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CGCC VISION

香港開拓 跨境電商之路 大有可為

HONG KONG'S PROMISING
PATH IN CROSS-BORDER
E-COMMERCE



香港中華總商會
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藉調解院落戶契機 深化國際交往合作

CAPITALIZING ON ESTABLISHMENT OF INTERNATIONAL ORGANIZATION FOR MEDIATION TO STRENGTHEN CROSS-BORDER COOPERATION

多個國家和國際組織高級別代表上月在港簽署《關於建立國際調解院的公約》，正式確定國際調解院落戶香港，充分展現香港在國際法律與爭議解決領域的獨特地位受到國際社會廣泛認同，有助提升香港成為全球“調解之都”的國際形象。香港必須抓緊機遇，通過深化與國際交往合作，進一步提升涉外法律服務能力，打造香港成為亞洲以至全球國際法律及爭議解決服務樞紐。

打造國際調解之都

在“一國兩制”框架下，香港既擁有背靠祖國的得天獨厚優勢，同時又保持高度自治。香港更是中國唯一行使普通法的地區，司法制度成熟，能與國際法律無縫接軌，為跨國爭議解決提供國際認可的法律平台。香港更匯聚通曉中西法律的雙語人才，並建立了完善的調解仲裁體系，為跨境商業活動提供全方位專業支持。

中國作為國際調解院的重要發起國和推動者，積極為國際社會特別是全球南方國家構建更公平和可信度高的爭端解決機制。國際調解院落戶香港，彰顯中央對香港建設涉外法律服務的高度重視與支持，讓香港鞏固其國際法律中心地位的同時，也可積極參與國際規則的設計與制定，強化國家的話語地位，提升香港軟實力。

調解院的成立亦將催生大量專業服務需求，創造就業機會，帶動國際組織、智庫及學術機構進駐，並推動相關產業鏈發展，為本港經濟注入新動力。香港必須致力吸引全球法律精英匯聚，以及培養更多熟悉國際法律的專業人才，推動更多內地、東盟、中東及“一帶一路”沿線企業選擇香港作為商事服務爭議解決地，全

面深化推進香港在海內外企業“引進來、走出去”雙向過程中發揮“超級聯繫人”功能作用。

擴展港資港法港仲裁

CEPA 服務貿易修訂新增“港資港法”和“港資港仲裁”等便利措施，容許在大灣區註冊的港資企業與內地業務伙伴在制訂商業合同可選用香港法律，亦可選擇香港作為仲裁地。事實上，外資企業大多熟悉普通法，“港資港法港仲裁”相關安排，能夠讓內地和海外企業在與港商進行業務往來時選用香港的法律與仲裁服務，再配合國際調解院的操作，將大大提升外資信心，有助鼓勵更多外商通過香港作為跳板投資大灣區，進一步鞏固香港作為外資企業進入內地市場的法律支援服務中心地位。

此外，完善的法律支援和仲裁調解機制，是推動區域知識產權貿易中心發展的重要元素。香港可配合推進國際法律仲裁和爭議解決中心的發展方向，積極發揮聯通內地和海外市場的橋樑功能，構建知識產權貿易平台，與內地合作開拓新的金融投資渠道，完善知識產權融資和交易的生態圈，並推動大灣區在不同知識產權範疇的交流合作，包括便利跨境申請各種知識產權註冊保護，以及推廣香港知識產權專業服務，支援區內企業進行知識產權貿易，助力國家專利“走出去”。

總括而言，香港必須抓緊國際調解院成立的契機，加快發展國際法律仲裁與調解服務，強化與全球及內地法律體系的銜接，打造跨國企業首選的法律服務樞紐，既可滿足海內外企業需求，亦能深化區域法律支援協作，使香港成為亞洲以至全球信賴的國際法律服務平台。

“香港必須抓緊國際調解院成立的契機，加快發展國際法律仲裁與調解服務，強化與全球及內地法律體系的銜接。”

It is important for Hong Kong to seize the opportunities from the IOMed's establishment to accelerate the development of world-class legal, arbitration and mediation services and strengthening its alignment with the international and Chinese legal systems.”

Last month, senior representatives from numerous countries and international organizations gathered in Hong Kong to sign the *Convention on the Establishment of the International Organization for Mediation (IOMed)*, which will be headquartered in Hong Kong – a boost to the city's image as the world's capital of mediation. To consolidate its standing as a legal and dispute resolution services center in Asia-Pacific and the world at large, Hong Kong must seize the opportunities from the creation of the IOMed and actively strengthen its capabilities as a provider of foreign-related legal services.

Enhancing Hong Kong's status as the capital of mediation

Hong Kong is blessed with the unique advantage of the country's backing combined with a high degree of autonomy. As the only common law jurisdiction in the country and with a robust legal system, it enjoys seamless connection with the international legal community and is well placed to be an internationally recognized legal platform for resolving disputes between countries. Besides a sound mediation and arbitration system, Hong Kong has a large pool of bilingual professionals who are well-versed in both international and Chinese laws, making it a premier provider of all-round professional support for cross-border business activities.

As the initiator and an avid promoter of the establishment of the IOMed, China has been actively working for a fairer and more reliable dispute resolution mechanism for the international community. By setting up the IOMed headquarters in Hong Kong, the country has demonstrated strong support for Hong Kong's development of foreign-related legal services. Thanks to this, Hong Kong can be directly involved in the design and development of international rules, which in turn increases China's voice in the international arena and expand Hong Kong's soft power.

Meanwhile, the establishment of the IOMed will raise the demand for professional services and create employment opportunities. It will attract international organizations, think tanks and academic institutes to set up shop in Hong Kong, and promote the development of certain industrial chains. To this end, Hong Kong should step up effort to attract elites from the global legal industry and nurture new

talents knowledgeable in international law, so as to boost confidence in Hong Kong as the place for settling business-related disputes.

Expanding Hong Kong law and arbitration measures

Thanks to the facilitation measures of “allowing Hong Kong-invested enterprises to adopt Hong Kong law” and “allowing Hong Kong-invested enterprises to choose Hong Kong as the seat of arbitration”, incorporated in the CEPA under a recent amendment agreement, Hong Kong-invested enterprises that are registered in the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) can resort to Hong Kong law and arbitration in Hong Kong when devising business contracts with Mainland businesses. Given that most foreign enterprises are more familiar with common law, the measures which allow Mainland and foreign enterprises to use Hong Kong's legal and arbitration services, together with the operation of the IOMed, will give foreign investors greater confidence when conducting business with Hong Kong enterprises.

Professional legal services and a consummate arbitration and mediation system are crucial to the development of Hong Kong as a regional intellectual property (IP) trading center. Parallel to building itself into an international legal and dispute resolution center, Hong Kong can create an IP trading platform and work with the Mainland to develop a new financial investment channel. It may also promote deeper exchange and cooperation in the Greater Bay Area, such as through facilitating cross-boundary registrations and protection of IP rights and promoting Hong Kong's professional services in IP trading, ultimately helping the country's patents “go global”.

To conclude, it is important for Hong Kong to seize the opportunities from the IOMed's establishment. It must strive to become the preferred legal service center for multi-national businesses by accelerating the development of world-class legal, arbitration and mediation services and strengthening its alignment with the international and Chinese legal systems. And by addressing the needs of Mainland and overseas enterprises and deepening regional legal cooperation, it can serve as a reliable platform for international legal services in Asia and even the world. 🌀



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優化人力輸入政策

OPTIMIZING LABOR IMPORTATION POLICIES

制訂全盤的一般性人口政策

香港勞動力不足已非一朝一夕。我一直呼籲政府應該制訂全盤的一般性輸入人口政策——是輸入“人口”政策，不是輸入“勞工”政策。我樂見政府終於對本港人力需求，按照產業分類進行詳細的調查和分析，並作出差額推算，這將為政府日後制訂更精準的人力政策提供依據。

根據最新的《人力推算報告》，香港勞動力缺口到2028年將擴大至18萬人。從產業來看，建築、零售、餐飲、製造業等九個關鍵產業均缺乏人手。從工種來看，不論是低技術、非技術職位，還是高技術技能職位，均存在明顯的人力缺口。人手短缺的負面影響已經有較為直觀的展現。餐飲、零售等行業服務質素參差，影響遊客和本地市民在港消費意欲；本港大型工程接連展開，建築業人手緊張阻礙經濟、民生項目的建設進度。若情況無法緩解，長此下去，企業營運困難，甚至連帶原有員工失業，將直接拖累香港經濟發展，這些代價終將由全社會共同承擔。

業界冀為勞工政策拆牆鬆綁

政府於2023年實行“補充勞工優化計劃”（“優化計劃”），將範圍擴大至26個過往一般不得輸入勞工的職位類別，為期兩年。我希望政府能夠在保障本地勞工充分就業前提下，延續優化計劃，並一併檢視其他勞工計劃，作出更有彈性安排。事實上，根據立法會去年的研究報告，新加坡同樣為輸入勞工與本地勞工的比例設定上限，但會根據不同行業實際情況作出不同安排，例如在建造業和相關的加工業細分行業，外籍勞工的比例可高達83.3%。政府應當檢視各個勞工輸入計劃的配額是否足以補充行業的人手短缺，並探討放寬相關的比例規定。另外，政府《人力推算報告》已經充分顯示勞工短缺的嚴峻程度。現行優化計

劃要求僱主須先在本地進行四星期的招聘，可能未能照顧行業的迫切需要。新加坡雖然亦規定輸入勞工前，須先進行本地招聘，但設置有限豁免的情況，政府可探討是否有進一步鬆綁空間，令行業能夠更有彈性地引入人手。

行業工資中位數是業界一直關注的問題。事實上，加上住宿費、培訓費等各項支出，聘請外地勞工的成本實際上高過本地勞工，對工資低於中位數的本地勞工，亦有失公平。而且，先前業界已有反映，因聘請外勞成本高企，企業爭相聘請本地勞工，導致行業工資水平上漲，有違補充勞工優化計劃的原意。被推高的勞動力成本，最終轉嫁消費者，打擊消費意欲，形成惡性循環，相信這絕非政府和社會所樂見。政府應當檢視外地勞工工資不得少於行業中位數的規定，在維持香港競爭力和保護勞工權益之間取得合理平衡。

多管道提升勞動人口競爭力

政府《人力推算報告》亦顯示，到2028年熟練技術人員將尤為短缺。政府表示正研究吸引非學位的技術技能專才來港，我對此表示歡迎，並希望政府能夠制訂針對性的技能清單及靈活的申請程序。另外，可吸引更多內地學生來港就讀職專教育，鼓勵他們畢業後留港工作，為本地行業提供更多技術技能人才。同時，推動建立及完善更多大灣區專業資格互認機制，便利相關人士流通往來。

輸入勞工可解決香港勞動力緊張的燃眉之急，但長遠來說，面對人工智能等創新科技對勞動市場的影響，政府亦要未雨綢繆，一方面推動企業善用科技，減輕部分低技能崗位對人力的依賴；另一方面，持續加強本地人力培訓，提升人力質素，增強就業競爭力。🔗

“勞動力不足打擊香港競爭力，政府需要探討更彈性的人力輸入機制，並通過科技及培訓提升勞動力質素。”

Labor shortages are undermining Hong Kong's competitiveness, and the government needs to explore more flexible labor importation mechanisms while enhancing workforce quality through technology and training. ”

Formulating a comprehensive general population policy

Hong Kong faces a labor shortage, and I have consistently urged the government to formulate a comprehensive general population importation policy. I am pleased to see the government finally conducting detailed surveys and analyses of Hong Kong's manpower needs by industry, along with projections of labor shortfalls. This will provide a basis for the government to develop more precise manpower policies in the future.

According to the latest *Manpower Projection Report*, Hong Kong's labor shortage is expected to widen to 180,000 by 2028. By industry, nine key sectors—including construction, retail, catering, and manufacturing—are facing labor shortages. By occupation, there are significant gaps in both low-skilled, non-technical positions and high-skilled technical roles. The negative impacts of labor shortages are already evident. Service quality in industries such as catering and retail has become inconsistent, and labor shortages in construction are hindering the progress of economic and livelihood projects. If the situation is not alleviated, prolonged labor shortages will lead to operational difficulties for businesses, potentially causing job losses for existing employees and directly dragging down Hong Kong's economic development.

Industry calls for relaxing labor policy restrictions

In 2023, the government implemented the *Enhanced Supplementary Labour Scheme*, expanding coverage to 26 job categories previously ineligible for labor importation, with a two-year duration. I hope the government, while ensuring full employment for local workers, will extend the enhanced scheme and review other labor schemes to allow more flexible arrangements. In fact, according to a Legislative Council research report last year, Singapore also sets caps on the ratio of imported to local workers but adjusts these based on the actual needs of different industries. The government should review whether the quotas of various labor importation schemes are sufficient to address industry shortages and explore relaxing the relevant ratio restrictions. On the other hand, the *Manpower Projection Report* clearly highlights the severity of the labor shortage, and the government could explore further opportunities to relax restrictions, enabling industries to import labor more flexibly.

Industry wage medians have long been a concern. In reality, when factoring in accommodation, training and other expenses, the cost of hiring foreign workers often exceeds that of local workers, which is unfair to local workers earning below the median wage. Moreover,

the industry has previously noted that high costs of hiring foreign workers have led companies to compete for local workers, driving up industry wage levels and undermining the original intent of the *Enhanced Supplementary Labour Scheme*. These elevated labor costs are ultimately passed on to consumers. The government should review the requirement that foreign workers' wages must not be less than the industry median, striking a reasonable balance between maintaining Hong Kong's competitiveness and protecting workers' rights.

Multiple channels to enhance workforce competitiveness

The *Manpower Projection Report* also indicates that by 2028, skilled technical personnel will be in particularly short supply. The government has stated it is exploring ways to attract non-degree technical talent to Hong Kong, which I welcome. I also hope the government will develop a targeted skills list and flexible application procedures. Additionally, attracting more Mainland Chinese students to study vocational education in Hong Kong and encouraging them to stay and work after graduation could be beneficial. At the same time, promoting the establishment and improvement of professional qualification mutual recognition mechanisms in the Greater Bay Area will facilitate the movement of relevant personnel.

Importing labor can address Hong Kong's immediate labor shortage, but in the long term, the government must plan ahead. On one hand, it should encourage businesses to leverage technology; on the other, it should continue to strengthen local manpower training to enhance employment competitiveness. 🔄

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

如對文章內容有任何意見，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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香港開拓 跨境電商之路

HONG KONG'S PROMISING PATH IN CROSS-BORDER E-COMMERCE 大有可為

近年電商成為全球經濟一股不容忽視的動力，中國更是全球電商的領跑者。即使面對當下全球經濟的變幻莫測，仍然無阻跨境電商的蓬勃發展，不少港商亦銳意在跨境電商這個領域分一杯羹。

In recent years, e-commerce has become an undeniable driving force in the global economy, with China leading the way. Many Hong Kong businesses are also eager to claim their share in the cross-border e-commerce sector.

趙永礎 Wing Chiu

效率、創新與全球視野屬香港電商優勢 Efficiency, Innovation and Global Vision as Hong Kong's E-Commerce Strengths



在全球跨境電商市場快速崛起的浪潮中，香港憑藉其獨特的地理位置與便利的營商環境優勢，成為全球電商版圖中不可或缺的一環。香港貿易發展局首席經濟師趙永礎表示，香港屬國際貿易樞紐，具備優厚條件，能在跨境電商領域中脫穎而出。

趙永礎指出，香港的自由貿易港地位不僅簡化了進出口流程，更在物流效率與市場反應速度上展現顯著優勢。“香港物流系統發達，尤其是空運與電商的緊密結合，讓貨物能在最短時間內抵達消費者手中，這是香港的核心競爭力之一。”趙永礎說。

除了物流效率，香港的自由港地位和金融服務優勢，使本港的跨境電商能為海外客戶提供完善的退貨退款服務，直接增強了消費者信心。趙永礎解釋：“雖然不是每一筆電商交易都有退貨問題，但完善的退貨退款服務能讓消費者感到安心，包括電商貨物退運本港時沒有繁複的清關手續及繳納關稅問題，資金自由流通也保證暢順退款往海外客戶，這對提升網購消費者對本港電商信任度至關重要。”香港的電商企業通過高效的物流與貼心的售後服務，成功在競爭激烈市場中站穩陣腳，並為消費者提供更優質的購物體驗。

專業服務與市場定位

香港的跨境電商發展離不開成熟的專業服務生態系統。趙永礎強調，香港在貿易合規、產品認證及清關流程方面的豐富經驗，為電商企業提供強大支持。“實體的貨物付運也是電商交易重要一環。我們的傳統進出口貿易經驗，讓清關流程變得更加順暢，對跨境電商來說是不可或缺的優勢。”他表示，這種專業知識不僅降低企業運營的複雜性，還有助企業在國際市場中快速適應不同國家的清關程序和相關法律法規要求。

在市場定位方面，香港的電商企業擅長利用其國際化視野，精準鎖定目標市場。趙永礎指出，香港企業在產品選擇與品牌推廣上展現靈活和創新。“香港的企業家非常懂得如何根據不同市場的文化與需求，調整產品策略與行銷方式，這讓他們在全球電商競爭中更具優勢。”此外，香港作為亞洲的商業中心，還能為企業提供多元化的市場資訊與合作機會，進一步鞏固其在跨境電商中的領先地位。

金融創新與技術支持

香港的金融科技創新，亦為跨境電商企業開闢新的發展空間。趙永礎介紹，香港的金融機構正在積極探索基於大數據

的融資模式，為電商企業提供更靈活的資金支持。“與傳統的融資方式不同，金融科技能根據電商企業的數據流量、銷售記錄等動態指標，提供量身定制的貸款方案，有效降低融資成本。”他補充說，這種創新模式不僅幫助中小型電商企業解決資金瓶頸，還促進行業的快速擴張。

技術支持同樣是香港跨境電商發展的關鍵支柱。趙永礎提到，香港的電商企業正在積極採用新技術，例如人工智能與大數據分析，優化供應鏈管理與客戶體驗。“從智能推薦系統到物流追蹤技術，這些創新工具有助企業更精準滿足消費者需求。”此外，香港的企業還注重線上線下渠道的整合，通過全渠道零售策略提升品牌影響力，為未來的市場競爭奠定了堅實基礎。

應對挑戰與未來展望

儘管香港在跨境電商領域具備優勢，激烈的市場競爭仍是企業必須面對的挑戰。趙永礎指出，電商企業需要制定全面營運策略，才能在眾多競爭者中脫穎而出。“產品定位、市場推廣和成本效益分析是成功的三大關鍵。企業需要選擇合適的推廣渠道，例如與具有影響力的 KOL 合作，以提升品牌知名度。”他建議，企業應深入研究目標市場的消費習慣，並靈活調整策略，以確保競爭優勢。

展望未來，趙永礎對香港跨境電商的发展充滿信心。他認為，隨着全球消費者對網購的依賴度持續增加，香港的電商市場仍有巨大的增長潛力。“企業需要加快數碼轉型的步伐，積極擁抱新技術，並注重線上線下渠道的無縫銜接。”他特別強調網絡安全與數據隱私的重要性，提醒企業在發展的同時，必須加強對消費者數據的保護。趙永礎總結：“只有在品質、技術與信任三者並重的情況下，香港的電商企業才能在全球市場中保持長期競爭力。”

Leveraging its strategic geographical location and favorable business environment, Hong Kong has emerged as an indispensable hub in the global e-commerce landscape. **Wing Chiu, Chief Economist at the HKTDC**, emphasized that Hong Kong possesses exceptional conditions to excel in cross-border e-commerce.

Chiu highlighted that Hong Kong's status as a free trade port offers significant advantages in logistics efficiency and market responsiveness. "Hong Kong's advanced logistics system ensures goods reach consumers in the shortest possible time, which is one of our core competitive strengths," Chiu stated.

Hong Kong's free port status and robust financial services enable its cross-border e-commerce businesses to provide seamless return and refund services, directly boosting consumer confidence. Chiu explained, "A well-established return and refund system reassures consumers. When goods are returned to Hong Kong, there are no complex customs procedures or tariff issues, and the free flow of capital ensures smooth refunds to overseas customers. This is critical for building trust in Hong Kong's e-commerce platforms." Through efficient logistics and considerate after-sales services, Hong Kong's e-commerce enterprises successfully deliver a superior shopping experience to consumers.

Professional services and market positioning

Hong Kong's professional services ecosystem plays a pivotal role in supporting cross-border e-commerce. Chiu stressed that the city's extensive experience in trade compliance, product certification, and customs clearance provides robust support for e-commerce businesses. "Our long-standing expertise in import and export trade makes customs clearance processes exceptionally smooth," he noted, adding that this professional knowledge helps businesses swiftly adapt to the customs procedures and regulatory requirements of different international markets.

In terms of market positioning, Hong Kong's e-commerce businesses excel at leveraging their international perspective to precisely target markets. Chiu pointed out that Hong Kong enterprises demonstrate flexibility and innovation in product selection and brand promotion. "Hong Kong entrepreneurs are adept at tailoring product strategies and marketing approaches to suit the cultural and demand nuances of different markets," he said. Additionally, as a commercial hub in Asia, Hong Kong provides businesses with diverse market insights and collaboration opportunities.

Financial innovation and technological support

The city's role as a global business center enhances its ability to connect e-commerce enterprises with international partners. Chiu noted that this access to a wealth of market intelligence allows businesses to stay ahead of trends and make informed strategic decisions, ensuring they remain competitive in the global marketplace. Hong Kong's advancements in financial technology (fintech) have opened new avenues for cross-border e-commerce businesses. Chiu elaborated that Hong Kong's financial institutions are actively exploring data-driven financing models to offer more flexible funding solutions. "Fintech enables tailored loan programs

based on dynamic metrics such as e-commerce data traffic and sales records, effectively reducing financing costs," he added. This innovative approach not only alleviates funding constraints for small and medium-sized enterprises but also drives rapid industry expansion.

Technological support is another cornerstone of Hong Kong's cross-border e-commerce growth. Chiu highlighted that local e-commerce businesses are actively adopting new technologies, such as artificial intelligence and big data analytics, to optimize supply chain management and enhance customer experiences. "These innovative tools enable businesses to meet consumer demands with greater precision," he said. Furthermore, Hong Kong enterprises emphasize the integration of online and offline channels, leveraging omnichannel retail strategies to amplify brand influence and prepare for future market competition.

Addressing challenges and future outlook

Despite its advantages, Hong Kong's e-commerce sector faces intense market competition. Chiu emphasized that businesses must develop comprehensive operational strategies to stand out among competitors. "Selecting appropriate promotional channels, such as collaborating with influential KOLs, is crucial for boosting brand visibility," he advised, suggesting that enterprises should thoroughly study consumer habits in target markets and flexibly adjust strategies to maintain a competitive edge.

Looking ahead, Chiu remains optimistic about the growth potential of Hong Kong's e-commerce market. "Businesses must accelerate their digital transformation, embrace new technologies, and focus on seamless integration of online and offline channels," he said. He also underscored the importance of cybersecurity and data privacy, urging enterprises to strengthen consumer data protection. Chiu concluded, "Only by prioritizing quality, technology, and trust can Hong Kong's e-commerce businesses sustain long-term competitiveness in the global market."



李基銓 Stanley Lee

港電商宜審時度勢 善用香港品牌優勢

Hong Kong's E-commerce should be Strategic and Leverage Brand Advantages



隨着科技的高速進步和應用普及，加上新冠疫情改變了日常生活狀態，全球消費模式漸漸由實體店購物進化為網上購物，過去數年跨境電商行業快速發展。根據市場調查機構數據估計，去年全球 B2C 電子商貿銷售額達到六萬億美元，超過德國和日本的本地生產總值¹。

美政策未明 宜轉移陣地

放眼全球市場，作為世界最大經濟體的美國亦是全球跨境電商的兵家必爭之地，惟近來美國對外經貿“動作”頻頻，如向對華進口貨品加徵20%關稅，又暫緩執行對來自中國的小額包裹（價值低於800美元）徵收關稅，繼續維持“小額免稅”政策。朝令夕改的政策令本港跨境電商無所適從，甚或打亂經營部署。

香港電商協會會長李基銓分析，美國原來相關的稅務政策旨在扶持本土的電商平台，豈料近年內地電商平台如抖音、拼多多的出現，成功“鑽了空子”，進佔其固有市場佔有率，故美國近日出台多個單邊關稅措施，以維護自身利益。他預計，短期內美國的關稅政策仍存變數，建議有意投身美國電商行列的企業要審時度勢，或考慮轉往內地、東南亞或中東等市場發展。

政府有力支援港電商發展

跨境電商行業的巨大商業潛力仍然有待開發，據政府統計署數字，2021年電子商務市場收入佔香港總零售額的四分之一以上，足見其商機和滲透率之大。李基銓亦眼見越來越多港商躍躍欲試，期望在跨境電商這個“新型戰場”分一杯羹。“我們樂見特區政府亦看重電商的發展，並在《施政報告》及《財政預算案》先後提出相關的推動和支持政策措施，如打造香港成為跨境電商物流配送中心等，協助業界把握電商機遇，強化香港電商品牌，開拓內地以至東盟的電商市場。”

去年初，特區政府更成立了跨部門的“電子商貿發展專責小組”，統籌和制訂相關政策。為支援企業透過發展電子商貿業務拓展內地市場，去年中“發展品牌、升級轉型及拓展內銷市場的專

項基金”（BUD 專項基金）亦推出“電商易”，讓企業可於基金每家企業累計資助上限的700萬元，靈活運用100萬元推行針對內地市場業務的電商項目。

香港品牌成優勢

李基銓坦言，現時已過了進軍內地電商市場的黃金時間，但對有意開拓內地電商業務的港商而言仍有一定的發展空間。“對於內地消費來說，香港品牌具備相當吸引力，特別是‘香港製造’的金器、保健品、電子產品等，廣受內地消費者追捧。”

雖然政府對本港企業發展跨境電商予以支援，惟李基銓強調，企業自身必須有充足的準備和決心。“企業切忌以‘試玩’心態投資，除了準備充足的資金，必須部署長遠而全面的營銷策略，包括了解目標市場的特點和痛點、提升消費者的購物體驗、完善物流配送服務、挑選適切的服務商等，從而加強品牌形象，方能在電商市場的激烈競爭中脫穎而出。”

Global consumption patterns have gradually evolved from brick-and-mortar shopping to online shopping in recent years, with cross-border e-commerce developing rapidly. According to market research data, global B2C e-commerce sales reached USD6 trillion last year, exceeding the GDP of Germany or Japan¹.

Uncertain US policies suggest market diversification

While the US remains a crucial battleground for global cross-border e-commerce, recent developments, including a 20% tariff on Chinese imports and suspended duties on small parcels from China, have created uncertainty. These fluctuating policies have left Hong Kong's cross-border e-commerce businesses struggling to adapt and disrupting operational plans.

Stanley Lee, President of E-commerce Association of Hong Kong, explain that US tax policies were originally designed to support domestic e-commerce platforms. However, with Chinese platforms gaining significant market share in recent years, the US has



implemented various unilateral tariff measures to protect its interests. He predicts continued uncertainty in US tariff policies in the short term and advises businesses considering entering the US e-commerce market to be strategic and consider alternatives such as China, Southeast Asia or Middle Eastern markets.

Strong government support for Hong Kong's e-commerce development


The cross-border e-commerce industry still holds enormous untapped business potential. According to government statistics, e-commerce market revenue accounted for over a quarter of Hong Kong's total retail sales in 2021. Lee observes increasing interest from Hong Kong businesses eager to enter the cross-border e-commerce arena. "We are pleased to see the HKSAR government's emphasis on e-commerce development, introducing supportive policies to help the industry seize opportunities, strengthen Hong Kong e-commerce brands, and expand into Mainland and ASEAN markets."

Early last year, the HKSAR government established the cross-departmental "E-commerce Development Task Force" to coordinate and formulate relevant policies. To support businesses in expanding into the mainland market through e-commerce, the "BUD Fund"

launched "E-commerce Easy" mid-last year, allowing businesses to flexibly utilize HKD1 million from the fund's cumulative subsidy cap of HKD7 million per enterprise for e-commerce projects targeting the Mainland market.

Hong Kong brand as a competitive advantage

Lee acknowledges that, while the golden period for entering the mainland e-commerce market has passed, there is still room for development for Hong Kong businesses interested in mainland e-commerce operations.

While the government provides support for local businesses developing cross-border e-commerce, Lee emphasizes that businesses must be well-prepared and determined. "Besides sufficient funding, businesses must develop comprehensive long-term marketing strategies, including understanding target market characteristics and pain points, enhancing consumer shopping experiences, improving logistics and distribution services and selecting appropriate service providers. This strengthens brand image and enables businesses to stand out in the fierce e-commerce market competition." 

¹ <https://www.worldbank.org/en/region/eca/brief/e-gate#1>



革新文體旅發展 本港活力盡現

REVITALIZING CULTURE, SPORTS,
AND TOURISM TO SHOWCASE HONG KONG'S VIBRANCY

文化體育及旅遊局局長羅淑佩早前赴京，獲中央港澳工作辦公室主任、國務院港澳事務辦公室主任夏寶龍勉勵該局繼續做好工作，秉持“守正創新”的理念，善用豐富的本地資源、推陳出新，說好香港故事。

Rosanna Law, Secretary for Culture, Sports and Tourism, recently visited Beijing, where she was encouraged by Director Xia Baolong to continue the bureau's excellent work, leveraging Hong Kong's rich local resources to tell the city's story effectively.

為

感謝及積極跟進夏主任之指導，羅淑佩表示將充分發揮文體旅局的職能優勢，把政策落實到具體層面，亦會加強與商界交流，協力推動香港文化、旅遊及體育的可持續發展，同時用好粵港澳大灣區的無限機遇，深化區域合作。

建文化生態圈 鼓勵中外交流

文化藝術方面，羅淑佩認為，香港應善用“一國兩制”優勢，結合歷史底蘊與創新，打造百花齊放的文化生態圈。特區政府2024年公佈的《文藝創意產業發展藍圖》正是一份全面而長遠的政策文件，詳列四大發展方向、六大原則及71項措施，旨在將香港打造成为中外文化藝術交流中心、建立多樣性的文化氛圍。

羅淑佩表示，特區政府有多項核心措施推動文化發展，包括新成立“弘揚中華文化辦公室”、舉辦“中華文化節”及“亞藝無疆”藝術節等，讓大眾深入認識中華文化精髓。當局亦銳意重振本土流行文化，重點透過如“國際龍舟嘉年華”、“香港流行文化節”、“西貢海藝術節”等活動，提升不同層面的文化體驗，並積極支持及鼓勵本地藝術團體到海外、“一帶一路”國家演出及參展，促進文化交流，展示香港的獨特魅力。

續推各項盛事 豐富旅遊體驗

就旅遊而言，羅淑佩指，受惠於今年的春節、盛事三月及四月的連場演唱會等，今年首四個月訪港旅客有1,600萬人次，內地旅客和外國旅客均錄得增長；下半年，本港將有“香港足球盛會2025”、美酒佳餚巡禮、“香港巴西狂歡節”、香港繽紛冬日巡禮等，相信會繼續吸引旅客訪港。

羅淑佩上任不久，已推出《香港旅遊業發展藍圖2.0》，期望憑藉香港的獨特山水及海島資源、中外文化薈萃優勢，以及中央多項惠港政策，優化本地旅遊體驗。當局亦致力拓展對外交流渠道，羅淑佩稍前更出訪阿聯酋，探討香港與中東在旅遊層面的合作機會，藉此深化人文互通。

協辦體壇盛事 展現軟硬實力

至於體育範疇，羅淑佩強調，文體旅局會用好大灣區的無限機遇、推進大灣區城市聯動，當中首要任務是全力辦好由粵港澳三地共同承辦的第15屆全國運動會及第12屆殘疾人運動會暨第九屆特殊奧林匹克運動會。特區政府非常重視這項體壇盛事，除了彰顯香港作為國際大都會的魅力，亦為日後舉辦更多大型盛事奠定基礎。

現時，特區政府的體育發展圍繞普及化、精英化、盛事化、專業化和產業化五大方向推進，具體舉措包括上調本地運動員資助額、擴展體育產業、吸引更多遊客來港觀賽等，而啟德體育園的啟用也將進一步提升本港場地管理、裁判、訓練和統籌大型賽事的能力，有助增強本地體育事業的競爭力。羅淑佩強調，特區政府將持續投放資源，鼓勵社會各界攜手建立熱愛體育的文化。🌀



羅淑佩 Rosanna Law

Law stated that the bureau will fully utilize its functional strengths to implement policies at a practical level. It will also enhance communication with the business sector to collaboratively promote the sustainable development of Hong Kong's culture, tourism and sports industries, while capitalizing on the boundless opportunities in the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) to deepen regional cooperation.

Building a cultural ecosystem to foster Chinese and international exchange

In terms of culture and arts, Law believes Hong Kong should make full use of its “One Country, Two Systems” advantage, blending historical heritage with innovation to create a vibrant and diverse cultural ecosystem. *The Blueprint for Arts and Culture and Creative Industries Development*, announced by the HKSAR Government in 2024, is a comprehensive and forward-looking policy document aimed at establishing Hong Kong as a hub for Chinese and international cultural and artistic exchange, fostering a diverse cultural atmosphere.



Law highlighted that the government has introduced several key initiatives to promote cultural development, including the establishment of the Chinese Culture Promotion Office and the organization of the Chinese Culture Festival, enabling the public to gain a deeper understanding of the essence of Chinese culture. The authorities are also committed to revitalizing local pop culture, enhancing cultural experiences at various levels, and actively supporting and encouraging local arts groups to perform and exhibit overseas, particularly in “Belt and Road” countries, to promote cultural exchange.

Promoting major events to enrich tourism experiences

Regarding tourism, Law noted that, thanks to events such as the Lunar New Year celebrations, the “Mega Events March,” and a series of concerts in April, Hong Kong welcomed 16 million visitors in the first four months of this year, with growth recorded in both Chinese and


international visitors. In the second half of the year, events such as the “Hong Kong Football Festival 2025” and the “Hong Kong WinterFest” are expected to continue attracting visitors to the city.

Shortly after taking office, Law launched the *Hong Kong Tourism Industry Development Blueprint 2.0*, aiming to enhance local tourism experiences. The bureau is also committed to expanding international exchange channels, with Law recently visiting the United Arab Emirates to explore tourism cooperation opportunities between Hong Kong and the Middle East.

Co-hosting Major Sports Events to Showcase Soft and Hard Power

In the sports sector, Law emphasized that the bureau will promote collaboration among Greater Bay Area cities, with a key priority being the successful co-hosting of the 15th National Games, the

12th National Games for Persons with Disabilities and the 9th Special Olympics by Guangdong, Hong Kong, and Macao. The HKSAR Government places great importance on this major sporting event, hoping it will lay the foundation for hosting more large-scale events in the future.

Currently, the HKSAR Government’s sports development strategy focuses on five key areas: popularization, elitism, hosting major events, professionalization, and industrialization. Specific measures include increasing funding for local athletes and expanding the sports industry. The opening of the Kai Tak Sports Park will further enhance Hong Kong’s capabilities in venue management, refereeing, training, and organizing large-scale events. Law stressed that the government will continue to invest resources and encourage all sectors of society to work together to foster a culture that embraces sports. 

剖析世銀報告 訂立營商策略

ANALYZING THE WORLD BANK REPORT:
FORMULATING BUSINESS STRATEGIES



世界銀行《營商環境成熟度評估報告》以多項指標及維度，比較全球各個經濟體在營商環境的整體表現。報告結果將為香港企業帶來甚麼啟示？數字政策辦公室的專家就此剖析。

The World Bank's *Business Ready Report* (B-READY) compares the overall performance of global economies in their business environments. What insights does this report offer for Hong Kong businesses?



黃志光（右）及阮雅怡
Tony Wong (right) and Doris Yuen

數字政策專員黃志光指出，特區政府正加速推動科技創新與產業轉型，數字政策辦公室積極推進數字政府建設及數字基建，促進產業發展，為香港營商環境及經濟高質量發展注入新動力。他強調，香港作為自由港，將堅持自由貿易政策，以應對外部挑戰並保持競爭力。

評估方法改變 了解調查詳情

談到世界銀行2024年首份《營商環境成熟度評估報告》，黃志光指，香港在50個經濟體中名列前十，顯示其優越的營商環境。他介紹，世界銀行自2004年起發佈《營商環境報告》，評估各經濟體的監管要求、程序、時間及成本等，香港多年來排名穩居前五，僅2006年排第六，足見香港營商環境的國際認可，尤其相較其他經濟體更顯優勢。

他續指，世界銀行於2022年改變評估方法，推出《營商環境成熟度報告》，新增多項評核元素，重點與以往不同。香港參與了去年的試行調查，成功保持前十名，但因評估項目變化，部分領域表現未如理想。黃志光強調，政府需與商界持續溝通，了解調查詳情，辨識優勢與不足，以優化政策及提升得分。

黃志光呼籲，本地商界不妨積極參與世界銀行的匿名調查，分享意見，共同應對複雜多變的全球營商環境。他表示，通過合作，香港可更好地回應

《營商環境成熟度報告》的要求，講好香港故事，鞏固其作為全球商業中心的地位。

營商環境成熟度評估

數字政策辦公室總管理參議主任（數字化及方便營商）阮雅怡亦指出，該報告旨在評估全球經濟體的營商環境，協助政府優化政策，提升競爭力。她闡釋，表現優異的經濟體通常具備健全的法制、穩定、透明且高效的營商環境，均有助吸引外資，增強經濟韌性及促進企業發展。報告涵蓋企業生命週期的三個階段（開展業務、營運、結束業務），通過十個指標（如市場准入、國際貿易、納稅、辦理破產）及三個維度（監管框架、公共服務、辦事效率）進行評估。

阮雅怡解釋，世界銀行通過企業調查和專家諮詢收集數據。企業調查每三年進行一次，由調研機構抽樣訪問企業高管及東主，了解辦事效率等數據；專家諮詢則每年進行，邀請律師、會計師等專業人士回應問卷，聚焦法律及公共服務。問卷問題涵蓋監管框架（如是否有法例限制企業擁有物業或禁止職場歧視）、公共服務（如電子報稅或供水申請的便利性）及辦事效率（如註冊公司或報稅所需時間和費用），旨在全面評估營商環境。

報告試行 鼓勵改進

她進一步提到，香港在2024年的首份報告中名列50個經濟體的前十，尤其在辦事效率和國際貿易指標表現卓越，因其自由港地位及低稅率優勢。納稅方面得分高，但辦理破產因缺乏電子案件管理系統而稍遜。阮雅怡強調，報告處於試行階段，2024年涵蓋50個經濟體，未來三年逐步擴展至約180個，包括中國內地、南韓等。世界銀行不以總分或排名呈現結果，而是按指標和維度列出分數，鼓勵持續改進。

最後，阮雅怡表示，特區政府大力支持此項目，因其能展示香港作為理

想營商和投資地點的優勢。她呼籲商界積極參與問卷調查，分享第一手資料，講好香港故事，以提升國際對香港的信心，吸引更多外資並促進本地企業發展。數字政策辦公室負責統籌香港參與，並設立專題網站，介紹項目及香港的便利營商法規與服務，鼓勵各界了解詳情。

Tony Wong, Commissioner for Digital Policy, pointed out that the HKSAR Government is accelerating the promotion of technological innovation and industrial transformation. The Digital Policy Office is actively advancing digital government construction and digital infrastructure to foster industrial development. He emphasized that Hong Kong will adhere to its free trade policy to address external challenges and maintain competitiveness.

Changing assessment methods: understanding survey details

Regarding the World Bank's first B-READY in 2024, Wong noted that Hong Kong ranked among the top ten out of 50 economies, demonstrating its superior business environment. He explained that since 2004, the World Bank's Doing Business Report has evaluated economies, with Hong Kong consistently ranking in the top five, except for sixth place in 2006, highlighting its internationally recognized business environment, particularly when compared to other economies.

He further stated that in 2022, the World Bank revised its assessment methodology, launching the B-READY with new evaluation elements, differing significantly from previous reports. Hong Kong participated in last year's pilot survey, maintaining its top-ten position, but some areas underperformed due to changes in assessment criteria. Wong stressed the need for ongoing government-business communication to understand survey details, identify strengths and weaknesses, optimize policies and improve scores.

Wong urged the local business community to actively participate in the World Bank's anonymous surveys, share insights, and collectively address the complex and evolving global business environment.

He noted that through collaboration, Hong Kong can better respond to the requirements of the B-READY.

Business environment maturity assessment

Doris Yuen, Chief Management Services Officer (Digitalisation and Business Facilitation) of the Digital Policy Office, also highlighted that the report aims to evaluate global economies' business environments, assisting governments in optimizing policies and enhancing competitiveness. She explained that high-performing economies typically have robust legal systems, stability, transparency and efficient business environments, all of which help attract foreign investment, strengthen economic resilience, and promote business development. The report covers the business lifecycle—from starting operations to closure—assessed through ten indicators and three dimensions.

Yuen elaborated that the World Bank collects data through enterprise surveys and expert consultations. Enterprise surveys, conducted every three years, involve research institutions sampling interviews with business executives and owners to gather data on operational efficiency. Expert consultations, conducted annually, invite professionals such as lawyers and accountants to respond to questionnaires focusing on legal and public services. The questionnaires cover regulatory frameworks, public services, and operational efficiency to comprehensively assess the business environment.

Pilot report: encouraging improvement

Yuen further noted that Hong Kong ranked among the top ten out of 50 economies in the 2024 report, excelling particularly in operational efficiency and international trade due to its free port status and low tax rates. The taxation indicator scored highly,

but insolvency handling lagged slightly due to the lack of an electronic case management system. Yuen emphasized that the report is in a pilot phase, covering 50 economies in 2024, with plans to expand to approximately 180 economies over the next three years, including China, South Korea, and others. The World Bank does not present results as a total score or ranking but lists scores by indicator and dimension to encourage continuous improvement.

Lastly, Yuen called on the business community to actively participate in the surveys, sharing firsthand information to boost international confidence in Hong Kong, attract more foreign investment, and foster local business development. The Digital Policy Office coordinates Hong Kong's participation and has established a dedicated website to introduce the project and Hong Kong's business-friendly regulations and services, encouraging all sectors to learn more. 

組團考察深穗

推動科技發展



■ 與廣州開發區管委會簽署合作備忘錄。
Sign a memorandum of cooperation with the Guangzhou Development Zone Management Committee.

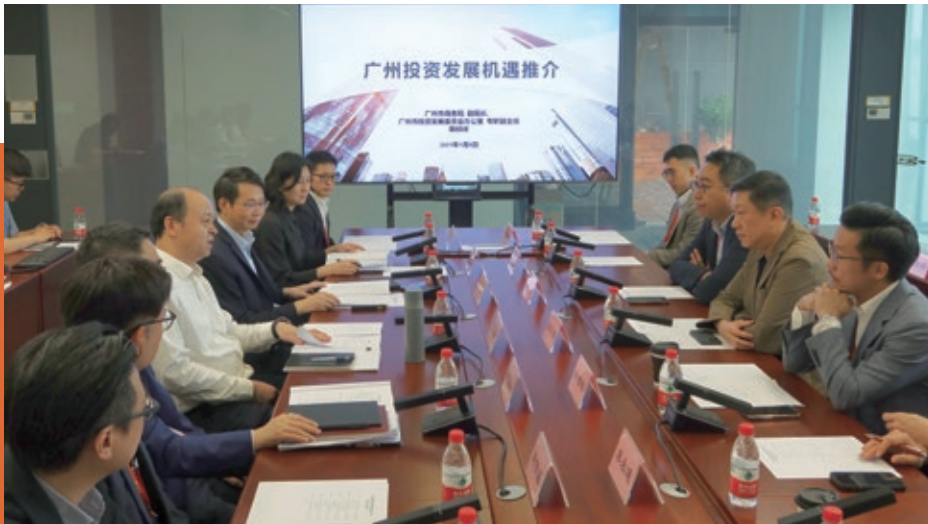
VISITING SHENZHEN AND GUANGZHOU TO PROMOTE TECHNOLOGICAL DEVELOPMENT

本會早前組團考察深圳、廣州兩地創新科技發展。考察期間，中總與廣州開發區管委會簽署合作備忘錄，共同推動科技成果轉化及青年企業家交流，為大灣區產業升級及發展新質生產力注入新動力。

The Chamber recently organized a delegation to visit Shenzhen and Guangzhou to explore innovative technology development. During the visit, the Chamber signed a memorandum of cooperation to promote the transformation of technological achievements and exchanges among young entrepreneurs.

是次新質生產力考察團，由本會副會長楊華勇及楊燕芝擔任團長。在中總與廣州開發區管委會合作備忘錄簽署儀式上，楊華勇強調，香港作為“超級聯繫人”和“超級增值人”，將持續促進大灣區與國際市場的對接功能。此次本會與廣州開發區管委會的合作，將結合香港在科研及金融服務的優勢，促進創新科技成果落地應用，並指出考察期間見證在低空經濟及人工智能等應用成果，為本港傳統企業轉型提供重要參考。

楊燕芝則表示，本會重視青年發展及企業傳承，並致力連結海內外青年華商。是次考察團特別安排與大灣區多間青年工商團體及企業家交流，期望通過持續互動促進跨界合作，而



■ 吳揚（左四）及市投發委辦事處副主任韓楨祥（左五）與本會考察團交流穗港產業合作機遇。
Wu Yang (fourth from left) and Han Zhenxiang (fifth from left), Deputy Director of the Municipal Investment Development Committee Office, discuss Guangzhou-Hong Kong industrial cooperation opportunities with the delegation.

■ 廣東省工商聯及省青年企業家聯合會接待考察團一行。
The Guangdong Federation of Industry and Commerce and the Guangdong Young Entrepreneurs Association host the delegation.



青年作為產業傳承創新的關鍵力量，將可為大灣區經濟注入活力，推動實現產業傳承與創新並重。

深化穗港合作 共謀發展新篇

廣州開發區管委會常務副主任及黃埔區區長冼銀崧表示，開發區的港資佔外資總量達八成，在科創產業發展方面，可深化構建香港研發加黃埔轉化，期待兩地在青年創新創業及科技產業融合上有更深入、更緊密合作，與本會攜手推動穗港合作邁上新台階。

廣州市政府副秘書長、市投資發展委員會辦公室主任吳揚向考察團介紹廣州在產業發展、科技創新、政策創新、醫療、教育等領域優勢，各項優勢將為香港企業投資廣州提供堅實支撐，期待穗港並肩開拓產業發展新賽道，共築大灣區高質量發展標杆。

廣東省工商聯黨組成員及秘書長關向明、廣東省總商會副會長及省青年企業家聯合會會長陳宏海在接待考察團時表示，省工商聯期待與中總繼續加強友好往來，積極發揮橋樑紐帶作用，以金融、航運等現代服務業和高端製造業為合作重點，支持粵港企業強強聯手，合力開拓國際市場，實現高品質“引進來”“走出去”。

考察團此行參觀多家科技企業及機構，包括：百度、騰訊、科大訊飛、億航智能、小鵬匯天、達實智能、廣州生物島、黃埔區規劃展示館等，了解不同產業最新發展及與香港的合作機遇。（7-9/5）

The delegation was led by **Johnny Yu** and **Jennifer Yeung**, the Chamber's Vice-Chairmen. At the signing ceremony of the cooperation memorandum with the Guangzhou Development Zone Management Committee, Yu emphasized that Hong Kong, as a “super connector” and “super value-adder,” will continue to facilitate the linkage between the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) and international markets. The cooperation with the Guangzhou Development Zone Management Committee will leverage Hong Kong's strengths in research and financial services to promote the application of innovative technological achievements. He also noted that the visit showcased advancements in areas such as the low-altitude economy and artificial intelligence, providing valuable references for the transformation of traditional Hong Kong enterprises.

Yeung stated that the Chamber places great importance on youth development and business succession, striving to connect young Chinese entrepreneurs globally. This delegation arranged exchanges with multiple youth business organizations and entrepreneurs in the Greater Bay Area, aiming to foster cross-sector collaboration through



continuous interaction. As a key force in industrial succession and innovation, young people can inject vitality into the Greater Bay Area's economy, promoting a balance between industrial succession and innovation.

Deepening Guangzhou-Hong Kong cooperation for a new chapter in development

Xian Yinsong, Executive Deputy Director of the Guangzhou Development Zone Management Committee and District Head of Huangpu District, stated that Hong Kong capital accounts for 80% of the total foreign investment in the Development Zone. In terms of sci-tech industry development, there is potential to deepen the model of Hong Kong R&D combined with Huangpu's transformation capabilities. He expressed hope for deeper and closer cooperation in youth innovation, entrepreneurship, and sci-tech industry integration, working together with the Chamber to elevate Guangzhou-Hong Kong cooperation to new heights.

Wu Yang, Deputy Secretary-General of the Guangzhou Municipal Government and Director of the Municipal Investment Development Committee Office, introduced Guangzhou's advantages in industrial development, technological innovation, policy innovation, healthcare, and education to the delegation. These strengths will provide solid support for Hong Kong

enterprises investing in Guangzhou, and he looked forward to both cities jointly exploring new tracks for industrial development and setting a benchmark for high-quality development in the Greater Bay Area.

Guan Xiangming, Party Member and Secretary-General of the Guangdong Federation of Industry and Commerce, and **Chen Honghai, Vice President of the Guangdong General Chamber of Commerce and President of the Guangdong Young Entrepreneurs Association**, expressed during their reception of the delegation that the Guangdong Federation looks forward to strengthening friendly exchanges with the Chamber. By leveraging their role as a bridge, they aim to focus on modern service industries such as finance and shipping, as well as high-end manufacturing, to support Guangdong and Hong Kong enterprises in forming strong partnerships, jointly exploring international markets, and achieving high-quality "bringing in" and "going global" strategies.

During the visit, the delegation toured several technology companies and institutions, including Baidu, Tencent, iFlytek, EHang, XPeng AeroHT, Darfon Intelligent, Guangzhou Bio-Island, and the Huangpu District Planning Exhibition Hall, gaining insights into the latest developments in various industries and opportunities for cooperation with Hong Kong. (7-9/5) 

都市裡的 環保木匠小隊

THE ECO-FRIENDLY CARPENTERS OF THE CITY



掃描二維碼
觀看 Oliver Kan 訪問片段



Scan QR code to watch a clip
on the interview with Oliver Kan

古語云：“朽木難雕”。幾位年青人卻知難而進，共同創辦社企 DOSHA woodcraft，回收廢棄木材、運用創意設計，加以升級再造，變成新產品、傢俬。將近六年時間，他們一步一腳印，積極推廣可持續發展。

A group of young individuals co-founded the social enterprise DOSHA woodcraft. They recycle discarded wood, apply creative designs and upcycle it into new products and furniture. Over nearly six years, they have taken steady steps to promote sustainable development.



“我們最想向社會傳達環保理念，鼓勵大眾一起珍惜資源。” DOSHA woodcraft 聯合創辦人 Oliver Kan 一邊說，一邊綁起長髮、戴上耳罩，挑選了幾塊木板走進工作室的房間，純熟地將它們切割成所需的大小及形狀。“當年我們正修讀產品設計學科，其中一份功課是以木材及藤料創作椅子，為省成本，便到隔壁工廠大廈借取一些卡板棄木。作品成果不錯，也啟發我們嘗試回收再造，給予木材第二次生命。”

廢棄卡板變飾品 開辦工作坊

剛好，其時學校設有初創基金，Oliver 與幾位同學於是憑藉該理念參加比賽，更贏得冠軍，便決心成立這家社企，將想法真正落地實踐。“香港每日有數百噸廢棄木材，很多是來自集裝及運輸貨物的卡板，它們其實只屬於一次性使用，因此狀態基本上仍是新淨無損，就此送往堆填區實在浪費。故此，我們與貨運公司及紅酒分銷商展開合作，盡力接收卡板。”

Oliver 拿着裁切好的木塊，介紹處理木材與製成產品所涉及的工序。首先，卡板雖然完好，但仍需經過仔細消毒，拆除上面的釘子，然後拆細分割，還要運用刨木機去除卡板表面污漬，產品製成後尚要打磨及塗上保護油。團隊在過程中學會妥善分工，也會因應不同產品，一同商討設計圖、計算大小尺寸、思考如何組裝等。

“最初收入非常有限，我們幾乎都沒有支薪，然而家人仍然十分支持，相信



我們踏出這一步別具意義。” Oliver 分享，那時為了向公眾推廣環保木材概念，他們創作及客製化各式各樣的小型飾物、紀念品、公仔時鐘，並參與市集擺賣，漸漸開始有人問津。隨後，他們獲邀到不同學校、非牟利機構和私人公司舉行工作坊，再後來更為有需要的劏房戶量身打造傢俬。

製傢俬贈劏房戶 籲珍惜資源

劏房空間狹小，一般市面上的家具尺寸未必合適。“有些劏房家庭屋內沒有桌子，小朋友只能在床上做功課，我們希望略盡綿力，設計及製作適用的桌椅、

衣櫃、床等，贈予他們。” 透過與如香港明愛旗下的社創基金、香港理工大學賽馬會社會創新設計院、觀塘樂 teen 會等機構合作，攜手延續這項計劃，讓更多人受惠。

“直至最近，我們已經製作及銷售逾 6,000 件產品，亦透過工作坊指導超過 9,000 名學生，算是逐步達成一些里程碑。未來，我們希望工作坊能吸引更多成年人、外國人參加。” Oliver 拍拍身上一堆木屑，笑着說：“在香港，環保業確是一條難行的路，尤其回收木材更非主流，但我們會繼續努力，為珍惜資源播下更多種子。”



“We want to convey the concept of environmental protection to society and encourage everyone to cherish resources,” said **Oliver Kan, co-founder of DOSHA woodcraft**, as she tied back her long hair, put on earmuffs, and selected a few wooden boards before entering the workshop. With practiced skill, she cut them into the desired sizes and shapes. “Back when we were studying product design, one of our assignments was to create a chair using wood and rattan. To save costs, we borrowed discarded pallets from a nearby factory building. The results were impressive, and it inspired us to explore recycling and upcycling, giving wood a second life.”

From discarded pallets to accessories and workshops

Coincidentally, their school had established a startup fund at the time. Kan and her classmates entered a competition with this idea and won first place, which gave them



the resolve to establish the social enterprise and turn their vision into reality. “Every day, Hong Kong discards hundreds of tons of wood, much of it from pallets used for shipping and logistics. These pallets are typically single-use but remain in nearly pristine condition. Sending them to landfills is such a waste. So, we partnered with logistics companies and wine distributors to collect as many pallets as possible.”


Holding a freshly cut piece of wood, Kan explained the process of handling timber and turning it into products. Though the pallets are intact, they still require thorough disinfection, removal of nails, and careful dismantling. A planing machine is used to clean surface stains, and the finished products are sanded and coated with protective oil. The team has learned to divide tasks efficiently and collaborates on designing blueprints, calculating dimensions, and planning assembly for different products.

“At first, our income was very limited, and we barely paid ourselves. But our families were incredibly supportive, believing that this step we took was meaningful,” Kan shared. To promote the concept of eco-friendly wood, they created and customized small accessories, souvenirs and figurine clocks, selling them at markets. Gradually, people began to take notice. Later, they were invited to conduct workshops at schools, non-profit organizations and private companies. Eventually, they started designing custom furniture for subdivided flat residents in need.

Crafting furniture for subdivided flat residents and advocating resource conservation

Subdivided flats are tiny, and standard furniture often doesn't fit. “Some families in subdivided flats don't have tables, so children do their homework on beds. We wanted to help by designing and making suitable tables, chairs, wardrobes, and beds

to donate to them.” Through partnerships with organizations like Caritas Hong Kong's Social Enterprise Fund, The Hong Kong Polytechnic University's Jockey Club Design Institute for Social Innovation, and Kwun Tong Methodist Social Service, they have sustained this initiative to benefit more people.

“So far, we've produced and sold over 6,000 products and guided more than 9,000 students through workshops, achieving some milestones,” Kan said, brushing off wood shavings with a smile. “In the future, we hope our workshops can attract more adults and international participants. In Hong Kong, the environmental industry is a tough path, especially recycling wood, which isn't mainstream. But we'll keep pushing forward, planting more seeds for cherishing resources.” 



青年滬瀋 實習之旅 正式展開

YOUTH INTERNSHIP IN SHANGHAI AND SHENYANG BEGINS

本會一直關心青年培訓及教育。繼往年舉辦實習活動取得圓滿成功，今年再度主辦“青年滬動：香港青年上海實習計劃2025”及“遼港聯動：香港青年瀋陽實習計劃2025”，共組織60位香港青年前往上海、瀋陽兩地。早前團員正式啟程，展開為期56天和43天的實習。

團員於出發前參加團前講座及簡介會，由立法會議員林琳介紹“一國兩制”、《基本法》和《香港國安法》，以及國家近年的經濟和社會發展情況。

為隆重其事，本會也特別在香港舉行啟動禮，中聯辦協調部副部長徐小林應邀出席。本會副會長、教育及培訓委員會專責會長姚祖輝致辭時指出，滬瀋兩市均與香港互有經貿往來，未來發展更是機遇處處，並勉勵實習生要好好利用難得機會，多了解國家新形勢和各項建設發展。委員會主席王紹基致辭時感謝特區政府、協辦單位及院校等對計劃的大力支持。隨後，實習生亦把握機會，與本會首長、常委、會董等交流心得。啟動禮後，團員又前往烏溪沙青年新村參與迎新營，透過團隊活動，學習解決難題、加強獨立處事的能力。(21、24/5) 📍



■ 團前講座及簡介會
The pre-trip seminar and briefing session



■ 實習計劃啟動禮
The launch ceremony for the internship programs



■ 實習計劃面試情況
Interview session for the internship programs

The Chamber has always been committed to youth training and education. Following the resounding success of previous internship programs, this year, the Chamber once again hosting an internship initiative, organizing 60 Hong Kong youths to travel to Shanghai and Shenyang. The participants have recently set off, embarking on internships lasting 56 and 43 days, respectively.

Before departure, the interns attended a pre-trip seminar and briefing session. **Nixie Lam, Legislative Council member**, introduced the concepts of "One Country, Two Systems", the *Basic Law* and the *National Security Law*, as well as the nation's recent economic and social developments.

To mark the occasion, the Chamber held a grand launch ceremony in Hong Kong, with **Xu Xiaolin, Deputy Director of the Coordination Department of the LOCPG**, invited to attend. In his speech, **Andrew Yao, the Chamber's**

Vice-Chairman and Supervisory Chair of the Education and Training Committee, highlighted that both Shanghai and Shenyang maintain economic and trade ties with Hong Kong, with abundant opportunities for future development. He encouraged the interns to seize this rare opportunity to gain a deeper understanding of the nation's latest developments and various construction initiatives.

Ivan Wong, Chairman of the Education and Training Committee, expressed gratitude to the HKSAR Government, co-organizers and educational institutions for their strong support of the program. Following the speeches, the interns took the opportunity to exchange insights with the Chamber's members. After the launch ceremony, the participants visited the Wu Kwai Sha Youth Village for a welcoming camp, where they engaged in team-building activities to enhance their problem-solving skills and independence. (21, 24/5) 

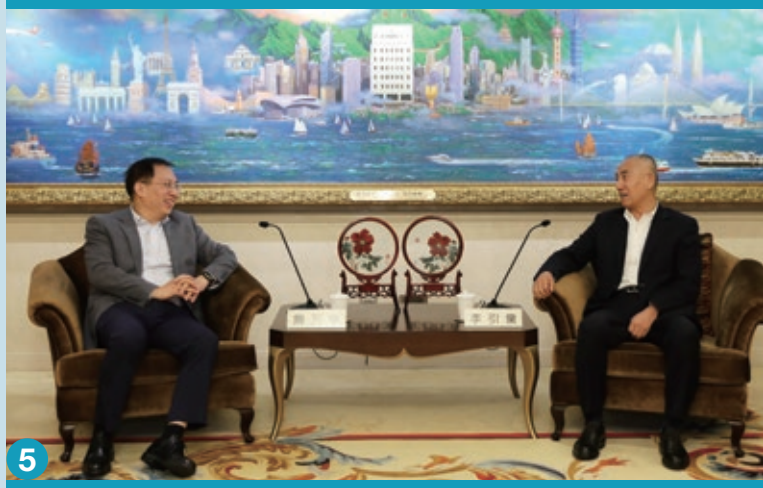
接待嘉賓 RECEPTION OF GUESTS



1. 陝西省海外聯誼會會長李明遠（左二）（28/5）
Li Mingyuan (second from left), Chairman of Shaanxi Overseas Friendship Association (28/5)
2. 雲南省副省長徐浩（右二）（7/5）
Xu Hao (second from left), Vice Governor of Yunnan Province (7/5)

3. 全國工商聯黨組成員羅來君（右五）（5/6）
Luo Laijun (fifth from right), Member of the Party Leadership Group of the All-China Federation of Industry and Commerce (5/6)

接待嘉賓 RECEPTION OF GUESTS



4. 上海市楊浦區常委、副區長徐建華（中）（21/5）
Xu Jianhua (middle), Standing Committee Member of the Yangpu District Committee of Shanghai and Deputy District Mayor (21/5)
5. 交通銀行總行副行長周萬阜（左）（26/5）
Wanfu Zhou (left), Executive Vice President at Bank of Communications Co Ltd (26/5)



鼎力支持 “好市民獎” STRONG SUPPORT FOR “GOOD CITIZEN AWARD”



為慶祝本會125周年誌慶，本會、中總（基金）有限公司及蔡冠深基金會自今年起全力支持警務處“好市民獎”，藉此宣揚減罪信息，助力香港成為更安全宜居、更適合營商創業的城市。本年度“好市民獎”首站巡迴展覽假旺角新世紀廣場舉行，以“好市民·好故事·隨處現”為主題，現場設有本會125周年會慶專屬展板，並播放中總歷年公益活動宣傳短片，亦有特色打卡區及各種互動遊戲。本會副會長曾智明參觀展覽，並與警方代表會面交流。（9-15/5）

To celebrate the 125th anniversary, the Chamber, the CGCC (Foundation) Limited and Jonathan KS Choi Foundation supported the “Good Citizen Award” organized by the Police Force to promote the anti-crime message. With an exclusive exhibition board for the Chamber, the first stop of this year’s “Good Citizen Award” roving exhibition was held at MOKO. There were also a special check-in area and interactive games. **Ricky Tsang, the Chamber’s Vice-Chairman**, visited the exhibition and met with police representatives. (9-15/5)

了解公民義務 訪國安展覽廳



LEARN ABOUT CIVIC DUTIES AT NATIONAL SECURITY EXHIBITION GALLERY

國家安全展覽廳宣導國安的積極意義，青年委員會、會員服務及地區事務委員分別組團參觀。

青委參觀時，導賞員從政治安全、經濟安全、糧食安全、科技安全、太空安全等領域介紹國安觀及其對香港的重要性。青委會專責會長楊燕芝、主席黃進達參與活動，亦有參加者為國安教育地區導師，並與出席的青委會成員交流。

而會員服務及地區事務委員會則由本會副會長樊敏華和會員服務及地區事務委員主席陳建年率團，團員了解到中國近代史及香港維護國安對政治、經濟等多方面的重要性，亦觀賞了長征五號運載火箭模型與極地破冰船模型，並於三維影院觀看影片。

(28、21/5)

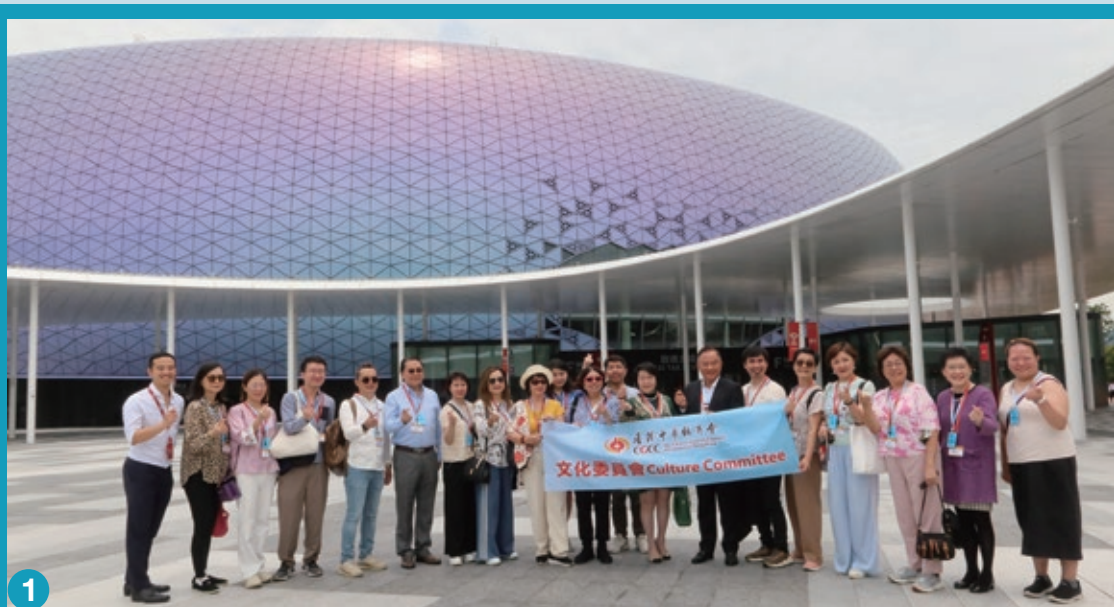
The National Security Exhibition Hall promotes the positive significance of national security, with the Young Executives' Committee and the Member Services and District Affairs Committee organizing separate group visits.

During the Young Executives' Committee's visit, the tour guide introduced the concept of national security and its importance to Hong Kong, covering areas such as political security, economic security, food security, technological security, and space security. **Jennifer Yeung, Supervisory Chair of the Committee**, and **Jason Wong, Chairman of the Committee**, participated in the event. Some participants were instructors for national security education and engaged in exchanges with attending Youth Committee members.

Meanwhile, the Members' Services and District Affairs Committee, led by **Kevin Fan, Supervisory Chair of the Committee**, and **Kenneth Chan, Chairman of the Committee**, they learned about modern Chinese history and the significance of Hong Kong's role in safeguarding national security in political, economic, and other aspects. The group also viewed models of the Long March 5 carrier rocket and a polar icebreaker, and watched a 3D film at the theater. (28, 21/5)



會員活動 MEMBERS' ACTIVITIES



1



2

1. 文化委員會一行參觀啟德體育園，由專人導賞介紹這個全港最大體育公園的設施及營運情況，並於體育園廂房午餐聚會。(3/6)

The Culture Committee visited Kai Tak Sports Park, guided by a docent who introduced the facilities and operations of Hong Kong's largest sports park, followed by a lunch gathering in the park's suite. (3/6)

2. 九龍東區聯絡處與新界區聯絡處合辦“預防亞健康”講座，邀請海翔中醫綜合醫療中心註冊中醫師王國榮簡介日常生活中如何觀察自己的身體狀況和及早自我調理。(13/5)

The Kowloon East District Liaison Committee and New Territories District Liaison Committee jointly organized a “preventing sub-health” seminar, inviting a registered Chinese medicine practitioner to introduce how to observe one's physical condition and practice early self-care in daily life. (13/5)