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中美博弈下的全球政經新格局

THE NEW GLOBAL ECONOMIC REALITY
IN SINO-US GAME

中總上下一心 攜手抗疫

CGCC's Concerted Efforts to Fight
COVID-19 Outbreak

媽媽創業不是夢

Being an Entrepreneur Not a
Pipe Dream for Moms



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蔡冠深 博士
Dr Jonathan CHOI

紓緩當前困境 放眼未來機遇

ALLEVIATING PRESENT CHALLENGES WHILE PREPARING FOR FUTURE OPPORTUNITIES

新型冠狀病毒疫情持續擴散，對本港經濟、企業營運以至社會民生帶來極大影響。新一份財政預算案公佈大規模紓困措施，就促進經濟多元發展、提升產業競爭力提出政策建議；期望特區政府盡快落實各項措施，並簡化申請和審批程序，讓企業和市民盡快受惠。各界亦應積極配合產業多元發展的相關部署，為香港經濟開拓新增長點。

應急措施帶來“及時雨”

中美貿易摩擦及本地社會事件已令去年下半年本港經濟呈現倒退，疫症肆虐更進一步打擊各行各業。面對消費需求大幅減少，愈來愈多公司縮短營業時間或暫時停業，並要求員工放無薪假；若情況持續，更擔心可能出現大規模裁員減薪甚至結業潮。此外，不少在內地設廠的港商仍未能完全恢復生產，他們均面對勞工及配件短缺等問題，全球供應鏈運作也可能受到拖累。

預算案提出超過1,200億元“撐企業、保就業、振經濟、紓民困”措施，當中針對工商企業的支援涵蓋183億元，加上當局早前通過多輪支援企業措施和300億元“防疫抗疫基金”，相信可助經營困難的行業和商戶渡過難關。事實上，預算案為中小企提供百分百擔保的特惠低息貸款，並寬減新一年度利得稅及差餉、延長豁免收費和寬減政府場地租金期限等安排，將大大紓緩企業應對當前經營困境所產生的資金周轉和借貸困難等壓力。

我們亦歡迎預算案向香港永久居民發放一萬元，以及寬減薪俸稅和個人入息稅等，可望減輕市民的經濟負擔，提振消費信心。當局可進一步探討向全港市民派發消費券，相信可更有效和直接刺激本地消費，為飽受疫情嚴重打擊的餐飲、零售、消閒等業務營運注入新動力。

加強防疫與醫療支援

在提振短期經濟的同時，預算案也積極強化在防疫抗疫工

作的財政支援，包括配合在全球搜購防疫用品，並提供資助促進本地生產。事實上，工商及社會各界近期紛紛透過不同方式協助搜購口罩等防疫保護用品。中總早前亦訂購了十萬個口罩及一批防疫用品，免費派贈予長者、基層家庭及有需要人士，並透過中聯辦向內地捐款。多位首長及個別會員也積極捐款捐物資，合共超過2,000萬港元。

此外，我們認同預算案推動一系列加強醫療服務的建議，期望當局能就增加醫療設施、物資、人手等提供財政資源配合，長遠探討增撥資源大幅增加本地醫科、護理科學額，培訓更多本地醫護人才，並研究適時引入海外醫護，以應付香港長期面對醫護人手不足的問題。

鞏固優勢 投資未來

面對嚴峻的經濟形勢與營商環境，我們支持預算案除推出短期紓困措施外，也要積極放眼未來，加快佈局，就促進本港經濟邁向多元發展提出全新或優化措施，包括廣泛增加創科資源投放、大力支持初創企業、並為鞏固優勢產業發展提供配套支援。

此外，“一帶一路”倡議和粵港澳大灣區建設也為香港經濟帶來無限機遇。預算案聚焦大灣區金融服務及創新科技產業發展，包括擴大跨境人民幣資金雙向流通渠道、落實港深創新及科技園等，期望特區政府能積極推動與業界和內地進一步商討，促進大灣區人流、物流、資金流等要素自由流動，並進一步支持香港發揮在“一帶一路”沿線項目的投融資功能角色，協助工商界搭建“一帶一路”項目配對平台，開拓更多商機。

總括而言，特區政府在這非常時期果斷推出大規模紓困措施，有助抵禦環境逆轉帶來的震盪，惟長遠必須恪守量入為出、審慎理財原則，並以創新思維深入探討公共財政的可持續發展，為穩定香港經濟提供有力支持。📍

“ 特區政府在這非常時期果斷推出大規模紓困措施，
有助抵禦環境逆轉帶來的震盪，惟長遠必須恪守量入為出、
審慎理財原則。

The HKSAR government's decisive implementation of large-scale relief measures will help mitigate the challenges brought by the external environment. In the long run, it is imperative to maintain a balance between income and expenditure and adopt a prudent financial approach. ”

In view of the impact of the spread of Covid-19 on Hong Kong's economy, the HKSAR government has announced a large number of relief measures in the new *Budget*. We hope the government will simplify the related application and approval procedures so that the measures can be speedily implemented and that businesses and members of the public can benefit from them as soon as possible. Meanwhile, various sectors should actively coordinate efforts to support the diversified development of industries and open up growth opportunities for the economy.

Timely measures to relieve burden

The ongoing epidemic has dealt a further blow to various sectors and the economy, which already showed signs of recession in the second half of 2019 under the impact of Sino-US trade conflicts and social incidents. An increasing number of companies have shortened their business hours or suspended operation altogether, with some asking their employees to take unpaid leave. Persistence of the situation can lead to waves of pay cuts, layoffs and business closures, and even hamper the global supply chain, as many Hong Kong businesses with factories in the Mainland have not been able to return to full production.

The *Budget* has earmarked HKD18.3 billion for support measures targeting businesses. Together with the relief measures launched earlier and the injection of HKD30 billion into the “Anti-epidemic Fund”, the new measures would be useful for hard-hit industries and businesses to ride out the storm. In particular, the arrangements catering for SMEs will greatly ease the pressure arising from cash flow and loans in the current harsh business climate.

We also welcome the HKD10,000 cash payout to Hong Kong permanent residents and the reduction of salaries tax and tax under personal assessment, among other measures. The authorities may also consider the distribution of consumption vouchers to the public as an effective means to stimulate domestic spending.

Strengthening epidemic prevention and healthcare services

Besides measures to stimulate the economy in the short term, the *Budget* has allocated significant resources to step up epidemic prevention efforts. In recent months, businesses and various sectors have also been actively sourcing surgical masks and other protective

supplies. CGCC, for instance, has purchased 100,000 masks and other protective items and handed them out to senior citizens, grassroots families and other vulnerable and underprivileged members of the community. Meanwhile, CGCC has donated money to the Mainland through the Liaison Office of the Central People's Government in the HKSAR. All in all, donation amount from various office bearers and members is over HKD20 million.

We also support the series of recommendations in the *Budget* aimed at enhancing healthcare services. We hope the authorities will invest resources to nurture more medical talents and study the feasibility of hiring overseas medical professionals to cope with the manpower shortage in Hong Kong.

Consolidating existing advantages and investing in the future

In addition to the short-term relief measures, we support the direction outlined in the *Budget* to prepare for the future, with new or optimized policies to pave the path for the diversified development of industries and to strengthen those industries that enjoy competitive advantages.

The *Budget* also sheds light on financial services and innovation and technology developments in the Guangdong-Hong Kong-Macao Greater Bay Area, such as the expansion of the channels for two-way RMB fund flows and the establishment of the Hong Kong-Shenzhen Innovation and Technology Park. It is hoped that the HKSAR government will actively work with Hong Kong businesses and the Mainland to facilitate the free flow of people, commodities and capital. It should also further promote Hong Kong's vital role in investment and financing in projects under the “Belt & Road Initiative”, so as to help businesses tap into new opportunities.

To conclude, the HKSAR government's decisive implementation of large-scale relief measures will help mitigate the challenges brought by the external environment. In the long run, it is imperative to maintain a balance between income and expenditure and adopt a prudent financial approach, while striving for public finance sustainability through innovative thinking, to ensure the stable development of the Hong Kong economy. 

中美博弈下的 全球政經新格局

The New Global Economic Reality in Sino-US Game



歷時逾年的中美貿易談判暫時休兵，美國總統特朗普與國家副總理劉鶴簽署了中美第一階段貿易協議，是否意味着世界兩大經濟體之間關係暫時緩和？還是一切只屬言之尚早？

There has been a suspension of hostilities in the years-old trade negotiations between China and the US, with US President Donald Trump and Vice Premier Liu He signing the first phase of an agreement between the two countries. Does this represent a thaw in relations between the world's two largest economies for the moment? Or is it too early to make such a claim?

梁定邦：中美貿易戰可見未來仍持續

Anthony Neoh: It is Clear that the US-China Trade War will Continue



年初，中美兩國終於達成第一階段貿易協議，持續緊張的局勢稍見舒緩。市場亦期望兩國可藉着第二階段談判而達成共識，甚至能夠化解分歧。然而，亞洲國際法律研究院主席梁定邦認為，中美貿易戰在可見的未來也難有結束的一天。

中國經濟創新觸動歐美神經

空穴來風，定必有因。中美貿易戰在2018年爆發，梁定邦認為可追溯至中國經濟結構的改變。他指出，以往中國經濟發展奉行由國家政策推動，與美國的自由市場經濟分別很大。直至2001年中國加入世界貿易組織並承諾多項市場化政策，經濟結構便開始變化。

最初，歐美各國也歡迎中國跟隨全球化步伐，期盼中國的經濟結構與政治制度都能逐步貼近歐美式的國際標準。直至2012年，中國經濟發展逐步走向創新經濟模式、建立小康社會等政策，開始觸動歐美社會的神經。

美國防範威脅 確保領導地位

“在習近平的領導下，中國經濟由過往的代工經濟逐漸變成創新經濟。”梁定邦指出，尤其是2015年出台的“中國製造2025”，是中國實施製造強國戰略的重要綱領，反映其走向創新經濟的決心。他認為，中國經濟轉型促使其在近年迅速崛起，加上習近平力推建立小康社會，藉此使中國突破“中等收入陷阱”，令中國由以往的發展中國家逐步邁向已發展國家。

中國的經濟實力近年大幅提升，美國總統特朗普在2017年上任後，已有感中國開始動搖美國的世界經濟主導地位。此外，在軍事層面上，中國在南沙群島島礁部署也對美國的東南亞軍

事地位帶來威脅。特朗普為了保持美國在世界政經界的領導地位，因而開展了與中國的貿易戰爭。

中國打好“聯盟牌” 抗衡美國

貿易戰爆發了兩年，至今年初，中美終於達成首階段協議。主要內容除了暫緩互徵關稅外，也包括中國承諾增加購買美國的農產品。“中國縱然逐漸發展成內銷經濟模式，但部分產品如農產品、能源、高科技產品等仍需依靠進口。”梁定邦並指，美國同時需要中方的資金，而中國目前也持有巨額的美國國債。雙方的關係可謂千絲萬縷，才造成中美貿易的持久拉鋸戰。

中美貿易戰被視為美國壓制中國的手段，而中國一方面與美國角力，另一方面也積極爭取更多籌碼，力圖與美國抗衡。梁定邦說，近年中國積極拓展“一帶一路”跨國經濟合作，期望強化與東南亞、南亞、中東、北非及歐洲各國的聯繫，擴展其國際關係網絡，打好“聯盟牌”，以抗衡西方國家。此外，中國也積極向巴西、俄羅斯等國家採購農產品及燃油等，目的是希望減少對美國的依賴。

預料未來談判難有實質成果

梁定邦預計，第二階段談判將比起第一階段更難達至共識，甚至可能永遠也談不攏。中美雙方都清楚明白各自也有互相依賴的基礎，未來的談判只會尋求一個平衡的局勢。他說：“不會有徹底的妥協，所以談判也難有實質結果。”美國即將在11月舉行總統選舉，預計特朗普連任機會較高。但即使由民主黨候選人當選，整個中美貿易局勢也不會有大改變。梁定邦坦言，除非未來有意料之外的大事需要中美兩國團結一致去解決，否則在未來50年內，貿易戰難有真正結束一天。



梁定邦 Anthony Neoh

At the start of this year, the US and China finally reached a Phase One Trade Agreement, resulting in a slight relaxation in the ongoing tensions. The markets also anticipate that the two nations will be able to reach an understanding during the Phase Two negotiations, and may even be able to resolve their differences. However, **Anthony Neoh, Chairman of the Asian Academy of International Law**, believes that the US-China Trade War is unlikely to end in the foreseeable future.

China's economic innovation has touched a nerve in the US and Europe

Neoh believes that the eruption of the US-China Trade War in 2018 can be traced back to changes in China's economic structure. He explained that China's economic development was once directed by the national government, in stark contrast to the free market economy of the US. When China joined the World Trade Organization (WTO) in 2001, it was committed to a number of market reform policies and began to change the structure of its economy.

The US and many European nations initially welcomed China's steps towards globalization. However, by 2012, China's economic development was gradually moving towards policies to create an innovation economy and build a moderately prosperous society, and this touched a nerve with societies in the US and Europe.

The US is guarding against any threat to its leading position

Neoh explained that the “Made in China 2025” programme launched in 2015 is critical to China's implementation of its manufacturing power strategy. He believes that China's economic transition has



spurred on its rapid rise over recent years, while Xi Jinping's has heavily promoted the creation of a moderately prosperous society, with the goal of preventing China falling into the "middle income trap" and enabling it to move towards becoming a developed country.

Since the election of Donald Trump as US president in 2017, there has clearly been a sense that China has begun to shake the US's global economic dominance. Moreover, in terms of military matters, China's deployment in the Spratly Islands also represents a threat to the position of the US military in Southeast Asia. It is for these reasons that Trump initiated a trade war with China.

China has built strong alliances to counter the US

Two years after the Trade War first erupted, the US and China have finally reached the first phase of an agreement. "Although

China is gradually developing into an economic model driven by domestic consumption, it still depends on imports for some products." Neoh also noted that the US also needs Chinese capital, and that China still holds a huge amount of the US's national debt. It is therefore fair to say that the two sides are inextricably connected, and these connections are largely responsible for the protracted dispute between the US and China.

On one hand, China is engaged in a tug of war with the US, while on the other hand, it is proactively gaining more bargaining chips in an effort to counter the US. Neoh commented that China's active pursuit of international economic cooperation in recent years, via the "Belt & Road Initiative", has expanded its network of international relationships and courted a strong set of alliances with which to counter Western nations. China has also actively purchased agricultural goods, oil and other products from countries including Brazil and Russia,

with the goal of reducing dependence on the US.

Negotiations are unlikely to deliver substantial results any time soon

Neoh predicts that it will be even more difficult to reach a consensus during the second phase of the negotiations than it was in the first, and it could well be that the two sides' positions can never be reconciled. The most that can be hoped for from future negotiations between the US and China is that an equilibrium is reached. The US will hold a presidential election in November, and Trump's chances of re-election are high. However, even if the eventual Democratic candidate prevails, there will be no significant shifts in the overall state of play between the US and China. Neoh said frankly that, barring the occurrence of some unexpected major events that the two sides have to resolve together, the US-China Trade War is unlikely to truly end in the next 50 years.

鄧希煒：中美貿易戰將成特朗普爭取連任籌碼

Tang Hei-wai: The US-China Trade War will Become a Pawn in Trump's Campaign for Re-election



鄧希煒 Tang Hei-wai

中美第一階段貿易協議簽訂，眾人不免期望協議內容對全球經濟產生重大改變。然而到頭來只見美國將中止關稅上調，而國家則將購入大堆美國大豆、其他農產品與能源產品。雙方折騰兩年，難道只為這些？

第一輪協議影響有限

香港大學經濟及工商管理學院經濟學教授鄧希煒認為，第一輪的協議影響有限。他指出，第一輪協議並非重大協議，只是中國單方面答應在未來兩年多購買美國農產品，短期內對兩國的經濟影響未見有大進展。從宏觀經濟來看，中國是隨美國之後的第二大貿易國家，美國大部商品是依賴其他國家進口和本地生產，因此中美貿易爭議整體不太影響美國的GDP和經濟。

按照貿易協議，協商的領域還包括開放金融服務業，當中最大的難點是要求中方承諾逐步減輕在中國投資的外國公司壓力，不必再“用技術換市場”，加強知識產權保護，結束強制技術轉讓。

那麼未來中國的高端產業競爭能力會否因而受限？鄧希煒認為，中國的科技已非十多年前可比，現時已擁有

很多龍頭企業，某些領域如5G亦已達到世界領導地位。他比較擔心的是美國政府單方面制裁某些公司，例如華為。“若美國政府單方面限制為華為提供任何原材料或專利性產品，會令華為無所適從。若能給他們數年時間，應該可以尋找到解決方法取代美國進口的產品和原材料。”

推第二階段協議吸納選票

中美貿易的首輪協議同時亦是中美外交史上，首次出現以職位不對等的方式簽署。一般來說，國家最高的領導人不會出席貿易協議簽訂儀式，尤其是在對方代表官職並不對等的情况下。究竟特朗普在背後打甚麼算盤？鄧希煒坦言：“很簡單，他就是要連任。”

他認為此份協議其實對中美的整體經濟影響不大，但特朗普要以此告知選民，事情近兩年，美國終於跟中國達成一定共識。只要選民投票給他，第二階段將會繼續進行。

而事實上，鄧希煒認為中美貿易協議只具象徵式意義。他指出，特朗普打着貿易戰的旗號吸引選民支持，但口號競選與實質操作是兩回事。要明白中美貿易戰的動機和貿易本身其實沒有太多關係，而是為美國爭取公平的對待，同時讓中國進行結構性改革。美國要求中國改革經濟體制，解除對經濟的干預，改為由市場機制來決定。

特朗普連任機會大

美國大選將在今年底舉行，鄧希煒認為特朗普連任機會非常大。首先是因對手暫時相對弱勢，其次過去數年，特別是2016年的經濟和股票市場等都十分蓬勃。“雖然特朗普推動的政策有很多不確定性，但相信未來數月他都會保持經濟和股票市場蓬勃，以爭取連任。”

至於何時會有第二階段協議？鄧希煒預計特朗普會在大選前推出，但不期望第二階段的內容會較之前好，可能還是沒有太多實際進展。因為此舉重點只是要在大選之前找到下台階，要讓選民覺得他能為中美貿易尋找到新的進展。

壓抑中國仍屬大方向

自美國協助中國在2001年加入世界貿易組織後，中國市場繼而開放，時任總統克林頓當年曾相信中國經濟發展改善，將變得比較親美。然而事實卻是後來即使中國經濟崛起，仍不見得政治立場有變。

鄧希煒指，以今時今日的政治環境和氣氛，沒可能有一個美國總統會親華，無論哪一個黨勝出，壓抑中國經濟和政治策略的大方向不會改變，只是在實體的政策執行有所不同。未來數年有可能不打貿易戰而打科技戰，分割或減少兩地的學術交流。

The signing of the China-US Phase One Trade Agreement led to hopes that the agreement will result in major changes in the global economy. However, all that has happened so far is that the US has halted rises in import taxes for Chinese goods, while China has bought large quantities of American soybeans, other agricultural products, and energy products. So, is it just for these after two years of difficult negotiation?

The effects of the first round of agreements are limited

Tang Hei-wai, Professor of Economics in the Faculty of Business and Economics at the University of Hong Kong, believes that the first round of agreements will have limited effect. He noted that the Phase One Agreement is by no means a major agreement, and there has been no major progress between the two sides that would have an impact on their economies. From a macroeconomic perspective, China is the world's second-largest trading nation, while most US products depend on imports as well as local manufacturing, so the Sino-US trade disputes will not have much effect on the US economy and GDP.

In terms of trade agreements, the areas under negotiation include opening up the financial services sector, but the biggest sticking point is the US demand that China is committed to reducing pressure on foreign companies investing in China, for example by strengthening intellectual property protections and ending the practice of forced technology transfers, so that it is no longer necessary for companies to “exchange technology for markets”.

Will China’s competitiveness in high-end industries be held back by this? Tang believes that China is no longer in the position it was a decade or more ago in terms of technology, and has its own industry giants, some of which are even global leaders in certain sectors, such as 5G. He is more concerned about the US government’s unilateral sanctions against certain companies, most notably Huawei.

Delivering a Phase Two Agreement is a vote winner for Trump

The first-round trade agreement between China and the US represents the first time in the history of diplomacy between the two nations that an agreement was signed by officials of non-equivalent status. National leaders do not generally attend signing ceremonies for trade agreements,

especially when the official representing the other side is not of equivalent status. So what was behind Trump’s decision to do so? Tang candidly explained that, “It’s quite simple; he wants to be re-elected.”

He believes that the agreement will have little actual effect on the economic relationship between the US and China as a whole, but Trump wants to use it to tell voters that, after two long years, the US has finally reached an understanding with China. And as long as people vote for him, the country can continue with Phase Two of the agreement.

However, according to Tang, the reality is that the US-China trade agreement is of merely symbolic significance. It is important to understand that the motivations behind the US-China Trade War have little to do with trade itself, and are more about the US striving for fair treatment, at the same time making China adopt structural reforms. The US has demanded that China make economic reforms that reduce official interventions and allow the mechanisms of the free market to decide.

Trump has a good chance of being re-elected

The US election will take place towards the end of this year, and Tang believes that Trump is highly likely to be re-elected. First, the opposition are in a relatively weak

position for the time being, and second, the economy and stock market have been thriving over the last few years, particularly in 2016.

When will a Phase Two Agreement emerge? Tang predicts that Trump will launch an agreement shortly before the election, but the content is unlikely to be any better than that of previous agreements, and will probably be similarly lacking in actual progress.

Constraining China remains the main policy direction

When Bill Clinton was president, he believed that China would become closer to the US as its level of economic development improved. However, the reality is that there will not necessarily be changes in China’s political position.

Tang commented that, given the political environment and atmosphere at the present time, there is no chance that a US president will be closer to China, and constraining China’s economy and political strategy will remain the overall direction for the US. Over the next few years, the focus may switch from a trade war to a technology war, which could split or reduce academic exchanges between the two countries. 🌀





中總上下一心 攜手抗疫

CGCC's Concerted Efforts to Fight COVID-19 Outbreak



自 新型冠狀病毒肺炎疫情發生以來，中總成員上下一心，各自透過不同方式及途徑，自發出錢出力支援防疫抗疫工作。本會期望在中總成立 120 周年的時刻，繼續實踐企業社會責任，與會員及全港市民同心抗疫、共渡難關。

捐款支援內地抗疫工作

新冠肺炎疫情持續，本會一直關注內地疫情發展及抗疫工作。為支援內地防疫抗疫工作，本會於 3 月 3 日透過中央政府駐港聯絡辦向湖北省捐款 400 萬港元，並由中聯辦副主任譚鐵牛代表接受捐款。

譚鐵牛感謝本會在國家、香港面對疫情的困難時刻挺身而出，並強調中央亦全力支持香港特區政府和社會各界採助有效措施，齊心打贏這場疫情阻擊戰。



向公眾免費派發防疫用品

因應疫情持續，加上市面防疫物資短缺，本會通過不同渠道訂購了 10 萬個口罩及一批防疫用品，合共價值約 100 萬港元。

本會首長率領一眾義工及秘書處同事，分別於 2 月 20 日及 25 日在本會會址向市民免費派發合共 32,000 個口罩及 2,000 枝搓手液。是次於中環商業區派發防疫物資，冀讓更多市民及上班族都可受惠。



與會員抗疫 為弱勢打氣

本會屬下五個地區聯絡處，亦與社福、地區機構合作，將防疫物資分發予各區長者、基層家庭、少數族裔、安老院等有需要人士。此外，本會連日設立防疫用品換領站，向會員免費派發口罩及搓手液，彰顯互助精神。

Since the onset of the COVID-19 outbreak, the Chamber's members have been in one mind in supporting anti-outbreak efforts via different ways and means, including spontaneous monetary and in-kind donations. At a time of its 120th anniversary, the Chamber looks forward to continuing its corporate social responsibility initiatives, working with members and the public to fight the outbreak and overcome the crisis together.



Donations to support Mainland anti-outbreak efforts

Amid the ongoing outbreak, the Chamber has been paying close attention to its development and the anti-outbreak efforts in the Mainland. To support the Mainland's efforts to fight and control the outbreak, the Chamber donated HKD4 million to Hubei Province through the Liaison Office of the Central People's Government in the HKSAR (LOCPG) on 3 March. **Tan Tieniu, Deputy Director of LOCPG**, received the donation on behalf of the province.

Tan thanked the Chamber for standing up at a difficult time for the country and Hong Kong amid the outbreak. He stressed that the Central Government fully supports the HKSAR government and all sectors of society in taking effective measures to jointly win the outbreak battle.

Free anti-outbreak supplies for the public

In response to the ongoing outbreak and the shortage of anti-outbreak supplies on the market, the Chamber ordered HKD1 million worth of 100,000 masks and consignment of anti-outbreak supplies via various channels.

The Chamber's office bearers led a group of volunteers and secretariat colleagues to distribute a total of 32,000 masks and 2,000 hand sanitizers free of charge to the public at the Chamber on 20 and 25 February. Through distributing anti-outbreak supplies in the Central Business District, the Chamber aimed to benefit more residents and office workers.

Fighting outbreak with members and the disadvantaged

The Chamber's five district liaison groups also worked with social welfare and district agencies to distribute anti-outbreak supplies to elders, grass-roots families, ethnic minorities, elderly homes and other people in need in various districts. In addition, as an expression of mutual support, the Chamber set up stations to distribute free anti-outbreak supplies such as masks and hand sanitizers to members. 🔄

更多抗疫資訊，請瀏覽中總抗疫網站：
For more anti-epidemic information, please visit our website:



www.cgcc.org.hk/2020anti-epidemic/

港島東區聯絡處

Island East District Liaison Committee



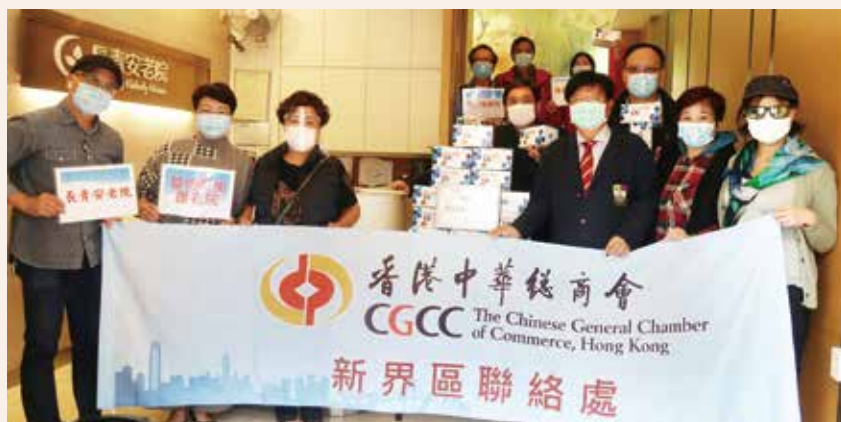
九龍東區聯絡處

Kowloon East District Liaison Committee



新界區聯絡處

New Territories District Liaison Committee



港島西區聯絡處
Western District Liaison Committee



九龍西區聯絡處
Kowloon West District Liaison Committee



會員
Members



“疫”境中的營商應變策略

Business Response Plan under the Virus Outbreak



冠狀病毒爆發如何影響業務合同

How the Coronavirus Outbreak Might Affect Your Business Contracts

批准和簽署合同

企業可能需要緊急簽署合同，但其業務夥伴可能不能或不願安排當面簽署。重大合同通常也需要公司董事會（有時甚至股東會）的批准，現今頻繁出差已成為常態，但鑒於疫情爆發期間的出行限制可能很難使所有人同時親自在場。

法律考慮

- 香港及內地合同法律法規允許以電子形式這種靈活的方式簽署合同（特定文件除外）。你可以與業務夥伴商討約定使用何種形式的電子或數字簽名。最為重要的是各方能夠證明簽名是合適及可信，並可證明各方均同意受該合同的約束。
- 上述方法適用於一般商業合同，但重要文書有一些例外情況，即仍然要求手寫簽名。例如，在香港法律下包括遺囑、某些信託文件、有關土地和財產交易的文件以及授權書；在中國內地法律下包括涉及婚姻、收養、繼承以及暫停提供公共設施服務的文件。
- 關於董事會或股東會，請先仔細查看貴公司的章程。這份文件列出了貴公司如何運營的規則。一般而言，根據公司章程，可通過電話或視頻等方式舉行會議，或可通過書面決議代替舉行會議。任何情況下，企業必須遵守所適用的公司法以及貴公司章程中的程序。

Approving and signing contract

Businesses may need to sign contracts urgently, but their business partner may be unable or unwilling to arrange a face to face meeting to sign. More significant contracts will often also require approval from a company's board of directors (and sometimes even shareholders), but nowadays frequent travel is a norm, and given travel restrictions during virus outbreaks it may not be possible to have everyone physically present at the same time.

Legal considerations

- The contract laws of both Hong Kong and mainland China are flexible in that they allow electronic signing of contracts, with some exceptions. You can discuss with your business partner on what type of electronic or digital signature is agreeable. What is most important is that the parties are able to show that the signature is appropriate and reliable and can prove that they have mutually agreed to be legally bound by a contract.
- This approach applies to general commercial contracts, however there are certain exceptions for important documents that still require handwritten signatures. For instance, generally speaking under Hong Kong law this includes wills, certain trust documents, documents about land and property transactions, and powers of attorney, and under PRC law this includes documents involving marriage, adoption, inheritance, and suspension of supply of public utility services.
- As for board or shareholder meetings, first examine your company's articles of association (its constitution) carefully. This document sets out rules on how your company should be run. Generally speaking, subject to those articles of association, you may host meetings virtually via telephone or videoconference, or you may also pass a written resolution instead of holding a meeting. In all cases, businesses must follow proper procedures under the applicable laws and your company's articles of association.



遵守合同時限

很多商業合同中都有時間要求，如通知的送達、支付條款、解除條款、期權的行使或延期條款。

法律考慮

- 許多合同使用“工作日”的概念來計算履行一定義務所需花費的時間。你應查閱合同中“工作日”的定義及所有使用該定義的條款，並且考慮你是否仍然可以遵守這些時限要求。一般而言，當一個合同中的時限以“工作日”計算時，很可能不包括公眾假期，但其他以“日/天”來計算的時限則很可能包括公眾假期。
- 國務院已經將農曆新年假期延長至2020年2月2日。部分地方政府也將假期至少延長至2020年2月9日。因此，若合同部分或全部在內地履行，上述延長的假期將很可能不構成合同中所定義的“工作日”。這會影響合同的關鍵內容，比如通知期間、支付條款以及履行期間。
- 同時，香港政府尚未宣佈任何新的公眾假期，但已經暫時關閉或暫停了一些公共設施和服務，包括郵政服務。這可能導致郵件送達的延遲，但企業很難以其不是“工作日”抗辯。

Complying with contractual time limits

Many commercial contracts contain requirements about time, such as for the service of notices, for payment terms, for termination, for the exercise of option periods, or for time extensions.

Legal considerations

- Many contracts use the concept of “Business Days” to count how much time you have to fulfil certain obligations. You should review the definition of “Business Days” and all the places in the contract where this term is used, and consider whether you can still meet those time limits. Generally, where the time limits under a contract is measured by reference to “Business Days” they will likely exclude public holidays, but other time limits measured by reference to “days” more generally may not.
- This is significant because the PRC Central Government had extended the Chinese New Year public holidays until 2 February 2020. Certain PRC local authorities have also declared additional extensions of the holiday period until at least 9 February 2020. Therefore, if part or all of your contract involves performance in mainland China, it is likely that these extended public holiday periods may not constitute “Business Days”, as defined in the contract. This will in turn affect key parts of your contract such as the notice period, payment terms and performance period.
- Meanwhile, the Hong Kong government has not declared any new public holidays yet, but has temporarily closed or suspended a number of public facilities and services, including postal services. This may cause delays to mail deliveries, but it is unlikely that businesses can argue that these were not “Business Days”.
- In all cases, the precise effect will depend on the specific wording of your contract and where exactly the contract needs to be performed.

- 總體而言，具體的影響取決於合同的特定用語及合同履行具體地點。
- 從合同角度看可能存在不確定性，建議與締約方進行積極協商討論——鑒於長期合作關係的重要性以及在當前環境下多數企業所面臨的挑戰的現實。相較於靜待期限屆滿，在期限屆滿之前與締約方主動接觸能帶來更好的協商結果，尤其對融資安排而言。
- Finally, where there may be uncertainty from a contractual perspective, it is recommended to engage in proactive discussions with contracting parties – recognizing the importance of longer-term relationships and the reality of the challenges faced by many businesses in the current environment. Our general experience is that proactive engagement with other contracting parties before a time limit may be breached can lead to improved negotiated outcomes than merely waiting for it to expire, especially for financing arrangements.

中止或解除合同

病毒爆發和其他重大事件可能會中斷供應鏈，觸發交易取消，並總體上削弱投資和消費的經濟氛圍。承受財務壓力的企業在嘗試履行合同時可能面臨挑戰。若確定不可能繼續履行義務，則可嘗試尋找中止或解除其義務的方法。

法律考慮

- 商業合同通常有不可抗力條款，以涵蓋在極端情況下發生的情況。根據中國內地法律，不可抗力在法律中被定義為不可預見、不可避免和不可克服的客觀情況。同時，香港法律強調確切的合同措辭，其中不可抗力通常被定義為超出合同各方合理控制範圍的情況，同時列出了一些特定情況類型。
- 根據2003年SARS爆發期間的法院判決可知，中國法院可能會將當前的冠狀病毒爆發視為《中華人民共和國合同法》中規定的不可抗力。如果合同沒有明確不可抗力的構成，則可能需要參考該等法院判決。
- 但是，不可抗力本身不允許各方簡單地解除合同。通常仍然需要根據公平原則確定各方的責任和義務。確認並記錄因冠狀病毒爆發和遵守相關政府公告而直接導致合同全部（或部分）履行不能的程度至關重要。各方應當採取所有合理的步驟來減輕損失，履行仍可以執行的合同部分，並在冠狀病毒疫情緩解後恢復執行合同。如果履行不能是因你的一位供應商受到冠狀病毒爆發的影響，而導致你的履行不能（即上游效應），則你應該清楚地將上述事實通知您的客戶並留存相關證明檔。
- 對於中國企業簽訂的涉外合同，中國國際貿易促進委員會（“CCPIT”）已發佈通知，其可以為冠狀病毒的爆發提供不可抗力證書。該等證書在涉外合同中是否被視為具有法律效力，將取決於合同本身的條款以及相關交易的性質和情況。

Suspending or terminating contracts

Virus outbreaks and other major events may disrupt supply chains, trigger cancellations and generally dampen the economic mood for investment and spending. Businesses under financial pressure may face challenges when trying to uphold their contracts. If they determine that continued performance is not possible, they may try to look for ways to suspend or terminate their obligations.

Legal considerations

- Commercial contracts will often have a force majeure clause to cover what happens under extreme situations. Under PRC law, force majeure is defined in statute as unforeseeable, unavoidable, and insurmountable objective conditions. Meanwhile, Hong Kong law emphasizes the exact contract wording, where force majeure is usually defined as something beyond the parties' reasonable control, and certain types of situations are then listed out.
- Based on precedents during the 2003 SARS outbreak, it is likely that the current coronavirus outbreak would be deemed a force majeure event by PRC courts pursuant to the PRC Contract Law. This may be helpful where the contract does not spell out what constitutes a force majeure.
- However, a force majeure event does not, in itself, allow the parties to simply walk away from the contract. The obligations and liabilities of the parties will generally still need to be resolved based on principles of fairness. This is where it is critical to identify and document the extent to which the failure to perform the contract (or parts of it) is directly due to the coronavirus outbreak and compliance with related government announcements. All reasonable steps should be taken to mitigate loss, to perform parts of the contracts which can still be performed, and to perform the contract after the coronavirus related challenges are alleviated. Where non-performance is due to the failure of one of your suppliers (i.e. upstream effects) affected by the coronavirus outbreak, this should similarly be very clearly conveyed to your customer and documented.
- For international contracts entered into by PRC entities, the China Council for the Promotion of International Trade has issued a notice advising that it may issue force majeure certificates for the coronavirus outbreak. Whether those certificates will be seen as having legal effect in international contracts will depend on the terms of the contracts themselves, as well as the nature and situation of the underlying transactions.

處理潛在的違約行為

儘管業務夥伴有最大的合作誠意，但仍可能無法履行合約約定的義務，因此在法律上造成違約。對於任何一方而言，這種情況並不理想，但重要的是要保持主動和務實的態度尋求出路，而不必立即訴諸法律進行補救。

法律考慮

- 若你可能因冠狀病毒爆發而無法履行合同，則應考慮在現實情況下何時可以恢復履行。審閱合同以評估由於你履行不能而對你造成的影響，並儘早與合同另一方進行真誠溝通，嘗試解決該情況。考慮合同是否仍然可以部分履行。
- 若你的業務夥伴可能違約，則應仔細審閱合同以評估可行的方法，並採取所有合理的措施來盡可能減少損失。考慮該合同的履行不能是否會反過來影響你在其他合同項下的義務的履行。在這種情況下，你還應該考慮上述第1段中的建議。
- 無論如何，你都應對導致違約的所有原因進行書面記錄。如果雙方仍希望繼續履行合同，建議通過友好協商尋求其他方法，例如延長期限、修改合同或豁免某些義務。如你與合同其他方達成協議，應當以書面形式確定。
- 若你可以通過友好協商達成一致，這比正式的爭議解決程序更可取。重要的是，保持長期的業務關係並認識到所有企業在這種環境中都面臨困難。儘管如此，如果有跡象表明這種關係破裂，請考慮是否需要就你的法律權利獲得專業法律建議，以便更好地與你的業務夥伴進行協商。

Dealing with potential breaches of contract

Despite the best intentions of business partners, it is possible that businesses will fail to meet their obligations under a contract and therefore technically be in breach. This is not an ideal situation for either party, however it is important to remain proactive and practical in finding a way out, and not necessarily resort to legal remedies immediately.

Legal considerations

- If you believe you may not be able to perform a contract due to the coronavirus outbreak, you should consider when it is realistically likely that you can resume being in compliance. Review the contract to assess the impact on you due to your non-performance. Communicate early with the other party on a good faith basis in an attempt to resolve the situation. Consider whether part of the contract may still be performed.
- If your business partner is the one who may breach a contract, you should review the contract carefully to evaluate available options, and take all reasonable steps to mitigate your losses as far as possible. Consider whether failure of this contract may in turn affect your own performance under your other contracts, in which case you should also take the actions in paragraph 1 above.
- In any case, you should document in writing all the circumstances leading up to the current situation. If both parties still want the contract to proceed, explore other options through good faith negotiations, for example time extensions, contractual amendments, or waivers of certain obligations. If you reach agreement on the way forward, do get it in writing.
- If you can get results through a good faith negotiation, this is preferable to a formal dispute resolution process. It is important to preserve long-term business relationships and recognize that all businesses are facing difficulty in this environment. That said, if there are signs that the relationship is breaking down, consider whether you need professional advice about your legal rights to better inform your discussions with business partners.

在動蕩不安中的僱傭管理要點

Employment Issues in the Spotlight During Turbulent Times



遙距及彈性工作安排

遙距工作安排適用於流行疫情爆發等時期。在這些時期，員工往返辦公室可能被視為不安全。電子郵件、虛擬專用網絡 (Virtual Private Network) 和雲計算等技術能使員工繼續為企業的客戶提供服務。

對於不適合作出遙距工作安排的行業，他們可考慮採用彈性工作安排，例如彈性工作時間和輪班制等，以保護員工。

中國內地法律考慮

- 僱主（及負責人）有責任確保工作場所安全。僱主應確保已經實施相關政策。
- 若員工加班，他們仍然有權繼續獲得加班費。另外，請注意員工加班有法定最高加班時數的限制。
- 員工遙距工作時，必須特別注意確保資訊的保密性。僱主必須實施全面的保密政策和指引。
- 僱主仍須繼續對其員工所犯的任何錯誤承擔替代責任。

香港法律考慮

- 中國內地法律考慮的第1、3和4點同樣適用於香港。
- 員工要求賠償的門檻很低。若員工在實行遙距或彈性工作安排時受傷，僱主很可能需要承擔責任。
- 除非合同另有規定，否則要求不合作的員工在家工作可能無法執行。

Remote and alternative working arrangements

Remote working arrangements are suitable during times such as an epidemic. During these times, it may not be considered safe for employees to travel to and from the office. Technologies such as email, Virtual Private Networks and cloud computing enable employees to continue servicing the businesses' clients.

For industries where remote working arrangements are not suitable, alternative working arrangements may be put in place, such as flexible working hours and shift work, to protect the employees.

PRC legal considerations

- Employers (and responsible persons) remain liable for workplace safety. Employers should ensure relevant policies are in place.
- Employees continue to be entitled to overtime pay if they work overtime. Also be mindful of the maximum overtime hours employees may lawfully be required to work.
- Special care must be taken to ensure confidentiality of information while employees work remotely. Robust confidentiality policies and guidelines should be in place.
- Employers continue to be liable to vicarious liability for any wrong committed by its employees.

Hong Kong legal considerations

- Points 1, 3 and 4 of the PRC Legal Considerations are also applicable in Hong Kong.
- The threshold for employee compensation claims is very low. In the event an employee is injured while on a remote or alternative arrangement, the employer will most likely be liable.
- Requiring uncooperative employees to work from home may not be enforceable unless otherwise provided for in the contract.

更改借調安排

借調安排通常是為了應付臨時任務。出現傳染病或其他危機時，僱主或借調人員可能希望更改借調安排，以確保借調人員的健康和安全。請注意，大多數借調安排涉及至少兩個司法管轄區（即原駐地和東道國/城市）的法律。在借調人員希望返回原駐地的情況下，必須確保符合兩地的法規要求。

中國內地法律考慮

- 如果要終止借調安排，應遵循借調協議中的終止條款。在許多情況下，僱主或僱員終止借調的條款可能有所不同。若該條款沒有明確規定終止借調之後的責任（如租金和返回原駐地的費用），當事人應尋求以和解協議的形式洽商解決。
- 如果有多名借調人員要求返回原駐地，則僱主在作出決定時應慎防歧視。中國明確禁止五類勞動就業歧視：性別、種族、殘疾、傳染病原攜帶者和農村移民。
- 如果借調人員打算永久返回原駐地，則必須註銷工作許可證。

香港法律考慮

- 中國內地法律考慮的第1和2點同樣適用於香港。香港明確禁止的歧視類別為：性別、婚姻狀況、懷孕、殘疾、家庭狀況和種族。
- 如果借調人員永久離開香港，則僱主必須遵循相關申報和潛在預扣稅的規定。

Changes to secondment arrangements

Secondment arrangements are often implemented to cater for temporary assignments. In an epidemic or other crisis, employers or secondees may wish to make changes to the secondment arrangement to ensure the health and safety of the secondee. Please note that most secondments involve laws of at least 2 jurisdictions (i.e., the home and host jurisdictions). Care must be taken to ensure compliance with both in scenarios where the secondee wishes to return to the home jurisdiction.

PRC legal considerations

- If the secondment is to be terminated, the termination clause in the secondment agreement should be followed. In many cases, terms of termination of secondment by employer or employee may be different. If the clause does not set out post-termination responsibilities (such as rental and repatriation costs) clearly, the parties should seek to negotiate and resolve these issues in the form of a settlement agreement.
- If the request for repatriation comes from multiple secondees, care must be taken to avoid discrimination. In the PRC, 5 categories of employment discrimination are recognized, they are gender, ethnicity, disability, individuals with infectious diseases, and rural migrants.
- Deregistration of work permit must be carried out in the event the secondee intends to leave permanently.

Hong Kong legal considerations

- Points 1 and 2 of the PRC Legal Considerations are also applicable in Hong Kong. The recognized discrimination categories are as follows: sex, marital status, pregnancy, disability, family status and race.
- If the secondee leaves Hong Kong permanently, there are reporting and potentially tax withholding requirements that employers must follow.

實施無薪休假或部分帶薪休假

在困難時期，實施無薪休假或部分帶薪休假可以削減企業的成本。只要運用得當，僱主可降低成本，無需在此時期裁員，他日市場再次復甦，也無需重新招聘人才。

中國內地法律考慮

- 在中國內地，認可的休假類別並不包含無薪休假或部分帶薪休假。因此，這類休假只能在員工同意的情況下實施（見下文第3和4點）。僱主單方面實施無薪休假或部分帶薪休假可能有嚴重的法律後果。
- 在決定要求哪名員工實施無薪休假或部分帶薪休假時應避免帶有歧視。有關歧視類別，請參見上一項。
- 在若干情況下，即使僱員同意接受無薪休假或部分帶薪休假的安排，一旦告上法庭，相關協議仍可能無法執行。
- 無薪休假或部分帶薪休假並不普遍，許多員工可能並不熟悉這類安排。

Initiation of unpaid or part paid leave

One possible way of reducing costs during turbulent times is to put staff on unpaid or part paid leave. If used appropriately, employers can reduce costs while eliminating the need for termination and sourcing for talent once the market picks up again.

PRC legal considerations

- Unpaid/part paid leave are not types of leave recognized in the PRC. It may therefore only be utilized if agreed by the employee (see point 3 and 4 below). Unilaterally imposing unpaid or part paid leave on employees can lead to serious legal consequences.
- Be mindful to avoid discrimination when choosing employees to go on leave. See above item for the recognized discrimination categories.
- In some cases, even if the employee agrees to take part paid/unpaid leave, that agreement may not be enforceable if taken to court.
- It must be borne in mind that part paid/unpaid leave is not widely used and unfamiliar to many employees.

- 如果員工願意接受無薪休假或部分帶薪休假的安排，則所有相關通訊均應記錄在案，僱傭雙方應簽訂協定，以避免發生糾紛。

- In the event an employee is willing to take part paid/unpaid leave, all correspondence should be documented and the parties should enter into an agreement to avoid disputes.

香港法律考慮

- 在決定要求哪些員工實施無薪休假或部分帶薪休假時，僱主的決定應避免帶有歧視。有關歧視類別，請參見上一頁。
- 香港僱主以往曾經實施無薪休假或部分帶薪休假。這類安排應在合同中作出規定，以避免發生糾紛。
- 如果僱員被迫接受無薪休假或部分帶薪休假的安排，僱員可以控告僱主違反僱傭合同及 / 或推定解雇。

Hong Kong legal considerations

- When choosing employees to take part paid/unpaid leave, the employer should take care to avoid discrimination. See above item for the recognized discrimination categories.
- Hong Kong has a history of employers offering part paid/unpaid leave. The arrangement should be set out in a contract to avoid disputes.
- If employees are forced into part paid/unpaid leave, employees may sue the employer for breach of employment contract and/or constructive dismissal.

延期聘用及 / 或支薪

在困難時期下，僱主一般會停止擴充人員編制。然而，若僱主已經發出聘書或合同，在別無選擇的情況下，僱主可能不得不延遲新員工開始受僱工作的日期。對於陷入困境的僱主來說，在不得已的情況下可能需要延遲支付薪酬工資。然而，延期聘用 / 支薪的做法並不簡單並附帶風險。

Deferral of employment and/or payments

During turbulent times, employers generally stop expanding the work force. However, in cases where an offer or contract has already been made, the employer may have no choice but to defer the start of employment for the new joiners. For employers who are in desperate situations, it may have no choice but to defer making payment of wages. However, as can be seen below, deferral of employment/payment is not straight forward and carries risk.

中國內地法律考慮

- 大部分聘書載有開始受僱日期的條款。若雙方已簽署相關聘書，僱主便很難延遲聘用該僱員。單方面延遲聘用可能會導致僱員提出索賠。
- 延遲支薪是違反勞動法的行為。僱員有權就延遲支薪單方面終止僱傭合同。
- 僱員可能會同意延遲支薪，但這並不能解除僱主的責任。

PRC legal considerations

- Most offer letters contain a commencement date. Once such offer letter is signed by both parties, it will be extremely difficult for the employer to defer the commencement of employment. Unilaterally imposing a deferral may result in a claim by the employee.
- Late payment of wages is a violation of the labour laws. Employees may be entitled to unilaterally terminate the employment contract on late payment of wages.
- Employees may potentially agree to late payment of wages, but it does not absolve the liability of the employer.

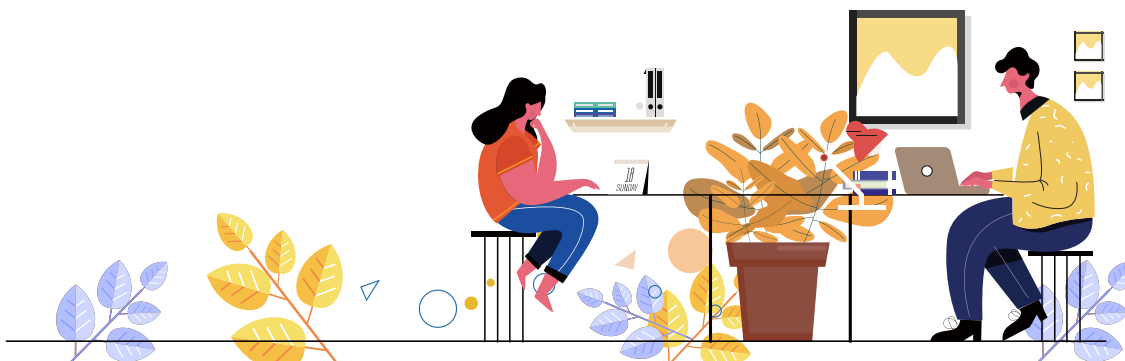
香港法律考慮

- 中國內地法律考慮的第2點同樣適用於香港。
- 在困難時期，延期聘用在香港頗為常見。僱員可自由決定是否拒絕延期聘用的要求。
- 如果僱員同意延期支付薪酬工資，則雙方應訂立協議，以避免日後發生爭議。

Hong Kong legal considerations

- Point 2 of the PRC Legal Considerations is also applicable in Hong Kong.
- Deferral of employment in Hong Kong is quite common during difficult times. Employees however are free to reject the request for deferral of employment.
- If employee agrees to late payment of wages, the parties should enter into an agreement to avoid future disputes.





裁員和終止僱傭合約

Layoffs and termination of employees

在別無選擇的情況下，僱主可考慮裁員和終止僱傭合約。由於裁員和終止僱傭合約對企業其他的業務也可能會產生影響，我們一般不建議僱主採取相關行動。從勞資關係的角度來看，這樣做還會打擊士氣，使留下來的員工人心惶惶。從僱傭法律的角度來看，裁員和終止僱傭合約也不是能夠輕易作出的選擇。

As a last resort, employers may consider layoffs and termination of employees. This is generally not a recommended option due to the implications it may have on the rest of the business. From an employee relations perspective, it also hurts morale and creates uncertainties for those who remain. This is also not an easy option from an employment law perspective.

中國內地法律考慮

- 因為疫情或其他因素導致業務下滑並不是裁員和終止僱傭合約的理由。
- 大規模裁員之前需要通知地方勞動局，並要慎重考慮地方勞動局的意見。
- 在中國內地的解僱必須提供理由。無理由解僱的員工可恢復原職，或僱主向解僱員工支付遣散費。
- 即使員工處於試用期，也不表示僱主可隨意解僱相關員工。僱主必須提供員工未能通過試用期的理由。

PRC legal considerations

- An epidemic or other factors leading to downturn of business is not a reason for layoffs and termination.
- Mass layoffs require prior notice to the labour bureau and the opinions of the labour bureau shall be duly considered.
- Terminations in the PRC generally must be with cause. Wrongly dismissing an employee may result in the employee being reinstated or severance payments to be made.
- Just because an employee is on probation, it does not mean the employer can freely terminate the employee. Reasons must be provided as to why the employee does not pass probation.

香港法律考慮

- 解僱員工必須按照僱傭合約中的解僱相關條款進行。
- 如解僱高層員工，應訂立和解協議，以避免日後發生爭議。爭議一般與限制性契諾的可執行性相關。
- 儘管香港僱主可以不解釋理由解僱員工，僱主應注意有可能產生的非法解僱問題。
- 僱主應向被解僱的合資格僱員支付遣散費。僱主不能將解僱標籤為無理由解僱來規避支付遣散費。

Hong Kong legal considerations

- Termination of employees must be carried out in accordance with the termination clause in the employment contract.
- For senior employees, always enter into settlement agreements to avoid disputes. Disputes usually surround enforceability of restrictive covenants.
- While employers may terminate employees in Hong Kong without cause, employers need to be mindful of unlawful terminations.
- Severance payments may be payable for qualifying employees who are made redundant. Employers cannot avoid payment of severance payment by labelling a redundancy as termination without cause.

資料來源 Source:



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新型肺炎來勢洶洶 沉着冷靜 共同抗疫

Let's Keep Calm and Fight the Epidemic Together



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

能否跨過病毒肆虐的關口，使到社會重回正軌，實在有賴大家沉着冷靜、上下一心。

Society's ability to overcome the assault of this virus and get back on track depends on everyone keeping calm and people at all levels working together.

新 型冠狀病毒肺炎來勢洶洶，內地疫情持續，全球亦出現愈來愈多確診和懷疑個案。根據內地和香港一些專家較早前的發現和分析，預計這場疫情會在4至5月到達高峰。但另一方面，新型冠狀病毒患者的潛伏期可以長達24日，較

初期預計的14日為長，疫情何時可以減退變得更為不確定。面對這場前所未有的災害，香港抗疫工作絕對不能鬆懈。

沙士疫潮烙下極深印記

今次新型冠狀病毒肺炎所造成的全國

死亡人數，早已超越2003年沙士肆虐全球的死亡數字。當年沙士疫潮重挫香港，在不少市民心中烙下極深的印記和陰影。香港應對新型冠狀病毒肺炎疫情的防衛能力，理應比17年前強得多。

可是，對比沙士可供辨識的具體病徵、感染途徑等，在發現新型冠狀病毒肺炎的初期，有很多地方尚待查明和釐清。直至有一些臨床病例顯示，部分患者初期的病徵輕微，例如沒有發燒等，造成疫情起初出現了一些在診斷時不易被察覺的“隱形病人”，也是疫潮發生了多個星期後一發不可收拾的重要原因之一。

防疫工作必須講求科學

防疫工作必須講求科學，不能單靠揣測和推斷來問症。特區政府在應對疫情初期，聽取了在傳染病學臨床方面的專家意見，經過內部討論後迅即宣佈將疫情應變級別提升至緊急程度，並隨着疫情的急速發展和嚴重程度，不斷調整防疫應對策略，包括從減少跨境人流方面着手，由內地暫停簽發自由行簽證、擴大關閉的口岸、暫停高鐵和城際直通車所有班次以及其他跨境交通、要求在14天內曾往湖北的港人入境時須聯絡衛生署、安排入住檢疫中心觀察、留港的湖北旅客亦會被送到檢疫中心，以及訂立《若干到港人士強制檢疫規例》及《預防及控制疾病（披露資料）規例》，進一步壓縮內地和香港的跨境人流，將疫情傳入香港的風險減至最低。

與此同時，政府循着減少社交接觸的方向加強防疫工作，包括延遲全港學校的復課日期，除緊急及必須的公共服務外，其他政府僱員留家工作。

醫護罷工罔顧病人福祉

在政府務求做到迅速應變、嚴陣以待及公開透明，以應對新型冠狀病毒肺炎之際，前線醫護工會卻因不滿政府未有全面封關而一度發起罷工，後來雖已結束行動，但其行徑無疑是置市民的健康和安全於不顧。

特區政府因應疫情先後推出減少跨境人流的措施，落實後已經見到一定效果。若然以病人的利益和福祉來逼迫政府全面封關，不但有違醫護人員的天職，也忽視了香港與內地有着緊密聯繫，需要維持一定的跨境口岸，故封關絕非遏制疫情蔓延的靈丹妙藥。

其實，醫院管理局很早已回應醫護人員對非港人患者在非常時期使用醫療服務的關切，作出對非港人不再豁免收費的措施。理論上，這可以減少非港人來港求醫，也避免增加公營醫院的壓力，可見政府並沒有坐視醫護人員的關注。

恐懼情緒比病毒傳播快

此外，今次疫情所引發的恐懼情緒，遠比病毒的傳播速度為快，也造成社會出現了歇斯底里的慌亂。這種恐懼情緒多少源自口罩供不應求，這不是香港獨有的問題。內地是香港的口罩最大供應商，但內地疫情嚴峻，口罩供應更形短缺。加上全球多個地區都在應對這場疫潮，不少國家實施出口管制，要求香港能夠採購足夠的口罩，幾乎是不可能的任務。

平情而論，全港有七百多萬人，若是全民每日戴口罩，每個月的口罩需求量將高達二億多個，即使政府和商界合力做到本地生產，產能規模能否滿足普羅大眾的每天使用量？

口罩嚴重短缺，市民搶購口罩的場面，亦間接助長了恐慌情緒。加上有人唯恐天下不亂，散播謠言，指香港受內地疫情影響而廠房停產廁紙，煽動公眾搶購，繼而擴散至搶購糧油食米。直至相關供應業界站出來闢謠，情況才有所緩和。

面對這場疫潮的威脅，社會的正常運作大受影響，政府已經作出很多應對

部署。能否跨過病毒肆虐的關口，使到社會重回正軌，實在有賴大家沉着冷靜、上下一心，才能成功渡過疫潮。

As the novel coronavirus continues its assault and the epidemic sweeps across China, increasing numbers of confirmed and suspected cases are also being reported around the world. Early discoveries and analysis by experts in China and Hong Kong suggest that the epidemic will peak in April or May. However, the incubation period of the novel coronavirus can be as long as 24 days, far longer than the initial estimate of 14 days, so it remains unclear when the epidemic will begin to abate. Faced with such an unprecedented disaster, Hong Kong cannot afford to slacken its anti-epidemic work for a moment.

SARS casts a long shadow

The death toll of COVID-19 in China alone has already exceeded the total number of global deaths from SARS in 2003. Hong Kong was badly hit by the SARS epidemic, and the disease has left a lasting impression and casts a long shadow in the minds of many Hong Kong residents. Hong Kong's ability to defend against diseases like the novel coronavirus ought to be much stronger than it was 17 years ago.

However, while the specific symptoms and infection paths of SARS were readily identifiable, during the initial stages of the discovery of COVID-19, many aspects of the disease remained unclear, pending further investigation. Indeed, data from clinical cases showed that some patients suffered from only mild symptoms in the early stages, and showed no sign of fever, for example. This resulted in the phenomenon of "invisible patients" that were difficult to detect during the diagnostic process, and was one of the main reasons that the disease became so difficult to control weeks after the initial outbreak.

Anti-epidemic work must adhere to science

Anti-epidemic work must be based on science, as diagnosis cannot depend on speculating about symptoms. The SAR government listened to the opinions of clinical specialists in infectious diseases in the early stages of the outbreak, and after internal discussions, rapidly announced the escalation of the disease response efforts to emergency level, as well as continually adjusting its anti-epidemic measures

in response to the rapid development and increasing severity of the epidemic. The government started by reducing the amount of cross-border traffic, and proceeded to introduce measures including suspending the issue of independent travel visas in the Mainland, expanding port closures, as well as suspending all High-speed Rail, Intercity Through Trains and other cross-border transport links. It also required Hong Kong residents who have travelled to Hubei within 14 days to contact the Department of Health to arrange their admittance to quarantine centers for observation, and sending visitors from Hubei to quarantine centers, as well as formulating the *Compulsory Quarantine of Certain Persons Arriving at Hong Kong Regulation* and the *Prevention and Control of Disease (Disclosure of Information) Regulation*. These all helped further limit traffic across the border between mainland China and Hong Kong, and minimize the risk of the epidemic spreading to Hong Kong.

At the same time, the government has stepped up anti-epidemic work based on the principle of reducing social contact, including putting back the start of classes at all Hong Kong schools, and having all government employees other than those involved in emergency services and essential public services work from home.

Medical strikes show reckless disregard for patient wellbeing

Just as the government was attempting to deliver a rapid response, put resources in place, and maintain openness and transparency to deal with the outbreak of the novel coronavirus, frontline medical personnel dissatisfied with the government's decision not to completely close the border went on strike. While this action was subsequently ended, it is beyond doubt that their behaviour exhibited total disregard for the health and safety of Hong Kong's population.

The SAR government has launched a series of measures to reduce the movement of people across the border in response to the epidemic, and their implementation has already had some effect. Such use of patients' interests and wellbeing as a means of pressuring the government to completely close the border is not only a violation of the vocation of medical personnel, but also ignores the close connections between Hong Kong and mainland China. These contacts mean that a certain number of cross-border ports are essential, so sealing the border is by no means a magic bullet that would halt the spread of the disease.

The fact is that the Hospital Authority had already responded to medical personnel's concerns regarding the use of medical services by patients from outside Hong Kong during this exceptional time by taking measures to ensure that non-residents were no longer exempt from fees. In theory, this should reduce the number of non-residents traveling to Hong Kong for treatment and avoid increasing the pressure on public hospitals, so it is evident that the government has not sat idly by and ignored the concerns of medical personnel.


Fear spreads quicker than disease

The sense of fear caused by the epidemic has spread far faster than the virus itself, and has caused an almost hysterical level of panic in society. This feeling of fear comes to some extent from the shortage of face masks - a problem that is by no means unique to Hong Kong. Mainland China is Hong Kong's biggest supplier of face masks, but the severity of the situation in the Mainland has resulted in face masks being in even shorter supply. Many regions of the world have imposed restrictions on

the export of face masks in response to the epidemic, with the result that acquiring sufficient quantities of masks has become a virtually impossible task for Hong Kong.

To be fair, Hong Kong has more than seven million people, so if every resident wears a face mask every single day, the territory would need upwards of 200 million masks per month. Even if the government and the business sector work together to produce masks in Hong Kong, is it realistic to expect production capacity to meet the daily needs of so many people?

The severe shortage of face masks has resulted in panic buying, which has indirectly further exacerbated people's sense of alarm. Some people have also used the opportunity to stir up trouble and spread rumours - such as those claiming that mainland Chinese factories have stopped producing toilet paper because of the epidemic - and incite the public to make panic purchases, which have extended to goods such as rice, oil and other staples. These situations continued until figures in the relevant industries spoke out to refute the rumours.

The normal functioning of society has been significantly affected by the threat of this epidemic, but the government has already taken action to address the situation. Society's ability to overcome the assault of this virus and get back on track depends on everyone keeping calm and people at all levels working together. Only then will we be able to successfully get through this epidemic. 

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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貓貓狗狗也旅行

Travelling Cats and Dogs

和心愛的毛孩一同出國暢遊，對愛寵之人來說是夢寐以求的事。但一想到相關的檢疫、通關手續、行程安排等，便不由得卻步。同是愛寵之人的**梁文韻**洞悉商機，數年前化身寵物旅遊顧問，為毛孩們提供一站式旅遊安排，為寵主們達成夢想之餘，亦開創全新的專業之路。

Travelling abroad with their beloved furry little ones is a dream for pet lovers. But they can't help but be discouraged by the quarantine, customs clearance procedures and itinerary scheduling involved. **Fanny Liang** saw the business opportunity. A few years ago, she became a pet travel consultant to provide one-stop travel services for furry little ones, thus embarking on a new profession while helping pet owners fulfill their dreams.



梁文韻 Fanny Liang





梁文韻 Fanny Liang

梁文韻與不少港人一樣，夢想是環遊世界。甫畢業，她便當上導遊，“很快便察覺現實與理想的差距，每次出團都是相同的路線、相同的景點、相同的經歷，慢慢失去當初的憧憬，有感需要作出改變。”

契機是一次韓國旅行，當時她在街頭遇到一頭流浪狗，因心有不忍，於是把心一橫，把它帶回香港，“返港後，不少朋友都對寵物的通關手續大感興趣，便忽發奇想：‘可否下次旅行時，也把寵物帶上呢？’當我和老闆分享這個構思後，奇想變成現實，也開啟了我的寵物旅遊顧問之路。”

寵物辦 VISA 耗時半

寵物踏上旅途前，首要工作是為他們申請“寵物 VISA”。梁文韻闡釋，整個寵物出國手續流程繁瑣，最少在 180 到 210 天前便要辦理，當中以檢疫程序耗時最久。以日本為例，會要求先為寵物注射瘋狗症針等疫苗，然後抽取血液樣本，寄到外國指定化驗所檢測。等待報告結果需約 30 天，如一切正常，還度過 180 天的空窗期，才算過關。

“因俗稱的狗瘟、貓瘟有潛伏期，即使注射了疫苗亦非絕對安全，因此要經過空窗期，人家才放心讓你入境。防疫過關後，該國會給予兩年涵蓋期，讓寵物可作多次往返，就像一張



梁文韻 Fanny Liang

多程的寵物 VISA。”但梁文韻提醒，檢疫只是整套手續的一部分，還要待該國發出官方的通關文件，寵物方可上機。

寵物旅遊市場潛力大

梁文韻任職的 Pet Holidays 寵物假期主攻日本市場，皆因氣候文化與香港相近，機程亦不遠；而更重要的是政策上對寵物相當友善，配套設施屬亞洲首屈一指。客人可選擇度身編制的寵物旅行團，又或以自由行形式，委託 Pet Holidays 辦理相關手續，行程則自理。而航班方面亦有私人飛機和一般民航客機供選擇，豐儉由人。

梁文韻強調，寵物旅遊是“寵主遊”，即一切以寵物先行，這和傳統旅行截然不同，“以我們 Pet Holidays 為例，所有的行程設計都是由寵物的角度出發，思考如何才可令毛孩們更窩心舒適。為此我們團隊在第一個寵物團出發前，足足用了三年的時間籌備，並親身走訪不同的景點和設施。”

慢工出細貨，在梁文韻團隊精心安排下，現時可供選擇的活動可說豐富多彩，包括到寵物遊樂場坐摩天輪、咖啡杯、小火車等；欣賞四季花田、七

彩花卉；居住專屬的寵物酒店，主人和寵物一同游泳、浸溫泉；戶外活動則有滑雪、獨木舟、坐遊艇出海看海鷗等；甚至有歡迎寵物參觀的動物園，動物看動物，古怪又有趣。

寵物旅遊尚處起步階段，但梁文韻認為發展潛力巨大，除了因飼養寵物的人越來越多，不少人亦選擇不生小孩，變相更捨得花錢在寵物上。加上與寵物同遊屬全新體驗，對愛犬愛貓一族有莫大吸引力。

導遊與寵物知識 缺一不可

寵物旅遊顧問是近年興起的全新專業，“開山祖師”之一的梁文韻指出，有意入行者必須同時兼備導遊和寵物的知識，“除了一般的行程安排，照顧團友和寵物，感覺還有點像寵物心理醫生。寵物不會說話，因此要很留意牠們的舉動，以洞察其心情；寵物之間也會有性格不合，故不可安排牠們在相鄰座位等。”

不少人都是首次帶同寵物出國，出發前難免會忐忑不安，此時寵物旅遊顧問的角色亦十分重要，“到埗後寵物會否生病？氣溫如何？食物是否合口味？主人們開始報名時很興奮，但快將出發時，問題就來了。我會根據經

驗盡量解答，但如涉及專業的健康建議，應在檢疫階段向獸醫徵詢意見。”

梁文韻坦言，寵物旅遊顧問的工作雖不輕鬆，但看到主人們看着愛寵的眼神，那種愉快、溫馨和驚喜，令她有無比的滿足感，“尤其是一些年紀大或有病患的狗狗，能夠和主人一同開心遊玩，既感慨又感動。”

Like many Hong Kongers, Liang dreamed of travelling around the world. She became a tour guide upon graduation, but she “felt a change was needed after repeating the same routes over and over for every tour group trip”.

The turning point arose during a trip to South Korea where she came across a stray dog and brought it back to Hong Kong out of sympathy. When back in Hong Kong, a whimsical idea occurred to her: Can she bring a pet along on her next trip? Eventually, an idea that started on a whim came to fruition, paving the way for her to become a pet travel consultant.

Six months needed to get a pet visa

Before travelling with a pet, the first thing to do is to apply for a “pet visa”. Liang explained that the entire cumbersome process takes at least 180 to 210 days

before the trip, with the quarantine procedure the most time-consuming.

“For dog and cat distemper, even if the vaccine is injected, it is still not absolutely safe since there is a latent period, so it is necessary to wait out the window period before being allowed into the destination country.” But Liang cautioned that the pet can get on the plane only if the destination country has issued the customs clearance documents.

Pet travel market has huge potential

The company where Liang works is focused on Japan because its climate and culture are similar to Hong Kong’s and it is not far away by air. More importantly, it has very pet-friendly policies. Customers can opt to join a tailor-made pet travel group or travel on their own and entrust the company to handle the relevant procedures. They can also choose to travel by private jet or commercial airline according to their budget.

Liang stressed that pet travel is all about pets, which is very different from conventional travel, “For this reason, our team spent three years preparing before our first pet travel group took off.”

Liang’s team now offers activity options such as riding a ferris wheel at a pet playground, appreciating four-season flower fields, staying in an exclusive pet hotel,

skiing, canoeing, sailing on a yacht to watch seagulls, and visiting a pet-friendly zoo.

Liang believes pet tourism has great potential for development. Besides the increasing number of pet owners, there are many people who choose not to have children and so are willing to spend more on pets.

Knowledge in tour guiding and pets are both indispensable

Liang said that those interested in the profession must have knowledge in both tour guiding and pets. Since pets can’t talk, we must watch their behaviours to understand their moods. Some pets also have incompatible personalities, so they can’t be seated next to each other.

For many people, feeling anxious is inevitable prior to their first overseas trip with their pets. At this time, pet travel consultants play a very important role and must answer the pet owners’ questions to the best of their experience. But if professional health advice is involved, they should consult a veterinarian at the quarantine stage.

Liang said that although a pet travel consultant’s job is not easy, the way pet owners look at their four-legged loved ones always fills her with great satisfaction, “It is especially emotional and moving seeing old or sick dogs enjoying themselves with their owners.”





媽媽創業不是夢

Being an Entrepreneur Not a Pipe Dream for Moms

創業難，做媽媽也難，要成為創業媽媽更是難上加難。雙語平台“香港創業媽媽”如何為會員提供培訓和活動、推動創業精神，甚至與各界合作倡導有關賦予婦女權力和家庭的政策？

It's hard to be an entrepreneur, and it's hard to be a mom. But to be a momtrepreneur – ie, a mom entrepreneur – is even harder. How does the bilingual platform “Hong Kong Momtrepreneurs” provide training, activities, and promote entrepreneurial spirit among its members, and even work alongside people from all walks of life to advocate policies on women's empowerment and the family?



王茵媚 Lena Wong

“**香**港創業媽媽”創辦人王茵媚坦言過往曾因生育、照顧孩子而暫擱事業，但後來卻發現自己始終心繫工作。有感全職媽媽不是最理想的生活狀態，創業之心因而萌生。

“媽媽創業其實也有優勢，就是她們更具彈性。”最初，王茵媚只是開設臉書專頁，轉載有趣文章。後來認識了一些創業媽媽，透過訪問分享她們的創業故事。輾轉至2018年底，正式成立非牟利機構“香港創業媽媽”。

教育與支援 攻克起頭難

王茵媚明白：萬事起頭難。媽媽有意創業，應當如何開始？故機構成立後頭半年，着力舉辦各類工作坊，教授媽媽不同營商技能如市場營銷、營運社交平台等。

她更積極尋求支持和合作夥伴，為會員提供法律諮詢、工作空間、銀行開戶支援等服務。她舉例，會員不時在法規、股東合作、自我保障等方面遇上疑難，故她物色到執業律師為機構擔任法律顧問，為會員提供法律諮詢，協助她們了解市場的法例法規。

隨後，機構舉辦多項不同類型活動，如於2018年底在尖沙咀舉行簡約生活聖誕市集，現場除了有媽媽的創業攤位外，也有“小小創業家”攤位，



與基層婦女交流
Meet with grassroots women.

讓小朋友將家中玩具拿到市集推銷義賣，籌得的款項及貨尾則捐贈予慈善機構。王茵媚認為，小朋友可以從義賣過程中體驗到父母如何賺錢，以及工作到底是怎樣一回事，從而建立正確的金錢觀，對其成長饒具意義。

去年更舉行了以“Future Work in Hong Kong”為主題的圓桌會議，可算是機構的旗艦活動。王茵媚說，會議邀請了不同界別的嘉賓，從政府政策、企業政策以至社會和民間不同界別就推廣工作家庭友善政策提出意見，探討在香港建立家庭友善工作場所的問題和挑戰。她形容活動相當成功，吸引80多個來自不同行業的人士參與。

提倡彈性工作

王茵媚又指，其機構向來重視家庭友善議題，故一直積極游說企業提供家庭友善僱傭措施，讓因生育而暫離公司的女性更易重返職場，平衡工作與家庭生活。

她認為，現今不少工作趨向電子化，故應更具彈性，毋須執着於特定的時間和地點辦公。她舉例，由2019年中開始的社會運動，以至近來的新冠

狀病毒疫情皆對傳統上班時間有所影響，港人必定更體驗到彈性工作的重要性。退一步說，即使遇上交通、天氣等問題，若彈性工作配套不足，將不利企業運作。

為孩子立榜樣

從自身經驗發現，王茵媚發現女性有力在兼顧家庭之餘闖一番事業。正如她原本從事財務管理、擁有特許財務分析師資格，可以由一位事業女強人變身全職媽媽，再成為創業媽媽。

她深信，媽媽創業亦對家中孩子有所裨益。“打工可能為了餬口，創業往往懷着更大的理想。”小朋友透過見證媽媽的創業過程，甚至參與創業工作，將為他們帶來不一樣的視野。

Lena Wong, Founder of Hong Kong Mompreneurs, admitted having put her career on hold in the past in order to give birth to and raise her children, and yet she found that she always wanted to keep working. The feeling that full-time moms do not have the best lives ignited an entrepreneurial spark in Wong.

Wong began with just a Facebook page, but by the end of 2018, the non-profit organization “Hong Kong Mompreneurs” officially came into being.



Future Work in HK 圓桌會議
"Future Work in HK" roundtable meeting.

Overcoming initial difficulties through education and support

Where does a mom begin when she wants to start her own business? In the first six months after the organization's founding, all kinds of workshops were held to teach moms different business skills.

Wong then began to actively seek support and collaborative partners to provide members with legal advice, work space, support with opening bank accounts, and more. She found a practicing lawyer to act as legal counsel to the organization, giving legal advice to members to help them understand market laws and regulations.

The organization then held a number of different activities, such as the Simple Living X'mas Market in Tsim Sha Tsui at the end of 2018. Besides the moms' start-up booths, there were also booths for children to bring along their toys from home to sell at the market. Children could learn to hold the right view on money by going through this selling process, Wong believes.

Last year, the organization held a roundtable with guests from different sectors invited to attend. From government and corporate policies to the social and private sectors, guests were invited to provide input on the promotion of family-friendly policies and to discuss the issues and challenges of building family-friendly workplaces in Hong Kong.

Promoting Flexible Working

Wong added that the organization has always taken family-friendly issues very

seriously and that it has been actively lobbying businesses to adopt family-friendly employment measures to make it easier for women on maternity leave to return to work and balance their jobs with their family lives.

She believes the social movement that began in mid-2019 and the recent coronavirus outbreak have both had an impact on traditional working hours, and that Hong Kongers are definitely coming to appreciate the importance of flexible working. When you take a step back and look at the situation, adds Wong, then even if one encounters bad traffic, weather or other problems, it is the business that will suffer if there are not enough flexible working measures in place.

Setting an example for children

Drawing on her own experience, Wong saw that women are strong enough to both take care of their families and have a career at the same time, just as she was able to transform herself from a strong career woman into a full-time mom and then into a momtrepreneur.

She is convinced that when a mom starts her own business, it is good for the kids at home as well. By watching their mom go through the process of starting a business and even taking part themselves in entrepreneurial work, they are afforded a new perspective. 🔄

創業媽媽 殊不簡單

Becoming a momtrepreneur is not easy

“香港創業媽媽”的成員不乏成功例子。**Sarah Garner** 是香港二手童裝買賣平台 RETYKLE 的創辦人。由 2017 年營運至今，買賣二手童裝的父母不斷增長，生意可謂十分成功。

執業律師 **Janice** 則為機構擔任法律顧問。她直言創業並不簡單，但即使如此，她仍相信自己的選擇，並會堅持下去。目前 Janice 專門從事商業交易、訴訟及商業合規事宜的個案，以自己的法律專長協助中小企升級經營。

There is no lack of success stories among the members of “Hong Kong Momtrepreneurs”. **Sarah Garner** is the founder of the Hong Kong second-hand children's clothing platform, RETYKLE. Since starting business in 2017, the number of parents buying and selling second-hand children's clothing has continued to grow and the business has been a roaring success.

Practicing lawyer **Janice** acts as legal counsel for the organization. Setting up a business is not easy by any means, she said, but she believes in her choice and is determined to persevere. Janice currently uses her legal expertise to help SMEs upgrade their operations.



圖文攝 Richard Ken

2014年，清乾隆粉青釉浮雕“蒼龍教子”圖罐以9,420萬港元高價成交，刷新清代單色釉瓷器拍賣紀錄。
In 2014, the porcelain in Qianlong period has sold for HKD 94.2 million and set a new record for Qing monochrome porcelain at auction.

簡而美的單色釉 Monochrome Porcelains: Simple & Beautiful

源遠流長的中國瓷器，屬全球公認的藝術珍品，當中的釉彩正始於單色釉，色澤單一，卻更能凸顯瓷器的玲瓏剔透，盡現極致優雅，故被譽為瓷器中的“大家閨秀”。

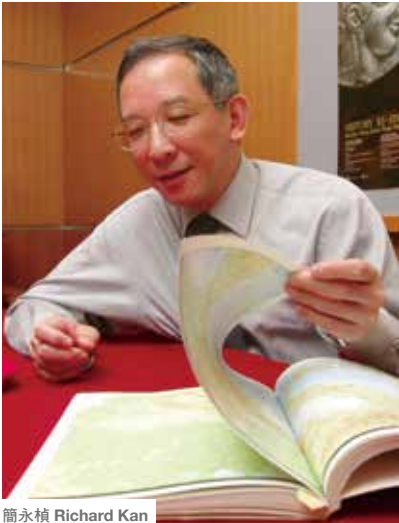
Chinese porcelains have a long and rich history, and are universally regarded as precious artifacts. The colorful glazes put on them originated from monochrome glaze. With only one shiny color, monochrome glaze underlines how dainty, clear and exquisite the porcelains are. That is why monochrome items are lauded as the “noble damsels” among porcelains.

本地著名收藏家簡永楨一向鍾情於單色釉的純淨美，至今藏品不少，更不吝借出珍藏作展覽。供同好觀賞品鑑之餘，也让更多人可感受單色釉的獨特美感。

在唐代之前，單色釉是瓷器的主流，惟當時的製成品多偏重實用範疇，故觀賞價值一般不高。至宋明兩朝時期，單色釉的燒製工藝愈見爐火純青，發展到清代的康雍乾盛世，更達到巔峰，流傳至今的大部分珍品，亦出產自這個時期。簡永楨自言，較喜歡風格經典簡約而又帶有歷史價值的藏品。若徒具美感，卻欠缺歷史底蘊，對他而言則沒有太大吸引力，這也是他對單色釉情有獨鍾的主要原因。

具線條美 薄而通透

在簡永楨看來，單色釉的魅力還在於純淨。正所謂簡單就是美，更能映襯



簡永楨 Richard Kan

出上乘瓷器的整體美感，如光澤質感與工藝水平等。追溯瓷器的歷史，這位收藏家指出，若根據嚴謹的標準來評定，瓷器在元朝才正式出現，而唐宋時期的出品只屬陶器或半陶瓷，瓷器主要分為單色釉、五彩和青花瓷三大類別。單色釉只有一種顏色，多於一種顏色的瓷器，便是五彩；至於青花瓷，則是白地藍花的高溫釉下彩瓷器。

對於瓷器的鑑賞，特別是單色釉，簡永楨表示判斷佳品主要取決於三大元素：色純而不雜、具線條美，以及瓷

胎薄而通透。具收藏價值的瓷器，則質料及工藝上乘外，更可由瓷器認識當時的歷史，從中了解瓷器的特色所在。例如明永樂年間皇室信奉藏傳佛教，當時的皇親貴胄較喜歡白色的出品，稱為甜白，故其白器尤其雅緻。直至宣德年間，才增加了幾種顏色。

色澤豐富 各具魅力

單色釉按色澤區分，種類亦相當豐富，計有委青釉、黑釉、綠釉、白釉、紅釉、藍釉及紫色釉等。其中委青釉屬中國瓷器中最早的釉色，在商代中期已告出現，宋瓷不乏工藝技巧及品質優良的青釉出品。釉面呈黑色的黑釉，在南方早於漢代已經開始燒製，至清康熙年間並發明了烏金釉。

含鐵量少的白釉，以高溫燒製而成，可分為甜白、象牙白、月白及青白等。黃釉以適量鐵為著色劑，又稱鐵黃，分高溫和低溫兩種燒製方式，常

宋或元“龍泉窯青瓷雙魚耳紙槿瓶”，竹月堂藏。
A porcelain in Song or Yuan Dynasty, Zhuyuetang collection.



簡永楨 Richard Kan

Richard Kan, Hong Kong's renowned collector, has always had a special affinity for monochrome porcelains. He has collected many of them, and is generous enough to lend out his precious collection for exhibitions. In this way, not only are people with the same taste given the opportunities to view and admire the porcelains, but the public in general are also invited to appreciate the unique beauty of monochrome porcelains.

Before the Tang dynasty, the mainstream of porcelains were monochrome ones. However, the porcelain ware at that time was mostly for practical purposes and therefore did not have a high aesthetic value. Then in the Song and Ming dynasties, the firing skills of monochrome porcelains had reached near perfection. The craftsmanship reached its climax in the High Qing era of the Kangxi, Yongzheng and Qianlong emperors. In fact, most of the precious items handed down to the present were produced during this period. Kan said that he favors collected items that have a classic and minimalist style while having historical value.

見有蛋黃、雞油黃、姜汁黃、鵝黃、蜜蠟黃等不同層次。至於備受喜愛的藍釉，始見於唐三彩的低溫釉。及至元代出現高溫藍釉瓷，到明代宣德年間更有寶石藍、祭藍等瓷器燒製而成。

清朝鼎盛 珍品輩出

不過，要說單色釉的鼎盛時代非清朝莫屬。簡永楨認為，當中以康熙期間的出品最具力度，乾隆則要求多工。而雍正時期的瓷器，則最講求嬌巧玲瓏、幼細精緻。

談及個人對單色釉的收藏準則，簡永楨直言可用三個字來概括，就是：精、新、真。精，即精緻，非精品不收；新是指瓷器的外觀與內在同樣保存良好，即使再擺放一至兩個世紀也歷久如新；真，當然是指不買贗品。要達此目標，應從大型拍賣行等安全可靠的渠道購入藏品，避免入手來歷不明的假貨或次品。🌀



明嘉靖“霽藍釉鐘式杯”，竹月堂藏。
A porcelain in Ming Dynasty,
Zhuyuetang collection.



清乾隆“檸檬黃釉高足盤”，竹月堂藏。
A porcelain in Qing Dynasty,
Zhuyuetang collection.

Elegant lines with thin & clear body

In Kan's eyes, what is charming about monochrome porcelains is their purity. As the saying goes, "Simple is beautiful", simplicity can underscore the holistic beauty of first-rate porcelains. Porcelains can be divided into three categories: monochrome, five-color, and blue-and-white. Monochrome porcelains have only one color, while all porcelains with more than one color belongs to five-color; as for blue-and-white, it refers to high-temperature underglaze porcelains with a white background decorated with a blue pigment.

To appreciate porcelains, especially monochrome ones, Kan said that a first-rate item possesses three main elements: the color should be pure, the lines should be elegant, and the porcelain body should be thin and clear. And besides first-class material and craftsmanship, a porcelain that is worth collecting should also reveal the period in which it was created and inform us what is so special about it.

Varied colors, diverse charm

Monochrome glazes are classified according to color, which has a rich variety. This includes celadon glaze, black glaze, green glaze, white glaze, red glaze, blue glaze and purple glaze. Among them, celadon glaze is the earliest color to be used in Chinese porcelain, and appeared as early as the Shang dynasty. Song porcelains also contained many celadon ones with excellent craftsmanship and quality. As for black glaze, it was produced and used in the south as early as the Han dynasty, and mirror-black glaze was invented during the Kangxi period of the Qing dynasty.

White glaze, which contains little iron, is created by high-temperature firing. It can be divided into sweet white, ivory white, moon white, and blue white. Yellow glaze, also called iron yellow, uses a moderate amount of iron to make its color. It can be created using two firing methods: high-temperature and low-temperature. Common types with various gradations include egg-yolk yellow, chicken-oil yellow, ginger yellow, warm yellow and beeswax yellow. As for the popular blue glaze, the first instances

were the low-temperature glaze in Tang tri-color porcelains. Then in the Yuan dynasty, there were high-temperature blue-glazed porcelains. And during the reign of Xuande Emperor in the Ming dynasty, there were even porcelains fired with sapphire blue and cobalt blue glazes.

Prosperous Qing with numerous fine items

That said, when it comes to monochrome porcelains, the most prosperous period is undoubtedly the Qing dynasty. And of the entire dynasty, porcelains of the Kangxi period were the finest, those of the Qianlong period required the greatest skills, while porcelains of the Yongzheng period were the most dainty and delicate.

Sharing his criteria in collecting monochrome porcelains, Kan asserted that they must be of the highest quality, have been well preserved, and cannot be forgeries. To this end, collected items should be purchased via safe and reliable channels such as major auction houses. Items of obscure origin are to be avoided as they might be forgeries or substandard. 🌀



《品牌成功7R法》 老品牌煥發新光芒

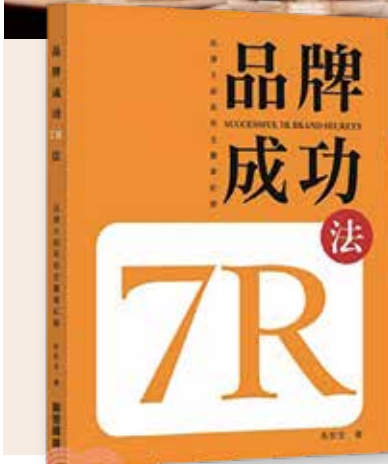
Successful 7R Brand Secrets Renewing Established Brands with New Brilliance

時 至今日，各行各業品牌競爭漸趨激烈。中小企業如何突圍而出？重塑品牌形象，可能是致勝之道。本人新作《品牌成功7R法》，正是嘗試以“7R”概念為香港品牌服務。

所謂“7R”概念，源於我在香港理工大學修讀設計學碩士班的畢業論文《爭議性設計在香港》，它包括品牌標識的重新設計、品牌活化、品牌形象重塑、品牌重新梳理、品牌更生、品牌重新定位及品牌再造。

“7R”概念 因何而來

“7R”概念之產生有多個原因，首先香港經濟與內地及世界接軌，令品牌有重新改造的必要。過去數十年來，香港經濟歷盡變遷，許多廠商生產規模逐漸擴展以至北移，或是進攻東



《品牌成功7R法：品牌大師吳秋全實案紀錄》 Successful 7R Brand Secrets: Case Studies from Brand Master Charles Ng

作者 Author:
吳秋全
Charles Ng
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南亞市場，故開始需要發展品牌。創作路上，我見證過許多本地品牌的興衰。隨着市場發展，品牌設計愈趨成熟。雖見百花齊放，卻也難免部分成品濫竽充數，故希望以新概念檢視企業、產品或服務內在潛力，能為像香港這樣成熟的市場注入新活力。

其次，企業的更新換代亦促使品牌改造。香港乃創業福地，香港不少企業都有數十年以至百年歷史，企業管理層經歷多次換代，在業務模式、發展策略、經營理念等方面也因應時代環境轉變而不斷蛻變。因此，品牌本身亦須隨之而變。

另外設計本身也面臨新挑戰。數碼設計時代的來臨，傳統的單品設計、單項設計或分科設計（如平面設計、室內設計、產品設計等）已經開始變得不合時宜，市場更需要設計師提供策略性解難方案和全面的設計服務。設計已經從裝飾、美化、優化，轉為更深層次的演繹，需要透過文化、藝術、商業、策略等不同角度為企業、產品或平台創造新的價值。

老企業更需新概念

基於以上原因，我在從事日常的設計服務時不禁重新思考如何能助客戶重新定位以加強競爭力，向未來市場進

發。“7R”概念協助他們重新檢視業務，重現市場優勢，重新抓緊商機。對已經佔有市場或已有相當長歷史的老品牌來說，7R在品牌業務方面更為必要。

本書結合理論與實案，通過清晰的策略、細緻的圖解、優良的設計展示“7R”思考方法如何應用於品牌。書中案例，我均曾經親自參與。通過務實可行的創意設計，它們得以在市場上再次騰飛。真心期盼，此書能令企業管理者有所裨益，能助各大中小品牌開拓新天。🔗

文章作者：吳秋全（小標題為編者所加）
資料來源：知書



吳秋全 Charles Ng

My new book *Successful 7R Brand Secrets* tries to serve Hong Kong brands with the “7R” concept, which covers Brand Identity Redesign, Brand Revitalization, Brand Revamp, Brand Reconfiguration, Brand Rejuvenation, Brand Repositioning, and Brand Reinventing.

The origin of the “7R” concept

The “7R” concept came about from many factors. First of all, the fact that Hong Kong’s economy connects with that of mainland China and the world necessitates brand reform. While brand design is approaching maturity following market development, it is inevitable that certain

products are substandard. I hope to use a new concept to look at a corporation, its products and the internal potential of its services so as to inject new energy to a mature market like Hong Kong.


Secondly, leadership renewal in corporations is also driving brand reform. After a number of changes in management, transformation is constantly taking place in the business model, development strategy and operation philosophy. Therefore, brands must also respond and change.

Besides, design itself is facing new challenges, and designers are required to offer strategic solutions and comprehensive design services. Design is now much more than decorating, beautifying, and optimizing; it has become an interpretation with more depth. New values for companies, products and platforms must be created through cultural, art, business, and strategic angles.

New concepts much needed in old companies

Because of the above reasons, the “7R” concept is presented to help corporations take a new look at their business operation, highlight market strengths, and seize business opportunities. For established brands that already have a certain market

share or a long history, “7R” is even more crucial for brand operation.

This book combines theories and actual cases to demonstrate how to apply the “7R” mindset to brands. I have personally taken part in all the cases cited in the book. I truly hope that this book can benefit corporate managers and help brands of different scales to break new grounds. 

Author of the article: Charles Ng (sub-headings were added by the editor)

Source: NowBook

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按英文姓氏排序

In alphabetical order of family names



蔡冠深勉勵青年迎難而上 Jonathan Choi Encourages Youths to Face Challenges



本會青年委員會舉辦專題午餐會，邀請本會會長蔡冠深蒞臨演講，探討香港當前經濟及社會形勢下的挑戰，就商會如何支援工商各業分享真知灼見，並與一眾青年會員集思廣益、共謀出路。出席者包括青年委員會成員及親友等逾70人。

蔡冠深表示，“一國兩制”和法治精神是香港賴以成功的基石，同時作為全球最自由經濟體及國際金融中心，香港擁有的優勢難以被取代，他期望青年會員能充分把握上述優勢，發揮香港人一直引以為傲的拼搏精神，共同為香港繁榮穩定作出承擔，積極應對當前挑戰，迎難而上。(6/1)

Jonathan Choi, Chairman of the Chamber, has talked about the recent economic and social situation in Hong Kong in the luncheon organized by Young Executives' Committee of the Chamber. During the activity, which had over 70 participants, Choi has also shared his views on supporting industrial and business sector.

Choi stated that “One Country, Two Systems” and the rule of law are the cornerstones of Hong Kong's success. As one of the freest economies and international financial centers in the world, Hong Kong's advantages will be hard to replace. To face the challenges, he hopes the Chamber's young members could fully make use of the advantages and commit to work hard with Hong Kong spirit for the future prosperity. (6/1)