

# 商 答

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## 從特朗普到拜登 環球政經新局面

FROM TRUMP TO BIDEN –  
A NEW LANDSCAPE IN GLOBAL  
POLITICS AND ECONOMICS

改寫舊觀念 退貨藏商機

Hidden Opportunities in Redefined Returned Goods

居家運動新常態

Home Workouts are the New Normal





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# 《施政報告》 為香港發展注入新動力

## POLICY ADDRESS INJECTS IMPETUS INTO HONG KONG'S DEVELOPMENT

面對新冠疫情、中美博弈以至環球政經形勢各種挑戰，行政長官上月公佈新一份《施政報告》，為香港長遠發展勾劃具體藍圖。報告尤其就貫徹“一國兩制”在港實施有較全面着墨，同時對促進香港融入粵港澳大灣區發展提出具體規劃建議。本港工商和社會各界必須抓緊機遇，配合特區政府落實《施政報告》各項政策措施，構建和諧穩定社會環境，才能有效推動香港未來發展邁出新里程。

### 推動大灣區全方位合作

今年《施政報告》其中一個亮點，是強調融入國家發展大局對香港的重要性。報告在涉及金融、創科、基建、青年發展等多個範疇，充分善用和配合中央給予的政策支持，為香港進一步參與大灣區建設作出具體安排。

中央支持內地與香港深化金融互聯互通，逐步擴大滬深港通的合資格股票範圍，進一步鞏固香港國際金融中心地位，有助提升香港在大灣區提供投資和金融服務的領導角色。隨着金融“互聯互通”愈趨成熟，我們期待當局可考慮擴大內地企業來港第二上市的股份及新股集資安排，進一步提升香港資本市場的競爭力。

中央亦支持香港與深圳共同建設河套深港科技創新合作區。港深兩地政府正研究在香港園區落成前，由香港科技園承租及管理深圳福田科技園區的部分地方，讓有意開展大灣區業務的香港科技企業率先落戶，突破過往“以深圳河為界”的狹隘思維，對促進香港科技產業融入大灣區產生積極作用。粵港澳三地政府可探討制訂大灣區創科政策，成立大灣區科技發展銀行和基金，為促進創科與科研發展提供財政支援；港深政府更可在河套園區成立創新及科技研發基金，資助區內高新科研項目及初創企業發展。

此外，特區政府提出完善港深陸路口岸建設、推動“港車北上”、香港與珠海機場合作等建議，獲中央全力支持，為促進大灣區人流、物流互動提供便利。香港在航運業擁有不少優勢，建議當局可考慮推動香港高端航運業發展，為船舶註冊、管理、租賃、海事保險、培育業內人才等加強配套支援，配合大灣區海運業務長遠發展所需。

### 全力抗疫是當務之急

當前新冠疫情反覆，我們支持特區政府採取一切措施嚴控

疫情，才能讓各項推動經濟與民生發展的措施得以有效落實。近期社區不明源頭確診個案或群組感染再次增加，當局應審慎考慮推行強制性全民檢測，冀盡快達至“清零”目標，讓市民生活回復正常，並通過“健康碼”互認，恢復香港與內地的人員往來，有效推動本港經濟復甦。

我們期望疫情穩定後，特區政府能加快落實與香港有緊密旅遊和商務往來的地方商討“旅遊氣泡”、“商務氣泡”。《施政報告》亦提到香港貿易發展局將聯同廣東省及有關商會推出一站式平台，為港商提供涵蓋大灣區市場及政策資訊、企業推廣對接、商務營運等全方位支援，加強與“一帶一路”相關國家和地區合作，並積極爭取加入“區域全面經濟伙伴關係協定”(RCEP)，此舉有助港商減少對歐美市場的依賴，協助拓展內銷市場並強化與東盟等周邊地區的經貿往來合作。

《施政報告》強調中央在“一國兩制”下對香港一貫支持，可為經濟發展注入新動力。香港國安法的實施，助局面由亂轉治，為香港重新聚焦經濟與民生發展奠定重要基礎。行政長官在發表《施政報告》後出席立法會答問會，能在平和氣氛中跟議員務實討論，行政立法關係的改善，有利重新構建理性溝通平台，全面準確貫徹落實“一國兩制”和《基本法》。我們期待社會各界同心攜手，以這份《施政報告》作為新起點，推動香港發展重回正軌，發揮香港所長，積極參與“國內國際雙循環”和“十四五規劃”，更好融入大灣區和國家發展。

Amid various challenges including the COVID-19 pandemic, China-US friction and international political and economic situations, the Chief Executive announced her latest *Policy Address* last month, outlining the blueprint for Hong Kong's long-term development. The *Policy Address* placed emphasis on the implementation of the “One Country, Two Systems” principle, and put forward strategies to advance the integration of Hong Kong into the Guangdong-Hong Kong-Macao Greater Bay Area (the Greater Bay Area). In light of the opportunities, local businesses and other sectors of society should support the HKSAR government in implementing the measures in the *Policy Address* to promote social harmony and stability, and above all, the future development of Hong Kong.

### Driving all-round cooperation in the Greater Bay Area

This year's *Policy Address* highlighted the importance of integrating into the country's overall development for Hong Kong. It shed light on how Hong Kong, by leveraging the Central government's



“《施政報告》在涉及金融、創科、基建、青年發展等多個範疇，充分善用和配合中央給予的政策支持，為香港進一步參與大灣區建設作出具體安排。

*This year's Policy Address shed light on how Hong Kong, by leveraging the Central government's support, can further participate in the development of the Greater Bay Area in such aspects as finance, innovation and technology (I&T), infrastructure and youth development.*”

support, can further participate in the development of the Greater Bay Area in such aspects as finance, innovation and technology (I&T), infrastructure and youth development.

To begin, the Central government supports the deepening of mutual access between the Mainland and Hong Kong financial markets, and the gradual expansion of the Stock Connect inclusion arrangements with Shanghai Stock Exchange and Shenzhen Stock Exchange. These measures will consolidate Hong Kong's status as an international financial center, and strengthen its leadership role as the provider of investment, financing and other financial services in the Greater Bay Area. As the "Stock Connect" matures, we hope the Hong Kong authorities can consider further arrangements in respect of Mainland companies seeking secondary listing and IPO fundraising in Hong Kong, so as to sharpen the competitiveness of Hong Kong's capital market.

The Central government has also agreed to Hong Kong and Shenzhen's joint development of the Shenzhen/Hong Kong Innovation and Technology Co-operation Zone (SITZ). The governments of the two cities are exploring the feasibility of allowing the Hong Kong Science and Technology Parks Corporation to lease and manage certain areas of the Innovation and Technology Zone in Futian, so that Hong Kong tech companies which are interested in starting their business in the Greater Bay Area can establish a presence in the SITZ before the completion of the Hong Kong-Shenzhen Innovation and Technology Park. This is a breakthrough from the narrow mentality of "Shenzhen river sets the boundary" in the past, and is favorable to the integration of Hong Kong's tech industry into the Greater Bay Area. At the same time, the governments of Guangdong, Hong Kong and Macao can explore the possibility of devising I&T policies for the Greater Bay Area together, and setting up a bank and fund dedicated to supporting I&T and research and development (R&D) in the area. The Hong Kong and Shenzhen governments can also establish an I&T and R&D fund to subsidize high-tech research projects and start-ups in the Lok Ma Chau Loop.

In addition, the Central government supports the HKSAR government's proposals to improve the infrastructure of land boundary control points between Hong Kong and Shenzhen, allow Hong Kong private cars to travel to more cities in the Mainland, and promote cooperation between the airports of Hong Kong and Zhuhai, all of which will facilitate the movement of people and commodities within the Greater Bay Area. Meanwhile, since Hong Kong's maritime industry enjoys a unique edge, the Hong Kong authorities should consider fostering the development of Hong Kong's high-end maritime services and enhancing areas like ship registration, management and leasing, marine insurance and talent

nurturing, in order to address the needs for maritime services in the Greater Bay Area in the long run.

### Anti-epidemic effort is top priority at present

In view of the fluctuating COVID-19 situation, we support the HKSAR government in adopting all necessary measures to curb the outbreak, so that policies for promoting economic and social development can be effectively implemented. The recent few weeks has seen a sudden surge in unknown sources of infection within the community and clusters of cases. The authorities may want to consider mandatory universal testing to achieve the target of "zero infections", so that local residents can resume their normal lives. The government should also consider encouraging the gradual resumption of movement of people between the Mainland and Hong Kong through the mutual recognition system for "health codes", thereby accelerating the recovery of the local economy.

We hope once the COVID-19 situation has stabilized, the HKSAR government can quickly explore the creation of "travel bubbles" and "economic bubbles" between Hong Kong and places with which it enjoys close tourism and business ties. The *Policy Address* mentioned the one-stop platform to be launched by the Hong Kong Trade Development Council with Guangdong Province and relevant chambers of commerce to provide the Greater Bay Area's market and policy information, business matching services and other business support to Hong Kong enterprises. It also stated that Hong Kong will strengthen cooperation with countries and regions under the "Belt and Road Initiative", and actively lobby to join the Regional Comprehensive Economic Partnership to help Hong Kong businesses to become less dependent on the European and American markets and to tap into the domestic market, while strengthening trade cooperation with the ASEAN countries and other neighboring regions.

The *Policy Address* stressed that the Central government's support for Hong Kong under the "One Country, Two Systems" principle will inject new momentum to the city's economic development. The implementation of the Hong Kong National Security Law has restored social stability and allowed Hong Kong to focus once again on economic and social development. At the Question-and-Answer Sessions at the Legislative Council following the announcement of the *Policy Address*, the Chief Executive was able to discuss the policies with the lawmakers in a peaceful atmosphere. The improved relation between the executive and legislative branches of the government is crucial for rebuilding a communication platform and, more importantly, the comprehensive, accurate implementation of "One Country, Two Systems" and the *Basic Law*. We look forward to seeing all social sectors joined together, taking the latest *Policy Address* as the restarting point to help Hong Kong to get back on track. By leveraging its strengths and actively taking part in the country's "dual-circulation" goal and "14th Five-Year Plan", Hong Kong will be able to better integrate into the developments of the Greater Bay Area and the country. 🌀



# 從特朗普到拜登 環球政經新局面

## From Trump to Biden – A New Landscape in Global Politics and Economics

2020年底，美國總統大選塵埃落定，縱橫美國政壇半世紀的民主黨候選人拜登最終勝出，即將就任成新一任美國總統，亦宣告特朗普時代落幕。究竟選舉結果對美國國策有何影響？對中美關係，甚至全球政經發展，又將帶來何種啟示？

The results of the 2020 US presidential election are concluded. Joe Biden, the Republican candidate who has played a vital role in US politics for more than half a century finally claimed victory. With the new US president soon taking office, the Trump era is also coming to its end. How would the election results affect US state policies? What does it mean for China-US relationship, or the development in global politics and economics?



## 雷鼎鳴：拜登上場可緩和中美貿易戰

Francis Lui: Biden's Presidency may Alleviate China-US Trade War



雷鼎鳴 Francis Lui

特朗普主打“Make America Great Again”，主張大手減稅、放鬆管制、收緊移民，欲令美國重現50年代的“黃金盛世”；而拜登則高呼“Battle for the Soul of the Nation”，提倡經濟平等、修復盟友、淨零排放，憑團結成就更好未來。香港科技大學經濟學系榮休教授雷鼎鳴指出，新美國總統未來主要任務是自我療傷，“我相信拜登上台後，短期內不會有太大的舉措，而中美貿易戰將得以緩和。”

### 美國經濟情況不樂觀

雷鼎鳴提到，美國第三季國內生產總值有所改善，但第二季數字跌幅太大，失業人數亦大幅增加，加上特朗普因疫情關係不斷派錢、印鈔，影響美國物價，繼而令美金貶值。“很多國家都購買了美國債券，若美金貶值，即等於其他國家要幫忙彌補美國赤字，它們自然不高興，便會減少購買債券，長遠而言對美國的經濟會造成不良影響。”

對於拜登的財政政策，雷鼎鳴表示並不樂觀，亦認為拜登不是一個善於理財的人，“相信他招數有限，或重複以往民主黨的政策，他可能增加企業稅，但窮人的減稅空間不大，亦可能繼續‘加印銀紙’。現時美國山窮水盡，情況不容樂觀，真的有需要休養生息。”

外交方面，美國在特朗普四年管治下成為“退群”成癮的國家，拜登已多次表明，若成功當選總統，首務是告知各國領袖：“美國回來了，大家可以相信我們”，並承諾將重返《巴黎協定》、世界衛生組織、伊朗核協議等。但雷鼎鳴認為，美國與外國的關係已變得“傷痕纍纍”，重返各個國際組織及協議並不困難，但要重建自由多邊主義仍是重大挑戰，恐難與他國家恢復信賴關係。

他又指，今次選舉刷新歷史，拜登更打破美國240多年歷史以來獲得最高的得票數字；但特朗普的得票亦相當高，反映美國內部仍有一股支持特朗普的力量，“相信其他國家對美國局勢會保持戒心，先作觀望態度。”

### 料對港政策沒大變動

特朗普行事難測，作風向來不按章法，雷鼎鳴認為拜登的行為和施政則比較“可預測”。至於今次選舉對往後環球政經發展有何影響，關鍵將在於拜登組建的管治班子。

至於在中美角力下，香港會受到甚麼影響？“不會有太大影響，因為香港對美國而言並不重要，香港問題對拜

登而言非主要議題。”雷鼎鳴相信，拜登短期內不會即時改變對港態度和政策，這牽涉面子問題，若有甚麼大舉動會令人覺得美國政策朝令夕改，相信拜登對香港問題會更加低調。

### 貿戰持續對美沒好處

中美關係向來備受關注，雷鼎鳴認為，拜登將一改特朗普年代對華強硬政策，緩和中美貿易戰。“賀錦麗曾批評特朗普輸掉對中國的貿易戰，其實從數據來說，的確沒錯。”加上疫情爆發以來，美國感染、死亡人數不斷增加，特朗普在抗疫上顯然不力。“疫情大大打擊美國經濟、流失了300萬個職位；相反中國復甦快，經濟又有正增長，若中美貿易戰持續，其實對美國沒有任何好處。”

雷鼎鳴又強調，中國經濟發展在很多標準上已超越美國，美國的領導地位受到動搖，即使沒有疫情出現，美國經濟都正在下滑之中，誰人執政對中國的影響不大。“中國是世界最大貿易國，美國只是第二。對其他國家來說，雖然不敢得罪美國，但會思考投資中國是否比美國好。”他認為，現時很多國家都在兩者之間搖擺不定，要在兩個大國之間的搏弈中找到生存空間，這是一個重大且困難的課題。





“**M**ake America Great Again” was the slogan of Trump’s election campaign. He advocated large tax cuts, lifting restrictions, tightening immigration in an attempt to restore the “golden era” of the US in the 1950s. Biden, on the other hand, hailed “Battle for the Soul of the Nation”, and vowed to achieve economic equity, to restore cracked alliances, to work towards net-zero carbon emissions, and to strive for the unity of the nation for the betterment of all people. According to **Francis Lui, Emeritus Professor, Department of Economics, Hong Kong University of Science and Technology**, the main task of the new US president is to heal America. “I do not think there will be immediate radical moves after Biden takes presidency. We shall see alleviation in the China-US trade war.”

### Bleak outlook for the US economy

Lui noted while the US GDP accelerated in the third quarter, the drop in Q2 but was too sharp and unemployment rate also shot up. Added with the endless financial reliefs and quantitative easing in Trump’s COVID response, US commodity prices have been affected and the USD is depreciating. “Many countries have purchased US bonds. Depreciation of the greenback means other countries will have to help compensate the US deficits. They will certainly not be

happy and will cut back on purchasing bonds. In the long run, the US economy will suffer.” As for Biden’s fiscal policy, Lui said he is not at all optimistic. He thought Biden may repeat what the Democrats did in the past. The US is at the end of its tethers and current circumstances do not allow optimism. The country does need to recuperate.

In terms of diplomacy, the US was a nation obsessed with “exits” during the four years of Trump’s administration. Biden has repeatedly stated that if he successfully becomes US president, his first and foremost mission is to announce to other country leaders that “the US is back, you can trust us”. He also pledged to rejoin the Paris Climate Agreement, the World Health Organization, the Iran Deal, etc. Yet, Lui opined that foreign relationships of the US have been battered so badly that trust would be very difficult to rebuild.

### Hong Kong policy expected to remain more or less the same

Trump is an unpredictable aggressor who never plays by any book. Lui thought there would be higher “predictability” in Biden’s actions and administration. Speaking of how this election would impact global politics and economics in future, Lui thought the government established by Biden will be a critical factor.

To what degree would Hong Kong be affected amidst China-US tensions? “Not

much, because Hong Kong is not important for the US. Issues about Hong Kong are not a major agenda item for Biden.” Lui believed that Biden will not instantly change the US stance and policy towards Hong Kong in the short run. This is a matter of face. Any drastic move would make US policies look undecisive and unpredictable. Lui reckoned Biden would be even more low-profile towards Hong Kong issues.

### US will not benefit from a lasting trade war

China-US relationship has always drawn much attention. Lui believed Biden would reverse the hardline China policy of the Trump era and mitigate the China-US trade war. “The US economy has been hard hit by COVID-19, and 3 million jobs were lost. On the contrary, China is recovering very quickly and recording positive economic growth. The US will not benefit if the China-US trade war continues.”

Lui stressed that China’s economic development has already surpassed the US in many levels and challenging the global leadership of US “China is the world’s largest trade nation, but the US is only the second. Other countries may not dare to offend America, but they would consider if investing in China is a better option than investing in the US.” He reckoned that many countries are swinging between the two power nations and trying to identify room for survival – this is indeed a major and difficult issue.



## 胡偉星：拜登棄鷹派政策 中美關係將緩和

Richard Hu: China-US Relations will Ease if Biden Abandons Hawkish Policy

雖然特朗普尚未承認落敗，但拜登當選已獲美國聯邦總務署確認，並正積極籌組內閣班底。香港大學政治與行政學系榮譽教授、澳門大學社會科學院院長胡偉星相信，拜登上任後可望重新審視特朗普的鷹派政策，料不會延續經貿上對中國的超強施壓。加上新冠疫情在美國仍然嚴峻，預期拜登上任後將優先處理國內問題，外交事務不會即時提上議事日程，約於半年至一年後，其基本外交政策方可望逐步定型。

### 中美競爭格局不變

“美國對國內問題的看法存在很大分歧，不過在對外政策方面，特別是對華政策卻是極為一致，認為中國是今後對美國威脅最大的競爭對手。當然，程度上或有所不同。”胡偉星闡釋，拜登的對華政策基本上也假設中國是最大的競爭對手，料中美競爭的格局不會大變，惟在對華政策的若干風格和手法、以至重點競爭領域及衝突的強度等，應會有所變化。加上美國新政府上台，在首年或大半年間，多會反思及檢討上任政府的政策，某程度上可緩和兩國關係。

然而，因美國民主黨的意識形態普遍代表很多知識分子的想法，如以自由、民主及人權為信仰，並會將之推廣到國際事務中。故胡偉星認為，在某些涉及相關意識形態的事務上，拜登政府或會繼續對中國保持高壓，料將成為兩國之間比較棘手的問題。不過，他指拜登的對華政策和特朗普的“新冷戰+全面脫鉤”有所區別，故對今後中美關係仍保持樂觀。相信在兩國共同努力下，若彼此應對得當，中美關係還是會有一定緩和。

### 棄自損式貿易政策

至於經貿議題上，胡偉星指出特朗普過去四年在經貿上向中國大力施壓，

從經濟角度而言，美國民主黨人大都不敢苟同，因這就像“殺敵一千自損八百”，美國自身也付出非常大的代價，故新政府應重新審視這種做法。“新政府會考慮到美國自身的利益，故不希望延續這種自損傷敵式的貿易政策。”他說，加上國內有數以千計因疫情而蒙受損失的企業已向政府投訴，預期拜登會重新審視特朗普時代的經濟政策。

胡偉星預計，新政府較傾向認為中美的戰略競爭核心是科技實力，即雙方的創新能力，因此應會在高科技等方面向中國繼續施壓甚至封鎖。但在一些具體問題上，如對華為的處理方法等，則與特朗普不見得完全一致。

### 重建美國形象

在國際關係方面，胡偉星認為拜登政府作為美國民主黨建制派，在一定程度上還是會回到奧巴馬及克林頓的舊路上，充當世界領袖。他們會着重在國際上重建美國的形象，以至恢復美國在全球的領導地位。“拜登政府應會重新加入一些在特朗普時期退出的國際組織，並更重視增強軟實力，而不再是簡單的短期經濟利益。當中需要有較長遠的規劃，他們的目標，自然是希望可恢復美國世界領袖的地位。”

Even as Donald Trump refuses to concede the US election, Joe Biden is currently assembling his Cabinet following confirmation from the US General Services Administration that he can begin transition. **Richard Hu, Honorary Professor at the Department of Politics and Public Administration of the University of Hong Kong and Dean of the Faculty of Social Sciences of the University of Macau,** believes that Biden will likely re-examine Trump's hawkish policies and would not continue the excessive economic



胡偉星 Richard Hu

and trade pressure on China. Coupled with the ongoing severe COVID-19 pandemic in the US, Biden is likely to give priority to domestic issues after taking office, and foreign affairs will not be on his immediate agenda. His basic foreign policy would gradually take shape after about six months to one year.

### China-US competitive landscape remains unchanged

“Americans have widely divergent views on domestic issues, but they are unanimous in terms of foreign policy, especially towards China, as they think China will be the biggest threat to the US. Certainly, to varying degrees.” Hu explained that Biden's policy towards China basically assumes that China is the biggest competitor, so the competitive dynamics between China and the US will not change dramatically. However, there should be changes in style and approaches, as well as in the key areas of competition and intensity of conflicts. In addition, when the new US administration takes office, it will mostly likely reflect on and review its predecessor's policies during the greater part of its first year, which may ease the tensions between the two countries to some extent.

However, the ideology of US Democrats generally represents the ideas of many intellectuals in the country, such as their beliefs in freedom, democracy and human rights, which they will extend to international affairs. Therefore, Hu believes that the Biden administration may continue to maintain strong pressure on China on certain ideological matters, which could

be a more difficult issue between the two countries. Nevertheless, he noted that Biden's China policy is different from Trump's "new cold war plus complete decoupling", so he remains optimistic about China-US relations going forward. He believes that with the joint efforts of the two countries, the tensions between them will ease to some extent if they deal with each other properly.

### Abandon self-destructive trade policy

Regarding economic agenda, Hu said that Trump had exerted a lot of economic and trade pressure on China over the past four years, which most US Democrats disagreed with from an economic standpoint, because both sides suffered, i.e. the US itself had to pay a very high price. Therefore, the new administration should re-examine this approach. "The new administration will take the US's own interests into account and will not want to continue this self-destructive, hostile trade policy." Coupled with the complaints filed by thousands of US businesses suffering losses as a result of the COVID-19 pandemic, Biden is set to re-examine the economic policies during the Trump era, he said.

Hu expected the new administration to be more inclined to believe that the core of the strategic China-US competition is technological strength, i.e. the innovation capabilities of both countries, so it should continue to pressure or even block China in terms of advanced technology. Nonetheless, on some specific issues, such as the treatment of Huawei, it does not appear to be exactly the same as Trump.

### Rebuilding the US's image

With regard to international relations, Hu believes that the Biden administration, as part of the US Democratic establishment, will return to the old path taken by Obama and Clinton to some extent, i.e. to act as a world leader. They will focus on rebuilding the image of the US in the international arena and restore its global leadership. "The Biden administration should re-join some of the international organisations that the US had withdrawn from during the Trump era and place more emphasis on strengthening soft power instead of simple short-term economic benefits. In this regard, longer-term planning is needed, and their goal, naturally, is to restore the US's status as a world leader." 🌐







## 行會角色面面觀

### All About the Role of the Executive Council

行政會議（行會）的工作範圍是哪些？它在本地政治體制中又扮演着甚麼角色？隨着“三權分工”議題備受關注，行會角色此刻更值得公眾認識。

What is the scope of work of the Executive Council? What role does it play in the local political system? As the topic of “division of work between the three branches” has increasingly been a major concern, we should all learn more about the role of the ExCo.



陳智思（右四）  
Bernard Chan (Fourth from right)

“行政會議”這組織，名稱大家一定不會陌生，也許閣下知道行會例會逢星期二早上舉行。但工作範圍是哪些？它在本地政治體制中又扮演着甚麼角色？這些問題，剎那間大家又未必能準確回答。

### 行政會議 細說從頭

其實按照《基本法》，行會是協助行政長官決策的機構。行會每周舉行一次會議，由行政長官主持。行政長官在作出重要決策、向立法會提交法案、制定附屬法規和解散立法會前，須徵詢行會的意見。現時行政會議有33位成員，包括行政長官（會議主席）、16位問責官員（官守議員）及16位非官方人士（非官守議員，包括召集人），成員均屬公職並支薪。參與行會13年的行政會議非官守議員召集人陳智思認為，自回歸後行會工作一直屢見進步。

自2004年起加入行會，陳智思是其中一位曾與四任特首共事的行會成員。這位行會“四朝元老”指出，行會舊稱“行政局”，源於港英政府為準確掌握民情，故通過不同及廣泛的諮詢架構收納民意，由行政局作出決定，確保政策出台後不會遇見無法估計的障礙。在那個年代，受港督信

賴的英資商家如匯豐、怡和、太古的代表，往往都成了行政局成員。

### 回歸以降 屢見進步

陳智思續指，當時港督掌握行政和立法大權，行政局和立法局都是諮詢性質，港督對這兩個機構有完全的控制權。直至回歸以來，行會歷年來在架構上出現了不少轉變，包括成員數目的改變、引入非官守議員及邀請立法會議員加入行會等。他並指出，近一、兩屆行政會議更注重強化成員之間的溝通，在例行會議前會舉行預備會議，讓官守議員向非官守議員介紹即將推出的政策，初步聽取成員的意見。陳智思認為，此做法增加了與局長會面溝通的機會，有助雙方建立互信關係。

陳智思坦言，在人事任免、紀律制裁和緊急情況下採取措施的事宜上，行政長官確是理論上無須徵詢行政會議。但行政長官如不採納行政會議多數成員的意見，應將具體理由記錄在案。陳智思更指出，在他歷年來參與的會議中，特首從未曾在眾多成員反對下，仍一意孤行推行政策。可見事實上特首每次決策前都會接納行政會議成員的意見，聽取社會上不同的聲音，並平衡各方的利益，以市民福祉為重。

### 相互配合 協作為先

陳智思表示，在以特首為核心的“行政主導”制度下，制定政策或制度的修訂必須依照既定程序，例如制定政策前會作出公眾諮詢，而行政、立法機關存在一定程度的互相制衡，也應互相配合，以確保政策落實成效。他認為，這種“自我製造掣肘”的相互制衡情況，正是香港的優點。

此外，陳智思又指出行政會議引入少數立法會議員參與，這些議員具雙重身分，有助大家對立法會情況更加了解，行政會議提出議案時亦可向立法會代表諮詢意向，可在民意基礎上爭取支持，有待行政會議通過後，讓議案順利進入立法程序。他強調，種種改善方案的最終目標，是促使各部門通力合作，有效地推行更多利民新政。

上述內容為本會婦女委員會主辦“三權分工系列專題午餐會：香港的行政和立法體制”之撮要。

While the term “Executive Council” does not sound unfamiliar, we may not be ready to answer questions such as the scope of its work, and the role it plays in the local political system.

### The origin of the ExCo

Under the Basic Law, the Executive Council is an organ for assisting the Chief Executive in policy-making. The Chief Executive shall consult the Executive Council before making important policy decisions, introducing bills to the Legislative Council, making subordinate legislation, or dissolving the Legislative Council. There are currently 33 members in the Executive Council, who are serving public office and remunerated. **Bernard Chan, Non-official Convener of the Executive Council**, thought that the work of the ExCo has been constantly improving since Hong Kong's reunification with China.

Chan is one of the ExCo members who has worked with all four Chief Executives. He recalled that the ExCo was originally a consultation organ set up by the British Hong Kong government to gauge different and



wider public opinion and to collect public views. It was established so that there will be no unforeseen barriers when policies are rolled out. Back then, many ExCo members were representatives of British merchants (such as HSBC, Jardines, and Swire) who were trusted by the Hong Kong governor.

### Constant improvement since reunification

Chan added that the Hong Kong governor held both executive and legislative power back then. Both the ExCo and the LegCo were consultative, but full control of the two bodies rested with the governor. Since Hong Kong reunited with China, many changes were seen in the structure and organization of the ExCo. Chan also pointed out that the focus of the past two terms of the Executive Council was on the communication amongst members. A pre-meeting is held before the regular meeting. Chan thought that such arrangement has


allowed more opportunities to meet with Directors of Bureaux, helping both sides to establish mutual trust.

Chan frankly commented that theoretically speaking, the Chief Executive does not have to consult the Executive Council regarding the appointment, removal and disciplining of officials and the adoption of measures in emergencies. Chan also highlighted that for the meetings he attended over the years, the Chief Executive had never implemented a policy that had not been approved by ExCo members. This shows that the Chief Executive has accepted the views of Executive Council members before making policy decisions.

### Harmonized for stronger synergy

Chan noted that, in an “executive-led” system with the Chief Executive at the center, formulating changes to policies or systems must be conducted according to established procedures. While a certain degree of check and

balance does exist between the executive and legislature authorities, both sides should be harmonized to ensure the effectiveness of policy implementation.

Furthermore, Chan also pointed out that a few LegCo members are introduced into the Executive Council. The dual roles of these legislators do help ExCo members understand the situation of LegCo better. When a motion is proposed by the Executive Council, the opinions of the LegCo representatives can be consulted to gain stronger support from the public mandate. In doing so, when a motion is approved by the Executive Council, it could go into the legislative process more smoothly. He emphasized that the ultimate goal of these improvements is to foster concerted cooperation amongst different departments, so as to implement more new policies for the betterment of people's livelihood. 

This is an abstract of the Chamber's Ladies luncheon series “Division of work between the three branches: Hong Kong's executive and legislative systems”.

# “十四五”規劃下的香港機遇

## Hong Kong's Opportunities under the 14th Five-Year Plan



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十九屆五中全會審議通過的《中共中央關於制定國民經濟與社會發展第十四個五年規劃和二〇三五年遠景目標的建議》（下稱《建議》），為國家未來發展制定了清晰目標。其中推動高質量發展是“十四五”的主題，香港宜抓住此一歷史性機遇，發揮自身多方面優勢，融入國家的發展大局中。

The “Proposals of the Central Committee of the Communist Party of China on Formulating the 14th Five-Year Plan for National Economic and Social Development and the Long-term Goals for 2035” (the “Proposals”) passed at the 5th Plenary Session of the 19th Central Committee of China clearly define goals for China’s future development. In particular, driving quality development is a main theme of the 14th Five-Year Plan. Hong Kong should seize historical opportunities and use its advantages effectively to integrate into the country’s macro development roadmap.

**中** 銀香港經濟研究員蔣天驕表示，“十四五”規劃中有別於過去的最重要標誌，是強調高質量發展，這將對國家新時期的發展產生決定性影響。而高質量發展的內涵十分豐富，其中主要包括以創新驅動發展，並以“科技自立自強”為目標，力求擁有科技自主研發能力；以及加快發展現代產業體系，為高質量發展打下堅實基礎等。

蔣天驕認為，《建議》提出支持特區鞏固提升競爭優勢，建設國際創新科技中心，打造“一帶一路”功能平台，實現經濟長遠可持續發展，以及支持香港、澳門更好融入國家發展大局，高質量建設粵港澳大灣區。有鑒於此，香港必須把握“十四五”新時期的歷史性機遇，積極支持和參與



到國家的高質量發展過程中。具體而言，香港可以抓住三大機遇。

### 打造國際創科中心

首先，香港可利用本身的制度優勢，如法制、稅收等，吸引更多國際及內地著名科技企業，到香港建立研發中心或集團總部。目前，已有相當一部分國際科技企業在香港設立研發中心，例如聯想、IBM、樂敦製藥、TCL等。不過，若要進一步發展香港國際創新科技中心，則需要更多科技企業進駐。香港創科局及科學園等，可考慮為科企提供更多優惠和支持，吸引更多高知名度的公司入駐。

蔣天驕續指出，香港應在培養本地科創人才的基礎上，實行更開放的人才政策，構建國際化的科研創新高地。“在人才培訓上，香港其實擁有相當優勢，因為香港是世界上唯一一座城市，同時有四所大學在QS大學排名前50，有五所大學排名全球前100。而香港的國際化都市環境，亦有利吸引國際化科技人才，政府可嘗試推出更多相關優惠政策，吸引更多人才匯聚香港。”

而政府亦應鼓勵和支持香港高校與國際、內地科技公司建立聯合研究中心，這樣不但有利於提升香港整體研發水平、促進本地大學和教育發展，也有利於吸引更多年輕人選擇科技類專業，以科技創新作為他們未來職業，近年香港科技大學與微信聯合成立的“微信－香港科技大學人工智慧聯合實驗室”（WHAT LAB）就是一個很好的例子。企業與高校擴大合作，另外，香港還可以利用“粵港澳大灣區”的區域聯通優勢，將自身的高端基礎研發與廣東省完備的產業鏈有機結合起來，真正做到產學研結合，提升國際創新科技中心的整體發展質量。

### 善用現代化服務優勢

第二大機遇是利用香港現代化服務的優勢。蔣天驕闡釋，香港現代服務業帶動的資金流、信息流、知識流等經濟流，是經濟的核心競爭力，可為

內地新時期發展賦能。作為服務業佔本地生產總值超過90%的城市，香港在諸多服務領域具有領先地位，例如設計、會展、品牌發展、營銷等商業支持服務，以及法律、會計、工程諮詢、檢測認證、高端醫療等專業服務均十分發達，另外在數字經濟、綠色環保、海洋裝備等領域也具有優勢。“香港可考慮建設為內地企業服務的大數據中心、海洋中心等，進一步發揮其高端服務功能，提升其作為內地企業境外商業與專業服務中心的角色。”

另一方面，他認為香港也應考慮讓本地合資格的服務提供者，直接向內地提供跨境服務。因為服務業是一個比製造業更需要面對面交流的行業，香港的現代服務業近距離走入內地，可以與內地的製造業、農業更高質量的融合。

### 發揮國際融資平台角色

至於第三大機遇，是香港可發揮國際融資平台角色，助力粵港澳大灣區高質量建設。“香港的國際化融資平台，可以為創新、產業升級等提供多方面的服務及支持。先進的創業投資市場，是科研成果產業化的重要推手。”蔣天驕指出，香港是亞洲第二大私募基金中心，截至2018年年底，香港520家私募基金管理資產總值高達12,000億港元，全球20大私募基金有15家已在香港設立據點。去年2月公佈的《粵港澳大灣區發展規劃綱要》亦明確支持香港私募基金參與大灣區創新型科技企業融資。除內地以外，香港私募基金亦投資日本、韓國、印尼、印度和澳洲等地區，從側面說明香港的國際化投資環境，是高效率融資的保障。

同時，香港資本市場亦十分發達。香港證券交易所IPO募資額連續多年處於全球領先，為創新企業提供了多層次的融資渠道。在間接融資方面，香港金融機構在銀團貸款、項目貸款等業務均十分成熟，美元或港元融資的利率更加低廉，這為內地企業提供了多方面的融資渠道。



綜合而言，高品質發展是“十四五”時期的核心主題，香港可以借助“十四五”規劃帶來的發展良機，推進國際创新中心建設，推動現代服務與內地產業更好的融合，同時發揮國際金融中心的融資功能，為大灣區乃至全國的科技企業提供便捷的資本融入。這無疑是一個歷史性機遇，若能配合國家推動高質量發展，香港經濟結構就可以得到提升，並向創新型經濟邁進。

本文摘要自《中銀財經述評》第32號〈“十四五”規劃推動高質量發展與香港的機遇〉，經濟研究員蔣天驕。

According to Jiang Tianjiao, Economist of BOCHK, the 14th Five-Year Plan differentiates itself from previous plans by emphasizing high quality development. This has decisive impact on China's development in the new era. The Proposals support the HKSAR in strengthening and enhancing competitiveness, so as to build an



international innovation and technology (I&T) center and a “Belt and Road” functional platform to realize sustainable economic development in the long run. They also support Hong Kong and Macao’s full integration into the national development framework to build a high quality Guangdong-Hong Kong-Macao Greater Bay Area. It is apparent that Hong Kong must grasp historical opportunities of the 14th Five-Year Plan era. Specifically, there are three opportunities to be harnessed.

### Building an international I&T center

As a start, Hong Kong can capitalize on its institutional advantages, such as the legal and tax systems, to attract more global and Mainland big techs to set up R&D centers or group headquarters in Hong Kong. Currently, a considerable number of leading international technology corporations, including Lenovo, IBM, ROHTO Pharmaceutical and TCL, have placed R&D centers in Hong Kong. Nevertheless, we still need more technology companies to establish presence locally to push Hong Kong further towards the goal of becoming an international I&T center. The Innovation

and Technology Bureau and Hong Kong Science Park can consider offering more preferential deals and support measures to attract more well-known companies.

Jiang also points out that while culturing local I&T talents, Hong Kong should introduce more open manpower policies to help build a new international I&T highland. “On the training front, Hong Kong is comparatively advantageous because the SAR is the only city in the world with four QS Top 50 universities and five world top 100 universities. Hong Kong’s cosmopolitan city environment is also appealing to tech professionals from around the globe. The government can offer more favorable policies to make Hong Kong a talent hub.”

Also, the government should encourage and support local tertiary institutions to set up research centers in collaboration with overseas and Mainland technology companies to promote the development of local universities and education. Such efforts will inspire more young people to pursue a professional career in technology. WHAT LAB, a joint project of the Hong Kong University of Science and Technology and WeChat, is a good example. Moreover, Hong Kong can use regional connections created by the Greater Bay Area. By consolidating its own high-end basic research and development with Guangdong’s extensive industry chain organically, we can give full latitude to industry-university-research cooperation.

### Giving full play to our advantage of modern services

The second major opportunity is to exploit Hong Kong’s advantage of modern services. Jiang explains that as a city with the service industry accounting for more than 90% of GDP, Hong Kong is a leader in multiple service sectors, such as design, convention and exhibition, branding, marketing and other business support services, as well as legal service, accounting, engineering consulting, testing and certification, high-end healthcare and other professional services. The SAR is equally competitive in digital economy, environment protection and marine equipment. “To give full play to its high-end service functionalities, Hong Kong can consider developing big data centers and maritime centers to serve Mainland businesses. This would enhance Hong Kong’s role as an overseas commercial and professional service center for Mainland companies.”

In addition, he thinks Hong Kong should consider allowing qualified local service

providers to provide services directly to Mainland clients across the border. Relative to the manufacturing sector, face-to-face exchange is more important to the service industry. Connecting with local companies closely on the Mainland will enable Hong Kong’s modern service sectors to integrate with China’s manufacturing and agriculture industries.

### Playing the role of international financing platform

As for the third opportunity, Hong Kong can play the role of international financing platform to promote quality development of the Greater Bay Area. “The international financing platform in Hong Kong can provide service and support on many fronts to facilitate innovation and industry upgrade. It is a key driving force for commercializing research deliverables. Jiang indicates that as Asia’s second biggest private equity fund center, Hong Kong was home to 520 private funds with HKD1,200 billion of assets under management as at the end of 2018, and 15 out of the world’s top 20 private funds have a presence locally. The Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area published in February 2019 clearly encourages Hong Kong private funds to participate in financing activities of Greater Bay Area I&T companies. Apart from the Mainland, Hong Kong private funds also invest in Japan, Korea, Indonesia, India and Australia, mirroring the SAR’s global investment landscape.

Hong Kong has a well-developed capital market too. Total funds raised by IPOs at HKEx have been leading global counterparts for many consecutive years, and multi-level financing channels are available to innovation enterprises. For indirect financing, Hong Kong financial institutions are very experienced in syndicated loans and project loans, while USD and HKD financing rates are extremely attractive. The whole package offers Mainland companies a wide choice of financing means. In summary, quality development is a core theme of the 14th Five-Year Plan and it offers great opportunities never seen in history. By working collaboratively to promote China’s quality development, Hong Kong can enhance its economic structure to make bold strides towards an innovation-oriented economy. 📌

Extracted from BOC Economic Focus No. 32, *Quality Development Promoted by the 14th Five-Year Plan and Related Opportunities for Hong Kong*, by Economist Jiang Tianjiao.





## 融入國家發展大局 控制疫情期盼曙光

### Integrate into National Development End the Pandemic through Containment

立法會功能界別商界（第二）議員 廖長江

Martin Liao, Legislative Council Member,  
Commercial (Second) Functional Constituency

《施政報告》推出一系列惠港措施，為本地經濟、民生帶來希望。但惠港措施數量多、範圍廣泛，要將之落實，便考驗特區政府智慧。

The *Policy Address* has introduced a host of measures to benefit Hong Kong, bringing hope to the local economy and people's livelihood. However, as these measures are large in number and extensive in scope, implementing them will be a test for the wisdom of the HKSAR Government.

**行**政長官上個月發表了其任內第四份以“砥礪前行 重新出發”為主題的《施政報告》。今次《施政報告》推出前恰逢新冠疫情、香港經濟下行，行政長官上京爭取惠港措施，為港經濟發展注入新動力。

### 促使經濟多元化

《施政報告》積極進取，連附篇共推出約200項新措施，圍繞準確落實“一國兩制”及融入國家發展大局兩個主題。歷經去年的社會運動和黑暴，香港國安法的實施使社會恢復穩定，為經濟發展提供前提。然而在新冠疫情的陰霾下，全球經濟活力不再，作為外向型經濟體的香港亦遭受重創。雖然在第三季度香港經濟整體稍見改善，實質本地生產總值按年跌幅收窄至3.5%，按季反彈2.8%，但2020年全年經濟預計仍為約6.1%的負增長。此外，失業率攀升至6.4%，達至近16年來的高位。特別是政府保就業措施於11月底結束，結業潮或湧現，失業率可能進一步上升。中國作為第一個復甦的主要經濟體和今年全球唯一可能正增長的經濟體，是香港尋求經濟復甦的方向。

背靠祖國，香港獲得國家支持，《施政報告》推出一系列惠港措施，為本地經濟、民生帶來希望，包括支持兩地金融互聯互通、完善港深陸路口岸建設、投資珠海機場以提升協同效應、港車北上、推出“GoGBA”協助中小企拓展內銷和對接電商平台、破格開展“大灣區青年就業計劃”和“粵港澳大灣區創業資助計劃”等，均可協助港商和港青在大灣區大展鴻圖，鞏固及提升香港在大灣區的優勢，促使經濟多元化。在發揮香港所長、國家所需方面，“一國兩制”下，香港的普通法法統優勢和專業人才儲備，有利於香港參與國內國際雙循環，融入國家發展大局。

惠港措施數量多、範圍廣泛，要將之落實，便考驗特區政府智慧。由於各

項目處於不同成熟階段，複雜程度不一，例如“GoGBA”支援平台或相對較簡單，可較早推出，但諸如釋放新皇崗口岸香港區超過20公頃土地作其他用途，以及由香港科技園公司承租及管理深方園區的部分地方供提前落戶等相對宏大的項目，則處於不同的商議過程中。為適切了解業界需要，政府須及時與業界、商會及持份者溝通，並盡量將惠港措施和經濟多元化的成果由社會各階層共享。

### 當務之急 控制疫情

本地第四波疫情來勢洶洶，遍佈各階層和地區，部分個案源頭不明，隱形傳播鏈深入社區。近期疫情發展急劇惡化，11月29日更是突破確診百宗大關。中國成為全球第一個復甦的主要經濟體恰恰源於成功控制疫情。香港疫情得到控制方能重啟“旅遊氣泡”、“商務氣泡”，本地個案“清零”是恢復與內地人員往來的前提。有效控制香港的疫情，才能真正落實各項推動經濟民生發展的措施，市民生活方可回復正常，使本港經濟復甦、重拾活力。

政府的防疫政策一直是“外防輸入、內防擴散”，但實際上卻漏洞重重，包括執法不嚴、阻嚇性低、獲豁免檢疫人士無後續強制性監察措施、調整防疫措施滯後等。而且，市民經過近一年的抗疫，疲勞厭倦，放鬆聚會加劇疫情發展。

### 收緊限制 嚴加執法

鑒於第四波疫情嚴峻的狀況，政府於11月30日再度收緊防疫措施，自12月2日起實施，為期兩周，將禁聚令由四人至二人；縮短食肆堂食時間，收緊同枱人數；關閉多類娛樂處所。同時加強檢測和檢疫能力，增加社區檢測中心數目；提高醫管局指定診所派發樣本包數量；增加郵局派發樣本包數量，並與港鐵商討，在主要港鐵站派發樣本包；並徵用兩間酒店作檢疫用途，提供約800個房間，透過多項措施共同爭取控制疫情。



然而，防疫措施的成功一部分在於能否截斷傳播源頭，另一部分取決於市民是否配合。在截斷源頭方面，建議獲豁免檢疫人士在機場再做病毒檢測，其後亦規管他們留在工作和居住範圍。監督市民抗疫方面，須嚴格執法並大幅提高罰款金額，加強阻嚇性。

臨近聖誕，香港防疫抗疫工作困難重重，在行政長官多次表明香港難以實行全民檢測的現況下，唯有快速全面堵塞防疫漏洞，並且萬眾一心，同力抗疫才能控制疫情，重現經濟民生曙光。

The Chief Executive delivered her Policy Address titled “Striving Ahead with Renewed Perseverance” last month. It was her fourth one since taking office. Prior to the launch of the Policy Address, which coincided with the COVID-19 pandemic and Hong Kong’s economic downturn, the Chief Executive





went to Beijing to strive for measures that will benefit Hong Kong and inject new impetus into its economic development.

### Promote economic diversification

Both positive and proactive, the *Policy Address* rolled out about 200 new measures that are focused on two themes, i.e. accurate implementation of the principles of “One Country, Two Systems” and integration into the overall development of the country. After last year’s social incidents and violent acts, the application of the Hong Kong National Security Law has been effective in restoring stability in Hong Kong, providing a precondition for its economic development. However, the global economy is no longer in good shape amid the overhang of the COVID-19 pandemic. As an export-oriented economy, Hong Kong has been hit hard. Although Hong Kong’s overall economy improved slightly in the third quarter (real GDP declined 3.5% year-on-year, less than in the previous quarter, and grew a seasonally adjusted 2.8% on a quarterly basis), it is forecasted to contract 6.1% in 2020 as a whole. In addition, Hong Kong’s unemployment rate

surged to a 16-year high of 6.4%. The unemployment rate is likely to rise further, especially there may be a wave of business closures as the government’s employment support measures have expired at the end of November. As the first major economy to recover from the pandemic and the only economy globally that is likely to show growth this year, China is where Hong Kong should be heading to in pursuit of economic recovery.

Backed by the motherland, Hong Kong has received state support. The *Policy Address* has introduced a host of measures that are beneficial to Hong Kong and bring hope to its economy and people’s livelihood, including supporting financial interconnectivity between the two places, improving the infrastructure of land boundary control points between Hong Kong and Shenzhen, investing in the Zhuhai Airport to enhance synergy, allowing eligible Hong Kong private cars to travel to the Mainland, launching the “GoGBA” platform to assist SMEs in expanding domestic sales and accessing e-commerce platforms, and rolling out the Greater Bay Area Youth Employment Scheme and the Funding Scheme for Youth Entrepreneurship in the

Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area). All these can help Hong Kong’s businesses and young people realize their ambitions in the Greater Bay Area, consolidate and enhance Hong Kong’s strengths in the Greater Bay Area, and promote economic diversification. With regard to harnessing Hong Kong’s strengths and meeting the country’s needs, under “One Country, Two Systems”, Hong Kong’s common law regime and professional talent pool will help it participate in China’s dual circulation economic strategy and integrate into the country’s overall development landscape.

As the measures beneficial to Hong Kong are large in number and extensive in scope, implementing them will be a test for the wisdom of the HKSAR Government. As the projects are at different stages of maturity and have varying levels of complexity, those that are relatively simple, such as the “GoGBA” support platform, can be launched earlier. However, those that are relatively massive, such as releasing over 20 hectares of land at the new Huanggang Port for other uses and allowing the Hong Kong Science and Technology Parks Corporation to lease and manage certain areas of the Innovation and Technology Zone in Shenzhen for businesses to move in earlier, are in different processes of discussion. To properly understand the needs of businesses, the government must communicate with the business community, chambers of commerce and stakeholders in a timely manner, and share the fruits of the support measures and economic diversification with all sectors of society.

### Pandemic containment is top priority

The fourth wave of COVID-19 infections in Hong Kong has spread across all levels and areas. Some of the cases are unknown in origin, reflecting a deeper penetration of the invisible transmission chain in the community. The pandemic has worsened dramatically recently, with over 100 confirmed cases recorded on 29 November. China became the world’s first major economy to recover precisely because of its successful containment of the pandemic. Hong Kong has to bring the pandemic under control before it can restart the “travel bubble” and “business bubble”, and “zero infection” is a prerequisite for Hong Kong to resume interactions with Mainland personnel. Only by effectively containing the pandemic can Hong Kong truly implement the measures to improve the economy and people’s livelihood so that the public can return to normal life and the economy can recover and regain its vitality.

The government's anti-epidemic policy has always been "stemming inbound and intra-city COVID-19 transmissions", but actually there are many loopholes, including weak law enforcement, low deterrence, no subsequent compulsory monitoring measures for people who are exempted from quarantine, delayed adjustment of anti-epidemic measures, etc. Moreover, as Hong Kong residents are experiencing fatigue after nearly a year of combating the pandemic, easing the restrictions on gatherings will exacerbate the spread of the virus.


### **Tighter restrictions and stricter enforcement**

In view of the severity of the fourth wave, the government reimposed strict measures on 30 November to combat the pandemic. In the two weeks from 2 December, up to two people are allowed for public gatherings, down from four; restaurants are only allowed to serve fewer people per table; and many entertainment venues have to remain closed. Adopting multiple measures together to control the pandemic, the government will/has also strengthened testing and

quarantine capacity and increased the number of community testing centres; increased the number of Hospital Authority-designated clinics for distributing specimen collection packs; increased the number of specimen packs distributed by Hongkong Post and will discuss with MTR to distribute sample packs at major MTR stations; and taken over two hotels with a total of 800 rooms for use as quarantine centres.

However, the success of the anti-epidemic measures depends in part on the ability to cut off the source of transmission and in part on the cooperation of residents. To cut off the source of transmission, people who are exempted from quarantine should undergo another virus test at the airport and subsequently be required to stay within their places of work and residence. To ensure residents do their part in combating the pandemic, the restrictions must be strictly enforced and the relevant fines must be substantially increased to strengthen deterrence.

With Christmas approaching, Hong Kong faces numerous challenges in its efforts to

prevent and combat the pandemic. As the Chief Executive has repeatedly stated that it is difficult for Hong Kong to implement universal virus testing, it is only by quickly and fully plugging the aforesaid loopholes and combating the pandemic together with one mind and one heart that the pandemic can be contained so that there is light at the end of the tunnel for the economy and people's livelihood. 

This is a free translation. For the exact meaning of the article, please refer to the Chinese version.

如對上文內容有任何意見，歡迎向廖長江議員反映。

Should you have any comments on the article, please feel free to contact Mr Martin Liao.

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## 改寫舊觀念 退貨藏商機

### Hidden Opportunities in Redefined Returned Goods

shutterstock

疫情改寫消費模式，在網購大行其道的今天，“貨物出門，恕不退換”的原則已難容於電商世界。既要令顧客滿意，又要控制退貨成本，確令不少老闆傷盡腦筋。

The consumption model is completely rewritten by the pandemic. As online shopping is all the rage these days, the outdated principle of “Goods sold are not refundable” can no longer find a space in the world of e-commerce. For many merchants, satisfying customers while keeping the costs of returned goods down is often the cause of a major headache.



溫俊偉 Roy Wan



Return Helper 於貿發局“創業快線2020”活動中成為優勝初創企業。  
Return Helper was a winning start-up in the “Start-up Express 2020” event organized by the Trade Development Council.

“顧客永遠是對的”這句話乍聽是濫調，但細心一想，來到網購年代，悠悠眾口力量不容忽視，商家只會比以前更不敢開罪顧客。網購依仗一幀圖片或是一段文字促成交易，與消費者預期有所落差並不為奇，故退貨亦變得司空見慣。所以，電商們老早已視退貨為無可避免的生意成本。

### 退貨成電商痛點

“不少商家更隨貨品主動附上退貨標籤，呼籲顧客退貨毋須猶豫。”

**Return Helper 聯合創辦人溫俊偉**說，現在電商競爭越來越大，再加上退貨既然無可避免，倒不如主動安排更方便的退貨途徑，務求為顧客達致最佳的購物體驗，期待生意長做長有。然而，退貨牽涉物流成本。在商言商，老闆又豈會甘於生意額白白肥了物流公司？香港八十後溫俊偉與友人正是看準了這個電商痛點，成立了專門處理退貨的公司。

### 敢於說不 改變生態

創業前，溫俊偉任職於物流公司，近距離見識到其運作，也發現到退貨對電商逐漸構成問題。“電商覺得這是必經之痛，以前還可以靠相對高的毛利抵銷相關支出，但隨着毛利漸薄，

消費者退貨又變得越見‘順手’，退貨若不好好處理，只會長遠蠶蝕電商生意。”溫俊偉坦言，自己試過向舊公司建議改變經營策略處理退貨，但一家運作多時的公司畢竟難以剎那改變，於是他便仗着年輕，決意與友人用50萬成本創業，銳意改變電商生態。

他們提供的服務，就是使電商由從前的無奈接受退貨，變成“有得揀”——退貨物品送往 Return Helper 的海外合作倉庫，並拍攝貨品照片後，商家可以據此判斷退貨物品的狀況再選擇如何處理：他們可以選擇在當地重新配送產品、把損毀貨品以集運方式運回香港，又或是在當地的二手市場放售產品，甚至直接丟棄。如此靈活應變，商家開支得以擲節之餘，亦減省了再包裝物料及運輸碳排放，間接造就了環保。

有時商家選擇直接丟棄的貨品，其實不無商業價值。溫俊偉指，外地回收行業比香港更為興盛，他們會和當地回收商合作，務求將產品轉化為利潤。他續指，長遠而言公司更希望利用大數據為商家判斷退貨如何更好地處理，進一步減少丟棄的必要，從而增加利潤，達成多贏局面。

### 疫情所及 危中尋機

一如天下創業者，溫俊偉公司的營運模式都是在不斷錯誤中吸收經驗。他們的退貨方案軟件花了半年時間研發，整個運作模式亦不斷在完善。溫俊偉舉例，公司成立初期有時與客戶只有口頭協議，但一有問題時才發現某些重要條款還是必須以白紙黑字寫明才能有保障。又例如在疫情期間，他們試過歐洲有些倉庫突然關門，使他們大失預算，幸好後來始終因為網上購物需求太大，倉庫始終需要繼續營運，事情方能有驚無險地解決。不過在疫情之中，他們也不敢怠慢。基於倉庫物品來自五湖四海，傳播病毒風險甚高，所以他們也主動發送抗疫物資至海外合作倉庫以策萬全。

自去年中生意面世，Return Helper 在數月內即成為 eBay 官方推薦的服務供應商之一。今年第三季公司業務更迅速增長，目前已有超過600客戶，每月處理逾萬五退件。展望未來，溫俊偉指國內出口至歐美等地的網購生意蓬勃，退貨處理會是當中的藍海，故他們也期待公司下一步可以向大灣區進軍。

### 留意政府支援措施

公司成立的這段日子，溫俊偉坦言政



府對本地初創的支援非常重要。例如公司成立初期，科學園有提供辦公室及經驗分享等，使他們免除了不少麻煩。“BUD 專項基金”等更能協助公司獲得更多資源，方便拓展商機。所以，溫俊偉寄語有心涉足初創的後來者，除了物色志同道合的團隊、訂立清晰目標外，更必須對行業及政府現有支援深入了解，才可以使創業成功機會增加。🔗

**S**ince online shopping deals are closed based on pictures or descriptions, it is unsurprising that consumer's expectation could be unmet. Returned goods are so common that e-commerce operators have considered them as unavoidable business costs for long.

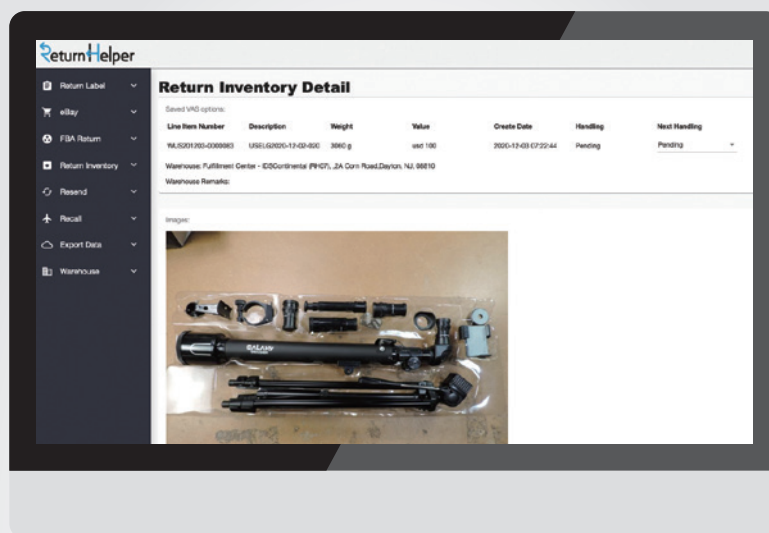
### Returned goods are the pain point of e-commerce operators

“Quite many merchants actually include a label with their deliveries that encourages consumers not to hesitate about returning goods,” said **Return Helper Cofounder Roy Wan**. According to Wan, competition amongst e-commerce operators is stronger by the day. Since returned goods are unavoidable, operators would rather take an active stance and arrange more convenient ways for returning goods. Noting the logistics costs involved in returned goods, post-1980s Hong Kong-born Wan and his friends decided to target this pain point of e-commerce operators and founded a company that specializes in handling returned goods.

### Dare to say no to initiate changes in the ecology

Before establishing his own business, Wan had worked in a logistics company, where he observed its operation up close and noted the problem of returned goods for e-commerce operators. “In the past, the relatively high profit margin could offset the relevant expenses. Yet, with declining profit margins, improper handling of returned goods could have a detrimental effect on the business of e-commerce operators in the long run.” Considering he was still young, Wan decided to ride on a capital of HKD500,000 and kicked start a business with his friends. The team was determined to change the ecology of e-commerce operators.

## Return Helper 服務流程 Service process of Return Helper



海外客戶退貨至當地合作倉庫  
Overseas client returns goods to a local partner warehouse



倉庫人員拍照、確認貨品狀態  
Warehouse staff takes pictures and confirms goods condition



商家決定如何處理退貨物品  
Merchant decides how to handle returned items

在當地重新  
配送產品  
Re-deliver  
products locally

把貨品以集運  
方式運回香港  
Combine goods  
to ship back to  
Hong Kong

在當地的二手  
市場放售產品  
Sell products in  
local second-  
hand market

直接丟棄  
Disposal

After returned items are sent to the warehouses of Return Helper's overseas partners, pictures of the goods are taken such that merchants could evaluate goods' condition and decide how to handle them.

Merchants can choose to re-deliver the products locally, ship damaged goods back to Hong Kong by way of combined shipment, sell the products in the local second-hand market, or even directly

dispose of them. The flexible options are not only helping merchants control costs better, but also indirectly facilitating environmental preservation.

Sometimes, merchants may decide to dispose of certain goods, but these goods are not worthless. Wan said that they will partner with local recyclers and try to convert these products into profits. He continued that in the long run, the company hopes to make use of big data to help merchants judge what is a better way of handing returned goods and to further reduce the need for disposal. Through this, profit can be increased, and more parties can benefit.

### Seeking opportunities amidst the pandemic


Similar to other entrepreneurs, Wan's company has been operating and accumulating experience through mistakes. It took them half a year to develop their returned goods solution software and

the entire operation model is constantly perfecting. During this pandemic, they have faced sudden closedown of a few European warehouses, which caused much interruption to what they had planned. Fortunately, the demand for online shopping was simply too big, and warehouses must continue to operate. The matter was resolved despite the hiccup. Yet, they dare not slack during the pandemic. As warehouse goods come from all directions, the risk of virus spreading is indeed quite high. Therefore, Return Helper has taken the initiative to distribute virus-fighting supplies to the warehouses of overseas partners for enhanced safety.

Since its launch in the middle of last year, Return Helper has become one of eBay's recommended service providers after just a few months of operation. The business of the company soared during the third quarter of this year. It now has over 600 clients and is handling more than 50,000 returned items every month. Going forward,

Wan pointed out that online shopping business is thriving for Mainland's export to Europe and the US. Therefore, returned goods handling would be the blue ocean there, and they do hope the company could further expand into the Greater Bay Area.

### Watch out for government support initiatives

Wan frankly shared that the government's support for local start-ups is vital during the company's inception. For example, the office and experience offered by the Science Park had saved his company from lots of troubles in its early days. Wan advised those who intend to tap into start-ups must do much more than establishing a like-minded team and formulating clear objectives – they must also delve into industry know-hows and find out what kind of support is currently available from the government. This is the way to improve the chance of success in starting up a new business. 



# 創新斗室 InnoCell 凝聚創科社群 InnoCell Fosters a Community for I&T Talents



人才是發展創科產業的關鍵之一，香港科技园公司深明此理，“創新斗室（InnoCell）”的概念亦應運而生，除了減輕創科人才的住屋負擔之外，更為他們打造理想的智能生活及協作空間，打造一個有利協作交流和激發創思維的社區。

Talents are one of the keys to the development of innovation and technology (I&T) industries, which is a fact that Hong Kong Science and Technology Parks Corporation (HKSTP) fully understands. The concept of InnoCell thus came into being. Besides reducing the housing burden on I&T talents, it also creates an ideal smart living and co-creation space for them, nurturing a community that is conducive for interaction and collaboration, and stimulates creative thinking.

**作** 為本地最大科研基地，香港科技园匯聚世界一流科研人才，近年致力發展四個科技領域：人工智能和機器人技術、生物醫藥科技、數據和智慧城市、金融科技，而為各地科研人才而設的InnoCell則是其中一個矚目的建築工程。歷經三年，InnoCell已竣工，這座建築由籌劃理念到施工都貫徹創新原則。

## 居住和工作空間共融

立法會財委會前年撥款8億元，在科學園內興建InnoCell，為園區公司的員工提供短期或長期的住宿。香港科



黃煜新 Wong Yuk-sun

技園公司首席項目總監黃煜新表示：“我們在2016年進行調查，發現不少創科人才放工晚、工作不定時，他們希望有相關支援配套，我們便構思打造 InnoCell。”科學園透過 InnoCell 這個項目，為來自世界各地的創科人才建造居所，提供不少於500個宿位，並打造一個與居住空間融合而成的休閒、共享生活和工作空間。InnoCell 將於2021年第一季落成，更會為租戶提供優惠，屆時月租將為市值租金六成。

黃煜新強調，這並非一個純粹的住宿或酒店項目，InnoCell 的意義在於藉此匯聚各界科研人才，建立一個共同創造的社群文化。“世界各地都有不同主題的共居住所，而本港可利用 InnoCell 這一住宿概念，讓志同道合的創科人才成為鄰居，並在生活中交流，產生新的火花，長遠提升本地的創科力量。”

陌生人之間的隔膜難以避免，而在 InnoCell 的住宿空間中，房間都圍繞着中間的公共空間，即使多層建築中仍能增進鄰居關係。黃煜新更以電視劇《七十二家房客》作比喻，盼望 InnoCell 可再現劇中角色守望相助的精神，成為現代版的“七十二家房客”。

### 採用創新建築法更高效安全

隨着時代變遷、科技發展，現時的建築技術如同兒時砌積木，先在廠房完成組件預製，再運送到工地裝嵌，減省在現場工地的施工程序。而 InnoCell 的建造過程正是利用了“組裝合成”建築法 (Modular Integrated Construction, 簡稱 MiC)，優點包括

更安全、更有效率、更環保，成本也更低。黃煜新說：“本港建造業面對人手短缺和工人老化等問題，有關技術亦能有效減低對勞動力的依賴，提升工地生產力。”項目更因此獲得多項建築設計類大獎。

他續指，項目團隊在動工前以 MiC 模型練習安裝，以更全面了解安裝 MiC 的各方面要求、方法和施工限制。此外，承建商亦利用虛擬實景技術進行安裝模擬，包括高空工作和起吊作業，大大降低建築期間的安全風險。

### 成創科界和建築界里程碑

MiC 和傳統建築法最大分別，在於組件已預先在廠房製作，大部分地盤工序可以在工廠完成，之後再運到工地裝嵌，工程人員在工地現場只需要接駁水電，毋須從事安裝窗戶等危險高空工作，相對安全之餘，亦不用日曬雨淋。與傳統建築方法相比，MiC 更可縮短40%的施工時間。以 InnoCell 為例，僅用79日便完成組裝，建築期縮短之餘，裝修質量亦有所提高。

在設計及施工協調方面，InnoCell 的建造過程採用 GPS 來追蹤建築材料的位置，提高施工安全性、節省時間和成本。“因本地經驗不足，在過程中也參考不少外國經驗，疫情也拖慢工程進度。”回望約三年的籌劃及建造，雖然遇過不少困難，但 InnoCell 自去年八月開工，於今年五月已平頂，黃煜新樂見 InnoCell 成為香港首個利用 MiC 建成的高層建築，對創科界或建築界來說都是一個重要里程碑。



InnoCell 採用“組裝合成”建築法，優點包括更安全、更有效率、更環保，成本也更低。

InnoCell was built by the MiC technology, which is safer, more efficient, more environmentally friendly and less costly.

As Hong Kong's largest scientific research base bringing together world-class scientific research talents, HKSTP has focused on the development of four scientific and technological fields in recent years: artificial intelligence (AI) and robotics, biomedicine, data and smart cities, and financial technology (Fintech). InnoCell, which is set up for scientific research talents from all over the world, is one of the noteworthy construction projects. InnoCell, which



has been completed after three years, was based on innovative principles from planning concept to construction.

### Integration of living and working spaces

The Finance Committee of the Legislative Council earmarked HKD800 million the year before to build InnoCell at Hong Kong Science Park to provide short- or long-term accommodation for HKSTP employees. **Wong Yuk-sun, Chief Project Development Officer of HKSTP**, said: "We conducted a survey in 2016 and found that many I&T talents worked late and at irregular hours. They wanted support in this regard, so we came up with the idea of building InnoCell." Through InnoCell, the Science Park provides local and overseas I&T talents with at least 500 residential units.

Wong stressed that this is not purely a residential or hotel project. The significance of InnoCell is that it brings together scientific research talents from various sectors to build a co-creation community culture. "There are co-living places with different themes all over the world, and Hong Kong can use InnoCell as an accommodation concept to enable like-minded I&T talents to become neighbours and spark new ideas or synergies while interacting in their daily life, which will strengthen the local I&T force in the long run."

### Higher efficiency and safer through innovative construction method

InnoCell was built using the Modular Integrated Construction (MiC) technology, which has the advantages of being safer, more efficient, more environmentally friendly and less costly. Wong said: "Hong Kong's construction industry is facing problems such as manpower shortages and ageing workers, and this technology not only effectively reduces reliance on labour, but also increases productivity at construction sites."

He added that prior to commencing work, the project team practiced installation with MiC models to gain a more complete understanding of the requirements, methods and constraints of the technology. In addition, the contractor used virtual reality technology to simulate installation, including high-altitude and lifting operations, which significantly reduced the safety risks during construction.



InnoCell 減輕創科人才的住屋負擔。  
InnoCell helps reduce the housing burden on I&T talents.

### A milestone for I&T and construction communities

MiC's biggest difference from the traditional construction method is that its modules are pre-fabricated in the factory. Most of the on-site work can be completed in the factory and then transported to the site for assembly. The construction workers only need to connect utilities such as water and electricity on the site, and do not have to engage in dangerous high-altitude work such as window installation. MiC takes 40% less time than the traditional construction method. InnoCell is a case in

point. It took just 79 days to complete the assembly process.

Regarding design and construction coordination, during the construction of InnoCell, GPS was used to track the location of building materials, thus improving construction safety, saving time and reducing costs. Construction of InnoCell began last August and was completed this May. Wong is pleased to see that InnoCell has become Hong Kong's first high-rise building constructed with the MiC technology, which is an important milestone for both the I&T and construction communities. 📍



飯局的參與者通常以 15 人為限。  
Number of participants are usually limited to 15.

## 做義工 會精英 — 港版“巴菲特飯局”

### “Lunch with Warren Buffett” in Hong Kong

### Volunteer Service with a Chance to Meet Social Elites

每年的巴菲特飯局均為全球熱話，最高價的競投者，將獲得與股神巴菲特共進午膳的寶貴機會，收益則作慈善用途。原來在香港也有類似飯局，透過義工配對平台 Time Auction，只要付出時間做義工，便可獲得與各界名人飯聚的難得機會，親身向一眾成功人士交流，可謂一舉兩得。

The annual “Lunch with Warren Buffett” event is the topic of global hot talk. The highest bidder gets to have lunch with stock market mogul Warren Buffett and all proceeds go to charity. We now have a similar charity luncheon in Hong Kong. Time Auction, a volunteer service matching platform, is arranging lunch dates with prominent figures of various sectors. Anyone contributing time and effort towards volunteer service will have the valuable opportunity to meet and learn from successful leaders over lunch. It makes community work twice as meaningful.





梁嘉寶 Fion Leung

**T**ime Auction 的意念並不複雜，就是任何人只要做滿十小時義工，便可獲得一次與名人會面的機會，應邀的分享嘉賓需捐出兩小時，與十多位參與者聚餐。本地 Startup 慈善團體 **Time Auction** 創辦人梁嘉寶表示，創立至今已踏入第六個年頭，共邀請了450多位嘉賓分享，行業橫跨藝術界、演藝界、商界，到廚師、電影工作者都有，義工參與者則達數千人。

“其實我很少用‘名人’這個詞，因分享嘉賓當中不是全部都很有名，但卻在各界別獨當一面，共通點是上進和有熱誠。希望年輕人透過與他們交談，能從中獲得啟發之餘，亦可拓闊眼界，明白到行行出狀元，並期望藉此可吸引更多入做義工，將之視為一種 Lifestyle。不必每個人都如我一般從事全職慈善工作，但只要每人多付出一點，力量就會很大。”

### 名人飯局暢所欲言

回想最初，梁嘉寶和拍檔“膽粗粗”以“Cold Call”形式邀約嘉賓，本無太大期望，但意外地反應十分理想，體現其理念是可行。這些嘉賓不乏知名人士，如藝人鄭秀文、DJ 森美、風水師蘇民峰、蘭桂坊之父盛智文、導演莊文強等。她指出，飯局注重的是溝通，因此不拘泥形式，亦不會有主持人，嘉賓和參加者基本上可暢所欲言、百無禁忌。

“例如一次梁錦松帶同子女到來，席上有人請教他父母之道，他表示會給

予子女自由，並鼓勵他們去追夢，但兒子即當場反駁：‘可不是這樣啊，你一直逼我學中文！’惹得哄堂大笑。又例如蘇民峰師傅，除了分享入行及奮鬥過程，也即席教大家‘睇相’。這種實實在在、人與人的直接溝通，在現今的網絡時代，更顯得彌足珍貴。”

### 義工配對平台

接觸過不同的慈善機構後，梁嘉寶發覺諸如撿垃圾、植樹等體力勞動的義工，其實並不缺人。反而一些技術性的項目，如市場營銷、攝影、剪片等義工，卻是一人難求。這令她萌生了義工配對的念頭，於是把 NGO 的招募義工廣告放上網，讓人們自行申請。“開始後發現反應非常熱烈，起初我們只零散在社交媒體刊登，到今年8月正式推出平台，讓義工和團體自行配對。”

配對的過程有點像“搵工”，因為技術類的義工，一定要雙方合適方可，因此通常會透過電話聯繫，讓彼此有初步了解。梁嘉寶補充，“一些資深的技術人員，希望藉此機會，利用自己的經驗和技能回饋社會；又曾有一位

平面設計師，協助一個海洋保育團體做品牌設計，日常這類項目多是由資深設計師操刀，對她來說絕對是寶貴經驗；也有想轉行的人，透過義工平台獲得其他行業的經驗，可謂助人也自助，實在是一舉兩得。”

**T**ime Auction's concept is really quite simple — anyone completing ten hours of volunteer service gets a chance to meet prominent social leaders. These special guests will contribute two hours of their time to have lunch with about a dozen participants. According to **Fion Leung, Founder of Time Auction**, the charity startup has invited more than 450 special guests to join sharing sessions since coming into operation six years ago. These leaders come from many different sectors, including the fine art, performing arts and business circles. Also taking part are chefs and members of the film industry. Volunteers in their thousands have participated in these gatherings.

“I seldom use the word ‘celebrity’ because not all special guests are well-known. They are nonetheless veritable leaders of their professions, and all of them are highly-motivated and full of passion. We hope these meetings can empower young people by inspiring them, broadening their horizons and demonstrating that one can



透過做義工，可獲得與知名人士的會面機會。  
You can get the opportunity to meet celebrities by volunteering.

distinguish oneself in any trade. Another aim is to encourage more people to take part in volunteer service and make it a lifestyle. I'm not saying everyone should be engaged in charity work full-time like I do, but if everyone is willing to make small contributions, it would really make a difference."

### Speak your mind at the celebrity lunch

Leung recalls that she and her partner boldly approached guests by cold calls. They did not expect much but response was surprisingly good. Apparently, the idea worked. Special guests they have invited to date include celebrities, such as artiste Sammi Cheng, DJ Sammy Leung, Chinese geomancy expert Peter So, Father of Lan Kwai Fong Allan Zeman and movie director Felix Chong. She points out that promoting communication is the key of these functions so an informal and relaxed atmosphere is ensured. There is no event host and everyone at these gatherings, including special guests and participants, can speak their minds freely without any restrictions.

"For example, we invited Antony Leung one time and he came with his children. When someone asked him for parenting advice, he said he gave his children freedom and encouraged them to go after their dreams. However, his son refuted and said, "That's not true. You've been forcing me to learn Chinese!" Everyone roared with laughter. Another example is Chinese geomancy master Peter So who shared not only his career path and struggle along the way, but also "face reading" secrets. Indeed, what we offer is down-to-earth and direct person-to-person communication, something particularly precious in today's cyber age."


### Volunteer service matching platform

After liaising with a wide range of charitable organizations, Leung found it was easy to arrange volunteers for laborious work, such as refuse removal and tree planting, while there was dire manpower shortage for more technical work, such as marketing, photography and film editing. That gave her the idea of starting a volunteer service matching platform. She posted NGOs' volunteer recruitment ads online to invite applications. "This initiative received extremely good response right from the start. In the beginning, we placed ads randomly on social media. In August this year, a platform was launched to pair volunteers with organizations."



邀請的嘉賓橫跨眾多界別。  
Guests from different social sectors were invited.

The matching process is not unlike job hunting. Technical volunteer service is viable only if requirements of both sides are met. For this reason, volunteers and organizations usually get the general profile of each other through telephone conversations. Leung adds, "Some seasoned technical volunteers want to use this opportunity to contribute their experience and skills to society. One graphic designer supported a

marine conservation group in its branding design, and thus exposing herself to a project usually available only to experienced designers. It was precious professional experience. On other occasions, volunteers interested in changing professions can gain work experience in other sectors through our platform. It is a win-win game where people can help themselves while helping others." 





## 居家運動 新常態

### Home Workouts are the New Normal

疫情持續，令不少人對外出運動感到卻步。然而，若長期缺乏運動，身體機能也會倒退，因此近期興起了家居運動，即使宅在家也能動起來。到底在疫情下，大眾如何提高健康運動意識來迎接這個新常態？

The ongoing COVID-19 pandemic has discouraged many people from going out to exercise. However, a lack of exercise for a prolonged period of time will lead to a decline in bodily functions. Home workouts have therefore emerged recently and people can stay physically active even at home. How can people raise their health consciousness amid the pandemic for this new normal?



雷雄德 Lobo Louie

**根** 據世界衛生組織的建議指標：5至17歲的青少年每日需要有60分鐘的運動，18歲至64歲的成人亦應每日有30分鐘運動，長者則與成人相若。疫情期間，外出機會減少，不少人也疏於運動。香港浸會大學體育、運動及健康學系副教授雷雄德指出，運動其實不限於跑步、游水、打羽毛球等有氧運動，運動概念可以融入日常生活，善用家中環境來消耗能量。“下班回家時，可以選擇步行、行樓梯；看電視時，可做原地跑、仰臥起坐或掌上壓。只要你具備健康運動意識，就時刻都可以維持自己的運動量。”

### 健康意識有助養成運動習慣

近年穿戴式運動裝置十分普及，不少人利用智能手錶的計步功能，以“日行一萬步”為運動指標。雷雄德坦言，這僅屬指標且不夠全面，因步行只集中在下肢的肌肉鍛鍊，大家應該適當加入如掌上壓、平板支撐等針對上肢和核心肌肉力量的訓練，令身體大部份的大肌肉也得到鍛鍊，如在家中可兼顧有氧和無氧運動，則可同時訓練心肺功能和肌肉力量。

雷雄德並指出，穿戴式運動裝置亦提高大眾的健康意識。“當你建立了健康意識便會開始進行如運動等健康行為，無論是有氧運動、無氧運動，有助提高新陳代謝，對身體都有好處。”他建議，可運用手機の日曆為自己安



排運動的時間，讓運動變成習慣；亦可添置一些簡單的健身器材，如啞鈴、拉力帶等，放置在家中當眼位置，當看到這些器材便提醒自己要運動了。

### 無運動習慣進行 HIIT 要留神

香港人生活忙碌，可以花在運動的時間不多，因此近期在網絡上出現不少高強度間歇訓練 (HIIT) 的影片，廣受歡迎，成為不少人在家抗疫時的家居運動，也有人藉此減肥。雷雄德闡釋，HIIT 是指在短時間進行有氧和無氧的運動，能短時間消耗大量能量，肌肉會出現運動後過度耗氧，即後燃

效應，能提高身體的代謝率，故能達到較佳的減肥效果。


但雷雄德提醒，HIIT 是由高強度運動和低強度運動相間，如沒有運動習慣的人士進行 HIIT 會較易受傷。“較少運動的人可先測試自己是否具備基本體能。一般來說，能夠持續慢跑15至20分鐘便具基本體能，可嘗試一些入門級的訓練。當身體適應了運動的強度之後，才逐步加強訓練強度。”

### 家居運動不能取代戶外活動

如家中有長者或兒童，進行家居運動



時又有何注意的地方？雷雄德表示，長者可多加鍛鍊下肢肌肉及平衡力，減低跌倒風險。然而，長者家居防跌運動效果一般，因在封閉式環境運動，對肌肉協調的訓練有限，他建議長者可晨運，因過程中步幅或大或小、左右移動，下肢訓練更加全面。兒童方面，雷雄德表示，3至5歲的幼童每天需要180分鐘的運動，他們在發育期間需要跑動、跳躍、投擲和拋接等運動，鍛鍊心肺功能、身體肌肉及發展協調能力。

雖然在家運動未嘗不可，但雷雄德提醒，家居運動始終無法完全取代戶外運動、活動。“以行山為例，上落山徑可訓練肌肉收縮和協調能力，大自然環境不僅讓眼睛可以休息，也能調適心情，而接觸陽光對身體、皮膚也有益處。” 

**A**ccording to the World Health Organization's recommendations: children and youth aged 5-17 should have at least 60 minutes and adults aged 18-64 should have at least 30 minutes of exercise daily. The recommendation for the elderly is similar to that for adults. During the pandemic, many people have neglected to exercise as there are fewer chances to go out. **Lobo Louie, Associate Professor at the Department of Sport, Physical Education and Health of the Hong Kong Baptist University**, said that workouts are not limited to aerobic exercises such as running, swimming, and badminton. They can be integrated into daily life, using the home environment to expend energy. “You can walk or take the stairs when getting home from work, or do on-the-spot running, sit-ups or push-ups when watching TV. As long as you are conscious about health and exercise, you can maintain your level of workout at all times.”

### Health consciousness helps cultivate workout habits

Wearable exercise devices have become very popular in recent years. Many people use the step-tracking function of smartwatches, with the goal of “walking 10,000 steps per day”. According to Louie, this is just a standard goal and not well-rounded, as walking only focuses on exercising the muscles of the lower limbs. People should suitably include exercises for the upper limbs and core muscle strength, such as push-ups and planks, in their routine so that most of the body's major muscles can get a good workout. Combining both aerobic and anaerobic exercises at home can strengthen cardiopulmonary functions and muscle strength at the same time.

Louie added that wearable exercise devices have raised people's health consciousness. “People who have developed a health consciousness tend to start engaging in health behaviors such as workouts.

Be it aerobic or anaerobic exercise, it helps improve metabolism and is good for health.” He suggested using the calendar app on the mobile phone to schedule workouts so that they become a habit. Simple fitness equipment such as dumbbells and resistance bands can also be added to the home. Place them in a prominent location to remind yourself to work out whenever you see them.

### People without exercise habits should be mindful of HIIT

Hong Kong residents live a busy life and don't have much time to spend on working out. Therefore, several recent online videos on high-intensity interval training (HIIT) have become a hit. HIIT is now a form of home workouts for many people amid the pandemic, while others use it as a regime to lose weight. Louie explained that HIIT is a workout regime involving short periods of aerobic and anaerobic exercises. It can expend a lot of energy in a short period of time. The muscles will experience excessive oxygen consumption after the workout, i.e.


the after-burn effect, which can improve the body's metabolic rate, thus achieving a better weight loss effect.

However, Louie cautioned that as HIIT alternates between high-intensity and low-intensity exercises, people who have no exercise habits will more likely get injured if they follow such a regime. “People who don't exercise much can assess their basic physical fitness first. Generally, people who can continue jogging for 15 to 20 minutes have basic physical fitness. They can try some entry-level exercises. After their body has adapted to the intensity of the exercises, they can gradually strengthen their workouts.”

### Home workouts are not a substitute for outdoor activities

If there are elders or children at home, what should they pay attention to when working out at home? Louie said that the elderly should exercise their lower limb muscles and balance ability to reduce the risk of falls. However, home-based fall-

prevention exercises for the elderly do not have much effect since exercising in an enclosed environment does not give muscle coordination a good workout. He suggested that the elderly should engage in morning walks, as alternating between small and big steps, and moving left and right, will give their lower limbs a more well-rounded workout. Regarding children, Louie said that children aged 3-5 need 180 minutes of exercise every day. They should engage in running, jumping, throwing and catching exercises during their development to strengthen their cardiopulmonary functions and body muscles, as well as improve their coordination skills.

Although working out at home is a good thing to do, Louie cautioned that home workouts can never completely replace outdoor exercise and activities. “Hiking is a case in point. Hiking up and down trails can train muscle contraction and coordination. In addition, the natural environment not only allows our eyes to rest, but also calms our mood, while exposure to the sun is beneficial to our health and skin.” 




## 愛心飯餐 為基層送暖 Meal Donation to Food Angel




本會透過“中總愛心行動”向“惜食堂”捐贈1,000份愛心飯餐，在新冠肺炎疫情之下略盡社會責任。

本會會長袁武表示，中總愛心行動向來籌辦多元化慈善活動，並透過與不同社福機構合作，為不同社群提供服務。新冠疫情令本港經濟受挫，基層員工面對失業、開工不足或停薪留職的困境；而“惜食堂”致力推動食物回收及援助計劃，通過物流團隊免費為社會上有需要人士派發食物。是次愛心飯餐捐贈活動，正是希望透過食物援助方式，照顧基層市民所需。

除食物援助外，本會亦積極支持抗疫，包括在年初購買近100萬港元口罩及防疫用品，免費向市民派發，並捐款400萬港元支援內地防疫抗疫工作，與社會各界同心協力，共渡難關。(26/11) 

To fulfill its social responsibilities under pandemic, the Chamber has donated 1,000 packages of meal to the Food Angel through the “We Care · We Share” campaign.

**Yuen Mo, Chairman of the Chamber**, said that the “We Care · We Share” campaign organizes charity activities and provides various services from time to time. The COVID-19 pandemic has frustrated Hong Kong's economy. Grassroots are facing problems on their employment. The Food Angel is committed to promoting food recycling and assistance schemes by distributing food for free to people in need. The Chamber's meal donation activity this time has a similar purpose.

Besides, the Chamber also fights pandemic actively. At the beginning of 2020, the Chamber has distributed masks and anti-pandemic items, which cost HKD1 million, to the public for free. For supporting anti-pandemic work in the Mainland, the Chamber has also donated HKD4 million. (26/11) 



## 京港經貿合作 洽談會 Beijing - Hong Kong Economic Cooperation Symposium

**第**23屆北京・香港經濟合作研討洽談會（洽談會）在北京、香港兩地線上舉行。本屆洽談會以“深化高水平開放，促進高質量發展”為主題，探討兩地在金融、專業服務、資訊科技、文創產業及創新科技等領域的交流與合作，並邀得行政長官林鄭月娥作開幕致辭。此外，本會會長袁武、副會長陳仲尼及謝湧海等亦在港出席了開幕儀式，永遠名譽會長蔡冠深則在北京出席了有關會議。（19-20/11）

**T**he 23rd Beijing Hong Kong Economic Cooperation Symposium was held in Hong Kong and Beijing through live Webcast with the theme of “Promote High-level Opening Up and High-quality Development”. The Symposium aimed at idea exchanges and cooperation between the two cities in fields of finance, professional services, information technology, cultural industries and innovative technology, and **Carrie Lam, Chief Executive of the HKSAR** was invited to address the opening speech. Also, **Yuen Mo, Chairman of the Chamber; Rock Chen and Tse Yung-hoi, Vice-Chairmen of the Chamber** attended the opening ceremony in Hong Kong. And **Jonathan Choi, Permanent Honorary President of the Chamber** attended meetings in Beijing. (19-20/11)

## 十四五規劃 座談會 The 14th Five-Year Plan Conference



**本**會舉辦座談會，邀得廣東省工商業聯合會副秘書長潘麗珍、廣東省粵港澳合作促進會秘書長陳焯以及廣東省商務廳投資促進局副處長蔡麗萍等蒞港出席，共同探討在國家十四五規劃下，香港企業如何融入國家發展大局及大灣區建設；並討論在疫情影響下，企業的應對措施。（20/11）

**A**mong others, **Pan Lizhen, Deputy Secretary of the Guangdong Federation of Industry & Commerce; Chen Chuo, Chief Secretary of the Council for the Promotion of Guangdong-Hong Kong-Macao Cooperation** and **Cai Liping, Deputy Director of the Trade and Investment Promotion Institute of the Department of Commerce of Guangdong Province** were invited to share their views on the prospect of Hong Kong enterprises under the 14th Five-Year Plan. They have also discussed how enterprises should respond to the impact of the epidemic. (20/11)