



**One Heart
One Vision
For the People**



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CY Leung
Chief Executive



Foreword

One Heart

“One Heart, One Vision, For Hong Kong” was my campaign slogan. I carried out about 100 community visits to various districts and took along the most important things on my list of “10 big weapons” — a “One Heart” folding chair, a pen and a notebook. Facing people in a fully open manner, I listened to what they had to say, heeded the wisdom that can be found in our community and was united with all people “For Hong Kong”.

“One Heart” is not just my slogan, it is also my belief. It is a prerequisite for effective governance. To share “one heart” with the whole community, the government should become closer to people in various neighbourhoods, across different strata of society, trades and businesses geographically, psychologically and in terms of policy. Officials should fully grasp public sentiment and opinion, while residents should try to gain a better understanding of our officials.

We have a new government and a dynamic new atmosphere. This booklet introduces our Principal Officials one-by-one to enhance understanding. Some articles may contain small secrets unknown to the wider public, or little anecdotes about their lives. You will find that our new team is just like everyone else — all are Hong Kongers who grew up together under the same roof and shared similar experiences. Perhaps we were schoolmates, neighbours or colleagues with the common characteristics of a Hong Konger: determined, strong and with a great love for Hong Kong.

Dear fellow residents, we only have one Hong Kong and so does the next generation. The fourth-term government will join you in “one heart” to fight for Hong Kong’s future prospects and build a more prosperous, just and progressive Hong Kong for all seven million of us.



Carrie Lam Cheng Yuet-ngor

Chief Secretary for Administration

A sentimental fighter

Carrie Lam Cheng Yuet-ngor is nicknamed the “Good Fighter” because she is regarded by many as tough and efficient. But, have you ever thought of her as a sentimental person?

More than once, Carrie has been touched and cried when reading government documents. The most unforgettable case occurred after Hong Kong’s return to China, when she was the Deputy Secretary for the Treasury. An Immigration Assistant was shot and killed during an armed

“ Work with your heart ”

robbery when assisting the Police. When Carrie read the report, she could not hold back her tears.

She recalls that the Immigration Assistant’s family, which consisted of his aged parents and a disabled brother, had financial difficulties. More than \$100,000 was raised from the community, but the family decided to donate it all to the Community Chest to help those in greater need.

Carrie was deeply touched, not only by the bravery of the Immigration Assistant, but by the selflessness and profound benevolence of his family. She immediately approved a proposal from the Security Bureau to make an ex-gratia payment to commend the staff member.



■ Working in London in 2004 — Carrie with her family.



■ Two years after joining the civil service, Carrie was sent overseas for training, with Richard Yuen (right) and Raymond Wong (left), who are now Permanent Secretaries.

The Secretary for the Treasury was on leave during that period. As the Acting Secretary for the Treasury, Carrie could swiftly approve the proposal and promptly send the money to this remarkable family.

Carrie has always been concerned with and devoted to livelihood issues. An Uncle Fook, who was over 80 years old, wrote a letter about his hardship to Carrie a few years ago when she was Director of Social Welfare. Carrie helped him move into elderly housing at Tsz Wan Shan. Since then, she has kept in touch with him and visits him every year. She is pleased to see that Uncle Fook is happy and in good health.

Carrie reads all the e-mails and letters sent to her by members of the public. Sometimes, she personally replies. People who get such replies often wonder if they have really been written by her. Every weekend, she insists on finishing reading the large pile of letters.

When Carrie was at school, she had already formed the idea of joining the civil service to help others. As a school prefect, she developed a sense of righteousness and a strong wish to help people. After graduating from university, she did not apply for jobs in the private sector — she only wanted to work for the Government.

Without much vanity for materialism and with little desire to make a fortune, Carrie believes that she is destined to serve the public.



John Tsang Chun-wah

Financial Secretary

No sure victory in combat

John Tsang Chun-wah started to learn kung fu as a young boy. And, it helped him understand an important principle in life: be humble and respect others.

In every fight, there is usually a winner and a loser. No one can be sure of winning every time when fighting equals. This is the spirit of kung fu. From a young age, John has known there are no sure victories in life and the essence of martial arts is that practitioners must persevere when beaten, but still must always maintain the will to win.

This is a principle that is applicable anywhere. For example, as a principal official, John upholds the spirit of martial arts: he respects different opinions, he bravely accepts criticism, and he never avoids confrontation when challenged.



■ John is a fencing expert, a sport that has provided him much inspiration about life.



■ John (left) and his daughter went to the US in 1992 to visit his martial arts mentor from his early days.

“ Be humble and respect others ”

As a coach to young fencers, he practises the principle of positive reinforcement. He never resorts to scolding. He respects the students' views and teaches according to their character and strength. As a father, he doesn't mind that his children do not choose to learn kung fu or fencing, and has never forced them to do so. On the contrary, he respects their wishes, and lets them explore their own interests and hobbies.

John smiled throughout the interview, and we asked whether he was a happy person. “Yes, I am optimistic and I am positive,” he answered directly. That's true — John has much positive energy. He says he seldom loses his temper because he believes negative energy is of no help. He believes one should be positive, focused and handle problems in a practical and direct way.

There's a question we have to ask about his little secret — why are you wearing kung fu shoes in the office? Are you going to practise while at work?

Not at all — John keeps a pair at work so he can work more comfortably. His kung fu shoes are for wearing only, not for fighting.



Rimsky Yuen Kwok-keung

Secretary for Justice

A workaholic who enjoys the simple pleasures in life

Have you ever considered eating roast pork rice for lunch continuously for 12 months? Sounds incredible? But in reality, someone did just that and his name is Rimsky Yuen Kwok-keung.

There is a saying that the higher one climbs up the social ladder, the more materialistic one becomes. Rimsky is different. He can keep on eating the same dish for ages. The reason is simple: it satisfies his hunger. Whether

“ When you act, always put yourself into others' shoes. Before your criticise, first think of your own deeds ”



■ Rimsky (third from right) qualified as a Senior Counsel in 2003.

expensive or not, or taken in a high-class restaurant or not, doesn't matter to him.

Rimsky recalls that apart from eating roast pork rice for lunch, he has eaten “chicken noodles” for lunch for more than a year. He never finds it dull. For dinner, he prefers a quick meal from a street-corner café rather than dining at a five-star hotel or top-end eatery.

Rimsky is an easy-going man who always wears a smile. He loves watching TV at home after work. A good laugh watching a comedy is all he needs.



■ Rimsky (back row, centre) pictured with friends at his boarding house while studying in the University of Hong Kong.

He readily admits that he is a workaholic. His working hours can start at 4am and go until 8 or 9pm every day. But the moment he leaves the office, his life is the same as yours or mine.

Looking back, Rimsky said he came from a grass-roots family and lived in a public housing estate unit at Wong Tai Sin. His family of eight was crammed into a 200 square feet room. Yet they were satisfied with their lot.

As the youngest in the family, Rimsky slept on a bunk bed, a nylon bed and even in the living room. And he lived in the housing estate unit from the day he was born until he went to university. Those were the days.

From the grass roots to a barrister, and now Secretary for Justice. Rimsky has always been content with his life and will never forget his humble origins.



Anthony Cheung Bing-leung

Secretary for Transport and Housing

Another door

A “defeat” in the Hong Kong Certificate of Education Examination (HKCEC) was a significant turning point in Antony Cheung Bing-leung’s life.

As a student of Wah Yan College on Hong Kong Island, he fared quite well in the HKCEC and had made up his mind to pursue the science stream. At that time, science subjects were a much sought-after choice for many students and regarded more prestigious than arts subjects. But fierce competition meant that he missed out on a Secondary 6 place to study science at his school. Reluctantly, he had no choice but to study arts.

To his surprise, it opened another door that unleashed his interest in the humanities. With flying colours at the A Level Examination, he went on to enroll in the Faculty of Social Science at the University of Hong Kong, majoring in

“ Do things with heart.
Treat people with honesty.
You can’t persuade others if
you can’t persuade yourself ”



■ Anthony (centre) visits boarding students in 2008 after he assumed office as President of The Hong Kong Institute of Education.

sociology and economics. And this is what led him along the path of success to become who he is today.

Anthony is a scholar today, yet he had a record of missing assignments in his youth. At university, he devoted much time to social movements. Although he read extensively on politics, he often skipped class. Once, he was caught by his tutor meeting “comrades” in the university. The tutor sincerely asked him: “Can you please hand in your assignment so that I can give you a grade?” In the end, he managed to finish all his assignments and graduated smoothly.

When he was a child, he did his homework on a desk fashioned out of a wooden box tailored-made for fruits. He had a simple and happy childhood. When he was 2 or 3, he lived in a divided cubicle in

the basement of a tenement in Central. After moving to Wan Chai, he switched to the P3 class of Tung Wah Group of Hospitals HK No. 3 Primary School. Looking at the properly fitted-out classroom and the school playground, he thought that he had been blessed.

The Jesuit priests at Wah Yan had a profound influence on him. They set a good example by teaching him and his fellow classmates the principle “you are not served by others, you serve them”. This has become a lifetime tenet for him.

To this day, he still keeps an English dictionary given to him by an English lady. About 50 years ago, his father, a grocery delivery worker, was worried his son could not catch up in English classes. So, he asked an English lady client to help teach his son English for free. The lady agreed immediately, and thereafter the weekly hour-long casual chats laid a solid foundation for his English learning. To Anthony, the dictionary not only embodies a sense of goodwill, but also the steadfast determination and power of parents to nurture the next generation.

His wife is, of course, a hugely important part of his life. They fell in love at first sight when taking part in an international university exchange event. And, because they lived so far apart in different parts of the world, they became prolific writers of love letters before getting married. So, in addition to his much-thumbed dictionary, Anthony also has a treasure-trove of English letters filled with great tenderness and love.



■ A young Anthony (second left) at university.



Tsang Tak-sing

Secretary for Home Affairs

Scholar on the outside, a man of passion within

The scholarly air of Tsang Tak-sing sometimes makes people think he is reticent; they are unaware of the passion within.

Before joining the Government, he had been engaged in journalistic work for nearly three

decades and had come into contact with people from all walks of life, from government officials, and the rich and the elite, to the grass roots.

Nevertheless, those experiences could not compare to his five-year's work as the Secretary for Home Affairs, given the wide spectrum of people he met, the depth of communication with them, and the insights and enlightenment he gained from the job.

He was deeply impressed with the perseverance of athletes. When Cyclist Wong Kam-po told him it took three hours to warm up before a race and more than an hour afterwards to warm down, he quipped: "I'm exhausted after 30-minute swim!"

“ Serving the community with self-refinement ”

He was also moved by the tenacity of disabled athletes such as Yeung Siu-fong, a swimmer without arms. Because she could not balance properly for running training, she switched to swimming where she used her leg power to achieve her goals.

During visits, he met many grass-roots families. He was touched by a family of three living in a cubicle flat in Sham Shui Po. The mother from Taishan has two teenage children to care for but never complained and insisted on supporting and taking care of the family by herself. "When I was working for a newspaper, I could only sleep at 3am. But this mother was already at work at 3am, preparing vegetables for sale in the market," he said. Since then, the family has been always on the Secretary's mind.



■ Tak-sing accompanies athletes who had participated in the 2008 Beijing Paralympics back to Hong Kong.



■ Tak-sing often meets people from different social strata and age groups. The innocent smiles of children always bring a smile to his face.

He was deeply gratified to learn that both of her children were diligent and taking post-secondary education, and that the family would soon move to a public housing unit.

In the wake of the building collapse in Ma Tau Wai Road, he visited those who were affected and living in the temporary shelter at the Holy Carpenter Church Community Centre. Before the collapse, large cracks appeared on the walls of the building, making a rattling noise. A young man, known as "Little Brother" by those around him, did not run for his life immediately but knocked the doors of his neighbours to alert them. By the time he knocked on the door of an old lady with whom he shared his flat, half of the building had collapsed. He stayed with this lady until both were rescued. Tak-sing was deeply touched when he saw these two people at the community centre — they were not related but were perfectly in tune, facing their difficulties in good spirits.

Describing himself and his love for books, Tak-sing quoted poet Tao Yuanming's lines: "Reading books without pursuit; finding insights with joy to forget yourself". "I am close to this stage," he said, with a smile.

After meeting people from all walks of life, he often gains insights and reaches the stage of "forgetting himself".

"This five years of work allowed me to go deep into society, to get to know these nice people and their good deeds. To help promote their embodied values is indeed meaningful."



Matthew Cheung Kin-chung

Secretary for Labour and Welfare

A heart for the grassroots and working class

Matthew Cheung Kin-chung is known for his deep empathy for the working class and grassroots. His sentimental ties with the labour sector can be illustrated by two episodes in his life.

Whilst pursuing his university education in 1971, he chose to work as a labourer in a handbag factory in Hung Hom over a far more comfortable and better paid summer job with the Government in order to taste the real life of the working class.

He was diligent and responsible. As a result, he was entrusted with a wide range of tasks from moving goods, refilling supply for production lines to quality control. He even had to buy late night snacks for other workers on overtime duty so as to boost their morale.

This four-month summer job enabled him to learn the hardship of the grassroots workers and afforded him a valuable and unforgettable experience.

In 1999, when Matthew was Commissioner for Labour, the Government made it mandatory for construction workers to attend a basic safety training course and to take an examination for a 'safety card'. The policy drew mixed reaction from the industry. He decided to ascertain their concern at first hand by joining the course himself.

Matthew walked into the Construction Industry Training Authority's classroom in casual wear and



Matthew (left) visits people in Kwun Tong District last year.



Matthew (first from left) exchanges views with youngsters taking part in the employment assistance programme.

“ Always reflect, and strive for excellence ”

attended the course along with 26 other construction workers. As he did not have sun-tanned skin, one could easily tell that he was not from the construction sector. Yet, they got along well and chatted freely over a dish of beef brisket with rice during lunch at the canteen. His "classmates" frankly told him that the course was highly practical and helped them acquire and refresh essential safety knowledge. This feedback assured him that the new policy was on the right track.

He passed the examination when the course ended and became the only Commissioner of Labour to hold a 'safety card'. The 'safety card' requirement has since been widely recognised and accepted by the industry.

Matthew always stays in close touch with the frontline. In the past few years, he often conducted district visits to personally feel the pulse of the grassroots, understand their concerns and show care for the elderly and underprivileged.

He firmly believes that one has to be pragmatic and always strives for excellence in order to be successful and that there is simply no short cut to paradise. In almost 40 years of public service, he has taken up a wide spectrum of significant and exciting posts during which he has overcome many challenges, and enjoyed every minute. He treasures much the opportunity to serve the community.

Matthew's empathy for grassroots workers and compassion for the disadvantaged has deepened throughout the years. He is pleased to be re-appointed Secretary for Labour and Welfare so that he can continue to serve the public and contribute to enhancing the well-being of the man-in-the-street.



K C Chan

Secretary for Financial Services and the Treasury

Serving the community with heart

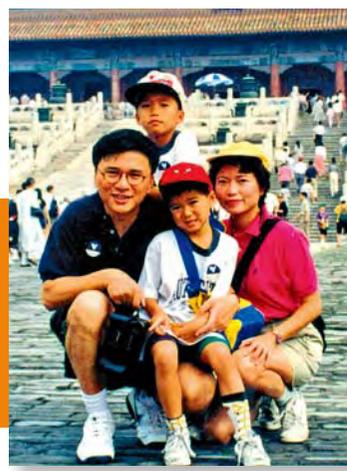
After majoring in economics and finance and serving as a university's dean of business and management, K C Chan is now in charge of financial services and public finance — the two areas of specialty in which he has a great interest. His desire to know more about the people and community affairs is what drives him today.

As early as secondary school, KC developed an interest in society and economic development. He often wrote articles for the school journal to air his views. He later developed an intense

interest in economics when studying at university in the United States, having come to understand how economic theories could help him understand and analyse social phenomena.

His interest in economics later extended to the study of finance. This became a determining factor in his career path. Nowadays, no matter how busy he is, he keeps on reminding himself of the needs of the community and the situation faced by people at the lower strata of society. He believes this is of particular importance in his work in the Government.

To better understand social and economic development, nothing is more direct and effective than personal experience. During his secondary school days, he had a valuable summer job experience selling second-hand books in Mong Kok. Because of this, he arranged for his two sons to take up summer jobs in their mid-teens — the elder one worked by himself



■ KC with his wife and sons enjoy a trip to Beijing some years ago



■ KC visits the Chinese New Year Fair in Victoria Park in 2011 to encourage young people getting some practical experience in how to start and run a business.

“ Put what you've learned into practice, and draw on your talent to serve the community and make a difference ”

in his friend's company in Shenzhen while the younger brother worked in a coffee shop. As a result, they could gain more experience in life, learn how to do business and get to know people from all walks of life.

KC grew up in a humble family in a local housing estate in Choi Hung. But, he climbed up to the rank of professor, then university dean and now Principal Official. He believes there can be different routes to success. When there are obstacles, the solution can be more simple than once thought possible, if one is imaginative enough. Most importantly, if people work in areas they enjoy and in which they can excel, in the end they will find success.

In the 1990s, KC gave up his stable academic career in the United States, sold his house and moved back to Hong Kong with his family. After having lived abroad for so many years, he felt instantly at ease at home — simply watching

TV programmes, meeting up with friends, and enjoying a simple, happy life, was exactly what he wanted.

Responding to his colleagues' comment that he is always a cheerful man, he says a happy family life is crucial. He enjoys a happy family relationship, sharing pastimes with his wife, watching movies together and keeping in touch with his sons in the United States via e-mail and text messages.

Even with a humble family background, he has never felt any lack of resources. At work, he never gives up, and easily deals with setbacks or disappointment. Perhaps, his character and his positive attitude towards life seem to be his sources of happiness.



Gregory So Kam-leung

Secretary for Commerce and Economic Development

In Relentless Pursuit of Diligence: The Secret of Meeting Life's Many Challenges

If one talks to Greg So Kam-leung about commerce or industry, he will be completely engrossed in the subject with utmost seriousness. But that will last only momentarily before it gives way to his lighter side soon enough. During our interview, Greg laughed and unleashed his many jokes to show his sense of humor. He strikes one as an easy-going person who is not afraid to laugh at himself. His story explains why he loves to play hard and work hard.

Greg admitted that as a youngster, he only managed to achieve less enviable academic standing, though he tried very hard and with the benefit of private tuition. In Form One, Greg was ranked 19th in his class. After his private tutor resigned in the following year and without his tutorial help after school, Greg knew that he had only himself to depend on for survival. He resolved that he needed to understand everything at school before heading home. One must have some degree of sympathy for his teachers for putting up with his many questions. His efforts paid off. That year, Greg surprised not only himself but his parents to be top of his class!

This important life lesson, of meeting challenges with relentless diligence, was reinforced many times over. "I am endowed with less talent than others, and so I need to work harder to compensate," he humbly said. He attempted to prove his point by referring to his experience in adjusting to the Canadian way of life as a teenager and learning to speak English well,



■ Greg highly respects his grandfather and organised a celebration for his 100th birthday.

in competing with other students to enter law school, and in securing a good employment in the corporate legal field. In all these phases in life, Greg found himself having to come from behind to eventually move ahead, thanks to his relentless adherence to discipline and diligence.

In addition to hard work, Greg also believes in innovative capacity building. "A wise mentor told me once that I need to work hard, and to also work smart," he said. His passion for technology led him to design the database and software programme for his former law practice which helped increase efficiency and substantially reduced cost. Technology also helped to equip him for his current role. Four years ago with very little Putonghua speaking capability, Greg delivered his first Putonghua speech to a Shanghainese audience with a "significant degree of nervousness". By now, conducting meetings and speaking publicly in Putonghua has become a routine affair. His secret weapon is a software program which converts his speech to the MP3 format so he can



■ Greg on an evangelistic mission to Mongolia in 2006 offering toys and blessings to local children.

“ Christ the centre ”

listen repeatedly on his iPad or smartphone. With these tools, he can bring his "teacher" everywhere with him. "The few hundred dollars investment in the software has yielded a big dividend," he said with a grin on his face.

Greg is a devout Christian who cares for others. He always reminds himself not to lose his temper when he is stressed. He said: "Work should be motivated by fun, not fear." In his former legal practice in the past, he acted as a "spiritual father" to his colleagues. Speaking of his relationship with others at work, Greg said: "I never have staff or subordinates, I just have colleagues and friends."

Having joined the Government for four years, he still finds it hard when a colleague is transferred out of the Bureau to a different post. He said: "Teamwork is very important to me. When I first started here, I hardly knew anyone within the Bureau. Now, I have gained a family (of colleagues) whom I trust and value. This is my biggest reward."



“ Tolerance encompasses views from all.
Having no desire helps to uphold your beliefs ”

Raymond Tam Chi-yuen

Secretary for Constitutional and Mainland Affairs

The bureau director with an interesting name

Raymond Tam Chi-yuen's Christian name was chosen by his mother after graduating from university. When he first joined the Government, he needed an English name which was more convenient at work. He shortlisted several names, read them out to his mother who did not know English, and she chose the name "Raymond" as its pronunciation resembles "wai mang" which in Chinese can be translated to mean 'majestic'.

Raymond enjoys both active and sedentary pursuits. He will join a game of basketball or volleyball, but also enjoys playing the guitar and stargazing. Active and outgoing, he organised activities for college students at boarding houses when he was at university. This helped him develop leadership skills and a spirit of fellowship. Since then, he learnt how to care for others' needs.

After joining the Government, Raymond needed to deal with the public in various positions and that reinforced the importance of putting people first.

While serving at the Central Policy Unit, he visited an NGO in Sham Shui Po and heard the heartbreaking story of a single mother from the Mainland who refused to learn new skills simply because she wanted to save the transport fees to buy the family's meals. He wanted to help families at the grassroots level and believed the Government should do more to improve their lives.



■ Raymond (back row, second from right) and his wife (back row, first from right) pose for a snap with performers at a public function.

When he was at the Chief Executive's Office, he continued to practise his belief and staunchly supported the \$2 public transport concessionary fare for the elderly. "The concessionary fare scheme could benefit elderly people, enriching their physical and social life. The Government should help these needy people," he noted. He was happy to see the scheme implemented, which was the result of the hard work and co-operation of various bureaux and departments. He also had a better experience of how working in the Government could serve the people.

Despite working very hard, Raymond is a loving family man. While he has a very busy schedule, he insists on having dinner with his mother every week. He also strives to find time to go to the movies with his wife and eat with his children at various restaurants. He also has fun playing the guitar with his son. Apart from being 'wai mang' (which can also mean 'fierce' in Chinese), he is a very friendly person!



■ Raymond with students during the 2011 Basic Law Carnival.



Lai Tung-kwok

Secretary for Security

Manage crisis with love

Lai Tung-kwok manages crises quite frequently. He always tries to handle them with courage, strategy and love. Hong Kong people saw his love two years ago, when he embraced the widow of a victim of the Philippines hostage incident.

In January 2011, riots broke out in Egypt. Due to a number of constraints, Hong Kong was unable to send a charter flight to Luxor. Luckily, with swift support from the Central People's Government, a special China Southern Airlines flight was sent to bring back more than 100 Hong Kong travelers on the day before Lunar New Year's eve. He said: "The crew members were

entrusted with the mission at a critical and difficult moment. And that was a route they had never flown before. They did a lot for us. How could we just say 'thank you' and wave goodbye?"

Tung-kwok was truly grateful and wanted to hold a ceremony for the flight crew at the airport lounge. But according to airline regulations, they were not allowed to leave the plane during transit. A colleague suggested sending the crew 'wife cakes', a Hong Kong specialty. Tung-kwok immediately contacted a cake shop in Yuen Long. Before he called, it had actually stopped production to prepare for Chinese New Year — but they agreed to help. When the flight arrived, Tung-kwok personally presented the freshly baked 'wife cakes' to the crew, with warmth and love in winter.

In December 2010, many Hong Kong students studying in the UK were stranded at London airport due to severe snowstorms. Some parents



■ Tung-kwok and his family in 2002.



■ Tung-kwok (right) welcomes the return of Hong Kong travellers who had been stranded in Egypt because of the disturbance there in 2011. They flew back home on a special flight chartered by the Government.

“ Give your best for everything. Never mind the outcome if you have a clear conscience ”

requested the Government's help to bring them home. Tung-kwok was worried about them too. He discussed flight arrangements with the airline company. He also asked the company to allow all Hong Kong and Macau students to move into the hotel it had originally booked as temporary accommodation for customers. But, some people criticised the Government for doing too much to help the students.

Tung-kwok said: "I absolutely agree that it is good to train up children. But they were still very young. They were very scared in such a situation. If that was your son, would you help him? As long as it is reasonable and rational, I will do it as far as possible."

Tung-kwok met his wife at the evening school they were attending. They were married in 1976 and now have three grandchildren already and are still a very devoted couple. They travel whenever they have time. Sometimes, a group of

Tung-kwok's old friends will join them with their wives. They are his former colleagues from the Immigration Department whom he met when he joined the Department more than 30 years ago. These couples' happy faces can be seen in photos taken in Japan and Europe when browsing through Tung-kwok's albums.

Four years ago, he has also helped raise funds for a new school building at his alma mater, Maryknoll Fathers' School, even though he graduated almost 50 years ago.

Tung-kwok has long-lasting love for his family, friends, school and others. His love can comfort people when there is natural or man-made disaster.



Eddie Ng Hak-kim

Secretary for Education

Wonderful Life filled with numbers

The life of Eddie Ng Hak-kim is filled with wonderful numbers. '1 + 1 = ?' This seemingly simple mathematical problem can also impart great wisdom.

He believes that if two people do a job casually, the result will be $1 + 1 = 2$ at the most. If the two do not co-operate, the result will only be 1.1 or even less. Certainly, if both work with team spirit and commitment towards a common goal, the result can be 11 or even more.

“ Whenever we do something, we must do it in a fair manner ”



■ Eddie (right) talks to students during an event organised by the Hong Kong Examinations and Assessment Authority in early 2011.

Education is a matter of collaboration as well. When everyone co-operates wholeheartedly, the outcome will be abundant and rewarding.

1/4 is also a meaningful number to Eddie. In the early 80s, he convinced the multi-national corporation for which he was working to abandon its austerity plan to cut 1/4 of the staff. Instead, his proposal to ask the staff to take one week's no-paid leave every month was accepted by the company and his colleagues. Within a short period, the target to cut expenditure was met. Those on no-paid leave went back to work voluntarily. The power of team spirit and humanity was hence enforced to its utmost.

In regard to treating people and handling business, his motto is "whenever we do something, we must do it in a fair manner". His insistence on justice and fairness has won him praise among colleagues.

After graduating from university and being inspired by the best-seller "Future Shock", Eddie set himself the target of reading 30 books each month and has maintained that habit since then. He once skimmed through 15 publications in one go while flying 17 hours from Hong Kong to New York. He puts life-long learning into practice.

Eddie is gifted and sleeps only 4.5 hours on an average daily, but is still full of energy. He loves fishing and regards it as a good way to relieve tension. His wife, who has been a teacher, always keeps him company on the fishing trips and has to forget about her sea-sickness. He says that when you calm down, your brain becomes most active. That's when he can figure out solutions to problems and ponder life.

About 10 years ago, with strong will power and support from family, his wife recovered from illness. The family of four has become closer since then. Last October, Eddie and his wife celebrated the 10 years gained under a maple tree in South Korea.



■ A young Eddie.



Paul Tang Kwok-wai

Secretary for the Civil Service

An open and inclusive life

Inclusiveness is the key to getting along with people. Different people approach things in different ways, and a different approach does not necessarily mean it is inferior. Paul Tang Kwok-

wai's inclusiveness and friendliness is fully reflected in the way he talks.

Paul is an inclusive person. He prefers not to blame others or grumble when facing obstacles and difficulties. "If we have done our utmost but the results are still not satisfactory, then we should relax. After all, keeping an optimistic and open mind is most important," he says.

Paul inherited this open-minded character from his father. He and his family lived in a cubicle apartment in Wan Chai when he was small. Living in such a tiny space, family members

“ Embracing others inclusively is being kind to yourself ”

- Paul (second from right) actively participated in extra-curricular activities while he was at school. The skills acquired in dealing with people is useful in his present work.



became very close. His father was a friendly and well-liked person, and was a role model for Paul, who learnt from his dad how to see things from other people's perspectives.

Resources were scarce in those days. There were only two universities at that time and university applicants faced keen competition. Under such circumstances, he became used to facing adversity and pressure early in life. Today, this helps him remain calm in times of difficulty, and keep his respect for others.

Paul took part in many extra-curricular activities during his student days in secondary school, including the Junior Red Cross and volunteering work. While at university he joined AIESEC,

an international student organisation and got involved in a lot of committee work. Through such activities he learnt how to get along and co-operate with a variety of people and to understand that different people have different perspectives. He realised the importance of inclusiveness and learning from other people's strengths.

He agrees wholeheartedly that education is not simply a process of gaining knowledge. Broadening one's vision and horizons, and strengthening one's logical thinking are all equally important.

Paul believes that work is important and is dedicated to his job. But in addition to work, there should be time to maintain personal physical and mental health as well as time for family life. Achieving a work-life balance with adequate rest paves the way for better results at work.

His daughter has a hectic life working in the financial services sector. Paul encourages her with the following verse:

To embrace others inclusively is, in fact, being kind to yourself

Learn to feel the good side of your life

Try your best in everything and to achieve a work-life balance, and your life will be meaningful.



■ Paul and his family on an overseas trip in 1998. The family loves traveling together.



Ko Wing-man

Secretary for Food and Health

The “Chiu Chow angry man” with a difference

Thanks to an old movie, the image of a brusque but forthright Chiu Chow male has found its way into household lore.

Since then all Chiu Chow males have come to be known as “Chiu Chow angry men”. Ko Wing-man may come from Chiu Chow, but his gentle and sentimental disposition bears no semblance to the stereotypical “Chiu Chow angry man”. However, beneath the surface lies the confidence and fortitude that is common to Chiu Chow natives.

He has a passion for Chiu Chow culture, Chiu Chow tea (kung fu tea) as well as Chiu Chow cuisine. He was Managing Director of the Hong Kong Chiu Chow Chamber of Commerce and cares much about the well-being of fellow clansmen and clan matters.

“ No charitable deed is too small to do ”



■ Wing-man (left) with his brother and sister in their childhood.

Wing-man gets along with the medical sector well and has contributed by serving the medical sector and public sector for many years, as well as the underprivileged. On a number of occasions he has walked great distances to raise money for Sowers Action, reaching far off places such as Yunnan and Xishuangbanna. These may have been harsh journeys but all he wanted to do was help impoverished children in those areas go to school.

He believes that the less privileged a group is, the more help is needed. So, apart from service to large charitable organisations such as the Hong Kong Red Cross, he has also actively helped small and medium-sized voluntary

agencies such as the Regeneration Society and the Hong Kong Anti-Cancer Society.

He attaches great importance to human and clan relations. Once, on a flight back to his ancestral home in the Mainland, he helped an old man find his younger sister with whom he had lost contact for almost 50 years. This might seem a small deed in the eyes of many, but Wing-man took great pleasure in lending a hand without any hesitation.

On another occasion, as a volunteer in Sri Lanka, he saw a backpacker single-handedly help tsunami victims recover items that had been scattered by the giant waves. He was deeply moved by the charitable deed of the youngster because it embodied his own motto “No charitable deed is too small to do”.

Wing-man believes that social status should not be affected by the job you do, because everybody’s job should be respected. His father was a clerk in a plastic factory when he was young, but his father’s contributions to society and his family were irreplaceable.

Just as every Chiu Chow clansman takes good care of his family, every weekend Wing-man accompanies his 96-year-old father to a Chinese restaurant. He has always been proud of his parents. Such a heart of gold will follow him to the post of Secretary for Food and Health where he will continue to serve the public.



■ Wing-man is an active member of Sowers Action, which raises money to help impoverished children attend school.



“ Comfort today is not good enough.
The next generation deserves the same ”

Wong Kam-sing

Secretary for the Environment

Green at heart

Wong Kam-sing is a genuine 'greeny' in public and private life.

For the past 10 years he has not worn a tie to work. Since joining an architect firm, he worked hard to build an environmentally friendly culture

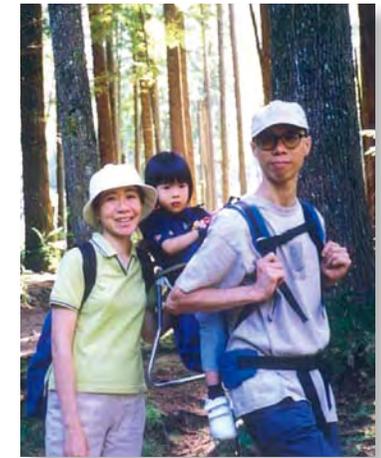
in his office. He hoped that his bosses would put aside their jackets and dress more casually in the office. By doing so, the room temperature could be raised a bit higher to reduce carbon emissions. After several years, the bosses had changed their attitude. His colleagues jokingly referred to him as "Secretary for the Environment", which is also recognition of the tremendous efforts he had made to promote environmental conservation.

Two years ago, Kam-sing, in co-operation with French botanist Patrick Blanc, built a "green wall without soil" in his office — the first of its kind in

Hong Kong. The "green wall" held more than 50 species of plants. It occupied a small footprint but provided notable greening effect. This became his "showroom" and the resulting publicity it created has led to an increasing number of venues in Hong Kong adopting the design.

His home is also green and simple. Although the family has lived in the apartment for 14 years, the air conditioner installed in the living room by the previous landlord has never been turned on. In the bedrooms, the air conditioners are switched on if the temperature rises above 28 degrees Celsius. Food consumption is also carefully calculated — the family drinks soup down to the dregs.

The seeds of conservation sprouted when he lived at the foot of the Lion Rock. When he was young, Kam-sing lived in a public housing estate at Tsz Wan Shan. He recalled with a smile: "My father was a shopkeeper in a Chinese-style cake shop. It was hard to believe that his salary was enough to raise a family of nine." His mother



■ Kam-sing enjoys hiking in the hills with his wife and daughter on the weekend.

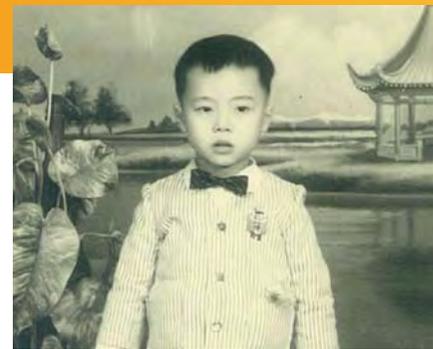
grew pot plants by the window. The herbal leaves she picked from the pots could be turned into a big bowl of soup. The seven children used to wear second-hand clothes provided by relatives.

After school, Kam-sing was fond of playing with his brother, who was 10 years younger, at Lion Rock, Temple Hill and Kowloon Peak. Now, during the weekends, he enjoys hiking with his wife and daughter, an activity that is healthy and low carbon.

Promoting environmental conservation is easier said than done, and requires perseverance. Kam-sing says the rationale behind it is similar to that of hiking.

"Hiking is not an easy activity, but all the hardships pay off when you reach the hilltop and look out over the beautiful scenery below," he said.

"The form of the Chinese character for 'conservation' has the meaning of carrying your son on your back. It points out that the purpose of environmental conservation is to provide a healthy, liveable and sustainable environment for the future and our children. It is absolutely worth doing."



■ Kam-sing as a child.



Paul Chan Mo-po

Secretary for Development

Half Time

The tough childhood of Paul Chan Mo-po would sadden many hearts. Housed in a squatter area and once reliant on food handouts, he faced not only poverty but also tragedy. He lived through several fire outbreaks, one of which burned his house to the ground, and for a time lived in a house without a roof after a typhoon blew it off.

As a child, he was the beneficiary of a sponsorship programme. Between the ages of five and seven, his father took him regularly to see a social worker. The lady would interpret an English letter for him, and Paul would then copy out a reply prepared by his father. Afterwards, they would receive some money to take back to their family.



■ Paul as a university student.



■ Paul and his family visit the US to meet the kind-hearted couple who sponsored him as a child more than 40 years ago. His daughter took this picture of the tender moment.

“ To act justly, love mercy, and walk humbly with God ”

By chance, 40 years later, Paul found the kind couple who had sponsored him — his 'foster parents' lived thousands of miles away in the US. He was so delighted that he flew to America with his wife, son and daughter to visit the generous couple from his childhood. The retired 80-year-old man was a soldier 50 years ago, with a modest but comfortable income. At the time, they had their own children to support, but nevertheless put aside US\$7 a month to sponsor a child in Hong Kong they had never met or seen before.

Having received goodness and kindness both as a child and as a young adult embarking on his career, Paul has a deep sense of gratitude, and does not take blessings for granted. His experiences of suffering and poverty remind him to help others without asking anything in return. After Paul developed his career, he too started sponsoring young children in need — and today he is still sponsoring five children.

Committed to community service, Paul has for many years volunteered at several organisations such as Breakthrough and Caritas. He also volunteered to mentor university students. In recent years, he has taken up less work from his accountancy firm and devoted all his efforts to his civic duties in the Legislative Council.

As he embarks on the second half of his life, Paul, a Christian, would like to spend most of his time serving the community. His experiences of rising out of poverty and suffering have instilled an indefatigable spirit in him. He is committed to sharing his experience and helping others, especially the under-privileged.



“ Expect troubles along the way but with perseverance and persistence, we will reach our goal ”

Andy Tsang Wai-hung

Commissioner of Police

A man from the grassroots who chose to be an ‘agent of change’

His firm and professional image as the Commissioner of Police aside, Andy Tsang Wai-Hung attaches far more importance to his duties and responsibilities. It all began with his

parents when he chose to join the Hong Kong Police to contribute to the well-being of our community.

A worker in a power company, Andy’s father never had much spare time to spend with the family. He scrimped and saved to give his family a stable home. Much of his savings were spent on his children’s education — at private schools. Andy said: “It is a remarkable achievement for a working class father to raise six children the way he did!” Like his father, Andy does not have too many hobbies but enjoys swimming, hiking, jogging and music.

Although Andy’s mother did not receive much education, she nurtured in her children a strong sense of duty. Andy recalls one summer when he and his younger brother, both primary students at the time, bought a yellow inflatable submarine at the closing-down sale of a stationery shop. When their mother saw the submarine at home, she scolded them: “With only two weeks before the end of the school holidays, do you two think it is right to buy this kind of stuff?” The two brothers were in tears when they carried the submarine back to the shop to get a refund. Andy soon realised the importance of doing the right thing at the right time in life.

At high school, Andy became secretary of a joint school social services scheme. He was responsible for raising funds to run an evening school for under-privileged children. He tried every means to raise money and finally secured a handsome offer from the Hong Kong Jockey Club. He said: “It was more for the responsibility than the fun that he chose to be the secretary



■ Andy enjoys hiking and jogging.

of the organisation, the aim was to help the disadvantaged and people in need.”

At 18, Andy volunteered as a teacher in that evening school. He taught fishermen’s children English and still remembered how he encouraged them not to give up learning. He also visited a children’s home and underprivileged primary school for voluntary service, where he gradually came to realise that he could help change other people’s destinies for the better despite his grassroots background.

When he left school, he decided to join the Hong Kong Police — a career which would allow him to help the community directly. For more than 30 years, he never lost his focus. He said: “No matter what we do, we need to be clear about our goals and directions, as well as our roles and responsibilities.”

Andy’s parents offered him something much more than just knowledge from the book — they gave him a most valuable gift — the meaning of leading a purposeful life.



■ Andy (second from left) says dragon boat races foster team spirit.



“ Don't be afraid to make sacrifices ”

Simon Peh Yun-lu

Commissioner, Independent Commission Against Corruption

Sacrifice is a gain, not a loss

Since early childhood, Simon Peh Yun-lu's father taught him not to be afraid of sacrifice, saying that sometimes making a sacrifice results in a gain. Although he didn't quite understand at the time, he always kept it in the back of his mind.

After joining the Immigration Department, Simon finally understood what his father meant.

After training, Simon was posted to the Lo Wu checkpoint for just under a year. Although not a long time, it was a hard time. Then, the Mainland was just opening up and people flows across the boundary suddenly increased. In addition, the touch-base policy was still in force and illegal immigrants were still arriving. He had to work overtime very often. At that time, the Lo Wu checkpoint was small with poor facilities and no air-conditioning. In winter, the indoor and outdoor temperatures were the same — about 4 degrees

Celsius — which was enough to freeze fingertips. Colleagues had to wear a thick coat over their winter uniform to keep warm. Before and after Chinese New Year, the gates at the border were opened earlier. In order to have more time to rest, and to save traveling time to and from work and home, some colleagues preferred to sleep in sleeping bags on the icy-cold floor of the conference room.

Simon remembered his father's words that the more one did the more one would gain, not lose. He said: "If you have an opportunity to see more, learn more, know more, it could in fact be a gain."

His father didn't just talk about the principles of gain and loss he was also very helpful to others. Simon remembered that his father always sent grain, oil and old clothes to relatives in their hometown in the Mainland. Simon also 'contributed' by wearing over 10 sets of clothes, which made him look like a little 'rice dumpling', when he went to the Mainland with his mother.



■ Simon after joining the Immigration Department in 1978.

On arrival, he would take off the clothes and give them to his relatives.

Simon was not born into a well-off family. When he was small, he lived with his parents, younger brother and sister in a sublet room in an old building in North Point. The three siblings often played with the neighbourhood children in their spare time. Whenever there was any argument, Simon the big brother would always help resolve them because everyone trusted him. Since he was young, Simon has been honest and principled.

On the last school day in his final year of secondary school, his schoolmates wanted to move the principal's car to another place. Simon firmly refused to take part. He said: "How can we do this to the principal's car? I think this is wrong. I will not do anything that goes beyond my bottom line." Not afraid to make a sacrifice and not allowing others to suffer for no reason have been principles that Simon has kept to this day.



■ Simon (centre) is an enthusiast of sportsman and was a keen basketball player when young.



David Sun Tak-kei

Director of Audit

Three incidents that changed his life

In his first few years in the United States, David Sun Tak-kei encountered three life-changing incidents.

During his first summer break in the university, one of his schoolmates convinced him to do

something bold — to learn to be a door-to-door salesman of Bibles and children's books. Although being an introvert by nature, he accepted the invitation. After finishing a week's training at a sales school, he was sent to a faraway territory and started knocking on doors from 8am to 9pm every day for six days a week for 13 weeks.

In his first week, he fell flat on his face. He only managed to sell one set of books instead of the five prescribed by the book company. Although frustrated, he did not give up. Instead, he adjusted his methods and approach, looked past his setback, and persevered.

“ Your attitude and your aptitude determine your altitude ”



■ David met his wife on a bus home one day — it was love at first sight.

His performance began to improve. At the end of the summer, he had earned a few thousand US dollars, which was enough to cover his tuition and living expenses for the ensuing year.

Although delighted with his success, he felt that the money earned was only of secondary importance. The book-selling experience had taught David that it is more important to maintain a positive mental attitude and devise creative solutions to life's difficult challenges.

The second life-challenging incident was an accident that happened in the summer when he sold books door-to-door. He was riding his bicycle to work when suddenly he was hit by a car from behind. Luckily, he only suffered

a few scratches and bruises, and returned to work two days later. This brush with death drove David to start thinking about the fragility and meaning of life. He was reminded of the gospel messages he heard from his parents, church and school, and made a decision to become a Christian.

His faith had since motivated him to a life of service. Besides giving his time and resources to his church, David was active in serving his community. With the support of his partners, he participated actively and enthusiastically in public service. During the global financial crisis, he joined the "HappyMen Foundation" to teach and promote positive thinking and happiness in the midst of challenges and difficulties.



■ David shares his experience in the accounting field with students taking an EMBA course.

The third incident is the beautiful friendship with his wife, which started in the first year of his professional accountant career and resulted in a more than 30-year marriage that has brought much joy and growth. David first met his wife on a commuter bus on his way home. It was love at first sight. Having learned to be assertive and positive from his book-selling experience, he seized the opportunity, asked to sit next to her and struck up a conversation.... "Knock, and the door will be opened to you."



Clement Cheung Wan-ching

Commissioner of Customs and Excise

Overcoming adversities by leveraging on team spirit

For the past 10 years or so, Clement Cheung Wan-ching has served in a number of departments, worked closely with colleagues in different grades and overcome many challenges by leveraging on team spirit.

The most memorable occasion was no doubt the financial tsunami in 2008, when negative speculation related to certain major multinational insurance conglomerates triggered off market jitters, and massive redemption of policies was

about to erupt. As Commissioner of Insurance underpinned by a small number of staff at the time, Clement had to exercise prudential supervision of over 100 insurers in Hong Kong, while devising measures to avert a looming global confidence crisis.

Team spirit eventually saved the day — this “team” comprised not just diligent civil servants, but also other financial regulators, the insurance sector as well as professional bodies both on the Mainland and in the Asia Pacific region.

Clement believes that the more critical and urgent a problem is, the more it has to be handled in a collected and composed manner with clear directions so as to achieve the best outcome from a team. “Just like in a ball game, you must size up the situation, formulate viable strategies and delineate roles, thereby yielding optimal efficiency and efficacy,” he said.



■ Clement (front row, centre) enjoys team sports, in particular football.



■ Clement (centre) officiates at a Passing Out parade for Customs and Excise Officers.

“ If you see a man of virtue, try to become his equal; if you see a man without virtue, appraise yourself to avoid the same shortcomings ”

It is thus by no coincidence that football and basketball are Clement’s favourite pastimes. Through these activities, he learned to gauge the character and temperament of each individual, enabling him to share out responsibilities suitably and steer his team to prevail from adversities.

The hallmarks of an influential and recognised leader are strong discipline as well as willingness to stay personally involved.

Whenever being assigned to take up a new post, Clement always takes pain to get a good grasp of the requisite professional knowledge. “If I did not strive to learn the ropes upon joining the Insurance Authority, it would not have been possible for me to resolve the problems that surfaced later on,” he recalled.

After entering the Customs and Excise Department last year, he spared no effort in familiarising

himself with every aspect of the new office, be it simple daily routines or passing-out parades. “Regardless of career background or previous exposure, a head of department must accord full respect to his duties,” he said.

A rigorous childhood upbringing instilled in Clement an innate sense of self-discipline and earnestness. Ever since the young age of 14 when his father passed away, he has been acutely aware of the responsibility to care for his mother, hence placing onerous demands on himself.

“If I do not proactively set an example, colleagues would unlikely give out their best.” This is indeed the key to successfully leading his team to defuse a crisis.



Eric Chan Kwok-kei

Director of Immigration

A working student's story of success

Eric Chan Kwok-ki described his college life as “adventurous”. He was a working student for many years, which helped him meet people from all walks of life. This laid a good foundation for his future career.

He wasn’t born with a silver spoon in his mouth. He grew up in a public housing estate. His parents worked hard to earn a living. This gave him and his five siblings the space to develop freely.

“ Do my best ”

To pay his college tuition, he worked part-time at a Hong Kong Jockey Club telebet service centre for four years. He started out answering the phone, and worked his way through the ranks to become centre chief. In his 20s, he had to provide training for about 1,000 staff and compile the duty roster.

He met different customers and worked with different colleagues, handling all kinds of complaints. Sometimes he hit the wall hard and was reprimanded, but there were times when he was praised for his work. All these experiences helped hone his communication and problem-solving skills.



■ Football is one of Eric’s favourite sports.



■ Eric (centre) shows his support to colleagues who took part in the "Trailwalker" event.

Eric loves music, and plays the electric guitar quite well. He is at his best performing the all-time classic “Hotel California”.

He also taught people to play the guitar to help pay for his education. And he taught the guitar for free at a youth centre in Yau Tong because he wanted to do some voluntary work for the community. Looking back, he felt that music was a good way to bring the young people to the counsellors at the centre before they went astray.

As Director of Immigration, Eric lives up to his motto of “Do my best”. He is hands-on for all matters, big and small, which leaves no time to play in a band anymore. But he still keeps his camera and guitar collection at home.

Art enriches his life and purifies the mind. He sometimes stops in the street to admire beautiful things that catch his eye, even small or cute window decorations. Management is also an art form to him — to do the best, one must put one’s heart into the “hard” knowledge.

Eric speaks in a friendly tone and always carries a smile on his face. It is hard to imagine that he is a strict father, who wants his only daughter to be disciplined and be considerate. His daughter practices law now but still hand-paints a card for her parents every Mother’s Day and Father’s Day — a perennial heart-warmer for her mum and dad.

