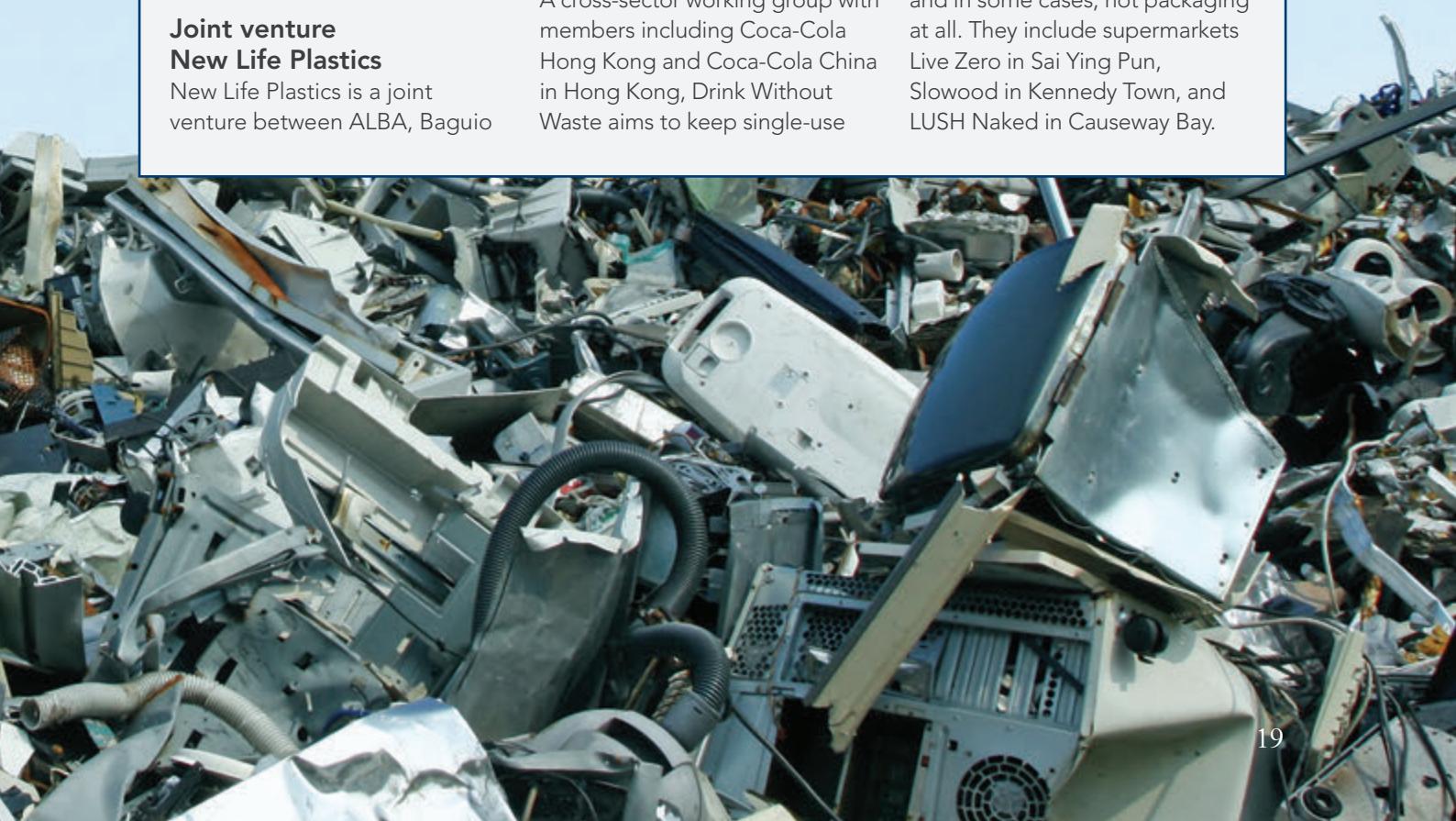
A cross-sector working group with members including Coca-Cola Hong Kong and Coca-Cola China in Hong Kong, Drink Without Waste aims to keep single-use

beverage packaging out of Hong Kong's landfills. A broad coalition of drink producers, bottlers, retailers, recyclers and NGOs launched the Drink Without Waste initiative in December 2017 and has now pledged to work towards 70%-90% recovery rates for PET containers and liquid cartons by 2025.

The group is making four major recommendations to industry stakeholders, consumers and the Hong Kong SAR government: to reduce single-use beverage packaging and increase use of refillable containers, to regulate packaging standards, to recover used packaging by means of cash-on-return initiatives, and to recycle.

Zero waste stores

A growing trend for environmentally aware shoppers is to use zero waste stores which use only recyclable packaging, and in some cases, not packaging at all. They include supermarkets Live Zero in Sai Ying Pun, Slowood in Kennedy Town, and LUSH Naked in Causeway Bay.



been met with opposition from a range of groups across Hong Kong, who say municipal waste incinerators are not the answer to the city's solid waste problems. Critics say a more holistic approach is needed to address how to dispose of our waste that starts with waste reduction and recycling.

A more holistic approach would be a circular economy, where waste and pollution are 'designed out' and products and materials are in constant use. Being an economy means buy-in is required from all parties: governments, businesses and individuals.

Stuart Mackenzie, Principal Consultant at Environmental Resources Management (ERM), says that although the world has woken up to the problems with plastics, Hong Kong faces unique challenges in its bid to tackle the issue. He cites the United Kingdom as an example of how accessible plastics recycling has become, with facilities in most localities and charges for dumping waste in landfills.

"In Hong Kong we have high land value, high cost of labour, and low value of the recyclables themselves making it a tough market to create a profitable recycling business. High costs

FOOD WASTE

According to government statistics, 3,565 tonnes of food waste was dumped in Hong Kong's landfills every day in 2018. Food waste was the largest component of municipal solid waste that year, accounting for 31%, followed by waste paper (24%) and waste plastics (21%).

Organic Resources Recovery Centres (ORRC)

O · PARK1 is the first organic resources recovery centre in Hong Kong. Located at Siu Ho Wan of North Lantau, it adopts anaerobic digestion technology to convert food waste into biogas (a source of renewable energy similar to natural gas) for electricity generation. The residues from the process can be produced as compost for landscaping and agriculture use. The site is capable of handling 200 tonnes of food waste per day.

Biodiesel Plant at Tseung Kwan O Industrial Estate – opened 2013 – refines more than 200 tonnes of grease trap waste each year into pure "B100" biodiesel blends for construction and transport. About 95 litres of biodiesel can be produced with every 100 litres of waste oil.

CONSTRUCTION WASTE

Despite the introduction of a construction waste charge in 2005 – which saw an initial drop in waste – construction waste has slowly crept up. Emma Harvey of Gammon Construction says the use of offsite construction techniques such as modular integrated construction (MiC), whereby free-standing integrated modules (completed with finishes, fixtures and fittings) are manufactured in a prefabrication factory and then transported to site for installation in a building, can be cost-effective and minimise waste.

She says that the Hong Kong Government has incentivised the use of MiC by setting up a pre-acceptance mechanism for granting in-principle acceptance to MiC systems and components and granting gross floor area concessions.

In 2018, the firm completed its first modular integrated construction demonstration project locally, with modules fully decked out with everything from electrical wiring through to fixtures, fittings and even wallpaper, then delivered and installed at the site in Hong Kong. In addition to 30% reduction of production time, the factory-controlled process enabled better safety and quality control, generated less waste, and created fewer disturbances on site.



An example of modular integrated construction (MiC)

mean it's very expensive to set up any recycling or sorting facility at scale, compared to other places such as the UK where business conditions are more favourable to turn a profit and fiscal instruments such as landfill tax help to make the recycling industry viable. As a result, small traders and the informal sector, targeting high value recyclables, make up most of the recycling collection," he says, adding that there needs to be more incentive for corporates to tackle plastic waste. He points to the Circulate Capital Ocean Fund in Singapore, a US\$106 million fund aimed at cleaning up Asia's marine plastic crisis by financing companies focused on preventing plastic pollution. The fund, backed by Coca-Cola Company, PepsiCo, consumer products giant Procter & Gamble and petrochemical company Chevron Phillips Chemical, loans money to firms tackling plastic waste, such as waste management firms, and invests in equity stakes in these firms.

Nigel Mattravers, a Chartered Engineer and Resource and Waste Manager who is leading a team developing Hong Kong's first advanced plastic bottle reprocessing facility being built in EcoPark, agrees that Hong Kong's waste management issues are "pretty desperate".

"We're in a right mess," he says. "The government had plans to reduce the amount of waste per person to 0.8 kilos but it's now 1.5 kilos – double. Our landfills should have run out already."

ELECTRONICS WASTE

WEEE Park

Operated by ALBA Integrated Waste Solutions, WEEE Park aims to safely recycle a significant amount of the 70,000 tonnes of electrical and electronic waste generated in Hong Kong every year into valuable raw

materials such as aluminium, copper and plastic. Its general manager and director, Nigel Mattravers, says the plant is unique because the government has taken it on board as part of its producer responsibility scheme whereby a levy is paid by a producer that's then used towards operating this recycling service.

The facility at EcoPark in Tuen Mun treats waste electrical and electronic equipment (WEEE) and turns it into reusable materials such as plastics and metals through a series of detoxification, dismantling and recycling processes. It processes TV sets, washing machines, refrigerators, air-conditioners, computers, printers, scanners, and monitors, which are picked up from households and collection centres located all over the city.



Nigel Mattravers

Mattravers believes that while land in Hong Kong is so expensive, real estate will take precedence over the environment when it comes to land use for waste management infrastructure.

Yet with the efforts being made – as outlined in this article – between the public and private sector, the outlook is not as grim as it may appear. **B**

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"It prepares you for real life"

There are many common misconceptions about boarding school. From the type of parents (or children) who explore such a route, to the diminished role of a parent, and even the old stereotype of stark, uncaring establishments. On the contrary; boarding at Rugby is warm, the care is exceptional and parental relationships with children grow. In boarding, young people prepare for life beyond school with greater tolerance, respect and independence.

Boarding isn't for everyone and only parents know if it will be right for their child. For many, schools within easy reach of home may not offer the education, space, facilities or support desired, so looking at options further afield may infinitely elevate the educational experience. In major cities there are often many great international schools - but rush hour traffic can mean spending a disproportionate amount of time travelling short distances. A good boarding school would cut out the daily commute and give more time

for studying, discovering new hobbies and enjoying leisure time with friends. But city-dwellers may not only be concerned about the commute; they may want a school with fresher air and larger grounds, with better facilities and views of mountains and the sky, away from ever-increasing levels of pollution. Our lush 80-acre countryside campus gives children the invaluable gift of a healthy, active lifestyle, while also immersing them in nature to indulge the curious spirit of their youth. This is the essence of Rugby School Thailand boarding.

Some might believe that the role of parents may be compromised by boarding school. This is absolutely not the case. Boarding here is about a synergy between parent, Houseparent and child, to ensure the absolute best for each individual at all times. Communication and trust are key within this. Boarding houses are an extension of home – a safe space where students have strong pastoral guidance, a supportive 'family of friends' and

WHOLE PERSON WHOLE POINT



"I can play with friends, but it feels like home at the same time!"



where they have a voice. The boarding schools you should consider are those that have the kind of warm spirit you'd find in your own home. It's not so much about what you see, but what you feel.

When you consider how the world is getting smaller – with regular, affordable flights and easy communications – the opportunities for choosing the best school for your child become boundless. A school is somewhere that will set them up for life. So, if that's a 3-hour flight to a first-class British education within a sprawling green campus, and a nurturing home from home, why wouldn't you consider it?

About Rugby School Thailand

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TIM JONES HOUSE PARENT (PREP)

"When children join us in prep boarding, for many, it will be their first time away from home, so it is important we create a space that offers comfort and a sense of belonging. It is a 'home away from home' where we help the children develop as people, fostering loyalty, responsibility, resilience, kindness and courage. We have our own 7 month old boy, and very much see the boarders as an extension of our family. It makes us enormously proud to see boarders who pass through Marshall House leave as happy, confident children, fully equipped for the challenges of senior school."

DAVE ENNIS-BILLING HEAD OF BOARDING (SENIOR)

"I've worked in pastoral care for almost 20 years and see so many children benefit from becoming a boarder. For Senior School pupils one of the biggest gains is preparation for university life, which can feel like a huge leap. Boarders are significantly better prepared. For all, boarding is an opportunity to build character and independence, foster deep friendships and do so within an environment focused on care and the traditional values underpinning a great British education."

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Think Smart

Creating a smarter, more sustainable city starts with government but extends to businesses and the wider community. – By Pat Woo

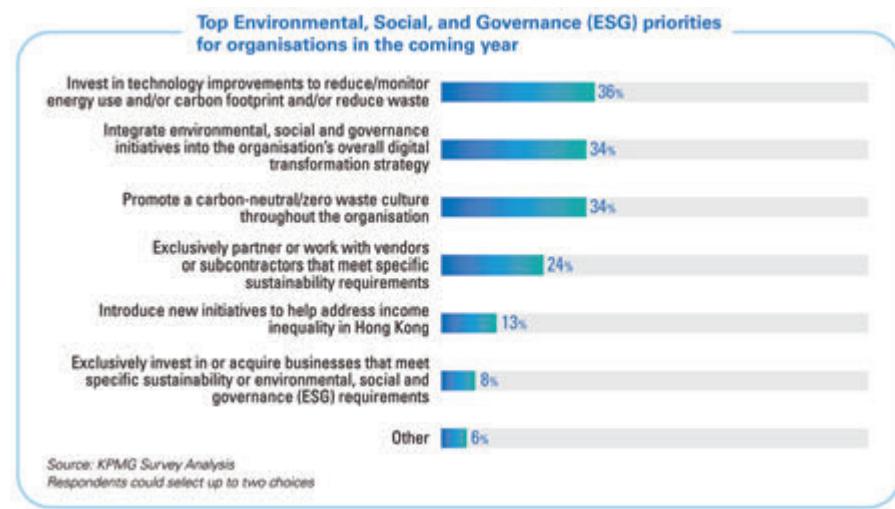
A city's liveability goes to the heart of the well-being and quality of life for its citizens. In the coming decade, Hong Kong's liveability will be influenced by factors such as its built and natural environments, access to efficient and cost-effective government services, mobility, education and employment opportunities, and the welfare of its most disadvantaged citizens. Meanwhile, the city's physical sustainability will be shaped by its resilience to climate change and its management of scarce resources. Creating a "smart city" must include measures to make Hong Kong both more liveable and more sustainable, with technology as a key enabler.

The Hong Kong government has set a number of targets for sustainability in its *Climate Action Plan 2030+*. These targets include a 26% to 36% reduction in carbon emissions by 2030 from 2005 levels, a progressive switch from coal to natural gas for electricity generation, and a pledge to have 3% to 4% of energy generated from renewables by 2030. The Scheme of Control Agreements with Hong Kong's utility companies currently in place are a key component to work towards this transition.

As the government moves forward with its sustainability plans, a KPMG survey finds that Hong Kong-based businesses are increasingly focused on reducing their impact on climate change, but there is further room for improvement. The survey, part of KPMG's third annual white paper on Hong Kong's smart city development,

published in cooperation with CLP, Cyberport, HKBN JOS, Smart City Consortium, Siemens, Weave Co-Living and Wilson Group, polled 430 executives from corporate enterprises, small- and medium-sized businesses, start-ups, government, not-for-profit organisations and academia across a broad range of sectors in Hong Kong, looking at how effective governance, smart infrastructure and innovation can be used to address the city's biggest urban challenges.

More than a third (36%) of respondents consider investing in technology improvements to reduce or monitor energy use, their carbon footprint or waste levels as their top Environmental, Social and Governance (ESG) priority. Integrating ESG initiatives into the organisation's overall digital transformation strategy was also a priority for 34% of organisations, with large businesses most likely to be doing this, at 41%. Just over a third (34%) of respondents also say promoting a carbon neutral or zero waste culture is a priority.



For organisations we polled, the ability to reduce costs is the main motivator for implementing ESG initiatives, followed by a desire to stay competitive compared with other leading brands as well as demand from customers (see charts).

Opportunities to move towards a carbon-neutral Hong Kong

To reduce its carbon footprint, Hong Kong needs to develop more ways to reduce energy usage. Building-related activities account for 90% of Hong Kong's total energy consumption, compared with a global average of 40%. The introduction of a smart power grid and artificial intelligence-driven technology can help to optimise energy consumption.

Implementing green building standards and retrofitting existing buildings to make them more environmentally friendly can also save energy. However, at the end of 2019, only 1,577 buildings in the city had a BEAM Plus rating – a tailor-made standard for Hong Kong which assesses the sustainability of a building throughout its lifecycle – out of more than 42,000 private sector properties.

With regards to retrofitting, there need to be more incentives for commercial tenants and landlords to work together so that both parties can share cost savings and other economic benefits resulting from eco-friendly improvements. The Green Building Council would be in the best position to review existing systemic issues and recommend ways forward to incentivise both parties in this regard.

The wider use of technology in the planning and construction of homes could also enable buildings to be constructed at a lower cost and in a more efficient and environmentally friendly way. Innovative approaches such as modular integrated construction, where modules of buildings are completed offsite, could also help to lower construction costs and make housing more affordable for residents.

Waste management and recycling is another key aspect of sustainability that requires attention. Hong Kong recycled just 30% of municipal solid waste in 2018, down from 46% in 2007 and below Singapore's rate of 60%, according to Environmental Protection Department statistics.



In addition to investing in more domestic recycling facilities, the city should also explore further increasing the number of waste-to-energy plants, which generate power and reduce the amount of waste sent to landfills. The city's first waste-to-energy plant, T.Park near Tuen Mun, opened in 2016, with a second plant due to be ready in 2021, and a large-scale plant scheduled to be operational by 2024. Noting the challenges of high land and logistics costs in Hong Kong, the city also needs to continue to explore how it can collaborate with the rest of the Greater Bay Area to address its waste management challenges over the long term. **B**



Pat Woo
Head of
Sustainable
Finance,
Hong Kong,
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Urban Data with Destiny

Data is a key element in developing a truly smart city, yet it needs to be accessible in order to foster new business and collaboration opportunities. – By Dr. Bruce Chong, Director and East Asia City Resilience skill network leader, Arup

The modern-day definition of a successful city is now often linked with 'smart' and 'intelligent' alongside 'sustainable', 'green' and 'resilient'. Systems, services and technologies emerged to bring convenience to the people as well as facilitate management by the government.

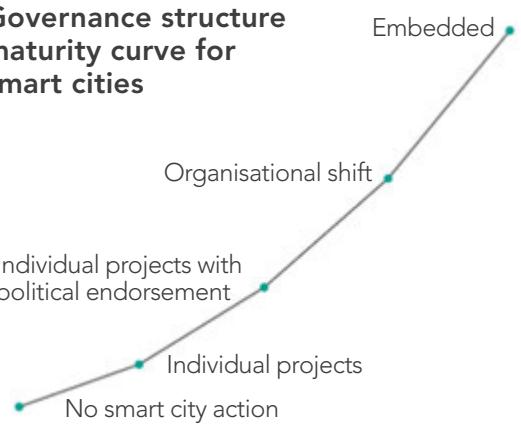
Globally, various frameworks and models have been developed for smart city planning and implementation, targeting innovative technologies and embedding them into the urban environment. Yet, a smart city is not merely made up of the hardware, software, and the people, but also, and most importantly, data. The path to a truly mature smart city should therefore take into account not only how data is collected and used, but how it is embedded into the lives and system within the city.

In the beginning...smart city strategy

In 2017, Hong Kong released its first *Smart City Blueprint*, setting out to embrace I&T to build a strong

economy and further people's quality of living. That same year, the Government's Policy Address promoted the establishment of a "Common Spatial Infrastructure

Governance structure maturity curve for smart cities



Source: *Delivering the smart city: Governing Cities in the Digital Age*, Arup, Liveable Cities, UCL, Smart City Expo, 2014

Platform (CSDI)" with the aim of encouraging spatial data sharing.

While the *Blueprint* mapped out development plans up to and beyond 2022, the Policy Address announced key infrastructures for territory-wide implementation. The strategic vision of Hong Kong 2030+ brought these plans, objectives and initiatives together as part of the territory's long-term goal for the CSDI to support the Smart, Green and Resilient City Strategy.

Common data, common platform

The advent of smart technologies led to vast amounts of urban data being continuously captured. Yet, the absence of common standards and sharing guidelines means that such data is often maintained in different systems and under different standards, rendering data sharing across different parties virtually impossible.

Openly accessible data is vital not only for enabling smart initiatives and encouraging innovation; shared data can also give rise to new business and collaboration opportunities. A common platform for data exchange and a common standard for data formats help ensure the data interoperability. The alpha version of Hong Kong's CSDI, The Hong Kong Geodata Store¹, sets out to provide a one-stop shop for all data needs of the territory to become the official datastore by 2023. By embedding callable APIs into the platform, it allows software developers to make use of existing datasets and create new applications for the urban environment.

Beyond data

As we move away from the pen-and-paper approach to a more digital approach in development projects, the use of BIM has also extended its reach from merely building design into the initial feasibility and planning stage to integrating into construction planning, and finally enabling facilities management and operation upon project completion. The Development Bureau of Hong Kong also issued its latest requirements of BIM, requesting the use of BIM and related data across different stages of large-scale capital works projects².

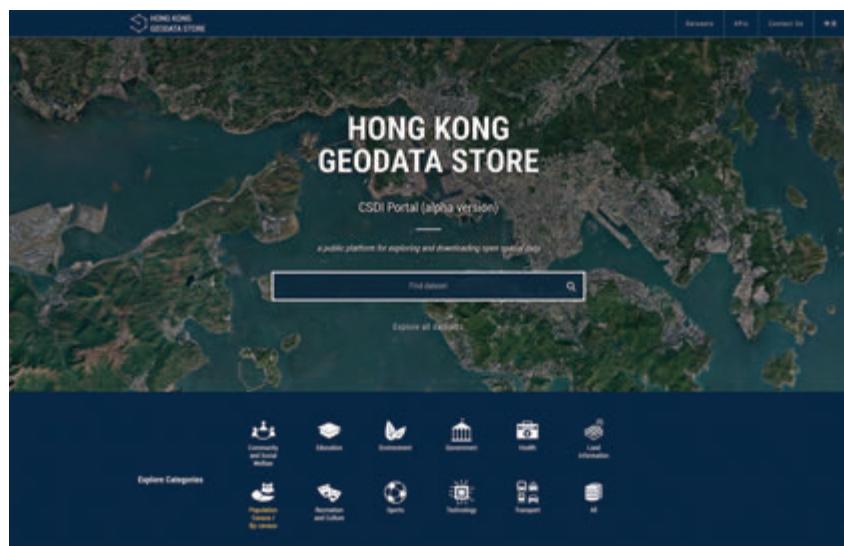
Technological advancement and increased computing power mean that visualisation of spatial data is slowly moving away from 2D towards true 3D, using building

BIM models containing floor-/unit-based information. With more in-depth data, visualisation has also moved away from terrain maps to indoor maps. Using various data sources, the latest development led by the Lands Department of Hong Kong on 3D map may take on three main stages³:

- 1) Map for visualisation, such as a terrestrial map containing 3D elements;
- 2) Map for internal/indoor applications using BIM and detailed 3D models of buildings and infrastructure; and,
- 3) Map for city modelling containing more detailed information for data analytics.

Actionable data platform

An open datastore supports data sharing but lacks the element of cooperation. A web-based GIS platform containing 3D information, such as models from BIM, can foster cooperation and resource management through engaging stakeholders in a



virtual environment. A platform hosting a collection of application means that stakeholders not only can share data, but also process – encouraging the development and contribution of applications much like contributing data. Datasets will then become 'actionable' on the platform as data interacts with each other using different applications on the platform. The ability to interpret data and collaborate with a number of stakeholders will become vital in ensuring business continuity during urban crisis.

Recently awarded by the International Data Corporation (IDC) as one of the top smart city initiatives in 2020⁴, the Development of a Common

Spatial Data Infrastructure – Built Environment Application Platform project, led by the Planning Department of Hong Kong, demonstrated how a collection of spatially and digitally enabled built environment applications and services embedded with actionable and dynamic data can enable city stakeholders to make decisions supporting the creation of a Smart, Green and Resilient City by taking on a Digital Twin approach for interacting with spatial data and planning decision-making. Applications for Planning and Landuse (including Landuse Monitoring and Analytics platform, Site Search for platform, Scenario Generation for Planning and Development, Public Facilities and Open Space Analysis tool, Connectivity Analysis tool), Infrastructure and Engineering (including Visualisation and Analysis of Underground Space and Utilities, Compliance Checking tool for building plans), Landscape Environment and Conservation (including Visualisation and Analysis of Urban Green Infrastructure), and other applications (such as Built Environment Information Dashboard and Workflow Management Platform) aided the relevant government departments to provide efficient services to the land development process.

Develop your own company-wide common data platform

Much like the technology it employs, a smart city would have to continually evolve to effectively respond

to the ever-changing environment. From becoming aware of smart city concepts to individual pilot trials for innovative technologies, the future of smart cities would likely involve embedding both applications and data into the same platform.

As a result, an application platform could therefore be established on top of the actionable data platform to provide more applications and services by harnessing the actionable data available and ready to be used by applications, where the resulting datasets derived from applications could be fed back to the actionable data platform to further enhance and enrich the actionable data platform.

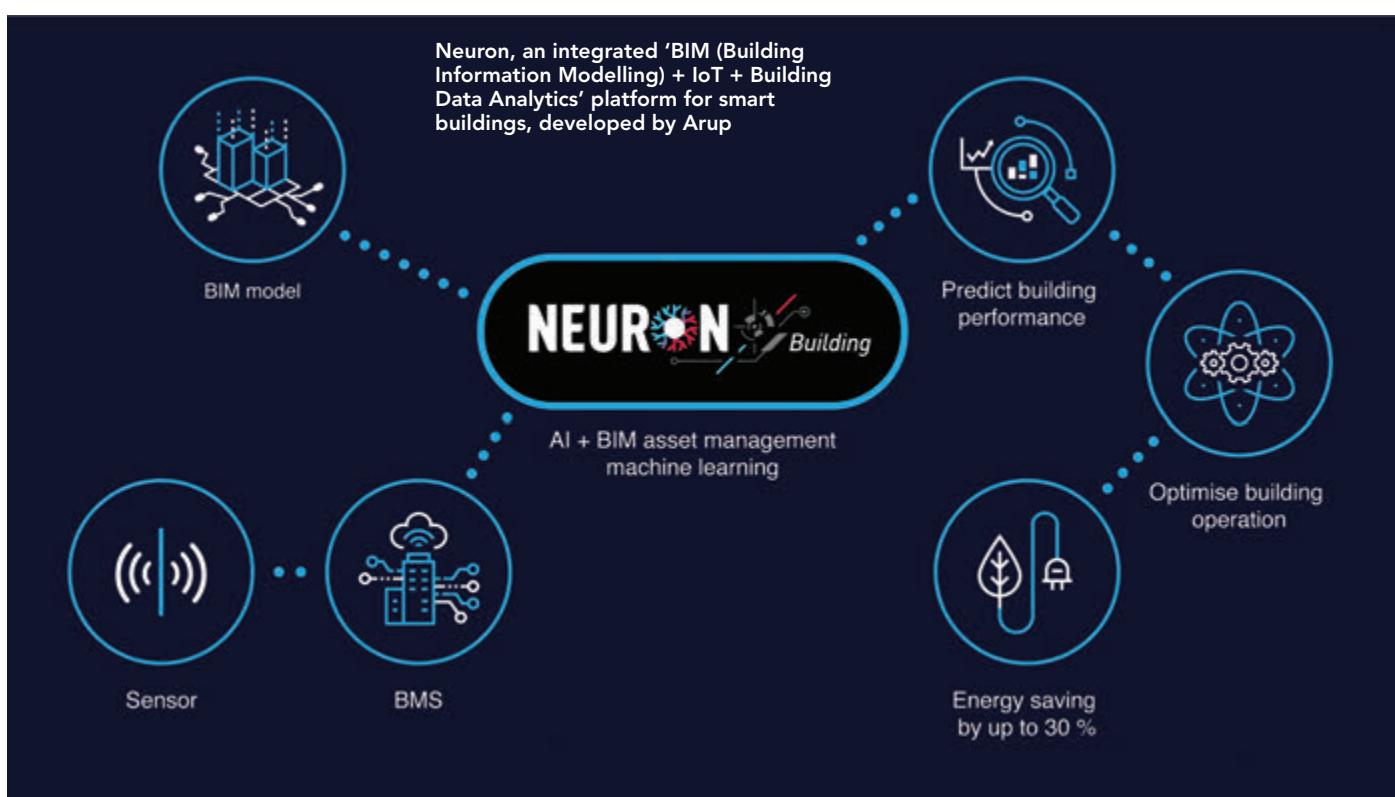
To see how to tailor-make a data and application platform for your business, please visit Arup's works of Digital Twin: <https://www.arup.com/perspectives/publications/research/section/digital-twin-towards-a-meaningful-framework>^B

¹ <https://geodata.gov.hk/gs/>

² Technical Circular (Works) No. 9/2019 Adoption of Building Information Modelling for Capital Works Projects in Hong Kong <https://www.devb.gov.hk/filemanager/technicalcirculars/en/upload/371/1/C-2019-09-01.pdf>

³ https://www.landsd.gov.hk/en/legco/smo/Development_of_CSDI_3D_Map_BIM_in_HK_20190509.pdf

⁴ <https://www.idc.com/ap/smarteities/>





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Small Changes for a Big Difference

With our growing propensity to stay connected to our work even in our downtime, stress levels are higher than ever. Now, the Mindful Business Charter is driving change in how we work to support our mental health and wellbeing.

Long hours and stress are endemic throughout the business community in Hong Kong. The added strain caused by the global outbreak of COVID-19 has made it more important to manage our stress, mental health and wellbeing. Extraordinary times demand innovative approaches. The Mindful Business Charter (MBC), launched in 2018, aims to reduce unnecessary workplace stress.

From Global to Local – the MBC Journey

The MBC came about through conversations between the in-house legal team at Barclays and two of their panel law firms – Pinsent Masons and Addleshaw Goddard in the UK – about a need to change the rules of engagement between clients and lawyers to safeguard mental health and wellbeing. Given that it is impossible and undesirable to eliminate all workplace stress, the MBC prioritises small but meaningful changes to working practices which can have a big impact on mental health and wellbeing.

Since its launch, the MBC has gained traction with more than 50 signatories across industries including the legal, financial services, infrastructure, manufacturing and life sciences sectors committing to this initiative.

The MBC has been embraced widely because its aim is clear: drive positive change through targeted adjustments in our daily work, and ultimately, across businesses and professions to make our work lives sustainable and more resilient. Though

initially developed by lawyers, the MBC principles are universal across sectors and can be adopted by anyone.

The MBC Principles

The MBC sets out to tackle unnecessary stress by setting out best practice and behavioural principles. Its commitments are made at both the organisational and individual levels through four key pillars.

(i) Openness and Respect

The first pillar reminds us to discuss upfront with colleagues about their preferred method of communication. Whilst some prefer face-to-face interactions, others may prefer emails or phone calls and these preferences can change based on circumstances. The MBC emphasises being conscious and mindful of an individual's preferences and working patterns and reminds us to adapt our style to suit others.

(ii) Smart Meetings and Emails

Our inboxes are overflowing, and our diaries packed. The MBC reminds us that we do not need every person to attend every meeting in person. We can all be more mindful by ensuring only the right people are copied into emails and making use of clear subject lines to accurately reflect the email's content.

The COVID-19 pandemic can be seen as a turning point with many businesses adopting agile working

and smart meeting arrangements. To integrate these modern ways of working is to recognise something that the MBC champions: businesses should take advantage of the opportunities afforded by technological advancements and reconsider the need for a face-time culture in favour of one based on trust, understanding and respect.

(iii) Respecting Rest Periods

While technology has played a pivotal role in the way we live, it has also made us constantly "connected" and we often forget the need to "disconnect". This boundary has become even harder to draw amidst the COVID-19 situation. The MBC asks us to be considerate and find the right balance between our professional and personal lives. Annual leave is part of the period for us to recharge and the MBC calls for this to be respected.

For many professional services providers, the default assumption is that "everything the client needs is urgent". However, this sudden add-on stress can often be reduced by asking a simple question: *how necessary is this and how real is the deadline?*

(iv) Mindful Delegation

The MBC reminds us to adopt a mindful approach to collaboration and delegation. Providing sufficient context and information when delegating a task and explaining the purpose, timetable and ultimate recipient can help ensure that the task is properly understood and results in better performance. The MBC also encourages teams to negotiate rather than impose deadlines and to speak up when a deadline is unachievable.

Consider using the subject lines "*Not for today*" or "*Not urgent – till next week*" in your next email to allow the recipient to prioritise tasks appropriately and effectively.

The MBC Journey Ahead

The MBC is a collaborative exercise that brings together businesses to agree that we can do things differently and that, when we

“
Annual leave is part of the period for us to recharge and the MBC calls for this to be respected.
”

do, both service quality and delivery will improve. There is no magic wand to wellbeing nor can improved mental health happen overnight. With the growing importance of the issues it seeks to address and the tested solutions it proposes, the MBC can drive forward better mental health and wellbeing for all, across all sectors, over time.

Find out more about signing up to the MBC at <https://mindfulbusinesscharter.com/>. We are actively engaging with businesses in Hong Kong to promote the MBC more widely. If anyone reading this article is interested, please get in touch with us.

By every small change we can make a big difference. 



 **BARCLAYS**

Colin Dunlop
Director,
Banking Legal Asia Pacific,
Barclays



 **ADDLESHAW
GODDARD**

Janie Wong
Partner,
Addleshaw Goddard
(Hong Kong) LLP



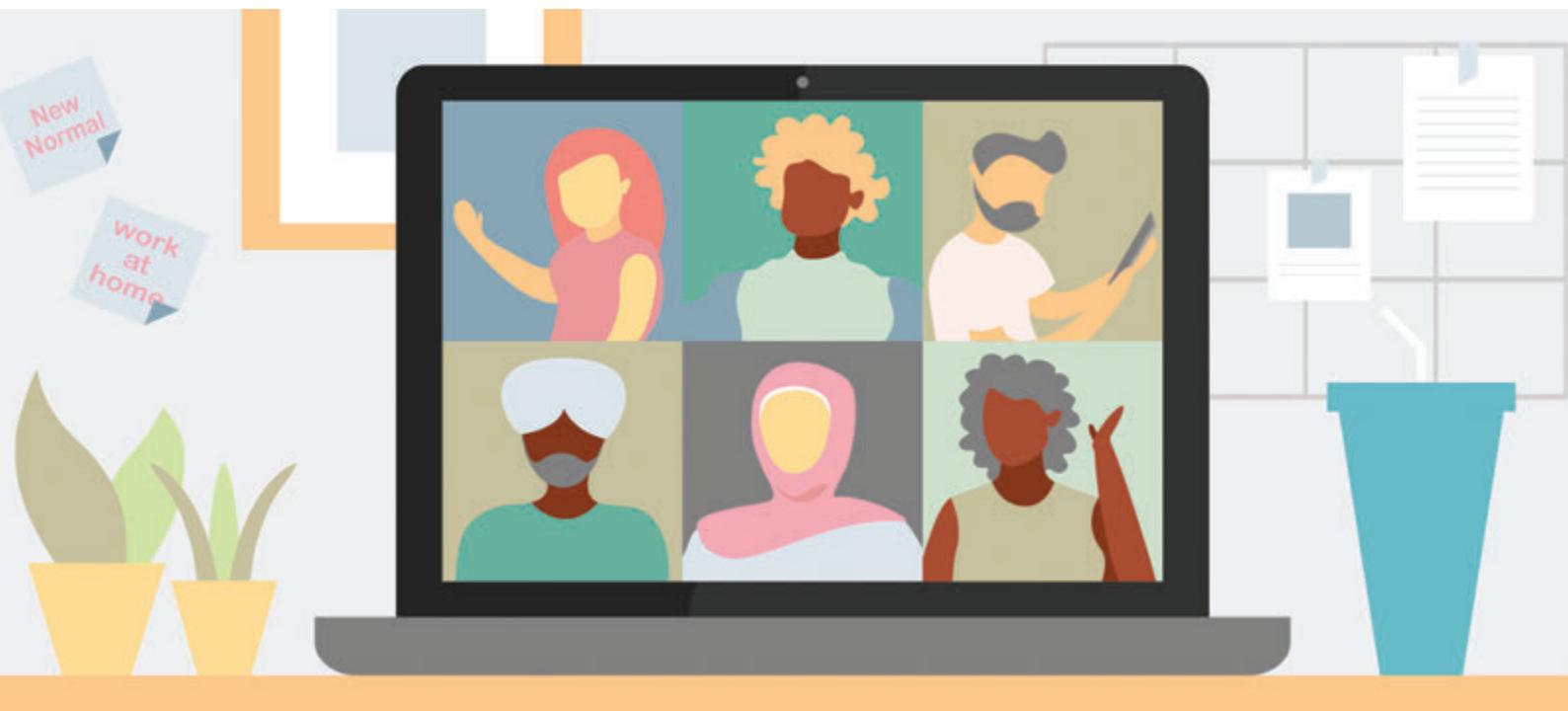
 **Pinsent Masons**

Mohammed Talib
Senior Associate,
Pinsent Masons



 **Pinsent Masons**

Stephanie Ching
Trainee Solicitor,
Pinsent Masons



Coping with COVID-19

Engaging with colleagues and clients by virtual means has thrown up new challenges for the workforce, as well as opportunities. – By Les Hales

The COVID-19 pandemic created the perfect storm of the urgent need for physical distancing of employees by remaining in their own homes together with a renewed focus on organisational effectiveness and collaboration. Change is easily accommodated when it is gradual, but as Andre Blumberg, Senior Director of IT for CLP, remarked “one day the company policy was staff were required to be in the office, and then the next day we were all working from home.”

Recent feedback from members of the British Chamber’s Innovation and Technology Committee has identified improvement in some business activities in the ‘New COVID Normal’. Peter Bullock of King & Wood Mallesons referenced improved productivity in jobs which require high levels of concentration, say, in reviewing and creating documents – a significant part of the day for some legal roles. Offices were once described as places in which to be interrupted, with the related social benefits in connecting people and building trust, but also slowing down those with well-defined tasks.

One other finding was that some more complex work like engaging with a client to understand a business requirement and co-creating a technical solution, just didn’t migrate well to screen conversations. There’s something special in human presence that facilitates such complex tasks.

The key learnings from the pandemic-imposed digital workspace are that there are both technology and people challenges. In many firms, the technology has stood up surprisingly well to the abrupt change in work practice and enhanced the reputation of Chief Information Officers, who in turn have relied on the underlying maturity of the internet and mobile networks.

But there are problems with the enabling technology that are both simple and complex. At one extreme are home workers who struggle with poor equipment and a home designed for relaxation and not work. When a CEO felt dissatisfied in the audio quality at a digital meeting, he immediately ordered high quality headphones for all those engaged in home working.

Harder to fix, as reported by *The Economist*, is the issue of latency delays in the packet switch network that is the basis of the internet. Humans mostly follow a rule called 'no gap, no overlap', reacting to the end of a conversational turn by beginning their own in about 200 milliseconds – about the time it takes a sprinter to respond to the starting gun. People, therefore, must plan to begin speaking before their conversation partner has stopped.

The perceived hesitation in getting a response can engender mistrust as it breaks the pattern of conversations in the same physical space. Delays also mean that speakers are not able to properly time their turns. In person, when two people overlap, one speaker may quickly yield; on a video call it takes longer for this clash to be resolved. Repairing these snags regularly is tiresome.

Another common piece of feedback is 'Zoom fatigue'. Anthony 'Tas' Tasgal, a London-based communications strategist and lecturer, is now delivering classes online. But a day of interaction through a screen is proving exhausting. A useful heuristic that is emerging is to time these digital meetings to about an hour and to break up the day to avoid back-to-back screen sessions.

The Leading Edge Forum (LEF), a London-based digital research advisory firm, recently produced an in-depth report on virtual working. Led by Dr. Caitlin McDonald, digital anthropologist, LEF has made the following observations on the problems reported by those working from home;

- Other people think I'm not being productive: No one sees me 'hard at work'.
- The feeling of always having to be online or available 8+ hours of the day.
- Childcare/pet care: Interruptions from children. Background noises.



Les Hales
Managing
Partner,
CIO Connect

CIO Connect is a firm dedicated to the advancement of senior information technology leaders and their teams. We recognise that IT

Leaders have an ever changing and complex role to play in meeting their organisations' objectives. We exist to help them excel in that role by facilitating peer networking and by the provision of advisory services in digital transformation, and leadership development.



- Hardware: Not having the proper equipment to conduct the job effectively such as printers, monitors, standing desks, ergonomic chairs, etc.
- Working longer hours: Delineation of work hours is challenging. Very easy to overwork yourself. Being able to step away and call it a day. No difference between work and personal/home environment. Finding the discipline to stop working.
- Team building/networking: More difficult to connect with colleagues and develop relationships with co-workers in a virtual setting.
- Increased/unclear expectations from management: Bosses expect you to work longer hours due to this new life.
- Decreased physical activity: sitting at your desk for longer without getting up for breaks and exercise.
- Lack of quick, ad-hoc communication: not being able to connect with colleagues in-person (e.g. stopping by at their desk, breakroom, in meetings, or at lunch) to clarify questions, follow-up, etc.

Professors Lynda Gratton and Andrew Scott from the London Business School summarized the current crisis as follows:

"There is no doubt that COVID-19 has hurled us into a future where our work and relationships are shaped by technology, where we wrestle with supporting a healthy economy and ageing population, and where we recognise our enhanced individual and collective responsibilities. In doing so, it has exposed our own and societies' vulnerabilities. But these experiences have provided us with the experiments and stress tests to prepare for the coming challenges and look for opportunities."

As the saying goes... "Don't waste a crisis." 



Rules of Engagement

When it comes to B to B, there's nothing better than P to P. In these challenging times, connecting as people is more important than ever in building client relationships. – By Fiona Donnelly, Owner Director, Red Links

When businesses sell their offerings to other businesses (B to B), the interface of the seller and the buyer is key, largely because it's usually a long and complicated process that can involve several people. In very simple terms, B to B client engagement can be represented by the following steps:

Target – pursue potential clients who are likely to have a want or need for your offerings.

Explore – research who is likely to have urgency and budget, and engage with them to learn and share more.

Contract – scope engagement, agree terms and sign contract.

Serve – provide services ideally per scope, timeline and budget.

Feedback – invite comments on services delivered and their effectiveness at achieving the client's goal.

“

But B to B always boils down to people doing business with people – P to P – and all the idiosyncrasies that involves from individuals.

”

Nurture – expand basis for meaningfully working together. Aim to become trusted 'go to'.

Engagement requires many activities throughout the cycle but what do they actually involve in practice?

There are many channels and tools to use for engagement... digital presence, social interactions, content creation/curation and sharing, one-to-one meetings, casual catch-ups, host events, invite to events, webinars, surveys, phone calls, seeking views, sounding out ideas, interviews, sharing exclusive insights, introduce potential new clients, invite to new sector initiatives... and much more. And the best mix will be found by knowing your client. The key is to make engagement meaningful and

authentic, by connecting for a reason as determined (explicitly or implicitly) by the client/prospective client, and that serves the development of the relationship.

Martech (the automation of certain elements of marketing activities) will only get you so far.

Business settings and needs are specific and require a tailored and bespoke solution which most often requires people intervention at some stage. For efficiency's sake, you should switch from automated activity to personal involvement only after a few filters have been applied that have surfaced the real contenders who are most likely to need and have a means of buying your services. For example, those who downloaded the report that was issued after a webinar could be worth a personal follow-up.

But B to B always boils down to people doing business with people – P to P – and all the idiosyncrasies that involves from individuals: trust, rapport, personal styles, emotional vagaries. All while they are being the professional version of themselves as determined by an organisation's approach, procedures and brand, and dealing with other externalities and pressures of their role in such a dynamic market.

And isn't that the truth this year more than ever... the abomination that is 2020.

With very little time to plan or adjust, businesses have had to spin on a different axis; and the degree to which some of the pandemic adjustments will become permanent, be reversed or fundamentally changed forever, continues to be largely unknown. What has been clear is it's been a time when meaningful authentic wholehearted client engagement has been particularly well received. And almost cathartic to deliver.

Park the old business agenda... we're not talking about trying to further the collaborative plan that had been previously agreed, but a genuine connection out of concern and interest as to "what on earth is going on?". It's like professional solidarity and handholding during the storm in which only a few are sitting confident, with their 2020 results on track.

With so many seismic happenings globally – black swans, grey rhinos, and now hopefully green shoots and white knights – arguably now more than ever is the right time to engage, not as client-provider but as global citizens who are all affected in various ways by what's going on.

Heads working together trying to get a read of the future.

This has been a year of more candid than usual client conversations and a more sensitive, collegiate and inclusive way of operating. From being more deliberate to try to back the small independents, to cutting credit, to making time to have the quick update phone call, to being more open to sharing

more information and ideas on what the future could look like... this could be a landmark year, when engagement changed forever.

Some previously said customer engagement is the new marketing [it makes sense: a quick scrutiny of revenue will often prove 80% of revenue is from 20% of clients]. So if your goal is revenue preservation/ growth, then turning to who has

already engaged you i.e. who you are known to and who you know, is often the best approach. That's not to say you switch off inbound marketing efforts.

But as of 2020, customer engagement is very likely going to take on an even bigger role. As mutual understanding has deepened, rapport has been built and relationships more humanised, stronger P to P engagement will be the outcome and new norm. We will be better listeners, champions of empathy, and understanding that at the end of the day, it's working collaboratively in trusted relationships built through authentic engagement that really matters for an efficient and prosperous business system. B



Red Links is a drop-in B to B business development resource, that works with a range of organisations, helping them be successful in and through Hong Kong. We help with strategy and its execution, for a project, period of time or when a fresh perspective is required.

For more information, go to: www.redlinks.com.hk



Learning for the Future

While modern curriculums like the International Baccalaureate offer learning on a project-based basis, there are certain skills that still need to be learned in order to fully benefit from this new way of educating our young people. – By Brian Cooklin

This is a question I often get asked by prospective parents who want to make sure that it will be the best fit for their child and ensure they make the most progress.

The pattern we have starts with the Early Years Foundation curriculum from England. This focuses on the uniqueness of each child, developing them socially and emotionally and building on their interests. We build on that foundation through the strands of the English National Curriculum with its strong emphasis on English and maths skills as well as the thematic enquiry learning projects covering a wide range of skills. Quite simply there are certain skills – spelling, sentence building, multiplication

and long division, for example – which have to be learned so that the rest of the curriculum can be fully accessed. Nothing makes sense without it and you cannot learn those fundamental skills by osmosis!

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Although we are using the framework of the English National Curriculum, it is not a straitjacket, so we can adapt and amend to reflect our environment and the forty nationalities in the school.

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Although we are using the framework of the English National Curriculum, it is not a straitjacket, so we can adapt and amend to reflect our environment and the 40 nationalities in the school. For example, we will study Asian explorers as well as Vasco da Gama and look at Chinese philosophers to develop critical thinking skills.

An array of skills are developed as pupils prepare for the IGCSE courses from Cambridge International

Education, which offer a wide range of subjects and supplies the breadth and the content of each subject adds the depth necessary to provide a bridge to their next course: International Baccalaureate Diploma Programme (IBDP).

In my experience of over 40 years as a teacher and nearly 25 years as a Principal in three continents, this pattern offers the greatest success for the largest number of students. With the breadth and depth of the IGCSE courses, the application of that knowledge in relevant situations applied in the IBDP courses is essential.

Apart from that aspect, there is the importance of having an externally moderated and evaluated assessment of the standard reached.

If the first examination you sit is when you are 18 and at the end of your course, what happens if you panic or become stressed and don't manage to attain the level of which you are truly capable?

By having the practice of examinations earlier in your academic career, you can identify issues and address them. Whether it be technique or gaps in knowledge, this leads to the development of pastoral programmes and support which achieve success for each student.

Coming from Scotland, which has a different education system, I have always valued breadth, depth and coherence in the curriculum. At senior level in Scottish schools, students will typically study five different subjects. This is why the breadth of the IBDP is so attractive. Every student studies six different subject areas choosing from the varied list on offer. This keeps options open for the future and means there is no narrowing of vision.



The core subjects of the Extended Essay, Theory of Knowledge (T.O.K.) together with Creativity, Action and Service (CAS) set the programme apart. There is no better preparation for university courses than the research and skills needed to produce a 4,000 word extended essay on a topic of your choice. Equally, the study of critical thinking skills in the Theory of Knowledge course develops the necessary analytical approach in Higher Education. Moreover, the CAS activities in the community enhance any CV or personal statement for a university application.

Any previous student I have spoken to comments on how well the IBDP prepared them for university, how internationally-minded it made them, and how it enthused them to apply their knowledge to real world problems.

Together with our collaboration with M.I.T. and Juilliard, this embodies what the school is about and reinforces why this curriculum pattern works for so many students. **B**



Brian Cooklin
Principal,
Nord Anglia
International
School Hong
Kong

**Nord Anglia
International
School Hong
Kong** is a through-
train school
known for its
warm and friendly
global community, made up of over 40 nationalities, we
educate children for the future, enhancing our curricula through
collaborations with the world's best organisations including MIT
and Juilliard. Founded on the highest academic standards, The
we offer your child a rigorous, personalised education which
enables your child to achieve outstanding success.



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Radical Chic

The fashion industry has been hit hard this year with the global closure of stores as the world locked down. But all is not lost for those brands who embrace this retail revolution. – By Robert Lockyer

With millions of consumers facing a financial squeeze and an entire fashion season effectively shut down, the COVID-19 pandemic has thrown the fashion industry, among many others, a real curveball. But with it may have come a retail revelation that investable or seasonless fashions could now become the new black.

Robert Lockyer, CEO and founder of Delta Global, a luxury packaging provider to prominent brands such as Ted Baker, Coach and Tom Ford, explains why he believes the shutdown of a season has the potential to shift fashion's focus onto tackling waste and making lines multi-seasonal, all while addressing consumers' new needs.

And he argues that, as consumers look to refine their wardrobes with quality, stylish and perhaps more 'lounge-worthy' lockdown garments, fashion retailers must mould more of their collections to include statement items suitable for almost any situation or season – at work, rest or play.

Building long-term relevancy

Consumer behaviours and priorities have changed under lockdown. The economy is affected badly, uncertainty is all around and people need greater value for money from their clothing.

So, with many of their competitors discounting heavily to move last season's goods, luxury fashion houses have to respond. Their best option, I believe, is to develop a more multi-seasonal approach and longer-lasting products that meet consumers' new, corona-adjusted expectations.

Just this month, a group of influential fashion designers and retail executives from the likes of Nordstrom and Harvey Nichols signed a petition

seeking a more sensible calendar that would deliver clothing to stores in the season they can be worn. It also aimed to unify brands in a bid to ensure discounting happened at the end of the season rather than in the middle.

The move comes on the back of factories having been shut down by the pandemic and Spring 2020 collections sitting unsold. The Autumn collections are due to come out in September, just weeks before the normal calendar of discounting begins and retailers are naturally concerned about missing out on revenues, with savvy shoppers waiting that short while and not paying the full price.

Fashion should look to solve this not only by taking a collective approach and not discounting heavily mid-season but also by developing ranges that are more inter-seasonal and artisanal, providing the customer with something that not only lasts but is also handcrafted and of high quality.

Create a statement article

Consumers will naturally look to fill their wardrobes with items that are versatile across the seasons. Take Chanel's Boy Bag, for instance. A defining element of Chanel's collections, the bag tells the story of Coco Chanel herself using men's underwear to make dresses and of her boyish attitude.

But, in the context of multi-seasonality, available in several sizes and in classic black means the quilted bag, with its iconic clasp, is also versatile all year round. The neutral colouring offers 'matchability' with almost every outfit for any occasion.

On the part of Delta Global, we believe every piece of packaging should follow suit by being sustainable or reusable and interchangeable across the seasons.

It can change in its appearance but should be ready for all and any eventuality, whether that's the weather, its functionality and reusability, communicating the brand's identity or its suitability for posting on social media. Always consider where and how your brand will be perceived, no matter the time of year.

With MATCHESFASHION, we developed their traditional luxury marble box in various sizes and made it completely recyclable with new magnetic closures that customers could easily remove to repurpose the box in their homes or flatpack them for recycling.

Made with a water-based finish, we ensured the packaging could withstand any weather and remain luxurious in its look and feel, as ever more shoppers order online to their doors. Ribbons on packaging are also often non-recyclable, so paper-based or cotton alternatives that can be detached and recycled, make sustainability part of your statement.

Second-life fashion another saviour

With lockdown endangering some entire industries, we have seen worldwide economic disruption, not to mention job losses and financial struggles for billions. For furloughed and redundant workers, the pressure to stay busy has mounted and many have cleared out their wardrobes to keep themselves occupied.

That, in turn, has encouraged many to re-sell their old garments, with pre-loved fashion giant Vestiaire Collective noting a 44% increase in listings in the last month alone. Staples like timeless handbags and jewellery have been their fastest moving luxury pieces, reinforcing the sense that seasonless items will be in big demand.

The more cross-seasonal and timeless the item, the more likely it is that fashion houses partner with sites like this and resell older collections all year-round, rather than letting overstocked trends go 'out of fashion' and in the bin. We all know fashion trends are cyclical.



Robert Lockyer
CEO,
Delta Global

Consumers on the other hand can have fun changing up their wardrobes more frequently, raising funds for unwanted luxury items and enjoying someone else's treasures at a reduced price.

The 'treat yourself' phenomenon

Finally, while purse strings have tightened, consumers hold the 'treat yourself' mentality even tighter as it lifts spirits in difficult times. But, as people may be fearful of embracing physical shopping as we unlock in the weeks ahead, that compulsion may well be most often expressed through online orders.

Fashion should look to feed that digital impulse, showing luxury pieces being used in scenarios like the home, rather than at a social function, to fit better with the COVID context.

Sweaty Betty has done this well in this regard by partnering with Fearne Cotton on her Happy Place project, in which she has honest conversations about people's mental wellbeing and looks to find the positives.

Having a down-to-earth celebrity who sparks happiness in others describe its leggings as making her feel like 'some sort of superhero' will have added real value for the brand, increasing the number of people following Fearne's example and buying a pair to lift their spirits and help their workouts.

In some respects, 'treating yourself' has taken on a new meaning. It's now less about the items themselves and more to do with the feelings they evoke. Brands must acknowledge the issues faced by consumers and show how you will help them relax or find a sense of comfort. And that starts with a personalised, empathetic and efficient approach to your communications, your product and your service.

Slowly, as all of this unfolds, it is clear to me that, although we've lost a season of fashion, it could be a good thing and that fashion's future might better serve us all. ■

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. Visit their website: <https://deltaglobal.co/>

DELTA GLOBAL
LUXURY SUSTAINABILITY ECOMMERCE INNOVATION



Building Confidence for Life

Based on the well-established heritage and academic excellence of Wycombe Abbey School in England, our curriculum is drawn from the British National Curriculum. We offer a rigorous Chinese language program, accompanied by strong Chinese cultural immersion. Our unique educational model combines the best of East & West.

Wycombe Abbey School Hong Kong opened its doors on 5th September 2019. Our exciting new co-educational school offers a quintessentially British independent education for primary aged children. The school provides a proven holistic education which is complimented by a curriculum that combines the National Curriculum for England and Wales with an extensive Chinese language syllabus drawn from the Chinese National Curriculum. This dynamic combination prepares our pupils to excel when they join the finest secondary schools around the world.

We emphasize our commitment to a broad education including 14 Primary Subjects and learning outside of conventional classroom settings – Drama, Music, Art, Science, Physical Education, iSTEAM and a wide range of carefully selected extracurricular enrichment activities to widen our pupils' curiosity and interests.

Our teaching methods, experience and heritage enable us to offer an education for each individual pupil that balances academic rigor with an integrated focus on mental and physical well-being. Providing our pupils with an immersive academic environment encouraging critical thinking through project-based

applications, we work on the belief that well-balanced and confident pupils prove to enjoy successful careers in later life.

The heritage of Wycombe Abbey School

Wycombe Abbey was founded on the day of Queen Victoria's Diamond Jubilee, 23rd September 1896, by Miss Frances Dove, later Dame Frances, an educational trailblazer who promoted equal opportunities for girls in the Victorian age. Since then, Wycombe Abbey has become one of the leading independent boarding schools in the United Kingdom, consistently ranked number one for academic results at A-Level. The school prides itself on providing a learning environment where intellectual curiosity can flourish.

Wycombe Abbey has been at the forefront of British academic excellence for the last 120 years. Approximately one third of Wycombe Abbey's graduates receive offers of places at Oxford or Cambridge each year, with others going on to Russell Group universities in the United Kingdom and top universities in the USA such as Columbia, Harvard, MIT, Princeton and Stanford.

Our bespoke curriculum

The Wycombe Abbey School curriculum has been specifically designed to provide primary aged children with an approach to teaching and learning that combines the best from the British and Hong Kong primary education systems, ensuring that our pupils are ideally prepared for the next steps in their schooling.

Our pupils develop total fluency in English and access a curriculum which is built around the core components of the internationally renowned National Curriculum for England and Wales. At the same time, we ensure that our pupils have a firm grounding in the Chinese language and culture through our exceptional Chinese curriculum.

In addition to our core primary subjects of English, Chinese, and Mathematics, we provide a diverse and varied programme of experiences and extra-curricular activities for every child. Highlighted by the modern facilities and themed specialist classrooms at Wycombe Abbey School Hong Kong, our pupils have the opportunity to experience an inspiring choice of different activities, from individual and team sports to Creative Arts, Music, Chess, Cookery, Drama, Dance, iSTEAM and much more, in an exciting range of teams, clubs, and societies.

Our Chinese curriculum

Chinese language learning is an integral part of the daily class schedule for all Wycombe Abbey Hong Kong pupils. Putonghua is the medium of instruction for all Chinese lessons. Our pupils are taught primarily to read and write in simplified characters, with exposure to traditional characters through lessons in calligraphy, voluntary supplementary reading lessons, and a variety of extra-curricular activities. Our school offers curriculum streams for both Native Speaking and Non-Native Speaking groups, differentiated within classes to provide an immersive environment promoting Chinese culture. Our curriculum design is based on the Chinese National Curriculum and International Baccalaureate Primary Year Programme, while our authentic curriculum materials are sourced from Hong Kong, Mainland China, Singapore, and Taiwan to ensure a variety and balance of Chinese language and culture.

Our holistic approach to teaching

Our teaching approach can be summarised as being collaborative and personalised. It is sensitive to the individual needs of each pupil; we provide learning materials that are appropriately challenging, as

well as rich and varied in content. Supported by our small class sizes and low pupil to teacher ratio (12:1), each of our lessons encourages interaction and dialogue. To ensure that all learning objectives are clearly understood by each pupil, our teachers make productive use of instructional time to match and carefully stretch the abilities of each child in every lesson. Our pupils spend plenty of time in collaborative learning situations, as we believe this builds a sense of responsibility and teamwork, through pupils actively engaging in challenges together.

Our teacher-pupil and pupil-peer relationships are characterised by warmth and respect. We encourage children to be sociable and cooperative with each other in all their interactions, and pupils develop the attributes of care and empathy. Our school ensures the physical and emotional welfare of our pupils, meaning your child is safe, happy, involved in their work and empowered to perform to their full potential. 



Howard Tuckett
Headmaster of
Wycombe Abbey
School Hong
Kong

Wycombe Abbey School Hong Kong offers a quintessentially British Independent education for primary aged children. The school provides a proven holistic education which is complimented by an exceptional Chinese language syllabus. This dynamic combination prepares our pupils to excel in the finest secondary schools around the world. The Wycombe Abbey School Hong Kong primary campus is located at 17 Tin Wan Street, Aberdeen. To apply to Wycombe Abbey School Hong Kong or schedule a school tour, please email admissions@was.edu.hk or call at +852 2129 7100. For more information on the school, please visit our website: www.was.edu.hk.

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Stronger Together

COVID-19 has triggered an unprecedented funding crisis for NGOs during a period when their services are in higher demand. Here's how corporates can help.

– By Simon Phipps, CEO, The Digital Insurer and Susannah Moreley, Director – Partnerships North East Asia, British Council

In late April, the BritCham CSR Steering Group hosted a webinar aimed at bringing together NGOs, funders and corporations to discuss the impact of COVID-19 on NGO operations and fundraising.

The event was hosted by Simon Phipps, Chair of the CSR Steering Group and moderated by Susannah Morley of the British Council, and CSR SG member. They were joined by Sue Toomey of HandsOn Hong Kong, and Sky Siu of KELY Support Group representing the NGO sector; and Leong Cheong, Executive Director, Charities and Community, The Hong Kong Jockey Club; Jackie Lee, Director, Corporate Social Responsibility, KPMG China; and Zoe Pearson, Hong Kong Chair, The St. James's Place Charitable Foundation; representing funders and corporations.

The coronavirus triggered an unprecedented funding crisis for NGOs during a period when their services are in higher demand. A recent Hong Kong survey showed that 63% of Hong Kong-based charities said they experienced at least a



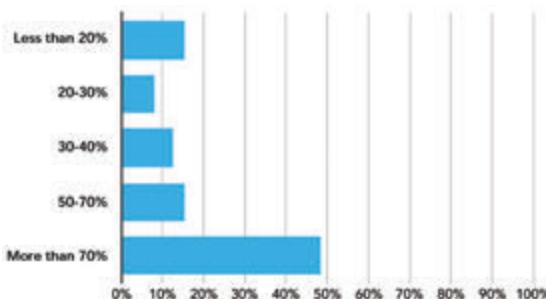
Simon Phipps



Susannah Moreley

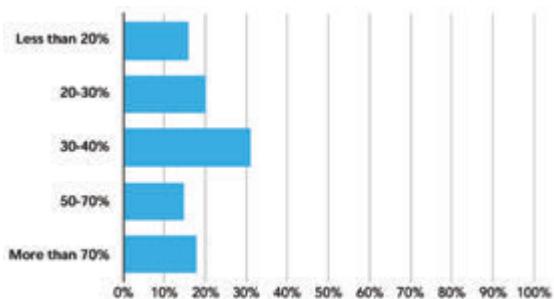
COVID-19 Impact on the Community

What is the percentage **reduction in the number of service users** your organisation has been able to support as a result of the health crisis?



Source: NGO Women Leaders Taskforce, February 2020

What is the percentage **reduction in funding** your organisation has lost (or is calculated to lose) as a result of the health crisis?



30% drop in funding while 17% said donations were down by 70%, with no visibility over when these may recover. To survive the crisis, additional support and innovative ideas are needed, and more collaboration with funders and corporations is essential.

HandsOn Hong Kong is a platform connecting NGO volunteer opportunities with volunteers, offering around 200 different opportunities in Hong Kong every month. The activities are varied, and currently include delivery of care packages to the elderly and infirm who are self-isolating and helping to re-purpose donated technology to provide underprivileged children with access to online classrooms. Sue Toomey shared that, in addition to declining funds, the key issues NGOs are facing include a lack of resources and manpower.

KELY Support Group provides services and education for those aged between 14 and 24 with the knowledge, skills and opportunities needed to support themselves and each other. It runs programmes on mental health and well-being, drug and alcohol awareness, and positive youth development. Sky Siu shared how KELY adapted to provide essential services in the current environment including launching a toolkit for schools to support pupils' mental health,

distributing care packages to ethnic minorities, and a 'cool minds' website to help youths cope with the challenges of self-isolation. Young people are very concerned about how COVID-19 will affect their future, with 70% in a recent survey saying they are stressed about the consequences.

To survive the crisis, additional support and innovative ideas are needed, and more collaboration with funders and corporations is essential.

Both Sue and Sky are members of the NGO Women Leaders' Task Force, a volunteer group established in response to the crisis, to share best practice and ideas for survival. The Taskforce surveyed NGOs on current challenges facing the sector and 50% of organisations surveyed said that they have seen a decline in service users of more than 70% since the COVID-19 crisis began.

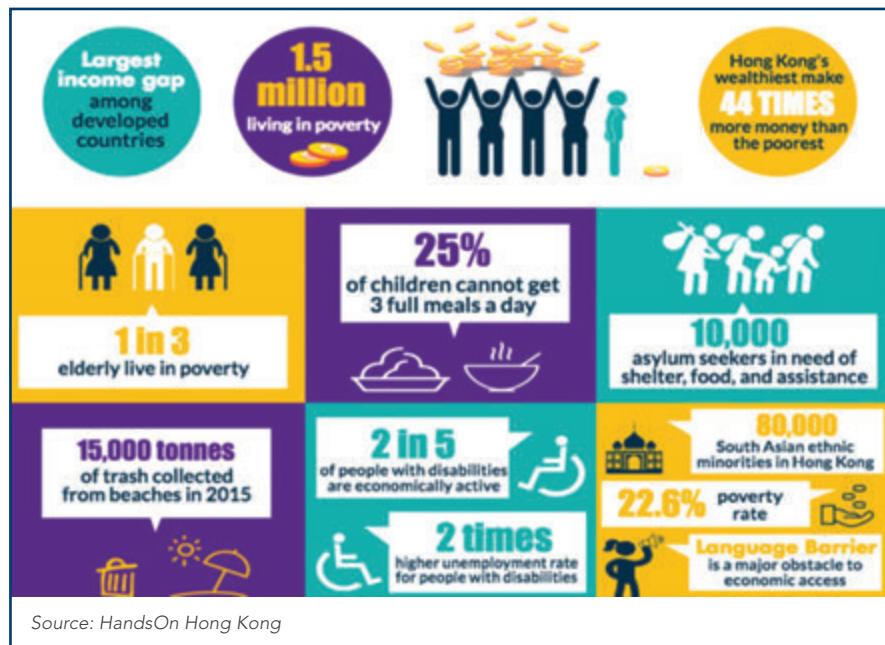
The Hong Kong Jockey Club has been proactive in providing support to the NGO community and launched a series of emergency support initiatives totalling over US\$44 million. Leong Cheung said the primary focus was to quickly mobilise HKJC's resources and capabilities, working with NGO partners to address urgent community needs, including sourcing and funding the purchase of over 14 million face masks, and distributing half a million care packs of essential hygiene and food supplies to the most vulnerable. The HKJC has also established a US\$13 million emergency fund to support NGOs providing essential services to

those hardest-hit by the crisis, and launched another programme to provide more than 100,000 disadvantaged students with free mobile internet data bandwidth, to enable them to continue with their online learning.

During this difficult time, it is important that corporates continue their support for NGOs. Jackie Lee talked about the COVID-19 emergency response that KPMG has initiated. This included providing essential medical supplies and ventilators to hospitals in China. In Hong Kong, they have partnered with Plan International and SOCO to provide hygiene kits and emergency funds in the form of small loans respectively to help low income families.

The St. James's Place Foundation, which was founded in 1992, has grown to be in the top 60 biggest corporate grant-giving foundations in the world. In 2019, it donated £13.9 million to charities globally. Zoe Pearson, chair of the foundation in Hong Kong, highlighted how its board has allowed grants to be unrestricted during these unprecedented times, and accelerated the distribution of grants to NGO partners. In the UK, the Foundation has launched a COVID-19 Appeal to support the National Emergencies Trust and NHS Charities Together, which raised over £540,000 in just two days. Zoe suggested that greater collaboration between funders and companies to support NGOs would aid the sector during the current crisis.

For the NGO sector to survive the COVID-19 crisis, collaboration is essential. Corporates have specialist knowledge and skills which would greatly benefit the NGO sector, enabling it to be more resilient and sustainable. For example, corporates could provide



ICT knowledge to support NGOs to move to digital platforms to deliver counselling and advice services; human resources and legal services to help them face the challenges of managing employees during this period. The NGO sector has been proactive in trying to help itself, for example by adopting new ways of fundraising through virtual events and crowdfunding, though these are most successful for organisations with a strong brand presence and to fund specific projects. For the sector to survive there may be a need for some consolidation of organisations which offer similar services, and for funders and corporations to move more quickly to put in place support NGOs need to survive.

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The CSR Steering Group will be hosting a series called 'Get to Know an NGO' in the second half of 2020 with the aim of providing a platform for BritCham members to learn more about how they might be able to volunteer skills and further support the NGO community and facilitate networking between members. We are currently shaping the approach, and are open to members interested in sponsorship, so please drop us a line at membership@britcham.com if this is of interest to you. B

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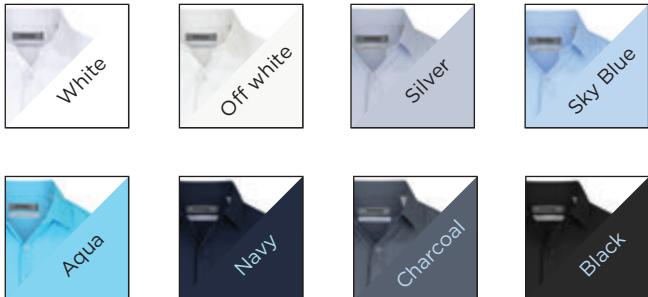
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From Crisis to Hope

Hong Kong's most vulnerable children faced crisis long before COVID-19 arrived. Now they need your help more than ever. – By Harriet Beavis

Every year, PathFinders provides critical support and care to protect hundreds of babies and children born into crisis in Hong Kong. Established in 2008, our founders discovered two babies and their Foreign Domestic Worker (FDW) mothers living in extreme poverty in Chung King Mansions. Unlawfully fired upon becoming pregnant, the mothers could only afford to feed their babies leftover rice water. The babies had no identity, no access to healthcare and a bleak future ahead of them. No one was willing or able to help them, and so PathFinders was born, to ensure all children born in Hong Kong are protected and have a fair start in life.

To date, PathFinders has improved the lives of over 7,000 vulnerable babies, children and women who have fallen through the cracks in Hong Kong's public welfare and healthcare services, and were at risk of abuse, neglect, abandonment and even trafficking.

Born into poverty

Hong Kong currently employs 390,000 FDWs, mostly women of childbearing age. All working women in Hong Kong, including FDWs, are legally entitled to 10 weeks of maternity leave, but currently no clear guidelines exist on how to successfully manage a FDW pregnancy. As a result, many expectant FDWs



5 ways you can help!

1. Engage your colleagues through a corporate partnership to lend your skills and support
2. Support our urgent SparkRaise.com campaign to keep our Community Centre open – visit <https://bit.ly/sparkraise-for-pathfinders-2020>
3. Make a gift via TwoPresents' website www.twopresents.com/charities/pathfinders on your child's next birthday
4. Sign up to our newsletter www.pathfinders.org.hk to learn more, or as a volunteer or monthly donor to provide critical ongoing support
5. Share this article to help raise awareness and prevent children falling into crisis

are unlawfully fired or pressured to resign, plunging them and their unborn babies into crisis. They immediately become homeless and within two weeks, when their working visa expires, they lose all access to public welfare and healthcare services vital for prenatal screening. Their children are often born into poverty, are undocumented and stateless, and lack access to medical care, immunisations, basic supplies and education.

How PathFinders helps

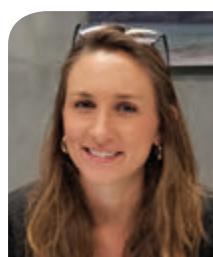
Besides providing access to emergency shelter, essential supplies, healthcare, education and justice, PathFinders provides care and counselling to all mothers and babies to ensure they can overcome their challenges and plan a brighter future. To address root causes and prevent future crises, we are expanding our community education work to empower the migrant community, support FDW employers and encourage positive systemic and policy changes.

Crisis on top of crisis

Like many non-profit organisations in Hong Kong,



the recent social unrest and COVID-19 crisis has had a profound impact on PathFinders' fundraising. Without our annual Fundraising Dinner, which typically raises HK\$3 million, we face closing our emergency shelter and scaling back critical services at our community centre. At the same time, we have seen an 80% increase in hotline calls since January and staff are at full capacity managing over 180 cases, involving over 210 babies and children. Feedback from our current beneficiaries also shows increased challenges accessing basic supplies, food, shelter and welfare services. B



Harriet Beavis
Director of Fundraising

PathFinders believes every child deserves a fair start in life. It is the only charity in Hong Kong that supports babies and children born to migrant mothers.



For more information, visit www.pathfinders.org.hk
To get involved, email harriet.beavis@pathfinders.org.hk



A Perfect Time for a Staycation

While travel remains limited, why not treat yourself to something a little closer to home?

The Murray, Hong Kong, a Niccolo Hotel, introduces **The Murray Staycation** package with special dining privileges for guests who are looking for an indulgent escape in the urban sanctuary, away from the bustling city life. With refined facilities and exceptional service, The Murray pampers guests and travelers with a seamless experience.

The Murray Staycation offers contemporary rooms with unparalleled panoramic views of the city. Guests with children also enjoy a complimentary breakfast for their young ones, ensuring the perfect family-friendly getaway. From HK\$2,500 per room per night, the package includes privileged benefits including:

- Daily breakfast for two at The Tai Pan or Garden Lounge

- Complimentary breakfast for children under 6 years old
- Free parking at The Murray
- HK\$1,200 dining credit per night
- A complimentary roll-away bed
- Complimentary child's amenity

Built in 1969 to house Hong Kong's government, The Murray, Hong Kong, a Niccolo Hotel, has always been a charismatic player on the city's skyline. A striking architectural feat, a symbol of modernity and innovation, the city's then tallest building is now beautifully restored and masterfully re-fashioned as its leading luxury hotel. A sanctuary in the heart of Central, The Murray plays a notable role in this district's conservation.

The Murray's 25 storeys have been lovingly transformed by Foster + Partners into 336 spacious guest rooms and suites, meeting spaces, four enchanting restaurants and two bars. It also offers Hong Kong's most talked-about rooftop experience featuring mesmerising views.

With magnificent stately arches, fine gold lines and jet-black marble floors, The Murray evokes the style, sophistication and elegance from another golden age in ultra-luxury travel. The historic hotel champions, a very new sense of glamour for the city's cognoscenti, leaders in style, captains of industry and savvy global travellers alike.

As much a signature as any other, The Murray's unrivalled address in Hong Kong's financial, retail and entertainment heart, and directly in front of St John's Cathedral, is bordered beautifully by both Hong Kong Park and Hong Kong Zoological and Botanical Gardens.

As one of the Hong Kong luxury hotels, the 25-storey sanctuary has the most spacious rooms and suites with the majority at 50 square metres or grander. Each of The Murray's 336 oversized accommodation offers floor to ceiling, uniquely recessed windows allowing abundant daylight without direct heat from the morning sun, an architectural feature which has won countless awards for ground-breaking and energy-efficient design. Surfaces are covered with rare stones, leather and textiles creating sophisticated urban chic sanctuaries in the heart of the city.

The Murray's restaurants and bars are some of the finest amongst restaurants in Central, Hong Kong, offering the most memorable dining and lifestyle experiences in the city.

From the stunning rooftop restaurant and bar, Popinjays, with its breath-taking views and private dining room to Garden Lounge, The Tai Pan and the open-air Cotton Tree Terrace at Garden Level, from the Murray Lane to Guo Fu Lou, the city's premier Cantonese dining destination in its stand-alone pavilion, The Murray provides guests with exceptional cuisines from around the world complemented by intuitive service in a relaxed yet refined ambience.

The dining credits are perfect to be spent on the dishes created by the new Chef de Cuisine, Alexandre Viriot, at Popinjays. Born in Dallas, Texas, to chef parents, Chef Alexandre's passion for cooking



Chef Alexandre Viriot

runs in his blood. Chef Alexandre spent six years working under respectable French culinary legend Chef Alain Ducasse. To date, Chef Alexandre regards Chef Ducasse as one of the greatest influences in his cuisine and his cooking continues to be guided by the philosophy that produce should always come first. The new menu he designed for Popinjays sees his unweaving focus on the finest ingredients gifted by the season, with meticulous pairing of flavours and textures, presented in a modern and refreshing arrangement.

A refresher on the palate to begin the meal, **Wild Sea Bream Carpaccio** (HK\$198) is seasoned with homemade leche de tigre, shallot, sumac and chilli. Pistachio bits are sprinkled on top for an added toasted flavour and crunchiness.



Wild Sea Bream Carpaccio



Signature Suite Living Day City View



Wellness Elemi Suite



Garden Lounge



Murray Lane Bar

Roasted Duck Breast (HK\$268) is a modern interpretation of classic French flavours where duck meat is commonly paired with beetroot and sherry vinegar to tone down the richness. To offer a touch of umami to the dish, miso is blended into the beetroot puree. For an extra Asian kick, Sichuan pepper subtly shines through a mix of spices such as star anise, juniper, coriander seeds and black pepper in the savoury sauce.

Steamed Skrei Cod (HK\$268) spotlights the wild flavours and buttery texture of the seasonal Norwegian Arctic Cod. Slow cooked on steam at 55 degrees Celsius for 20 minutes, the dish requires highly skilled control of temperature and timing to retain the moistness and succulence of the meat. A refined version of the classic peas à la française, pea pod skin is pureed for a layered texture, and baby gem is added for a hint of freshness. Enhancing the sea flavour is the creamy bone sauce made from the roasted cod bone, spices and white wine.

A traditional favourite in Italy and southern France, the generously portioned **Suckling Pig "Porchetta"** (HK\$388) is perfect for sharing. The suckling pig is deboned whole and stuffed with rice, minced pork, spinach, olives and piquillo pepper. The meat roll is then slow steamed at 72 degrees Celsius for 12 hours, followed by roasting to produce crispy skin while keeping the meat moist and tender.

Well-being at The Murray takes an unconventional twist with the in-room wellness guide, a convenient reference to inspire a healthier lifestyle while in Hong Kong. From the best jogging trails through the vicinity's green parks to specially designed gym exercise programmes and super food menus, keeping fit while at The Murray is completely stress-free. A sanctuary of calm and holistic wellness, Wellness at The Murray offers a range of massage treatments and beauty rituals at the spa, to restore one's health and vitality. The spa offers three single plus two couple treatment suites, each with its own private steam or sauna facility. In addition to bespoke massages, guests may also enjoy facials and other beauty treats using products from Dr. Barbara Sturm, Grown Alchemist, and Kerstin Florian.

In addition, The Murray recently introduced a series of City Insider Tours for guests to go beyond Hong Kong's dazzling city life and immerse in the beauty of The Murray neighbourhood where history, culture and architecture intersect. The City Insider Tours acquaint locals and travellers with a selection of



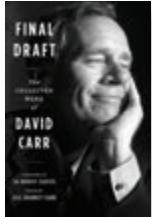
guided walks to engage participants in culturally rich elements and educational perks. From a relaxing walk amongst botanical greens at Hong Kong Park to a stroll through the historical streets of Wan Chai, or a stay within the hotel premises for a history and design tour, opt for your preferred guided adventure that fits into your itinerary and interests. B

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Book Shelf

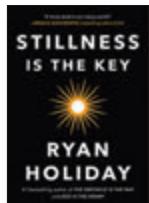
Book Shelf presents the favourites – new and old – of Chamber members for your suggested reading pleasure.



Final Draft: The Collected Work of David Carr by David Carr

The memoirist and influential New York Times media columnist, who died in 2015, left behind a trove of probing pieces on topics ranging from his struggles with addiction to the ever-morphing news business, here gathered in a posthumous coda curated by his wife.

Throughout his 25-year journalistic career, David Carr was noted for his sharp and fearless observations, his uncanny sense of fairness and justice, and his remarkable compassion and wit. His writing was informed both by his own hardships as an addict, and his intense love of the journalist's craft. His range – from media politics to rock 'n' roll celebrities – was broad and often timeless. Whether he was breaking exclusives about Amazon or taking aim at editors who valued political trivia over substance, Carr's voice and concerns remain enormously influential and relevant.

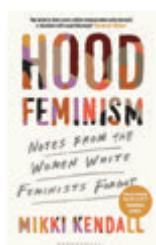


Stillness Is the Key by Ryan Holiday

All great leaders, thinkers, artists, athletes, and visionaries share one indelible quality. It enables them to conquer their tempers. To avoid distraction and discover great insights. To achieve happiness and do the right thing. Ryan Holiday calls it stillness – to be steady while the world spins around you.

In this book, he outlines a path for achieving this ancient, but urgently necessary way of living. Drawing on a wide range of history's greatest thinkers, from Confucius to Seneca, Marcus Aurelius to Thich Nhat Hanh, John Stuart Mill to Nietzsche, he argues that stillness is not mere inactivity, but the doorway to self-mastery, discipline, and focus.

More than ever, people are overwhelmed. They face obstacles and egos and competition. *Stillness Is the Key* offers a simple but inspiring antidote to the stress of 24/7 news and social media. The stillness that we all seek is the path to meaning, contentment, and excellence in a world that needs more of it than ever.



Hood Feminism: Notes from the Women That a Movement Forgot by Mikki Kendall

Today's feminist movement has a glaring blind spot, and paradoxically, it is women. Mainstream feminists rarely talk about meeting basic needs as a feminist issue, argues Mikki Kendall, but food insecurity, access to quality education, safe neighbourhoods, a living wage, and medical care are all feminist issues. All too often, however, the focus is not on basic survival for the many, but on increasing privilege for the few. That feminists refuse to prioritise these issues has only exacerbated the age-old problem of both internecine discord, and women who rebuff at carrying the title.

In her searing collection of essays, Kendall takes aim at the legitimacy of the modern feminist movement, arguing that it has chronically failed to address the needs of all but a few women. Drawing on her own experiences with hunger, violence, and hypersexualisation, along with incisive commentary on politics, pop culture, the stigma of mental health, and more, *Hood Feminism* delivers an irrefutable indictment of a movement in flux. An unforgettable debut, Kendall has written a ferocious clarion call to all would-be feminists to live out the true mandate of the movement in thought and in deed.

DESIRE MADE REAL

Food & Drink

JIA Group's neighbourhood tapas bar, **22 Ships**, is now back on Ship Street with a fresh look. Honouring the city's constant hunt for authentic and honest Spanish flavours, the revamped tapas bar will take a new culinary direction under the helm of Chef Antonio Oviedo, offering delectable tapas staying true to the timeless tradition, all served in a convivial yet relaxed setting.



Chef Antonio Oviedo



"22 Ships is a buzzy neighbourhood tapas bar favoured by many for years," said Yenn Wong, Founder and CEO of JIA Group. "The new 22 Ships will keep its casual and easy-going ethos, with new synergy of Spanish classics, comforting flavours, relaxing ambience and warm hospitality – a place that people would keep returning to."

www.22ships.hk

CHAAT brings a bold rendition of India's street snack culture to a refined setting boasting sweeping skyline views. Now open on Level Five of Rosewood Hong Kong, CHAAT joins tapas-inspired restaurant, Bayfare Social, and American charcoal-grilled meat specialist, HENRY, within the city's hottest gastronomic social hub and luxury retail hotspot, K11 MUSEA.

CHAAT is the Hindi term "to lick", and as such, invites guests to transport themselves across the Indian peninsula with an upscale menu that will



cause you to savour every last morsel. At CHAAT, Chef de Cuisine Manav Tuli re-imagines his favourite traditional street snacks from his childhood growing up in central India, which includes his hearty homemade Paneer Cheese and Pav Bhaji. Utilizing a trio of authentic tandoor ovens, the colourful menu pays homage to the rich and varied culinary lexicon of India's central states and Bombay coast, the northern Punjab and Kerala in the south. CHAAT's convivial atmosphere revives the feeling of India's much-loved social bazaars, where families, friends and new acquaintances gather over a shared love of food and conversation.

www.chaat.hk





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Hong Kong Office Market – What's Next Post-COVID-19?

14 May 2020

As COVID-19 continues to paralyse the Hong Kong economy, the knock-on effects in the office market have been dramatic. A few key pillars were driving demand in the past such as PRC financial groups who were accountable for 57% market share of new leases in Central in 2017. This dropped to 20% in 2019.

Rental decline is accelerating, specifically in Central: in Q1 there was a fall of 4% and this is forecast to drop by 20% by the end of Q4. As we look ahead there's a lot of new supply coming in with roughly 3.5million square metre Grade A

spaces within 2023/24, meaning we'll see a steady downward trajectory on rents.

Occupancy is driven by density and cost considerations. However, trends such as open plan offices, flexible desking, and shared social spaces are not designed to prevent the spread of pathogens. As such, these need to be reconfigured as part of a short-term strategy. Building a work place where the employee feels safe and protected from pathogens is paramount.



Longer term strategies include increased dependence on virtual meeting technology, the growing value placed on 'green' accreditation and advanced air-conditioning systems, work from home support and pivoting away from density and cost towards adaptability.

COVID-19 & Brexit

9 June 2020

The current pandemic that's sweeping across the globe has forced millions into unemployment, as well as seeing corporations and even entire industries possibly disappearing. Prior to this, earnings had not kept up with house prices and there was an oversupply of new build properties along the river and in secondary locations. Transaction costs, namely Stamp Duty Land Tax, are also extremely high at the moment.

Jeremy McGivern of Mercury Homesearch Limited shared his insight into the London property market, revealing trends that go back over 300 years despite several pandemics and wars. Jeremy emphasised that whilst information provided on the property market may be misleading, he did share some reliable indicators that



provide the most likely outcome for London property in the coming years.

Member Offers

There are many great benefits of being a member of The British Chamber of Commerce. One of those is the Member Offers programme, an exclusive package of member discounts which range from dining and hospitality, to travel and business services.

Full offer details are available online at www.britcham.com/Public/Membership/Member-Offers.aspx

Food & Beverage



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

Classified



15% discount on dining bill



Up to 15% discount on food and beverage



15% off food & beverage at all restaurants and cafés



10% discount on the dining bill



20% Discount on F&B at The Murray's Restaurants



20% off a-la-carte dinner menu



10% off a-la-carte menu items



10% Discount at Tango Argentinian Steak House Elements

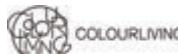


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20% off



15% off spa treatment



15% discount on dry cleaning services



Special Accommodation Package at The Murray



20% discount on treatments for first time clients, and 10% on subsequent visits



10% discount in-store / online



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