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香港五年規劃及 2026施政報告建議

Five-Year Plan for Economic and Social Development & 2026 Policy Address Proposal

2026.8

行政摘要

香港五年規劃及 2026 年《施政報告》的十項重點建議

一、香港五年規劃：五項方向性建議

1. 讓勞工分配更大經濟成果

香港的工資走勢反映其經濟增長存在某些弱點。2016 至 2025 年間，工資中位數實質增幅只有 13.5%，而工資相對經濟產出的比率維持在 29.4%，在研究的五個經濟體中屬最低。同期，新加坡錄得更強勁的實質收入增長(19.5%)，並維持明顯較高的工資相對經濟產出比率 (36.1%)，顯示國際競爭力與較高的工資表現可以並存。香港的生產力增長亦未能充分惠及貿易、運輸及其他較低薪行業的僱員，直接削弱消費和儲蓄、降低向上流動機會及經濟發展的信心。香港五年規劃應把創科資助、產業政策及公共採購，與技能培訓、職業晉升、職位重整及實質工資增長掛鈎，並每年公布相關指標，評估經濟增長能否改善工資及生活水平。

2. 建立香港兼容的「培訓法官」制度 解決長期法官荒

香港案件量上升、實任司法人手未能同步增加，刑事案件輪候尤其嚴重。單靠資深執業律師及大律師轉任法官，難以長期穩定補充司法人才。建議在五年規劃中設立「司法人才管道」，參照大陸法「培訓法官」制度，透過提供入門司法職位，及早吸納資優法律人才，增加法官供應。制度必須清楚區分「培訓」與「任命」，最終法官任命仍須符合《基本法》所保障的司法獨立原則，並按照司法人員推薦委員會的獨立推薦機制，以司法及專業才能為任用基準，以釋疑慮。

3. 發揮香港在國家低軌經濟商業化中的作用

配合國家「十五五」規劃建設航天強國，以及支持香港協助企業「出海」的發展方向，香港應聚焦低軌經濟的下游商業化，因為商業衛星產業的大部分收入均來自發射及衛星製造以外的環節。香港五年規劃可重點推進三條發展路徑：為航運、航空及應急通訊提供衛星連接服務；為金融、保險、物流及環境核證發展衛星數據分析；並在較成熟階段拓展面向消費者的衛星服務。政府應統籌發牌制度，與內地衛星星座營運商建立數據合作，透過公共採購驗證試點項目，吸引龍頭企業落戶，並研究設立專項創新基金。至 2030 年，香港應形成具持續收入的產品，並建立服務「一帶一路」市場的國際商業化平台。

4. 促進境外人才本地共融 提升留港意願

高才通、優才計劃等已吸引大量境外人才，成功關鍵在能否將人才「留得住、融得入、用得好」。建議把香港人才服務辦公室強化為常設跨部門平台，與大學及社區機構合作有序推出政府補貼粵語課程、生活適應支援、家庭安居資訊及本地文化解碼短片。政府亦可優化合資格人才首次置業的印花稅安排，以有條件豁免取代事後退稅，鼓勵人才長期安居香港，減少文化隔閡，提升社會接納與人才歸屬感。

5. 建設「多軌數字貨幣互換及結算樞紐」

建議五年規劃明確定位香港為受規管穩定幣、代幣化存款及央行數字貨幣三者之間的互換及結算樞紐——此乃香港傳統外匯及資金結算功能在數字時代的延伸，可為人民幣國際化及「一帶一路」貿易結算開拓新路徑。建議將穩定幣、代幣化存款及數字資產結算納入「金融+」框架，並訂立階段性目標，包括受規管穩定幣貿易結算量、參與試點的持牌機構數目，以及新興市場貿易走廊應用場景，鞏固香港作為數字金融基建制度先行者的地位。

二、2026 年《施政報告》：五項政策建議

6. 將「企業拯救法例」列為立法項目

世界前五名國際金融中心中，只有香港仍未有法定企業拯救相關法律，形成制度缺失，影響國際投資者觀感。建議 甲：政府儘快重啟企業拯救立法，以 2020 年草案為基礎，建立臨時監管、有時限暫緩令、債權人會議、法院終止權、僱員保障及抵押債權人保障；建議乙：建構財困企業拯救資格指數（Distress Rescue Qualification Index，簡稱 DRQI），以此作為一項結構化診斷工具，用以識別財困企業是否符合獲得法定企業拯救保護的資格，旨在支援企業拯救立法改革建議，並不取代債權人表決、專業判斷或法院監督。立法目標是保存仍有營運價值的企業，避免過早清盤摧毀員工、供應商及債權人可共同保存的資產價值；對不可救企業，則應快速清盤、調查及退出市場。

7. 將國際寄宿教育發展為香港國際教育樞紐的新經濟增長支柱

香港應將國際教育策略由大學層面延伸至中學教育，發展面向非本地學生的優質寄宿學校體系。現時香港的寄宿學額有限，未能充分吸引非居港的海外學生。施政報告應在合適地區試行寄宿校園，檢討學生簽證及監護安排，建立嚴謹的學生保障與住宿管理標準，並鼓勵國際學校及直資學校提供獲廣泛認可的本地、國際及雙語課程。同時，政府應建立統一的「留學香港」升學路徑，銜接中學教育、大學入學、實習及未來就業。此舉可帶動學費、住宿及相關服務收入，提升香港的國際教育品牌，並與新興市場建立長遠聯繫。

8. 重塑職業專才教育 培育高端技術人才

香港發展創科、再工業化、北部都會區及高端服務業，需要大量技術、測試、維修、品質控制及應用科技人才。建議升級 VTC 及相關院校功能，建立「高端應用技術大學」或「先進技能學院」定位，發展技術學位、產業認證及企業共同設計課程。重點領域可包括機械人、AI 營運維護、網絡安全、綠色建築、生物醫藥測試、晶片封裝與測試、物流科技及數字金融運營，為青年提供有尊嚴、有前途的技能上流路徑。

9. 把學生創新變成大學校園常態 建立初創產業化管道

在美國不少大學，創新創業已成為普遍的校園活動。學生由本科階段開始組隊、測試創意、參與路演，並接觸教授、創業導師、天使投資者、風險基金及企業夥伴；創業並非畢業後的少數選擇，而是人才培育和科研轉化的重要部分。建議香港借鑑這種校園創新文化，要求公帑資助大學建立專業初創工作室、學生微型啟動基金、投資者駐校及跨院系創業配對機制，協助學生把構想推進至概念驗證、產品開發、成立公司及取得首批客戶。同時，政府應連接大學、創投、企業及大灣區供應鏈，並以學生初創數目、私人投資、產品收入及市場採用作為政策成效指標，讓創新由少數科研項目，發展成香港大學的普遍文化和經濟新增長動力。

10. 重整海外推廣及外部代表功能 由宣傳轉向項目開拓

香港的海外及內地推廣工作，應由一般城市宣傳升級為具體項目、資本、企業、學生及人才開拓。建議為香港駐海外經濟貿易辦事處、投資推廣署、香港貿易發展局、大學及商會設立共同任務和行業 KPI，例如投資潛在客戶、企業落戶、國際學生來源、研發合作、家族辦公室及金融交易。香港故事亦應按地區重組：對內地突出香港屬制度型開放和可擔任出海平台；對東盟突出教育、金融及專業服務；對中東有餘資本投放及科技合作；對歐美突出法治、資本市場及亞洲機遇。這可把外部推廣資源轉化為實際項目成果。

三、整體思路

香港未來五年的發展，極需一次根本性的思維轉型——從過往側重「列項目」的靜態規劃，轉向「定方向、建制度、促落地」的動態治理。這不僅是政府執行能力的考驗，更是對香港在國家發展與全球網絡中角色的重新定義。在此框架下，各項政策建議並非孤立存在，而是相互扣連，共同構築一個有機的發展體系。

首先，清晰的發展論述與治理改革是行動的根基。香港需要建立一套屬於自己的五年發展論述，為政策排序和社會動員提供共同語言，界定其在「一國兩制」下作為「超級聯繫人」與「超級增值人」的獨特價值。在此基礎上，政府必須推動任務導向的治理改革，提升跨

部門執行力與問責文化，鼓勵年輕公務員參與，並透過成立經濟發展委員會，以專案經理模式主動爭取企業、資本及人才，將政策構想迅速轉化為可落地的項目。同時，改革諮詢制度及施政報告流程，確保社會意見與企業需求能被有效納入政策設計、追蹤與交付，形成良性循環。

其次，重構增長引擎必須以金融創新與創科生態為雙輪驅動。香港應將創科生態視為公共基建，由政府主導建設共用平台、標準、測試、保險及市場接入體系，為初創及企業提供堅實支撐。在金融領域，除鞏固傳統優勢外，更要積極建設數字資產及跨境結算中心，並服務內地企業出海及離岸資金管理需求，承接出口企業、供應鏈及專業服務的龐大市場，從而鞏固香港作為國際金融中心的新功能。

再者，人才是決定未來十年至二十年競爭力的核心資本。香港需從國際教育、職業技能及 AI 時代人力培育三管齊下。一方面，提升國際學生比例，強化教育樞紐功能，鞏固香港的國際連接器角色；另一方面，重塑職業專才及高端技術教育，以支援北部都會區、創科及再工業化發展。更關鍵的是，要把 AI 素養列為全民基本能力，透過 AI 與人文通識的結合，重構未來人力資本，確保整體勞動力能適應數位時代的轉型。

最後，有效的制度連接與外部推廣是確保政策落地的關鍵環節。香港需要重整海外推廣及外部代表功能，由被動宣傳轉向主動開拓項目、資金及合作，並建立粵港政策創新協作機制，利用大灣區的豐富場景，測試香港制度型開放的新功能。如此，香港才能從一個被動適應變局的城市，轉變為主動塑造未來、在國家發展大局中無可替代的戰略樞紐。

四、五年計劃方向性政策建議

建議一：建立「工資傳框架」把生產力和經濟增長轉化為相應實質工資增加

1 ）建議	香港應把「工資傳」納入五年規劃及施政報告的核心經濟目標，不只追蹤本地生產總值和生產力，也衡量增長能否轉化為實質工資、職位晉升、技能提升、家庭儲蓄及中小企受惠。研究顯示，2016 至 2025 年實質工資中位數只上升 13.5%，而按年化計算的實質工資中位數相對每名就業人士實質本地生產總值的比率保持約為 29.4%，反映香港主要做到工資與產出大致平穩，但工資傳導沒有顯著改變。
2 ）政策措施	• 每年發布「工資傳導儀表板」，同步公布實質工資中位數、每名就業人士實質本地生產總值、行業生產力及工資—產出比率，並按行業、職業、年齡和教育程度追蹤。 • 為零售、餐飲、運輸、清潔、保安、物業管理及進出口貿易制定行業工資升級計劃，把資助、科技採用和流程改革，與認可培訓、職責提升、職位重整及分級加薪掛鈎。 • 改革政府及公營機構外判採購，把前線薪酬透明度、穩定僱用、培訓時數、職業安全及晉升階梯納入評分，避免生產力提升只用於壓縮成本。 • 為創科、金融、專業服務、綠色金融、先進物流及生命健康科技政策設定本地就業、轉職培訓、中小企供應鏈參與及本地研發投入指標，擴大高增值產業的本地外溢。
3 ）預期成效	• 令政府能辨別哪些行業「有增長但工資未跟上」，及早調整產業、勞工及培訓政策。 • 為基層及中等收入僱員建立由低薪行業進入高生產力工作的清晰路徑，提升實質工資、職業流動及家庭儲蓄能力。 • 形成「生產力—技能—工資—中小企升級」相互強化的增長模式，在維持競爭力的同時，擴大市民分享經濟成果的機會。

建議二：建立「與香港普通法制度相容的職業法官人才培育路徑」

1）建議	香港司法機構面對結構性人才供求失衡：2016 至 2025 年案件登記量增加 12.1%，實質填補的法官及司法人員由 162 人減至 160 人，職位空缺率達 24.2%，區域法院刑事案件輪候時間由 118 日增至 337 日。香港應保留由資深大律師及律師晉身法官的傳統途徑，同時增設具競爭性、分階段及以能力為本的培育路徑，及早識別和培養具司法潛能的法律人才。
2）政策措施	• 由司法機構牽頭成立「司法人才培育專責小組」，於 2026 至 2027 年訂立入職崗位、甄選準則、倫理守則、監督安排及公開評核指標。 • 於 2027 至 2029 年推出有薪試點，公開招聘法律畢業生、初級法律專業人員擔任司法助理、法律研究、司法常務、審裁處支援及案件管理職位；參與者只接受培訓及受監督工作，不具有最終裁判權。 • 建立輪調、導師指導及書面工作評核制度，優先培訓刑事程序、證據、判刑、審訊管理、保釋／羈押及案件排期，其後擴展至民事、商業、破產、仲裁、公法及家事專業軌道。 • 嚴格分開「培訓」與「任命」：課程以普通法推理、先例、對抗式程序、公開審訊及司法倫理為核心；任何任命均須按《基本法》、司法獨立原則及司法人員推薦委員會機制，經獨立及擇優程序作出，並於 2032 年起檢討成效。
3）預期成效	• 建立更穩定及可預測的司法人才庫，減少對資深私人執業者後期轉任的單一依賴，並提高實質填補司法職位的能力。 • 針對刑事案件輪候時間的主要樽頸，提升審訊及案件管理能力，保障及時司法，並鞏固香港作為國際金融及法律服務中心的制度基建。 • 在不降低任命標準、不改變香港普通法制度及不削弱司法獨立的前提下，為年輕法律人才提供可信的公共服務發展路徑，提升本地及國際社會對司法制度長遠承載力的信心。

建議三：建立「香港低軌衛星下游創新及商業化計劃」

1）建議	香港應制定 2026 至 2035 年低軌衛星經濟發展計劃，避免重複內地在衛星製造及發射方面的優勢，集中把國家低軌衛星容量、數據及技術轉化為可融資、可投保、可合規並可供國際市場採用的連接、數據分析及專業服務。政策核心應是持續創新，並把香港定位為國家低軌衛星產業的國際商業化平台及亞洲與「一帶一路」市場入口。
2）政策措施	• 在商務及經濟發展局設立跨部門低軌衛星協調辦公室，聯同通訊事務管理局、投資推廣署及創新香港，公布清晰的頻譜、牌照及認證流程；由政府率先採購海事、物流、應急通訊等示範服務。 • 成立低軌衛星經濟創新基金（LEIF）及香港科技園 InnoSpace+創新樞紐，提供分級、非償還式研發及概念驗證資助、國家星座數據 API 和產學研試驗環境，容許合理失敗。 • 優先發展「海事—保險—金融」數據分析，包括參數式保險觸發、暗船與制裁合規、港口擠塞及貨物流向；並由金管局及港交所推動人民幣融資、保險和風險轉移工具。 • 在香港國際仲裁中心設立太空法專門平台，配合太空法課程；吸引內地星座營運商設立區域總部，並引進國際保險、分析、認證及專業服務機構。 • 分三階段推進：2026–2027 年建立制度與試點；2028–2030 年形成可持續收費的企業產品；2031–2035 年擴展至亞洲及「一帶一路」市場，並以牌照時間、商業合約、分析產品及融資規模作年度指標。
3）預期成效	• 避開高成本上游競爭，集中爭取全球太空經濟中超過九成由非製造及非發射環節產生的下游價值。 • 形成高毛利數據分析產品，帶動金融、法律、保險、數據治理、合規及科技職位，並擴大本地初創和中小企參與。 • 協助國家低軌衛星企業以香港法律、融資、仲裁和可信標準進入國際市場，鞏固香港作為亞洲低軌衛星商業化、融資及爭議解決樞紐的地位。

建議四：促進境外人才本地共融

1）建議	為吸引高技術人才或優才來港定居，提升香港的經濟競爭力，政府近年提出「高端人才通行證計劃」（高才通）、「優秀人才入境計劃」（優才計劃）等一系列人才入境計劃。截至今年 2 月底，已吸引近 28 萬名來自世界各地的人才抵港發展。因此，各地人才如何融入本地社區、如何提升本地人的接納程度，成為共建和諧社會的關鍵之一。
2）政策措施	• 授權香港人才服務辦公室(HKTE)為常設的跨部門法定機構 • 與本地高校合作，推出政府補貼、為期十二周的粵語課程，學習基礎日常粵語和商業用語。 • 網站增設「人才貢獻計算器」，實時顯示人才計劃累計帶來的新增稅收及政府對他們的社會福利支出，客觀顯示輸入境外人才利多於弊。 • 優化印花稅退稅機制，將現行的印花稅退稅機制，轉為合資格人才計劃下的首次置業者有條件豁免，若人才在七年期內離港，則撤銷豁免資格，需要交回印花稅。 • 運用社交媒體解碼本地社會文化，與在經營社交媒體的人才合作，讓他們以短片形式客觀介紹香港都市文化，分析香港微妙的社會規范和習慣，尋找背後的原因。例如為什麼習慣搭扶手電梯時站右邊、覺得蹲在路邊不雅、茶餐廳搭台文化等。
3）預期成效	• 減少文化隔閡與誤解，增進相互尊重與理解，減少潛在的社會矛盾，為香港的長遠繁榮奠定堅實的社會基礎。 • 提升各地人才對香港的歸屬感與生活滿意度，從而增強其留港意願，降低人才流失風險。 • 當人才穩定安居，便能持續貢獻所長，促進經濟長期增長。

建議五：建設「多軌數字貨幣互換及結算樞紐」

1）建議	香港應在《香港特別行政區經濟社會發展第一個五年規劃（2026–2030）》中，明確定位為受規管穩定幣、央行數字貨幣及代幣化存款之間的互換及同步交收（PvP）樞紐。香港承擔的是不同數字貨幣形態之間的「外匯層」和受規管結算接口，而非任何央行數字貨幣的主權清算職能，藉此延伸香港傳統外匯及資金結算中心角色，服務人民幣國際化、「一帶一路」及新興市場貿易。
2）政策措施	• 把穩定幣、代幣化存款、央行數字貨幣互操作及數字資產結算明文納入五年規劃「Finance+」框架，建立 2026–2030 年分階段交付路線圖。 • 整合《穩定幣條例》、Project Ensemble、mBridge 及數字人民幣試點的制度與技術基礎，推進港元及離岸人民幣穩定幣、代幣化存款與數字人民幣／參與方 CBDC 之間的 PvP 試點。 • 先在中東、中亞、非洲及南美等貿易走廊開展企業結算示範，維持「法幣進、法幣出」的客戶體驗，由受規管數字貨幣在後台完成快速兌換及結算。 • 所有互換及結算活動應在香港受規管環境內完成，內地體系只對接數字人民幣一端；並公布結算量、持牌參與機構、試點走廊、成本及時間節省等年度指標。
3）預期成效	• 擴大數字人民幣及人民幣計價貿易的境外使用場景，為人民幣國際化提供合規、具流動性的市場接口。 • 降低新興市場跨境收付款對美元代理銀行的依賴、交易成本及時間，解決內地及香港企業「走出去」的結算「最後一公里」。 • 鞏固香港在受規管數字金融、外匯及跨境結算方面的領先地位，同時維持「一國兩制」下加密資產與內地金融體系之間的風險防火牆。

建議六：建立新興產業「全周期制度通道」

1 ）建議	香港首份五年規劃應把制度供給視為產業政策核心。現行制度多適用於成熟產業，未必適合人工智能、生命科技、低空經濟、商業航天及數據產業等跨界、高速迭代及無形資產密集的領域。香港應善用普通法、金融、保險、數據治理、合規及國際專業服務優勢，打通科研、測試、監管、採購、融資、承保及市場准入，將創新技術轉化為可驗證、可規管、可承保、可融資、可交易及可出海的產業項目，發揮「超級增值人」作用。
2 ）政策措施	• 建立逐業「制度路線圖」：列明各新興產業的技術測試、數據使用、牌照、責任、採購、融資、保險及市場准入要求，指定牽頭部門、協作機構及處理時限。 • 推行分階段准入及「監管護照」：建立「受控測試—有限度商業營運—常態化准入」三級機制，沙盒或官方測試認可可直接用於後續牌照、採購、融資及承保，減少重複測試。 • 打通數據及無形資產制度：以大灣區數據跨境標準合同、生成式 AI 沙盒及知識產權融資沙盒為基礎，按行業制訂數據標準，並建立專利、軟件、演算法、數據等資產的估值、融資及保險框架。 • 改用全鏈條成果指標：改為衡量企業由試點進入商業營運的比例、進入市場時間、取得融資及保險比例、科研成果轉化率，以及被取消或整合的重複程序。
3 ）預期成效	• 為人工智能、生命科技、低空經濟、商業航天及數據產業等新興領域建立清晰、可預期的全周期制度通道，大幅縮短由科研到商業營運的時間。 • 透過逐業制度路線圖及分階段准入機制，減少企業在不同部門之間反覆奔走及重複舉證，降低合規成本與不確定性。 • 「監管護照」及沙盒認可的可轉移性，有助加速企業取得牌照、政府採購、融資及保險，提升創新項目落地效率。 • 打通數據與無形資產制度，增強專利、軟件、演算法及數據等資產的可融資性與可承保性，吸引更多資本投入。 • 以全鏈條成果指標取代傳統活動型 KPI，更精準衡量制度供給成效，持續優化流程並淘汰重複程序。 • 強化香港作為「超級增值人」的角色，將創新技術轉化為可驗證、可規管、可承保、可融資、可交易及可出海的產業項目，提升國際競爭力。

建議七：建立「香港五年發展論述」，說清香港的角色與方向

1）建議	香港應在五年計劃及施政報告中，提出一套清晰、穩定、可向本地、內地及國際社會說明的「香港發展論述」。核心定位可概括為：香港是國家高水平對外開放的制度型平台、全球資本與人才的連接器、粵港澳大灣區的國際化節點，以及內地企業出海的專業服務基地。
2）政策措施	• 由行政長官牽頭發布「香港 2030 發展敘事」或「香港五年發展白皮書」，清楚說明香港未來五年計劃的功能、產業排序、制度優勢及國家角色。 • 把五年計劃、施政報告、財政預算案及各政策局年度工作計劃連接起來，形成「五年方向—年度政策—部門交付」的層級。 • 在面向青年、商界、國際投資者及內地部委／地方政府的文件中，使用一致的政策語言。 • 建立專業政策傳訊小組，將香港故事從口號式宣傳，轉化為具體案例、產業路徑、制度功能及青年可參與的發展機會。
3）預期成效	• 為政府、商界、大學、青年及專業界提供共同方向，減少政策碎片化。 • 提升香港對內地及國際社會的可理解性，令外界知道香港在國家發展中的具體用途。 • 增強青年對香港未來的參與感，讓政策目標從抽象概念變成可見的職業及產業機會。

建議八：推動任務導向治理改革，提升政策執行能力

1）建議	香港的五年計劃若要真正落地，關鍵在於政府架構要具備跨部門、跨專業、跨市場的執行能力。建議以「任務導向政府」作為治理改革方向，讓政策目標有負責人、有時間表、有資源配置、有績效追蹤。
2）政策措施	• 在行政長官或政務司司長層面設立「五年計劃交付辦公室」，負責統籌跨局項目、處理部門協調、追蹤年度進度及向社會公布交付情況。 • 就創科、北部都會區、數字金融、國際教育、AI 人才等重點任務，設立跨局「使命小組」，每組均要有明確牽頭官員、目標、里程碑及政策工具。 • 建立年輕公務員政策試驗計劃，讓有能力及有想法的工作層級人員，可在指定項目中承擔更大責任，並以成果而非只以年資作為評估基礎。 • 引入 3 至 5 年期高級政策人才合約或外部專家借調制度，吸納法律、金融、創科、私募股權、會計、工程及國際商務人才參與政策設計。 • 為重點政策設立正向績效機制，鼓勵部門主動解決問題、吸引企業及推動創新。

五、施政報告建議

建議一：重啟企業拯救條例立法 建立「有時限暫停追索＋保護資產價值篩選」制度

1）建議	香港雖在最新全球金融中心排名位列第三，卻仍是首五金融中心中唯一未有專門法定企業拯救程序的地方。政府應以 2020 年《公司（企業拯救）條例草案》為基礎，建立以臨時監管為核心的制度，透過短期暫停追索、獨立評估、債權人表決及法院監督，保存具持續經營價值的業務，並把沒有運作能力或涉及濫用情況的企業迅速出售、清盤或調查。
2）政策措施	• 設立自動但有時限的暫停追索；延長期須提交現金流證明及可行性報告，確保債權人有分參與及僱員保障，法院可因無合理拯救機率或不公平損害而終止。 • 把「困境企業拯救資格指數（DRQI）」及負面門檻納入官方指引，評估業務可行性、財務重組能力、持續經營剩餘價值、管治誠信及計劃準備度。 • 為受保障的僱員債權及持續薪金設立與救援兼容的工資保護機制，同時保留有抵押債權人的通知、反對、充足保護及向法院尋求救濟的權利。 • 配合法院監督的債務暫停安排、合資格個案的受監督債務人自行管理、簡化中小企程序、專業人員規管、成效數據及其跨境認可。
3）預期成效	• 透過防止具破壞性的強制執行競逐，以保存具持續經營價值之企業、就業職位、供應鏈及債權人之債權回收。 • 對不具持續經營價值或涉及濫用情事之公司，拒絕給予或終止其保護措施。 • 完備香港的重整制度基礎建設，並鞏固其作為國際金融中心之市場信心。

建議二：將國際寄宿教育發展定位為香港國際教育樞紐的第二支柱

1）建議	把國際寄宿教育列為大專國際化以外的第二個增長支柱，以五年試點建立完整的住宿、監護、簽證、學生福利及升學銜接制度。計劃應透過公開競爭選取兩至三種模式，過住在需求、學生安全及公共價值得到驗證的前提下，逐步提供 800 至 1,200 個受規管宿位，而非一開始追求大規模擴張。
2）政策措施	• 由教育局牽頭成立跨局督導機制，聯同保安局、入境處、發展局、社署及衞生部門，制定涵蓋住宿、24 小時監督、醫療、輔導、背景審查、監護責任及獨立巡查的專門發牌制度。 • 首兩年完成需求研究及選址，公開甄選「北部都會區／合適地區新建校舍、現有學校擴建、跨校共用住宿校園」等兩至三個試點；土地或校舍支援須與獎學金、收費透明、海外招生、財務穩健及本地社區效益掛鉤。 • 為獲批院校設立快速學生簽證、贊助及監護途徑，初期聚焦東盟、中東、澳門及「一帶一路」合資格市場；未有特別安排前，不把內地生源納入基本需求假設。 • 小規模學生群組投入運作，建立中學至本地大學、實習及僱主接觸的銜接，並每年公布宿位使用率、學生福利、學業表現、獎學金、經濟貢獻及升學去向，於第五年獨立評估後才決定擴展。
3）預期成效	• 建立安全、可信及可複製的國際寄宿教育制度，五年內以兩至三個模式測試 800 至 1,200 個宿位的真實需求。 • 擴大教育服務出口及本地供應鏈；研究估算 1,000 個宿位在 85%入住率下，每年可帶來約 3.4 億港元直接及間接開支，並創造約 150 至 200 個職位。 • 形成「中學—大學—就業—校友」的長期人才與國際聯繫管道，同時以分階段投資、福利監察及獨立評估控制土地、需求和聲譽風險。

建議三：重塑職業專才教育 培育高端技術人才

1）建議	香港未來發展創科、再工業化、北部都會區及高端服務業，需要大量高水平技術人才。職業教育不應被視為次等選項，應發展成與大學教育並行的高端技能路徑。
2）政策措施	• 升級 VTC 及相關院校功能，建立「高端應用技術大學」或「先進技能學院」定位，發展技術學位、專業認證及產業導向課程。 • 參考德國雙軌制及內地部分技能院校做法，推動企業、學院及行業組織共同設計課程、實習及認證。 • 在機械人、精密製造、生物醫藥測試、晶片封裝與測試、AI 運維、網絡安全、綠色建築、物流科技及數字金融運營等領域設立高端技師路徑。 • 設立學徒津貼及企業培訓扣稅，鼓勵企業提供真實崗位及師徒制訓練。 • 支持香港學生參與世界技能大賽及國際技能認證，提升社會對技術專才的尊重。
3）預期成效	• 為北都、創科園區及新興產業提供實際操作、測試、維修、運維及品質控制人才。 • 為不同能力及興趣的青年提供有尊嚴、有前途的上流路徑。 • 改善香港只有學術升學路徑較受重視的單一人才觀，提升整體勞動力韌性。

建議四：構建大學創科團隊，建立「大學初創管道」

1）建議	香港應把具商業潛力的大學師生創科團隊列為產業發展主體，由零散資助項目轉向建立持續的「大學初創管道」。政策目標是把公共資助科研轉化為企業、產品、市場及可擴張產業，並以私人投資、首批客戶、收入及供應鏈落地，而非只以論文和專利衡量成效。
2）政策措施	• 要求每間公帑資助大學設立專業初創工作室，主動發掘成果、組建跨學科創辦團隊，並提供知識產權、融資、產品設計、概念驗證及市場驗證支援。 • 由政府聯同大學、家族辦公室、風險投資、天使投資者及企業創投，建立校園創投日、學生路演、投資者駐校及跨院系配對，讓私人資本更早接觸團隊。 • 改革大學技術轉移和授權制度，訂立清晰時限及創業友善條款；按半導體、機械人、醫療設備、新能源及智能硬件建立大灣區供應鏈地圖與配對機制。 • 把公共支援與公司成立、私人融資、原型測試、首批客戶、市場收入及進入生產或營運流程等里程碑掛鈎。
3）預期成效	• 提高大學科研商業化率，縮短從實驗室到市場的時間。 • 形成青年創業、私人資本及企業需求相互連接的常態生態。 • 鞏固香港在大灣區「科研＋金融＋知識產權＋國際化＋供應鏈協同」的高增值角色，培育可盈利、可擴張的新產業。

建議五：重整海外推廣及外部代表功能，由宣傳轉向項目開拓

1）建議	香港在海外及內地的推廣工作，需要由一般城市宣傳，轉向具體項目、資本、企業及人才開拓。外部辦事處、貿發局、投資推廣部門、大學及商會應形成同一張網，主動尋找可落地的合作。
2）政策措施	• 為海外辦事處及相關推廣機構設立行業目標及項目 KPI，例如投資線索、企業落戶、國際學生來源、研發合作、家族辦公室及金融交易。 • 在重點市場派駐懂產業、懂金融、懂當地制度的年輕專才及行業專員，建立輪調及培訓制度。 • 將香港故事拆解成地區版本：對內地講制度型開放及出海平台；對東盟講教育、金融及專業服務；對中東講資本配置及科技合作；對歐美講法治、資本市場及亞洲機遇。 • 建立海外企業拜訪及跟進制度，主動接觸目標企業，提供來港評估、政策諮詢及落地支援。 • 把海外推廣、招商、招生、科研合作及專業服務輸出整合成年度任務。
3）預期成效	• 提高香港外部推廣的實際回報，令宣傳資源轉化為企業、資本、學生及項目。 • 改善國際社會對香港定位的理解，強化香港作為全球連接器的形象。 • 令不同機構由各自為政，轉為以共同目標開拓市場。

建議六：打造內地企業出海的離岸資金及專業服務平台

1）建議	內地出口企業及新興產業走向海外，需要合規、稅務、外匯、保險、物流、廣告、家庭資產配置及國際結算支援。香港應把這些真實商業需求制度化，成為內地企業出海的離岸資金及專業服務平台。
2）政策措施	• 建立「企業出海香港服務平台」，整合銀行、保險、法律、會計、稅務、物流、廣告、數字支付及家族辦公室服務。 • 與深圳、前海及其他出口型城市建立合作機制，為企業提供由內地營運到香港資金管理，再到海外市場拓展的一站式方案。 • 研究在合規前提下，讓出口企業將部分海外收入、營運資金及國際費用安排留在香港管理。 • 為企業提供「出海專案經理」，協助處理國際付款、制裁風險、稅務安排、保險、當地法律及市場進入。 • 結合香港國際金融中心、離岸人民幣中心及專業服務中心功能，形成可複製的行業方案。
3）預期成效	• 把國家推動企業出海的需求，轉化為香港金融及專業服務業的新市場。 • 增加資金在香港停留及管理的機會，鞏固香港金融中心的實體經濟基礎。 • 提升內地企業國際化成功率，同時增加香港高增值服務職位。

建議七：把 AI 素養列為全民基本能力，重構未來人力資本

1）建議	AI 將成為未來十年至二十年的基礎生產力。香港應把 AI 素養視為新一代基本教育，正如過去普及基礎教育用以消除文盲一樣。AI 教育的核心在於懂得提問、判斷、審美、邏輯、倫理及跨學科應用，而非只學習工具操作。
2）政策措施	• 推出全民免費 AI 素養課程，覆蓋中小學生、大學生、教師、公務員、在職人士、中小企及長者。 • 在學校課程加入 Prompt Engineering、Markdown、資料素養、模型限制、事實核查、AI 倫理及人機協作能力。 • 改革評估及教學方法，減少單純背誦，提升問題設計、批判思維、項目學習、創作及協作能力。 • 把 AI 與 Liberal Arts 結合，強調歷史、藝術、語文、哲學、音樂、審美及社會理解在 AI 時代的價值。 • 為教師及校長提供系統培訓，避免 AI 教育停留於購買硬件或零散工具示範。 • 建立 AI 教育沙盒，容許學校、企業及大學共同開發本地教案、應用場景及評估工具。
3）預期成效	• 提升全社會生產力，避免 AI 能力差距擴大成新的社會不平等。 • 培養懂技術、懂人文、懂判斷的新一代人才，支援金融、創科、教育、政府及文化產業轉型。 • 讓香港在 AI 時代形成具城市特色的人才培育模式，並提升工具應用以外的判斷、創作及整合能力。

建議八：定位「制度供給型」低空應用產業

1）建議	香港發展低空經濟，不應盲目追求無人機製造、eVTOL 展示或大規模財政補貼，而應聚焦最適合本港條件的「制度供給型」下游應用。低空經濟的瓶頸不在技術能否飛行，而在於場景能否被規管、責任能否被承保、航線能否被管理，以及事故風險能否留在產業體系之內。香港應利用普通法、國際金融、保險、航運物流及大灣區接口優勢，先從港口近海、基建巡檢及工業服務等低風險場景入手，建立可複製的低空治理模式。
2）政策措施	• 建立「先閘後分」場景審批機制; • 以責任保險及社會外部性作為硬性門檻，再按地面風險、空域管理、BVLOS、C2 鏈路、UTM 及營運紀錄評分，決定試點先後次序，符合「先閘後分」的試點結果，可直接申請「監管護照」**(五年規劃建議六)**。 • 優先推動港口及巡檢應用：以港口受控走廊、臨港近海配送、大廈外牆、橋樑、斜坡、水務及渠務巡檢作首批常態化場景，避免過早推動社區配送及載人飛行。 • 發展低空合規及保險服務：推動第三者責任、貨損、營運中斷、站點責任、飛行紀錄審計、數據治理及事故通報等專業服務。
3）預期成效	• 建立可複製的低空治理模式，讓港口近海、基建巡檢及工業服務等低風險場景率先常態化運作，為後續更高風險應用奠定基礎。 • 透過「先閘後分」審批及責任保險門檻，有效控制社會風險，同時加快合規營運者進入市場的時間。 • 發展低空合規、保險、飛行紀錄審計及數據治理等專業服務，形成香港在大灣區及國際市場的差異化優勢。 • 減少盲目追逐製造及展示型項目，將資源集中於制度供給與下游應用，提升低空經濟的可持續性與公信力。 • 為企業提供清晰、可預期的規管路徑，降低合規成本與不確定性，吸引相關資金、人才及服務產業在港集聚。

建議九：推動社區大廈管理數碼化，善用現有數碼基建

1）建議	香港樓宇老化問題嚴峻，大量私人大廈進入高額維修更新階段，但現行決策仍依賴實體會議、紙本授權及文件傳閱。職業主、外地業主及年輕業主難以親身出席，導致法團參與率低、透明度受質疑，並容易引發維修及表決爭議。建議將大廈管理數碼化，納入智慧城市發展，善用政府數碼身份認證及電子簽署，讓業主能以電子方式查閱文件、接收資訊、表達意見及參與表決。
2）政策措施	• 檢視及更新《建築物管理條例》，確立電子通知、網上會議、電子授權、電子投票及數碼紀錄的法律地位，使其與傳統方式具同等效力。 • 以政府數碼身份系統為基礎，研究建立可選用的「大廈管理數碼平台」，支援身份核實、文件發布、會議、意見收集、表決及審計追蹤。 • 先在大型屋苑及老化大廈試點推行電子文件與會議工具，測試技術可行性、長者支援、資料安全及法律執行細節。 • 建立標準化數碼紀錄要求（會議通知、授權書、投票結果、維修及財務文件等），提升透明度與追溯能力。 • 在大型維修及招標中引入數據分析工具，提供風險提示、承建商資歷參考及價格異常警示。 • 為長者及不熟悉電子工具的業主提供線下支援（地區服務點、教學、熱線、混合式會議），避免造成新門檻。
3）預期成效	• 提升業主參與率，讓在職、外地及年輕業主即使未能親身出席，仍可便捷、安全地參與大廈決策。 • 增強大廈管理透明度與程序公信力，減少因授權書、會議程序、投票結果及文件查閱引起的爭議。 • 協助老化私人大廈更有效處理大型維修、強制驗樓、招標及財務管理，減低因資訊不對稱及程序不清引發的法律糾紛。 • 將智慧城市建設延伸至社區層面，讓政府數碼身份、電子簽署及數據基建發揮更大社會效益。 • 由紙本、低參與、低透明度模式，轉向可追溯、可參與、可監察的現代化大廈管理，實現「自己物業，自己話事」。

Recommendations for Hong Kong's Five-Year Plan and the 2026 Policy Address

I. Hong Kong's Five-Year Plan: Five Strategic Recommendations

1. Make stronger wage transmission a core objective of Hong Kong's Five-Year Plan

Hong Kong's wage performance highlights weaknesses in its economic growth. From 2016 to 2025, the real median wage increased by only 13.5%, while the ratio of wages to economic output remained at 29.4%, the lowest among the five economies studied. Over the same period, Singapore recorded stronger real income growth of 19.5% and maintained a significantly higher wage-to-output ratio of 36.1%, showing that its international competitiveness and stronger wage performance can coexist. In Hong Kong, productivity gains have also failed to benefit workers fully, particularly those in trade, transport and other lower-paid sectors. This directly weakens consumption and savings, reduces opportunities for upward mobility and undermines confidence in economic development. Hong Kong's Five-Year Plan should therefore link innovation funding, industrial policy and public procurement to skills training, career advancement, job redesign and real wage growth. The Government should also publish annual indicators assessing whether economic growth is improving wages and household living standards. (Detailed report will be submitted afterwards).

2. Establish a Hong Kong-compatible pathway for career judges to address the long-term judicial manpower shortage

Hong Kong's caseload has increased without a corresponding rise in the number of serving judicial officers, with waiting times in criminal cases presenting a particularly serious challenge. Reliance solely on senior solicitors and barristers moving from private practice to the Bench cannot provide a stable long-term supply of judges. The Five-Year Plan should therefore establish a "judicial talent pipeline", drawing on the training approach used in civil-law jurisdictions and providing entry-level judicial positions through which promising legal talent can be identified and developed at an early stage. The system must maintain a clear distinction between training and appointment. All judicial appointments must continue to uphold judicial independence as guaranteed by the Basic Law and follow the independent recommendation mechanism of the Judicial Officers Recommendation Commission, with judicial and professional ability remaining the governing criteria for appointment. (Detailed report will be submitted afterwards).

3. Develop Hong Kong's role in commercializing China's LEO capabilities

In alignment with the national 15th Five-Year Plan's goals of building an aerospace power and supporting Hong Kong in using its professional-services advantages to assist enterprises going global, Hong Kong should focus on downstream commercialization. Around 90% of global commercial satellite-industry revenue is generated outside launch and satellite manufacturing. Hong Kong's Five-Year Plan should test three proposed pathways: connectivity services for maritime, aviation and emergency uses; satellite-data analytics for finance, insurance, logistics and environmental verification; and later-stage consumer services. The Government should strengthen licensing coordination, seek data partnerships with Mainland operators, pilot public procurement, attract anchor enterprises and consider a dedicated innovation fund. By 2030, Hong Kong should aim to commercialize recurring products and develop an overseas platform serving Belt and Road markets (Detailed report will be submitted afterwards).

4. Promote the local integration of non-local talent and strengthen their willingness to remain in Hong Kong

Schemes including the Top Talent Pass Scheme and the Quality Migrant Admission Scheme have attracted a substantial number of non-local professionals. Their long-term success will depend on whether Hong Kong can retain, integrate and make effective use of this talent. Hong Kong Talent Engage should be strengthened as a permanent cross-departmental platform and should work with universities and community organisations to provide subsidised Cantonese courses, support for adapting to local life, information for families settling in Hong Kong and short videos explaining local culture and social practices. The Government should also improve stamp duty arrangements for eligible first-time homebuyers admitted under talent schemes by replacing retrospective refunds with conditional exemptions. These measures would encourage long-term settlement, reduce cultural barriers, improve community acceptance and strengthen talent retention and belonging.

5. Develop Hong Kong as a multi-track digital currency exchange and settlement hub

The Five-Year Plan should explicitly position Hong Kong as an exchange and settlement hub linking regulated stablecoins, tokenised deposits, and central bank digital currencies. This would extend Hong Kong's traditional role in foreign exchange and funds settlement in the digital era, while opening new channels for renminbi internationalisation and Belt and Road trade settlement. Stablecoins, tokenised deposits and digital-asset settlement should be incorporated into the "Finance+" framework, supported by measurable phased targets such as regulated stablecoin trade-settlement volumes, the number of licensed institutions participating in pilot programmes and practical applications along emerging-market trade corridors. This would reinforce Hong Kong's position as an institutional first mover in digital financial infrastructure.

II. 2026 Policy Address: Five Policy Recommendations

6. Include corporate rescue legislation

Among the world's five leading international financial centres, Hong Kong is the only one without a dedicated statutory corporate rescue regime. This institutional gap affects international investor perceptions. First, the Government should relaunch corporate rescue legislation as soon as possible, using the 2020 bill as the foundation for a regime comprising provisional supervision, a time-limited moratorium, creditors' meetings, court powers to terminate proceedings, employee protection and safeguards for secured creditors. Second, a Distress Rescue Qualification Index (DRQI) should be developed as a structured diagnostic tool to assess whether a distressed company qualifies for statutory rescue protection. The DRQI would support the proposed legislative reform without replacing creditor voting, professional judgement or judicial supervision. The legislation should preserve businesses that retain viable value and prevent premature liquidation from value destruction that could otherwise be preserved for employees, suppliers and creditors. Businesses that are not viable should be liquidated, investigated and removed from the market promptly. (Detailed report will be submitted afterwards).

7. Develop International Boarding Edu cation as a New Growth Pillar of Hong Kong's International Education Hub

Hong Kong should extend its international education strategy from universities to secondary education by developing a high-quality boarding-school sector for non-local students. With only limited boarding provision, the city cannot fully attract students whose parents do not reside in Hong Kong. Policy Address should pilot boarding campuses in suitable districts, review student-visa and guardianship arrangements, establish rigorous safeguarding and residential standards, and encourage international and DSS (Direct Subsidized Scheme) schools to provide recognised local, international and bilingual curricula. A unified "Study in Hong Kong" pathway should connect secondary education with university admission, internships and future careers. This would generate tuition, accommodation, and service income, strengthening Hong Kong's global education brand and build long-term ties with emerging markets.

8. Reposition vocational and professional education and training to develop advanced technical talent

Hong Kong's development in innovation and technology, re-industrialisation, the Northern Metropolis and high-end services will require a large pool of talent in technical operations, testing, maintenance, quality control and applied technology. The functions of the Vocational Training Council and related institutions should be upgraded, with a clearer positioning as an "advanced university of applied technology" or an "institute of advanced skills". Programmes should include technical degrees, industry-recognised qualifications and curricula co-designed with employers. Priority fields could include robotics, artificial intelligence operations and maintenance, cybersecurity, green construction, biomedical testing, semiconductor packaging and testing, logistics technology and digital finance operations. This would provide young people with respected, promising and skills-based pathways for upward mobility.

9. Make student innovation a normal part of university life and establish a pathway from start-up formation to industrialisation

At many universities in the United States, innovation and entrepreneurship are routine features of campus life. Students begin forming teams, testing ideas and participating in pitch events during their undergraduate studies, while gaining access to professors, entrepreneurship mentors, angel investors, venture capital funds and corporate partners. Entrepreneurship is therefore not treated as a niche option after graduation, but as an integral part of talent development and research commercialisation. Hong Kong should foster a comparable campus innovation culture by requiring publicly funded universities to establish professional start-up studios for students's micro-seed funds, investor-in-residence programmes and cross-faculty venture-matching platforms. These mechanisms should help students progress from an initial idea to proof of concept, product development, company formation, and the acquisition of first customers. The Government should also connect universities, investors, businesses, and Greater Bay Area supply chains, while measuring policy performance through the number of student start-ups, private investment attracted, product revenue, and market adoption. The objective is to make innovation a mainstream university culture and a new engine of economic growth.

10. Restructure overseas promotion and external representation, shifting the focus from publicity to project development

Hong Kong's promotional work overseas and on the Chinese Mainland should move beyond general city branding towards the development of concrete projects, capital flows, business opportunities, student recruitment, and talent attraction. ETO (Economic and Trade Offices) overseas offices, Invest Hong Kong, the Hong Kong Trade Development Council, universities, and business chambers should have common missions and sector-specific key performance indicators, such as investment leads, corporate establishment, sources of international students, research and development partnerships, family offices, and financial transactions. Hong Kong's external narrative should also be tailored to different regions: opening-up of institution and a platform for going global for Mainland audiences; education, finance and professional services for ASEAN; capital allocation and technology partnerships for the Middle East; and the rule of law, capital markets, and Asian opportunities for Europe and North America. This would convert promotional resources into tangible project outcomes.

2. Overall Approach

Hong Kong's development over the next five years requires a fundamental shift in mindset—from the traditional, laisses faire, static approach of listing individual projects to a dynamic model of governance centred on setting strategic directions, building institutional capacity, and facilitating implementation. This transformation will test not only the Government's ability to execute policies, but also Hong Kong's capacity to redefine its role within national development and global networks. Under this framework, the following policy recommendations should be viewed as concerted initiatives, but as interconnected components of an integrated development system.

First, a clear development narrative and governance reform must provide the foundation for action. Hong Kong needs to establish its own coherent narrative for the Five-Year Plan, offering a common language for policy prioritisation and social mobilisation, while defining its distinctive value under "One Country, Two Systems" as both a "super connector" and a "super value-adder." On this basis, the Government should pursue mission-oriented governance reform to strengthen cross-departmental implementation and accountability, encourage greater participation by younger civil servants, and establish an Economic Development Commission. Operating through a project-management model, the Commission should proactively attract enterprises, capital and talent, and rapidly translate policy concepts into implementable projects. At the same time, the Government should reform its public consultation mechanisms and the Policy Address process to ensure that public views and business needs are effectively incorporated into policy design, monitoring and delivery, thereby creating a positive and continuous feedback loop.

Second, the restructuring of Hong Kong's growth engines should be driven jointly by financial innovation and a stronger innovation and technology ecosystem. Hong Kong should regard its innovation and technology ecosystem as a form of public infrastructure, with the Government taking the lead in developing shared platforms, technical standards, testing facilities, insurance arrangements and market-access mechanisms to provide solid support for start-ups and established enterprises. In the financial sector, Hong Kong should not only consolidate its traditional strengths, but also actively develop itself as a centre for digital assets and cross-border settlement. It should further serve the needs of Mainland enterprises expanding overseas and managing offshore funds, while capturing the substantial market opportunities arising from export-oriented businesses, supply chains, and professional services. These functions would reinforce Hong Kong's evolving role as an international financial centre.

Third, talent will be the core asset determining Hong Kong's competitiveness over the next ten to twenty years. Hong Kong should pursue a three-pronged strategy covering international education, vocational skills and workforce development in the age of artificial intelligence. On the one hand, it should increase the proportion of international students, strengthen its role as an education hub, and consolidate its function as an international connector. On the other hand, it should reshape vocational, professional, and advanced technical education to support the development of the Northern Metropolis, innovation and technology, and re-industrialisation. More importantly, AI literacy should be treated as a basic competency for the entire population. By integrating AI education with the humanities and general education, Hong Kong can rebuild its human-capital base and ensure that the wider workforce is equipped to adapt to transformation in the digital era.

Finally, effective institutional connectivity and external engagement will be essential to ensuring successful policy implementation. Hong Kong should restructure its overseas promotion and external representation functions, shifting from passive publicity to the proactive development projects, investment and international partnerships. It should also establish a Guangdong–Hong Kong policy innovation collaboration mechanism, using the Greater Bay Area's diverse application scenarios to test new functions arising from Hong Kong's institution-based opening-up. Through these measures, Hong Kong can transform itself from a city that passively adapts to change into one that actively shapes its future and serves as an indispensable strategic hub within the broader national development framework.

III. Strategic Policy Recommendations for Hong Kong's Five-Year Plan

Recommendation 1: Establish a Wage-Transmission Framework to Convert Productivity and Growth into Real Wage Gains

Recommendation	Hong Kong should make wage transmission a core economic objective of its Five-Year Plan and Policy Address. Economic performance should be assessed not only by GDP and productivity, but also by whether growth is converted into real wages, career progression, skills upgrades, household savings and SME participation. From 2016 to 2025, the real median monthly wage rose by 13.5%, while the annualised real median wage-to-real-GDP-per-employed-person ratio remained effectively flat at about 29.4%. Hong Kong therefore achieved wage-output maintenance rather than stronger wage transmission.
Policy Measures	• Publish an annual Wage-Transmission Dashboard covering real median wages, real GDP per employed person, sectoral productivity and wage-output ratios, with breakdowns by industry, occupation, age and education. • Develop sectoral wage-upgrading plans for retail, food services, transport, cleaning, security, estate management and import/export trade, linking public support, technology adoption, and process reform with recognised training, job redesign, higher responsibilities, career ladders and structured pay progression. • Reform government and public-sector procurement so tender evaluation rewards transparent frontline pay, stable employment, training hours, occupational safety and advancement pathways, rather than focusing mainly on the lowest bid. • Set local-spillover indicators for innovation and technology, finance, professional services, green finance, advanced logistics, and life and health technology, covering local employment, conversion training, SME supply-chain participation, and local R&D investment.
Expected Outcomes	• Enable the Government to identify sectors where output or productivity is growing but wages are not keeping pace, allowing earlier adjustment of industrial, labour and training policies. • Create clearer pathways for lower- and middle-income workers to move from low-paid activities into higher-productivity employment, strengthening real wages, occupational mobility,and household saving capacity. • Build a mutually reinforcing growth model linking productivity, skills, wages and SME upgrading, so Hong Kong can sustain competitiveness while broadening participation in economic prosperity.

Recommendation 2: Establish a Hong Kong-Compatible Judge-Career Talent Pathway

Recommendation	Hong Kong faces a structural judicial talent mismatch: from 2016 to 2025, case filings rose by 12.1%, substantively filled judges and judicial officers fell from 162 to 160, the vacancy rate reached 24.2%, and District Court criminal waiting time increased from 118 to 337 days. The traditional route from experienced practice to the Bench should remain central, while a competitive, staged and merit-based pathway is added to identify and develop future judicial talent earlier.
Policy Measures	• Establish a Judiciary-led talent-pipeline task force in 2026-2027 to define entry roles, selection criteria, ethics rules, supervision and transparent assessment indicators. • Launch paid pilots in 2027-2029 for law graduates and junior legal professionals in judicial assistant, legal research, registry, tribunal-support and case-management roles; participants receive supervised training and no final adjudicative power. • Introduce rotations, mentoring and written-work assessment, prioritising criminal procedure, evidence, sentencing, trial management, bail/custody and list control before expanding to civil, commercial, insolvency, arbitration, public-law and family-law. • Keep training strictly separate from appointment. The pathway must be grounded in common-law reasoning, precedent, adversarial procedure, open justice and judicial ethics; appointments remain merit-based under the Basic Law, judicial independence, and the Judicial Officers Recommendation Commission, with formal review from 2032.
Expected Outcomes	• Create a more stable and predictable pool of judicial talent, reduce sole reliance on late-career conversion from private practice to the capacity to fill judicial posts substantively. • Address the principal criminal-list bottleneck, strengthen trial and case-management capacity, support timely justice, and reinforce Hong Kong's infrastructure as an international financial and legal centre. • Provide young legal talent with a credible public-service route without lowering appointment standards, altering Hong Kong's common-law system or weakening judicial independence, thereby strengthening local and international confidence in long-term judicial capacity.

Recommendation 3 : Establish a Hong Kong LEO (Low Earth Orbit)Downstream Innovation and Commercialisation Programme

Recommendation	Hong Kong should adopt a 2026–2035 LEO economy plan that complements, rather than duplicates, the Mainland's strengths in satellite manufacturing and launch. The strategy should convert national constellation capacity, data and technology into financeable, insurable, compliant and internationally usable connectivity, analytics and professional services. Continuous innovation should be the organising principle, positioning Hong Kong as the international commercialisation layer of China's LEO sector and a gateway to Asian and Belt and Road markets.
Policy Measures	• Create a Cross-Bureau LEO Coordination Office in CEDB with OFCA, InvestHK and InnovateHK; publish predictable spectrum, licensing and certification pathways, and use government as an anchor customer for maritime, logistics and emergency-service pilots. • Launch the LEO Economy Innovation Fund (LEIF) and an InnoSpace+ hub offering tiered non-repayable research and proof-of-concept grants, access to national constellation data APIs, and failure-tolerant industry–university experimentation. • Prioritise maritime–insurance–finance analytics, including parametric insurance triggers, dark-vessel and sanctions compliance, port-congestion and commodity-flow products; develop RMB financing, insurance and risk-transfer instruments through HKMA and HKEX. • Establish a specialist space-law platform at HKIAC with supporting legal education; attract a Mainland constellation operator as an anchor regional headquarters alongside international insurers, analytics, certification and professional-service partners. • Implement three phases: institutional foundations and pilots in 2026–2027; commercial products and contracts in 2028–2030; and Asian and Belt and Road scaling in 2031–2035, measured through approval times, contracts, analytics products, and financing raised.
Expected Outcomes	• Avoid costly upstream duplication and concentrate on the downstream activities that generate more than 90% global space-economy revenue aside from manufacturing and launch. • Create high-margin analytics products, skilled jobs and wider participation by local start-ups and SMEs across finance, law, insurance, data governance, compliance and technology. • Help national LEO operators enter global markets through Hong Kong law, finance, arbitration and trusted standards, strengthening Hong Kong as an Asian hub for LEO commercialisation, financing, and dispute resolution.

Recommendation 4: Promote the Local Integration of Non-Local Talent

Recommendation	To attract highly skilled and high-achieving talent to settle in Hong Kong and strengthen the city's economic competitiveness, the Government has introduced a range of talent-admission schemes in recent years, including the Top Talent Pass Scheme and the Quality Migrant Admission Scheme. By the end of February this year, nearly 280,000 people from around the world had arrived in Hong Kong through talent programmes. Their integration into local communities, and greater acceptance by local residents, are therefore important for building a harmonious society.
Policy Measures	Designate Hong Kong Talent Engage (HKTE) as a permanent cross-departmental statutory body. • Work with local universities to provide a government-subsidised 12-week Cantonese course covering basic everyday and business Cantonese. • Add a Talent Contribution Calculator to the website to display in real time the cumulative additional tax revenue generated by talent schemes and the corresponding government expenditure on social welfare, providing an objective picture of their net contribution. • Improve the stamp-duty refund mechanism. Replace the existing post-payment stamp-duty refund with a conditional exemption for eligible first-time homebuyers admitted under talent schemes. The exemption would be withdrawn, and the duty repaid, if the beneficiary leaves Hong Kong within seven years. • Use social media to explain local social and cultural practices. Work with talent who operate social-media channels to produce short videos introducing Hong Kong's urban culture objectively, explaining subtle local norms and habits and the reasons behind them. Examples include standing on the right-hand side of escalators, local perceptions of squatting by the roadside, and the practice of sharing tables in cha chaan teng.
Expected Outcomes	• Reduce cultural barriers and misunderstandings, strengthen mutual respect and understanding, minimise potential social tensions and build a sound social foundation for Hong Kong's long-term prosperity. • The measures would also enhance the sense of belonging and life satisfaction of non-local talent, increase their willingness to remain in Hong Kong and reduce talent attrition. • Once settled, they can continue contributing their expertise and supporting long-term economic growth.

Recommendation 5 : Build a Multi-Rail Digital Currency Conversion and Settlement Hub

Recommendation	Hong Kong should be explicitly positioned in its First Five-Year Plan for Economic and Social Development (2026–2030) as a hub for conversion and payment-versus-payment (PvP) settlement among regulated stablecoins, central bank digital currencies and tokenised deposits. Hong Kong would provide the regulated foreign-exchange layer and settlement interface between these forms of digital money—not assume any central bank's sovereign clearing function—thereby extending its traditional role as a foreign-exchange and funds-settlement centre in support of RMB internationalisation, Belt and Road trade and emerging-market commerce.
Policy Measures	• Make stablecoins, tokenised deposits, CBDC interoperability and digital-asset settlement explicit pillars of the Five-Year Plan's "Finance+" framework, supported by a phased 2026–2030 delivery roadmap. • Integrate the institutional and technical foundations of the Stablecoins Ordinance, Project Ensemble, mBridge and the e-CNY pilot to test PvP conversion among regulated HKD and offshore-RMB stablecoins, tokenised deposits, e-CNY and participating CBDCs. • Launch corporate settlement pilots along Middle East, Central Asian, African and South American trade corridors, preserving a "fiat in, fiat out" customer experience while regulated digital money operates as the back-end settlement layer. • Align conversion and settlement activity with Hong Kong's regulated environment with the Mainland system connecting only through the e-CNY end, and with publishing annual indicators covering settlement volume, licensed participants, pilot corridors, and savings in cost and time.
Expected Outcomes	• Expand overseas use cases for e-CNY and RMB-denominated trade by providing a compliant and liquid market interface for RMB internationalisation. • Reduce reliance on US-dollar correspondent banking, transaction costs and settlement time in emerging-market trade, addressing the payment "last mile" for Mainland and Hong Kong enterprises going global. • Strengthen Hong Kong's leadership in regulated digital finance, foreign exchange and cross-border settlement while preserving the One Country, Two Systems firewall between crypto-assets and the Mainland financial system.

Recommendation 6: Establish a Full-Cycle Institutional Pathway for Emerging Industries

Recommendation	Hong Kong's first Five-Year Plan should not merely list priority industries, funding schemes and innovation platforms. It should treat institutional provision as a core component of industrial policy. Existing systems are largely designed for mature industries with fixed product classifications, substantial tangible assets and established risk records. They may not be suitable for cross-sector, rapidly evolving, and intangible-asset-intensive fields such as artificial intelligence, life technology, the low-altitude economy, and commercial space and data industries. Hong Kong should use its strengths: common law, finance, insurance, data governance, compliance and international professional services that connect research, testing, regulation, procurement, financing, underwriting and market access. The objective is to convert innovative technologies into industrial projects that can be verified, regulated, insured, financed, traded and internationalised, thereby fulfilling Hong Kong's role as a super value-adder.
Policy Measures	• Establish sector-specific institutional roadmaps setting out testing, data use, licensing, liability, procurement, financing, insurance and market-access requirements, with clear lead departments and time limits. • Introduce staged market access and a regulatory passport: controlled testing → limited commercial operation → normalised access. Sandbox or official testing recognition should be accepted in later licensing, procurement, financing and underwriting processes. • Connect institutional frameworks for data and intangible assets, building on existing Greater Bay Area and sandbox initiatives. Create sector standards for data use and accountability, plus valuation, financing and insurance frameworks for patents, software, algorithms and data. • Adopt end-to-end outcome indicators, focusing on the share of pilots reaching commercial operation, time to market, financing and insurance take-up, commercialisation rates, and the elimination of duplicated procedures.
Expected Outcomes	• Establish clear full-cycle institutional channels for emerging industries (AI, life sciences, low-altitude economy, commercial aerospace, data), significantly shortening the path from research to commercial operation. • Industry-specific roadmaps and staged access mechanisms reduce the need for enterprises to navigate multiple departments and repeatedly provide evidence, lowering compliance costs and uncertainty. • Transferable "regulatory passports" and sandbox approvals accelerate access to licences, government procurement, financing and insurance. • Stronger frameworks for data and intangible assets enhance the financability and insurability of patents, software, algorithms and data, attracting more capital. • Replace activity-based KPIs with end-to-end outcome indicators to better measure institutional effectiveness and eliminate duplicated procedures. • Strengthen Hong Kong's role as a "super value-adder" by turning innovative technologies into projects that are verifiable, regulatable, insurable, financable, tradable and ready for global markets.

Recommendation 8: Establish a Hong Kong Five-Year Development Narrative to Clarify the City's Role and Direction

Recommendation	Hong Kong should articulate a clear, stable development narrative in the Five-Year Plan and the Policy Address that can be communicated consistently to local, Mainland and international audiences. Its core positioning may be summarised as follows: Hong Kong is an institutional platform for the country's high-standard opening to the world, a connector of global capital and talent, an international node of the Guangdong-Hong Kong-Macao Greater Bay Area, and a professional-services base for Mainland enterprises expanding overseas.
Policy Measures	• The Chief Executive should lead the publication of a Hong Kong 2030 Development Narrative or a Hong Kong Five-Year Development White Paper, clearly explaining the functions, industry priorities, institutional strengths and national role of Hong Kong's Five-Year Plan. • Connect the Five-Year Plan, the Policy Address, the Budget and the annual work plans of policy bureaux to establish a hierarchy of five-year direction, annual policy, and departmental delivery. • Use consistent policy language in documents directed at young people, the business sector, international investors, and Mainland ministries and local governments. • Establish a professional policy-communications team to transform Hong Kong's story from slogan-based publicity into concrete cases, industry pathways, institutional functions and visible development opportunities for young people.
Expected Outcomes	• Provide the Government, business community, universities, young people and professional sectors with a common direction and reduce policy fragmentation. • Improve Hong Kong's intelligibility to Mainland and international audiences by explaining the city's specific functions in national development. • Strengthen young people's sense of participation in Hong Kong's future by translating abstract policy objectives into visible career and industry opportunities.

Recommendation 9: Advance Mission-Oriented Governance Reform to Strengthen Policy Delivery

Recommendation	For Hong Kong's Five-Year Plan to be implemented effectively, the government structure must have the capacity to work across departments, professions and markets. Mission-oriented government should be adopted as the direction of governance reform, so that every policy objective has a responsible owner, timetable, resource allocation and performance-tracking mechanism.
Policy Measures	• Establish a Five-Year Plan Delivery Office under the Chief Executive or the Chief Secretary for Administration to coordinate cross-bureau projects, resolve interdepartmental issues, track annual progress and report delivery outcomes to the public. • Establish cross-bureau mission teams for priority areas such as innovation and technology, the Northern Metropolis, digital finance, international education and AI talent. Each team should have a clearly designated lead official, objectives, milestones and policy instruments. • Introduce a policy-experimentation programme for younger civil servants, enabling capable and innovative working-level officers to assume greater responsibility in designated projects, with performance assessed by outcomes rather than seniority alone. • Introduce three- to five-year contracts for senior policy professionals or external expert secondments to bring legal, financial, innovation and technology, private-equity, accounting, engineering, and international-business expertise into policy design. • Establish positive performance incentives for priority policies to encourage departments to solve problems proactively, attract enterprises and advance innovation.

IV. Policy Address

Recommendation 1: Revive Corporate Rescue Legislation through a Time-Limited Moratorium and Value-Filtering Regime

Recommendation	Although Hong Kong ranks third in the latest global financial-centre ranking, it remains the only top-five centre without a dedicated statutory corporate rescue procedure. The Government should revive the 2020 Companies (Corporate Rescue) Bill and establish provisional supervision, using a short moratorium, independent assessment, creditor voting and court oversight to preserve viable going-concern value while redirecting non-viable or abusive cases promptly to sale, liquidation or investigation.
Policy Measures	• Introduce an automatic but time-limited moratorium. Extensions should require cash-flow evidence, creditor engagement, employee safeguards and a viability report; courts should end protection where rescue is unrealistic or creditors suffer unfair prejudice. • Recognise the Distress Rescue Qualification Index (DRQI) and negative gatekeepers in official guidance to assess viability, potential for restructure, going-concern surplus, governance integrity, and plan readiness. • Create rescue-compatible wage protection for protected employee debts and ongoing wages, while preserving secured creditors' notice, objection, adequate-protection and court-relief rights. • Add a court-controlled scheme moratorium, supervised debtor-in-possession for suitable cases, a simplified SME track, professional regulation, outcome data, and cross-border recognition.
Expected Outcomes	• Preserve viable businesses, jobs, supply chains and creditor recoveries by preventing destructive enforcement races. • Deny or terminate protection for non-viable or abusive companies. • Complete Hong Kong's restructuring infrastructure and strengthen confidence in its role as an international financial centre.

Recommendation 2: Develop International Boarding Education as the Second Pillar of Hong Kong's International Education Hub

Recommendation	Hong Kong should designate international boarding education as a second growth pillar alongside post-secondary internationalisation in the 2026–2030 Five-Year Plan. A five-year pilot should build an integrated system for residence, guardianship, visas, safeguarding and progression. Through open competition, two or three models should create 800–1,200 regulated places, subject to verified demand, student welfare and public value rather than immediate mass expansion.
Policy Measures	• Establish an Education Bureau-led cross-bureau mechanism with the Security Bureau, Immigration Department, Development Bureau, Social Welfare Department and health authorities. Introduce dedicated licensing standards covering accommodation, 24-hour supervision, healthcare, counselling, background checks, guardianship accountability and independent inspection. • Complete demand and site studies in Years 1–2 and competitively select two or three pilots: a purpose-built campus, an extension to an existing school and/or a shared residential campus. Land or premises support should be conditional on scholarships, transparent fees, overseas recruitment, financial resilience and local community benefits. • Create a fit-for-purpose student-visa, sponsorship and guardianship route for approved institutions. Initial recruitment should target eligible ASEAN, Middle Eastern, Macao and Belt and Road markets; Mainland access should not be assumed without a specific arrangement. • Launch small controlled cohorts in Years 3–5, build school–university–employer pathways, and publish annual data on occupancy, welfare, academic outcomes, scholarships, economic contribution and destinations. Expansion should follow an independent Year-5 review.
Expected Outcomes	• Create a safe, credible and scalable boarding framework while testing genuine demand for 800–1,200 places across two or three operating models. • Expand education exports and local service activity. The report estimates that a 1,000-place pilot at 85% occupancy could generate about HK$340 million in annual direct and indirect spending and 150–200 jobs. • Build a long-term secondary-to-university, employment and alumni pipeline, while containing land, demand and reputational risks through phased investment, welfare monitoring and evidence-based scaling.

Recommendation 3: Incorporate University Innovation Teams into a "University Startup Pipeline"

Recommendation	Hong Kong should identify commercially promising university innovation teams as actors in industrial development and replace fragmented project funding with a continuous "University Startup Pipeline." The objective is to convert publicly funded research into products, markets, and scalable industries, with private investment steering the performance.Also, revenue and supply-chain deployment should outgrow publications and patents alone.
Policy Measures	• Require each publicly funded university to operate a professional startup studio that scouts research, forms cross-disciplinary founding teams, and supports intellectual property, financing, product design, proof of concept and market validation. • Build a campus early-stage investment network with universities, family offices, venture capital, angel investors and corporate venture arms through venture days, student demo days, investors-in-residence and cross-faculty matching. • Reform technology-transfer and licensing procedures with clear timelines and startup-friendly terms; create Greater Bay Area supply-chain maps and matching mechanisms for semiconductors, robotics, medical devices, new energy and smart hardware. • Link public support to milestones including incorporation, private funding, prototype testing, first customers, market revenue and entry into production or operating processes.
Expected Outcomes	• Higher research commercialisation and a shorter laboratory-to-market cycle. • A sustained ecosystem connecting young founders, private capital and industry demand. • A stronger high-value Hong Kong role in Greater Bay Area innovation through research, finance, intellectual property, internationalisation and supply-chain coordination, generating profitable and scalable industries.

Recommendation 4: Build University Innovation Teams and Establish a University Start-up Pipeline

Recommendation	Hong Kong should identify commercially promising university innovation teams as actors in industrial development under the Five-Year Plan and replace fragmented project funding with a continuous "University Startup Pipeline." The objective is to convert publicly funded research into products, markets and scalable industries, with performance judged by private investment, first customers, revenue and supply-chain deployment rather than publications and patents alone.
Policy Measures	• Require each publicly funded university to operate a professional startup studio that scouts research, forms cross-disciplinary founding teams, and supports intellectual property, financing, product design, proof of concept and market validation. • Build a campus early-stage investment network with universities, family offices, venture capital, angel investors and corporate venture arms through venture days, student demo days, investors-in-residence and cross-faculty matching. • Reform technology-transfer and licensing procedures with clear timelines and startup-friendly terms; create Greater Bay Area supply-chain maps and matching mechanisms for semiconductors, robotics, medical devices, new energy and smart hardware. • Link public support to milestones including incorporation, private funding, prototype testing, first customers, market revenue and entry into production or operating processes.
Expected Outcomes	• Higher research commercialisation and a shorter lab-to-market cycle. • A sustained ecosystem connecting young founders, private capital, and industry demand. • A stronger high-value Hong Kong role in Greater Bay Area innovation through research, finance, intellectual property, internationalisation and supply-chain coordination, generating profitable and scalable industries.

Recommendation 5: Reorganise Overseas Promotion and External Representation: From Publicity to Project Origination

Recommendation	Hong Kong's promotion activities overseas and in the Mainland should shift from general city publicity to the active origination of projects, capital, enterprises and talent. Overseas offices, the Trade Development Council, investment-promotion agencies, universities and chambers of commerce should operate as a single network that proactively identifies implementable partnerships.
Policy Measures	• Establish sector targets and project KPIs for overseas offices and related promotion bodies, including investment leads, enterprise establishment, international student sources, research and development cooperation, family offices and financial transactions. • Deploy young professionals and sector specialists with knowledge of industry, finance, and local institutions to priority markets, supported by rotation and training systems. • Tailor Hong Kong's narrative by region: institutional opening and an overseas-expansion platform for Mainland audiences; education, finance and professional services for ASEAN; capital allocation and technology cooperation for the Middle East; and the rule of law, capital markets and Asian opportunities for Europe and North America. • Establish a system for visiting and following up on overseas enterprises, proactively approaching target companies, providing Hong Kong assessment visits and policy advice and establishment support. • Integrate overseas promotion, investment attraction, student recruitment, research cooperation and professional-services exports into annual missions.
Expected Outcomes	• Increase the practical return on Hong Kong's external-promotion expenditure by converting publicity resources into enterprises, capital, students and projects. • Improve international understanding of Hong Kong's positioning and strengthen the city's image as a global connector. • Replace fragmented institutional activity with coordinated market development based on shared objectives.

Recommendation 6: Build an Offshore Funds and Professional Services Platform for Mainland Enterprises Expanding Overseas

Recommendation	Mainland exporters and emerging industries expanding overseas require support in compliance, taxation, foreign exchange, insurance, logistics, advertising, family-asset allocation and international settlement. Hong Kong should institutionalise these genuine business needs and position itself as an offshore funds and professional-services platform for Mainland enterprises going global.
Policy Measures	• Establish a Hong Kong Enterprise Global Expansion Services Platform integrating banking, insurance, legal, accounting, tax, logistics, advertising, digital-payment and family-office services. • Establish cooperation mechanisms with Shenzhen, Qianhai and other export-oriented cities to provide one-stop solutions connecting Mainland operations, funds management in Hong Kong and overseas market expansion. • Explore compliant arrangements enabling exporters to retain and manage part of their overseas income, working capital and international expenses in Hong Kong. • Assign overseas-expansion project managers to assist enterprises with international payments, sanctions risk, tax arrangements, insurance, local law and market entry. • Combine Hong Kong's functions as an international financial centre, offshore renminbi centre and professional-services centre to develop replicable sector solutions.
Expected Outcomes	• Convert the national drive for enterprises to expand overseas into new markets for Hong Kong's financial and professional-services sectors. • Increase opportunities for funds to remain and be managed in Hong Kong, strengthening the real-economy foundation of the city's financial centre. • Improve the internationalisation success rate of Mainland enterprises and create additional high-value-added service jobs in Hong Kong.

Recommendation 7: Make AI Literacy a Basic Capability for All and Rebuild Future Human Capital

Recommendation	Artificial intelligence will become a foundational source of productivity over the next ten to twenty years. Hong Kong should treat AI literacy as a new form of basic education, just as universal basic schooling was once used to eliminate illiteracy. The core of AI education is the ability to formulate questions, exercise judgement, understand aesthetics, reason logically, apply ethical principles and work across disciplines, rather than simply operate tools.
Policy Measures	• Launch free AI-literacy courses for all, covering primary and secondary students, university students, teachers, civil servants, employees, SMEs and older people. • Incorporate prompt engineering, Markdown, data literacy, model limitations, fact-checking, AI ethics and human-AI collaboration into school curricula. • Reform assessment and teaching methods by reducing reliance on rote memorisation and strengthening problem design, critical thinking, project-based learning, creativity and collaboration. • Integrate AI with the liberal arts, emphasising the value of history, art, languages, philosophy, music, aesthetics, and social understanding in the AI era. • Provide systematic training for teachers and principals so that AI education does not stop at hardware procurement or isolated demonstrations of tools. • Establish an AI education sandbox allowing schools, enterprises, and universities to co-develop local teaching materials, application scenarios and assessment tools.
Expected Outcomes	• Increase productivity across society and prevent disparities in AI capability from developing into a new form of social inequality. • Cultivate a new generation combining technological ability, humanistic understanding and sound judgement, supporting transformation in finance, innovation and technology, education, government, and the cultural industries. • Develop a distinctive Hong Kong model of talent cultivation for the AI era and strengthen judgement, creativity, and integrative capability beyond tools .

Recommendation 8: Position Hong Kong as a Low-Altitude Applications Hub

Recommendation	Hong Kong should not pursue indiscriminately drone manufacturing, eVTOL demonstrations or large-scale fiscal subsidies in developing the low-altitude economy. It should focus instead on i downstream applications best suited to local conditions. The principal bottleneck is not whether technology can fly, but whether application scenarios can be regulated, liabilities insured, routes managed and accident risks retained within the industry system. Hong Kong should use its advantages in common law, international finance, insurance, maritime logistics and Greater Bay Area connectivity. It should begin with lower-risk applications such as port and shore operations, infrastructure inspection and industrial services, and establish a replicable model of low-altitude governance.
Policy Measures	• Establish a “gate-first, then classify” scenario approval mechanism. • Treat liability insurance and social externalities as hard thresholds, then score applications according to ground risk, airspace management, BVLOS, C2 link, UTM and operational track record to determine the order of pilot projects. Results from pilots that meet the “gate-first, then classify” criteria may be used directly to apply for a “regulatory passport” (under Recommendation 6 of the Five-Year Plan). • Prioritise port and inspection applications: designate controlled port corridors, near-port maritime delivery, building façade, bridge, slope, waterworks and drainage inspections as the first batch of regularised scenarios, while avoiding premature promotion of community delivery and passenger-carrying flights. • Develop low-altitude compliance and insurance services, promoting professional offerings in third-party liability, cargo damage, business interruption, site liability, flight-record auditing, data governance and incident reporting.
Expected Outcomes	• Establish a replicable low-altitude governance model, enabling low-risk scenarios such as near-port maritime operations, infrastructure inspection and industrial services to be regularised first, thereby laying the foundation for higher-risk applications later. • Through a “gate-first, then classify” approval mechanism and mandatory liability insurance thresholds, effectively control social risks while accelerating market entry for compliant operators. • Develop professional services in low-altitude compliance, insurance, flight-record auditing and data governance, creating Hong Kong’s differentiated advantage in the Greater Bay Area and international markets. • Reduce blind pursuit of manufacturing and demonstration-type projects, concentrating resources on institutional supply and downstream applications to enhance the sustainability and credibility of the low-altitude economy. • Provide enterprises with a clear and predictable regulatory pathway, lowering compliance costs and uncertainty, and attracting related capital, talent and service industries to cluster in Hong Kong.

Recommendation 9: Promote the Digitalisation of Building Management and Make Better Use of Existing Digital Infrastructure

Recommendation	Hong Kong should make the digitalisation of building management an impoxrtant component of its smart city development and the modernisation of community governance. By leveraging the Government's existing digital identity authentication and electronic signature infrastructure, property owners should be able to access documents, receive meeting information, express their views and participate in voting electronically.
Policy Measures	• Review and update the Building Management Ordinance to give equal legal effect to electronic notices, virtual meetings, electronic proxies, electronic voting and digital records. • Explore a standardised, optional "Digital Building Management Platform" built on the Government's digital identity system, supporting identity verification, document sharing, meetings, voting and audit trails. • Launch pilots in large estates and ageing private buildings to test electronic documents and virtual meetings, focusing on technical feasibility, support for elderly users, data security and privacy. • Set standardised digital-record requirements for notices, attendance, proxies, voting results, maintenance, tender and financial documents to improve transparency and traceability. • Introduce data analytics and decision-support tools for major maintenance and tendering, providing risk alerts, contractor information and pricing anomaly warnings. • Provide offline support for elderly and less digitally literate owners through district service points, instructional materials, hotlines, staff training and hybrid meetings, ensuring digitalisation does not create new barriers.
Expected Outcomes	• Increase property owners' participation by enabling working, overseas and younger owners who cannot attend meetings in person to participate in building management decisions conveniently and securely. • Enhance the transparency, credibility and procedural integrity of building management, thereby reducing disputes concerning proxy authorisations, meeting procedures, voting results and access to documents. • Help ageing private buildings manage major maintenance works, mandatory building inspections, tendering exercises and financial matters more effectively, while reducing legal disputes caused by information asymmetry and unclear procedures. • Extend smart city development to the community level, where it directly affects residents' everyday lives, and generate greater social value from the Government's existing digital identity, electronic signature and data infrastructure. • Facilitate the transition of community governance from a paper-based model characterised by low participation and limited transparency to a modern building management system that is traceable, participatory and accountable—truly realising the principle of "Your Property, Your Say."

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理事（筆劃序）：	朱柏陵	陳進雄	陳譽仁
	梁邵麟	龍家麟	麥慶歡
地區專員：	葉浚生		
首席研究員:	張達明		

關於我們

民思政策研究所深信，香港作為一個匯聚東西方智慧的國際都會，不僅是觀察時代變遷的獨特窗口，更是探索未來發展路徑的理想平台。 我們立足香港，放眼未來，力求成為本地政策研究領域中一個堅實而富有洞見的一把聲音。我們堅持以實證為基礎，積極倡導創新解決方案和理性對話，與 社會各界攜手，共同建設一個更具韌性、更趨公平、持續繁榮的香港。 民思政策研究所努力透過嚴謹的跨學科研究、營造策略性的交流平台，透過有效的知識傳播，致力於達成以下目標：

針對重要的經濟、社會、科技及地緣 政治議題，提供前瞻性且深刻的分析 與見解；

提出本地、區域乃至國際層面的公共 政策建議，供政策部門參考，盼作出 正面影響；。

促進學術研究與政策實踐的有機結合，將知識轉化為具體的社會行動。 我們相信，研究不僅是洞察問題的工具，更是推動人民福祉及社會進步的力量。

聯絡資料

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