

BRITAIN

IN HONG KONG

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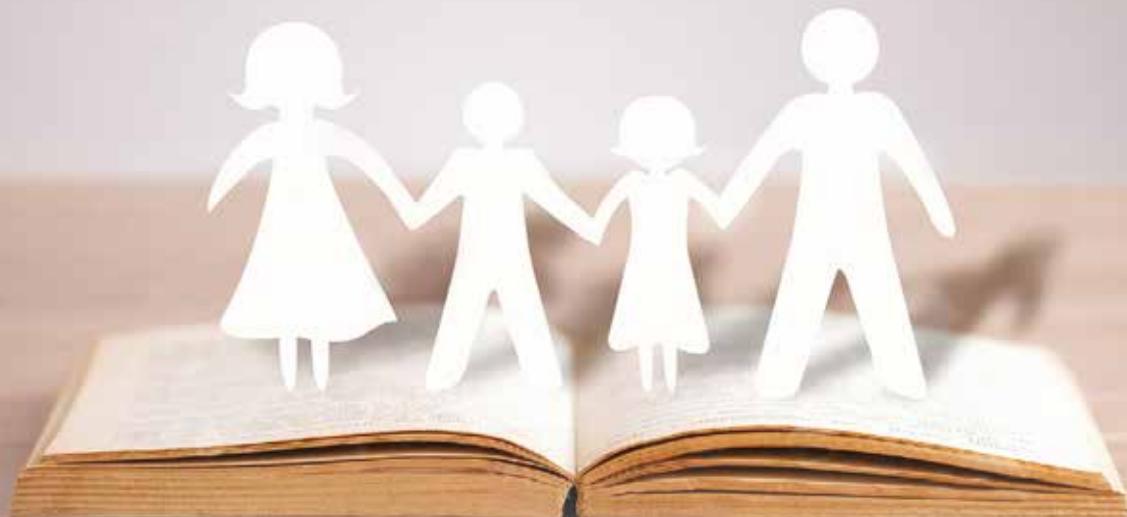


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January - February 2017



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BUSINESS UPDATE: CHAIRMAN'S MESSAGE



Dear Members,

I hope you all had a good Christmas break and managed to enjoy some relaxation time with family and friends.

The last few months of the year were, as usual, busy ones. The Chamber's event programme certainly was packed. Just to highlight a few, "Gen Z: Life Beyond the Glass Ceiling?" looked at the workplace and lifestyle expectations of Generation Z, how to engage the talent of this emerging generation, and whether they will face the same barriers to advancement as did their predecessors. This is one of a number of successful events supported by the Chamber's Women in Business Group.

A well-attended panel event examined how Hong Kong should best provide an environment that really nurtures the development of fintech. A presentation supported by our Innovation & Technology Committee considered the future of connected vehicles, and the implications of the convergence of automotive and wireless technologies.

In December we were pleased to welcome the UK Foreign Office Minister for the Asia Pacific, Alok Sharma MP, and at the beginning of January, Liam Fox MP, UK Secretary for International Trade. Following the events last year with Lord Price and Mark Garnier MP, this was welcome recognition by the UK Government of Hong Kong's importance, and of the business weight of the Chamber.

On a lighter note The Ceilidh was, as always, one of the liveliest events on the Chamber's calendar. The Scottish Business Group's quiz night tested the brain cells as well as the liver. We finished the year with more than 150 members and guests at our Christmas drinks at the KEE Club – many thanks to HSBC for their sponsorship of this excellent evening.

These few examples demonstrate the strength and diversity of the Chamber programme. We have been experimenting with new styles, formats and

venues for some of our events. These seem to have been well received by members but we welcome your feedback on this, as on all other aspects of the Chamber's work.

Looking forwards, 2017 is already shaping up to be a busy year. With the coming into office of a new administration we will be carrying forward our policy and advocacy work, building on our central theme of ensuring Hong Kong's medium-term business competitiveness and liveability. The strategy for Hong Kong's development over the coming decades, and how to make Hong Kong a Smart City are likely to be other themes.

I hope you will look for ways of becoming further involved in the Chamber's activities, whether through attending events, using our platform, or becoming involved in one of our committees. This membership engagement is critical to the success of the Chamber as a network and an effective business organisation and means you can get the most out of your membership.

In conclusion I offer you my best wishes for a happy and profitable Year of the Rooster.

A handwritten signature in black ink, appearing to read "Mark Greenberg".

Mark Greenberg

Chamber launches Infrastructure and Smart Cities Forums

Following discussion among a range of interested members, the Chamber has established two new interest forums: a Smart Cities Forum and an International Infrastructure Forum.

The Infrastructure Forum, Chaired by Vincent Connor of Pinsent Masons, with Catherine Li of Atkins as Vice-Chair, will provide members interested in outbound infrastructure with a network and point of institutional focus within the Chamber. The Infrastructure Forum will offer a channel for industry voices to share their views on issues in international infrastructure with government and business bodies.

The Smart Cities Forum, Chaired by Anne Kerr of Mott MacDonald, will create a discussion platform to address what is required to make Hong Kong a

smart and liveable city. Such vision requires a range of views, opinions and specialisms. This diversity of expertise and thought exists across the Chamber, and the forum intends to gather and channel these skills for the benefit of all members and Hong Kong residents. Each will be relatively informal in both nature and operation.



Any members of the Chamber interested in being involved with either forum can register their interest with Hugo Deacon at hugo@britcham.com.

Accenture launches new Interactive Studios in Hong Kong

Accenture has opened a flagship studio location of more than 40,000 sqft to serve as its go-to destination for the company's clients to co-create, innovate and apply the latest digital technologies to shape the way we live and work.

Located at One Island East in Quarry Bay, Accenture Interactive Studios is designed to catalyse the invention, creation and delivery of new and disruptive digital solutions.

"Our studios are meant to inspire – not just our people but also our clients – who want to create the next, transformative customer experiences



with us," said Brian Whipple, Global Head of Accenture Interactive.

The studios provide digitally-enabled, configurable workspaces that feature collaborative tools, function-specific zones, such as workshops for rapid prototyping, a design studio to apply methodologies and prototyping of digital services, and a content studio for creating, producing and scaling marketing and ad campaigns globally.

St. James's Place inaugural Investment Conference

On 28 October, St. James's Place Wealth Management proudly held their inaugural Investment Management Conference at The Island Shangri La. The evening was a chance to hear from an esteemed panel of visiting guest speakers who provided a detailed insight into the distinctive St. James's Place Investment Management Approach and the role of the Investment Committee, which is responsible for managing £71.4 billion of clients' funds.

Guests were introduced to the investment management approach by Chairman of the Investment Committee, David Lamb, and heard real life examples on the distinctive St. James's Place Investment Management Approach, the role of the Investment Committee and the benefits of independent investment consultancy.



Nord Anglia International School Hong Kong announces second campus



Nord Anglia International School Hong Kong (NAIS HK) has announced that it will be opening a new campus on Hong Kong Island. Situated in Tin Wan, Aberdeen, the school will be a second campus for NAIS HK, and is expected to open in August 2017, creating approximately 520 Nursery, Reception and Primary places, subject to receipt of customary regulatory approvals.

The added capacity in the new Tin Wan, Aberdeen campus, will allow NAIS HK to further develop the existing campus in Lam Tin to house the expanding Secondary school.

PwC appoints new Hong Kong/China Fintech and Regtech Leader



PwC is pleased to announce the appointment of Henri Arslanian as Fintech and Regtech Leader, China & Hong Kong. Henri is a published author, a TEDx speaker and an adjunct associate professor at the University of Hong Kong, where he teaches

Fintech and entrepreneurship in finance.

Among many academic and industry awards, Henri holds a Masters in Chinese Law from Tsinghua University and a joint Executive MBA from Columbia Business School, London Business School and HKU.

Henri's appointment strengthens PwC's capabilities in advising clients on the adoption of Fintech and Regtech. He will be based in Hong Kong and will have a particular focus on Greater China and other Asian markets, while acting as a bridge with the US and other global PwC teams.

Baker McKenzie elect New Global and Asia Pacific Chair



Gary Seib was appointed to the role of Asia Pacific Regional Chair at global law firm Baker McKenzie in October 2016. He is also on the Firm's Global Executive Committee, and will be working closely with Paul Rawlinson, the Firm's newly appointed Global Chair, and other committee members to develop and implement global business strategy and manage the firm's day-to-day business across 77 offices in 47 countries. The Committee, led by Paul, recently convened in Hong Kong to discuss the firm's plan going forward. Paul is the first British Chair of Baker McKenzie.

Virgin Atlantic appoints new Head of Asia Pacific



Virgin Atlantic is delighted to announce that Brad West has been appointed the new Head of Asia Pacific.

Brad took up his new position on 1 November, with responsibility for Virgin Atlantic operations across Hong Kong and mainland China.

Based in Hong Kong, Brad will lead the 40-strong team across Asia Pacific, and oversee offline markets in Asia and Australasia. Brad joined Virgin Atlantic in 1993 and has held key roles across the airline's sales and international division, most recently as Head of Specialist and Regional Sales, based in the UK.

"I'm delighted to be taking up the role of Head of Asia Pacific for Virgin Atlantic. Travel between Hong Kong, China and the UK has never been easier or more popular, and aviation underpins the continued growth in tourism and trade between these nations," Brad said following the announcement of his appointment.

"Virgin Atlantic recently invested brand new Boeing 787 aircraft on all flights to and from Asia Pacific. We are also heavily investing in our customer experience to continue to offer the unrivalled levels of service for which we are famed."



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Breakfast with Alok Sharma MP, UK Minister for Asia and the Pacific

2 December 2016 – The Hong Kong Club, 1 Jackson Rd, Central

Alok Sharma, the UK's Minister for Asia and the Pacific, addressed members of the Chamber during his first official visit to Hong Kong in December. Mr Sharma talked about the Brexit vote, the challenges and opportunities it will bring, and the UK's future relationship with Hong Kong.

On Brexit, Mr Sharma noted that despite future challenges, the British business environment remains highly regarded with a respected system of law and the lowest corporation tax rate in the G20, which will be further reduced to 17% by 2020.

Mr Sharma explained that during ministerial visits to Asia and the Pacific, after discussing Brexit, the conversation generally focuses on bilateral trade, and crucially, on the opportunities for structuring a new free-trade agreement. He noted that investors continue to see the UK as an attractive place to invest, citing the £24 billion Soft Bank investment into ARM Holdings, (the biggest investment into the UK from Asia ever), and Nissan's recent confirmation that its plant at Sunderland will go ahead, securing 7,000 jobs.

With regards to the UK's relationship with Hong Kong, Mr Sharma said that the UK Government wants to see more UK-Hong Kong collaboration on education, and more UK technology being used in



Hong Kong hospitals. Additionally, the Government hopes to see more investment from Hong Kong into the UK economy.

A full transcript of the Mr Sharma's speech can be found on the Chamber's website.

Making Corporate Transformation Happen: How Businesses can Keep Up with Industry Changes

18 November 2016 – Infiniti Lab, 2/F, Hopewell Centre,
183 Queen's Road East, Wan Chai



Andrew's talk was memorable for the frankness and openness with which he described the difficulties Microsoft was facing five years ago when the markets and media were uniformly prophesising the demise of the company. Andrew explained that it was through true corporate transformation that Microsoft reversed the situation. Today, Microsoft is back at the pinnacle of the technology sector, and is a torch bearer for how to effectively run an organisation so that everyone involved is "walking the walk and talking the talk," he said.

In late November, Andrew Pickup, the Senior Director of Communications for Microsoft Asia, was kind enough to return to the Chamber and give another riveting talk.

The Chamber and its SME and Start up Committee would like to thank Andrew for another great presentation and we look forward to inviting him back for round three in 2017.

Fintech: Disruption or Interruption?

**2 November 2016 – Infiniti Lab, 2/F,
Hopewell Centre, 183 Queen's Road East, Wan Chai**



An early morning start was required at the Infiniti Lab in Wan Chai so that over 90 attendees could squeeze as much information as possible from the amazing panel that the SME and Start up Committee had organised on the topic of "Fintech: Disruption or Interruption".

Moderated by Napoleon Biggs of Web Wednesday fame, the panel included Nelson Chow, Chief FinTech Officer, Hong Kong Monetary Authority; Dave Chapman, COO and Co-founder of ANX International; James McKeogh, Partner, KPMG; and Mukesh Bubna, Founder and CEO of Monexo. The panel offered insight into the fintech space in Hong Kong and its position globally as a serious fintech player.

With many eyes on Nelson to see how the HKMA is positioning itself as a forefront regulator in fintech, Nelson was flawless in his knowledge and response to questions asked. Dave provided excellent insight into how Blockchain will play a major part in the incumbent disruption, which James supported

with real-life scenarios, describing how fintech will realistically impact the actual world of people.

It was interesting to hear about how Hong Kong compares to the Indian fintech space from Mukesh, who did not need to carry cash for the three weeks, as his purchases of fruits and vegetables were made through mobile wallet payments. It was clear that a market cannot be a leader in all aspects of fintech so while Hong Kong is ahead in some aspects, it has catching up to do in others.

The panel opened up scope for further discussions and events when the conversation moved towards how evolving technology can be regulated when even the technology developers are not sure which direction it will take. The Chamber would like to thank the SME and Start Up Committee for helping arrange this popular event.

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Driving Innovation: Challenges and Opportunities for Connected Cars

22 November 2016 – Tesla, 202 Queens Road East, Wan Chai



The Chamber hosted its latest event under the BT-sponsored Innovation & Technology series, about the hot topic of connected cars.

Guests gathered over hot coffee, fresh croissants and pastries, provided by La Station, at the Tesla showroom in Wan Chai to hear Steve Masters, Chief Innovation Officer at BT, together with Julian De Jonquieres, Tesla Charging Manager for APAC, talk about the future of innovation in driving.

The conversation addressed primary barriers to adoption, such as security and privacy issues, as well as the opportunities available for the emerging ecosystem. Will connected cars become the future? The level of engagement during the stimulating Q&A session seemed to indicate so!

The Chamber would like to thank BT for their valued sponsorship, as well as the Chamber's Innovation & Technology Committee for organising such a stimulating event.

Better Business – The Innovation of Work

13 October 2016 – KPMG, The Hub, 22/F Hysan Place,
500 Hennessy Road, Causeway Bay



– By Simon Phipps and Pat Woo

Hong Kong's new series exploring innovations in the field of better business – doing the right things in the right way – got off to a flying start in October. Each "Better Business" event will adopt a different theme and aims to connect all interested players in the ecosystem – a first for Hong Kong – from start-ups and NGOs through established businesses to members of government, academia and the investment community.

The first event of the series took a look at the evolution of work: from co-working spaces and hot desks that are improving the traditional workplace model, through improving flexible and part-time working, to developments in AI and robotics that are set to cause a huge shift in manpower needs and what gets done and by whom. The event also explored what is being done to transform workforce productivity and well-being here in Hong Kong.

In keeping with its "innovation" ethos, the series broke with tradition from the start by re-setting the



way that many collaboration and networking events are run. Multiple presenters, representing the big and the small, were all allocated the same three minutes – set against the clock – to pitch their insights related to the theme, while standing on soap-boxes. In many ways, the presentation was similar to pitch-funding events run by venture capitalists, akin to the Dragon's Den. Showcasing booths brought further



differentiation, creating a market-place feel between pitching slots throughout the event.

The event was driven by the CSR Committees of the British and American Chambers, and was supported by various other chamber committees as well as a wide array of organisations including: Community Business, CSR Asia, Cyberport, HK Science & Technology Park, HK Shared Good Values, SIE Fund, SOW Asia, The Canadian Chamber of Commerce, and The Good Lab.

Feedback from attendees suggests that there is strong demand for future events in 2017.

Other chambers are keen to get involved going forward, and the Committee is in the process of mobilising a cross-chamber core team to marshal more activities next year. If you would like to get involved, or have suggestions on themes for future events, please feel free to reach out to Simon Phipps of the British Chamber at simon.phipps@kpmg.com or Pat Woo, of the American Chamber at pat.woo@kpmg.com. The next event will likely be held in April 2017.

BETTER Business Innovation Series



Speakers that were "up on the soapbox" included:

Sophia, Hanson Robotics;

Dr David Chung Wai Keung, Under Secretary for Innovation and Technology, Government of Hong Kong;

Mr Stephen Sui JP, Under Secretary for Labour and Welfare, the Government of Hong Kong;

Mr Byron Lam, Assistant Director of Efficiency Unit, the Government of Hong Kong;

Mr George Chen, Head of Public Policy, Hong Kong and Taiwan, Facebook;

Ms Susan Evans, Founder, Innovate2Sustainability;

Dr Jane Lee, Director, Hong Kong Sheng Kung Hui Welfare Council;

Ms Julianne Minster, Vice President Asia Business Development, Delos;

Mr Scott Stiles, Co-Founder & General Manager, Fair Employment Agency;

Mr Christian Tooley, Consultant, Workplace Strategy & Occupier Consulting, CBRE APAC; and

Ms Eunice Wong, Co-Founder, Quikspaces.

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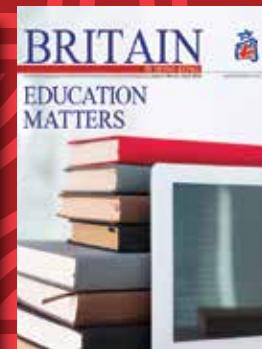
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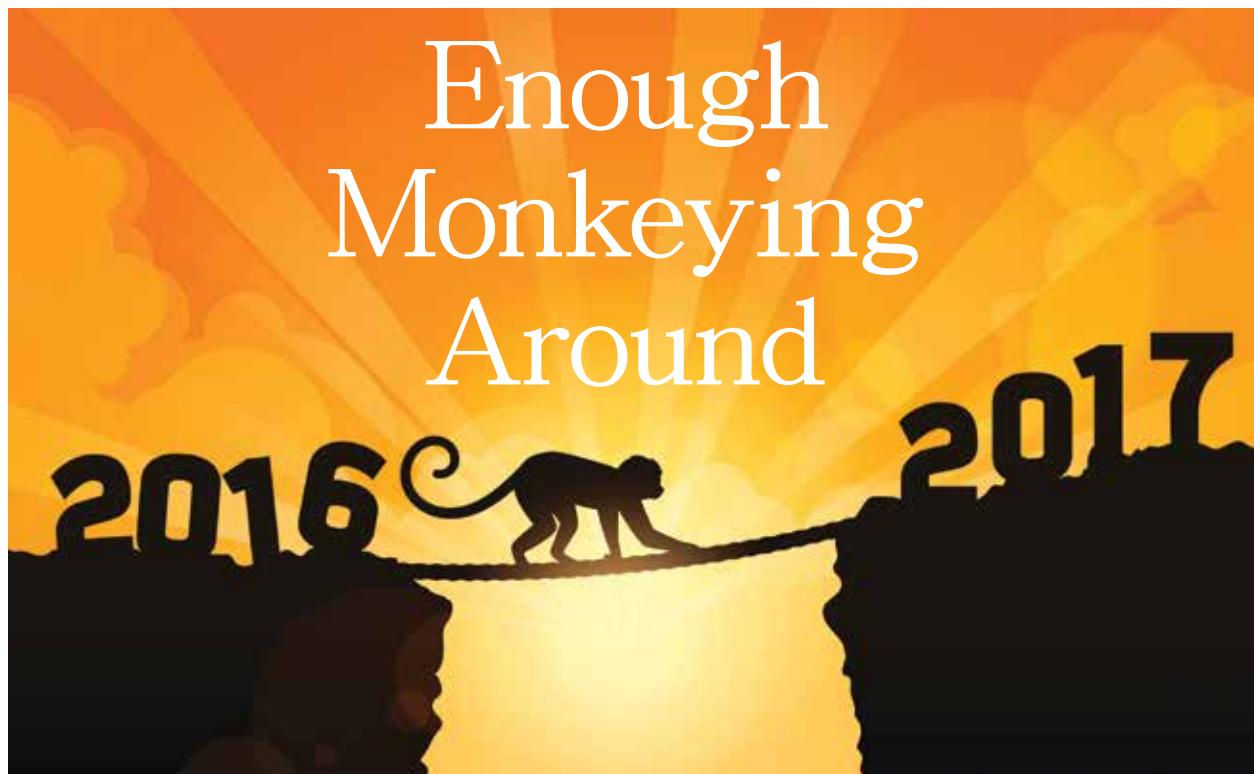
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What a year it's been: *Britain in Hong Kong* reviews the highs and lows of 2016, and looks forward to brighter – if no less controversial – days in 2017.

– By Gina Miller

In our January 2016 article, "Sign of the Future", we noted that the year of the Fire Monkey (2016) represented the "most active and aggressive of the Monkeys... a dominant animal that gravitates towards leadership roles, is constantly competitive, and aims to control every situation."

"The Monkey's goal is to reach the top and stay there, and is considered creative, dynamic and especially gifted at drawing people to him," we wrote.

In the bright light of hindsight, it is easy to read descriptions like these as spookily prophetic. But whether or not one takes any stock in horoscopes, what most journalists, bloggers, and soap-box aficionados do seem to agree on is that 2016 ushered in a massive shift in global politics and alliances, and has sadly marked the deaths of many beloved and controversial artists, scientists, astronauts and world leaders.

It's been a tough year; now it's time to take stock.

2016: A Terrible, Horrible, No Good, Very Bad Year?

January

It all went horribly wrong straight out of the gates. January took rock superstar David Bowie, iconic actor Alan Rickman, and veteran broadcaster Sir Terry Wogan from the world.

The WHO announces an outbreak of Zika Virus.

Syria – a tragedy that continues throughout the year.

On 24 January, the Hong Kong Observatory reports temperatures of 3.1 degrees Celsius, the coldest in 59 years. Nearly 130 hikers and marathoners on Tai Mo Shan require rescue and 67 were hospitalised for hypothermia.



February

Chinese New Year brought us the Fishball Revolution, instigated by a clash between the FEHD, police, and illegal hawkers in the market streets of Mong Kok.



Albert Einstein's general Theory of Relativity is proven valid when scientists announced they had heard and recorded audio of two black holes colliding into each other a billion light-years from earth.

March

The four-game Google DeepMind Challenge Match between Google's AI program, AlphaGo, and South Korean professional Go player Lee Sedol, ends with AlphaGo winning the final match.

President Barack Obama visits Cuba; it was the first visit from a US President to the country in 88 years.

Three bombings in Brussels, Belgium kill 32 and injure at least 250 more people. ISIS claims responsibility.

April

The Panama Papers are leaked, revealing details of how some of the world's richest people moved their assets to secretive shell companies in lightly regulated jurisdictions.

American pop star Prince is found dead at his home in Minnesota.

May

Fort McMurray, an oil town in Alberta, Canada, burns in a massive forest fire. Amazingly, emergency services successfully evacuate 88,000 people without loss of life.

Using the Kepler telescope, NASA announces the discovery of 1,200 new planets, an important step in finding earth-like planets.

Leicester City, starting the campaign with 5,000-to-one odds, win the English Premier League Football title in what was billed "the most unlikely triumph in the history of team sport."

Maverick anti-crime candidate Rodrigo Duterte wins the Philippine presidential elections.

June

In a shocking upset, the UK votes to leave the EU. Betting markets had assumed that "Remain" was in with an 88% chance of winning.

UK Prime Minister David Cameron resigns following the "Leave" vote.

Muhammad Ali, former Heavyweight Champion of the World, dies.

July

Pokémon Go launches internationally, sending thousands into the streets chasing digital avatars.

"Remain" voter and Home Secretary Theresa May is confirmed as the new Prime Minister of Britain.

The Philippines wins its case against China at The Hague over the legality of China's Nine-Dash-Line claim in the South China Sea.

Nobel Peace Prize laureate, author and Holocaust survivor Elie Weisel dies.

Turkey experiences an attempted coup by a group of soldiers within the country's military. President Recep Tayyip Erdogan promises payback to the traitors.

August

Britain enjoys an amazing outcome at the Summer Olympic Games held in Rio de Janeiro, Brazil. The British team won a total of 67 medals: 27 Gold, 23 Silver, and 17 Bronze.

Astronomers announce the discovery of a new, earth-like planet. Proxima b is a rocky planet with a surface that has the potential to sustain life and is only 4.2 light years away from earth.

The Colombian Government makes peace with the FARC rebels in an effort to end 50 years of conflict.

Some 2,000 murders are reported in the Philippines due to extrajudicial killings at the behest of President Duterte.

September

Pope Francis canonises Mother Theresa, making her Saint Theresa.

Hong Kong's legislative elections have the highest voter turnout in the territory's history. For the first time, Localists win seats.

The US and China ratify the Paris Global Climate Agreement.

October

Britain invokes "Turing's Law" and announces the pardon of thousands of gay and bisexual men. A total of 65,000 men were convicted of "gross indecency" under the legislation, 15,000 of whom are still alive today.

The Maldives votes to leave the Commonwealth.

The King of Thailand, Bhumibol Adulyadej, dies.

November

The High Court in Britain rules Parliament must approve Brexit before the process of leaving the EU can begin.

The Hong Kong High Court disqualifies pro-independence legislators Sixtus Leung and Yau Wai-Ching from taking their seats in Legco after they refused to pledge allegiance to China during the swearing-in ceremony.



Donald Trump wins the 2016 US presidential election and will become the 45th President of the US.

Fidel Castro, former President of Cuba and revolutionary communist leader of Cuba for more than five decades, dies at age 90.

Leonard Cohen, beloved Canadian poet, songwriter and artist, dies at age 82, shortly following the release of his album *You Want it Darker*.

December

French President François Hollande announces that he will not seek re-election. Meanwhile, Italy's Prime Minister Renzi and New Zealand Prime Minister John Key resign from office, and South Korean lawmakers vote to impeach President Park Geun-hye, the first female president of Korea.

Hong Kong Chief Executive CY Leung announces he will not seek re-election when his current term ends in July 2017, citing family reasons.

AA Gill, writer and *Sunday Times* critic; John Glenn, the first American to orbit the earth; British actor Peter Vaughan, American actresses Carrie Fisher and her mother Debbie Reynolds; and beloved singer, songwriter and record producer George Michael, all died in December, rounding out a grim year of lost icons. **B**

Elections to watch in the Year of the Rooster

Regarding the upcoming Year of the Fire Rooster – a horoscope animal characterised by the traits of confidence, pompousness and motivation – we can only say: "Bring it on."

"Roosters are extremely sociable and prefer being the centre of attention, always bragging about themselves and their accomplishments. They continually seek the unwavering attention of others which can be annoying," says an online guide to Chinese astrology and the Chinese zodiac.

"The Rooster's bossiness and honest 'tell it like it is' approach doesn't work well with sensitive individuals. Roosters need to partner with those who are tough-skinned." Fortunately, after 2016, we are almost fully inured. Here is what we have to look forward to in 2017.

- 26 March – Hong Kong Election for CEO;
- 15 March – The Netherlands's general election, March 15;
- 23 April and 7 May – France's presidential election (two rounds);
- 19 May – The WHO's director-general election;
- October or November – China's Politburo Selection at the 19th National Congress;
- 22 October – Germany's federal election;
- 20 December – South Korea's presidential election; and
- Late 2017 – Thailand's general election.

Gen Z: Life Beyond the Glass Ceiling?

The technology generation was born to Skype, Facebook, Yahoo and all things Internet. Will this Generation Z free us from the margins that have traditionally split the workplace?

– By Gina Miller



Sponsored by 

On 30 November, the Chamber's Women in Business Committee held its annual panel at the ICBC Building on Garden Road, Central. The topic of the 2016 panel was titled "Gen Z: Life Beyond the Glass Ceiling?" and was mediated by Stephen Callander, the Chief Financial Officer for Hong Kong at Barclays.

"Will gender barriers be a reality, and if not, what barriers might they face?" the event invitation asked its attendees. "Will Gen Z be the generation that finally experiences life beyond the glass ceiling?"

Roughly 80 guests attended, mingling and enjoying canapés and drinks before the panel was introduced, and speculating on the meaning of the terms in the word-cloud projected on the screens of the front wall. What did "gullible", "yolo" and "snowflake" have to do with "tech", "digital" and "innovative", they wondered. Were these the words that defined Generation Z? They didn't have long to wait to find out.

Clarence Yang, the Chief of Staff to BlackRock's Asia-Pacific Chairman; Karen Farzam Co-Founder of WHub.io; Yanjun Chen, Account Manager at Thomson Reuters Hong Kong and Editor of the Thomson Reuters women's network global newsletter; and Karen Li, Executive Director and Deputy Chief Executive Officer

of Vinda, were the event panellists and offered engaging examples of their own experiences, and their opinions on the future that Generation Z would shape.

Stephen Callender introduced the panel and the subject at hand. Generation Z is currently entering the workforce, and they are drawn to careers that combine an ability to make a personal, meaningful impact with good financial reward and a flexible work-life balance. What we would discover was what matters to Generation Z, and would they be the generation that finally experiences life beyond the glass ceiling?

Most important, what makes Generation Z different from their predecessors?

Defining Generation Z

Who are Generation Z, after all? What actually defines one generation from the next, apart from birth year, and what makes a new generation so significant to the workforce, particularly before they have even actually started to work?

According to the all-knowing sage Wikipedia, Generation Z titles are legion, including "post-

millennial", "iGeneration", "founders", "plurals", and "homeland generation". The New York advertising agency Sparks & Honey also suggested names "Gen Tech", "Gen Wii", "Net Gen", and "Digital Natives". There are doubtless many more.

Generation Z birth dates are not precise, but generally agree on a range between the mid-1990s and the early 2000s: placing them at roughly 12-22 years of age today.

What is most important to those trying to understand Generation Z is the fact that this generation has grown up with the Internet as a de facto presence throughout their lives. Generation Z is widely perceived as being entirely comfortable with technology and as having fostered and nurtured most of their social interactions through social media. These are largely perceptions, of course, but most are buttressed by demographic studies and consumer research.

By the numbers

According to research by Rnstad (a recruitment agency) and the US Department of Labor, Generation Z is projected make up 36% of the global workforce by 2020. Today, Generation Z makes up about one quarter of the US population alone, and 20 million of them are already in the workforce in internships and entry-level positions, according to Arcadis (a global design and consultancy firm) research.

The corporate world is already suffering from a shortage of skilled IT workers, and with the rate of change with digital disruption, increasing advancements in IoT (the Internet of Things) and AI (artificial intelligence), most employers are painfully aware of known unknowns: they don't know what specific tech skills are needed next, but Generation Z will clearly be the best equipped workforce to manage those changes. Subsequently, hiring and retaining these future skilled employees is critical to corporate survival.

Panellist Clarence Yang was succinct in his summary of the challenges of hiring new tech talent: "It's a knife fight". Generation Z is going to take over, he said, "If you can't get them, you won't survive."

Yang noted that today's corporates realise that tech is pervasive, and that they need to rethink how to hire talent. The hiring environment is changing, and Generation Z – in his view – assumes that the workplace will be de facto inclusive, and will offer an improved, more appealing, collaborative and attractive office lifestyle. Generation Z's drive toward inclusivity is what will lead markets.

A diverse, inclusive, global village

Each of the event panellists had a somewhat different approach on how to reach increased diversity in business – for instance, Yang supports affirmative action measures; Karen Li does not – but all panellists agreed that diversity and inclusion is what Generation Z expects from the workplace. The notion of a glass ceiling is almost dismissed – enshrined in a yesterday where women couldn't vote, hold public office, or take on corporate positions of authority.

According to the website girlspeakout.org (founded by Andrea Johnston and Gloria Steinem in 1994) Generation Z girls are less likely to identify with the roles and traditions of women from previous generations, are more likely to have strong feminist attitudes, and expect gender equality as the norm, not a notable exception.

Dr Tracey Wilen, a scholar and leader on the impact of technology on society, work, women's leadership and careers, notes that in her own research, "the younger Generations X and Y men and women were less inclined to view leadership in terms of gender but as a set of qualified characteristics and attributes that the ideal individual possesses," and that issues of gender and race are less important to Generation Z, purely because their perspective is that they should not be issues at all.

Panellist Karen Farzam certainly has not been held back by her gender. Originally from France, Farzam's education was in STEM (science, technology, engineering and mathematics) subjects. Following her education, she worked in Tokyo for six years as a JP Morgan exotic equity derivatives trader. When she moved to Hong Kong, she transferred her attention to the digital world and worked for an IoT start-up before co-founding WHub – an online platform where start-



ups make meaningful connections to develop their business. Karen is also the Co-founder of Women Who Code Hong Kong, a non-profit organisation which inspires women to excel in careers in technology.

Although she was one of very few women in engineering during her education, and one of few women who were in the advance battalion of software engineering, she didn't feel out of place or beleaguered by her mostly-male colleagues. Like for her fellow woman panellists, Yanjun Chen and Karen Li, glass ceilings are not a concern. All three women have enjoyed great success; all three are young, energetic and vibrant.

Farzam did express disdain over being praised as a Great Woman Coder, rather than a Great Coder; her fatigue for the gender division was clear, though she was light-handed in her desire to be admired for her work, rather than for her work as a woman.

Currently though, women continue to lag men in entering advanced STEM fields. The (US) National Girls Collaborative Project notes, "women earned 57.3% of bachelor's degrees in all fields in 2013 and 50.3% of science and engineering bachelor's degrees. However, women's participation in science and engineering at the undergraduate level significantly differs by specific field of study. While women receive over half of bachelor's degrees awarded in the biological sciences, they receive far fewer in the computer sciences (17.9%), engineering (19.3%), physical sciences (39%) and mathematics (43.1%)".

The UK Women's Engineering Society notes that only 9% of the current engineering workforce and only 6% of registered engineers and technicians are women. In Hong Kong, women made up 33% of the local

first-year undergraduate intake for STEM degrees in 2014, down from 34% in 2013, according to Education Bureau statistics.

Whether or not Generation Z believes there will, or should, be divisions in the workplace, statistics indicate that some divisions are still present. And STEM jobs are currently the fastest growing market. According to the International Society for Technology in Education (ISTE), engaging girls in STEM subjects at an early age is essential to closing the gender divide. All of which presupposes that there remains a gender divide in critical employment areas.

So is there a ceiling?

Perhaps expectations of a glass ceiling are gone because Generation Z has faith that it will achieve what it desires. Perhaps the ceiling is actually a cloak of invisibility (to borrow a *Harry Potter*, age-appropriate metaphor) disguising the benefits of STEM subjects from young women, for instance.

Models such as Farzam, Chen and Li offer positive signals that girls may see more examples of women succeeding and enjoying STEM careers; the technological intelligence that is a native aspect of Generation Z's identification will presumably get them there faster.

The connected, collaborative generation

Chatting with a few Generation Z-ers after the panel, it became clear how swiftly they grasp information. Answers are at literally their fingertips.

Obviously smart phones are ubiquitous, but to have one's full digital profile (education, career, hobbies and photos) pulled up within seconds of meeting someone; to have been issued an invitation to "follow/befriend" that person online, only seconds later, and have this seamlessly integrate into the conversation, erasing barriers of age, gender and ethnicity through the absolute egalitarianism of binary, was somehow startling.

Whatever Generation Z represents or will come to represent, it is a future that – by design – intends to be knowable and worth knowing. B

The Chamber would like to thank the Women in Business Committee for organising the event, as well as Barclays for their ongoing sponsorship.



Gender Diversity – A Business Imperative

Hong Kong has an opportunity to realise the value of more than half of the workforce. – By Kirti Lad

The world of business is going through a major period of uncertainty; geopolitical tensions, market instability, digital transformation and global competition are all contributing to a period of unprecedented change. Despite the many distractions and other priorities facing leaders today, we simply cannot afford to overlook the need to create a gender balanced workforce at all levels, as a business imperative. There can now be no doubt that

gender balanced boardrooms and leadership teams make good business sense. There are countless research studies to prove the case.

Women still face many challenges in reaching positions of senior leadership; societal expectations and family pressures are further exacerbated by corporate culture and structural barriers. In Hong Kong one of the greatest barriers for progression is the limited number

of opportunities for women to step up. Representation of women on boards in Hong Kong has stagnated at 11.1% in 2016 (Community Business' Women on Boards Report 2016). The number of all-male boards has actually increased from 14 to 16 (out of 50), bucking the downward trend seen since 2012.

Groupthink – lack of diversity in the boardroom

An effective board requires new perspectives and skills. Board members, and chairs in particular, should expect to be challenged in their thinking and open to alternative viewpoints. When it comes to widening boardroom diversity, Harvey Nash's recent Board Research "Beyond Governance" in association with London Business School's Leadership Institute, highlights that the majority (51%) of board members do not feel addressing diversity is a concern. This is hugely worrying.

Companies often cite an inability to find skilled female talent. However, initiatives such as the Women's Directorship Programme, a joint venture between The University of Hong Kong, HKU Business School and Harvey Nash, demonstrate there is a strong pool of senior female talent ready to take on the challenge of a board role.

Keys to success for female executives

Based on insights from the Women's Directorship Programme, we have identified five keys to success in a woman's career:

1. **Coaching** can be used to develop a particular skillset or to support career development. It serves to cultivate self-awareness to enhance leadership ability. Coaching is often focused on behaviours and managing change.



Kirti Lad
Director,
Harvey Nash
Executive
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2. **Mentoring** can be completed formally through an internal programme, or informally through your own networks. There is also huge value in acting as a mentor for others in order to share knowledge and develop future leaders.
3. **Sponsorship** is a relationship that has to be earned. In order to be sponsored, you have to be known – sponsors are the gateway to new opportunities. Research from the Centre for Work-life Policy – The Sponsor Effect, demonstrates a sponsor can benefit a career between 22-30%.
4. **Networking** is essential to any top executive in order to build and exert influence. Female leaders are less inclined to put themselves forward, tend to undersell their achievements, and often network less effectively, failing to capitalise on their networks to advance in the workplace. In addition to internal networking within your organisation, be sure to look beyond and develop contacts from outside of your industry or field.

5. **Training** and continuous learning and development is central to any executive career. Investment in honing and developing new and pre-existing skills is essential, both internal and external training is beneficial.

Hong Kong still has a long way to go to fully leverage the power of over half the talent available. Now is the time for change. Men need to continue to champion senior female talent, women have to keep driving forward to challenge the status quo and companies must embrace gender diversity as the business imperative it is. **B**

Harvey Nash has helped over half the world's leading companies recruit, source and manage the highly skilled talent they need to succeed in an increasingly competitive, global and technology driven world. With over 7,000 experts in more than 40 offices, Harvey Nash works with clients to deliver a portfolio of services: executive search, professional recruitment and IT outsourcing. Visit www.harveynash.com/hk for more information. Contact Kirti at kirti.lad@harveynash.hk or Harvey Nash via info@harveynash.hk or follow us on Twitter @HarveyNashAPAC.



Fintech Sector Needs More Women

It's a double-whammy: tech and finance have traditionally been male-dominated fields and as such, have been limited in perspective and experience. The inclusion of more women and greater diversity in general have proven to increase ROI and offer fresh insights for those companies wise enough to broaden their workforce.

– By Ivan Yip

The global focus on fintech has presented a wealth of opportunities, with the potential to break down barriers in finance and give access to the underrepresented. But fintech professionals have a problem; they're just as homogenous as every other traditional industry.

Fintech is positioned between two male-dominated industries: finance and technology. In both industries, it's more common to find women in roles like marketing, business development and sales than in programming and leadership. The number of female entrepreneurs in fintech accelerators is consistently well below 20%.

"For any field, belonging is an important factor," says Maxine Ryan, co-founder of Bitspark in Hong Kong. "If an industry is predominantly male, it can be hard to feel accepted as a minority, making a psychological barrier or even type-casting gender."

There are some powerful women in fintech who do stand out and are strong leadership examples. Londoners Clare Flynn Levy, CEO of Essentia Analytics; Julia Groves, Director of UK Crowd Funding Association and CEO of Trillion Fund; and Louise Beaumont, Co-Founder of Platform Black, are three women at the top of the game.

The push for greater corporate gender diversity only benefits companies; especially start-ups that hope to reach a global audience and grow. A



study from Cornell University indicated that companies with a female founding member had as much as a 30% (average) increase in long-term returns compared to companies that were founded by men alone.

Globally, there are many fintech conferences that now include women's panels speaking about the issue of diversity problems in the industry. But in too many cases, every other event speaker continues to be male, leaving the general discussions about fintech and business development solely filled with male speakers.

"The biggest hurdle in fintech is to get more women involved in the first place, which means a shift in mentality towards fintech as a genderless industry," says Ryan.

The government has the power to take the first step in attacking this problem. For example, last March, the UK's Global Digital Service (GDS) office announced that no one from its team would take part in a panel discussion of two or more people unless there was at least one woman on the panel, (not including the chair).

"There is a gender diversity problem in the digital industry," wrote Stephen Foreshew-Cain, former GDS Executive Director. "There are still many more men employed in it than there are women, a problem that's made, and looks, even worse at the conferences and events we host and attend."

The GDS pledge isn't unique; it's a replication of the Owen Barder pledge. Barder, a former UK civil servant and now a director at the Center for Global Development, offers a space on his blog for people to sign a pledge like GDS's, to commit to having more

women speak at events in all industries. His website explains why, after years of attending conferences and events, he's taking a stand on diversity.

Education will also play a growing role in diversity. New initiatives to bring young women into the science, technology, engineering and mathematics (STEM) fields, needs to start in primary and secondary schools.

"There is a lack of diversity in all countries, regions and sectors," says Ryan. "It's an on-going discussion on every level and what it will come down to is education and encouragement of women in STEM and finance. This needs to begin as early as high school, and the community must build a welcoming environment."

Despite its challenges, the potential for diversity in fintech is abundant.

"Finance and technology is crucial to all points of everyone's lives regardless of physical or biological aspects," says Ryan. "Out of diversity you get new ideas and a different way of thinking."

The Department for International Trade in Hong Kong is working on encouraging more gender diversity

in the fintech sector, which would benefit the industry in a long term. The fintech sector in the UK generates £20 billion annually and is supported by the UK Government and regulators. **B**

If you are a fintech company in Hong Kong and would like to setup and explore opportunities in the UK, please contact Ivan Yip at Ivan.Yip@fco.gov.uk. For the latest information, please follow us on Twitter @tradegovukhk or <https://invest.great.gov.uk/int/industries/financial-services/financial-technology/>

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How to Find, Hire and Keep a Diverse Team

A broader scope and the promise of a work-life balance are key to attracting a powerful, diversified workforce. – By Eric Yee

Tech-savvy, creative and career driven: millennials are the largest, most diverse generation around the world. By 2020, they will make up half of the world's workforce and their diversity may turn out to be the greatest benefit that employers gain as their

ranks in the workforce swell. Research has shown that diverse teams are consistently powerful drivers of business success. A 2015 McKinsey analysis found that globally, gender-diverse companies are 15% more likely to outperform their less diverse peers.

Diverse companies and teams are proven to be better able to recruit and land top talent; they're also better at improving customer relations, employee satisfaction and decision-making. For a business to understand its customers it needs to know who those customers are (and specifically, who the millennials are), that make up the target audience. Representatives of this group are best equipped to provide customer insight into their peers. The only question is: how does an employer start to build a diversified, young team?

How to hire a diverse workforce

With such clear benefits, it seems like every company should already be well on their way to gender parity and ethnic diversity. But achieving greater diversity isn't that easy. Companies all over the world, including LinkedIn, are working hard to increase diversity in the office. We all still have work to do. A new approach LinkedIn introduced in 2016 was to mandate that we find a diverse slate of candidates for every new role we're hiring for.

Other strategies for finding stellar diverse talent are simple, once a company has opted to buy-in. Traditional hiring tactics are no longer useful. For instance, does your company generally hire from a pool of candidates who attend a few select schools? If so, it is time to broaden your scope and find partners who can help identify great new diverse hires.

Also, employers cannot afford to forget that hiring is just the beginning; retention is critical. Stay engaged, and listen to all your employees and what they need. Retaining more female employees, and

hiring different genders and employees of different nationalities and backgrounds creates a talent pipeline that will help your company build diversity in the C-suite and on boards.



“

Other strategies for finding stellar diverse talent are simple once a company has opted to buy-in. Traditional hiring tactics are no longer useful.

”

Women in the workplace

Lessons in retaining women can be found in LinkedIn's 2016 Talent Trends research, which shows that millennial women care more about work-life balance than other generations. To retain millennial women, companies must establish a culture at the office that values work-life balance.

Purpose plays a role, too. LinkedIn found that 43% of women in STEM fields (science, technology, engineering and mathematics) – industries where women are greatly underrepresented – are more motivated by purpose than money. Companies must demonstrate how women's work fits into a greater purpose in addition to the bottom line.

Millennial women also value in-person feedback on their job performance, and are driven to do a good job and advance. They're not afraid to ask for guidance while striving to get ahead. It is important to make certain these women get the guidance they are seeking with actionable targets for managers.

Your company will have better luck finding female talent if women see a strong stance on diversity, greater gender parity and workforce inclusion. This doesn't mean you have to be perfect – it means you must show that you're working towards a better workforce.

As the world shrinks, diversity is more powerful – and more important – than ever. **B**



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Eric is passionate about building great teams and evangelizing innovating products/services across multiple industries and geographies. He has held leadership positions for Google Greater China and Oracle in Hong Kong, Australia, and the US across multiple industries. Connect with him on LinkedIn at www.hk.linkedin.com/in/eryee.



Creative Spaces

The next generation doesn't want your grotty cubicles and utilitarian carpets, nor will it need to accept them. Tomorrow's workplace offers comfort, creative spaces, and high-tech tools. In return, employers win the HR race.

– By Jason Chau

In today's environment, change is the only constant and the ability to adapt to change is the primary determinant in any corporate success. Digital tech has obviously been the principal catalyst in shifting consumer behaviours and transforming how organisations go to market, and as digital increasingly blends into our lives through sophisticated IoT, it will increasingly alter corporate development, internally – in the workplace – and externally, with the client or end user.

The workplace, like the digital revolution, is changing swiftly, and a large portion of a company's success can be determined by how it rethinks workplace design to improve the environment, productivity, creativity and collaboration. I believe companies will accelerate their pace in reshaping their work environments in order to motivate their employees and attract new talent.

A shared work-place vision

Corporates and their employees have a shared objective that is driving this acceleration in workplace redevelopment. Companies are looking for increased collaboration, flexibility and transparency in the workspace, driven largely by employees who are in a position to demand these preferences in the way they work. This shift toward an environment that is more conducive to collaborative and creative efforts has been largely driven by the needs of millennials, who will dominate the workforce in the next 10 years, and by the "Gen Z", who companies are keen to recruit because of their now-innate technological skills.

Over time, Accenture has witnessed (and aided) our clients in reimagining their businesses and creating new and exceptional working experiences. Subsequently, we have come to believe that a workplace environment that embodies the right design principles and ethos to promote and elevate ideas would ultimately maximise the creative power and productivity of its employees.

And as the old world of office cubicles and siloed individualists gives way to the new world of open offices and collaborative, creative work environments, there is no better or more opportune time to transform office space, to promote better collaboration, creativity, and – ultimately – productivity.

Accenture's redesign

Accenture Interactive Studios in Hong Kong, located at One Island East, has modelled the workplace for our teams and clients, where they can co-create and collaborate in ways that focus on outcomes rather than output. The space is designed to be an inspiring environment for our teams to come to work everyday; it is meant to be a living or social space we are proud to share with our clients (not just for meetings), as well as a workspace where we create and innovate. In fact, the main reason why we call our space "studios" is because we believe it inspires creativity.





When developing Accenture Interactive Studios, we designed each part of it – every table, sofa, café, and room, to be “activity-based spaces” – to drive specific outcomes for our clients and teams, whether those outcomes are to reimagine customer experiences, develop prototype product designs, or just to chill and relax.

We designed the Accenture Interactive Studios with an aim for “work-life integration”, rather than work-life balance, which assumes an artificial or forced separation between work and life. Our hope is that it will be a space where people love to come to work everyday because all their needs are looked after, from a barista that serves craft gourmet coffees, to gaming areas with couches to sink into for breaks and light-hearted conversation, to wellness rooms and in-house massages to help our teams recharge.

It should inspire and be an immersive environment that fosters collaboration and relationships, boosts

creativity and maximises teamwork through our Content Studio, Make Shop (where we innovate and do rapid prototyping), to an abundance of open and collaborative spaces to constantly get people off their seats and into group discussions in front of a digital whiteboard.

There are no offices and the hierarchy is flat, which creates an open and transparent environment. At the same time, the Accenture Interactive Studios understands that alone time can also be precious, so it offers solo spaces throughout the building.

The Accenture Interactive Studios in Hong Kong is the physical manifestation of the way we believe an organisation can thrive in an organic hothouse. I believe that it provides the best new foundation to forge superlative solutions for our clients while offering a space that will easily recruit and retain the best talent for our digital teams. **B**



Jason Chau
Managing
Director,
Accenture
Interactive,
Greater China

Accenture is one of the world's leading organisations providing management consulting, technology and outsourcing services, with approximately 384,000 people serving clients in more than 120 countries.

Accenture Interactive
Part of Accenture Digital

The Global Commerce Behemoth

The Chinese shopping phenomenon, Singles' Day, has transformed e-commerce platforms in China and benefitted UK retailers. – By Demi Ping

As last year's Singles' Day, also known as "Double 11", came to a close at midnight on the 11 November, all of its previous records were once again comfortably surpassed. Singles' Day, a theme which has been dominated by its original inventor, the e-commerce group Alibaba, reached new heights last year, both in the sheer volume of revenue and the number of brands taking part.

Although Singles' Day takes place only in China, orders are placed from across the globe, a fact Alibaba has been keen to point out in its presenting of Singles' Day as a "Global Shopping Festival". In 2016, the country with the most orders outside China was Japan, followed by the USA, South Korea, Australia and Germany.

E-commerce solutions provider Azoya identified two specific trends that stood out on Singles' Day 2016. The first is evidence of major e-commerce players strengthening their collaboration with key opinion leaders (KOLs). The second is that live streaming has become noticeably more popular among Chinese e-shoppers. Other underlying themes of 2016's Double 11 were the introduction of new promotional tools leading up to the event, such as augmented reality games and fashion shows, as well as online-to-offline commerce.

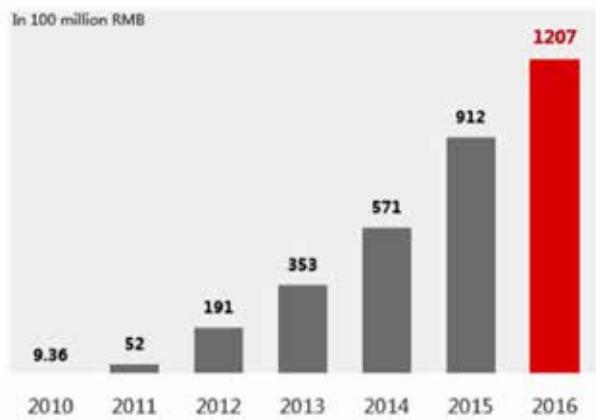
Alibaba's upward GMV curve

Once more, the staggering numbers surrounding the event were the main talking point. The US\$17.8 billion in gross merchandise volume (GMV) on the



day puts the US's rough equivalents, Black Friday (US\$4.5 billion) and Cyber Monday (US\$3 billion), in the shade. The year-on-year rise in sales for the event has also been impressive. Since its conception in 2009, Singles' Day has continued to grow rapidly, though last year's event did see a smaller increase of 32.3% compared to 59.7% in 2015.

Notably, the share of people using their mobile phones to place orders is now greater than ever, moving up from 71% in 2015 to 81.9% last year. The ranking of cities with the highest demand remains





The US\$17.8 billion in gross merchandise volume (GMV) of Singles' Day puts the US's rough equivalents, Black Friday (US\$4.5 billion) and Cyber Monday (US\$3 billion), in the shade.

unchanged, as the volume of orders was heavily reliant on urban areas. The areas with the most orders were: Shanghai (14.5%), Beijing (10.5%), Guangdong (10.3%), Zhejiang Province (9.3%) and Jiangsu Province (7.9%).

The beneficiaries

UK fashion retailer New Look told *Drapers* magazine that it had witnessed "spectacular" growth in 2016 on Singles' Day, particularly in accessories and footwear. A Topshop spokesman said sales were "significantly" up over the same period in 2015, largely driven by denim and styles from within its Petite range. The British men's grooming product company Truefitt & Hill also saw an increase in their

online sales; in the run-up to 11 November, they had participated in offline events such as the British Motorsport Festival and others to expand brand visibility.

New strategies

Recent years have seen a shift in strategy by several of China's e-commerce platforms. Some have made Double 11 part of a series of promotions. JD Global, for example, kicked off its Black Friday (25 November) promotions right after Double 11, while Feelunique offered a "Black Sale" to Chinese e-shoppers from 21-25 November. And in a move, that will significantly increase the amount of merchandise made available to the Chinese market, Amazon China now allows Chinese consumers to access its Prime annual membership programme and seasonal hot buys from Amazon US and Amazon UK.

Policy developments

In a positive sign for the e-commerce industry, on 15 November, the Chinese Ministry of Commerce announced that it would postpone the application of regulations regarding taxes and registration/filing requirements for online retail goods, also known as the "April 8 New Policy", until the end of 2017.

By delaying the regulatory changes for a second time, the government is allowing cross-border e-commerce retailers, cosmetics and healthcare brands in particular, to adjust their business models and make essential preparations before the policy changes come into force.

It is still unclear whether the effective date of this new policy will be postponed even further, but according to Jeff Astle, Executive Director of the China-Britain Business Council, "This is a positive signal that the Chinese government is seeking to reach a balance between regulation and tax revenue, which should help the growth of cross-border e-commerce." **B**

Demi Ping is Assistant Director for Retail and E-commerce of the China-Britain Business Council. The China-Britain Business Council (CBBC) helps British and Chinese businesses and organisations work together in China, the UK and third markets around the world. CBBC delivers a range of events, tailored research, consultative services and a membership programme. For more information, visit www.cbbc.org or email enquiries@cbbc.org



China-Britain
Business Council
英中貿易協會

Return to the Mall

As e-commerce, omni-channel shopping and online bargains continue to seduce shoppers from traditional venues, bricks and mortar retailers fight back with “retailtainment”.

– By Benjamin Fitzgerald

In the battle between online and offline, e-commerce is coming out on top, leaving many of Asia-Pacific's shopping malls and storefronts eerily empty. However, one emerging trend hopes to reverse this movement, and it goes by the name of "retailtainment".

A hybridisation of "retail" and "entertainment", retailtainment is all about injecting an entertainment element into the retail mix, such as an on-site café or in-store DJ. Why? To lure consumers back away from the computer screen and into a physical retail space.

"The major focus must be to create a differentiation, an emotion, a real experience – something that neither digital nor traditional channels can provide," explains Michael Guenoun, Managing Director, Travel Retail Asia for Cartier, in a Moodie Davitt report published in July last year.

New ritual trends

The primary factor that drives mall shoppers away is a general lack of variability in the type of stores in malls, according to a study conducted by the Verde Group.

In addition, shoppers are placing value on experiences rather than possessions. Asia-Pacific shoppers, in particular, are embracing the region's new retailtainment mall drops – in shopping capitals like Singapore, Hong Kong and Melbourne – thanks to shopping centre developers responding to the "experience" call.

A "New Age of The Asia Pacific Retail Market" report, published by CBRE, said that in today's competitive



retail environment, shopping centre landlords need to be more proactive in managing their tenant mix and refreshing their offerings to consumers.

"Popular trends in the APAC region include introducing new and exciting brands to shopping centres and incorporating more experiential elements such as food courts, cinemas, ice-skating rinks, bowling alleys, children's playgrounds and pet parks," said report authors.

In the Philippines, the recently opened SM Seaside City Cebu mall includes cinemas, an 18-lane bowling alley, a 1,020-seat theatre and a 250,000sqft roof garden.

"These initiatives can provide consumers with a more complete retailtainment experience, which has been shown to drive foot traffic and increase the overall time shoppers spend at a retail destination," continued CBRE.

"Investing and executing special events, in line with their mall's target audience and positioning, can help landlords achieve higher returns not only in terms of branding, image and media exposure, but also in revenue."

Physical meets digital

Technology, most often associated with e-commerce, also has a role to play in bricks-and-mortar stores. In APAC, offline stores are finding that digital interaction in-store is a huge asset for the retailtainment trend, with virtual reality, video sets, digital changing rooms and interactive menus all having been used recently in the region.

In 2015, Japanese retailer Uniqlo rolled out its first-ever neuroscience fashion campaign in Australia, matching clothing selection to a consumer's mood. Dubbed

UMood, the wearable technology was attached to a shopper's forehead, before participants were shown a series of still images and videos.

How consumers reacted neurologically – be it, calm, happy, sad – provided a brainwave reading, allowing Uniqlo to score this against an algorithm. The result then suggested a T-shirt from the retailer's range to match the consumer's state of mind.

Increasing development

More experience-lead malls are slated to open in Asia the next three years. The Forest, a three-storey mall with 50,000sqft of retail space, will open in Hong Kong's Sneaker Street in mid-2017. Incorporating greenery and modern architecture, the mall hopes to lure shoppers into a nature experience – with a giant tree and atrium – planted securely within the shopping mall.

Sunway Velocity Mall in South Kuala Lumpur, a seven-storey mall with 1 million sqft of retail space, opened with the biggest IMAX screen in Malaysia, while in Singapore, the soon to be transformed Funan Mall will offer classes for shoppers to interact with the mall's local designers.

Australians, too, have been motivated by retailtainment to return to malls. For several years, they had been making fewer visits to retail outlets, as increasing numbers turned to online shopping for its convenience and cheaper prices.

According to Roy Morgan's "State of the Nation" report, Australians made 90 million more trips to bricks-and-mortar stores in the 2016 financial year than they did in the previous year.



Benjamin Fitzgerald
Contributor for
Retail in Asia

Over the last financial year, Australians made a combined 1.43 billion trips to bricks-and-mortar retailers including department stores, discount stores, as well as hardware, homeware, and clothing stores.

"Today, bricks-and-mortar stores are anything but traditional. To survive in these changing times, retailers have had to develop a more omni-channel approach, so customers can choose how they shop with them: online, offline or a mixture of both," said Michele Levine, CEO of Roy Morgan.

Over the last financial year, Australians made a combined 1.43 billion trips to bricks-and-mortar retailers including department stores, discount stores, as well as hardware, homeware, and clothing stores; 90 million more than in 2015.

"And they've been successful: just over a third of Australians' Internet spending goes to the online channel of traditional retailers (as opposed to online-only stores). Considering that traditional retailers' share of the online market was close to zero in 2010, this shows the progress they've made," he said.

Back in Hong Kong, the city's first multi-brand athleisure retailer Caelum Greene creates its own form of retailtainment through an in-store zen garden, book-swapping programme and meditation events.

"If it brings in sales and traffic – which it has – it's a perk, but it's not something that we aimed for when we started the store," explained Caelum Greene founder Charlotte Tsuei. "It's more about the community aspect, but if it's what incentivises people to buy, it's great, but it's not why we did it."

Other big box retailers like Costco are adamant that bricks-and-mortar shops are here to stay. Costco Asia Senior VP Richard Chang advises creating a "3T" experience when it comes to shopping: Taste, Touch and Take. After all, "nothing can substitute the feeling of walking out with merchandise," he said. ■

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Your Security Sieve



Still Running FRAILware in your environment? The risks to security are mounting. Today, you risk more than your own corporate information: corporate compliance and personal privacy issues are also at stake.

– By Phil Aldridge

It has been more than a year since Microsoft officially stopped providing any support for Windows Server 2003. Its End Of Life (EOL) was 14 July 2015. Of course, there are many companies that still pay US\$600 (per server) to Microsoft (per year) to keep their environment protected and some government departments are paying millions per year for this facility. However, many companies, probably a frighteningly large number, have simply left the 2003 servers running unprotected and vulnerable.

In July 2014 approximately 65% of all organisations in the Asia Pacific Region were running Windows Server 2003. In the 12 months leading up to the EOL deadline that number fell to 60%. In the 12 months since the deadline, anonymous, aggregate technology usage data (provided by Spiceworks users in Asia) shows that a little more than 50% of organisations still have at least one instance of Windows Server 2003 running in the environment.

This is quite a staggering number, when you consider that more than one out of every two companies in Asia is still running at least one copy of Microsoft Server 2003, more than a year after Microsoft stopped supporting it or patching any vulnerabilities.

A mounting problem

In the first half of 2015 there were 36 Common Vulnerabilities and Exposures (CVE's) issued, identifying confirmed vulnerabilities for Microsoft Server 2003. Since the EOL, any new vulnerabilities are no longer documented for unsupported software. What this means is that for the last 18 months it is possible that there are more than 100 unidentified vulnerabilities that have not been patched for Server 2003. That is a lot of holes in a system's security.

Running software that is unsupported by the vendor puts an organisation at risk from a cyber security perspective and it opens the company up to a

multitude of potential regulatory compliance issues. Compliance frameworks such as PCI-DSS, SOX, HIPAA, and GLBA do not identify specific platforms for compliance issues, instead they write their guidelines in a manner that assumes compliance is not possible with unsupported software.

Most frameworks require you to ensure your systems are patched against the latest threats; therefore, any software that no longer has vendor support or patches would be very hard to justify as compliant.

Privacy and international law

For companies that handle personal data, every country has a privacy data ordinance. Most ordinances state that the company should take all reasonable efforts to ensure the security of the data stored and again, a system running Server 2003, even if it is not the server storing the personal data, could be used as a gateway to access the private data. The consequences of this vary from country to country and range from fines to jail time.

Some companies will argue that the server running Server 2003 operating system is not connected to the Internet and is therefore not at risk. While technically correct, this will effect a network environment. If that Server 2003 machine happens to be a Domain Controller, then it will keep the Active Directory schema of that entire network on an older, less secure model, ultimately meaning the network can still be at risk. It should also be noted that even if this is not the case, the hardware aspect would still pose a threat would also be old and at some point fail and it may not be possible to get legacy hardware.

There are in total eight versions of Server 2003 covered by this article, namely:

- Microsoft Windows Server 2003 R2 Datacenter Edition (32-Bit x86),
- Microsoft Windows Server 2003 R2 Datacenter Edition with Service Pack 2,
- Microsoft Windows Server 2003 R2 Datacenter x64 Edition,
- Microsoft Windows Server 2003 R2 Datacenter x64 Edition with Service Pack 2,

- Microsoft Windows Server 2003 R2 Enterprise Edition (32-Bit x86),
- Microsoft Windows Server 2003 R2 Enterprise x64 Edition,
- Microsoft Windows Server 2003 R2 Standard Edition (32-bit x86), and
- Microsoft Windows Server 2003 R2 Standard x64 Edition.

To put things into perspective, most of the versions above came into existence in March 2006 and are now more than 10 years old. Realistically, no corporate user wants to be running any desktop or mobile software that is 10 years old

because they know it is now redundant. The same logic applies here in that a server operating system that is 10 years old is also obsolete and should be replaced whatever the cost.

If your organisation has any Microsoft Server 2003 instances still running, or even is unsure whether there are, please contact FunctionEight Limited and allow us to resolve this serious security risk in your organisations. Stop running FRAILware before its too late. B

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Phil Aldridge
COO of
FunctionEight
Limited

FunctionEight is a full-service technology company, providing outsourced business IT support, and bespoke advice, infrastructure and website development services to premium SMEs throughout Asia. Key services include IT needs assessments and network, file servers, change servers, firewalls / security and hardware setups. If your operations are in Hong Kong or Singapore and you would like to assess whether your windows and doors are at risk, please contact phil@functioneight.com.

functioneight F8

Agents of Change

Understanding the increasingly prominent and strategic role of Chief Digital Officers. – By Karen Fifer



As mobile technology, constant connectivity and data analytics become increasingly embedded in daily life, few businesses have been left untouched. Digital disruption – the profound changes that result from applying new technology to goods or services – is no longer limited to digital companies. Traditional industries are contending with rising customer demand for consistent engagement, hyper connectivity, on-demand delivery, and product or service innovation.

Effective responses require investment in both technology and people. The Chief Digital Officer (CDO) – the executive overseeing an organisation's digital strategy and spearheading business transformation through the application of technology – is an increasingly prominent and strategic role.

Mapping a transformation strategy

CDOs must understand the expectations of the

entire company and its customers. They should view themselves as agents of change, and be able to communicate their vision to all those touched by that change.

Digital transformation is about preserving or enhancing an organisation's competitiveness. The scope and challenges associated with transformation largely depend on the industry and company; "traditional" industries may have more challenges during this process.

The scope and challenges associated with transformation depend to a large extent on the industry, and the company in question. More "traditional" industries often have more ground to cover. In insurance, for example, "human intermediaries still play an enormously important role in distribution, transactions, and claims," notes Andrew Brem, CDO of Aviva.

“

Digital transformation is about preserving or enhancing an organisation's competitiveness. ... The bad news is transformations are complicated by mounting consumer expectations and the fact that the pace of technological change is accelerating.

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The bad news is transformations are complicated by mounting consumer expectations and the fact that the pace of technological change is accelerating.

Executing the transformation

Once the objectives of a new digital strategy are defined, a CDO must take a broad-based approach to a transformation project. This includes understanding which parts are a priority or easiest to achieve, what the potential hindrances are and how they can be resolved, and how best to utilise often limited resources.

To succeed, CDOs should focus on:

- Drawing a clear road map;
- Ensuring there is a solid governance structure;
- Not tackling too many initiatives at once, or spreading resources too thinly;
- Securing management support to gain financial backing and tackle criticism;

- Remembering that digital transformation is a people-driven process;
- Building a digital culture across the organisation that includes all levels of staff; and
- Seeking input in new channels, and embracing outside expertise, partnerships and opportunities.

The CDO must serve as the driving force, “educating and helping people understand why we need to transform today in order for us to succeed in future,” says Sakechai Choomuenwai, Chief Digital and Restaurant Excellence Officer of KFC, Yum Restaurants International.

Evaluating success

The primary objective of a digital transformation is using digitisation to complement and enhance business performance. A CDO should see the value in even incremental improvement, and recognise that a company's journey is never over.

CDOs should measure the performance of a transformation initiative through business metrics rather than digital metrics. By focusing on collaboration, they can serve as a bridge between technology and other business segments, and help their organisations identify and seize the business opportunities technological developments bring – all while championing the need for change with senior management.

The journey never ends

Even as achievements are notched up, the transformation process is never complete, and the CDO's role is constantly evolving. The good news is that most new entrants to companies have grown up “speaking digital”, and are accustomed to digital interactions and transactions – meaning CDOs can likely expect more support for transformations in future. B



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Heidrick & Struggles is the first international firm to be granted a license to conduct executive search and leadership consulting services in China. With offices in Beijing, Shanghai, Hong Kong and Guangzhou, Heidrick & Struggles offers a strong team of experienced consultants – representing all of the firm's industry specialty practices – who are capable of working with clients anywhere in China.

Investing in Tomorrow's Employees Today

Outward Bound Hong Kong offers new, adventure-based experiences to students in order to make considerate and confident men and women – the employees of tomorrow – out of inexperienced youth.

– By Nick Cotton & David Muir

Sitting on the deck of a 67-foot yacht in the early hours of the morning on anchor watch, heavy with fatigue and feeling the night chill, a young undergraduate woman may wonder how – and why – she ended up cold on a boat, rather than lying in a warm bed.

The average 19-year old would certainly choose the bed, but this young woman had actually applied to be challenged in this way on an Outward Bound Hong Kong (OBHK) course. Furthermore, a Hong Kong company paid for her place on the course. The question is: to what end? What does she gain from her sailing experience, and what did the sponsoring business earn from her adventure?

Considerable ink has been spilled lauding the benefits of robust corporate CSR involvement. In today's workplace, regulatory expectations shape a company's CSR strategy. OBHK's goal is to be certain that both its own organisational mission is achieved, and that its corporate partners gain greater ROI than a "feel good factor" or ticking a CSR obligations box.

Outward Bound's inward journey

As an organisation, OBHK provides participants with experiences in new surroundings that enable

them, through skilled facilitation with our field staff, to discover their own potential and consider their relationships with others. Although training occurs outdoors – on kayaks, sailing boats, rock faces and trails – it is the learning outcomes that we focus on.

Taking this learning back into school, work or family allows participants to face new challenges more effectively. OBHK courses are provided with funding partners. As a result, businesses understandably expect a quantifiable return on CSR investment. However, the mechanisms for quantifying the impact of such social investment are not always well developed. At OBHK we recognise that our partnerships with corporate funders require more than a few pictures and some warm words from our participants.

Empowered to lead

One fine example of partnership investments is the "Pedal Power" course that is funded through the Hong Kong Exchange. Pedal Power courses are for Form 4 students from Band 3 schools. They are designed to provide students with leadership opportunities that they would not experience anywhere else.

Students experience the coastline around the Sai Kung Peninsula by sea kayaking, living, planning and



camping together, and they are tasked with testing and developing leadership skills. For most of these students, this is the first time they will be required to address their group as a leader; they need to make decisions about navigation and where or when to have lunch.

Feedback from the participants shows the impact the experience has had on their development, and this is reinforced by teachers, principals and parents, who all report positive character changes in these young people. As a result they are more positive, more resilient and better placed to achieve in school and make a positive step into the next chapter of their lives, which is most likely to be into the workforce.

How it's paid forward

OBHK realises that these positive stories are a narrow indication of the impact of funders' investment. Subsequently, we have developed additional quantitative measures to chart the effects of OBHK's courses and report the "effect size", and percentage change in specified developmental outcomes. This feedback is reported to all stakeholders in the funding partnership, allowing companies to calculate the return on their social investment.

As a result, reporting explains more than how many beneficiaries have been affected; it is indicative of funders' investments in their future workforce. The participants who benefit from the funded placements will be entering the workforce in the next few years. By



For most of these students, this is the first time they will be required to address their group as a leader; they need to make decisions about navigation and where or when to have lunch.



investing in their personal development, businesses can lay foundations for their own success through the development of others. In this way, companies have a measure of their social ROI and have a hand in creating positive models for future employees.

So, what of the young lady enduring her anchor watch? As a participant on the Advancing and Empowering Women in Leadership course, she was spending eight days with other female undergraduates exploring the challenges that young women face when entering the workforce, identifying ways that they may be overcome and strategies for dealing with situations when they arise. The soft skills she gained from her experience will become valuable tools when she graduates and takes up employment.

In the coming year, OBHK will be providing courses for physically disabled young people, students from low-income backgrounds and new arrivals from the mainland. How could your CSR involvement benefit from these opportunities? **B**



Nick Cotton
Executive Director



David Muir
CSR & Business Development Manager



**OUTWARD BOUND
HONG KONG**

Outward Bound Hong Kong is a not-for-profit organisation that has been serving Hong Kong society for 46 years. Operating from bases in Sai Kung and Double Haven, we provide high-quality development training for youth, community organisations as well as high-quality development for corporate teams. Our funded community programmes provide opportunities for drug abusers, prisoners, ethnic minorities and the physically disabled to gain confidence and discover their potential to overcome obstacles.



Inheritance Tax Gets Stickier

“Let me tell you how it will be, There’s one for you, nineteen for me, ‘Cause I’m the taxman, yeah, I’m the taxman” – George Harrison, *Revolver*
– By Katie Graves

The typical structure for foreign investors investing in UK real estate has always been a non-UK resident company, whether held directly or via a trust. The rationale for this was that holding the property via a non-resident company would protect the investor from the UK inheritance tax (IHT) on the value of the property. The IHT benefit means that many foreign investors retained their corporate structures following the introduction of ATED (the annual tax on enveloped dwellings) in 2013. As a brief reminder: people who are considered UK domiciled

and resident are subject to UK IHT on a worldwide basis; non-domiciled people are only subject to IHT on any property situated in the UK.

In the 2015 Summer Budget, the Government announced the extension of IHT to all UK residential property. In light of Brexit, there had been hopes that the extension might be scrapped or its introduction delayed at least until 2018. However, in a consultation document published on 19 August, the Government confirmed that the changes would come into effect

on 6 April 2017. The Finance Bill published on 5 December set out the details of the rules.

From 6 April 2017 onwards, IHT will apply to all UK residential property, regardless of who owns the property or whether it is held directly or in trust. The key structures that will be affected by this change are non-resident companies holding UK residential property, where the shareholder is a non UK-domiciled individual; and non UK-resident companies holding UK residential property, where the shareholder is a non-UK trust. IHT will apply, irrespective of whether the property is rented out commercially or is used by the owners on visits to the UK.

Where the shareholder is a non-domiciled individual, the tax charge will apply on the death of the shareholder, at a rate of 40% of the value of the property in excess of £325,000; or on the death of the shareholder within seven years of making a gift of the shares in the company (at a maximum rate of 40%).

Where the shareholder is a trust, IHT will be charged on the value of the UK property on each 10-year anniversary of the trust at a maximum rate of 6%. In addition if shares are distributed from the trust between 10-year anniversaries an IHT charge will arise.

In relation to trusts there is a particular trap for the unwary. If the settlor of the trust has not been excluded from benefit, in addition to the charges outlined above the full value of the UK property will be included in his estate for IHT purposes giving rise to a 40% IHT liability on death.

Given that HM Revenue & Customs have confirmed that they do not intend to introduce any "de-

veloping" relief for those unwinding structures, now is the time to review all structures holding UK residential property to determine whether the structure should be unwound or reorganised prior to 6 April 2017.

In the 2015 Summer Budget, the Government announced the extension of IHT to all UK residential property. Changes come into effect on 6 April 2017.

In addition, people born in the UK with a UK domicile of origin, who have acquired a domicile of choice in another country, for example, Hong Kong, and who return to the UK to take up residence will be treated as UK domiciled for all tax purposes.

If an individual in this situation is a beneficiary of any offshore trust which he has set up while non-domiciled, he will be subject to UK tax on all income and gains of the trust as they arise, and if he dies while resident in the UK (having been resident for more than 12 months) the entire trust will be subject to IHT.

In view of the above changes, any individuals who visit the UK on a regular basis should keep clear records of their days in the UK, remembering that days when you are in the UK at midnight count for the purposes of determining the number of days spent in the UK, to ensure that they do not unintentionally become UK resident and start the 15/20 clock running sooner than necessary or find themselves fully back in the UK tax net. **B**



Katie Graves, Partner at Withersworldwide, advises UK expatriates and Asian families with UK connections on their personal tax issues, as well as advising families in relation to the creation of complex trust structures and family offices. Withers is an international law firm dedicated to entrepreneurs, successful people and their businesses, with over 165 partners and more than 450 other lawyers worldwide. Hong Kong office: 20/F, Gloucester Tower, 15 Queen's Road, Central, Hong Kong. Email: enquiries.hk@withersworldwide.com.

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Saving the Spoon-billed Sandpiper

This February, author Paul Leader will participate in the Big Bird Race, to raise funds for the conservation of one the rarest birds in the world.

— By Paul Leader

On 4 February 2017, I will be in a team of four birdwatchers attempting to see or hear as many species of birds in Hong Kong during the course of the day. While this may appear to be a strange way to spend a day, I will be taking part in the Big Bird Race to raise funds for the conservation of one the rarest birds in the world.

The Big Bird Race is WWF-Hong Kong's longest-running fundraising event. Established in 1984, the funds raised directly contribute to the conservation and management of the Mai Po Nature Reserve, a Wetland of International Importance.

WWF has been managing Mai Po Nature Reserve since 1983. With its 33 years of fascinating history, Mai Po is the largest wetland-only nature reserve in Hong Kong. Mai Po, together with the surrounding Deep Bay wetlands, was designated as a Wetland of International Importance under the Ramsar Convention in 1995. It lies at the heart of the East Asian-Australasian Flyway (EAAF), which is one of the

most important flight paths for migratory water birds in the world. As a nature reserve, Mai Po provides food and shelter for as many as 40,000 water birds in mid-winter.

The Big Bird Race was a key event in the birth of the Mai Po Nature Reserve. In 1984, *gei wai* (traditional shrimp ponds) in the Mai Po marshes were operated by shrimp farmers licensed by the government and WWF-Hong Kong used funds raised by the Big Bird Race to buy one *gei wai* at a time from the existing operators. Through this process, WWF gradually gained control of an increasingly larger area of wetland and began to manage this area with conservation in mind. In the early 1990s, the Government stepped in and bought out the remaining *gei wai* operators, turning the entire Mai Po area over to WWF-Hong Kong to manage. Today, annual fundraising efforts like the Big Bird Race continue to allow WWF-HK to manage the *gei wai* effectively for conservation purposes and maintain the whole of the Mai Po marshes as a world-class wetland reserve.





2017 marks the 34th anniversary of the race. The focus of the race this year is the Spoon-billed Sandpiper, one of the world's rarest birds. The Spoon-billed Sandpiper breeds in the Russian Far East and migrates through Russia, Japan, North Korea, South Korea and Eastern China to winter in Southern China, Bangladesh, Myanmar and Thailand, 8,000km from its breeding grounds.

The species declined from an estimated 2,000-2,800 breeding pairs in the 1970s to fewer than 250 pairs in 2014. Between 2000 and 2009, the population was declining by 25% each year, and by 2010, the Spoon-billed Sandpiper was facing imminent extinction, predicted to occur within 5-10 years.

The effort to protect this unique species is truly international, with satellite tracking, education and surveys of its habitats being conducted. However such is the alarm at its rapid decline that a captive breeding programme is currently underway in the United Kingdom, using eggs collected on the breeding grounds.

Mai Po Nature Reserve has an important role to play for this species, as it is a regular stopover site for

“

The Spoon-billed Sandpiper declined from an estimated 2,000-2,800 breeding pairs in the 1970s to fewer than 250 pairs in 2014. Between 2000 and 2009, the population was declining by 25% each year.

”

Spoon-billed Sandpiper in spring when birds are heading back to their breeding grounds. On average, one to five Spoon-billed Sandpipers are recorded in

April-May, and while this may sound like a tiny number of birds, it comprises about 1% of the world population.

The 2017 Big Bird Race will be carried out on 4 February 2017, as a celebration of the World Wetlands Day. Local and regional bird enthusiasts will be competing in a 12-hour race recording as many bird species as possible during this time. Every species recorded must be seen or heard by all members of the team. Geographically, teams may start anywhere in Hong Kong, but must return to the Mai Po Nature Reserve at the end of the race. A judge will examine each team's

Record Books to determine the winners.

To support my team ("The Professionals") in the Big Bird Race and conservation work towards protecting the Critically Endangered Spoon-billed Sandpiper at Mai Po Nature Reserve, please visit: http://awsassets.wwfhk.panda.org/downloads/bbr17_sponsorshipform.pdf

Originally established as Asia Ecological Consultants Ltd in 1999, aec Ltd is Hong Kong's largest independent ecological consultancy. Directors Michael Leven, Geoff Carey, Paul Leader and David Stanton, head a team of highly committed and professional staff, who always go the distance to meet clients' needs according to pragmatic and effective principles of the consultancy. aec works closely with clients in Hong Kong, Mainland China and East Asia to help integrate ecological considerations into their business strategies and project developments.



A Calendar of Dream Destinations

Antartica

Hong Kong's savvy citizens know a thing or two about travel, but even the most committed jet setters – or business flyers – are sometimes stumped for new or unexpected holiday destinations. Here we have 12 of the best, one for each month.

– By Nikki Pang

Where to go when is often the biggest question on people's minds when trying to plan their holidays. Bespoke tour operator Lightfoot Travel give us their tips on the best places to go for every month of the year. It's time to start planning!

January: Antarctica

During the high summer in Antarctica, days are long and the temperatures are at their warmest. January to March is the mating seasons for humpbacks, blue whales and orcas, making this the best time to see them in large numbers. Visit aboard a smaller cruise ship, enabling you to visit the most remote of bays for a more intimate experience.

February: Whistler

With some of the most varied runs in the world Whistler is the place to be for both novice and advanced skiers, and February sees some of the best

snow conditions. Direct flights to Vancouver also make it a convenient choice for Hong Kongers. Let the kids loose amongst the snow forts, castles and zip lines, whilst you ski the never-ending Peak to Creek run.

March: New Zealand

March sees sunny days and warm temps, but is a quieter time to visit after the manic December to February period. Embark on one of the best road trips in the world, taking you through vineyards, coastal towns full of marine life, glacier country, idyllic beaches and dramatic fjords. This wins our vote for best all-around holiday for couples and families alike.

April: Peru

Take advantage of the sunshine while avoiding the peak season crowds by heading to Peru in April when the countryside is lush and green and the rainy season has passed. From the glacial peaks



Whistler



New Zealand



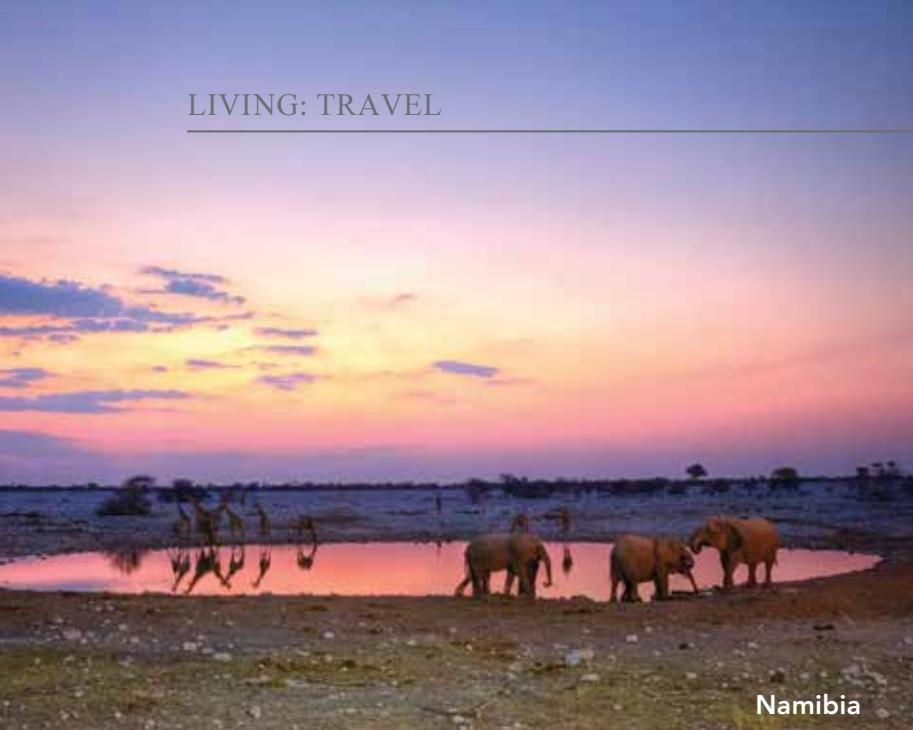
Peru

of the Andes and the ancient Inca Trail to Macchu Pichu, to the winding Amazon and the culture-rich Lake Titicaca – Peru provides one of the most varied holidays in Latin America.

May: Myanmar

In May visitor numbers begin to decline but the temperatures are still comfortable before the summer rains hit. Soar over Bagan in a hot air balloon, ply the waters of Inle Lake with local fishermen and explore bustling Yangon. The virtually untouched Mergui Archipelago makes for an incredible liveaboard journey, and Ngapali Bay is the perfect place to end your trip with some time on the beach.





Namibia



Switzerland



Tanzania



Bali

June: Tanzania

Travel to Tanzania in June to witness the most extraordinary wildlife show on earth; the Great Migration. Experience safari life in its entirety, as the wildebeest migration moves to the south side of the Grumeti River, where the channels slow their migration north forcing them to meet in the Western Corridor, building up in numbers before storming across the river.

July: Namibia

July is a cooler and drier in Namibia and perfect for exploring the natural safari surroundings. Visit northwest Damaraland and the Skeleton Coast where wildlife lies in the river valleys. With dry landscapes and less water available, game viewing opportunities in the Ongava Game Reserve are on the rise, with wildebeest gathering predominantly around waterholes. Ever seen a meerkat? Head over to Soussusvlei, where at this time of the year you will find less tourists allowing for a more intimate experience.

August: Switzerland

Perhaps best known for its ski resorts, Switzerland is pure paradise during the summer months. Paraglide over Interlaken's stunning lakes; head out for a mountain carting adventure in Grindelwald; discover Bern by bicycle, exploring its beautiful castles and enchanting towns; or climb Mount Gurten for unparalleled views over lush green forests and meadows.

September: Bali

The dry month of September brings plenty of Indonesian sunshine and blue skies. Visitor numbers tend to decrease during September, resulting in fewer crowds on the popular beaches of Jimbaran, Seminyak and Sanur. Whether it's a family holiday in a private villa, a wellness retreat in cultural Ubud or an exploration of the unspoilt north, Bali is a place to visit again and again.



October: Laos

Sunshine replaces the overcast skies from earlier months, making Laos a great place to visit in October. The countryside is lush and green, temperatures are comfortable and dry sunny days are in full force. Laos comes complete with natural beauty, deep cultural roots and ancient heritage along with the magical UNESCO protected town of Luang Prabang – one of the most charming places in Southeast Asia.

November: Nepal

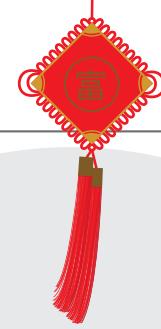
November in Nepal is a haven for avid hikers and wildlife fiends. Nestled between the peaks of the Himalayas and the Indian Jungle, the country is the ultimate destination for outdoor lovers. Serious hikers can opt for the iconic Annapurna or Everest Base Camp Treks, but there are also plenty of rambling foothill trails that are perfect for families with younger children. Animal lovers can hunt for elephant, rhino and the elusive tiger in Bardia or Chitwan National Parks.

December: Maldives

The Maldives serves as the perfect escape from the cold and wet weather that December brings to many parts of the world. Take advantage of the longer Christmas holidays to venture to some of the outer atolls home to some of the best diving in the world. With properties that are ideal for couples and others that come decked out with one-of-a-kind kid's clubs, Lightfoot can help pick the ideal place to stay for you. **B**

Lightfoot Travel is a Hong Kong-based luxury tour operator specialising in tailor-made travel to all seven continents. If you can't make these dates, the journeys can be created on a bespoke basis and tailored to your exact requirements. Call 2815 0068 or visit www.lightfoottravel.com to enquire now.


LIGHTFOOT
轻盈孚特



DESIRE MADE REAL

À La Mode

Take a moment to appreciate the finer things in life with **Ted Baker's ROTELE** silk tie. Finessed with a luxurious textured finish and available in several lavish hues, this suave accessory is worthy of every dapper gent's attention.

Available at various locations. Visit www.tedbaker.com for more details.



Truly English, **Penhaligon's** scents are made using the finest rare ingredients – from hand-squeezed bergamot, to jasmine (at twice the price of gold). The signature fragrance bottle is William Penhaligon's original design: Clear glass decanter with a distinctive ribbon-wrapped stopper. With stores at various locations in Hong Kong, this elegant boutique caters to both ladies and gents and is definitely worth a visit.

For store locations go to www.penhaligons.com

Classic Beauty



F&B

We were excited to hear about **Beef & Liberty's** new California Tower venue in 2016, and now the popular restaurant is offering a scrumptious weekend brunch. With locations in Stanley and LKF, the menu offers six à la carte dishes, including a Mac N' Cheese Sandwich, Beans & Liberty, Avocado & Ricotta toast and more. Add HK\$178 for a two-hour, free-flow option with beer, prosecco, bloody mary and wine. The perfect recipe for a delicious weekend with friends and family!

Available every weekend at LKF from 11am-3pm & Stanley from 9am-3pm. Visit www.beef-liberty.com/hk for bookings.



Luxurious Locale



Located only an hour's ferry ride from the bustling city, Macau is one of Hong Kong's top staycation destinations – and Chinese New Year is an ideal time for a well-deserved mini-break. For those looking for a little R&R, the **MGM MACAU** offers you a European-style escape, complete with glorious accommodation, delicious food and world-class art. The hotel features 35 floors with 600 beautifully appointed rooms, suites

and villas, a grand casino, and private gaming salons for preferred customers. From the décor right down to the service, MGM MACAU prides itself on its fine attention to detail. Inspired by the arts, every element of the hotel is infused with a sense of creativity and style.

MGM MACAU, Avenida Dr. Sun Yat Sen, Nape, Macau. For bookings Tel (853) 8802 8888 or visit www.mgm.mo

Culinary Arts

Surprising and delighting family and friends with your home baking skills is now even easier than you might think. The **Kenwood Kvc5000 Chef Sense Kitchen Machine** features a 4.6-litre stainless steel mixing bowl with graduations for easy measuring, so you can pour your ingredients straight into the bowl with no fuss.

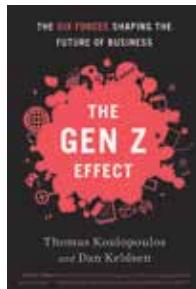
Home cooking in the big city has never been easier!

Kenwood Kvc5000 Chef Sense Kitchen Machine, RRP HK\$5,000. Available at various locations, including Fortress. Visit www.kenwoodworld.com/ for stockists.



Book Shelf

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



The Gen Z Effect: The Six Forces Shaping the Future of Business

By Tom Koulopoulos and Dan Keldsen

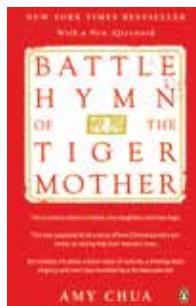
One of the most profound changes in business and society is the emergence of the post-Millennial generation, Gen Z. While every new generation has faced its share of disruption in technology, economics, politics and society, no other generation in the history of mankind has had the ability to connect every human being on the planet to each other and, in the process, provide the opportunity for each person to be fully educated, and socially and economically engaged. What might this mean for business, markets, and educational institutions in the future?



#GIRLBOSS

By Sophia Amoruso

At seventeen, Sophia Amoruso decided to forgo continuing education to pursue a life of hitchhiking, dumpster diving, and petty thievery. Now, at twenty-nine, she is the Founder, CEO, and Creative Director of Nasty Gal, a \$100+ million e-tailer that draws A-list publicity and rabid fans for its leading-edge fashion and provocative online persona. Her story is extraordinary—and only part of the appeal of #GIRLBOSS.



Battle Hymn of the Tiger Mother

By Amy Chua

At once provocative and laugh-out-loud funny, *Battle Hymn of the Tiger Mother* ignited a global parenting debate with its story of one mother's journey in strict parenting. The book chronicles Chua's iron-willed decision to raise her daughters, Sophia and Lulu, the Chinese way – and the remarkable, sometimes heart breaking results her choice inspires. Achingly honest and profoundly challenging, *Battle Hymn of the Tiger Mother* is one of the most talked-about books of our times.

After Angels

Each year, many businesses apply to the British Chamber's Business Angel Programme to seek mentors, advice and possible funding to get their dreams off the ground. In a brief Q&A in each issue *Britain in Hong Kong* will endeavour to reacquaint our members with the successful applicants of the Programme, and showcase who they are and where fortune and hard work has taken them.



**Co-Founder &
CEO of Sinophi**
Hanif Kanji

When did you apply to the British Chamber's Business Angel Programme?

We participated in the Angel Programme in May 2009.

What funding or other support did you receive?

The preparation for the Business Angel Programme involved some coaching on presentation skills (visual and spoken) from Connect Communications. That process was extremely useful. My rude awakening came when I reviewed a video of me doing a presentation early on in the coaching process, as

“

Two years following our initial investment we are committing a further US\$100 million to build a 500-bed extension to that hospital. We also have plans to build a specialty oncology and a maternity hospital in the same city.

”

About The Company:

Sinophi Healthcare invests in and manages hospitals in China, focused on public general hospitals and selected specialty hospitals. Sinophi works in partnership with hospitals in China's rapidly growing urban areas to deliver improvements in the delivery of healthcare. Sinophi brings international hospital expertise and technology to hospitals in China, and builds partnerships with leading UK and international healthcare service and product partners.



The Sinophi team brings a decade of international and China experience to our focus on delivering quality, value-for-money care catering to China's rapidly growing urban areas.

About the Business Angel Programme:

The British Chamber's Business Angel Programme, launched in late 2007, was the first such initiative to be launched in Hong Kong. Since its inception, the Business Angel committee has reviewed applications from hundreds of enthusiastic Hong Kong entrepreneurs, introducing many of them to a wealth of Angel Investors and Professional Advisors drawn from the membership of the British Chamber. The Business Angel Programme runs a series of events every year, which allows shortlisted candidates to present their business plans in front of a panel of investors and enjoy the opportunity to network and make valuable contacts. The British Chamber Business Angel Programme is sponsored by Baker Tilly Hong Kong and supported by TiE HK and Connect Communication.

For more information visit angel.britcham.com

I realised – with horror – the gap in my perception versus the reality of my presentation skills! I carry several of those lessons learned with me today.

Following the Angel breakfast, we received two expressions of interest but the angel investors did not end up investing – the due diligence process did, however, prepare us well for what came later.

What has your growth or development been since then?

Following the Business Angel Programme, the company founders invested more capital and we were able to successfully complete another Angel Programme Breakfast round in 2014. That was the year that things changed for us; we were able to close on a landmark transaction where we, with a private equity firm, privatised a 1,100-bed public hospital and acquired an 80% stake in it for US\$130 million.

What's is next for Sinophi?

Two years following that investment we, and our private equity partner, are committing a further US\$100 million to build a 500-bed extension to that hospital. We also have plans to build a specialty oncology and a maternity hospital in the same city.



Sinophi is developing an extensive nationwide pipeline of Chinese public hospital assets as targets for privatisation and further investment. **B**

A stack of various magazines and journals.

Inspire your readers

Contact us for help with your custom media

Professional journals

Subscription magazines

Research reports

Corporate newsletters

**ninehills
media**

t +852 3796 3060
e enquiries@ninehillsmedia.com
w www.ninehillsmedia.com

Member Get Member

You'll be pleased to hear that prizes are up for grabs this year with the launch of our Member Get Member Campaign in 2017.

So what are you waiting for? Successfully introduce a company to us before the end of March 2017 and receive one of these fantastic prizes. Contact hugo@britcham.com for member referrals.



Three-course Super Lunch for four at Jamie's Italian

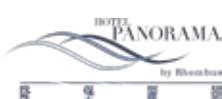
With locations in Causeway Bay and Tsim Sha Tsui, Jamie's Italian Hong Kong provides a causal dining experience for food lovers that share Jamie Oliver's appetite for simple, bold, honest and affordable food – using fresh, traceable and sustainable ingredients. Their incredible Super Lunch, created by Oliver himself, boasts an inviting array of fresh and vibrant dishes.



Sky High Tea for two at Azure

Discover the best hideaway at the top of Hong Kong at Azure Restaurant Slash Bar. Perched atop of Hotel LKF by Rhombus in Central, Azure features amazing views of the city's skyline. Enjoy the Sky High Tea at Azure with a selection of delicious treats and desserts, paired with two glasses of sparkling wine, and unlimited refills of coffee or tea.

Not only that, each new member will also receive a bottle of English sparkling wine.



Dolce Vita Afternoon Tea Set for two at AVA

Located atop of Hotel Panorama by Rhombus in Tsimshatsui, with spectacular panoramic harbour views over Victoria Harbour, AVA Restaurant Slash Bar introduces Dolce Vita Afternoon Tea Set, presented on a three-tier stand with classic Italian savoury treats and deluxe desserts. The set also comes with two glasses of Prosecco sparkling wine, and selections of beer, coffee or tea.



Chapel Down Vintage Brut Reserve

Chapel Down is England's leading wine producer and one of the UK's most exciting drinks companies. Produced in Kent, Chapel Down offers a world-class range of sparkling and still wines. Chapel Down has quickly gained support from leading chefs such as Gordon Ramsay and Jamie Oliver, as well as receiving an impressive array of international awards.



To enter:

- Consider who among your contacts might be interested in joining the Chamber
- Email hugo@britcham.com with the name and contact details of your suggested company
- If appropriate, contact your suggested company and let them know that the Chamber will be in touch
- The Chamber will follow up with each suggestion directly
- If your referral is successful, the Chamber will contact you with details of your prize

Terms & Conditions:

- If you are a member of the Chamber, please note that the dining vouchers will only be provided if your referral results in a new member for the Chamber
- This offer is valid for all members whose referral results in a new Corporate, Overseas or Start-up member of the Chamber. It does not apply to Additional members or additional Emerging Leaders members
- The Chamber will allocate the restaurant vouchers. Members will not be able to choose which restaurant they visit and must adhere to the terms and conditions

SME 高 • MARKETPLACE •

As part of the British Chamber of Commerce's SME Marketplace, we have a range of offers available to members, which are especially tailored to SMEs and start-ups. Here is a snapshot of the available offers as well as the member companies taking part in the programme. For more information please visit our website www.britcham.com

Accounting



Baker Tilly Hong Kong offers accounting and payroll services. An exclusive customised service package is available, that includes professional

advice to enhance operational efficiency and achieve financial agility.



TMF Group knows a company's first forays into Hong Kong will most likely be on a strict budget, since start-up costs are many and can quickly spiral out of control. That's why, they are offering to waive all start-up costs for their services, for SME and start-up members!

Banking



HSBCnet is an online tool for commercial customers to manage accounts on a one-stop platform. HSBC are offering start-up members a preferential rate for HSBCnet setup and monthly fee.

Business Coaching



Transitions Intl. Ltd. assists executives and professionals succeed in the business world by focusing on behavioural change. This involves building executive presence in the three areas of gravitas, communication and appearance. Visit the Chamber's website to look at the packages that are exclusively available for SME and start-up members.

Business Services



DRAGON LAW
Legal tools for the 21st century

Dragon Law makes it easy, fast, and affordable for businesses of all sizes to access law in Asia. Through their subscription services, SMEs and start-ups can access their easy-to-use document builder which takes you through a series of simple questions to build a well-drafted legal document, which can then be downloaded or signed electronically.



Vistra is a leading corporate services provider offering international incorporations, trust, fiduciary and fund

administration services. Vistra has created a unique start-up package, "Vistra Kick-start", exclusively for SME Marketplace.



PRIMASIA
Corporate Services Limited

Primasia are offering reduced prices on incorporation and assistance with bank account opening, as well as first-year accounting. They are also offering a free introductory period and free set-up for payroll services.

Consulting



Vendigital is a specialist supply chain consulting and software company.

Specialising in Asian supply chains

and sourcing safely, Vendigital gives business owners confidence in knowing they enjoy cost leadership in the region. Vendigital is offering a number of discounted services, including Product Costing and Sourcing Strategy Advice for SME and start-up members.

Financial Services



Bibby Financial Services is one of the world's leading Invoice Finance Specialists providing cash flow solution to support SMEs' businesses growth.

They are offering start-up members exclusive welcome offer to get factoring facility in place.



The CFO Centre provides high calibre Chief Finance Officers to US\$5m - \$100m turnover businesses on a part-time basis and for a fraction of the cost of a full-time CFO. They offer sole Chief Finance Officer within a company or in a support role to existing Chief Finance Officers on the high value projects within your business.

HR



The Business Enablers

Tricor Executive Resources provide high quality executive search and human resources solutions backed by in depth specialist resources and expertise.

Through the SME Marketplace, members will receive special discounts on all recruitment, HR advisory, compliance and consulting services.

Insurance



Mercer is a global consulting leader in talent, health, retirement and investments. Mercer will help save your money by finding the right insurance partner. Take advantage of the affordable health and benefits solutions that are available through the SME Marketplace.

IT



FunctionEight is a full-service technology company, providing outsourced business IT support, and bespoke advice, infrastructure and website development services to premium SMEs throughout Asia. Key services include IT needs assessments and network, file servers, change servers, firewalls / security and hardware setups. They are offering free registration of a domain name, basic website hosting, dns hosting and basic email for up to five users for 12 months for all SME and start-up members of the Chamber.



CITIC TELECOM CPC

CITIC CPC provides SmartCLOUD™ DaaS (Desktop-as-a-Service) solution. With this virtual desktop solution, SMEs and start-ups can set up or expand offices quickly and easily without purchasing any expensive hardware.



Quorum

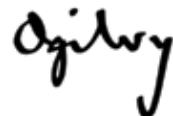
InfoScreen provides IT consulting and support for SME's and start-ups to upscale and streamline the operations by deploying the best-fit and customisable Quorum solution, Quorum is offering start-up members a discount on their services.

Legal Services



Tanner De Witt offers a range of services that appeal to start-ups and established companies alike. From company formation to shareholder agreements, and joint ventures to mergers and acquisitions, our Corporate and Commercial team works closely with clients to achieve desired results, offering commercial, practical and cost-effective advice.

Marketing



Ogilvy is offering not just one special offer but four! As the Agency Of The Year, they've created four special offers – all highly-customisable and personalised – that will cover all marketing needs from Strategy to Social, PR to Production. All priced exclusively for SME and start-up members to help their business grow.

Serviced Offices



Compass Offices are providing SMEs and start-ups with cost-effective and time saving workspace solutions. To start their businesses, SMEs and start-ups can use virtual offices to benefit from a strategic business address as well as professional team support to manage calls and mail.



THE EXECUTIVE CENTRE

The Executive Centre is dedicated to the incubation of new start-ups and entrepreneurs by providing cost-effective and flexible office solutions. They'll provide premium furnished offices on flexible lease terms from 3 to 36 months, with state-of-the-art conference meeting facilities and complete business administrative services supported by bilingual professional teams.



With 3000, locations globally, Regus operates in premiere business locations worldwide. Regus provide cost-effective and flexible workspace solutions with

difference solutions to meet any budget and requirement. They are offering an exclusive business solution to SME members of the Chamber.

Travel



SME and Start-up Members can enjoy a free cabin upgrade from Hong Kong to London by enrolling onto the British Airways' On Business programme.



Serving a worldwide network of time-limited professionals, Halo Travel makes the business of travel stress-free and cost-effective. Halo Travel are offering SMEs and start-ups an exclusive

10% discount on the first hotel booking to any worldwide destination.



Virgin Atlantic is offering new SME clients' exclusive benefits to help their corporate ventures take off. With tailor-made fares, flexible ticketing and door-to-door limousines, doing business is now a whole lot smoother.

Member Discount



Food & Beverage & Accommodation



Members will receive a 10% discount on top of the lowest rates that Accor's Asian hotels are offering on the day. You will also receive a 5% discount on top of the best unrestricted rates for hotels including ibis (in specific countries), All Seasons & Hôtel Barrière. For more information please contact Regina Yip on 2868 1171 or email: regina.yip@accor.com



Members can benefit from a 10% discount at this chic restaurant in Central. To make a reservation please call 2530 4422 or email booking: alfies@keeclub.com



Members can enjoy a 10% discount on all à la carte dining at Gordon Ramsay's Bread Street Kitchen restaurant by Dining Concepts.

There are many great benefits of being a member of The British Chamber of Commerce.

One of those is the Member Discounts programme, an exclusive package of discounts that range from discounted car rentals, reduced hotel accommodation, airfares and even relocation costs.

Every six months we invite members to prepare a tailor-made offer to all the members of the Chamber.

Please visit our offers page at www.britcham.com for full offer details.



Members will receive a 15% discount off the bill. For more information please call 2810 6988 or email dotcod@hkcc.org



Members will receive a 15% discount on food and beverage at various restaurants Monday – Sunday, and 15% discount on any Plateau A La Carte treatment over \$900.



Members can enjoy a 10% discount on all à la carte dining at Gordon Ramsay's London House restaurant by Dining Concepts.



Chamber members can enjoy 15% off the total bill at AVA Restaurant Slash Bar, Café

Express and Azure Restaurant Slash Bar. Members can also enjoy 10% off the 'Best Available Rate' at Rhombus Group's Hotel Panorama, Hotel LKF, Hotel Bonaparte and Hotel Pennington when booking through the official hotel websites.



Lifestyle & Travel



As a member of the British Chamber of Commerce you can enjoy exclusive offers from British Airways. For more information please visit: www.britcham.com/memberdiscount/british-airways

colourliving

Members can enjoy a 10% discount on all normal price merchandise when shopping at colourliving in Wan Chai. Please call 2510 2666 or visit www.colourliving.com



Enjoy 15% off Premiere and Economy class flights for all Jet Airways online destinations.

Travel must be completed by 31 July 2017. Promo code available through the Chamber website.



Members may benefit from face-to-face meetings to discuss their requirements as well as 15% reduction in published lettings & management fees.

sense of touch

Members will receive 20% off facial, massage, signature and technical treatments on their first visit, and 10% off the subsequent visit.



Members can get a 5% discount on all purchases from VisitBritain's online shop at the checkout. Please visit www.visitbritainindirect.com/world for further details.



Business Services



Compass Offices are offering all Britcham members a free, no obligation, one-month Virtual Office Address Package to help them get set up in Hong Kong as well as 50% off meeting room rentals. Please email hksales@compassoffice.com or call 3796 7188 to find out more.



Chamber members can enjoy 50% off meeting room rentals in their first booking and 20% off in the following meeting room rental plus five days free business lounge visit. Plus members can enjoy a special rate of serviced office booking. Please contact 2166 8000 and email [enquiry.hk@regus.com](mailto:hk@regus.com) for details.



Please remember to present your membership card to enjoy our member offers. Login to access full offer details at www.britcham.com/membership/membersoffers

The Ceilidh

4 November 2016 – Aberdeen Marina Club,
8 Shum Wan Road, Aberdeen

The annual Ceilidh was another huge success with more than 130 guests turning out to reel the night away in style at the Aberdeen Marina Club. The evening commenced with the traditional Haggis address performed by David McKellar of the Hong Kong Highlanders. Guests were then treated to a sample of the Haggis, which is certainly an acquired taste!

Following a delicious three-course meal, washed down with plenty of Highland Park whisky, guests

took to the dance floor to dance the Gay Gordon and Strip the Willow. The evening was not all about frivolity and fun however, as guests very generously donated to KELY Support Group (a peer support group for youth between 14 and 24 years), raising approximately HK\$14,000 on the night.

The Chamber will be looking for a Title Sponsor for this rousing event in 2017. Please feel free to get in touch with stephanie@britcham.com to find out more about this exciting opportunity.







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Battle of the Brains

24 November 2016 – Happy Valley Suite,
The Hong Kong Football Club, 3 Sports Road, Happy Valley

The popular Scottish Business Group "Battle of the Brains" was back, with more than 80 quiz-goers turning up to enter the Chamber Challenge! Teams of four-to-six people put their heads together to solve various rounds of questions, ranging from music trivia and popular culture, to sports and general knowledge.

Scottish Business Group Chair and quiz-master extraordinaire, John Bruce, led the quiz, as guests enjoyed a curry buffet and wine to help them along the way. The winning team, Roaming Dunn (also known as CIO Connect), took home the crown and a bottle or two of Whisky to celebrate.



Women in Business Christmas Networking Lunch

2 December 2016 – Azure Restaurant Slash Bar,
30/F, Hotel LKF, 33 Wyndham Street, Central

The Women in Business Committee gathered to celebrate the end of another hugely successful year with a well deserved Christmas Lunch in early December at Azure.

More than 60 guests enjoyed lively conversations and made new acquaintances over a delicious meal of turkey, washed down with plenty of wine and soft drinks.

The Christina Noble Charity Foundation (CNCF) kindly helped organise several awards for the charity raffle, and these included impressive prizes from Fast Beauty, Links of London, Investec,

Trilogy and Yoga Me Love. The total amount raised from the lunch was HK\$11,140, and CNCF are thrilled by the generosity of the ladies!

All guests were provided with gorgeous goody bags containing Shanghai Tang scarfs, Mama Tina by Christina Noble, and a generous gift voucher courtesy of TAYMA Fine Jewellery.

The Chamber would like to say a huge thank-you to all of the companies that donated items towards the raffle and goody bags, as well as to The Fry Group, for their on-going series sponsorship.



Emerging Leaders Networking Lunch with The Red Arrows

28 October 2016 – Popsy Modern Kitchen 5/F,
The Wellington, 184-198 Wellington Street, Central

The Chamber's Emerging Leaders Committee was pleased to host the Royal Air Force Red Arrows Aerobatic Team at a recent luncheon during their Asia-Pacific & Middle East Tour 2016. The Red Arrow's two-month deployment has contributed to the Her Majesty's Government's GREAT campaign and highlighted the best of British innovation and industry. Since this was the Red Arrows' first visit to China, it was also a historic event.

In addition to hearing an amazing speech from Red Arrows' Officer Commanding Wg Cdr, Martin Higgins RAF, the luncheon gave Chamber members the opportunity to join in a lively discussion with Reds (Pilots) and Blues (Ground Crew) over the lunch table.

Commanding Wg Cdr Martin Higgins' speech began with a brief introduction to the Red Arrows' world-famous fleet of BAe Systems Hawk T1 aircrafts, which are 100% (proudly) made in Britain. He went on to share his experience on what lay behind all the amazing displays and his team's famed excellence in leadership and teamwork. As a result, Chamber members learned an enormous amount about aeronautical topics, leadership and teamwork, and life in the RAF.



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The British Chamber Christmas Drinks

December 15 2016 – KEE Club, Wellington Street, Central

Chamber members gathered at the glamourous KEE Club for the Annual British Chamber Christmas Drinks, sponsored by HSBC Commercial Banking. Guests were treated to a festive selection of traditional British Christmas inspired canapes over mulled wine. The evening kicked off with a welcome note by Andrew Seaton, Executive Director of the British Chamber of Commerce, followed by a speech by Stuart Tait, Regional Head of Commercial Banking, Asia Pacific HSBC.

Guests then enjoyed a live performance of Christmas hits by local singer, Karen Tang, and were photographed by Venture Photography. Lucky winners of the prize draw took home gifts from De'Longhi, Kenwood, GHD, Penhaligon's, Ted Baker, Marks & Spencer and Trilogy. The Chamber would like to thank all of the guests who attended to celebrate the festive season with us! Photos are available on the Chambers website and Facebook page.

Prize Sponsors:





Emerging Leaders Christmas Networking Lunch

6 December 2016 – 208 Duecento Otto,
208 Hollywood Road, Sheung Wan



Our Emerging Leaders celebrated with festive cheer at the annual Christmas networking lunch. After a busy year that included The Ceilidh, the JLL 5-a-side Football Match, and many other events, the group toasted their efforts and success over a delicious two-course lunch.

Some lucky attendees walked away with raffle prizes, which included Native Union handsets, Pickering Gin and Richmond & Finch phone cases.



The Emerging Leaders Committee and its events programme provide a fantastic opportunity for young professionals to network with their fellow-peers and meet new people. Please contact Heily@britcham.com to get involved.

Perspective

In each issue of Britain in Hong Kong, the Chamber checks in with one of its Sterling Members to get a fresh perspective on our local businesses, and a peek into the personalities of our captains of industry.



Bob Charlton

*Head of Asia,
Berwin Leighton Paisner LLP*

How's business?

Business is both highly competitive and tough. No one can deny that we are in a challenging economic environment and many differing characteristics are absolutely key to success: great client service and delivery, dedication to client relationships, absolute focus on agreed priorities to the exclusion of all distractions, differentiation, flexibility, swift and fearless adaptation to change and efficiency, to name but a few. That said, we have achieved several successes in 2016 including our successful Hong Kong office move to Taikoo Place so we are grateful for those. This is a market for quality, patience and perseverance.

What are your plans for the firm in the region this year?

We plan to continue our focused and controlled growth in relation to our target markets and sectors

across the Asia region, including SE Asia and in particular, Myanmar, Indonesia and The Philippines. That growth will be driven by both quality and relevance to our clients.

What do you think has been the most crucial element in the success of your company over the years?

The key elements in BLP's success have been a consistent drive to really understand our clients' businesses and an ability to innovate and embrace innovation.

What does your work involve personally?

Making it as easy as possible for our One Asia team, spread across our four regional offices, to deliver an efficient and high-quality product to our valued clients, and doing all I can to deepen our valued client relationships.

What's the most exciting business-related news you've heard recently?

In an unsettled world, Asia's general climate of growth and apparent stability is good news. Specifically, President Obama's announcement that the sanctions regime in relation to Myanmar will be ending is great news for our business there. The bedding down of Belt & Road is also of great relevance to our important infrastructure business. We can't pretend that Brexit is good news but as with everything, it will present good opportunities to be developed.

What is the biggest news for your industry today?

Personally, I don't think "change" in relation to the legal services industry has really begun yet – there is a long way to go in terms of both what clients expect from their law firms and the fast developing influence of technology. This will produce tremendous opportunities for those that look for them, search them out and pursue them. It is a time to be brave.

How does the British Chamber of Commerce add value to your business?

The Chamber is a truly vibrant and collaborative business enhancing institution, which provides us with many chances to connect with the Hong Kong business community at large and to pursue our common interest in achieving business success. The events are relevant and always topical and put on in a user-friendly manner and in a relaxed non-hierarchical atmosphere.

How long have you been living here?

We have been living in Hong Kong since May 2012 after previous Asia-based stints in Japan, Singapore and Brunei. Hong Kong has always been a frequent destination and it is great to be based here now, both professionally and personally.

What's your favourite spot in Hong Kong?

On one of the great tennis courts at The Ladies' Recreation Club.

What's the biggest change you've noticed since you've been here?

The continuing globalisation of the Hong Kong market in all respects: it has become a highly diverse city that is comfortable in its own skin.

What would you say is the chief Hong Kong-related issue that takes up a lot of your time at the moment?

Space and how to make the very best and most

“

The phrase 'Low hanging fruit' is overused, and it connotes to me that something is easy plus a sense of entitlement. Nothing worthwhile is easy to achieve; it takes preparation, commitment and hard work.

”



efficient use of it, as well as the evolving relationship with China – that is a key on-going topic.

If there were one thing you could change in Hong Kong, what would it be?

Very little, to be honest; although I do think that Hong Kong could have more belief and confidence in itself, at all levels. It needs to push on.

What's something you've learned recently that you didn't know before?

What a great place Quarry Bay is to have an office! We have just relocated to Dorset House in Taikoo Place and it is all we hoped for and more.

Which words or phrases do you find most overused?

The phrase "Low hanging fruit": it connotes to me that something is easy plus a sense of entitlement. Nothing worthwhile is easy to achieve; it takes preparation, commitment and hard work.

What is your favourite (non-professional) occupation?

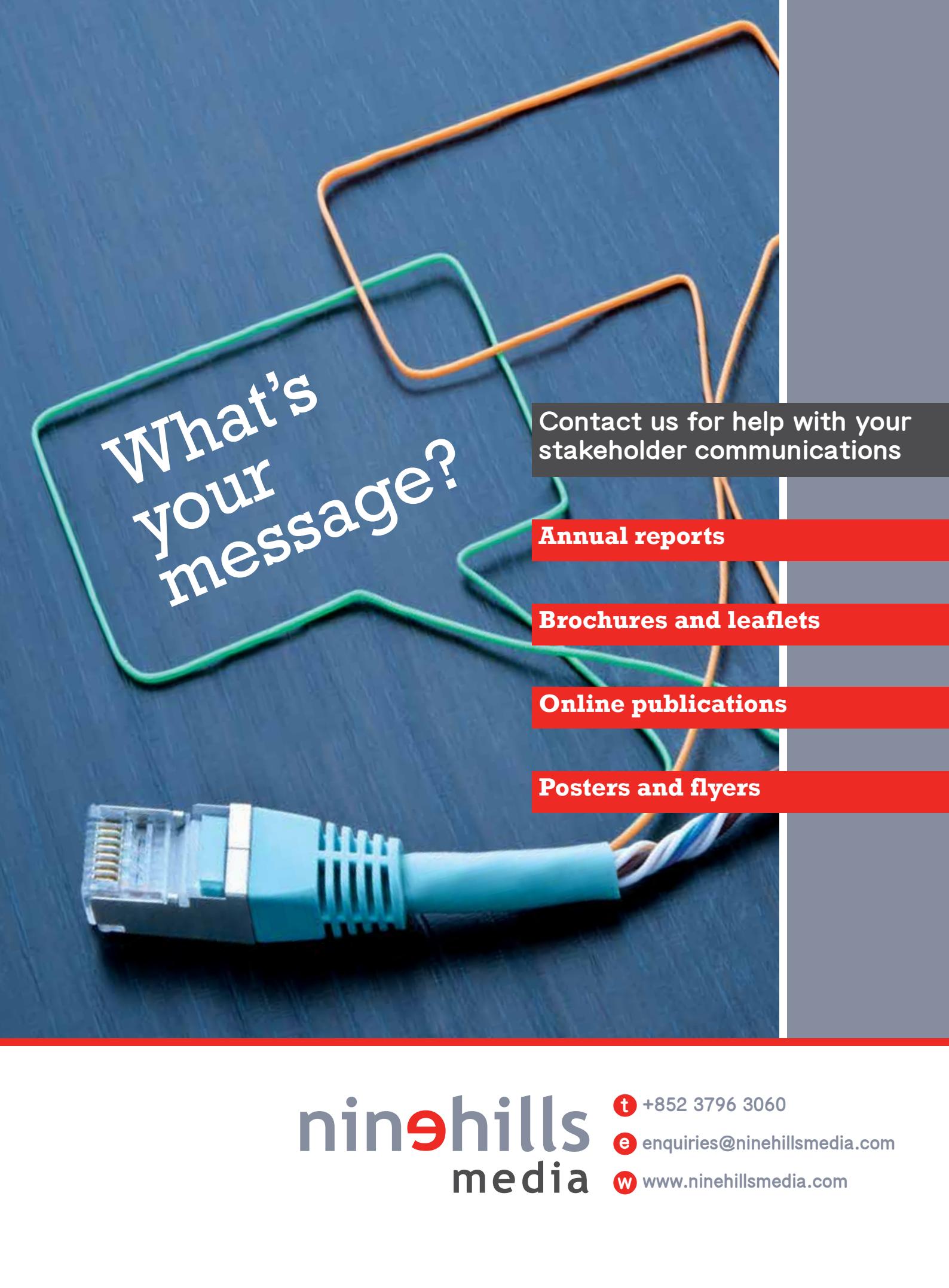
If it were not tennis professional, it would be Bruce Springsteen's percussionist.

What is your most marked characteristic?

Well, when I left London for Hong Kong in 2012, my work group presented me with an ornamental bulldog... for perseverance.

If you had a motto, what would it be?

Never give up. B



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