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the Bulletin

工商月刊

JULY 2012

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

PASSING THE BATON 繼往開來

HKGCC PRESENTS HONG KONG'S
NEW CHIEF EXECUTIVE WITH
OUR EXPECTATIONS FOR THE
NEW ADMINISTRATION
總商會向新特首表達對新政府的期望

WOMEN IN BUSINESS 職場女將

DOW JONES' CHRISTINE BRENDLE
道瓊斯Christine Brendle專訪

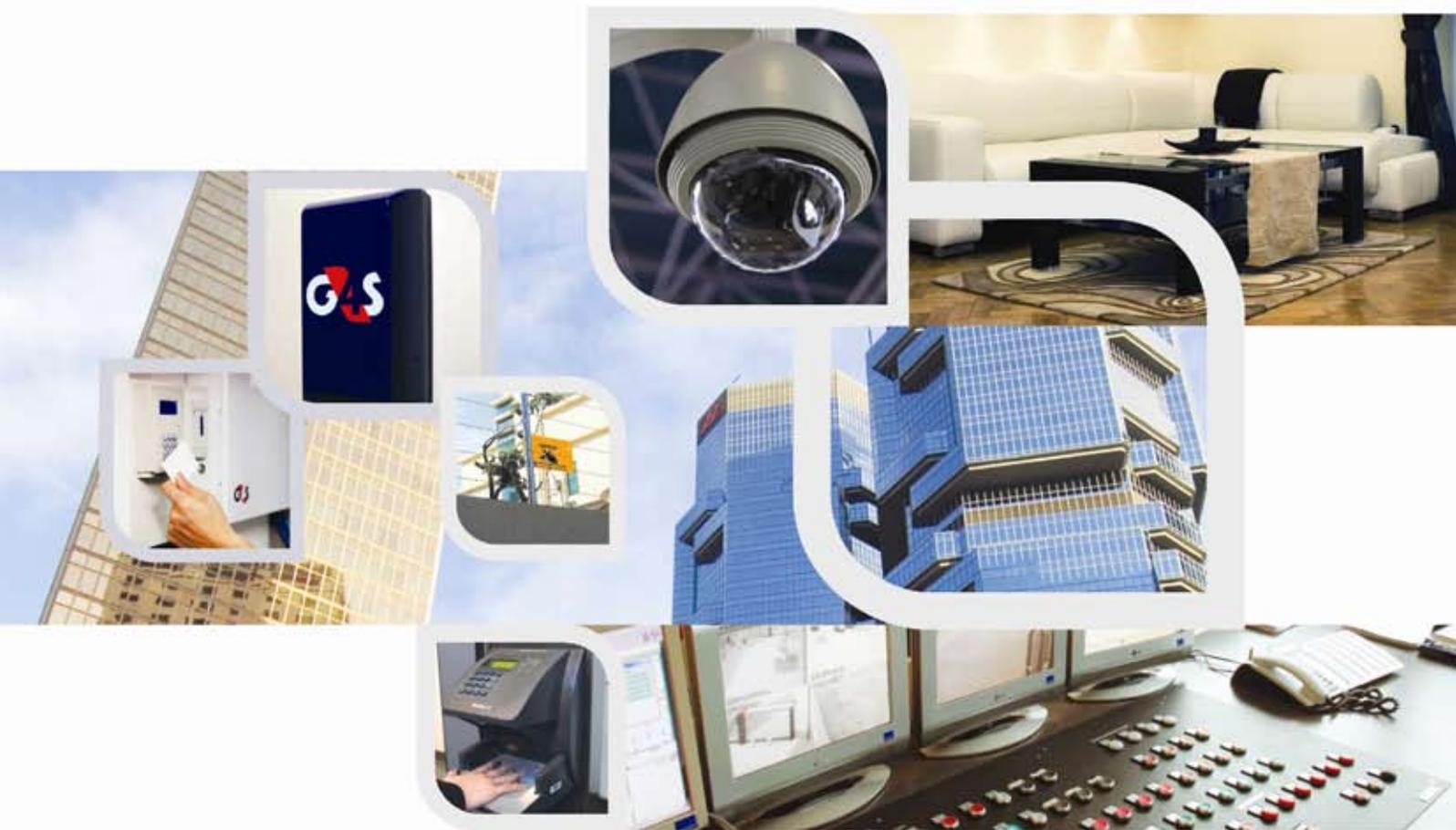
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Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861. 從1861年開始，香港總商會一直代表商界及捍衛它們的利益。



Hong Kong General Chamber of Commerce
香港總商會 1861

新政府，新開始 New Government, Fresh Start

By **C K Chow** 周松崗

The first of July marked the 15th anniversary of the Hong Kong Special Administrative Region and also the inauguration of a new Chief Executive. The anniversary allowed us to reflect on Hong Kong's accomplishments over the past 15 years, and with the new Administration coming into office, also provided the perfect opportunity to think about our future.

With our new Chief Executive C Y Leung and his new Administration now in place, we can look forward to a fresh start to public policy and governance as well as ways that better serve our society. The Chamber called on the CE-elect on June 21, and we were happy to hear his comprehensive plan of action, detailing his vision for boosting Hong Kong's competitiveness, achieving sustainable growth and bringing prosperity and a higher standard of living to Hong Kong citizens. We will work with the Government to enhance Hong Kong's competitiveness and promote sustainable growth for the benefit of all citizens.

During our meeting, we also presented him with the business community's agenda for the next five years. The heart of these proposals examines Hong Kong's competitiveness with the Mainland, within the region and globally. This is inextricably entwined with the business and physical environment, which we believe can both be significantly improved with the right policy initiatives. These should allow businesses to thrive in a free market and encourage the entrepreneurial spirit. We do not necessarily need more regulation, but we do need better regulation as well as more consistent implementation across the board.

Our past successes have always involved the combination of the Mainland of China and the rest of the world. Hong Kong is the foremost international business and finance centre in China. With these twin characteristics, we need balance. We need to understand and align with national goals while maintaining our international standing and competitiveness. We should continue to contribute to the integration process and be a part of the Mainland's future prosperity. At the same time, we need to prevent integration from diminishing our international flavour. ❀

C K Chow is Chairman of the Hong Kong General Chamber of Commerce.
周松崗為香港總商會主席。

7月1日標誌著香港特別行政區成立15周年，也是新一屆行政長官就任之日。這個特別日子正好讓我們回顧一下香港過去15年的成就，隨著新政府上台，我們也可藉機展望未來。

隨著新任行政長官梁振英及其領導的新一屆政府就職，我們期望當局在公共政策、管治策略和公共服務方面，都會有新的開始。總商會於6月21日拜會候任行政長官時，欣悉梁先生已制訂全盤計劃，詳述如何促進本港競爭力、達致可持續發展的社會，以及提高市民的生活水平，創建繁榮香港。我們樂於與政府攜手合作，加強香港的競爭力和推動可持續發展，為廣大市民謀求福祉。

We should continue to contribute to the integration process and be a part of the Mainland's future prosperity. At the same time, we need to prevent integration from diminishing our international flavour.

我們應繼續促進與內地的融合，為國家的未來繁榮作出貢獻，但與此同時，我們也得保持香港的國際化特色。

我們在會上向他提呈商界未來五年的路向，這些建議重點探討香港在中國、亞洲以至全球的競爭力。由於競爭力與營商和自然環境息息相關，我們認為當局應透過適切的政策以大大改善環境，例如讓企業在自由市場中茁壯成長，並鼓勵創業精神。我們不要更多規管，而是要貫徹執行適切的法規。

我們過去的成功一直建基於中西薈萃的優勢，香港亦是中國領先的國際商業和金融中心。因此，我們必須平衡這兩種特質，在了解和配合國家目標之餘，還要維持本港的國際地位和競爭力。我們應繼續促進與內地的融合，為國家的未來繁榮作出貢獻，但與此同時，我們也得保持香港的國際化特色。 ❀





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海外員工生活費最高的十大城市

| 2012 | 2011 | City 城市 | Country 國家 |
|------|------|----------------|----------------|
| 1 | 2 | TOKYO 東京 | JAPAN 日本 |
| 2 | 1 | LUANDA 羅安達 | ANGOLA 安哥拉 |
| 3 | 6 | OSAKA 大阪 | JAPAN 日本 |
| 4 | 4 | MOSCOW 莫斯科 | RUSSIA 俄羅斯 |
| 5 | 5 | GENEVA 日內瓦 | SWITZERLAND 瑞士 |
| 6 | 7 | ZURICH 蘇黎世 | SWITZERLAND 瑞士 |
| 6 | 8 | SINGAPORE 新加坡 | SINGAPORE 新加坡 |
| 8 | 3 | N'DJAMENA 恩賈梅納 | CHAD 乍得 |
| 9 | 9 | HONG KONG 香港 | CHINA 中國 |
| 10 | 11 | NAGOYA 名古屋 | JAPAN 日本 |

Hong Kong ninth most expensive city in the world for expats

全球生活費最貴城市 香港排第九

Tokyo is the world's most expensive city for expatriates, while Karachi is ranked as the least expensive, according to Mercer's latest Cost of Living Survey. Luanda, Angola, moved down to second position from last year, while Osaka is in third position, up three places from last year. Moscow remains in fourth and Geneva in fifth positions. Singapore and Zurich share sixth place, up two and one places respectively since 2011. Ndjamen, Chad, drops five places, but Hong Kong retains its ninth place.

人力資源顧問公司Mercer的最新生活成本調查顯示，日本東京是全球海外員工生活費最高的城市，而巴基斯坦的卡拉奇則相對最低。安哥拉首都羅安達從去年的榜首下跌至第二位，日本的大阪市則上升三級至第三位。莫斯科和日內瓦的排名與去年一樣，分別穩守第四及第五位。新加坡和蘇黎世分別較2011年上升兩級和一級，同樣排第六。非洲乍得的恩賈梅納下跌了五級，而香港則仍然排第九。

Companies' eggs all in the social media basket

企業營銷單靠社交媒體

In communicating with their customers, most companies have focused too much on social media and appear to be under-investing in mobile and other new communication channels, according to a study from the Economist Intelligence Unit, sponsored by Genesys, that examines how companies are responding to the changing dialogue between customers and companies.

This focus on social media at the expense of mobile platforms suggests that many companies are in reaction mode, responding as best they can to the rapid proliferation of social media, rather than developing a coherent strategy that addresses the spread of mobile technology as well. While social media has grown rapidly over the last five years, mobile phone penetration globally is expected to reach 99% this year, according to EIU forecasts.

經濟學人智庫近日在Genesys的贊助下進行了一項研究，探討企業如何應對客戶與公司之間不斷轉變的溝通模式。結果顯示，大部分企業與客戶溝通時過分倚重社交媒體，似乎在流動及其他新溝通渠道上投資不足。

企業側重社交媒體、忽略流動平台的做法，顯示很多企業較為被動，只盡可能回應社交媒體的急速增長，而未有同時發展連貫一致的策略，以針對日益普及的流動技術。儘管社交媒體在過去五年迅速發展，但根據經濟學人智庫預測，全球流動電話滲透率會在今年達到99%。

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挑戰重重的豐收年 A Challenging, But Rewarding Year

By Jeffrey Lam 林健鋒

How time flies! With the current term of the Legislative Council coming to an end, legislators have been working around the clock to scrutinize various bills. The Legislative Council (Amendment) Bill 2012, Competition Bill and Companies Bill were recently passed after their third reading following prolonged scrutiny.

On these controversial bills, I continually urged the Government to plug the loopholes and grey areas to enable the bills to serve their purpose. Despite the fact that not all of our suggestions were acted on, I feel content about the outcome. The much-criticized Competition Bill, for example, was full of flaws in its draft form, which deviated from the original intention of the legislation. However, with our persistent lobbying and proposed amendments, the Government finally adopted most of our recommendations. Having said that, businesses still have some confusion and worries about the legislation. To address their concerns, I will continue to monitor the guidelines that will be formulated by the upcoming Competition Commission to ensure that companies, both big and small, can operate in Hong Kong without worrying about grey areas in the legislation.

For the Companies Bill, we objected to the Government's inclusion of the Headcount Test, which was contrary to public opinion. Again, due to our hard work, the Government agreed to replace the test by providing statutory backing to the 10% Objection Rule as present in the SFC's Takeovers Code. Under the new arrangement, the number of shareholders attending a meeting to vote is no longer taken into consideration, which is more in line with the principle of "one share one vote."

Looking back, the past four years were full of perils and pitfalls, especially the challenges stirred up by the financial crisis. To help companies through these difficult times, I kept on lobbying the Government and finally succeeded in persuading them to launch the HK\$100 billion Special Loan Guarantee Scheme. Later on, when Hong Kong's economy started to pick up, I also proposed a series of additional measures, such as the SME Financing Guarantee Scheme, calling the Hong Kong Mortgage Corporation Limited to look into setting up a microfinance scheme, etc. I will continue to work hard to promote the well-being of the business community. Let us join hands to create a better future for Hong Kong. 🌸

Jeffrey Lam is the Chamber's Legco Representative.
林健鋒為香港總商會立法會代表。

不經不覺，今屆立法會的任期即將完結，我們一眾議員亦日以繼夜地埋頭審議法案和議案，務求於任期完結前完成所有審議工作，而審議多時的《2012立法會（修訂）條例草案》、《競爭條例草案》和《公司條例草案》均已於立法會大會以三讀正式通過。

對於這些備受爭議的法案，自問過去一直克盡己任，向政府窮追不捨，要求改善法例的漏洞和灰色地帶，從而為業界謀求最大的福祉和保障。當中或許未能事事盡如人意，但我自問亦「無愧於心」。例如備受各界批評的競爭法，最初可謂漏洞百出，與立法原意背道而馳，但經過我們竭力爭取和多番的修改建議後，政府終於接納我們大部分的意見，作出多項修訂，包括設立保障中小企的小額模式、刪除私人訴訟，以及將罰則上限改為

I will continue to monitor the guidelines to ensure that companies can operate in Hong Kong without worrying about grey areas in the legislation.

我會繼續監察正在制訂的規管指引，務求釋除業界的疑慮，讓企業能安心在港營商。

本地營業額的百分之十等等。雖然如此，商界對條例的一些問題仍然十分關注，我會繼續監察未來競爭事務委員會所訂立的規管指引，務求釋除業界的疑慮，讓大小商家能安心在港營商，百花爭鳴。

至於《公司條例草案》，我們一向反對政府逆民意而行，強行保留有關私有化的人數驗證機制（俗稱「數人頭」）。今次也是經過我們多番爭取後，政府終於「讓步」，改為採用證監會《收購守則》所訂的10%反對規則，以取代「數人頭」安排，令公司不需要考慮表決時所出席的股東人數，更符合「一股一票」的公平原則。

回首過去四年，絕對是驚濤駭浪，挑戰連連，香港企業要面對金融海嘯所帶來的困難，我因而向政府作出鏗而不捨的游說，最後更成功爭取當局推出1,000億元的「特別信貸保證計劃」。及後香港經濟轉好，我繼而向政府爭取一系列的措施，如優化「中小企融資擔保計劃」和要求按揭證券公司研究推行小型貸款計劃等。未來的日子，我會繼續努力為業界謀福祉，讓我們攜手並肩，為未來寫下更美好的一頁。 🌸



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要務先行 First Things First

By **Shirley Yuen** 袁莎妮

Proponents of sustainable development are leading the fight against pollution. If we fail to address the problem soon, besides hurting our health, it will also damage Hong Kong's competitiveness. The new Administration should grab the problem by the horns and take swift, bold action to implement practical policies that remove heavily polluting vehicles from our roads.

Every year, the Chamber's Business Prospects Survey shows the highest degree of dissatisfaction amongst our members is with the poor air quality and the Government's attitude towards dealing with the environment. This is worrying, because to ensure Hong Kong continues to grow as an international business hub, we need to retain and attract top talent from around the world to work here. If people feel the poor air quality threatens their health, then it obviously also damages Hong Kong's reputation as an international business and tourism hub.

Five years ago, the Government said it would conduct a study on its Air Quality Objectives (AQOs). It launched a public consultation three years ago, and after prolonged delay, the Government finally announced this year that it plans to update Hong Kong's AQOs with the WHO's guidelines as its benchmark.

Emissions reduction measures require long-term investment, yet we still do not have a clear timetable or concrete plan to achieve the targets that we have set. We all understand that cross-border air pollution will require long-term measures, but roadside pollution is one part of the equation that we can tackle immediately by eliminating heavily-polluting vehicles.

In congested corridors like Mongkok and Causeway Bay, high levels of roadside pollution blight the districts for almost half of all the days in the year. Some 40% of these roadside emissions are produced by buses, 40% by old LPG taxis and minibuses, as well as diesel minibuses, and the rest by private vehicles. The Government once said that it would consider using \$6 billion to buy all heavily-polluting buses, but the initiative never went any further.

Our members are working hard to play their part in reducing pollution. Inaction will only serve to worsen the problem, so I urge the new Administration to adopt the "first things first" principle and put addressing the air quality issue at the top of its priorities before it is too late. 🌸

Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.
袁莎妮為香港總商會總裁。

環境污染問題，已為香港可持續發展敲響警號，若置之不理，香港競爭力也會逐步被蠶食。新政府應當機立斷，以解決空氣污染為首要任務，立即淘汰污染嚴重的車輛。

本會每年進行的商業前景問卷調查，會員最不滿香港空氣的質素和政府處理環境問題的態度。要香港繼續保持國際商業中心美譽，國際人才必不可少，新政府應坐言起行，制訂及執行嚴謹的空氣污染策略和全面的廢物管理措施。

惡劣的空氣質素不但影響健康，還會玷污香港作為國際商業及旅遊中心的美譽，日漸損害我們的競爭力。總商會向來支持綠化社會，五年前政府表示，要因應空氣質素指標進行研究，三年前展開公眾諮詢，一等再等，港府年初才終於決定以世界衛生組織的指標為基準，制訂一套新的空氣質素指標。

I urge the new Administration to adopt the "first things first" principle and put addressing the air quality issue at the top of its priorities.

我促請新政府以要務先行的原則，優先處理空氣質素問題。

部分本地的減排措施需要長遠投資配合，可惜政府至今仍未有清晰的時間表，以及如何落實建議，達致要求的指標。例如跨境的空氣污染問題，可能需要長時間解決，但是香港本身的路邊污染，卻可以即時透過淘汰污染嚴重的車輛解決問題。

在香港交通擠塞的道路，如旺角和銅鑼灣，去年有近一半日子，路邊空氣污染指數錄得差劣的紀錄，當中四成來自巴士；四成來自老化的石油氣的士小巴和柴油小巴；其餘則來自私家車。港府曾表示，可以考慮以60億元購買所有污染嚴重的巴士，但至今仍未見有任何行動。

我們的會員竭盡所能，控制污染，以減低對經濟和市民健康的影響。坐視不理環境污染問題，情況只會惡化，我促請新政府以要務先行的原則，優先處理空氣質素問題，以免為時已晚。 🌸



FlexSystem Limited

Improving HR Efficiency

Orange Sky Golden Harvest adopts FESA HR to raise productivity

With intense market competition, companies are looking for ways of differentiating themselves and striving for enhancement of competitive advantage pro-actively. To this end, the art of managing people at all levels plays a pivotal role and a centralized, streamlined management platform enables smart decision making for better business growth.

Most critical is the challenge from data inconsistency and lack of transparency. It is important to monitor the accuracy of business data and enhance operational transparency that enables the management to acquire the full picture of business operation.

Faced with multiple challenges, Orange Sky Golden Harvest Entertainment Company Limited (“OSGH”), a leading player in cinemas, film and TV programmes distribution and production, has adopted FlexSystem’s FESA HR to organize manpower resources more effectively and systematically.

OSGH has seen business development advance steadily in different markets, especially in the fast-growing Mainland China. It is operating 53 cinemas across China, Hong Kong, Taiwan and Singapore. In Hong Kong, it has 6 cinemas with 26 screens.

The nature of cinema business and the way it is operated present a major challenge in manpower management. Employees are taking frequent shifts every day while has been putting immense pressure on roster planning and leave arrangement. An efficiently centralized and automated platform is essential to narrow down the management gaps and deliver the function of manpower management so as to minimize the adverse effect on the daily operation.

Ms. Ide Wong, Manager of Group Human Resources said OSGH

decided to adopt a new human resources solution in 2011 for its Hong Kong operation as its original platform had lagged behind fast growing business development. FESA HR has been emerged as an ideal solution providing a complete automated platform to manage manpower effectively.

“FESA HR is a flexible and cost-effective solution that fits in well with our business operation. We are dealing with a complicated shift arrangement due to the nature of cinema business, so a systematic roster planning helps us a lot. The platform has significantly enhanced manpower management and simplified the handling of complex payroll process,” she said.

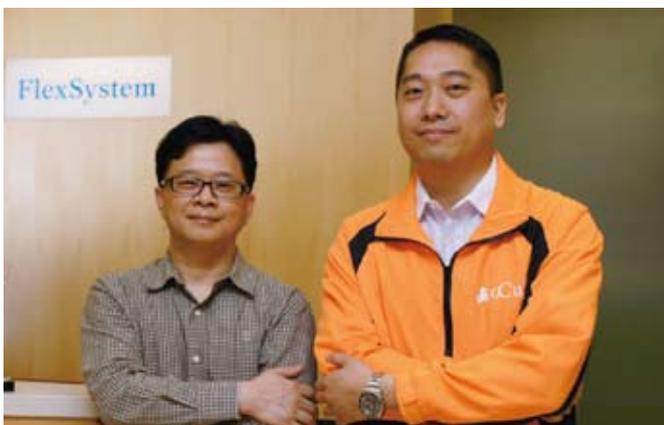
“There is no more unnecessary paperwork for working on shifts management. We can easily get a comprehensive picture of staff attendance and their performance. FESA HR really relieves us from much of unnecessary paperwork and provides us with an efficient and user-friendly solution.”

A Promising Approach

For Orange Sky Golden Harvest, each cinema runs along the centralized data and communication platform that keeps track on employees’ attendance, their performance and payroll management. As a result, FESA HR brings heightened transparency and facilitates timely decision-making, people’s management and deployment.

The solution enables the company to grasp, analyze and manage employees’ data with ad-hoc reports easily and effectively. The single integrated platform is capable of bringing the business in line with statutory compliances such as payroll calculation requirement and average daily salary.

For instance, the complicated process of calculating average daily salary has been taken care of smoothly through the system while gives the company the peace of mind after the initial one-off input exercise. OSGH will look into possible solution enhancement in future to acquire more benefits.



▲ Mr. Adam Lok (Left) CEO and Mr. David Lam (Right) Director of FlexSystem.

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 Enquiry : 3529 4132
 E-mail : infodl@flexsystem.com
 Website : www.flexhrms.com





Expectations for the **New**

對新政府的期望

The Chamber called on Hong Kong's new Chief Executive C Y Leung to present him with the Chamber's proposals for driving our economy forward in the coming five years

總商會拜訪香港新特首梁振英，向他提呈推動本港未來五年經濟的建議

Hong Kong eagerly awaited July 1, when Chief Executive Elect CY Leung took over the keys to the Central Government Offices and started to steer Hong Kong forward for the next five years. But what changes will he implement? Will our economy be free to flourish, or constrained by red tape? Will our entrepreneurial environment be encouraged, or will we become a welfare state?

Over the past four months, the Hong Kong General Chamber of Commerce conducted a series of brainstorming sessions and debates with our members to get to the core of what businesses believe are the key challenges facing Hong Kong in the coming five years and how we

should best tackle them. We presented our recommendations for strengthening a clear vision and leadership for our future to CY Leung, which we discussed during our visit to his office on June 21.

Key to maintaining Hong Kong's continued advancement is the need to clearly and transparently lay a strong and comprehensive plan of action to present society with a vision of who we are, where we are going and how we are going to get there. Our proposed plan also lays out what measures should be taken to revitalize Hong Kong's competitiveness, significantly improve the quality of our air and living environment, raise the standard of education and our workforce, and prepare ourselves for how we choose our

future leaders. We also suggested how the new Administration can gear up to limit the shock of external uncertainties which Hong Kong, as an international hub, is not immune to.

But to achieve these goals, we believe sustainability and competitiveness should be the spearhead of the new Administration's efforts to drive Hong Kong forward. There is no point in building new business districts and apartments if air pollution drives talent away from Hong Kong. This is why we believe our competitiveness over the near term is threatened directly by the poor quality of our environment. We need to stop talking about the problem and take immediate and aggressive action.



Administration

Competitiveness

In terms of efficiency and ease of doing business, Hong Kong is hard to beat, as our strong performance in international rankings shows. Beyond patting ourselves on the back, we need to benchmark ourselves to clearly see how we stack up against the very best in the world – from the living environment to banking regulations, educational opportunities and social cohesion. In doing so, we will identify areas where we can do better, and where we need to focus our attention.

One area that the Chamber feels is chipping away at our competitiveness is regulatory creep. We are not against regulation per se, but we do oppose badly written laws, which in recent years seem to be driven increasingly by populist policies, rather than solid reasoning. Many of the recurring problems limiting our progress and disrupting society stem

from the piecemeal short-term solutions to dealing with emerging issues. Policy initiatives requiring cross-bureau coordination and cooperation are rarely executed in a timely or efficient manner, and of these, even incoherent implementation. Instead, bureaux and agencies operate as silos, leading to repetitive, inconsistent policies. We need to remove these silos to enable the cogs of Government to operate as one, perfectly synchronized Administration.

We also need to stop copying laws from abroad without thinking clearly about the special conditions and characteristics here at home. Certainly, our international finance and business reputation should be second to none, but we do not benefit from European-style over-regulation. Moreover, we too often introduce new rules when simply enforcing existing law effectively would suffice.

As Hong Kong has recently lacked the benefit of long-term planning in various policy aspects, the Chamber presented our comprehensive recommendations for the next five years to the CE-elect. In particular, the Chamber believes that the following ten policies require immediate action and be set as top priorities:

Environment

- i. Implement proactive measures to curb roadside emission, e.g. removing dirty vehicles from our roads.
- ii. Build green incinerators and implement a waste management charging system.

Fiscal Policy

- iii. Establish a strategically focused Tax Policy Office.
- iv. Set up a dedicated fund to finance future healthcare and public pension requirements.
- v. Reduce the cost of doing business, including the profits tax rate and non-policy fees.

Governance

- vi. Evaluate and redefine responsibilities among bureaux and agencies.

Land

- vii. Formulate a long-term urban land use masterplan for Hong Kong.

Education

- viii. Improve the quality of the local education system and expand international schools.

Society

- ix. Undertake a comprehensive review of the Mandatory Provident Fund.
- x. Develop a comprehensive population policy.



One clear example of this is the Law Reform Commission's report advocating the introduction of Class Action. The Chamber has strong reservations over this, as we believe the costs far outweigh the benefits. Moreover, there is no driving demand among either consumers or the business community as adequate avenues for pursuing claims already exist. Overseas experience, notably the U.S., and the United Kingdom's decisions not to pursue a class action regime speak for themselves. We do not need more regulation;

we need better regulation as well as more consistent implementation across the board to ensure that the business environment remains favourable and is a level playing field for all.

We also need to comprehensively rethink land policy to ensure that adequate and regular land supply comes onto the market in the most minimally disruptive way. Where policy preferences take priority, the Government should specifically designate plots for identified purposes such as logistics, hotel con-

struction, small retail establishments or affordable housing. It also needs to formulate a forward-looking land-use masterplan, taking into consideration infrastructure and other ancillary facilities.

Manpower is a key component in the competitiveness equation. We need to ensure that those entering the workforce are adequately prepared, which will require a significant improvement in the quality of local education, and a major investment in both vocational training and mid-career retraining. Above all, a consistent, long-term education policy should be in place to provide a clear signal and direction for educators as well as students and parents to follow.

Our city's international character is a key competitive advantage, and we must provide an adequate number of school places for international families, otherwise many will be forced to reconsider contributing their talent to our labour pool. Central to this supply shortage is the overwhelming desire of local families to provide better education for their children than is readily available in their own language. The Government needs to immediately facilitate the expansion of existing international schools, particularly at the primary level. At the same time, we must also ensure that the quality of our local education churns out



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The Hong Kong RMB Study
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Sustainable Growth

In the near term, our competitiveness is directly and substantially threatened by the poor quality of our living environment. The Chamber has long championed a green society and our members have striven to play their part in reducing pollution. Despite this, each year our own surveys show that the poor air quality is the biggest source of dissatisfaction among companies doing business here, in addition to the Government's inertia towards dealing with the problem. This was clearly illustrated in the World Health Organisation's study that grouped Hong Kong among the cities with the highest levels of fine particles in the air. Unacceptable air quality deters foreign businesses from setting up offices in Hong Kong, discourages top talent from contributing to our growth, turns tourists off and threatens the health of our families.

The Chamber believes there has been too much discussion and not enough action. We should immediately and aggressively work on reducing roadside emissions, by introducing interest-free loans

to replace vehicles prior to an outright ban, phase out dirty vehicles, or whatever method the government sees fit.

On a broader horizon, we fully support stringent emission requirements for power plants. We need a clear and effective energy policy to ensure that we have the power we need to fuel our vertical city. The crux of the "clean" energy debate lies in achieving the right fuel mix and emission control while accounting for efficiency and demand management. The current mix aims to ensure supply reliability, which is important. But we need to ask ourselves how far we should go towards phasing out coal for cleaner fuels, and are we prepared to pay for that? We believe that conservation and efficient design can have a major impact on the demand for power, and that subsidies for electricity bills are counter-productive.

With the lifespan of our landfills coming to an end, we need an effective waste-management policy for Hong Kong. The Chamber is a strong advocate of a comprehensive package of waste management measures including landfill charging; incentives for waste reduction at source; recycling; respon-

sibility for packaging; building rehabilitation; alternatives to demolition; and incentives for life cycle costing. We have consistently held the view that the same user-pay principle applied to landfill charging should apply to commercial, industrial and municipal waste as well. While charging may not be a popular policy for the business community as a whole, the proposed charging schemes on municipal waste may help spur new business opportunities for the waste management, recovery and recycling industries. We need to comprehend the regional circular economy to resolve the waste issue and to capture opportunities in building up a green manufacturing supply chain in partnership with the PRD region.

HKGCC looks forward to working with the new Administration to strengthen Hong Kong's competitiveness and sustainability in the years ahead. We firmly believe that the issues outlined above, and our recommended actions, will go a long way towards ensuring that Hong Kong remains the pre-eminent regional business and financial centre, an attractive place to live and work and an asset to the nation and the people. 🌸

YCIS believes quality is key to developing the international school sector



YCIS students' global mindset is nurtured through international exchanges and cross-cultural community service

Debate continues on the provision of student places in Hong Kong international schools. Long waiting lists at the most prestigious of these are a fact of life, as are the genuine concerns of the business community that a shortage of school places is a serious disincentive to the recruitment of top overseas professionals.

Quality vs Quantity

One point that is sometimes overlooked in this debate is that, according to government figures, there were 4,000 international school vacancies last year. Based on this figure, Yew Chung International School (YCIS) believes it's the quality, not the quantity that is the issue. Parents want a good school, not just any school professing to offer international education.

It's apparent that further development is important to meet the demand for quality places and also to support Hong Kong's future economic growth. The government has made clear its intentions to foster the city's development as a regional education hub. Co-operation with mainland and international educational institutions is growing rapidly. It's an exciting time for education providers, who must ensure they meet the needs of both the local community and those of students who come from other places. An important question is: "What should an international education provide to students?"

Your Global Education

YCIS firmly believes that the globalised world of the 21st century requires students to be international-minded citizens. This is particularly relevant to Hong Kong. As a major financial centre, the city needs to constantly connect with the rest of the world and foster innovation and diverse ways of thinking.

International education must go beyond establishing a strong platform for future careers. Local educators must lead the way in Hong Kong – and throughout Asia – in embracing new standards. They need to offer students an "extra something" that enables them to develop truly global perspectives and prepares them to become tomorrow's leaders.

This must start at an early age, taking into account the overall well-being of each student. YCIS understands the need to encourage students to become active and motivated learners, developing skills not only in literacy and numeracy but also in asking questions and observing according to their individual abilities.

Connecting East and West

In Hong Kong's context as a key interface between East and West, dual-language education – mastering both Chinese and English – is key. By doing so, students develop intercultural skills and understanding. This is further nurtured through international exchanges, where students interact with

their peers in other cultures, perform cross-cultural community service, and develop their understanding of the world around them, shifting their thinking from local to global.

This is a major change from the historical development of international schools in Hong Kong, which began with a British education being offered to a mainly British school population. Even today, some international schools still offer a national curriculum leading to foreign qualifications for entry into a national education system overseas. In fact, they are really national schools in an international context.

Future World Citizens

YCIS strongly believes that education should be viewed holistically, focusing on students' intellectual, physical, cultural, spiritual and social development as future world citizens.

The challenge now for Hong Kong is to build on its existing advantages in order to offer a world-leading international educational experience.

Three core beliefs underpin the YCIS philosophy and practice. Education must:

- change with time
- produce long-term benefits for individuals
- help create a better future for all



全

港市民正熱切期待七一來臨，見證候任行政長官梁振英到政府總部履新，引領香港未來五年的發展。然而，他會落實甚麼轉變？香港的經濟會自由發展，還是受到官僚掣肘？政府會促進本地創業環境，還是香港會變成福利社會？

過去四個月，香港總商會與會員進行了一連串的集思會和討論，以了解商界認為香港未來五年將面對的主要挑戰，以及我們應怎樣以最佳的方法處理問題。本會於6月21日拜訪梁振英的辦公室，向他提呈多項建議，務求強化領導，為未來制訂清晰的路向。

要維持香港不斷進步，最重要的是擬訂一個清晰、強效、透明及全面的行動方案，向社會展示我們的定位、未來路向和實踐方式。我們的建議方案包含多項積極措施，以振興香港競爭力、大幅改善本地的空氣和生活環境質素、提升我們的教育和人力水平，以及就未來領袖的產生方法作好準備。香港作為一個國際樞紐，難以避免外來的衝擊，為此我們亦提議新政府做足準備，以減少外來不明因素的影響。

要達到以上目標，我們認為新政府應以可持續發展和競爭力兩個方向作為施政重點，從而推動香港未來發展。假如空氣污染把香港的人才嚇跑，即使興建多少新商業區和住宅單位也是徒然。因此，我們相信近年本港生活環境

質素拙劣，已令我們的競爭力直接受到影響。政府必須坐言起行，立即採取積極行動。

競爭力

論效率和營商便利程度，香港實在所向披靡，這可見於我們在國際排名上的卓越表現。除了引以自豪，我們有需要以全球表現最佳的國家或地區為標準，從生活環境以至銀行業規管、教育機會及社會融和等各方面清楚比較，識別我們需要改善和集中處理的範疇，以增強我們的競爭力。

總商會認為其中一個逐步蠶食本港競爭力的範疇，是不斷擴大的規管。我們本身並不抗拒規管，但極之反對制訂不良的法例，而近年本港的法例卻似乎愈來愈傾向親民政策，而非基於充分的理據。許多不時湧現、阻礙我們進步和擾亂社會的問題，都源於當局只推出零碎的短期方案，以應付當前出現的問題。對於需要跨部門協作制訂的政策措施，則甚少能夠發揮適時和有效的作用，當中更出現互不協調的情況。反之，部門與部門間的運作各自為政，導致政策出現重覆或矛盾的現象。我們必須摒棄這種各自為政的做法，令各部門齊心協力，施政協調更順暢。

我們亦要停止在未有清楚考慮香港的獨有條件和特性下，沿襲外地法例。無疑，香港的國際金融和商業名聲無可匹敵，但引入歐洲式的過度規管並不會令我們受惠。此外，我們不

時引入新的法規，而其實只要有效執行現有法例已經足夠。

其中一個顯然例子是，法律改革委員會發表的報告建議引入集體訴訟，總商會對此表示強烈保留。集體訴訟的成本遠超效益，而目前已有足夠渠道提出申索，無論消費者或商界均沒有迫切的需求。根據海外的經驗，特別是美國和英國，在多番考慮後都決定不推行集體訴訟機制，可見一斑。我們不用更多規管，只需要更適切的法規，以及各政府部門更貫徹一致地施政，確保維持有利的營商環境，人人可以公平競爭。

此外，我們需要全面重新審視土地政策，以最溫和的手段，確保市場有充足和恆常的土地供應。政策取向決定優次，政府應明確指定土地的用途，例如發展物流、酒店、小型零售企業或廉價房屋等。政府亦應顧及基礎建設和其他配套設施，制訂具前瞻性的土地使用藍圖。

人力是提升競爭力的重要一環。我們要確保投身職場的人士已有足夠準備，並需大幅改善本地教育質素，以及在職業培訓和在職再培訓方面投放大量資源。最重要的是，當局應貫徹推行一套長遠教育政策，為教師、學生和家長提供一個明確的方向。

香港的國際化特質是我們的主要競爭優勢，我們必須為海外家庭提供足夠的學額，否則很多人才會被迫重新考慮是否來港工作。導



致該等學位供應短缺的主因，是本地家庭殷切渴望為子女提供更好的教育，而母語教育卻未能滿足他們的需求。政府需即時協助擴展現有的國際學校，尤其是小學。與此同時，我們也必須確保本地教育的質素，能夠培育一班畢業生，符合香港作為世界級國際城市的需要。

可持續發展

近年，本港生活環境質素拙劣，令我們的競爭力直接受到嚴重的影響。總商會一直支持綠化社會，我們的會員竭力減少污染，為環保盡一分力。儘管如此，本會每年進行的調查報告均顯示，本地企業最不满意的是空氣質素惡劣，以及政府處理環境問題時有欠積極。世界衛生組織一項研究指出，香港空氣中的微細懸浮粒子濃度在全球多個城市中屬最高之列，由此可見一斑。令人難以接受的空氣質素會打擊外商在港投資的意欲、減低人才留港促進社會發展的吸引力、嚇跑遊客，還會危害市民健康。

總商會認為我們一直空談有餘而行動不足。當局應迅速和積極地減少路邊廢氣排放，包括先引入免息貸款以更換舊式車輛，再實施全面禁制，淘汰污染車輛，或政府認為合適的任何其他方法等。

宏觀而言，我們全力支持為發電廠制訂嚴格的排放要求。我們需要清晰有效的能源政策，確保有足夠電力供應這個摩天城市。有關

「清潔」能源的討論重點，在於推行合適的燃料組合和排放管制，同時達致提升效益和滿足需求的管理。現時確保該組合可靠供電的宗旨非常重要，但我們要撫心自問，在淘汰煤燃料的進程上，我們應走多遠，以及我們是否作好準備，去承擔使用更清潔燃料的代價？本會相信節省能源和採用具效能的裝置，可大大減少電力需求，而提供電費補貼只會適得其反。

隨著本港各堆填區即將飽和，我們需要為香港制訂有效的廢物管理政策。總商會極力主張一套全面的廢物管理措施，包括堆填區收費計劃、提供誘因鼓勵源頭減廢、資源回收、包裝責任、樓宇復修、尋求清拆以外的其他辦法，以及提供誘因鼓勵計算壽命周期成本。我們一直認為，適用於堆填區收費的用戶自付原則，應同樣適用於商業、工業和都市廢物。儘管收費政策未必受整體商界歡迎，但建議的都市廢物收費計劃或有助廢物管理、回收及循環再造行業開創新的商機。我們要了解地區循環經濟圈，通過與珠三角地區合作，把握商機，建設綠色製造供應鏈，從而解決廢物問題。

總商會期待與新政府攜手合作，加強香港未來的競爭力和推動可持續發展。我們堅信上述議題和建議，將大大有助香港維持地區商業和金融中心的卓越地位，繼續作為安居樂業的理想地，以及成為國家和市民的資產。✿

香港過去一直缺乏長遠規劃，本會向候任特首提交了未來五年長遠規劃的建議書，以下為當中提及十項須即時優先處理的政策：

環境

- i. 推出積極的措施減少路邊廢氣排放，如淘汰污染車輛。
- ii. 考慮興建環保焚化爐，並引入廢物管理收費制度。

財政政策

- iii. 設立一個以策略為本的稅務政策辦事處。
- iv. 成立專項基金，為未來公共醫療和退休保障提供資金。
- v. 降低營商成本，包括利得稅和非政策性收費。

管治

- vi. 評估和重新界定部門與部門之間的職責。

土地

- vii. 為香港制訂長遠的市區土地使用藍圖。

教育

- viii. 改善本地教育制度的質素，並擴充國際學校。

社會

- ix. 徹底檢討強積金計劃。
- x. 制訂全面的人口政策。

Our Changing Economy

轉變中的本地經濟

Hong Kong continually reinvents itself as and when the need arises, writes **David O'Rear**

有必要時，香港會不斷改造自己 歐大衛

In the first decade of the 21st century, Hong Kong economy grew 3.8% per annum in real terms, from HK\$1.32 trillion in 2000 to \$1.74 trillion in 2010 and just under \$1.9 trillion last year. Domestic demand, where imports are added to total economic activity and exports subtracted, rose 2.9% p.a., and international trade – exports plus imports of both goods and services – rose 6.8% a year, or an astonishing 642% in real terms.

On the demand side, private consumption contributed 73.3% of total growth, capital investment 15.5% and government spending on salaries and supplies comprised the remainder.

Switch now to the supply side, where industry sectors rather than consumption and investment are tallied. It should come as no surprise that our primary industries, that is, agriculture,

is about one-fifth of the economy, and grew at a robust 8.5% per year. Domestic trade, which includes wholesale and retail commerce, accounts for the other 5% and grew a more modest 6.3% p.a.

Most people would guess that finance is our second industry, but actually it is public administration, including both social and personal services. At 16% of GDP, this sector was a clear laggard, growing just 1.6% p.a. Many would think a slow-growing government sector is more of an asset than a liability.

Finance, the third major industry, accounts for just 15% of GDP, including insurance. Professional and business services, including real estate agencies, comes in at about 10%. The money men (and women) grew their sector a full 10% a year over the past decade, whereas real estate agents were only able to generate 2.5% annual growth.

The remaining share of the economy comprises local transport and storage, hotels and restaurants, information and communications and some odd accounting items such as ownership of premises and taxes. As a group, they turned in a respectable 3.2% annual growth. The IT sector, less than 3% of the total, grew at 4.9% per annum. Transport and storage churned out a 4.5% growth rate and the accommodation and food services industry just 1.2%.

As Hong Kong has grown from a regional to a global player in the financial services industry, the sector has increased in importance from 9% of GDP in 2000 to 15% in 2010. Trade services have also grown, from less than 18% to over 25%, while information and communications have simply maintained their 2.65% share.

The story here is that Hong Kong will continually reinvent itself, but only as the need arises. Certainly, efforts to guide the economy toward higher value-added services such as IT or tourism may create new opportunities for companies in those niche markets. But, transforming the structure of the economy is more about clustering complementary businesses and maintaining a light governmental touch than it is about laying fibre optic cable or selling imports to tourists. 🌸

Transforming the structure of the economy is more about clustering complementary businesses and maintaining a light governmental touch than it is about laying fibre optic cable or selling imports to tourists.

fishing, mining and quarrying, fell by 4.2% a year. Such activity comprises just 0.1% of our economy.

Manufacturing, now less than 2% of the SAR's total economic activity, fell 3.8% p.a., construction 1.6% and utilities managed a 1.7% annual rise. Together, these secondary industries total less than 7% of our economy. The rest is services.

But, which services are the leaders and where are the laggards hiding out? As on the demand side, trade is the champion, growing 8.2% a year and commanding a more than one-quarter share of the economy. Foreign trade services, not the actual transactions but the value added by trading companies,



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Ratcheting Up the GDP

Growth among 20 rich nations tracked by the U.S. Bureau of Labor Statistics slowed in the past 20 years as compared to the 1971-90 period. The exceptions were Germany, Australia and Ireland, according to data on the average annual growth in real GDP.

Three other measures are also indicative of why this occurred. The first concerns individual well-being, with GDP per person as a proxy for real incomes. Again, the same three economies out-performed their peers, albeit not as dramatically.

The second is output per employee, and here Australia remains an outlier but Germany and Ireland do not. Surprisingly, it is Sweden that shows the greatest improvement, rising from an average 1.3% growth in GDP per employee in 1971-90 to 2.2% in 1991-2010. The U.S. and Canada also registered better numbers, although not quite as impressive.

The third measure, GDP per hour worked, is a close proxy for productivity, and here the U.S. was the winner. It should be noted that gaps in the data mean that we have to exclude the high performers noted above, but



in a class that includes Canada, Japan, Belgium, Denmark, France, Germany, The Netherlands and Norway, the U.S. was the only economy to register faster growth during the more recent period.

Per capita or per employee measures are subject to changes in the population or employed workforce, respectively, and so countries with higher birth-rates or more liberal immigration policies won't necessarily perform better than their peers, or better over time. In the case of output per hour, however, the denominator is not affected by changes in population or workforce, but only in actual work performed. Here, investments in education, training and capital make a difference.



World of Business

A central graphic titled "World of Business" features a blue globe with a grid. Surrounding the globe are ten circular inset images, each representing a different business sector. Clockwise from the top left, the sectors are: Lifts & Escalators (showing a modern staircase), Environmental and Civil Engineering (showing a construction site), Food & Beverage (showing a restaurant interior), Construction, Building Services & Pipe Technologies (showing a building under construction), Property Development & Management, Logistics & Warehousing (showing a warehouse), Curtain Walling & Building Supplies (showing a modern building facade), Information Technology & Network Solutions (showing a server room), Insurance & Hotel Investment (showing a hotel building), Mobile Digital Solutions & Enterprise Automation (showing a laptop and a smartphone), and another instance of Lifts & Escalators (showing a different staircase design).

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在 21世紀的首十年，香港經濟按年實質增長3.8%，從2000年的1.32萬億港元，增加至2010年的1.74萬億港元，去年幾近達到1.9萬億元。本地需求（進口與總經濟活動相加，再減去出口）按年上升2.9%，而國際貿易（貨物及服務出口加進口）則按年增加6.8%，以實質計算，增幅甚至錄得642%的驚人水平。

需求方面，私人消費佔去總增長的73.3%，而資本投資佔15.5%，餘下的增幅則來自政府的薪酬和物料供應支出。

供應方面，主要由工業而非消費和投資所組成。本地第一產業，即漁農業和採礦業，按年跌幅為4.2%，乃意料之內。這類活動僅佔本地經濟0.1%。

如今佔特區總經濟活動不足2%的製造業，錄得3.8%的按年跌幅，建造業亦下跌1.6%，公共事業卻按年上升1.7%。加起來，這些第二產業佔本地經濟的比例也不足7%。其餘來自服務業。

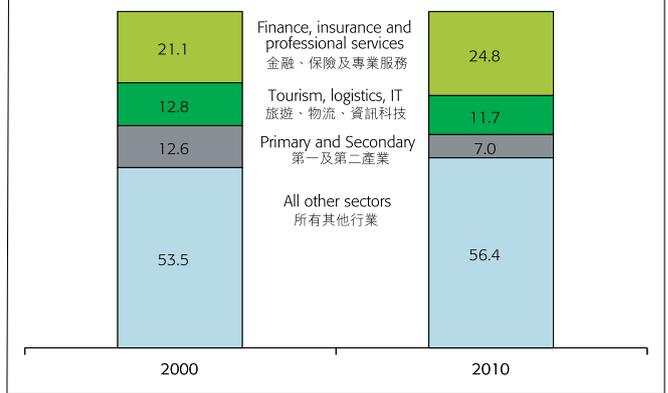
經濟結構轉型更關乎把互補的行業集結起來，並保持最低程度的政府參與，而非純粹鋪設光纖網絡或向旅客出售進口貨。

然而，哪些服務業正在領先？哪些處於落後呢？需求方面，貿易以8.2%的按年增長及佔經濟總值逾四分之一的比例，成為優勝者。外貿服務（並非實際交易，而是貿易公司所帶來的附加價值）約佔經濟五分之一，亦錄得8.5%的強勁按年增幅。涵蓋批發和零售業務的本地貿易佔本地經濟5%，以較溫和的6.3%按年幅度增長。

多數人認為，金融是我們的第二大行業，但實情卻是佔本地生產總值16%的公共行政（包括社會和個人服務），以按年只增長1.6%的幅度來看，這個界別明顯落後。很多人認為，公營界別增長緩慢是一個正面多於負面的情況。

金融（包括保險業）乃第三大行業，僅佔本地生產總值15%。專業及商業服務（包括地產代理）則佔10%左右。過去十年，金融從業員每

The (Slowly) Evolving Economy 發展（緩慢）的經濟



年為業界帶來整整10%的增長，而地產代理卻只能帶來2.5%的年增長。

餘下的經濟組成部分為本地運輸及倉庫、酒店及餐飲、資訊及通訊，以及一些零碎的會計項目，例如樓宇業權和稅務。它們合共產生可觀的3.2%年增長。資訊科技業佔總經濟比例不足3%，其按年增幅為4.9%。運輸及倉庫錄得達4.5%的增幅，而住宿及食物服務業則只有1.2%。

隨著香港的金融服務業已走出地區、邁向國際，業界所佔的本地生產總值比例已從2000年的9%，上升至2010年的15%，可見其重要性日益增加。貿易服務亦有所增長，從18%以下增加至25%以上，而資訊及通訊業的經濟比例則僅維持於2.65%。

這背後帶出的事實是，有必要時，香港會不斷改造自己。當然，引領經濟邁向資訊科技或旅遊等較高增值服務的行動，或可為這些個別市場的企業創造新機遇。然而，經濟結構轉型更關乎把互補的行業集結起來，並保持最低程度的政府參與，而非純粹鋪設光纖網絡或向旅客出售進口貨。

談天說地

GDP逐步增長

美 國勞工統計局追蹤了20個富有國家在過去20年的表現，發現各國的增長速度較1971至1990年期間緩慢。根據實質國內生產總值（GDP）的平均每年增長率數據，德國、澳洲和愛爾蘭均屬例外。

另有三個量度標準，亦解釋了以上情況。首先是個人福祉，以人均GDP代表實質收入。同樣，以上三個經濟體比其他國家的表現略勝。

第二是每位僱員的生產量，今次澳洲依然表現突出，但德國和愛爾蘭則不然。意外的是，瑞典錄得最大升幅，從1971至1990年期間每位僱員的GDP增幅平均為1.3%，上升至1991至2010年期間的2.2%。美國和加拿大亦錄得升幅，不過只屬輕微增長。

第三個量度標準，是每工作小時的GDP，這可緊貼反映生產力，而今次則以美國優勝。要注意的是由於數據不足，我們未能完全考慮上述表現優秀的國家，但在一個包括了加拿大、日本、比利時、丹麥、法國、德國、荷蘭和挪威的組別中，美國是近期錄得較快增長的唯一經濟體。

以人均或每位僱員為量度標準，或會分別因人口或受僱勞動人口轉變而有所不同，因此出生率較高或入境政策較寬鬆的國家，未必比其他國家表現較佳，亦不一定隨時日而有所改善。然而，以每小時生產量為量度標準，其分母不會受人口或勞動人口轉變而影響，而是只受實質工作影響。因此，教育、培訓和資本投資對這方面的影響會較大。



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Democratic Management of Enterprises

企業民主管理

The All-China Federation of Labour Unions recently issued a notice requiring enterprises to establish labour unions, and organize meetings with employees to discuss factory operations. **Zhang Jian**, Consulting Lawyer, Aoba Hopkins Group, takes a look at the provisions

中華全國總工會近日公布了一項規定，要求企業設立職工代表大會，並定期召開僱員大會，實行廠務公開。青葉浩勤集團顧問律師張健剖析有關規定

The “Provisions on the Democratic Management of Enterprises” were issued recently under the All China Federation of Trade Unions. The provisions urge enterprises to establish ‘democratic management systems’ with labour unions, increase transparency, and also give employees a greater say in the management of the company. Many enterprises have felt mounting pressure with these new requirements, especially at a time when they are already having trouble recruiting employees. So how will the provisions influence your enterprise?

General Provisions

The three main objectives aim to give employees a greater voice through labour unions, make corporate decisions transparent to workers, as well as allow workers to have a greater say in the running of the company. These will have far reaching consequences for businesses operating in the Mainland.

Employee Representative Assembly

Pursuant to the provisions, establishing an ‘employee representative assembly’ will give employees a greater say in their rights and democratic management of

the company. The provisions state that the number of representatives should not be less than one fifth of all employees or a minimum of 30 employees. This group will review any plans to draft, amend or pass any changes relating to an enterprise’s operations that are directly related to an employee’s immediate welfare. These cover salary remuneration, working hours, leave, safety and the work environment, insurance and welfare, vocational training, labour discipline and labour quotas, among others, and the assembly will present employees’ comments and suggestions to management.

The employee representative assembly must meet at least once a year.

Transparency in Enterprises' Operations

According to the provision, an enterprise should notify their employees when any 'significant matters' that affect an employee arise. These could be related to operations, regulations relating to employees' immediate interest, as well as practice clean and honest administrative practices. Management should communicate with workers through the employee representative assembly or other vehicles.

Employee Director and Supervisor

Corporations should identify an 'employee director' and set up a supervisor system in accordance with the law. They also need to support employee representatives elected by the employee representative assembly to act as members of the board of directors or supervisors and participate in an enterprise's decision-making process, management and supervision activities, to represent and safeguard employees' lawful rights.

Influence on Enterprises

In fact, the "Employment Contract Law" issued in 2008 has stipulated that, in the event of drafting regulations or schemes of significant importance that are directly related to an employee's immediate interests, an enterprise should discuss with the employee representative assembly or all employees, and notify or inform all employees. However, in practice, this provision has yet to create any tangible obstacle to the human resources divisions for enterprises.

1. The provision on notifying employees on significant matters relating to an enterprise's business operations is ambiguous. No further details are provided to specify in what circumstances could be deemed to be of significant importance, or when enterprises should notify employees.
2. Is the existence of an employee director or supervisor mandatory? The "Corporate Law" stipulates that state-invested enterprises should have an employee director or supervisor, but this is not compulsory for non-state-

Mainland Employers Are Less Conservative Than You Think

New research suggests traditional hiring criteria are becoming less important to Mainland companies

As the Mainland economy continues to grow, more than seven out of ten Mainland companies say they plan to hire fresh graduates in 2012. But in a country that produces over 6 million new graduates every year, there will be stiff competition for jobs.

Research carried out for managed workspace provider Regus sheds some light on the skills and attributes considered most important by employers for fresh graduates. Top of the list is internship experience, with 28% of respondents rating it as their top priority.

But experience is not the sole attribute graduates need to give them the edge. Personality and foreign language skills are also much in demand: each is named as the top priority by 21% of companies. Indeed, among large companies, personality is deemed to be on a par with intern experience, with each rated most important by 29% of large enterprises.

Surprisingly, educational background features relatively low down the list, particularly large employers: only 9% say it tops their wish-list. Communications skills are also a low priority: just 14% of businesses of all sizes rated it as their most important attribute in a potential recruit.

"These findings underline how much the attributes that were traditionally highly-prized by employers are gradually being usurped by personal aptitudes, such as the ability to innovate and adapt to change," said Sidney Yuen, Managing Director & Vice President, Greater China at human resources consultancy NorthgateArinso. "Mainland employers used to be seen as some of the most conservative in Asia. These findings raise a question mark over whether that is still the case."

The survey was conducted in early 2012. It asked 335 business decision-makers in mainland China to rank the hiring criteria they considered to be most important in a fresh graduate.

invested enterprise. Therefore, the effect of this requirement on private businesses negligible.

3. Now let's take a look at the legal validity of the provisions, which were jointly issued by the Central Commission for Discipline Inspection of the CPC, the Organization Department of the CPC Central Committee, the State-owned Assets Supervision and Administration Commission of the State Council, the Ministry of Supervision, the All-China Federation of Trade Unions and the All-China Federation of Industry and Commerce. All six institutions have

no administrative function and do not qualify to draft administrative provisions. Therefore, the provisions are not regulations of law in the strict sense and have no general validity in law. The provisions are in effect primarily focused on state-invested enterprises. And, as they contain no punitive provisions, their influence is very limited.

However, the democratic management system of enterprises is expected to integrate with company unions and collective contract systems, which the Chinese Government has been promising to establish for years. ✨

All information contained in this article is provided for reference only and cannot be regarded as detailed instructions or legal, financial or tax advice. Readers should seek professional consultants to discuss their specific cases. The author and the Aoba Hopkins Group are not obligated to update its content as the law, regulations, or policies amends.

近日，中華全國總工會牽頭制訂公布了《企業民主管理規定》（以下簡稱為「規定」），要求企業建立以職工代表大會為基本形式的民主管理制度，實行廠務公開，推行民主管理，讓原本已陷入招工難的眾多企業面對很大壓力。這項規定將對企業產生甚麼影響呢？

主要內容

這項規定創設了職工代表大會、廠務公開、職工董事監事三個制度，推行民主管理。

職工代表大會

根據規定，職工代表大會是職工行使民主管理權力的機構，職工代表人數不少於全體職工人數的百分之五，不得少於30人。他們負責審議企業制訂、修改或決定有關勞動報酬、工作時間、休息休假、勞動安全衛生、保險福利、職工培訓、勞動紀律及勞動定額管理等直接涉及勞動者切身利益的規章制度或重大事項方案，提出意見和建議；職工代表大會每年至少召開一次。

廠務公開

根據規定，企業應通過職工代表大會和其他形式，將企業生產經營管理的重大事項、涉及職工切身利益的規章制度，以及經營管理人員廉潔從業的相關情況，按照一定形式向職工公開。

職工董事監事

公司制企業應當依法建立職工董事和職工監事制度，支持職工代表大會選舉產生的職工代表作為董事會和監事會成員，參與公司決策、管理和監督，並代表和維護職工的合法權益。

對企業的影響

其實，2008年的《勞動合同法》已經規定了企業制訂直接涉及勞動者切身利益的規章制度或重大事項時，應當經職工代表大會或全體職工討論，並向勞動者公示或告知。實際上，這並未對企業的人力資源管理造成實質的障礙。

1. 企業生產經營管理的重大事項向職工公開也缺乏操作性，究竟哪些屬於重大事項、甚麼時候公開等都沒有細則。
2. 公司是否一定要有職工董事和監事呢？《公司法》規定，國有投資公司應有職工董事和監事，並未強制非國有公司一定要設立職工董事和監事，故這個制度的影響也微乎其微。



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內地僱主不如你想像般保守

最新研究調查指出，傳統聘請條件不再是內地公司的主要考慮因素

內地經濟發展突飛猛進，逾七成內地公司表示計劃在2012年聘請應屆大學畢業生。然而，當地每年有超過600萬人完成大學課程，求職競爭之激烈，可想而知。

一項由管理工作空間供應商雷格斯委任進行的研究調查，說明了僱主最重視應屆大學畢業生的哪些技能和特質。首先是實習經驗，28%的調查受訪者表示這是最重要的條件。

然而，經驗並非他們唯一需要具備的競爭優勢。有21%受訪公司認為，性格和外語能力這兩項特質是他們招聘的首要條件。事實上，大型企業認為個性和實習經驗同樣重要，兩項特質在大型企業中均獲得29%的支持度。

意外的是，教育背景並非最重要的條件，特別是大型企業：只有9%受訪者認為教育背景最重要。溝通技巧亦未見受高度重視：無論公司的規模大小，當中只有14%視其為應徵者必須具備的特質。

NorthgateArinso人力資源顧問公司大中華地區董事總經理暨副總裁Sidney Yuen表示：「研究結果闡明，過去為人重視的招聘特質逐漸被個人能力取代，例如創新和適應力。內地僱主向來都被視為亞洲區最保守的一群生意人，這結果無疑對此固有想法提出質疑。」

研究調查是在2012年1月進行，受訪者包括中國內地335位業務決策人，要求他們針對求職應屆大學畢業生的條件，列出最重要的考慮因素。

3. 我們再來看這份規定的法律效力，是由中共中央紀委、中共中央組織部、國務院國有資產監督管理委員會、監察部、中華全國總工會、中華全國工商業聯合會六個部門制訂頒布的，而這六個部門都沒有行政管理職能，根本沒資格制訂部門規章，所以這份規定不

屬於嚴格意義的法規，不具有普遍的法律效力，實際主要還是針對國有企業，而且也沒有處罰的規定，所以估計影響非常有限。

然而，由於中國政府近年推動建立企業工會及集體合同制，相信企業民主管理將會與上述兩項政策互相結合。✿

本資料僅作一般參考之用，不可視為詳盡的說明，亦不構成任何法律、財務或稅務等建議。製作單位及所屬的青葉浩勤集團沒有責任就法律、法規及相關政策的改進，進行內容的更新。至於法律法規的解釋、具體政策的應用和影響等，很大程度取決於個案事實，建議讀者在有所舉措前，敬請與專業顧問聯絡，以索取更詳細的專業意見。

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Embracing Change

喜迎轉變

Bulletin: You have worked in the media industry for over 20 years; how difficult of a climb has it been to get to the top?

Christine Brendle: I think I have been fortunate to work in an industry where there are tons of talented women. I started working on the news side in France, and the editors in chief of magazines like *Elle* were very talented and big role models for me. But I wanted to know about the business side. What was different for me was that I was able to find a path into the side of business that had been very male dominated. I was fortunate that I had men bosses who took the risk of taking me on, mentored and groomed me, and eventually gave me more responsibility.

B: A lot of women enter the media industry, but few make it to the upper echelons, so do you think women get less recognition in the workplace?

CB: My experience seems to have been that I need to put in 150% effort to get 80% recognition. Of course I can only speak for myself, but that has tended to be the experience. But it has been good, and it keeps me on the top of my game.

B: Why don't women blow their own horn as much?

CB: Maybe because it is generational in the way we were taught or groomed in that you don't need to ask because if you work hard you will be noticed. This is somewhat self-imposed, and I think it is a mentality that is widely shared. I also thought – wrongly – that my boss would see my effort; that my work would shine. So I would say to people: ask!

B: Why did you want to get into the media industry?

CB: I was always very interested in media. I like the fact that you create something new every time. You can take a publication and a few months later you would have the same product, but none of the content is the same, none of the treatment is the same. I thought this was very interesting, especially how you stay true to the mission of the publication, while at the same time being creative.

This is what has continued to really interest me, and here at the WSJA we are closing an issue every day. We are a 24-7 operation, print and digital, but we ask the same interesting questions that we always ask ourselves: what have we done to

I do feel men and women work differently. One thing that surprised me when I started managing men was how more frequently than I ever did they would walk into my office to ask for a pay rise or report on things that they had done.

B: We always hear there are not enough women in senior management or on boards, what is your take on this?

CB: I have changed my stance on this. I thought it was a bad idea to impose a quote, because every woman should be elected on her own merit. But it is like the 150% / 80% analogy in that women don't get recognized. So unless it is regulated it is never going to happen.

B: Do you think men and women have different styles of management?

CB: I can only tell you my own experience, which is I do feel men and women work differently. One thing that surprised me when I started managing men was how more frequently than I ever did they would walk into my office to ask for a pay rise or report on things that they had done. This is an anecdote that many of my women friends can relate to.

stay true to this brand and make it more engaging for businesses here?

B: A few magazines and newspapers have dabbled in digital publishing, but with limited success. Why has Dow Jones succeeded where others have failed?

CB: I think there are a few components that made our transition successful. First is we had news, technology knowledge, and also digital news with the *Dow Jones*. That combination of technology and news was already in the DNA of the company, which was a key factor of our success. So when the digital revolution came, it was embraced by *The Wall Street Journal* and we leveraged our capabilities within the company.

Within the media industry, it seems to me there has been some complacency towards digital and that they need to protect print. This is the opposite of *The Wall Street Journal*. We said

A professional portrait of Christine Brendle, a woman with shoulder-length brown hair, smiling warmly. She is wearing a dark blue pinstriped blazer over a black top with a gold and black patterned scarf. Her hands are clasped in front of her. The background is a blurred green and brown pattern.

Christine Brendle joined Dow Jones in February 2006, following a 17-year career with the Hachette Filipacchi publishing group in Asia, the U.S. and Europe. As Managing Director of *Dow Jones* in the Asia Pacific, and Publisher of *The Wall Street Journal Asia*, she has helped make the news corporation one of the most successful and respected in Asia. *The Bulletin's* Editor **Malcolm Ainsworth** spoke with the savvy businesswoman about her career, women in business and the digital revolution.

Christine Brendle於2006年2月加盟道瓊斯公司，離開她在亞洲和歐美服務了17年的Hachette Filipacchi出版集團。身為道瓊斯亞太區董事總經理兼《亞洲華爾街日報》出版人，她協助集團成為亞洲最成功和備受推崇的新聞媒體之一。

《工商月刊》編輯麥爾康訪問了這位專業能幹的職業女性，聽她細說事業、職場女性和數碼革命。

“ There was also a complacency that, ‘no this is not what we do.’ So I think it was a big missed opportunity.

業界對此亦不表興趣，只自滿地認為「不行，這並非我們要做的事」，白白斷送了大好機會。 ”



問：你從事傳媒業逾20年，身為女性，要攀上事業頂峰有多困難？

答：我很榮幸能夠從事一個有眾多傑出女性投身的行業。初入行時，我在法國走訪新聞，當時《Elle》等雜誌的一眾總編輯都才華橫溢，為我樹立了良好的學習榜樣。然而，我對商業新聞更感興趣。我之所以與別不同，是因為我能夠找到途徑，加入那時男性當道的商業版。慶幸多位男上司願意冒險接納、指導和看顧我，後來還給我委以重任。

問：很多女性投身傳媒業，但很少能夠攀上較高職位，你認為女性的職場表現較少獲得認同嗎？

答：根據我的經驗，似乎我要付出150%的努力，才能換取80%的認

問：男女的管理方式是否截然不同？

答：以我的親身經驗看，男女的工作方式的確有別。我開始管理男下屬時，最使我驚訝的是他們不時直闖我的辦公室，要求加薪或匯報自己的工作成就。我很多女性朋友都經歷過類似的趣事。

問：女性何不照辦煮碗呢？

答：也許一直以來，我們被灌輸一個概念，就是別人會看到我們的努力，無需主動要求回報。這種心態有點一廂情願，但卻獲廣泛接納。我亦錯誤以為，我的老闆會看見我的努力，行動更勝言語。所以，我現在會教人主動提出要求！

男女的工作方式的確有別。我開始管理男下屬時，最使我驚訝的是他們不時直闖我的辦公室，要求加薪或匯報自己的工作成就。

同。當然，這不代表其他女性亦一樣，但卻是我的真實經驗。然而，這也有正面作用，就是激發我不斷向前，力求進步。

問：時有聽聞，擔任高級管理或董事職位的女性寥寥可數，你對此有何看法？

答：我已改變了立場。我過往認為引述這些說法是不當的，因為每位身居要職的女性各有過人之處。但以150% / 80%法則推論，就是說女性的工作表現不獲認同，除非這個現象得以調整，否則不會改變。

問：你當初為何想投身傳媒業？

答：我一直對傳媒業有濃厚興趣，我喜歡創造新事物。以刊物為例，同樣的產品可能每隔幾個月出版一期，但不一樣的是每一期的內容和論述。我覺得這行業十分有趣，特別是你既要忠於有關報刊的使命，同時要維持創意。

這是讓我一直對此行深感興趣的原因，而在《亞洲華爾街日報》這裡，我們天天出版，每日24小時運作，利用印刷和數碼媒體發放新聞資訊，但我們不時反覆問自己一個有趣的問題：我們應如何忠於這個品

there are limitations with print, but digital is going to expand the brand. I think this absolutely contradictory view to others has helped us and I feel very proud to have been a part of it. When we took this stance, we were criticized, but now the decision is applauded.

B: Do you think those who missed the boat can catch up?

CB: One of the things that became apparent to me, with the magazine world and even weekly publications, is that there is a disconnect between print and digital. I think this is what publishers are grappling with and many publishers have missed that turn. There was also a complacency that, 'no this is not what we do.' So I think it was a big missed opportunity.

B: With the breakneck speed at which stories are published digitally, do you think the quality of reporting has been sacrificed?

CB: One of the reasons why we are so successful is that we leverage everything – taking pictures, videos, info-graphics ... all these tools tell the story in a more competitive fashion. But at the heart of that, there is still the most thorough editing and fact checking processes. Everyone is clear here that before any story is released it first has to be ripped apart. This is challenging for our editors and reporters, but at the same time extremely rewarding because when a story comes out everyone is proud of the results.

B: Do you think the digital revolution is approaching maturity?

CB: There is still so much to do. Look at how fast things are changing – we didn't even have a tablet just 18 months ago. What I find more interesting is where we are going. There are tons of challenges coming our way, and I believe we are at the very beginning, but we are going to be smart again and embrace the changes. ✨

The above Q&A has been abridged for length and clarity.

牌，增加其對本地企業的吸引力呢？

問：少數雜誌和報刊已進軍數碼出版，但成績黯然；那麼道瓊斯的成功之道是甚麼？

答：我認為有幾個要素讓我們得以成功轉型。首先，道瓊斯為我們提供新聞、科技知識和數碼新聞的支援。這種科技與新聞的結合，早已植入公司的基因之中，成為致勝的關鍵。因此，數碼革命爆發之際，正好讓《華爾街日報》抓緊機會，我們也可藉機發揮潛能。

業界似乎對數碼媒體的發展顯得漠不關心，認為有需要保護印刷媒體，但這種想法卻與《華爾街日報》背道而馳。我們認為傳統的印刷媒體有不少限制，而數碼化卻有助擴展品牌。儘管與其他同業觀點不一，但這卻為我們帶來優勢，我對此亦深感自豪。這個決定最初令我們受盡批評，但如今卻為我們贏得掌聲。

問：那些錯失良機的人能否迎頭趕上呢？

答：我留意到雜誌甚至周刊業都有一個明顯現象，就是印刷和數碼媒體不相接軌。這是出版商正設法解決的問題，而很多出版商已錯失這個機

Christine Brendle

Christine Brendle is the Managing Director of Dow Jones in Asia Pacific. Based in Hong Kong, she leads the strategic development of Dow Jones throughout the region. She joined Dow Jones in 2006, following a 17-year career with the Hachette Filipacchi publishing group. From 1995 to 2001, she served as President and Chief Executive Officer of Hachette Filipacchi Asia Pacific; and from 1993 to 1995 Vice President, Asia Pacific, and Managing Director, Hong Kong and China.

From 1991 to 1993 she worked for Hachette Filipacchi Japan and Time Hachette Japan; from 1988 to 1991 for ELLE Publishing and Hachette Publications Inc. in New York; and from 1984 to 1988 for Hachette Filipacchi Presse S.A. in France.

Brendle received an M.B.A. from the Graduate School of Business Administration of Columbia University in New York, and a diploma from ESSEC (Ecole Supérieure des Sciences Économiques et Commerciales) in France.

Christine Brendle是道瓊斯亞太區董事總經理，駐守《亞洲華爾街日報》位於香港的總部，負責領導公司在區內的策略發展。她於2006年加入道瓊斯，離開任職了17年的Hachette Filipacchi出版集團。1995年至2001年期間，她出任Hachette Filipacchi亞太區主席及行政總裁，而在1993年至1995年，則擔任亞太區副主席及香港及中國董事總經理。

1991年至1993年期間，她任職Hachette Filipacchi Japan及Time Hachette Japan；在1988年至1991年，則在紐約的ELLE Publishing及Hachette Publications Inc.工作；1984年至1988年期間，則效力法國的Hachette Filipacchi Presse S.A.。

Brendle獲紐約哥倫比亞大學工商管理研究所頒授工商管理碩士學位，並在法國ESSEC高等經濟商業學院取得文憑證書。

會。他們對此亦不表興趣，只自滿地認為「不行，這並非我們要做的事」，白白斷送了好機會。

問：隨著新聞報導能夠以數碼形式極速發放，會否因此而犧牲了報導質素？

答：公司如此成功的原因之一，是我們懂得善用相片、影片和資訊圖像等資源，這些工具能夠增加報導的可讀性，提升我們的競爭力。但最重要的，仍然是仔細的編輯和查證過程。這裡每位同事都清楚知道，在發表任何報導之前，先要尋根究底。對於編輯和記者而言，這除了是一項挑戰，也是一種獎勵，因為當報導刊出時，人人都會引以為榮。

問：你認為數碼革命是否已趨成熟？

答：要走的路仍然漫長。世事瞬息萬變，18個月前，平板電腦甚至還未推出市場。更有趣的是我們的前路。未來挑戰重重，我相信現在只是起點，但我們將再次施展智慧，積極面對種種轉變。 ✨

由於篇幅所限，以上的問答內容經過節錄。

From Messenger to Manager

從信差到經理

Wong Wun Cheong started working at the Chamber at the age of 17 and for the past 43 years has loved every minute of it. **Fion Chui** tells his story. 黃運昌17歲加入總商會大家庭，過去43年來一直敬業樂業。徐惠兒與您分享他的故事。

One of the Chamber's longest serving staff, Wong Wun Cheong, retired from the Chamber on May 31, some 43 years after starting his first and only job.

"In November 1969, a friend of mine who worked at the Chamber suggested I apply here for a job as a messenger. I was lucky that I got the job, although it was quite simple work, with my duties including picking up and delivering documents and packages. I was just 17 years old, and because I had recently left Vietnam to come to Hong Kong, I didn't have many friends. I really enjoyed my work, because it allowed me to meet many different people," Wong said.

While working as a messenger, he studied at Tai Tung Night School. After work, he studied every weekday from 7 to 9:30 p.m. for five years to graduate

with a Hong Kong high school education. He then enrolled in a course with the British Council to improve his English and obtained a diploma in English.

"I was lucky that the Chamber paid for my education in Hong Kong. Because I only earned a little as a messenger there was no way I could pay the school fees out of my own pocket," he said.

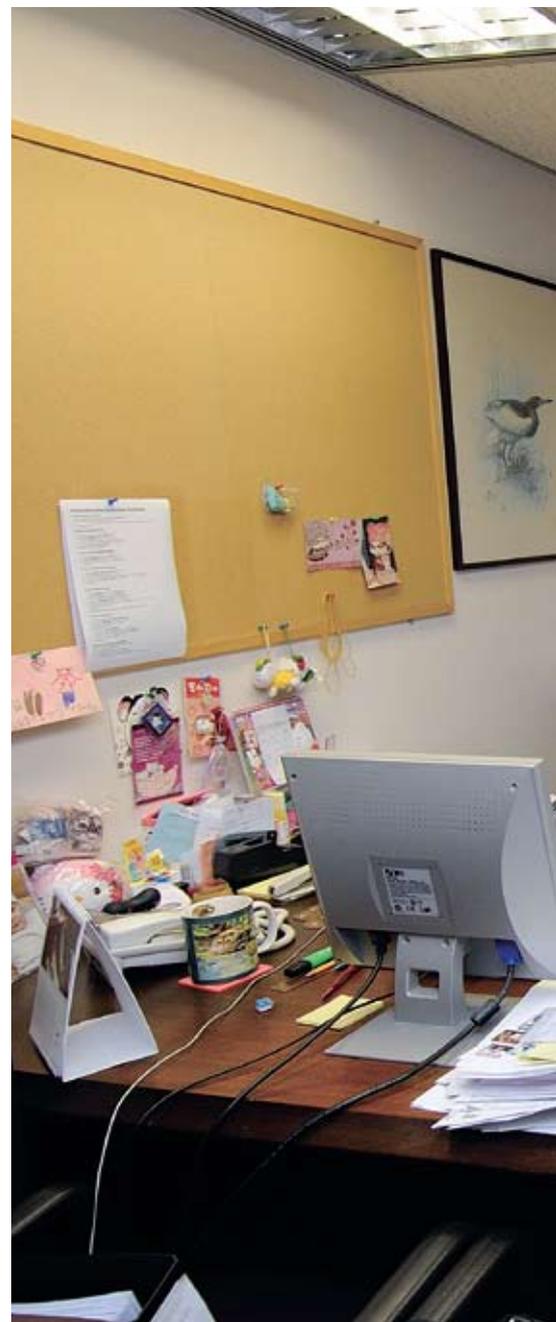
His hard work at night school was rewarded as he was promoted to a clerical assistant after completing his studies.

"G P Wong, who retired from the Chamber in the 1970s, was my first direct supervisor and promoted me. I still remember that day and treated myself to some barbecued pork to celebrate at home," he said.

After GP retired, he was put under the wing of the Chamber's former head for Certification W S Chan and after four years was again rewarded for his hard work.

"I worked in the Admiralty office issuing different kinds of certificates of origin and trade documents. The workload was heavy, but ultimately rewarding. We broke our own record year after year in terms of revenue made from COs, and those were among my happiest and most memorable days at the Chamber. WS was a gentleman and a really good supervisor. He would always give guidance to junior staff and showed great concern for us," Wong said, adding Chan retired from the Chamber in the 2000s.

Wong Wun Cheong joined the Chamber at the age of 17. 黃運昌於17歲加入總商會。



Recollecting his early years working in the Certificate of Origin Division, Wong said it was not without its problems. Despite providing applicants with clear instructions, some would always forget to bring along the required supporting documents. Customers would blame him for not making the procedure clear enough, but Wong adopted "the customer is always right" mentality and calmly and politely explained the procedures over and over again.

"We understand that time is money for applicants. Therefore we work as hard as we can to issue certificates for





On the last day before his retirement, Wong Wun Cheong re-visited his Admiralty office where he issued COs for Chamber members 23 years ago. 在樂休前一日，黃運昌重臨金鐘辦事處，回首23年前在這裡為總商會會員簽發產地來源證。

them in the shortest time possible. This not only keeps customers happy, but also helps increase the Chamber's revenue," he added.

With his passion and diligence, Wong moved steadily up the career ladder from senior clerk to executive officer to assistant manager and finally to customer services manager at the Certification Division in Fotan.

Chan Cheong Chi, Director of the Certification Division at HKGCC, praised Wong's hard work and passion. "Before his retirement, Wong was the manager responsible for the daily opera-

tions of the Fotan office. Working with a small team, he was willing to do all kinds of administrative work from data input to the issuance of COs to ensure the smooth day-to-day operations of the office. He is hardworking, responsible and self-motivated," he said.

May Tsui, who worked together with Wong at the Fotan office, echoed his comments. She explained that when Wong was transferred from the Kwun Tong office to Fotan office two years ago, despite being close to retirement, he never slowed down or lost his enthusiasm to work or develop new business.

"After working all my life for the Chamber, obviously I care a lot about it and feel it is my family," Wong said. "If the retirement age were 80 instead of 60, I would be happy to continue working for the Chamber."

When it comes to his retirement plans, Wong said his top priority is to maintain a healthy lifestyle. "Over the past five years, I have eaten healthily and gone for a 90-minute walk with my wife every night, which has helped me to lose 30 pounds to reach my ideal weight. I want to remain healthy so I can enjoy my retirement," he concluded. 🌸

W S Chan (centre, front row), Wong's former supervisor, retired from the Chamber about seven years ago.
黃運昌的前任上司陳煥榮（前排中）約於七年前從總商會榮休。



總商會最資深員工之一黃運昌，在總商會默默耕耘了約43年後，5月31日正式榮休，離開他人生中第一個、也是唯一一個工作崗位。

黃先生說：「1969年11月，一位在總商會工作的朋友提議我來申請當信差。幸運地，我獲聘了。那時的工作很簡單，負責收發文件和包裹等。當年我只有17歲，加上剛剛從越南來港，朋友不多。我真的很喜歡這份工作，因為可以讓我認識林林總總的人。」

他一邊當信差，一邊在大同夜校進修。每晚7時到9時半，他都從公司趕到夜校上課，五年後完成了香港高中課程。其後，他在英國文化協會進修英語，考獲英語文憑證書。

他說：「幸好總商會為我支付學費。由於信差的收入微薄，我實在負擔不起香港的學費。」

他在夜校的努力最終得到回報。完成課程後，他獲晉升為助理文員。他說：「1970年代從總商會退休的王公浦先生，是我第一位直屬上司，他向公司推薦我升職。還記得當天我買了叉燒回家慶祝呢。」

王公浦退休後，他調至總商會簽證部前任主管陳煥榮的團隊。四年後，他的勤奮再次修成正果。

黃先生表示：「我在金鐘辦事處工作，簽發各種產地來源證和商貿文件。那時的工作量很大，但最終卻非常值得。簽證部的收入屢破紀錄，那是在總商會最快樂、最難忘的日子。陳煥榮先生彬彬有禮，是一位好上司。他經常提點後輩，對我們關懷備至。」他補充說，陳先生亦於2000年代從總商會榮休。

回顧他早年在簽證部的工作，黃先生說並非一帆風順。儘管他們已經向申請人提供清晰指引，但有些人總是忘記帶備所需文件。客戶會埋怨他沒有清楚說明申請程序，但黃先生會抱持「顧客永遠是對的」的心態，不厭其煩地重複解釋有關程序。

他續稱：「我們明白對於申請人來說，時間就是金錢，所以我們盡可能在最短時間內向他們發出證件。這不但令客戶稱心滿意，亦有助增加本會收入。」

憑藉黃先生的熱誠和勤奮，他由高級文員

逐步晉升為行政主任、副經理，最後出任簽證部火炭辦事處的客戶服務經理。

總商會簽證總監陳昌志讚揚黃先生勤奮上進、熱誠主動。他說：「黃經理退休前，負責火炭辦事處的日常營運。由於人手有限，他很樂意應付各種行政工作，由輸入數據到簽發證件都一手包辦，以確保公司運作暢順。他盡忠職守，勤奮積極，是不可多得的員工。」

與黃先生在火炭辦事處共事的徐美慧對此深表贊同。她解釋說，黃先生自兩年前從觀塘調來火炭後，從未因為行將退休而放慢腳步，相反他仍然熱心工作，積極開拓新業務。

「我為總商會奉獻了整個工作生涯，可見我很珍惜這個大家庭。」黃先生說：「如果退休年齡是80歲而非60歲，我很樂意繼續為總商會效力。」

至於退休計劃，黃運昌說首要任務是保持健康的生活習慣。他總結說：「過去五年，我一直飲食健康，每晚與太太散步個半小時，成功減去30磅，達到理想體重。我想維持健康的體魄，讓我好好享受退休生活。」

Wong Wun Cheong's family.
黃運昌的家庭照。



Wong Wun Cheong (left) and W S Chan.
黃運昌（左）與陳煥榮合照。



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The Robert Parker Effect 效應

How much does Robert Parker matter in wine prices for Hong Kong? Especially for wine and the sales of Bordeaux wine futures! 'The Wine Cellar Insider' **Jeff Leve** takes a peek

著名酒評家Robert Parker對香港的葡萄酒價格有多重要？特別是對於波爾多酒和波爾多酒花的銷量，又有何影響？

「The Wine Cellar Insider」網站創辦人Jeff Leve助你一探究竟

Hong Kong is a place where money, brand names and labels are part of daily life. It is also the hub of fine wine in Asia and last year had the largest turnover of fine wine both in volume and revenue at auction in the world.

So does a country that likes its fine wine care about what point scores influential critic Robert Parker gives to wines or do we just buy brand named fine wines so we can put them on the dinner table to showcase to our friends how much money we are capable of spending?

To find out more I put a survey on our company Facebook page and asked local Hong Kong wine lovers, sommeliers and

people in the trade for their opinion. Expecting to get a result heavily weighted towards “No, Parker points have no influence over wine purchases in Hong Kong,” I was surprised by the result.

It was a dead heat. Of the 80 respondents, it was split evenly down the middle.

Marco Vazquez, fine wine manager at Jepsen Fine Wines here, told me, “many buyers most definitely take Parker points into account when buying wine but some are motivated by other factors. Some swear by RP and won't buy anything under a certain rating and others only use the rating as a guideline. If a wine of HK\$300 or HK\$400 gets a score of 96 or 97 points it's an easy sell as some consumers seem to think it has to be, at the very least, good value for money.”

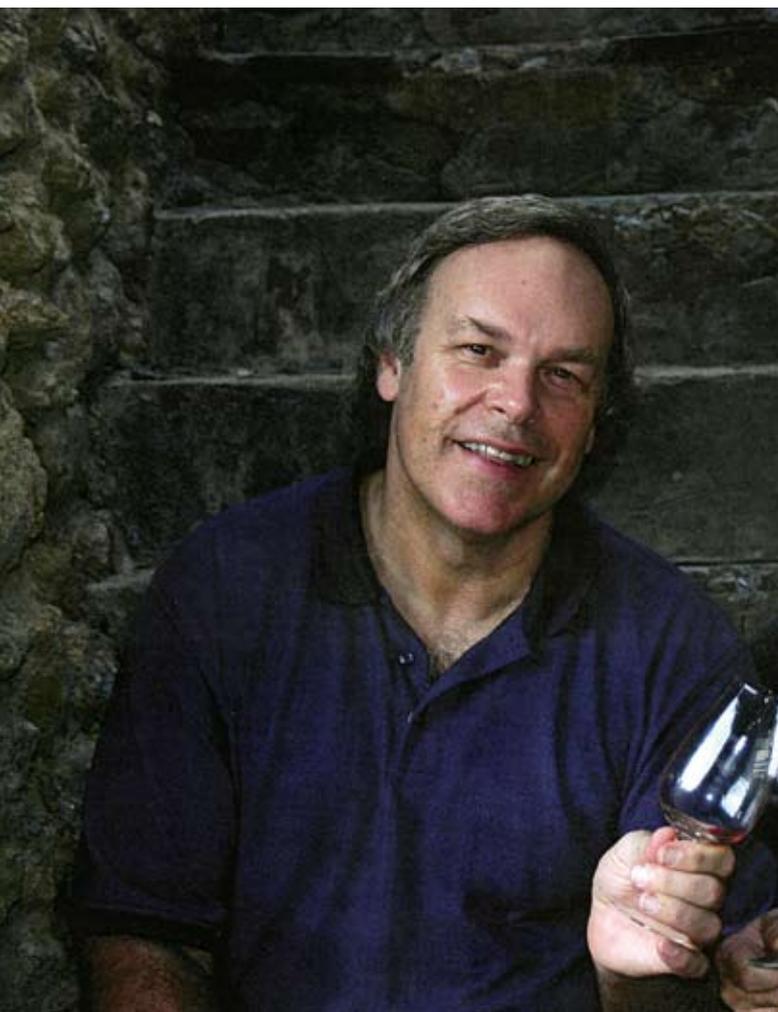
The other trend is the consumer just buying on the 'perceived' prestige factor alone with zero thought of what Mr Parker thinks. “Certain second wines of famous Bordeaux wines have doubled and tripled in price over the years to more than HK\$600 a bottle while never even reaching a score of 90 RP,” he said.

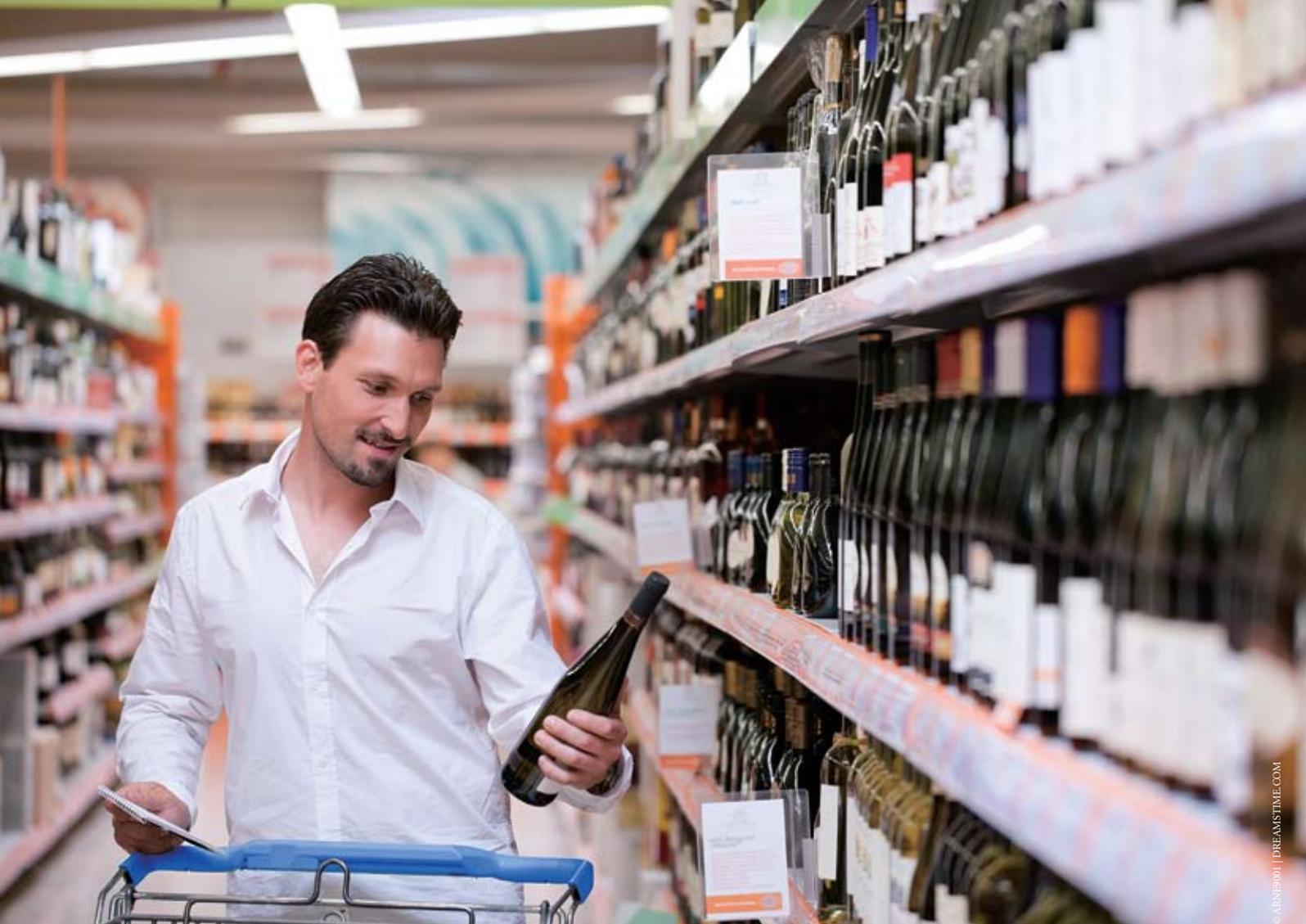
Some buyers are not interested in Parker points because they feel it has adversely affected the price of the wine, that is, making a wine more expensive, and not necessarily better, just because it has a higher points score.

Mr Wong, a buyer and lover of fine wines said, “speculation on wine and the Parker point system in Hong Kong means you are really just paying more for a wine because someone else says that it's good. We have a different palate from those from the West and so Parker's assessment of the wine and final scoring may not mean it's a good wine for the Chinese palate.”

Alasdair Nicol, wine writer for *Time Out Hong Kong* said. “Whilst his scoring system is a fair barometer of the quality of the wine, it does not tell us whether or not we ourselves will like the wine and, in fact, it is just his opinion on the wine.”

But Parker himself is admired here in Hong Kong and in many people's minds, a deity when it comes to wine referencing. At his visit during WineFuture 2011 his tutored tasting of Bordeaux 2009 was completely full and so were his private dinners and events.





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One event at the Peninsula hotel auctioned off seats for a private dinner with the man himself. The starting price for a seat... US\$10,000. The dinner was a sell-out.

However, Ross Chan, director of Invinity Limited, thinks Parkers influence on wine purchasing is waning somewhat here. “The influence only happened during early years, especially when wine was really a luxury item. When you needed quick guidance, that’s what they looked up back then.

“Now Hong Kong consumers are more educated thanks to available wine classes and our Government for providing guidance and making wine much more accessible for the general public. Mostly, the only people who would stand strong on Robert Parker are mostly beginners or blind purchasers.”

Running on the wave of enthusiasm of Parker’s scoring of 2009, Hong Kong has seen a muted response to actually bringing the wines into the territory – probably due to a huge overstocking of the ‘critically-acclaimed’ 2008 vintage that people here are struggling to sell. What is here, for example Pontet-Canet 2009, did the expected and rose by 8% in price after the praise heaped on the 2009 vintage recently (it rose from HK\$1,490 to \$1,600 per bottle).

However, other 100 point wines have seen a recent drop in price in the last 6 months. Take Chateau Lafite 2003 for example – a brand held in very high regard. Since November 2011 the price has fallen from HK\$13,775 per bottle to HK\$12,350 per bottle – a fall of around 11%.

So opinions are still very much divided here. As the financial centre of Asia for over a century, investment is key and high scoring wines will, in most people’s eyes, appreciate faster

Whilst his scoring system is a fair barometer of the quality of the wine, it does not tell us whether or not we ourselves will like the wine and, in fact, it is just his opinion on the wine.

than lower scoring wines making them an ideal purchase for investment. For the everyday drinker of wine, it’s hard to say if Parker has much influence. For me, I don’t care. I think that some low scoring vintages like 2007 are fantastic and have lower scores because they are not ideal for cellaring and ageing, which makes them great for drinking right now – which is exactly what I want from a wine. 🌸

香港人追求物質享受，日常生活離不開金錢、品牌和商標，同時這裡也是亞洲的佳釀樞紐。2011年，本港的頂級葡萄酒銷量和拍賣收益均屬全球之冠。

像這樣一個城市，葡萄酒消費者會更注重著名酒評家Robert Parker的評分？還是只追捧那些可以在餐桌上向朋友炫耀財力的大品牌？

為了一探究竟，我在本公司的Facebook網頁發起一項調查，對象是香港本地的葡萄酒愛好者、侍酒師和葡萄酒從業人士。我預計結果將會傾向於「Parker對於香港的葡萄酒消費沒有影響」，但結果卻出人意料。

調查結果不相伯仲，受訪的80人意見參半。

捷成洋酒的優質葡萄酒經理Marco Vazquez坦言：「許多買家的確很關注Parker的評分，但當然也有人考慮其他因素。有些受訪者不會購買低於某一分數的產品，有些則只視Parker的評分為一個參考。如果一款售價每瓶300至400港元的酒得到96或97分，它將會非常暢銷，因為有些消費者會覺得這款酒至少都會物有所值。」

另一趨勢就是有些消費者只是單憑所「認定」的聲譽因素，毫不考慮Parker先生的評論。他說：

「一些著名的波爾多副牌酒近年漲價兩至三倍，每瓶價格超過600港元，但其Parker得分卻從未達到過90分。」

部分買家對Parker的評分不感興趣，因為他們覺得這會對葡萄酒價格產生不利影響，推高某款酒的價格，但這並不一定代表它質素好，而是純粹因為它得了高分。

買家王先生熱愛美酒，他說：「在香港，葡萄酒的炒賣和Parker評分制意味著因為有人說這酒很好，你就要付更高的價錢來買。我們對葡萄酒的鑒賞跟西方人不同，所以Parker對葡萄酒的評估和最後的評分，不一定適合中國買家的口味。」

《Time Out Hong Kong》雜誌的葡萄酒專欄作家Alasdair Nicol說：「雖然Parker的分數能夠說明某款葡萄酒的品質，但並不代表我們的實際喜好。事實上，評分只代表了他的個人意見。」

然而，Parker在香港仍然受到眾多酒迷和投資者的敬仰，有些人甚至視之為「酒神」。在Parker先生參加WineFuture 2011酒業峰會期間，由他擔任專業指導的2009

年份波爾多佳釀品酒會全場爆滿，就連他的私人晚宴和盛會亦座無虛席。

半島酒店舉辦了與Parker共餐的私人晚宴座位拍賣，一個座位起價1萬美元，依然全場滿座。

但Invinity Limited總經理Ross Chan則認為，Parker對香港葡萄酒市場的影響力正在減退。「他的影響力在早年最為明顯，尤其是葡萄酒仍然是奢侈品的年代。當年，人們需要即時的選酒指引時，會參考Parker的分數。」

「如今，由於市面上有很多葡萄酒鑒賞課程，加上政府的支持，使葡萄酒成為了市民大眾的消費品，所以香港消費者對葡萄酒的了解也愈來愈深。在大多數情況下，唯一堅守Robert Parker評分的，都是一些初入門者或盲目買家。」

Parker公布了2009年份波爾多葡萄酒的評分後，香港市場並未出現爭相購入的場面，這可能是由於市場上有太多「大獲好評」的2008年份酒滯銷。但一些獲得高分的酒確實出現了價格上漲的現象，比如2009年份的Pontet-Canet就漲價了8%，從每瓶1,490港元升至1,600港元。

然而，其他100分的佳釀價格在過去6個月有所回落。例如2003年份的Chateau Lafite，這是曾經獲得極高評價的品牌。自2011年11月以來，其價格從每瓶13,775港元下降到12,350港元，跌幅約達11%。

因此，有關Parker的意見眾說紛紜。在過去百多年以來，香港一直是亞洲的金融中心，投資發揮了至關重要的作用。在大多數人的眼中，高分葡萄酒會比低分葡萄酒升值得更快，使之成為投資的理想選擇。但對於經常享受美酒的人來說，就很難說Parker對他們有多大影響了。以我為例，我就不在乎。我認為一些低分的葡萄酒如2007年份的佳釀就非常好，分數低是因為它們不宜貯藏和陳放，故此很適宜即時品嚐，而這亦正是我所追求的葡萄酒享受。✿



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Jeff Leve is founder, contributor and editor of 'The Wine Cellar Insider.' Visit www.thewinecellarinsider.com for more details.
Jeff Leve是「The Wine Cellar Insider」網站的創辦人、投稿人和編輯。詳情瀏覽www.thewinecellarinsider.com。

Great Leaders Grow 傑出領袖的發展



Successful leaders don't rest on their laurels, because leadership is not a title on a business card. Leadership is a living process – and life means growth. As Ken Blanchard and Mark Miller write in the introduction, “the path to increased influence, impact, and leadership effectiveness is paved with personal growth.... Our capacity to grow determines our capacity to lead. It's really that simple.” *Great Leaders Grow* shows leaders and aspiring leaders precisely which areas to focus on so they can remain effective throughout their lives.

Debbie Brewster – the protagonist from Blanchard and Miller's international bestseller *The Secret* – returns in this book to mentor her mentor's son, Blake, as he begins his career. Now an accomplished leader herself, Debbie shows Blake how growing as a leader and as a human being are inextricably linked.

“How well you and I serve will be determined by the decision to grow or not,” she says. “Will you be a leader who is always ready to face the next challenge? Or will you be a leader who tries to apply yesterday's solutions to today's problems?”

As Blake confronts the challenges of business in the real world, he turns to Debbie for guidance. Step by step, Debbie and Blake explore the GROW model – four ways that leaders must challenge and stretch themselves, both on the job and off, to fulfill their highest potential.

Whether you're a CEO or an entry-level employee, this book will inspire you to reflect on your life and design your own long-term growth plan – a plan that can lead not only to continuing professional success but to personal fulfillment as well. 🌸

成功領袖不會安於現狀，因為領導力並非名片上的頭銜，而是一個生活過程，而生命

代表成長。正如Ken Blanchard和Mark Miller在引言寫道：

「個人發展可為未來日益增長的權勢、影響力和領導成效鋪路.....我們的發展能力決定我們的領導能力，這個概念簡單不過。」《傑出領袖的發展》一書為領袖和有志成為領袖的人士提供明確的焦點，讓他們在整個人生不斷發揮所長。

Blanchard和Miller另一部國際暢銷作品《領袖秘訣》的主角Debbie Brewster今次再度現身，為其良師益友剛剛投身職場的兒子Blake提供輔導。現已成為卓越領袖的Debbie讓Blake了解到，領袖與個人發展兩者之間的關係密不可分。

「你我表現的好壞，將取決於我們是否決心向前邁進。」她說：「你會是一位勇於接受新挑戰的領袖，還是一位故步自封的領袖呢？」

Blake在現實商業世界中遇到挑戰時，會向Debbie求教。就是這樣，Debbie和Blake逐漸開發了一個「發展」模式——四個讓領袖在工作和生活上激勵自己、使自己全情投入的方式，從而發揮他們的最大潛能。

無論你是行政總裁還是初級職員，此書將激發你反思自己的人生，為自己制訂長遠的發展大計，助你在事業和個人成就方面更上一層樓。 🌸

The Bulletin is giving away three copies of this month's featured book. Entries will be randomly drawn from the hat and winners will be announced in the next issue of *The Bulletin*. Deadline for entries is July 25. Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.

《工商月刊》將送出本月推介書籍三本，歡迎會員來信參加。本會稍後將抽出幸運兒，結果將於下月的《工商月刊》內公布。截止日期為7月25日。請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓）。

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得獎者將獲電郵通知，並須前往本會總辦事處領取書籍)*





Brotzeit Brot / Best of Brotzeit (\$128)

Leg ham, belly bacon, Emmentaler cheese, red bell peppers, boiled eggs, pickles, cocktail onions and tomatoes.

Brotzeit Brot / Brotzeit精選 (\$128)

火腿、煙肉、Emmentaler芝士配紅椒、焗蛋、酸瓜、醃洋蔥和蕃茄。

Contrary to popular belief, German food does not revolve around thick sausages, potatoes and enormous mugs of beer. Herbert Hofer, General Manager of Brotzeit, believes the old-fashioned German restaurants' days are numbered, because, just like the perception of German food, they are a product of old Germany.

Hofer opened German restaurant franchise Brotzeit in Tsim Sha Tsui East in June, which he says showcases the modern Germany. One tradition that hasn't changed, however, is Germany's reputation for quality, which is the key ingredient of any restaurant.

Established in Singapore by a group of Germans longing for the flavours of home, the franchise took off. It now has three outlets in the lion state, and is rapidly expanding across Asia. Key ingredients, from the sauerkraut to the meat that goes into its sausages, are all imported from Germany to maintain quality and authenticity.

Contemporary German Bier Bar & Restaurant

A friend of mine, who is a chef from Belgium, and partial to good German food, told me

about Brotzeit and suggested that we should give it a try.

The place is light, airy and modern looking, and contemporary European music is piped through the speakers. While the lederhosen and brass band music have been banished, I was glad to see a very impressive selection of traditional draught and bottled premium German beers were available. You can go mad and get a massive beer stein, or order just a half pint of wonderful draught Bavarian bier.

The focus of the cuisine is also Bavarian, which is Germany's largest and most southern state. Bavarians love their schwein, and pork dishes like schweinshaxe, spanferkel and schweinebraten are staples.

We ordered a small glass of Paulaner Munich lager and *Brotzeit Brot*, a plate of tasty hams, bacon and Emmentaler cheese topping a firm German seeded bread. Served with pickle onions and gherkins, it is perfect for sitting out with a cold beer watching the world go by.

We also ordered a *Backhendlsalat* (crispy chicken salad), and *Schupfnudeln* (Bavarian



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A Wellspring of German Cuisine

潮吃德國菜



Brotzeit presents the modern face of German restaurants, writes **Malcolm Ainsworth**
Brotzeit呈獻德國餐廳的新面貌
麥爾康

Brotzeitplatte / Brotzeit Platter
(for 4-5 people) (\$568)
Pork knuckle, a selection of sausages, pork schnitzels and two side dishes. Enjoy with friends over a few cold beers.
Brotzeitplatte / Brotzeit拼盤
(4至5人分量) (\$568)
豬手、各款肉腸、炸豬扒，以及兩款配菜。與朋友一起分享，再來幾杯冰涼啤酒，一樂也！

**Kasekrainer /
Pork Cheese
Sausages (\$128)**
Smoked pork cheese
sausages with potato
salad and sauerkraut.
**Kasekrainer /
豬肉芝士腸 (\$128)**
煙燻豬肉芝士腸配薯仔沙律
和酸菜。



**Backhendlsalat /
Crispy Chicken Salad
(\$78 s / \$118 r)**
Mixed salad with warm
crispy chicken, potato
salad, semi dried tomatoes
sweet corn, cucumbers and
pumpkin seed oil tossed in
house dressing.

**Backhendlsalat / 脆雞沙律
(\$78小 / \$118例)**
微溫脆雞、薯仔沙律、半乾番
茄、粟米、青瓜、南瓜籽油伴自
家醬汁。



一般人認為，德國菜總離
不開珍寶腸、馬鈴薯，
還有大杯大杯的啤酒。

然而，德國餐廳Brotzeit總經理
Herbert Hofer相信，舊式的德菜
館快要被淘汰了，正如人們對德
菜的想法一樣，它們都是舊德國
的產物。

Hofer剛於6月在尖沙咀以特許
經營的方式開設了Brotzeit，他說
這家餐廳展現了德國的新貌。但
有個傳統始終不變，就是德國菜
的優質美譽，這也是所有餐廳的
關鍵元素。

Brotzeit最初由幾位德國人在新
加坡成立，以慰思鄉之苦，其後
以特許經營的方式蓬勃發展。現
時Brotzeit在獅城有三家分店，並
正在全亞洲急速擴展。從酸菜到製作香腸的肉類等主要
食材，全部由德國進口，以確保食物優質，風味正宗。

當代的德國酒吧餐廳

我的朋友是來自比利時的大廚，對德國美食情有獨
鍾，他向我推介Brotzeit這家新店，並提議找天試試
看。

餐廳的環境光猛開揚，裝修時尚，當代的歐洲音樂
響徹四周。儘管這兒找不到德國傳統皮短褲或銅管樂
團的音樂，但我很高興見到多款德國傳統生啤和瓶裝
啤酒。你可以點一大杯開懷暢飲，也可以選半品脫的
巴伐利亞生啤淺嚐。

Brotzeit亦以巴伐利亞菜為主打。巴伐利亞是德國面
積最大、位於最南部的州份，當地人很喜歡吃豬，而
豬手、烤乳豬和烤豬肉等菜式就是當中的代表作。

我們點了一小杯Paulaner Munich拉加啤酒和一客
「Brotzeit精選」(Brotzeit Brot)，美味的火腿、煙
肉和Emmentaler芝士鋪在一塊德國多籽硬麵包上，配

potato dumplings) served on a bed of baby
spinach, mushrooms, semidried tomatoes
and German hard cheese shavings. The salads
come in small and large sizes and the chicken
is slightly warm, making a nice warm salad. The
finger-shaped potato dumplings are first boiled
and then pan fried, making them slightly firm
on the outside and soft inside. Both made me
feel less guilty about not sticking to my diet
plan, and showed why many Bavarian dishes
are becoming increasingly popular outside of
Germany.

I had to try the *Kasekrainer* (pork cheese
sausages) with potato salad and sauerkraut.
Owner Hofer explained he imports the pork
from Germany, and has all the various sausages
that he serves made fresh in Hong Kong with a





Kaiserschmarren / Emperor's Cake (\$68)

Shredded pancake with rum and raisins served with plum sauce. It is quite a generous portion, and the little nuggets are perfect for sharing with friends.

Kaiserschmarren / 帝皇煎餅 (\$68)

小班戟配提子乾和霖酒，吃時可沾上梅子醬。分量十足，切成小塊的班戟很適合與朋友一同分享。

以醃洋蔥和酸瓜，再喝著冰涼的啤酒，讓你即時忘卻世俗的煩憂。

我們還點了「脆雞沙律」(Backhendlsalat)，以及「巴伐利亞薯餃」(Schupfnudeln)配嫩菠菜、蘑菇、半乾蕃茄和德國硬身芝士薄片。沙律有大小兩款選擇，脆雞帶點微溫，與底下的蔬菜形成奇妙的對比。如手指般的薯餃焗熟後再煎，質感外香內軟。兩款菜式都令沒有乖乖節食的我減少罪疚感，並說明了為何巴伐利亞菜可以衝出德國，愈來愈受外國人的追捧。

我很想試試「豬肉芝士腸」(Kasekrainer)配薯仔沙律和酸菜。店主Hofer解釋，他們的豬肉從德國進口，各款肉腸都加入秘製香料，每天在香港新鮮製造。因此，這兒的肉腸全部都新鮮美味，肉質豐富。此外，酸菜中的所有材料亦是德國進口，自家調製。

不過，我最熱切期待的還是德國豬手。本港出售的大部分豬手都是以豬前腿製成，但Hofer說最好是用豬後膝，不過卻非常難找。豬手先以獨特的香料和啤酒

醃製24小時，翌日煮至半熟，最後在上桌前再烤。這樣，豬手的外皮就會鬆化無比，而豬肉則非常入味。餐廳每天限售約20隻豬手，想試的話記得提早預訂。

如果你與三五知己同行，我會建議你點「Brotzeit拼盤」(Brotzeitplatte)。雖然\$568的售價並不便宜，但足有四人分量，還可一次過品嚐七種不同的肉腸、炸豬扒，以及兩款自選配菜。與朋友一起分享，再來一兩杯啤酒，即可感受經典德國菜的醉人魅力。

不過，記得留肚吃甜品！我選了「帝皇煎餅」(Kaiserschmarren)，這款甜品因奧地利皇室而聞名，做法類似把厚厚的班戟混合提子乾和霖酒，再灑上大量糖霜，吃時可沾上梅子醬。雖然它看似簡單，但酸甜美味，分量亦足以與朋友一同分享。

Prost (乾杯)！✿

Schupfnudeln / Bavarian Potato Dumpling and Spinach (\$168)

Finger shaped potato dumplings served with fresh baby spinach, mushrooms, semidried tomatoes, German hard cheese shavings and balsamic dressing.

Schupfnudeln / 巴伐利亞薯餃伴菠菜 (\$168)

如手指般的薯餃配鮮嫩菠菜、蘑菇、半乾蕃茄、德國硬身芝士薄片伴黑醋汁。



secret recipe of spices. The result is fresh, tasty, meaty sausages. All the ingredients that go into the sauerkraut are also imported from Germany and mixed in-house.

But it was the pork knuckle that I really wanted to try. Most pork knuckles sold in Hong Kong use the pigs' front legs, but Hofer says the best ones use the hind knees, which are extremely difficult to find. The knuckles are first marinated in a special combination of spices and beer for 24 hours. The next day they are half cooked, and then finally roasted just before serving. The result is superb pork crackling on the outside, and a herb infused pork leg. The restaurant only has about 20 of these available each day, so make sure you pre-order if you plan to give it a try.

If you are going with friends, I would recommend the *Brotzeitplatte* (Brotzeit platter). Although it costs \$568, it can easily serve four people and comes with seven different kinds of sausages, pork schnitzels and two side dishes of your choice. Shared with friends over a glass or two of beer, it provides a fantastic introduction to German classics.

But save some room for dessert. I opted for the *kaiserschmarren* (Emperor's cake), a dish made famous by the Austrian imperial court. It resembles a thick pancake scrambled with raisins and rum which you dip into the plum compote. A generous dusting of powdered sugar finishes it off. It looks simple enough, but tastes sublime, and is big enough to share with your friends. Prost! ✿

Brotzeit

Tsim Sha Tsui Centre
66 Mody Road,
Tsim Sha Tsui East
尖東麼地道66號
尖沙咀中心G6及UG16號舖
2316 2666

Happiness Is the Best Medicine

快樂是最佳良藥

Positive feelings may help protect cardiovascular health
正面情緒或有助保障心血管健康

Over the last few decades numerous studies have shown negative states, such as depression, anger, anxiety, and hostility, to be detrimental to cardiovascular health. Less is known about how positive psychological characteristics are related to heart health. In the first and largest systematic review on this topic to date, Harvard School of Public Health (HSPH) researchers found that positive psychological well-being appears to reduce the risk of heart attacks, strokes and other cardiovascular events.

The American Heart Association reports more than 2,200 Americans die of cardiovascular disease (CVD) each day, an average of one death every 39 seconds. Stroke accounts for about one of every 18 U.S. deaths.

“The absence of the negative is not the same thing as the presence of the positive. We found that factors such as optimism, life satisfaction, and happiness are associated with reduced risk of CVD regardless of such factors as a person’s age, socioeconomic status, smoking status, or body weight,” said lead author Julia Boehm, research fellow in the Department of Society, Human Development, and Health at HSPH. “For example, the most optimistic individuals had an approximately 50% reduced risk of experiencing an initial cardiovascular event compared to their less optimistic peers,” she said.

In a review of more than 200 studies published in two major scientific databases, Boehm and senior author Laura Kubzansky, associate professor of society, human development, and health at HSPH, found there are psychological assets, like optimism and positive emotion, that afford protection against cardiovascular disease. It also appears that these factors slow the progression of disease.

To further understand how psychological well-being and CVD might be related, Boehm and Kubzansky also investigated well-being’s association with cardiovascular-related health behaviors and biological markers. They found that individuals with a sense of well-being engaged in healthier behaviors such as exercising, eating a balanced diet, and getting sufficient sleep. In addition, greater well-being was related to better biological function, such as lower blood pressure, healthier lipid (blood fat) profiles, and normal body weight.

If future research continues to indicate that higher levels of satisfaction, optimism, and happiness come before cardiovascular health, this has strong implications for the design of prevention and intervention strategies. “These findings suggest that an emphasis on bolstering psychological strengths rather than simply mitigating psychological deficits may improve cardiovascular health,” Kubzansky said. ✿

An emphasis on bolstering psychological strengths rather than simply mitigating psychological deficits may improve cardiovascular health.

改善心血管健康的重點是提升心理質素，而非單單緩和負面情緒。

過去幾十年，眾多研究均顯示憂鬱、憤怒、焦慮和仇恨等負面狀況不利於心血管健康，但我們對正面心理特質與心臟健康的關係則所知不多。哈佛公共衛生學院就這個題目進行了迄今首個最大型的系統性研究，研究員發現正面的心理素質似乎可降低罹患心臟病、中風和其他心血管疾病的風險。

根據美國心臟協會的報告，每日有超過2,200名美國人死於心血管疾病，平均每39秒就有一人死亡，而在當地每18位死者之中，就有大概一人死於中風。

哈佛公共衛生學院社會、人類發展及健康系研究員Julia Boehm擔任是次研究主管。她說：「沒有負面情緒並不同擁有正面情緒。我們發現，無論任何年齡、社會經濟地位、吸煙狀況或體重的人士，只要保持樂觀、滿足和快樂，就可減輕患上心血管疾病的風險。」她續說：「例如，最樂觀的人罹患初期心血管疾病的風險，比相對悲觀的人士低50%

左右。」

綜合兩大科學數據庫發表的逾200項研究，Boehm與同系副教授及高級研究員Laura Kubzansky發現，樂觀和正面情緒這些心理條件可抵禦心血管疾病，而這些因素亦似乎可延緩疾病惡化。

為進一步了解心理健康與心血管疾病的關係，Boehm和Kubzansky亦探討了正面的心理與心血管相關的健康行為和生理指標之間的關係。他們發現，擁有正面情緒的人會有一些較健康的習慣，如做運動、飲食均衡和睡眠充足等。此外，心理愈健康，生理功能也愈佳，例如血壓較低、血脂水平較健康及體重正常。

假如未來的研究持續顯示滿足感、樂觀和快樂等正面情緒能帶來心血管健康，這對於制訂預防和干預策略將有重大的啟發作用。Kubzansky表示：「這些結果證明，改善心血管健康的重點是提升心理質素，而非單單緩和負面情緒。」 ✿



Chamber Happenings 活動重溫



U.S. Election 2012: The Politics and Economics

The United States presidential election of 2012 will be held on Tuesday, November 6. Incumbent President Barack Obama is running for a second and final term during this election. His presumptive Republican challenger is former Massachusetts Governor Mitt Romney. With the U.S. economy struggling to find traction, and the lingering financial crisis prolonging many citizens' hardships, what will the U.S. voter want to hear from these politicians? Will business, investment, and foreign policy top their list, or will domestic issues like job promises, mortgages and petrol prices sway their vote?

Dr Mark Michelson (second from left), Chairman, Asia CEO Forum for IMA Asia, Chris Exline (right), Chairman, Republicans Abroad, and Sabrina Maguire representing the Democrats, provided a very lively and stimulating discussion at the Chamber's June 19 roundtable luncheon on how they see the election campaign developing.

2012年美國大選：政治及經濟因素

2012年美國總統大選將於11月6日星期二舉行，現任總統奧巴馬將於次選舉競逐其第二個，也是最後一個四年任期，而其共和黨競選對手為前麻省州長羅姆尼。隨著美國經濟缺乏動力，加上金融危機持續不退，令很多民眾未能走出困境，美國選民對這些從政者有何期望？商業、投資和外交政策會否是他們的關注重點？就業、按揭及油價等國內議題，又能否爭取他們的選票呢？

在總商會6月19日的午餐會上，亞洲總裁論壇主席Mark Michelson博士（左二）、Republicans Abroad主席Chris Exline（右）及美國民主黨代表Sabrina Maguire就競選活動的發展，進行了熱烈和具啟發性的討論。

Watch this presentation online.

請登入總商會網站觀看是次演說

www.chamber.org.hk

business opportunities between the two regions. HKGCC and APCC signed an MOU in July 2003, and both sides are enthusiastic about cooperating to further develop the bilateral business relations.

China Committee

Liu Guosheng, Vice Mayor of the People's Government of Heze Municipality, led a delegation to the Chamber on May 22 to introduce business opportunities in Heze to members.

Jiang Yaoping, Vice Minister of Commerce of the PRC, visited Hong Kong in May and met with representatives from major Chambers in Hong Kong on May 22. Emil Yu, Chairman, HKGCC's China Committee, represented the Chamber at the meeting and discussed issues of "Upgrading and Transformation of Processing Trade and the Development of Modern Services Industry in the Mainland."

Jiang Yaoping, Vice-Minister of Commerce of the PRC; Zhao Yufang, Vice-Governor of Guangdong Province; and John Tsang, Financial Secretary of the HKSAR, spoke at the Business Forum on CEPA 2012

Americas Committee

Alvaro Echeverria, Executive Vice Chairman of the Asia Pacific Chamber of Commerce, based in Chile, called on the Chamber on

June 14 to discuss issues related to cooperation between the markets of Hong Kong and Chile, and about commercial missions which APCC will be bringing

to Hong Kong later this year. Given the Free Trade Agreement, which is being negotiated between Hong Kong and Chile, both parties felt it would further enhance

Chamber Committees 總商會委員會

Americas Committee

美洲委員會

Mr Patrick Cheung

張定遠先生

Asia/Africa Committee

亞洲/非洲委員會

Mr Marc Castagnet

馬克先生

China Committee

中國委員會

Mr Edmond Yue

余國賢先生

CSI – Executive Committee

香港服務業聯盟 — 執行委員會

Mr Y K Pang

彭耀佳先生

Digital, Information and

Telecommunications Committee

數碼、資訊及電訊委員會

Ms Winnie Yeung

楊長華小姐

Economic Policy Committee

經濟政策委員會

Mr James Riley

詹偉理先生

(2012 CEPA), which took place on May 23 in Hong Kong. Members attended the forum and learned about the implementation arrangements of the services liberalization measures under CEPA and its supplements, in particular Supplement VIII.

Zhang Guojun, Deputy Secretary General, China Council for International Investment Promotion called on the Chamber on May 23 to discuss cooperation of the 3rd Tibet-Hong Kong Investment Trade Fair.

policy measures to ease enterprises' difficulties during these economically challenging times.

Jason Cheung, Lawyer and Senior Legal Consultant, Aoba Hopkins Group, spoke at the Chamber's roundtable luncheon on June 8 about the "Detailed Interpretation of the Provisions on the Democratic Management in Enterprises" (see page 22).

The State Administration



An Chen, Deputy Director, Economic Scientific Technologic Department, All-China Federation of Returned Overseas Chinese; Secretary-General, China Federation of Overseas Chinese Entrepreneurs, led a delegation to the Chamber on May 28 to promote the 1st International Chinese Enterprises Forum, which will take place in Shanxi this August.

A joint conference on Upgrading and Transformation of Hong Kong Enterprises in Dongguan, was held on June 6 in Hong Kong, at which Edmond Yue, China Committee Chairman, reflected members' views on the latest business environment and policies in Dongguan. At the meeting, the Dongguan Government also announced some new

of Taxation and The Hong Kong Inland Revenue Department jointly organised a seminar on "Current Tax Policy in Mainland China and Latest Development of Hong Kong Tax Treaties" on June 11. In the seminar, members obtained first-hand information about tax policy issues from two authorities.

Lu Liusheng, Secretary, Taicang Municipal

The Chamber helped to co-organize and supported a number of Mainland trade and investment promotions recently. These included: 最近, 本會曾協辦及支持多項內地貿易和投資推廣活動, 包括:

Kunming Municipality of Yunnan Province Investment Seminar
2012 昆明 (香港) 招商引資推介會

Ganzhou (Hong Kong) Investment Promotion Seminar 2012
2012 贛州 (香港) 投資環境推介會

2012 Guizhou Competitive Industries Symposium and Business Matching Seminar for the Energy Industry
2012 貴州優勢產業說明會暨黔港能源產業商機配對會

2012 Jiangxi (Hong Kong) Investment Promotion Week
2012 江西 (香港) 招商引資活動周

Committee, CPC, led a delegation to the Chamber on June 12 and introduced current developments and business opportunities in Taicang.

Competition Law

The Competition Bill was finally passed on 14 June after prolonged scrutiny. The Chamber issued a press statement on June 14 pointing out that the law is far from desirable. Over the past two years, the HKCSI Expert Group on Competition Law had frequent dialogues with the Government on the Competition Bill and put forward many constructive recommendations. The Government was basically receptive to our suggestions and most of our proposals were adopted into the law. The Chamber will continue to work with the Government on the constitution of the Competition Commission and the formulation of the guidelines.

Environment and Sustainability Committee

The Environment and Sustainability Committee met on June, during which **Dr Glenn Frommer** was re-elected committee Chairman, while Cary Chan, Dr Jeanne Ng and Dr Thomas Tang were elected as Vice Chairmen. At the meeting, Clement Li, Principal Consultant of the Hong Kong Productivity Council, briefed members on the CarbonSmart initiative supported by the Chamber. The objective of the project is to promote carbon audits among businesses by sponsoring HK\$6 million to 200 showcase companies in selective industries.

Thirty members visited the South East New Territories Landfill in Tseung Kwan O on June 8 (see page 60) to learn about the pressing waste issue faced by the community, as well as how the Government is addressing concerns of the local community to expand the landfill in their backyard.

Environment and Sustainability Committee
環境及可持續發展委員會
Dr Glenn Frommer
馮悟文博士
Europe Committee
歐洲委員會
Mr Serge G. Fafalen
范富龍先生

Financial and Treasury Services Committee
金融及財資服務委員會
Mr Weber Lo
盧韋柏先生
Industry & Technology Committee
工業及科技委員會
Mr K C Leung
梁廣泉先生

Legal Committee
法律委員會
Mr William Brown
鮑偉林先生
Manpower Committee
人力委員會
Mr Matthias Li
李繩宗先生



Consul General of Canada in Hong Kong Ian Burchett paid a courtesy visit to the Chamber on June 20. Chamber CEO Shirley Yuen welcomed the Consul General, who took up the post in Hong Kong on April 23. Burchett said he was happy to see that Hong Kong had jumped from being Canada's 15th to 10th largest export market in recent years, and that Hong Kong is the country's second largest FDI destination in Asia after Japan.

加拿大駐香港總領事柏伊恩於6月20日到總商會作禮節性拜訪，由本會總裁袁莎妮接待。他表示很高興看見香港近年在加拿大的出口市場排名中，由第15位攀升至第10位，而香港也是該國的亞洲第二大外來直接投資目的地，僅次於日本。柏伊恩先生於4月23日在港履新。

Donald Ng, Principal Assistant Secretary for the Environment, met with members of the Environment and Sustainability Committee, Industry and Technology Committee, and Real Estate and Infrastructure Committee on June 12 to discuss the district cooling system being constructed at the Kai Tak Development Area and the proposed charging scheme for users.

Financial and Treasury Services Committee

The Financial and Treasury Services Committee met on 4 June and elected Weber Lo of Citibank NA Hong Kong and Jimmy Chan of Value Partners Ltd as Committee Chairman and Vice Chairman respectively. At the meeting, Eddy Chan, Senior Manager of the Mandatory Provident Fund Schemes Authority was invited to update members on the employee choice arrangement and other latest developments of the MPF system. Also invited to the meeting were Brian

Ho, Executive Director of the Securities and Futures Commission and his colleagues who had useful exchanges with members on the recent SFC consultation on Regulation of Sponsors.

Real Estate and Infrastructure Committee

The Real Estate and Infrastructure Committee met on 7 June, at which Angela Lee, Simon Davies

and Peter Churchouse were all re-elected as Chairman and Vice Chairmen respectively. Charles Wong, Director - Training & Development, and Chu Yin Lin, Senior Manager

Industry and Technology Committee



The HKGCC Judging Panel of the "2012 Hong Kong Awards for Industries: Innovation and Creativity" interviewed nine shortlisted companies on May 28 and nominated seven finalists. The results were endorsed by the Final Judging Panel chaired by HKUST President Prof Tony Chan on June 15. The Chamber is one of the six Leading Organisers of the Awards Scheme championed by the HKSAR Government. The winners will be awarded at a presentation ceremony to be held on August 27.

Membership Committee

會員關係委員會
Mr Y K Pang
彭耀佳先生
Real Estate & Infrastructure Committee
地產及基建委員會
Ms Angela Lee
李慧賢小姐

Retail and Tourism Committee

零售及旅遊委員會
Mr P C Yu
余鵬春先生
Shipping & Transport Committee
船務及運輸委員會
Mr John Harries
夏禮斯先生

Small & Medium Enterprises Committee

中小型企業委員會
Dr Cliff Chan
陳作基博士
Taxation Committee
稅務委員會
Mr David Hunter
夏棟榮先生

Taiwan Interest Group

台灣小組
Mr Stanley Hui
許漢忠先生
Women Executives Club
卓妍社
Miss Sonya Wu
胡安小姐

美洲委員會

智利亞太商會執行副主席 Alvaro Echeverria於6月14日到訪總商會，討論香港與智利市場合作的相關議題，以及該會將於今年稍後舉辦的訪港商務考察團。由於香港與智利正商訂立自由貿易協議，雙方認為協議將進一步促進兩地的商機。總商會與亞太商會於2003年7月簽署了合作協議備忘錄，雙方均期望合力進一步發展雙邊商業關係。

中國委員會

荷澤市副市長劉國生於5月22日率領代表團到訪，向會員介紹荷澤市的商機。

國家商務部副部長蔣耀平於5月訪港，並於5月22日與香港主要商會代表會面。總商會中國委員會主席于健安代表本會出席會議，討論內地加工貿易的升級轉型及現代服務業的發展。

國家商務部副部長蔣耀平、廣東省副省長招玉芳及香港特區政府財政司司長曾俊華為5月23日在港舉行的2012 CEPA宣講會作演說。會員出席是次論壇，了解在CEPA及其補充協議（特別是補充協議八）下，服務業開放措施的實施安排。

中國國際投資促進會副秘書長張國君於5月23日到訪本會，討論第三屆「中國西藏—香港投資貿易洽談會」的合作事宜。

中華全國歸國華僑聯合會經濟科技副部長、中國僑商聯合會副會長兼秘書長安晨於5月28日率領代表團到訪，推廣將於8月假山西舉行的首屆「世界晉商大會」。

東莞市人民政府聯同香港各大商會於6月6日在港舉行「在莞港企升級轉型聯席會議」。會上，中國委員會主席余國賢反映會員對東莞最新商業環境和政策的看法，而東莞政府亦公布了若干新政策措施，協助企業渡過經濟難關。

青葉浩勤集團律師張健為本會6月8日的午餐會作演說，主題為「內地《企業民主管理規定》詳細解讀」（見22頁）。

國家稅務總局與香港稅務局於6月11日合辦「內地當前稅收政策與香港稅收協定的最新情況研討會」。會上，會員向當局取得有關稅務政策議題的最新消息。

江蘇省太倉市委書記陸留生於6月12日率領代表團到訪，介紹太倉市的最新發展和商機。



競爭法

經過漫長的審議，《競爭條例草案》終於在6月14日獲得通過。總商會同日發出新聞稿，指出法例仍有不理想的地方。過去兩年，香港服務業聯盟的競爭法專家小組屢次就《競爭條例草案》與政府磋商，並提出不少建設性意見。港府基本上亦從善如流，接納我們大部分建議。總商會將繼續與政府攜手合作，就其後競委會的組成及指引的制訂，提出切實可行的建議。

環境及可持續發展委員會

環境及可持續發展委員會於6月召開會議。會上，馮悟文博

士獲選連任主席，而陳永康、吳芷茵博士及鄧錫權博士則獲選副主席。香港生產力促進局首席顧問李寶雄亦向委員簡介「商界減碳建未來」計劃。該項目將向200家從事指定行業的公司提供合共600萬港元的資助，透過這些模範企業向商界推廣碳審計。總商會是該計劃的支持機構。

環境局首席助理秘書長吳文傑

於6月12日與環境及可持續發展委員會、工業及科技委員會和地產及基建委員會的委員會會面，討論在啟德發展區設立的區域供冷系統，以及建議的使用者收費計劃。

金融及財資服務委員會

金融及財資服務委員會於6月4日開會，並選出盧韋柏和陳尚禮



K C Leung (right) was elected Chairman of the Industry and Technology Committee at its meeting on June 13, while Nature Yang and Emil Yu were elected as Vice Chairmen. At the meeting L M Chow, Director of Marketing and Customer Services of CLP Power, showcased successful factories that have implemented energy efficient measures in the Pearl River Delta. Guests from the China Southern Power Grid Synthesis Energy Co Ltd and Shenzhen Power Supply Co Ltd were also invited to discuss the power shortage issue affecting industries.

在工業及科技委員會6月13日召開的會議上，梁廣泉(右)獲選主席，而楊自然和于健安則獲選副主席。會上，中華電力市場及客戶服務業務部總監周立文展示珠江三角洲廠房成功推行節能措施的個案。來自中國南方電網綜合能源有限公司和深圳供電局有限公司的嘉賓亦應邀，討論影響工業界在國內面臨的能源短缺問題。



Miriam Lau on Work-Life Balance

劉健儀分享生活與工作平衡之道

Miriam Lau spoke at the Chamber Women Executives Club 'Work-Life Balance' luncheon on June 12. She revealed some of her secrets for success in managing a balanced and healthy life at work, at home and in the community.

劉健儀在總商會卓妍社6月12日的「生活與工作平衡午餐會」上，與會員分享達致工作、家庭和社區生活平衡的成功之道。



Invest in Georgia

HKGCC and the Financial Times organized an Invest in Georgia seminar on June 8-9. Alexander Khetaguri (6th from left), Minister of Energy and Natural Resources of Georgia, and Dimitri Gvindadze (8th from left), Minister of Finance of Georgia, were among the VIPs speaking at the event.

投資格魯吉亞

總商會與《金融時報》於6月8日至9日合辦格魯吉亞投資研討會。格魯吉亞能源及天然資源部部長 Alexander Khetaguri (左六) 及財務部部長 Dimitri Gvindadze (左八) 是活動的演說嘉賓之一。

– Construction Training, Construction Industry Council, shared with members manpower issues facing the construction sector.

The Transport and Housing Bureau and two consultants, AECOM Asia Company Limited and MVA Hong Kong Limited, were invited to brief members on “Our Future Railway” Stage 1 Public Engagement exercise for the Review and Update of the Railway Development Strategy 2000 on June 11.

Retail and Tourism Committee

P C Yu was elected Chairman of the Retail and Tourism Committee at its meeting on June 4, while Sylvia Chung, Michael Hobson, and Frank Lee were reelected as Vice Chairmen. At the meeting, Hong Kong Tourism Board General

Manager Patrick Kwok and Senior Manager Paul Leung briefed members on HKTb’s study on duty free shopping in the Mainland.

Daniel Ridders, Managing Director of Body Buddies Ltd, called on the Chamber on June 8 to learn about the potential of franchising in Hong Kong and regulations related to the industry.

Small and Medium Enterprises Committee

Dr Cliff Chan, William Wong and Norman Yeung were re-elected Chairman and Vice Chairmen respectively of the SME Committee at its meeting on June 12. HKTDC Assistant Chief Economist Daniel Poon also shared his views on the state of the economy and the strategy for SMEs during this tough time.

HKCSI Executive Committee

On 24 May, Charlotte Chow and Mayee Lang met with Dr Meng-chun Liu, Director of Center for Economic Forecasting of the Chung Hua Institution for Economic Research in Taiwan and his colleagues and shared Hong Kong’s experience on CEPA and WTO.

The Chamber’s Watson Chan, Charlotte Chow and Mayee Lang called on K L Tse, Head of Economic Research Office of the Bank of China (HK) Ltd on May 25 to solicit his views on CEPA.

WTO Director for Trade in Services Hamid Mamdouh updated members at the HKCSI meeting on June 1 on the latest developments relating to the services negotiations in the WTO and developments of the services trade. 🌸

分別擔任主席和副主席。會上，強制性公積金計劃管理局高級經理陳安定向委員介紹僱員自選安排及強積金制度的其他發展。證券及期貨事務監察委員會執行董事何賢通及其同事亦獲邀出席會議，就證監會近日發表的監管保薦人諮詢文件，與委員進行實用的交流。

工業及科技委員會

「2012香港工商業獎」總商會評審委員會於5月28日會見「創意組別」的九家入圍企業，並決定提名七家優勝企業。有關結果已於6月15日獲香港科技大學校長陳繁昌教授率領的最終評審委員會通過。總商會是獎勵計劃的六個主辦機構之一，該計劃獲香港特區政府全力支持。得獎企業將於8月27日舉行的頒獎典禮上獲授獎項。

地產及基建委員會

地產及基建委員會於6月7日召開會議。會上，李慧賢、戴偉思及卓百德分別獲選連任主席及副主席。建造業議會總監（培訓及發展）黃敦義及高級經理（建造業技術培訓）朱延年與委員探討建造業面對的人力議題。

運輸及房屋局與兩家顧問公司 AECOM Asia Company Limited 和 MVA Hong Kong Limited 於6月11日應邀就《鐵路發展策略 2000》檢討及修訂，向會員簡介「我們未來的鐵路」第一階段公眾參與活動。

智利駐港領事馬里奧·阿爾塔薩於6月26日到訪，與本會總裁袁莎妮會面，隨行還有領事商務專員郭瑞德、商務主任安高靈及商務助理蕭震聰。會上，雙方討論香港與智利將於未來數月簽訂的雙邊自由貿易協議。繼墨西哥與香港在上月簽署避免雙重徵稅協議後，智利亦期望就有關協議與香港展開磋商。

零售及旅遊委員會

零售及旅遊委員會於6月4日開會，並選出余鵬春擔任主席，而鍾慧敏、賀百新及李敬天則獲選連任副主席。會上，香港旅遊發展局總經理郭志傑及高級經理梁建恆向委員概述該局有關內地免稅購物的研究結果。

Body Buddies Ltd執行董事Daniel Ridders於6月8日到訪本會，了解特許經營在港的潛力及相關法例。

中小型企業委員會

在中小型企業委員會6月12日召開的會議上，陳作基博士、黃龍想及楊敏健分別獲選連任主席及副主席。香港貿易發展局助理首席經濟師潘永才亦分享他對經濟現狀的看法，以及中小企應對逆境的策略。

香港服務業聯盟—— 執行委員會

周育珍及郎春梅於5月24日與台灣中華經濟研究院經濟展望中心主任劉孟俊博士及其同事會面，分享香港在CEPA及世貿組織方面的經驗。

總商會的陳利華、周育珍及郎春梅於5月25日拜訪中銀香港發展規劃部經濟及政策研究主管謝國樑，聽取他對CEPA的看法。

在香港服務業聯盟6月1日召開的會議上，世貿組織服務貿易主管Hamid Mamdouh向成員簡述世貿組織服務業談判的最新進展，以及服務貿易的發展。✿



Myanmar Set to Take Off! A Mission De-Briefing

Foreign governments and observers have praised Myanmar for its reforms, prompting businesses from around the world to start exploring opportunities in the country. To learn more about this once reclusive state, the Asia/Africa Committee shared with members their findings during the Chamber's mission to the country between May 1-5.

緬甸蓄勢待發！考察團簡報會

緬甸改革引人矚目，外地政府和分析員紛紛表讚揚，促使各地企業開始探索該國的機遇。為深入了解這個曾經封閉多年的國家，亞洲/非洲委員會於5月1日至5日率團赴緬甸考察，並於其後舉辦簡報會，與會員分享此行的所見所聞。

30位會員於6月8日考察位於將軍澳的新界東南堆填區（見60頁），了解社會正面對的迫切廢物問題，以及政府如何釋除該社區和市民對於當局在其後院擴建堆填區的憂慮。



Mario Artaza, Consul General of Chile, called on the Chamber on June 26 and met with Chamber CEO Shirley Yuen. Guillermo Garrido, Consul Trade Commissioner, Agustin Chaparro, Trade Officer, and Charles Siu, Trade Assistant, also accompanied the Consul General. During the meeting, both sides discussed the bilateral Free Trade Agreement, which Hong Kong and Chile are aiming to sign in the next couple of months. Chile is also looking to negotiate a Double Taxation Agreement with Hong Kong, following the signing of a DTA between Mexico and Hong Kong last month.



Meet the New Chairman 與新主席碰杯

Members exchanged business cards, clinked glasses and spent an hour or two doing some useful networking at the Chamber's "Meet the new Chairman" cocktail on June 19. Chairman C K Chow was the official host and used the afternoon to get to know members and listen to their concerns. He urged members to talk to the Chamber secretariat or himself if they have any difficulties in business or suggestions on how Hong Kong can improve its competitiveness. 🌸





在總商會6月19日的「與新主席碰杯」酒會上，會員善用了這個多兩小時的機會交換名片，把酒言歡。是次活動在下午進行，由本會主席周松崗主持，他與會員互相認識，細聽他們的關注。他鼓勵會員與總商會秘書處和他本人多加溝通，分享他們的營商困難，並提出香港如何改善競爭力的建議。✿





Hong Kong's **Crime-busters**

香港的滅罪精英

Forty citizens commended for helping police fight crime

40名協助警方滅罪的市民獲表揚

Forty citizens who helped the police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on June 15.

Police Director of Management Services Tang How-kong noted that, according to the results of a public opinion survey conducted by Hong Kong University last year, 95% and 76% of respondents felt safe in Hong Kong during daytime and night-time respectively, adding that both ratings were the highest scores since 1999.

Meanwhile, Hong Kong was also ranked the first among 66 countries/

regions for public order and safety in the "Rule of Law Index 2011" published by World Justice Project based in the United States, he said.

Vice Chairman Stephen Ng, representing the Chamber at the event, said HKGCC has been the sole sponsor of the GCA since its launch in 1973. As it is on the eve

of its 40th anniversary, the Chamber is encouraging members to donate to the GCA Fund to top up the cash awards for citizens who help to make Hong Kong a better



40名協助警方撲滅罪行的市民於6月15日

在「好市民獎頒獎典禮」上獲表揚。

警務處監管處處長鄧厚江在典禮上指出，根據香港大學去年進行的公眾意見調查結果顯示，95%和76%受訪者分別認為在香港日間和夜間生活是安全的，這也是1999年以來最高的紀錄。

他表示，以美國為基地的世界正義工程（World Justice Project）於同年發表的法治指數（Rule of Law Index），更把香港的公共秩序和安全在全球66個國家或地區中排列首位。

總商會副主席吳天海代表本會出席典禮，他說自從「好市民獎勵計劃」於1973年創立以來，總商會一直獨力贊助。適逢該計劃即將邁進40周年，總商會正鼓勵會員為基金捐款注資，繼續為這些熱心市民提供現金獎勵，讚揚他們協助香港成為安居樂業的理想城市。（詳情見後頁）

分別有30位和10位男女得獎者協助警方拘捕了40多名涉及電話騙案、盜竊、爆竊、行劫、傷人和非禮等案件的疑犯。得獎者各獲頒發獎狀和獎金2,000元。

其中四名得獎者黃仲焜、廖小萍、呂少寶和黃環環協助警方拘捕涉及四宗電話騙案的五



名騙徒。

他們均接獲不同男子的來電，聲稱已挾持他們的兒子，並要求贖金。他們得知是電話騙案後暗中報警，並按照騙徒指示將款項放於指定地點，五名男子取走金錢時被警方拘

捕，其後被判監禁兩年至四年五個月不等。

另一得獎者為的士司機李光松。他聽見一名女乘客與騙徒的對話，於是機警提醒她先確認兩名女兒安全，讓該名女事主不必蒙受金錢損失。✿



place to live and work in. (See overleaf for more details).

With the help of the awardees – 30 men and 10 women – more than 40 people were arrested for a variety of offences including telephone deception, theft, burglary, robbery, wounding and indecent assault. Each of them received a certificate and a cheque of \$2,000.

Four awardees, Wong Chung-kwan, Liu Siu-ping, Lui Siu-po and Wong

Kwan-kwan, helped the police arrest five swindlers involved in four telephone deception cases.

They all received telephone calls from swindlers who claimed to have detained their sons and demanded a ransom. When they found that the call was a scam, they reported the cases to the police, and follow the swindlers' instructions to put the money at a particular place. Five men were arrested when they picked up the

money. They were later sentenced to imprisonment ranging from two years to four years and five months.

Another awardee, taxi driver Li Kwong-chung, reminded a female passenger to ascertain the safety of her daughter when he overheard the conversation between the passenger and a swindler. The woman avoided suffering a loss of money due to Mr Li's alertness. ✿



Donation Form 捐款表格

We really count on **YOUR SUPPORT** to ensure the continuation of the Good Citizen Award Fund to help Hong Kong remain a safe place for us to do business and for our families to feel safe and enjoy living in. **ACT NOW!**
我們衷心需要您的支持，以維持「好市民獎勵計劃」基金的運作，讓香港繼續成為安居樂業的理想城市。請即行動！

I / we would like to support the Good Citizen Award Fund with a cash donation of HK\$ _____
本人 / 公司願意捐助港幣 _____ 元正以支持「好市民獎勵計劃」基金。
(Donation receipt will be issued. Cash donations of HK\$100 or above are tax deductible.)
(有關捐款將獲發收據。捐助滿一百元的善款可獲政府免稅。)

Thanks, we **DO NOT** need the receipt. 我們不需要收據。

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Contact Person 聯絡人姓名 (Dr / Mr / Ms 博士/先生/女士) _____
Job Title 職銜 _____ Tel 電話 _____
Email 電郵 _____ Fax 傳真 _____
Address 地址 _____

Name to be acknowledged (in print) 鳴謝單位名稱(正楷):

Thanks, we **DO NOT** need any acknowledgement for our support. 請不用刊登鳴謝名稱。

Please send your completed form together with your cheque to Ms Celia Lo – HKGCC, 22/F United Centre, 95 Queensway, Hong Kong. Please make cheque payable to "The Hong Kong General Chamber of Commerce – Good Citizen Award" and mark "GCA" at the back of the cheque.

OR

Bank-in your donation to the following account then fax the bank-in slip together with this form to Ms Celia Lo at 2527-9843.

Account No.: 002-220663-005 (The Hongkong & Shanghai Banking Corporation Limited)

Account Name: The Hong Kong General Chamber of Commerce – Good Citizen Award

請將填妥之表格連同支票寄交：盧小姐 – 香港總商會 香港金鐘道95號統一中心22樓。

支票抬頭請付：「The Hong Kong General Chamber of Commerce – Good Citizen Award」，支票背面請寫上「好市民獎」。

或

存入以下銀行戶口並請把收據連同本表格傳真至2527-9843盧小姐收。

戶口號碼：002-220663-005 (香港上海 豐銀行有限公司)

戶口名稱：The Hong Kong General Chamber of Commerce - Good Citizen Award

Enquires 查詢: Ms Celia Lo 盧小姐 (Tel 電話: 2823 1247 / Email 電郵: celia@chamber.org.hk)

Good Citizen Award Fund

Cash Donation

捐款支持

「好市民獎勵計劃」基金



香港的社區安全和低犯罪率向來備受尊崇，但在1970年代初，情況卻截然不同。當年香港罪案頻生，一直威脅著市民、商界和社會穩定。香港總商會於1973年應政府要求，與警隊共同創立「好市民獎」，成為首屆「撲滅罪行宣傳運動」其中一個項目。「好市民獎」背後的理念簡單直截：以即時的現金獎賞，嘉許一些協助防止或撲滅罪行的熱心市民。

過去39年來，有關計劃一直由總商會獨家贊助，我們亦很榮幸可以肩負重任，使香港成為全球其中一個最適合安居樂業的城市。自1973年至今，近4,000名英勇市民已獲嘉許，獎金總值七百萬港元。

適逢「好市民獎」即將邁向40周年，我們計劃為基金重新注資，以確保這個饒富意義的傳統能延續下去。假如您想加入總商會的行列，讓香港繼續蟬聯全球最安全的城市之一，請填妥捐款表格，支持「好市民獎勵計劃」基金。所有捐助者的芳名將會刊載在《工商月刊》，以表鳴謝。

Many people praise how safe they feel in Hong Kong and our low crime rate. But in the early 1970s, Hong Kong was a very different place. Crime was rampant and an everyday threat to citizens, businesses and the stability of the territory. The government asked the Hong Kong General Chamber of Commerce to help, and in 1973, together with the Police, the Good Citizen Award (GCA) was launched under the first Fight Crime Campaign. The idea behind the GCA was simple: reward civic minded citizens who help to prevent or solve a crime with an instant cash award.

Over the past 39 years, HKGCC has been the sole sponsor of the GCA and we are proud to have played an important role in making Hong Kong one of the safest cities in the world in which to live and do business. Since 1973, almost 4,000 Good Citizens have been presented with a GCA and \$7 million in cash for their bravery.

On the eve of the GCA's 40th Anniversary, we plan to replenish the fund to ensure that this very meaningful and valuable contribution to the community can continue for many more decades. If you want to join the Chamber and support the good citizens of Hong Kong for helping to keep Hong Kong one of the safest cities in the world, please contribute to the Good Citizen Award Fund by completing the donation form. All donors will be acknowledged in The Bulletin magazine.

<http://www.chamber.org.hk/en/events/good-citizen.aspx>

Note: Every dollar you donate will be used solely for ensuring that this worthy cause can continue to help Hong Kong remain a safe place for us to do business and for our families to feel safe and enjoy living in. Thank you for your support.

附註：您所捐贈的每分每毫，僅用於確保這項善舉能延續下去，讓香港繼續成為安居樂業的理想城市。多謝支持！

HKGCC
Hong Kong General Chamber of Commerce
香港總商會1861





西班牙頂級 黑毛豬火腿 與意大利 美酒品味會



總商會會員於6月8日體驗了西班牙黑毛豬火腿配搭意大利美酒的最佳享受。洛高集團有限公司銷售及市場推廣經理李正亮先生向會員介紹Jamon Iberico黑毛豬火腿，並解釋了從豬隻飼養到火腿的醃製和切割方法，如何令其成為獨一無二的西班牙美食。會員品嚐了三種不同的黑毛豬火腿，包括最頂級的48個月Jamon Iberico de Bellota（原隻），世界侍酒大師協會認證品酒師、錫煒環球企業有限公司講師袁大文先生亦全程指導會員，講解各種火腿應如何配搭意大利美酒。

會員亦參觀了Metropolitan Wine Cellar的酒窖設施，了解葡萄酒儲存的竅門。✿





Enjoying Spain's Finest Iberico Ham and Learning About Italian Wines

Chamber members enjoyed some fine Spanish Iberico ham expertly paired with some Italian wines on June 8. Gerald Lee, Sales & Marketing Manager of Los Amigos Group Ltd, introduced Jamon Iberico ham, and explained what makes it unique, from the raising of the pigs, to the curing to the carving. Damon Yuen, Certified Sommelier of Court of Master Sommelier, Lecturer of SB Global Enterprise Ltd, guided members through three different types of Iberico ham including the finest 48-month Jamon Iberico de Bellota whole ham.

Members also visited the Metropolitan Wine Cellar to see its facilities and learn about wine storage. 🌸





Ensuring Quality 品質保證

HKGCC members inspect QC testing facilities at the Hong Kong Standard and Testing Centre

總商會會員考察香港標準及檢定中心的品質控制測試設施

Thirty members visited the Hong Kong Standard and Testing Centre (STC) on June 19 to learn how the testing and certification industry adds value to Hong Kong's economic development.

Founded in 1963, STC is the first independent, not-for-profit, testing, inspection and certification organization in Hong Kong, servicing a diverse cross-section of industries. It is the only CB laboratory in Hong Kong under the National Certification Body of China and the first CCC laboratory in Hong Kong. STC is also accredited by the Federal Communications Commission (FCC) and Deutscher Akkreditierungsstelle (DAkkS).

Members were given the opportunity to tour STC's laboratories that focus on four major divisions responsible for testing chemical, food and pharmaceutical products; electrical products; toys and children's products; and textile, furniture and footwear products.

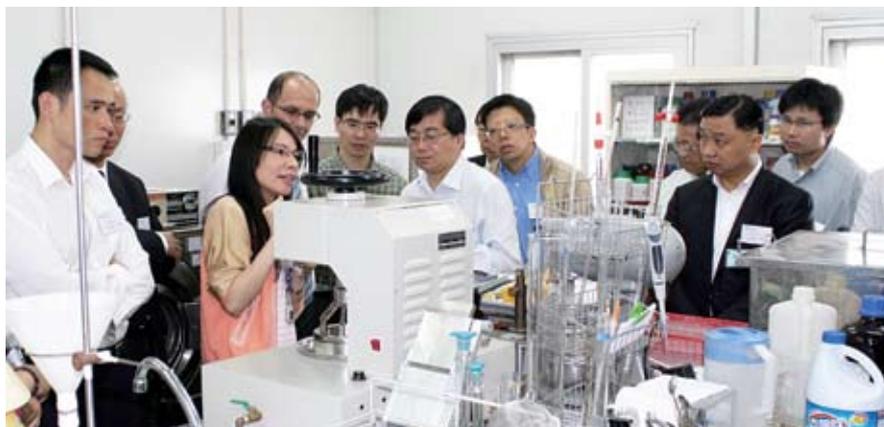
Given the growing concern and demand for improved food and product safety, as well as the opening of the Chinese market under CEPA, Hong Kong is well positioned to act as an independent third party to provide quality testing and certification services for Hong Kong and Mainland's enterprises. ❀

30位會員於6月19日參觀香港標準及檢定中心 (STC)，了解檢測和認證業如何為本港經濟發展創優增值。

STC於1963年成立，是全港首間獨立、非牟利的測試、檢驗及認證機構，為不同界別的工商業提供服務。該中心是香港唯一一所中國CB測試實驗室，以及全港首間承擔中國強制性產品認證 (CCC) 的檢測實驗室，並已取得美國聯邦通訊委員會 (FCC) 及德國認可委員會 (DAkkS) 的認可。

會員有機會參觀STC四大檢測部門的實驗室，即化學、食品及藥劑產品；電器；玩具及兒童產品；以及紡織、傢具和鞋履產品。

鑒於市民日益關注和需求更高水平的食品 and 產品安全，加上CEPA開放中國市場，香港已準備好以獨立第三方的身分，為香港和內地企業提供優質的檢測和認證服務。❀



K C Leung (left), Chairman of the Chamber's Industry & Technology Committee, presents Richard Fung, Chief Executive of HKSTC, with a memento to thank him for explaining the work of the centre.

總商會工業及科技委員會主席梁廣泉 (左) 向HKSTC總裁馮立中致送紀念品，感謝他講解中心的工作。

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Cheers Asia & Africa!

亞洲/非洲委員會酒會

The Chamber's Asia/Africa Committee hosted a Cocktail Reception in Honour of Consuls General and representatives of the Asian, African and Middle Eastern regions at the Royal Hong Kong Yacht Club on June 5. Committee Vice Chairman Neville S Shroff welcomed members, guests and invited all representatives and members to toast to the health, wealth and prosperity of all regions before getting down to an evening of productive networking. 🌸





總商會亞洲/非洲委員會於6月5日假座香港遊艇會舉辦酒會，款待來自亞洲、非洲和中東地區的駐港總領事及代表。委員會副主席尼維利施樂富先生歡迎一眾會員和嘉賓，並邀請在座所有代表和會員一起祝酒，祝願各區繁榮穩定。會員其後暢談交流，渡過了一個愉快的晚上。✿





Landfill in Your Backyard

Thirty members visited the South East New Territories (SENT) Landfill in Tseung Kwan O on June 8 to learn about the pressing waste issue facing the community.

The SENT landfill opened in September 1994, and currently takes in about 5,000 tonnes of waste every day. Over the past decade, Tseung Kwan O has been developed into a new town, despite it neighbouring the strategic waste disposal facility.

In Hong Kong, 13,800 tonnes of waste heads for the landfills every day, and the per capita disposal rate of municipal solid waste was 1.27 kg per day in 2011. Given the population and economic growth, the continued increase in waste loads will result in Hong Kong running out of landfill space by the mid to late 2010s. Unless solutions are identified soon, we could

be faced with nowhere to dispose of the thousands of tonnes of waste that we throw away every day.

In addition to waste reduction and recycling programmes, there is a need to identify new landfill sites when the capacities of the existing three landfills are exhausted. The Government has proposed extending the SENT Landfill, which will only be used to dispose of construction waste to address the local community's concern about odour, but it has continued to encounter stiff resistance from the community in the area.

Even with our best efforts to reduce and recycle waste, the reality is that we will still have to deal with huge volumes of residual waste. If every citizen had to make a choice between a landfill or an incinerator in their backyard, which would you choose? 🌸





後院的堆填區

30位會員於6月8日考察位於將軍澳的新界東南堆填區，了解社會正面對的迫切廢物問題。

新界東南堆填區於1994年9月啟用，現時每天接收約5,000公噸廢物。過去10年，儘管將軍澳毗鄰策略性的廢物處置設施，港府仍積極將之發展為新市鎮。

2011年，香港每天有多達13,800公噸廢物運往堆填區，都市固體廢物人均棄置量為每天1.27公斤。鑒於人口和經濟增長，廢物量不斷上升將導致現有的堆填區於2010年代中至後期逐一飽和。除非我們馬上找出解決方法，否則要面對每日數以萬公噸計的廢物再沒有處置的地點。

除了減廢和回收計劃，有見現有三個堆填區將會相繼飽和，我們還要物色新的堆填區用地。政府亦建議擴展新界東南堆填區，儘管擴建部分只接收建築廢物，以解決社會關注的氣味問題，但當局仍然遭到該區市民的強烈反對。

即使我們已盡力減少和回收廢物，但事實上，我們仍要處理大量殘餘廢物。如果全港市民都要在後院的堆填區和焚化爐之間任擇其一，你的選擇會是甚麼呢？



JULY 2012 2012年7月

| SUNDAY | MONDAY | TUESDAY | WEDNESDAY |
|---|---|--|--|
|  | | <p>3</p> | <p>4</p> |
| <p>8</p> | <p>9</p> | <p>T Be a Successful Supervisor / Team Head / Manager!</p> | <p>W Practical Guide on Personal Data Privacy Protection</p> |
| <p>15</p> | <p>N New Members' Briefing</p> | <p>10</p> | <p>11</p> <p>M HKGCC Mission To Heilongjiang Province (Harbin and Daqing)</p> <p>W Debt Collection & Asset Recovery Practices in Hong Kong</p> |
| <p>21</p> | <p>16</p> | <p>17</p> |  |
| <p>29</p> | <p>R Property Market Series: Corporate Real Estate: Investment in Global Cities</p>  | <p>C Taxation Committee Meeting</p> <p>31</p> | |

Training Luncheon Roundtable Luncheon Seminar Workshop
 Forum Committee Meeting Mission Study Tour Networking

| THURSDAY | FRIDAY | SATURDAY |
|--|---|---|
| 5 | <p>S Chinese Foreign Investment in Canada: Moving Forward</p> <p>R Online Brand and Presence Development : New Top Level Domains ("TLD") Internationalized domain Names ("IDN") and Search Engine Optimization ("SEO")</p> <p>W Chinese Antiques Workshop</p> |  |
| <p>C Economic Policy Committee Meeting</p> <p>W Minimum Wage Ordinance & Wage Calculation Workshop</p> | <p>W Understand The New INCOTERMS® 2010</p> | |
| 12 | 13 | 14 |
| 19 | 20 | 21 |
|  | <p>W "2012 Effectively Manifest Your Creditworthiness To Banks & Business Partners Amidst Economic Difficulties" Seminar</p> | 27 28 |

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Students Discover the Art of Retailing

零售的藝術

Twenty students from Po Leung Kuk Tang Yuk Tien College joined the Nuance Watson's (HK) "Airport Retail Young Crew Member Workshop" recently under the Chamber's Business-School Partnership Programme. The goal of the exercise was to familiarize students with the retail industry and to instil in them the importance of excellent customer service.

The programme started with a warehouse visit where students learned about modern warehouse facilities and the Schaefer racking system. Students were also taught about the importance of warehouse efficiency as well as storage and handling of goods. In the afternoon, they were introduced to the values of customer service where Nuance-Watson introduced its "6-Step Best Service" to the students, which encapsulates the concept of excellent customer services.

On the second day, 10 students visited Nuance-Watson (HK)'s anchor stores as well as gate stores where they learned about the positioning of goods to optimize the flow of travellers. To put into practice what they had learned, students were given real life experiences by interacting with travellers.



The workshop concluded with a sharing session in which they said they gained an insight into warehouse operations, as well as the art and importance of excellent customer service in the retail sector. ✿



在總商會「商校交流計劃」的安排下，20位來自保良局董玉娣中學的學生於4月10至11日參加了大型零售商Nuance Watson (HK)的「機場零售年青服務員工作坊」。該活動的目標是讓學生認識零售業的運作，使他們了解卓越顧客服務的重要性。

在活動第一天，學生先前往倉庫考察現代倉庫設施及Schaefer貨架系統，以了解倉庫效率的重要性，以及各種不同貨物的儲存和處理方式。當日下午，Nuance-Watson代表向學生介紹他們公司的「最佳服務六步曲」，闡釋卓越顧客服務的概念和價值。

第二天，10位學生獲安排參觀Nuance-Watson (HK)旗下的主力商店和小店，認識如何透過店舖的位置編排，促進訪客流量。為了讓他們學以致用，學生亦有機會親自與訪客互動，以汲取實際經驗。

在最後的分享環節上，學生均表示是次工作坊加深了他們對零售業倉庫運作的認識，以及優質顧客服務的技巧和重要性。 ✿



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