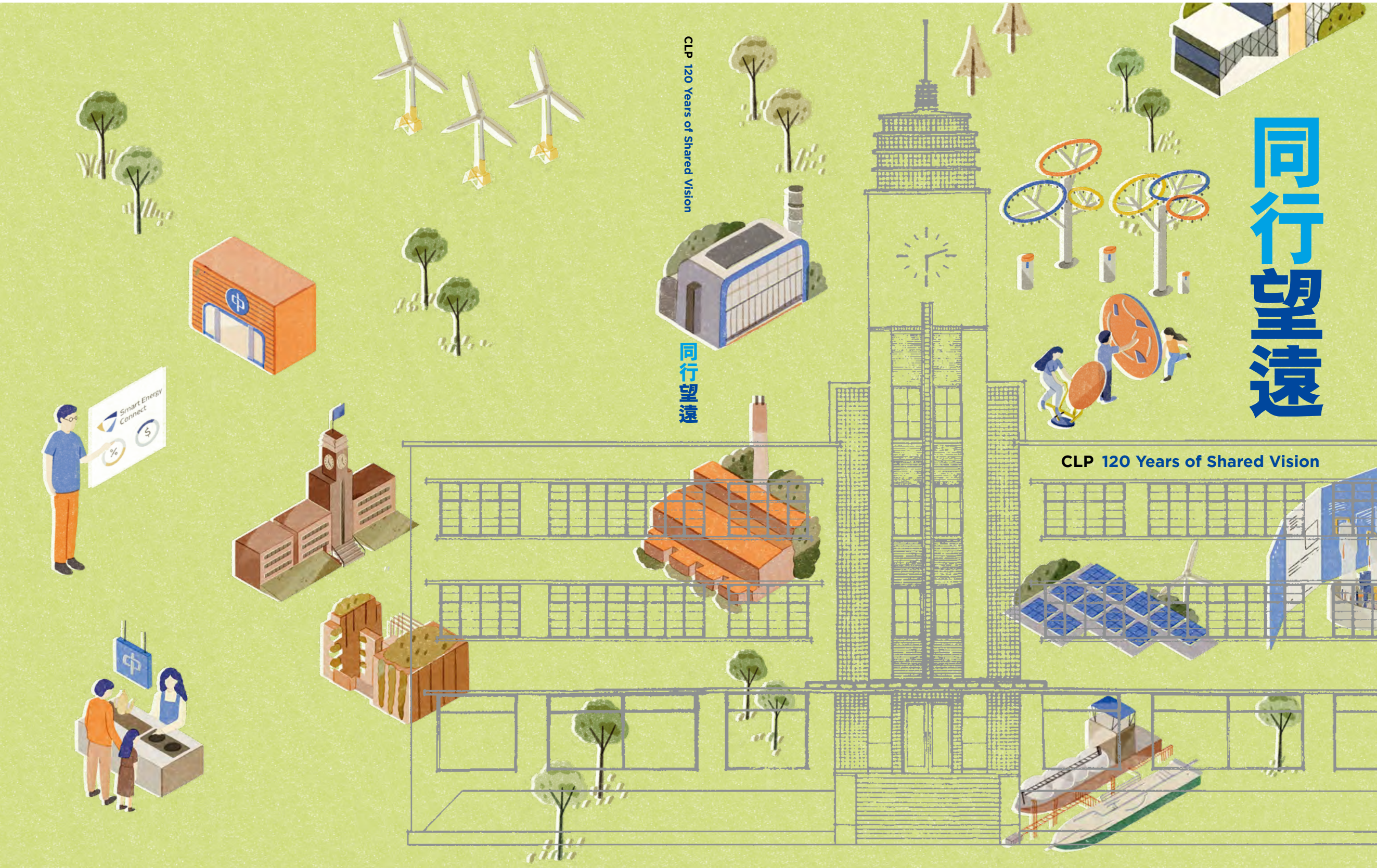


同行望遠

CLP 120 Years of Shared Vision

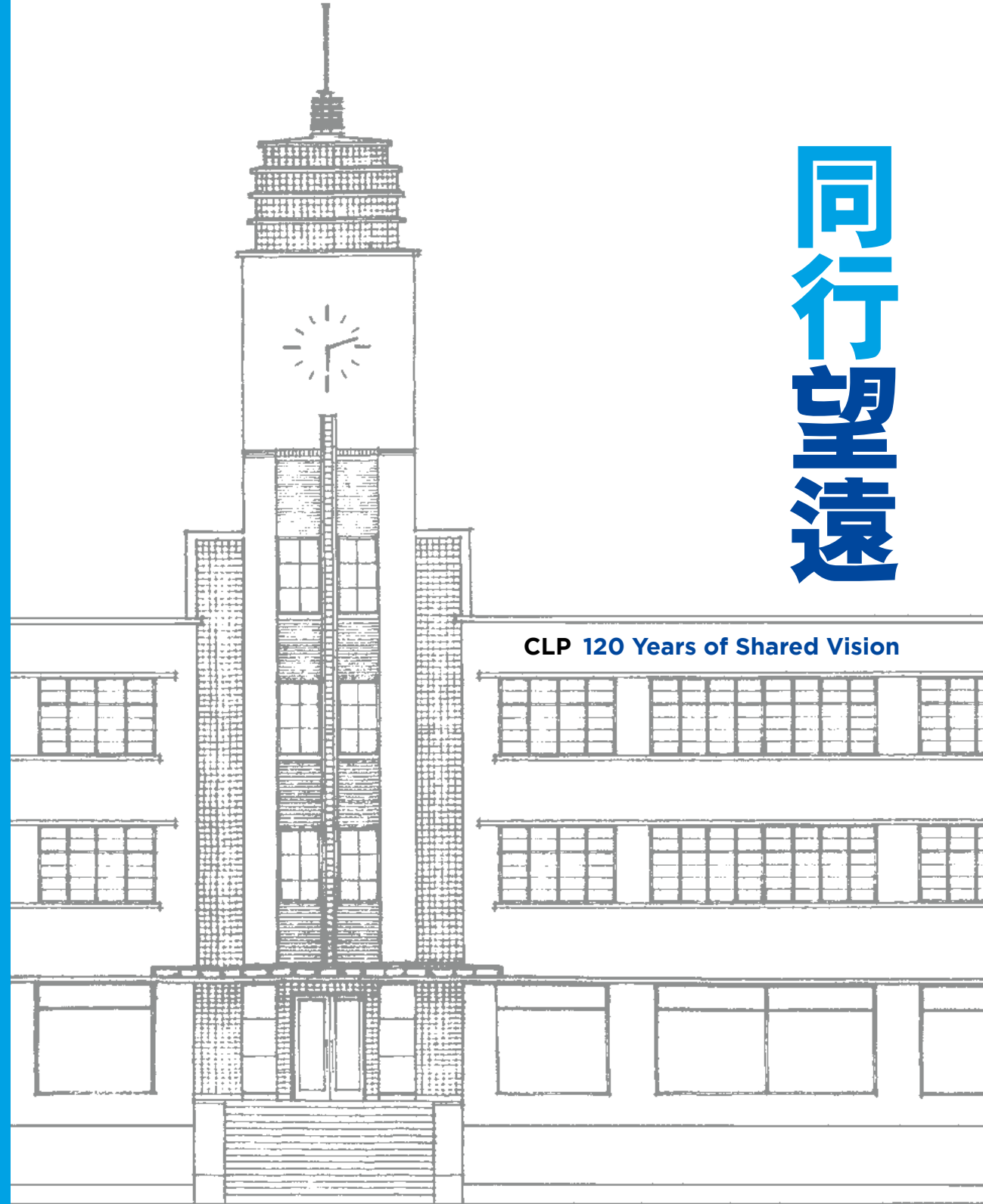
CLP 120 Years of Shared Vision

同行望遠



同行望遠

CLP 120 Years of Shared Vision



120 Years
of
Shared
Vision

同行望遠120載



中電植根香港超過120年，點亮每家每戶，為這城市的經濟騰飛提供強勁的動力。

推動中電的原動力，正是公司最大的股東——嘉道理家族。過去數十年來，以他們的願景塑造了中電的身份和價值觀。

此紀念書冊由主席米高嘉道理爵士，與兒子非執行董事斐歷嘉道理的對談揭開序幕，細說中電成功背後的點滴。

父子二人由難忘往事以至公司願景，無所不談，並訴說中電和香港攜手迎來充滿挑戰與機遇的未來之際，與年青人的互動是何等重要。

CLP has been at the heart of the Hong Kong community for more than 120 years, lighting up homes and businesses, and powering the city's remarkable economic transformation.

The driving force behind CLP is the Kadoories, the company's largest shareholders and the family whose vision has shaped its identity and values through the decades.

This commemorative booklet explores the story behind CLP's success, and begins with a conversation between the Chairman of the CLP Group, the Honourable Sir Michael Kadoorie, and his son Philip, a Non-Executive Director.

Here, they share memories, discuss the company's vision, and explain why it is so important to engage with young people as CLP and Hong Kong step forward together into a future brimming with challenges and opportunities.



米高嘉道理爵士：斐歷，你還記得你第一次認識中電是什麼時候嗎？

斐歷嘉道理：當然記得！我對中電最早的印象是跟你到青山和龍鼓灘發電廠，我知道你以此自豪，又感受到我們家族對整個中電團隊，以至香港所肩負的責任。

米高嘉道理爵士：沒錯！我們家族與電力的淵源始於你的曾祖父——艾利·嘉道理爵士，他投資位於珠江口岸沙面的廣州電燈水龍股份有限公司，供電到廣州。由於沒有回報，家族便開始參與香港的發電業務，投資新旗昌洋行，其後於1901年成立中電。

二戰前，中電於鶴園興建發電廠，並於1940年二次大戰爆發前一年接收最新一台渦輪機。我在二次大戰前6個月出生，對中電的首段記憶是6歲時和父親參觀發電廠，當時因為戰亂發電廠受到嚴重破壞，只有一台渦輪機運作。香港百廢待興，當時中電臨危授命，重建機組，供電予九龍。其時上海不少紡織工廠遷往香港，此舉正好滿足與日俱增的用電需求，創造不少職位，有助香港戰後復甦。

Sir Michael: Philip, do you remember when you first became aware of CLP?

Philip: Of course. My earliest memories of CLP were going to Castle Peak and Black Point power stations with you. You were just very proud to show them to me and from those visits I came to learn our family's responsibility to the people of CLP and Hong Kong.

Sir Michael: That's right. Our early family history in electricity generation was an investment by your great grandfather,

Sir Elly Kadoorie, in the Canton Electric and Fire Extinguishing Company in Shamian, an island in the Pearl River Estuary. This company supplied Canton and was not being paid and as a result the family moved its interest to generating electricity in Hong Kong. The first investment was with Shewan, Tomes & Company, which subsequently became China Light and Power Co. Ltd. in 1901.

The family had a great belief in Hong Kong and this part of the world, and has always taken a long-term approach.

斐歷嘉道理：我們的家族與香港淵源深厚。久而久之，中電的價值觀與嘉道理家族的價值觀已經互相融合，確實不足為奇。

米高嘉道理爵士：我們都有共同的價值觀，包括信任他人、正直誠實、竭力滿足社會需求，以及抱著長遠的目光。我們非常幸運，每一位中電同事都同心同德，使香港市民都視中電為一個值得信賴的老朋友及夥伴。

斐歷嘉道理：我們非常幸運能夠以香港為家，並推動這裡的發展。中電不斷蛻變，與時並進，竭力實現香港人的夢想和目標。前路光明璀璨，我們必須為下一代提供機會，讓他們的夢想發熱發亮。

China Light moved to the Hok Un site before World War II where it built its power station on the waterfront and had just received the latest turbine in 1940, before war broke out a year later. I was born six months before World War II and my first recollection of CLP at the age of 6 was a visit with my father to this station which, due to the hostilities, had been badly damaged, with only one turbine remaining serviceable. There was a pressing need to get Hong Kong back on its feet and, with the right connections, and hard work, new turbines were commissioned which provided electricity to Kowloon. This fulfilled the growing needs to support the cotton industry which had moved from Shanghai. Many new jobs were created which helped in Hong Kong's post-war recovery.

Philip: Our family has a long history in Hong Kong. It's not surprising that the values of CLP and the values of the Kadoories have become closely intertwined over time.

Sir Michael: You know we all share these values. The values of trusting people, honesty, being able to give people what they need, and having a long-term outlook. We are fortunate that everyone in CLP feels the same way and, as a result, the people of Hong Kong see CLP as a trustworthy, long-term friend and partner.

Philip: We are privileged to have made Hong Kong our home and assisted in its growth. I think CLP is constantly evolving, constantly keeping pace with the needs of the time, and constantly trying to fulfil the dreams and goals of the Hong Kong people. The future is bright and we must provide the next generation the opportunity to power their dreams.

米高嘉道理爵士：我相信每一代也有不同觀點，因此對話是必要的。我們應該讓年青人有正確的願景，給予機會讓他們走出去，並嘗試以自己的能力去實現願景。

香港人都非常勤奮和專注。數十年來，儘管他們經歷重重挑戰，但每次都能成功跨過，並展望將來。香港從未讓他們失望。

斐歷嘉道理：我對香港也是這種感覺。從曾祖父開始，祖父，到你，以至現在的我，也很幸運能與香港一同成長，並擁有香港人那份靈活、熱情、抗逆力和創造力。希望我們能永遠成為香港的一分子，我相信最好的尚未來臨。



Sir Michael: I think every generation brings a different perspective and there should be dialogue. We should give young people the right vision and the opportunity to go out and try to achieve it themselves.

Hong Kong's population is extremely hardworking and focused. They have had challenges over the decades, but they have always risen to meet them, looking to the future, and Hong Kong has never let them down.

Philip: I feel the same about Hong Kong. From great grandpa and grandpa to you and now to me, we have been very fortunate to be able to grow with Hong Kong, and share the passion, resilience, and creativity of the Hong Kong people. I hope that we can always be a part of Hong Kong and I know that the best is yet to come.

順境逆境，共同度過 Resilient Timeline

無論順境逆境，120年來，中電都與香港同行。過去這樣子走過來了，未來，也將會繼續攜手同行，開啟無限可能。

Together for 120 years, CLP has stood by Hong Kong through good times and bad. CLP will stay by Hong Kong's side as it moves forward into a future full of possibility.

羅拔·施雲創辦中電（China Light & Power Company Syndicate），在廣州開始營業

The China Light & Power Company Syndicate is established by Robert Shewan, and begins operations in Guangzhou.



紅磡漆咸道的首座發電廠投產

The company's first power station is commissioned on Chatham Road, Hung Hom.

主力發展香港業務

The company turns its early focus to Hong Kong business.

簽約供電予九廣鐵路

A contract is signed to supply electricity for the Kowloon-Canton Railway.

開始供電予九龍街燈

Street lighting is provided in Kowloon for the first time.



改組成中華電力有限公司
以漆咸道舊電廠與政府交換
鶴園街地段，興建鶴園新發電廠

The company is restructured and renamed China Light & Power Company Ltd.
Construction begins on a new power station at Hok Un after a land exchange for the Chatham Road Power Station.

香港人口約30萬。當時疫症流行，又遇上首次大旱，令水塘乾涸

Hong Kong has a population of 300,000 people. Disease is widespread and reservoirs run dry because of a drought.

九廣鐵路紅磡至羅湖段落成

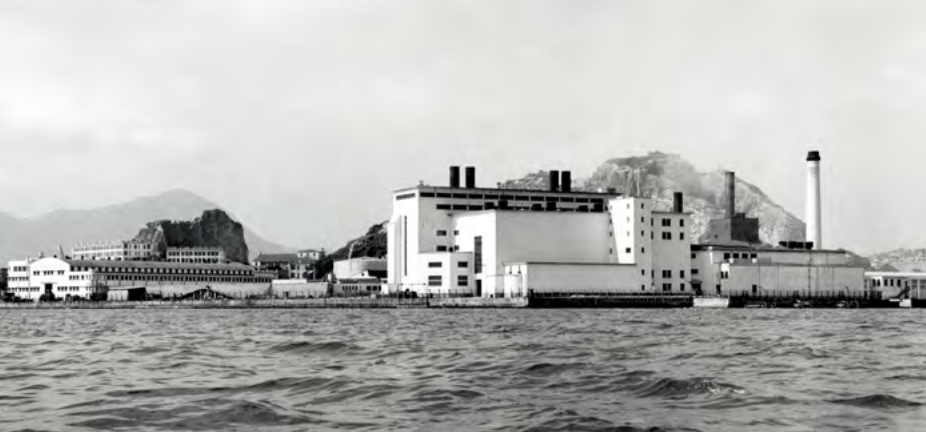
The Hung Hom to Lo Wu section of the Kowloon-Canton Railway is completed.

尖沙咀火車站正式啟用

Kowloon railway station opens.

第一次世界大戰結束
香港出現米荒，米價高漲引發搶米潮。港府後來自行供應食米，以原價發售，米荒解除

World War I ends. A shortage of rice leads to price surges and panic-buying. The Government intervenes to bring prices down and end the shortage.



鶴園發電廠落成

Hok Un Power Station is completed.



中電為第一個工業用戶黃埔船塢供電

紅磡區的留產所和學校投入服務

The company supplies power to its first industrial customer, the Hong Kong & Whampoa Dockyard.

Maternity homes and schools are built to serve the Hung Hom district.



新界首個輸電線路鋪設完成

The first electricity supply system for the New Territories is connected.

為城門水塘主壩建築工程供電

Electricity is supplied for the construction of the main dam at Shing Mun Reservoir.



在九龍區安裝3萬6千枝電燈

A total of 36,000 street lights are now in operation across Kowloon.

1921

九龍汽車公司成立，為九龍巴士（一九三三）有限公司前身，開拓連貫深水埗和尖沙咀的路線

The Kowloon Motor Bus Company is founded, with routes in Sham Shui Po and Tsim Sha Tsui.

1925

省港大罷工，為香港經濟帶來沉重打擊

The Canton-Hong Kong Strike deals a heavy blow to the Hong Kong economy.

1926

尖沙咀半島酒店開業

The Peninsula Hotel opens.

1928

1932

香港水荒，開始制水

Water shortages in Hong Kong lead to rationing.

1933

九龍巴士（一九三三）有限公司成立

The Kowloon Motor Bus Company (1933) Ltd is established.

1937

中日戰爭全面爆發，遠東局勢愈益緊張，引發大批難民從中國大陸逃難來港，使香港人口急增

Refugees flee to Hong Kong from Mainland China after the outbreak of the Sino-Japanese War, leading to a surge in the Hong Kong population.

1938

內地多個省市淪陷，更多難民湧入香港，政府在九龍新界多處成立難民營，肺癆肆虐，數千餘人染病死亡

More refugees arrive in Hong Kong as Mainland provinces and cities fall under Japanese occupation. The Government builds refugee centres in Kowloon and the New Territories.

An outbreak of tuberculosis causes thousands of deaths.



亞皆老街總辦事處及鶴園發電A廠落成

An office in Argyle Street and Hok Un "A" Power Station are completed.

中電資產被日軍接管，日軍修復鶴園發電廠，九龍恢復供電

CLP's assets are taken over by Japanese forces. Hok Un Power Station is taken over by Japanese forces, and power to Kowloon is restored.



成立嘉道理農業輔助會，協助當時來港的農民，自力更生

提供貸款，在鄉村修路築橋，建設灌溉水道、輸水管、水井等

中電供電至西貢墟

沿青山道鋪設新電纜連接九龍至元朗

The Kadoorie Agricultural Aid Association is established to help newcomers settle in Hong Kong.

Loans are provided to build roads, bridges, canals, pipes, and wells.

Electricity is supplied to Sai Kung Market.

New cables are laid from Kowloon to Yuen Long along Castle Peak Road.

中電恢復營運

CLP resumes operations.



供電至大嶼山

Power is supplied to Lantau Island.

供電予第一個政府徙置區：石硤尾

Electricity is supplied to the first Government resettlement block area in Shek Kip Mei.

鄉郊電氣化計劃展開，為新界及離島偏遠鄉郊地方提供電力

Electrification for rural areas of the New Territories and the islands begins.



與美國埃索石油公司合作，成立半島電力有限公司，其後陸續擴建鶴園發電廠，並在青衣、青山及竹篙灣興建發電廠

The company goes into partnership with ExxonMobil to establish the Peninsula Electric Power Company Limited.

Hok Un Power Station is expanded, and power stations are built in Tsing Yi, Castle Peak, and Penny's Bay.

1940

1941

1945

1951

1953

1955

1957

1961-62

1964-65

香港淪陷，開始3年零8個月日治時期，人口降至60萬

Hong Kong surrenders to Japan, marking the start of an occupation lasting for three years and eight months. The Hong Kong population declines to 600,000.

日本宣布無條件投降，香港重光

Hong Kong is liberated as Japan announces its unconditional surrender.

戰後人口急劇膨脹至170萬，對房屋、醫療、教育等需求大增

The post-war population expands to 1.7 million, resulting in growing demand for housing, hospitals, and schools.

石硤尾大火，5萬寮屋居民無家可歸，政府隨後制訂公共房屋政策

A fire in Shek Kip Mei leaves 50,000 residents homeless, leading the Government to implement a public housing policy.

開發大嶼山，第一條公路（嶼南路）開始分階段通車

Lantau Island is developed. Its first highway, the South Lantau Road, is commissioned in phases.

政府開始發展荃灣新市鎮

颱風溫黛吹襲香港，為香港史上最嚴重風災之一

Tsuen Wan New Town is developed.

Typhoon Wanda hits Hong Kong. It remains one of the most destructive typhoons in Hong Kong history.

引入東江水紓緩食水供應短缺問題

Dongjiang water is imported to Hong Kong to ease a shortage of drinking water.



青衣發電廠啟用

實施「粗幼電同價」單一電錶收費

Tsing Yi Power Station goes into operation.

A General Tariff is introduced.

供電予油麻地旺角地區樓宇，不但家居電力得到改善，廟街和女人街等夜市，也因為電力供應而發展成旅遊勝地

Power is supplied to buildings in Yau Ma Tei and Mong Kok, improving electricity supplies to homes and transforming Temple Street Market and Ladies Market into popular tourist spots.



中電有份出資興建的青衣跨海大橋正式通車

The Tsing Yi Bridge, partly financed by CLP, is commissioned.

1966

60年代九龍各區急速發展，對電力需求更龐大，酒樓、戲院、夜總會等新式娛樂場所湧現

亞洲第一個大型商場海運大廈落成，冷氣空調以及入夜後燈火通明的彌敦道繁華鬧市夜光，都有賴穩定電力供應

Kowloon districts are rapidly developed with booming demand for electricity. There is a proliferation of new venues, including Chinese restaurants, cinemas, and nightclubs.

Ocean Terminal, Asia's first large-scale shopping mall, opens. The mall features air conditioning supported by a stable electricity supply, and nearby Nathan Road is ablaze with lights.

1967

獅子山隧道通車
無線電視啟播

The Lion Rock Tunnel is commissioned.

Television Broadcasts Limited (TVB) goes on air.

1969

船灣淡水湖啟用，成為本港最大型儲水庫

Plover Cove Reservoir, Hong Kong's biggest reservoir, goes into service.

1970

1971

香港人口增至400萬
颱風露絲襲港

Hong Kong's population increases to 4 million.

Typhoon Rose hits Hong Kong.

1972

海底隧道通車
清潔香港運動展開
政府公布10年建屋計劃

The Cross Harbour Tunnel is commissioned.

A Keep Hong Kong Clean Campaign is launched.

The Government announces a 10-year housing programme.

1973

中東戰爭爆發引致石油危機，為節約能源，香港一度實施燈火管制

恆生指數在1年內暴瀉9成，股災引致不少人破產

政府悉力發展沙田及屯門新市鎮

Conflict in the Middle East leads to an oil crisis. Hong Kong imposes blackouts to conserve energy.

A 90% plunge on the Hang Seng Index leads to bankruptcies.

Sha Tin New Town and Tuen Mun New Town developments gather pace.

1974



嘉道理勳爵探訪塔門鄉民，並主持供電儀式

Lord Kadoorie visits villagers in Tap Mun to celebrate the inauguration of its power supply.



中電接連廣東省電力公司的供電系統，開始售電予廣東省

CLP begins to supply power to Guangdong Province by connecting its system to the Guangdong Electric Company.



青山發電廠落成

Castle Peak Power Station is completed.

中電與港燈供電系統正式聯網，作緊急後備之用

A power network connection between CLP and Hongkong Electric is established for contingency use.



開始為長洲供電

A long-term power supply to Cheung Chau is established.



政府宣布由中電及港燈共同供電予地下鐵路

The Government announces a power supply to the MTR jointly provided by CLP & the Hongkong Electric Company.



中電用戶突破100萬

CLP customers exceed 1 million.

1975

恆生指數再度大瀉9成
越南船民湧入香港

The Hang Seng Index falls by 90% for a second time.
Vietnamese boat people flood into Hong Kong.

1976

發展大埔新市鎮
郊野公園條例生效

Tai Po New Town is developed.
A Country Parks Ordinance is launched.

1978

中國內地開始改革開放

Mainland China undergoes economic reforms and opening up.

1979

地下鐵路通車

The Mass Transit Railway goes into service.

1980

香港取消抵壘政策
深圳、珠海、汕頭和廈門成為經濟特區

Hong Kong cancels its Touch Base immigration policy.
Shenzhen, Zhuhai, Shantou, and Xiamen become Special Economic Zones.

1981

香港人口逾500萬，其中九龍和新界人口接近300萬

The Hong Kong population tops 5 million, with nearly 3 million people living in Kowloon and the New Territories.

1982/83

發展將軍澳新市鎮
九廣鐵路紅磡至羅湖站全線完成雙軌及電氣化工程

Tseung Kwan O New Town is developed.
Double-track and electrification projects are completed for the entire Kowloon-Canton Railway, from Hung Hom to Lo Wu.

1984

中英簽署聯合聲明

The Sino-British Joint Declaration is signed.



嘉道理勳爵與領導人鄧小平會面
鋪設第一條伸延至內地的海底電纜，為蛇口、赤灣、后海灣和南頭等地方供電
廣東核電合營有限公司成立，在大亞灣興建核電廠，7成電力供應香港，進一步提高供電能力

Lord Kadoorie meets Chinese leader Deng Xiaoping.
A cross-harbour cable is extended to Mainland China for the first time, providing power to places including Shekou, Chiwan, and Nantou.
The Guangdong Nuclear Power Joint Venture Company Limited is established to build a nuclear power station in Daya Bay. CLP commits to buy 70% of its output to meet Hong Kong demand and increase supply capability.



大亞灣發電廠首座核反應堆投產，向香港輸電

The first reactor at Daya Bay Nuclear Power Station is commissioned to supply electricity to Hong Kong.



青衣發電廠逐步停產及清拆

Tsing Yi Power Station is gradually decommissioned and later demolished.



青山發電廠B廠投產
Castle Peak "B" Power Plant goes into operation.

鶴園發電廠停產

Hok Un Power Station is decommissioned.



大嶼山竹篙灣發電廠投入服務
Penny's Bay Power Station on Lantau Island goes into service.



中電義工隊成立，為新界偏遠鄉村的獨居長者服務，主要服務包括重鋪電線

The CLP Volunteer Team is set up to help elderly people in rural parts of the New Territories. Services include rewiring.

中電從崖城引入天然氣作發電燃料，減低環境污染，屯門龍鼓灘發電廠投產

Natural gas is introduced from Yacheng as a fuel source to reduce pollution and emissions. Black Point Power Station is commissioned.



米高嘉道理爵士出任公司主席

The Hon Sir Michael Kadoorie is appointed Chairman of CLP.

1985

1986

1987/88

1991

1992

1994

1996

1997

股災發生，恆指大跌5成
新界西輕鐵落成

The Hang Seng Index drops 50% in a stock market crash.

The Light Rail system serving the New Territories West is completed.

九龍和新界人口增至逾430萬，其中新界人口首次超過九龍
發展東涌新市鎮

The Kowloon and New Territories population rises to more than 4.3 million, exceeding the Kowloon population for the first time.

Tung Chung New Town is developed.

位於赤鱗角的香港國際機場動工

Construction begins on Hong Kong International Airport at Chek Lap Kok.

香港回歸

The Hong Kong handover takes place.



**中電控股有限公司成立
中電發表首份環境、健康及安全報告**

CLP Holdings Limited is established.
The company issues its first Environmental, Health and Safety Performance Review.

位於大嶼山中電公益林揭幕

A CLP Charity Woodland project is launched on Lantau Island.



在屯門成立中華白海豚資源中心

A Chinese White Dolphin Resource Centre is established in Tuen Mun.

繼 90 年代後期，於新界各地植樹達 1 百多萬棵後，推出網上植林活動，讓中學生在網上植樹，體會環保和生態平衡的重要性

An online tree planting event is launched to teach secondary school students about the importance of environmental protection and a balanced ecosystem, after more than 1 million trees are planted in the late 1990s.



中電百周年紀念亮燈儀式

Lighting ceremony in celebration of CLP's 100th anniversary.



位於西貢晨曦島、全港首個商用獨立運行互補式可再生能源系統完工

青山發電廠煙氣淨化設施投產

Hong Kong's first commercial-scale standalone renewable energy system is built on Town Island off Sai Kung.

Emissions control facilities are commissioned at Castle Peak Power Station.

**中電本港客戶數目
超越 200 萬**

CLP customer numbers in Hong Kong reach 2 million.



**中電發表《氣候願景 2050》
宣布減排目標**

A Climate Vision 2050 mission statement is released setting emission reduction targets.

1998

1999

2000

2001

2002

2003

2007

2011/12

位於赤鱸角的香港國際機場啟用

亞洲金融風暴，政府入市干預

Hong Kong International Airport at Chek Lap Kok goes into service.

The Hong Kong SAR Government intervenes in financial markets as the Asian Financial Crisis causes turmoil around the region.

香港人口逾 670 萬；其中新界人口增至 330 萬，九龍人口約 200 萬

Hong Kong's population exceeds 6.7 million, of which the New Territories accounts for 3.3 million and Kowloon around 2 million.

沙士爆發，世界衛生組織向香港發出歷時 7 周的旅遊警告

World Health Organisation imposes travel ban on Hong Kong for about 7 weeks during the SARS outbreak.

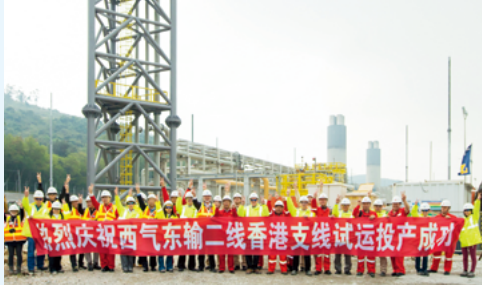
九廣鐵路與香港地鐵合併為港鐵

The Kowloon-Canton Railway merges with the Mass Transit Railway and becomes the MTR.

沙中線動工

颱風韋森特吹襲香港，天文台發出 21 世紀以來首個十號颶風信號

The Shatin-to-Central Link rail project is launched.
Typhoon Vicente hits Hong Kong, causing the Observatory to issue the first Hurricane Signal No. 10 of the new century.



開始使用西氣東輸二線天然氣發電

Power is generated with natural gas from the Second West-East Gas Pipeline.



中電與中國南方電網共同收購埃克森美孚所持有的青山發電有限公司 60% 股權

CLP teams up with China Southern Power Grid Co. Ltd. to acquire ExxonMobil's 60% interest in Castle Peak Power Co. Ltd..

中電首席執行官藍凌志先生在氣候峰會 (COP21) 期間出席在巴黎舉行的不同活動，和專家就氣候變化和電力行業發展交換意見

CLP Chief Executive Officer Mr Richard Lancaster attends the COP21 United Nations Climate Change Conference in Paris, exchanging ideas with experts on climate change and power business development.



中電與香港電訊合組股權相等的新公司 Smart Charge (HK) Limited，在港提供全面的電動車充電服務，配合香港電動駕駛的發展需求

CLP and HKT form an equal joint venture called Smart Charge (HK) Limited, offering an electric vehicle charging service in Hong Kong to meet rising demand for green motoring.

2017 年修訂《氣候願景 2050》，承諾不再投資新的燃煤發電容量，並於 2050 年前，逐步把所有餘下的燃煤發電資產退役

CLP releases an updated Climate Vision 2050 mission statement in 2017, pledging to make no investments in new coal-fired power capacity and decommission all remaining coal-fired power assets by 2050.

Acquires a 17% equity stake in Yangjiang Nuclear from CGN Power, enhancing CLP's low-carbon investment in Mainland China.



中電成立中電學院，為有志投身電力行業的業內人士及年青人，提供專業、具認受性的培訓課程

The CLP Power Academy is established, providing professional training programmes for industry practitioners and young people who want to pursue careers in the power industry.



為協助香港減碳，龍鼓灘發電廠新建燃氣發電機組投入運作，並同時興建海上液化天然氣接收站，及研究發展離岸風場

To support Hong Kong's decarbonisation, a new gas-fired generator is commissioned at Black Point Power Station. An offshore liquefied natural gas (LNG) terminal is being constructed and an offshore wind farm project is proposed.

中電以破紀錄最短時間為大嶼山竹篙灣檢疫中心約 1,500 個檢疫單位，完成電網的規劃、建設和連接工作，為中心提供可靠供電

CLP sets a record for the fastest planning, construction, and connection work to the power grid in a project to create some 1,500 units at the Penny's Bay Quarantine Centre.



中電引入可再生能源上網電價計劃，推動本地可再生能源發展

A Feed-in-Tariff scheme for renewable energy is introduced to promote the development of renewable energy in Hong Kong.

中電慶祝成立 120 周年

CLP's 120th Anniversary

中電《氣候願景 2050》



中電最新《氣候願景 2050》進一步承諾於 2050 年前實現淨零溫室氣體排放，及再提前 10 年即於 2040 年年底，淘汰燃煤發電資產

Updates CLP Climate Vision 2050 with new targets of net-zero greenhouse gas emissions across CLP's value chain and a phasing out of coal-fired generation assets by 2040, a decade earlier than previously pledged.

2013/14

啟德郵輪碼頭開幕啟用 政府就新界東北發展計劃申請撥款

The Kai Tak Cruise Terminal opens. The Government applies for funding for North East New Territories development.

2015

行政會議通過興建第三條機場跑道計劃 環境局公布電力市場未來發展公眾諮詢

The Executive Council passes a bill for a third airport runway. The Environment Bureau announces a public consultation on the future development of the electricity market.

2016

港鐵南港島線通車

The MTR South Island Line is commissioned.

2017

香港特區成立 20 周年 超級颱風天鴿正面吹襲香港，天文台發出 10 號颶風信號

Hong Kong SAR 20th Anniversary. Super Typhoon Hato scores a direct hit on Hong Kong. The Observatory hoists Hurricane Signal No.10.

2018

超級颱風山竹襲港，在各區造成嚴重破壞 廣深港高速鐵路香港段正式通車 港珠澳大橋通車

Super Typhoon Mangkhut tears through Hong Kong, causing serious damage across the territory. The Hong Kong section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link goes into service. The Hong Kong-Zhuhai-Macao Bridge is commissioned.

2020

全球爆發新冠肺炎，各國推出緊急防疫措施應對，包括限聚令，建議在家工作的措施，減少社交距離，建議市民外出戴上口罩等

Global outbreak of COVID-19. Countries implement emergency measures including lockdowns, bans on social gatherings, work-from-home arrangement, social distancing, and mask wearing.

2021

政府公布《香港氣候行動藍圖 2050》，為應對氣候變化和實現碳中和提出策略和目標

The Government announces Hong Kong's Climate Action Plan 2050, outlining the strategies and targets for combating climate change and achieving carbon neutrality.

中電就在社區

CLP—
Together
With The
Community

地圖顯示為中電設施的大致位置
THE MAP SHOWS THE APPROXIMATE LOCATIONS OF CLP FACILITIES ONLY



120年來，中電與社區的發展緊扣相連。分佈於九龍、新界及離島的多項設施和服務，以減碳、可持續發展、關愛本地社群、和培育未來人才為宗旨，推動香港持續發展。

Over the past 120 years, CLP has grown hand in hand with the Hong Kong community and developed its business to match the city's evolving needs, with a wide range of facilities and services across Kowloon, the New Territories, and Lantau. CLP is committed to reducing carbon emissions and pursuing sustainable development, while caring for the community and nurturing talent for Hong Kong's continued growth and prosperity.

- 能源業務類 Energy Services
- 社區服務類 Community Services
- 專業/公眾教育類 Professional/Public Education
- 歷史及文化遺產類 History and Culture

2. 青山發電廠

Castle Peak Power Station

1980年代建成的燃煤發電廠。其中兩台機組可用燃氣作輔助發電。2011年加裝煙氣淨化設施，大大減低二氧化硫及氮氧化物的排放。

The coal-fired Castle Peak Power Station was built in the 1980s. Two of its generation units are capable of using natural gas as back-up fuel. Emissions control facilities have been in operation since 2011, resulting in significant reductions of sulphur dioxide and nitrogen oxides emissions.

1. 龍鼓灘發電廠

Black Point Power Station

於1996年落成，是香港首間天然氣發電廠，亦是全球最大規模的聯合循環燃氣發電廠之一。2020年首台新燃氣發電機組投入運作後，中電將本地天然氣發電比例提升至約50%，進一步減低氣體排放及碳排放。

Commissioned in 1996, Black Point Power Station is the first natural gas power plant in Hong Kong and one of the largest gas-fired combined cycle power stations in the world. The first new gas-fired generation unit went into operation in 2020, enabling CLP to increase the share of local gas-fired generation to around 50%, significantly reducing gas and carbon emissions.

3. 翠嶺路變電站「空中樹林」

Chui Ling Road Substation Sky Woodland

變電站於2013年落成，是將軍澳區內主要供電設施之一。變電站天台栽種多種原生樹木，加上垂直綠化外牆，吸引雀鳥及昆蟲覓食棲息，達致生態效益及改善空氣質素。項目榮獲2013年度「亞洲電力行業獎」的「亞洲最佳輸配電項目金獎」。

Built in 2013, the Chui Ling Road substation is one of the key pieces of electricity supply infrastructure for the Tseung Kwan O district. With a variety of tree species on its rooftop and a vertical greening design, the substation provides a habitat for birds and insects, enhancing the ecology and air quality of the surrounding area. The project won the Gold Award for Transmission and Distribution Project at the Asian Power Awards in 2013.

4. 皇后山變電站

Queen's Hill Substation

位於粉嶺，變電站設計加入多項環保及可持續發展的建築元素，善用天然通風及自然光，同時採用環保建材及建築信息模擬技術，提升安全及成本效益。項目獲頒2019年度「亞洲電力行業獎」的「亞洲最佳輸配電項目金獎」，並獲得「綠建環評」新建建築1.2版最終鉑金級認證。

Sustainability has been built into the design of Queen's Hill substation in Fanling by enhancing its energy efficiency through the use of natural ventilation and light, and environmentally-friendly building materials, as well as the use of Building Information Modelling to improve safety and cost effectiveness. It won the Gold Award for Transmission and Distribution Project at the Asian Power Awards in 2019, and was awarded the Final Platinum rating under BEAM Plus V1.2 for New Buildings.

6. 中電綠源

WE Station

目前全港最大規模的堆填沼氣發電項目，採用新界西堆填區的沼氣發電，並接駁至中電電網，實踐轉廢為能。項目首階段設有五台發電機組，每年發電容量足夠超過17,000戶四人家使用，已於2020年投入運作。

As the largest existing facility using landfill gas for power generation in Hong Kong, the WE Station waste-to-energy project makes use of landfill gas produced at the West New Territories Landfill, with electricity produced transmitted to CLP's power grid. Comprising five generation units, the first phase of the project went into operation in 2020. The annual power generated is sufficient to meet the electricity demand of over 17,000 four-person households.

5. 晨曦島可再生能源系統

Town Island Renewable Energy Supply Project

項目是香港首個商用獨立運行互補式可再生能源系統。島上設有672塊太陽能板、2台風車及576組蓄電池。整個發電過程以可再生能源供電予島上戒毒復康中心。

The Town Island project is Hong Kong's first commercial-scale standalone renewable energy generation and storage system. It comprises 672 solar panels, two wind turbines, and 576 batteries. The zero emissions system powers a drug rehabilitation centre on the island.

7. 擬建香港離岸風力發電場

Proposed Hong Kong Offshore Wind Farm

擬在香港東南面水域興建的離岸風力發電場，計劃建造最多31台風機，總發電量約為200至255兆瓦，可滿足14萬個家庭一年的用電量。

The proposed offshore wind farm is expected to include up to 31 wind turbines in the southeastern waters of Hong Kong, with a generation capacity of approximately 200 to 255 megawatts (MW), enough to meet the annual electricity demand of 140,000 households.

8. 竹篙灣發電廠

Penny's Bay Power Station

1992年落成，為中電本地發電系統的重要後備設施。設有3組單循環燃氣渦輪，使用超低硫柴油作燃料，可在12分鐘內投入運作，滿足短期的高峰發電需求。

Commissioned in 1992, Penny's Bay Power Station serves mainly as a backup for CLP's local power generation system. It consists of 3 simple-cycle gas turbines that run on ultra-low sulphur diesel. It can be started up in just 12 minutes to meet short-duration peak demand.

9. 海上液化天然氣接收站

Hong Kong Offshore Liquefied Natural Gas (LNG) Terminal

興建中的接收站位於索罟群島東面海域，採用浮式儲存再氣化裝置技術，將液化天然氣進行再氣化，天然氣經海底管道運送到發電廠作發電用途。項目落成後，可讓香港直接從國際市場，以具競爭力的價格採購天然氣，使天然氣的供應來源更多元化，長遠提升燃料供應的穩定性。

An offshore liquefied natural gas (LNG) terminal is being constructed in waters to the east of the Soko Islands. The technology of Floating Storage Regasification Units (FSRU) will be applied to regasify the LNG, and the natural gas will be transmitted to power stations through subsea pipelines for electricity generation. The terminal will further improve Hong Kong's long-term natural gas supply stability by diversifying supply sources, and enabling procurement of natural gas at competitive prices from the global market.



11. 中電有「營」飯堂

CLP Hotmeal Canteens

2011年中電開辦有「營」飯堂，以低廉價錢為有需要基層人士提供熱烘烘的飯餐。現時與保良局合作，共設有4間中電有「營」飯堂，至2021年底已為社區提供逾88萬份熱食。

CLP launched the Hotmeal Canteen in 2011, serving nutritious hot meals to underprivileged people at a nominal cost. In partnership with Po Leung Kuk, there are currently four CLP Hotmeal Canteens, and they had served up more than 880,000 meals by the end of 2021.

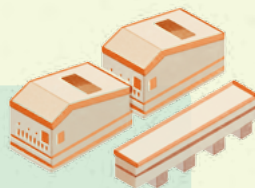


10. 廣東大亞灣核電站

Guangdong Daya Bay Nuclear Power Station

位於深圳大鵬鎮，距離香港尖沙咀約50公里。電站於1994年投產，採用壓水式反應堆技術，為內地首座大型商用核電站。電站約80%產電量供應香港，滿足香港約25%的電力需求。

Located in the Dapeng district of Shenzhen and about 50 km from Tsim Sha Tsui in Hong Kong, the Daya Bay Nuclear Power Station was commissioned in 1994. It adopts pressurised water reactor technology, and is Mainland China's first large-scale commercial nuclear power station. Currently, about 80% of its output is sent to Hong Kong, meeting around 25% of the city's electricity needs.



12. 中電智能匯

SmartHub@CLP

位於中電深水埗中心，佔地5,000平方呎。展覽館利用虛擬實境科技與互動多媒體，展示各類型智慧城市應用方案，介紹創新科技如何提升社區的能源效益。

SmartHub@CLP is a 5,000 square feet exhibition centre located at the CLP Sham Shui Po Centre and featuring virtual reality technology and interactive multimedia. It demonstrates how innovative solutions can help transform Hong Kong into a smarter city, and promotes energy efficiency in the community.



13. 客戶服務中心

Customer Services Centres

分別位於旺角、觀塘、元朗、深水埗及大埔的客戶服務中心，展示各類型高能源效益的智能家居產品，推動低碳及智能生活，為客戶帶來智能體驗。Located in Mongkok, Kwun Tong, Yuen Long, Sham Shui Po, and Tai Po, the service centres offer customers a smart experience, displaying a range of smart home products and showcasing low-carbon lifestyles.

14. Smart Energy Connect (SEC)

位於沙田科學園內，SEC是亞洲首個提供能源管理方案及服務的線上平台，致力為最終使用者、企業及公用事業機構提供一系列能源管理方案。

SEC is located at the Hong Kong Science and Technology Park in Shatin and is Asia's first online platform of its kind to provide innovative and practical energy solutions for companies and institutions.



16. 中華電力

低碳能源教育中心

CLP Power Low Carbon Energy Education Centre

2017年，由中電贊助成立，是香港首個有關低碳能源的教育中心。中心位於香港城市大學，利用多媒體及互動元素介紹各種低碳能源的發電原理、應用及特性，以及如何應對氣候變化的挑戰。

Established in 2017 with CLP sponsorship, the CLP Power Low Carbon Energy Education Centre at the City University of Hong Kong is the first of its kind in Hong Kong. It features multimedia and interactive elements to introduce the generation principles, applications, and characteristics of low-carbon energies, and examines how they help to combat climate change.

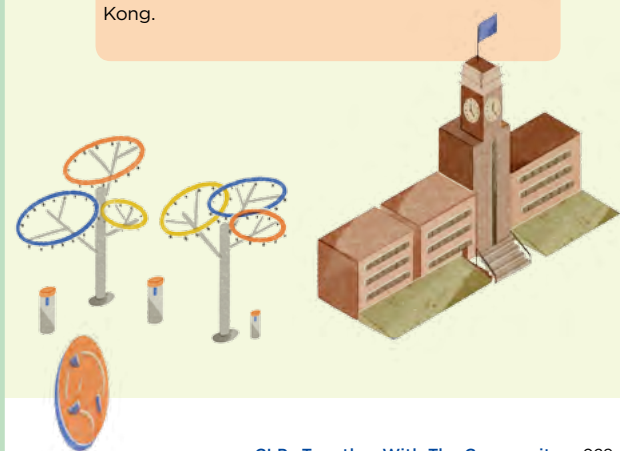


17. 中電 E-Playground

CLP E-Playground

於2021年開幕，位於大埔林村香港青年獎勵計劃賽馬會愛丁堡公爵訓練營內，此乃全香港首個以電力工程、能源和環境保護為主題的室外遊樂園，讓學生及公眾人士透過參與場內有趣互動的遊戲和設施，學習及體驗電力之旅。

The CLP E-Playground opened in 2021 at the Hong Kong Award for Young People Jockey Club Duke of Edinburgh Training Camp at Lam Tsuen in Tai Po. It is Hong Kong's first power engineering, energy, and environment-themed outdoor playground, and offers a unique education resource for students and members of the public to experience the power journey through a variety of engaging interactive games.



15. 中電學院

CLP Power Academy

於2017年成立，學院與本地及海外大專院校合作，提供電力及機械工程相關的文憑、專業文憑、學士及雙碩士學位等課程，為有志投身電力行業的青少年及業內人士提供完善和持續進修的升學階梯。

Established in 2017, the CLP Power Academy works in partnership with local and overseas tertiary institutions to provide recognised training programmes, including diplomas, professional diplomas, and Bachelor's and Dual Master's degrees in electrical and mechanical engineering. The courses are aimed at young people and industry practitioners who want to pursue careers in the power industry with a clear articulation pathway, and continuous learning.



18. 中電鐘樓

CLP Clock Tower

位於九龍亞皆老街，始建於1940年，昔日為中電總部大樓。鐘樓於2009年被列為一級歷史建築。2011年中電宣布將鐘樓建築活化為博物館，向公眾展示中電和香港的發展歷史。

The CLP Clock Tower in Argyle Street, Kowloon, was built in 1940 at what used to be the CLP headquarters. It was categorised as a Grade I historic building in 2009. CLP plans to preserve the building and turn it into a museum showcasing the twin histories of CLP and Hong Kong.



永續，由我們做起

120 Years, 12 Faces

擁有120年歷史的中電，首次推出主題曲，創作者卻是一位年僅25歲的工程師。「同行·望遠」一曲連結了中電與香港，也連結了不同世代對於未來的期待。

即使穿上了專業的開工制服，Sammy一雙眼裡仍閃爍著點點孩子氣。5年前從香港大學電子工程系畢業，加入中電受訓年半後，Sammy便一直在新界北區運行部工作，負責高壓設備的操作及保養維修。當初因為喜歡理科而選修工程，但教他意想不到的，是數年來學習最多的，是與人溝通的技巧——作為前線工程師，要直接面對客戶，解決各類供電問題，能與公眾做好溝通，工作才能順利。「初時很不習慣，但後來留意到資深同事的應對方式，就像和朋友交談般自然，我也學習用友善的方式跟客戶聊天。數年下來自己也圓滑了不少，懂得平心靜氣去解決問題。」

同行同樂

A Soundtrack to History

CLP was just five years shy of its centenary when Sammy Wong was born. Now aged 25, he is part of the company's dedicated engineering team and has composed and written a 120th anniversary song that celebrates its past and looks forward to its future.

Sammy joined CLP after graduating from university. After 18 months of training, he joined the New Territories North Operations Department where he is responsible for the operation, maintenance, and repair of high-voltage equipment.

To his surprise, he has found the most valuable skill he acquired was the ability to communicate effectively with people. As a frontline engineer, Sammy deals directly with customers to solve power supply issues and says communicating well is critical to ensuring his work goes smoothly.



黃國雄 Sammy Wong

2017年8月透過中電見習工程師計劃加入中電，現為二級工程師。作曲填詞一手包辦中電史上第一首主題曲「同行·望遠」，亦即今次120周年的主題訊息。

Joined CLP through its Graduate Trainee Programme in August 2017 and is now an Engineer II at CLP. He wrote the music and lyrics for CLP's inspirational anniversary song '120 years of shared vision'.

學做人比學做事更難的道理，前線工作讓 Sammy 尤其深刻體會，也更明白團隊間連結的重要性。大學時在中電擔任實習生時，Sammy 已感受到公司前輩樂於向後輩傳授經驗和知識，又熱衷分享職場心得，充滿人情味。成為正式員工後，在不同部門體驗工作，他更發現團隊間有著一份凝聚力。同事還自組名叫 Echo Delight 的樂隊，隔周便會夾 band。Sammy 去年也受邀加入，由從前的 Beyond 到當下的 Dear Jane，新歌舊歌都玩，音樂，是打破心房最有感染力的方式。

事過境遷 同行未變

「事過境遷，同行未變」

"Together, we brave the storm, sharing an unchanging vision."

He has found a strong camaraderie among his colleagues and, as a keen musician, was delighted to join a band of CLP employees called Echo Delight last year. They jam together once a fortnight, playing tracks by groups ranging from 1980s icons Beyond to modern-day chart-toppers Dear Jane.

Sammy combined his musical talents and his experience of working at CLP to compose a 120th anniversary theme song, which includes his lyrics: "Together, we brave the storm, sharing an unchanging vision."

當大家有著共同目標時，便會有同行的感覺；當彼此朝著同一方向，在各自崗位上努力而為，便能望遠。Sammy 將歌詞中的「事過境遷，初心未變」一句，延伸為「事過境遷，同行未變」，去勉勵同時代的年輕人。就像他喜歡的台灣樂隊五月天，歌曲總帶著一種正面訊息——人生方向總會在勇於探索的過程中找得到；而途上，會有人與你並肩而行。你，並不是真正的孤單。

Explaining the inspiration behind the song, Sammy says he wanted it to deliver a positive message to young people in the same way as music by his favourite band, Mayday from Taiwan, and encourage them to explore life with courage to find their true path.

The message in the song is drawn from Sammy's own life journey and experience of finding loyal colleagues and friends at CLP who have taught him a truth summed up in the words of another famous song that echoes through the decades: You'll never walk alone.

不再猶豫

Apprentices Scale Dizzy Heights



韋永進 Wai Wing Chun

1992 年於李惠利工業學院（現為香港專業教育學院李惠利分校）畢業後加入中電成為架空線學徒。現為北區 11kV 架空天線帶電隊隊員。

Joined the company in 1992 after graduating from Lee Wai Lee Technical Institute (currently known as the Hong Kong Institute of Vocational Education (Lee Wai Lee)), and is now a member of 11kV live line work team in North Region.

不同世代，同樣選擇加入中電成為學徒，不同工種，但同樣在中電找到屬於自己的道路。

因為喜歡Beyond的歌，韋永進十多歲便開始學結他，組樂隊。後來加入北區帶電工作隊，也秉持著練樂器時的耐性，以及組樂隊不能或缺的團隊精神。

當年因為喜歡樂與怒而留了一頭長髮及作搖滾打扮的韋永進，因為體育科成績好，上學時又喜歡通山跑，故選擇成為架空線學徒。架空線維修需要在山頭野嶺戶外工作，通常沒有車可以直達，得揹著工具往山上或樹林走去，又需要在百多尺高的架空線上進行。但也因為這種特殊的工作性質，讓他得以從獨有的高度和角度，欣賞到香港城市和郊野最美的另一面。

2009年，他留意到公司招聘帶電工作隊見習生。帶電工作隊需要在電力毋須中斷的情況下，維修保養高壓架空電纜。當時的韋永進雖有十多年架空電線工作經驗，卻毫不介意由見習生做起，重新接受訓練，更剪掉陪伴多年的長髮以配合工作所需。經過一連串本地和海外的技術訓練後，他終於成功通過考核，成為帶電工作隊一分子。

Wai Wing Chun and Chan Sze Ling joined CLP as apprentices with high expectations a generation apart – and both have gone on to carve out successful careers, demonstrating the immense possibilities that arise when you diligently work your way up from the bottom.

An avid fan of 1980s Hong Kong rock band Beyond, Wai Wing Chun has a passion for playing guitar and performed in bands as a teenager. He carried that love of music through his studies and into his work at CLP.

The spirit of teamwork he gained from his band, together with his outstanding track record in physical education at school, proved valuable assets when he joined CLP as an overhead line apprentice.

Overhead line workers have to carry tools up mountainsides and through dense vegetation where no vehicles can venture, and then work at

heights of over 100 feet. It gives Chun spectacular bird's eye views across Hong Kong from unique positions.

In 2009, Chun's career jumped to a new level when he noticed CLP was hiring trainees for its live line team, which maintains and repairs high-voltage overhead lines without shutting off power.

Although he had more than 10 years' experience in overhead line work, making the switch meant going back to being a trainee – and even cutting short his iconic rock-star hair. After training in Hong Kong and overseas, Chun became a proud member of the team.

Seven years later after Chun's elevation, Chan Sze Ling made history in 2016 by becoming CLP's first female engineering apprentice. She applied at a time when she felt frustrated by the traditional education system and faced an uncertain future in secondary school.

「愛」
"Love"



另一邊的思伶亦是因為不喜歡「坐定定」，未能適應傳統學校編制，中四時曾對前路感覺迷惘萬分，卻因為報讀了中電的見習技術員計劃，而成為中電60多年來首位女學徒，更找到適合自己的事業。「上課總覺得悶，唸書無法入腦，成績也不好。」當眼前只有一條考DSE卻自知不會有理想成績的路時，卻讓她碰上中電工程師前來學校舉行講座，不但引起她對相關行業的興趣，更像一條掘頭路，突然有了轉彎的可能。

在決心報讀見習技術員計劃後，她花了1年時間，成功游說一心希望她考畢DSE才謀出路的父母接納她的選擇。升中五後她轉讀職訓局青年學院電機工程職專文憑，之後再參加中電見習技術員計劃，接受3年訓練。完成3年培訓後，目前思伶已晉升為二級技術員，負責電力設施的維修及保養工作。

"I used to feel bored studying," she said. "I couldn't remember a thing, so my results were poor." She then heard a talk by a CLP female engineer at her school which opened a door to an exciting alternative future.

Sze Ling spent a year persuading her parents – who wanted her to sit the Diploma of Secondary Education before considering other options – to let her apply for the apprenticeship programme.

She then transferred to the Youth College of Vocational Training Council and studied for a Diploma of Vocational Education in Electrical Engineering before joining the CLP Technician Trainee Programme for another three years of training.

Sze Ling has now been promoted to the grade of Technician II, where she is responsible for the maintenance and repair of electricity facilities, and is grateful to have found a career she has a passion for and which has transformed her introverted nature.

"I didn't know much about communicating with other people,

so it was easier for me to work in mechanical maintenance," she recalled. However, it turned out the most crucial element of an engineering team's success is communication, so it was a skill she would need to learn.

The older former apprentice, Chun discovered that during live line work, everyone listens to the instructions of the observer and follows safety procedures before starting work with meticulous observation and preparation.

The team holds discussions to formulate a plan and a clear division of labour on site. Every step and every action in the process requires full communication between the team members. "The team works better if all its members are in sync," he said.

Each team member has a distinct personality and opinion and, by talking, they find ways to accommodate different views. Communication is the basis for cooperation, Chun emphasised, saying he never rushes live line work as it does not interrupt supply.

「迷惘的時候，不要想太多，
放開手，去做去試，總會找到
你最愛的事物。」

"Don't overthink things
when you are lost. Just take
the plunge, and everything
will come naturally."

迷惘的時候，
不要想太多，放開手，
去做去試，總會找到
你最愛的事物

思伶

陳思伶 Chan Sze Ling

2016年透過參加見習技術員計劃加入中電。2019年，獲選為「尤德爵士紀念基金優秀學徒」，是中電首位獲得此殊榮的學徒。現為二級技術員。

Joined CLP through the Technician Trainee Programme in 2016. She is CLP's first female engineering apprentice and the first CLP trainee recognised in the Sir Edward Youde Memorial Outstanding Apprentice Awards.

覺得有興趣的工作固然萬分慶幸，內向的性格也因此改變。思伶最初的想法很簡單：「因為我不太懂得和人溝通，做機件保養較簡單。」

許多人也以為，維修保養工程毋須與人溝通。事實上，工程團隊中最重要的事便是溝通。阿進以帶電工作為例，因為大家都依足安全程序去工作——事前有足夠勘察和準備，團隊也會商議好完善的計劃；現場工作時亦有清楚分工，並依足觀察員的指令去做。過程中每個步驟，每個動作，團隊之間都有充分溝通。

「隊員之間有默契，工作起來便會更好。」工作隊成員每人個性都不同，觀察事物的角度也有分別；但即使有不同意見，只要大家開放地討論，總會找到適合的方法。他一再強調，溝通是一切合作的基礎。也因為帶電工

作不會影響市民服務，所以不會急於求成。

這種耐性，自小時學習結他，彈奏心愛的Beyond經典作如《再見理想》和《海闊天空》時，早已練就；即使要坐下來彈結他一整天，也不會難倒他。在過去20多年，他也一直是公司樂隊Echo Delight的中堅成員，經常在公司的大型活動中表演。「組樂隊讓我更有耐性，而由無到有（去演奏樂曲），每個隊員都要做功課，每樣樂器都要重複練習；最終又要夾在一起，才知道效果好不好。」要做到這樣，除了時間和技術，始終得靠團隊間的合作精神。

「大家要互相遷就才能長久。但無論做什麼，最重要開心。」他慶幸，公司提供的各類型活動包括龍舟、足球或樂隊等，既好玩，也是一種學習機會，讓不同部門同事溝通，彼此學習，互相鼓勵。

Chun believes his patience was nurtured by learning to play guitar, when he would spend a whole day learning to play the classic songs of Beyond. For 20 years, he has been a core member of CLP band Echo Delight and often performs at company events.

"Playing as a band requires a great deal of patience and practice, and yet the outcome also depends on how we coordinate with one another when we perform," he said, adding that it takes time and skill to achieve the best outcome.

"We must accommodate ourselves with each other for a long-lasting relationship," he said. "No matter what we do, happiness comes first."

Chun builds relationships with colleagues not only through his work and music but through a wide range of company activities, including dragon boat racing and soccer matches which help employees from different departments find out more about each other.

As a shy teenager and one of only a handful of women trainees at CLP, it took Sze Ling a little longer to find her feet and bond with her colleagues. "When I first worked in Yuen Long, I was partnered with an experienced technician," she recalled.

思伶作為學院內少有的女生，和其他同事相處也需要磨合：「第一次去元朗實習，一開始落區什麼人都不認識。當時跟著一個很有經驗的師傅，他帶著我一個女仔也頗緊張的，怕我玻璃心，後來知道我直來直往，大家也相處得來。」同事們主動關心外，更邀約她一起參與義工工作；跟不同地區工作的師兄聊天時，也擴闊了視野。這種同儕間的支持，令她變得開朗，也對工作更加投入，甚至主動與年紀更小的後進們分享經驗。「看著師弟師妹時，有點點自己從前的影子，也較容易明白他們的想法。有些師妹也會找我傾偈，大家個性接近，遇上什麼不開心的事情都會分享。」

中電專才學院近年招募了更多女學徒，打破行業絕大部分為男性的既有生態，又因應女性員工的需要，增設專用浴室及洗衣機等，方便她們每天清洗工作制服。至於累積了更多工作及人際經驗後，思伶亦有了不少改變。從前一拿起書本便感覺沉悶，現在的她卻積極進修，享受唸書的過程，更希望可繼續升學，學以致用。

阿進和思伶分享的心得不約而同包含「愛」字：人生就該放膽去愛、去享受、去學習、去發現，總會找到你最愛的事物。

“He was also nervous about mentoring a female trainee and worried I might be sensitive and get hurt easily,” she said. “Later, he realised I was a straightforward person and we managed to get along well.”

Colleagues not only showed care for Sze Ling but also invited her to join them in voluntary work. By interacting with more senior employees, she gradually broadened her horizons and formed more social connections.

Sze Ling believes the support of her co-workers has made her a more cheerful person and she now shares her experiences with junior employees who she can see are going through the same range of emotions as she once did.

“I see traces of myself in them and I feel I can easily relate to them and their thoughts,” she said. “Some junior female employees are willing to share their sad moments with me, as we have

similar personalities.”

The CLP Power Learning Institute has recruited more female apprentices in recent years to break the traditional male stranglehold on engineering positions, adding facilities for them such as female washrooms.

As she continues to build her professional experience and network of friends and colleagues, Sze Ling says her attitude to learning has changed dramatically. She used to dislike reading but now enjoys studying for self-improvement and hopes to go into higher education.

For both Chun and Sze Ling, apprenticeships and the positive influence of good colleagues have transformed their outlooks and taught them that, with dedication and belief, you can create a life you love, and climb higher than you imagined possible.

專業管理，安全至上

Safety Begins
With
Teamwork

12 FACES > 03

劉達民 Steven Lau

時任廣東大亞灣核電運營管理有限責任公司第一副總經理，在核電站工作20多年。

The Then First Deputy General Manager of the Daya Bay Nuclear Power Operations and Management Co., Ltd. He worked at the nuclear power station for more than 20 years.

1979年，中電踏足中國內地的能源市場，對廣東省輸送電力，參與內地對外改革開放發展新一頁。6年後更落實在廣東大亞灣興建全國第一家商用核電站，是內地最大規模的中外合資項目之一，不但為港粵兩地供應穩定的電力，更引進國際級的核安全管理文化，成為國家核電事業的搖籃，以及「綠色能源」政策的重點示範項目。

工程師出身的Steven在1973年加入中電，由九龍鶴園到青衣再到青山發電廠，經歷了由燒油到燒煤不同發電能源的發展。1992年，Steven決定接受公司的委派，前往大亞灣核電站工作，成為事業的重要里程。

到任大亞灣不到兩個月，Steven馬上被派往南非接受培訓及考取牌照，一切重新學習1年半後，由南非回到大亞灣，才是真正的挑戰。除了與妻兒分隔兩地，又要努力學習普通話與人溝通；雖知核電站原來聘有大量外籍技術人員，花在翻譯溝通的時間和心力真是無法量計。Steven不但要在強烈的文化差異下，逐步拉近團隊距離，同時秉持最佳管治原則，建立高標準的核安全文化。「要改變自己，但又不能犧牲專業的原則。」是Steven時刻提醒自己的座右銘。

競爭使人進步最快
合作讓人得到最多
劉國砥

「競爭使人進步最快 合作讓人得到最多」
"Competition leads to rapid progress, and collaboration brings big rewards."

CLP first began supplying electricity to Guangdong in 1979 after the launch of the Open Door Policy. Six years later, CLP confirmed its investment in Daya Bay, the nation's first commercial nuclear power station. Today, Daya Bay remains one of the largest joint-venture projects in the country, setting a gold standard for safety culture and paving the way for Mainland China's nuclear energy development and pursuit of green energy.

Steven Lau was one of the first CLP executives to take charge at the Daya Bay Nuclear Power Station. The defining moment of Steven's career came in 1992 when - nearly two decades after first joining CLP as an engineer - he was sent to Mainland China to work at the new Daya Bay Nuclear Power Station.

「我經常說，我們所知道的並不多。即使你擁有專業，也要不斷學習和聆聽別人，盡量減少個人主觀因素，找沒有利害關係的人提出客觀相反意見，鼓勵不同聲音。」在他眼中，所謂「與國際標準看齊」，最重要是“benchmarking against good practices”(以優良的作業模式為指標)，令團隊認同相同標準和價值，才能達到要求甚至做得更好。」當時他花了1年時間推動“No Alarm”特別措施，提升員工自覺性，減低對警報裝置的過分倚賴，同時藉著仔細數據分析去預防問題出現的可能，都令核電站的管理提升至更高水平。

工作上當然也有高低起伏。Steven曾遇過別人的質疑及反對，更為了工作而無法陪伴病榻中的母親；但他的努力還是得到管理層的肯定，甚至被中方推薦成為這個合資項目第一位出任廠長的境外人士。對於新世代管理層，他由衷地建議，除了要對工作抱有熱情，遵守業界標準外，重視核安全文化和推動團隊合作性亦至為關鍵。

「不要有英雄主義，願意虛心學習，讓自己和團隊都有選擇。」

Soon after taking up his post, Steven was sent to South Africa for 18 months of training. After returning to Daya Bay, he not only faced the challenge of being separated from his family but also of learning fluent Mandarin so he could communicate with his colleagues in Guangdong.

He was determined to bridge the cultural divide in his new role while upholding the best management principles of establishing a first-class nuclear safety culture. “We can make changes, but we must never sacrifice our professional codes,” he said.

Learning is a lifelong process, he discovered. “We only know a little,” he explained. “Even if we are professionals, it is essential that we keep listening and learning to avoid making subjective judgements. We must hear objective opinions from independent sources and encourage people to express different views.”

The key to setting high standards is to benchmark against good practices, he believes. With that

in mind, he once spent a year imposing a ‘no alarm’ policy to raise safety awareness, avoid overreliance on alarms, and encourage greater attention to preventative measures based on comprehensive data analysis.

Steven's dedication to his role has come at a personal cost. He was unable to visit his mother when she was sick and spent long periods away from his family as he rose to become the First Deputy General Manager of the nuclear power station.

The keys to success for the next generation of leaders are to be passionate about work and vigilant over industry standards, to attach great importance to nuclear safety culture, and to understand and embrace partnership and teamwork, he believes. The ability to listen and learn, however great your experience, is at the heart of Steven's pioneering achievements at Daya Bay. “Be humble, don't be heroes,” he said. “Always give choices to yourself and your team.”



丘宇晴 Kathy Yau

在學時曾參加中電實習生計劃並獲「中電工程志學獎」，畢業後參加中電見習工程師計劃，步步晉升至高級工程師。

Worked as an intern at CLP and received CLP Engineering Studies Award. She joined CLP Graduate Trainee Programme after graduation and has now been promoted to the position of Senior Engineer.

潘偉賢 Paul Poon

1974年畢業後加入中電當見習工程師，曾於多個部門擔任管理職位，於2013年出任中華電力總裁。2017年，他肩負新成立的中電學院校長一職，致力培訓新一代的電力人才。

Started his career with CLP in 1974 as a graduate trainee. He held a variety of management positions in different business units before assuming the role of Vice Chancellor of the CLP Power Academy in 2017.

人才，就是未來

在沙田石門的中電學院內，Kathy與Paul Sir向年輕學員示範如何「鋸大餅」——每個入職中電的見習工程師，不論哪個年代，都會知道「鋸大餅」不只是如何準確接駁電纜的基本訓練，更象徵著中電的企業精神——要抱持謙虛學習的心，從基礎做起；對工作投入熱情，才能好好服務客戶及社會大眾。

先聽一聽Paul Sir和Kathy兩次不同的颱風經歷，大抵便會明白什麼是投入和熱情。

2008年9月，颱風黑格比襲港，引致山泥倒塌，海水倒灌，只有一條路進出的大澳頓成孤島。Paul Sir回憶，倒塌的山泥損毀了埋在主道路地下的電纜和水管，全靠著一條早年埋在小山路的舊電纜，大澳才不致完全斷電。但一旦舊電纜發生事故，大澳災區的情況將會更嚴峻。為了保證供電，中電要在短時間內重新駁通架空線。但在交通斷絕的情況下，要將物資運入大澳，船運之後，只能用人手將物資拖往山上。當時身為管理層，也變成「搬運工人」一分子，而主動協力的還有來自荃灣和油麻地各地區同事。經過日以繼夜搶修，電纜終於修復。

Degrees of Success

When Paul Poon and Kathy Yau demonstrated how to cut cable wires to young apprentices at the CLP Power Academy, they were united by a common but hard-earned skill that lays the foundations of a career in engineering, though they are generations apart.

Regardless of generation, every CLP graduate trainee understands that cable cutting is not only the basis of precise cable joining, but also a symbol of the maxim that unites all employees: Be humble in performing ordinary tasks, and be passionate in serving the public.

Those basic skills and principles, combined with dedication and passion, blossom into a professional expertise that most vividly comes into play at times of crisis, as Paul and Kathy demonstrated during two severe typhoons 10 years apart.

When Typhoon Hagupit slammed into

Hong Kong in September 2008, it caused a landslide and seawater intrusion that blocked the only road to Tai O, turning it into an island and damaging underground cables and water pipes.

An old cable beneath a mountain path meant Tai O did not suffer a total power outage, Paul recalls, but it was left in a perilous situation as it was totally reliant on the electricity passing through the single ageing cable.

Overhead cables had to be reconnected quickly which meant bringing equipment in by sea and dragging it up mountainsides by hand. Paul, as a member of the management team, rolled up his sleeves to join the effort.

Together with colleagues from the Tsuen Wan and Yau Ma Tei districts, he helped get the equipment in place so that power could be restored after repairs were carried out around the clock.

10年後，2018，又是9月，山竹襲港期間，Kathy和10多位工程師同儕正在系統控制中心為颱風戒備。當時的她加入中電約5年，作為控制工程師，第一次遇上颱風，就是破壞力強大的山竹。當值期間，眼見警報器不停閃動，九龍新界離島各處都出現廣泛破壞和不同程度的電力事故。從未想像過這般境況的她，與一眾同事盡了最大心力，作出各種應變措施；待山竹風勢稍緩，她半夜下班回到家中，人已累得虛脫，精神卻仍處於作戰狀態，無法入睡……

主動付出額外時間和體力，或者承受龐大工作壓力，為的是在最短時間內解決客戶的困境，就是基於一份切身處地的精神與耐性。優秀的企業文化，往往體現在員工

When Typhoon Mangkhut struck 10 years later in 2018, Kathy – who joined CLP as a graduate trainee five years earlier – was on duty in the System Control Centre with more than 10 other engineers. It was her first working experience of a typhoon as a Control Engineer and a ferocious introduction.

As the storm raged across the territory, the control centre sirens sounded endlessly and there were large-scale power interruptions and incidents in locations around Kowloon, the New Territories, and the outlying islands.

The situation was beyond her imagination, but Kathy and the team used their expertise and worked tirelessly to address every contingency. When the typhoon gradually weakened, Kathy was exhausted but unable to sleep as her brain was still racing.

The ability of Paul, Kathy, and their colleagues to respond calmly and effectively to the storms that periodically slam into Hong Kong reflects the corporate culture of CLP. Employees are trained in attention to detail and solving problems with whatever resources are needed.

In the company's early days, new recruits would

對工作及機構的投入。入職時的「鋸大餅儀式」，雖然不再像早年一樣要連續鋸1星期，回家時連提碗吃飯的氣力也沒有，但依然不可或缺，成為連繫著不同世代中電員工的集體回憶。

同一個團隊，就是 We

穿著工程制服鋸起大餅時，Kathy沒半點比男性遜色。身為中電較早一批培訓的女工程師，Kathy並不覺得自己作為女性從事機電工程工作有什麼不便，一般人以為粗豪的工地師傅，也比她想像中更斯文有禮。

在理工大學修畢電機工程和工商管理學雙學位後，Kathy在大學三年級曾加入中電實

cut cables for a whole week to master the art, leaving their hands aching so much they could not hold their rice bowls for dinner. The training is shorter today but remains an indispensable part of the learning process and an essential strand of the collective memory for CLP engineers of every generation.

One team, same dream

As soon as she puts on her engineer's uniform, Kathy is the equal of her male colleagues. One of the female engineers to train at CLP, she is comfortable in her role and even finds the site workers more courteous than she expected.

Kathy graduated from the Hong Kong Polytechnic University with a double degree in Electrical Engineering and Management and joined a CLP internship programme in her third year, earning a priority admission because of her outstanding performance.

She joined CLP as an engineer eight years ago and remembers when her department had less than 10 female engineers and there was no female bathroom in the depots. Today, the number of women engineers is rising and there is even a breastfeeding room for mothers.

習，因為表現優秀而獲優先取錄，畢業後隨即進入中電任職工程師。入職這8年間，她目睹部門由初期只有5至10位女工程師，運作中心內連女性專用浴室都沒有；到現在女工程師數目增加不少，公司甚至增設哺乳室，體貼女同事的需要。

「人力資源部開辦的女工程師年度交流活動，讓來自香港、內地、澳洲和印度的女工程師聚首一堂，參與不同的工作坊，包括培訓領袖怎樣『講故事』，與同事交流經驗。」有份參與的Kathy，最感興奮的不單是領袖技巧的訓練，而是可以和20多位師姐妹交流，由工作到生活，都可以互相啟發。其中與印度女工程師交流時，讓她發現印度文化其實很多元。中電在當地為支援基層婦女亦

努力面前，向着標竿直跑。
KATHY

「努力面前，向着標竿直跑。」
"Straining towards what is ahead."

"Our Group Human Resources Department organises events for female engineers from Hong Kong, Mainland China, Australia and India every year, including leadership training workshops where we share ideas," she said.

Kathy has taken part, not only to learn leadership skills but also for the opportunity to communicate with more than 20 female counterparts, exchanging information about work and life.

By talking to other women, she realised how different cultures are in countries such as India, and how CLP has worked to bridge social cultural divides and support women from grassroots backgrounds.

"Take the solar power plants in India as an example," she explained. "The plant hires men as workers and also hires their female family members as cleaners. The way they build connections with the local community is what

不遺餘力，「例如太陽能電廠不但聘用在地男性員工，清潔工則是他們的女性家人，這種與本地社群建立關係的做法，令我印象深刻。」

1年前，Kathy由配電工程師晉升為高級工程師，帶領著20多人團隊工作。身在不同崗位，讓她更明白團隊合作的重要。「每做一件事，我都會將背後的邏輯詳細講解，如果同事有不同意，可以一起調整。我希望大家一起從實踐中學習，若只聽我的指令工作，大家永遠不會成長。」她形容，以前自己拿著螺絲批或滑鼠單獨工作，現在卻是去支援別人，並在適當關鍵時刻作出提醒。「大家是同一個團隊，是we，同事做到，我也有成就感。」

impressed me most."

A year ago, Kathy was promoted to Senior Engineer and now leads a team of 20 people. Rather than working alone with a screwdriver or a computer mouse, she now takes pride in collective achievement. "We are on the same team. If they succeed, I feel the same sense of accomplishment," she said.

"I try to explain in detail the rationale behind every task we do. If there are disagreements, we will make adjustments together. I hope we can learn by doing. The team cannot make any progress simply by following instructions."

Kathy draws inspiration from her secondary school motto: Push forward and reach for your goals. "Without direction and motivation, you can feel lost, like a hamster running on a wheel not getting anywhere," she said.

Kathy 以自己的中學校訓「努力面前，向著標竿直跑」作為勉勵。「人若沒有方向和動力，會很迷惘。每天上班就如倉鼠跑輪，不知往何處去。」她慶幸自己一早找到目標和愜意的工作，也勉勵大家朝著目標勇往直前。

為行業而努力

企業要長遠地持續發展，堅實的團隊精神也是關鍵。Paul Sir 從 70 年代開始任職中電工程師，至出任中電學院校長前位至中華電力總裁，他深深明白到，團隊關係和主動性，不能只依靠硬性制度去維繫。

打從 60 年代起，中電已培訓一代又一代的技術人員和工程師，同時亦透過多元化的活動，如龍舟、足球和義工等，鼓勵員工互相認識交流，從而建立團隊間的凝聚力：「我們有 7 條龍舟隊，每星期練習，同事有很多

For Kathy, leadership has gifted her with a keen focus and a satisfaction in her work, along with a firm belief that – with the right direction and motivation – she and her team can reach out and achieve their goals with courage and conviction.

Nurturing ingenuity

Paul understands better than most how a strong team spirit is central to a company's long-term development. An engineer with CLP since the 1970s, he rose to the position of Managing Director of CLP Power before taking up his current position as Vice Chancellor of CLP Power Academy, and he knows that bonds and initiative do not emerge from a rigid system.

Since the 1960s, CLP has trained thousands of technicians and engineers, encouraging communication and building cohesiveness between different teams through a wide variety of activities including volunteering, dragon boat racing, and soccer matches.

機會去溝通。對外比賽時，團隊精神就更重要，尤其是有同事退休離隊，或有新同事加入。」這些活動並非一開始便成規模，反而是循序漸進發展，「例如我們的 MU (Management United) 龍舟隊，便是如此建立起來。新晉升的管理層都會被邀請加入。這對同事也有好處，既可以加快認識所有管理層，非正式溝通也更有效。」

「我們也會確保每個同事有足夠的訓練、指導和機會，讓同事看到，這不止是一份工，而是有一個願景，建立他們對工作的自豪，才會培育到忠誠和有歸屬感，覺得可在公司長期發展，服務客戶和社會。」他認為，長年以來中電內部早已建立這種文化，至於 2017 年成立的中電學院，則旨在為年輕人提供更多機會，同時為整個行業培訓更多人才。

「當下很多年輕人欠缺上游機會。為了讓他們看到希望和前景，我們的課程適合不同程

“We have seven dragon boat teams who practise weekly,” said Paul. “Team spirit plays an important role, especially in external competitions, and when there are new joiners or people leaving because of retirement.”

All the activities begin on a small scale and develop progressively. “For instance, every person promoted to management level has to sign up for one to two years with the Management United Dragonboat team. That’s how the team is formed and developed. It’s good for them to get to know all the executives faster, and casual conversations outside work always make communications more effective.” Paul explained.

“We ensure every one of our colleagues has adequate training, guidance, and opportunities, so they know this is not only a job but a career with vision. With a sense of pride towards work, they build loyalty and a sense of belonging to the company, and are willing to stay and serve the public through our company for the long term.”

度，傳授知識、學歷和專業資歷，幫助他們找到一門專業。學院也希望擴大的行業的人才供應，滿足社會需求——社會不斷進步，對專業資歷的要求更多；而眾多的基建工程，對人才需求也更大。這是中電對社會的承擔。」

刻下，電力行業正經歷重大演變，再生能源發展迅速；而物聯網、人工智能、大數據等新科技亦更廣泛應用。今日要培訓行業新力軍，需要更多元化的知識、技術和靈活的思維。Paul Sir 表示，中電學院在課程設計上，一方面針對行業的實際需要，又在高等程度課程（如雙碩士學位課程）增強對各種新科技的訓練。為了扭轉年輕

Paul believes the culture has been part of the company's DNA for many years, and points out that the CLP Power Academy established in 2017 is providing more opportunities for young people and nurturing more talent for the industry.

“Many young people nowadays lack the opportunity to move up the social ladder,” he reflected. “Our courses are devised for people with different levels of education, imparting knowledge for qualifications and professions and giving them hope and a brighter future.

“The academy hopes to increase the bench strength of the industry in meeting its demand. As society evolves, there is a rising need for professional qualifications and demand for talent to provide the infrastructure we need. CLP has a commitment and responsibility to society.”

Today's power industry is going through seismic change as renewable energy sources replace traditional energy sources, while new technologies such as the Internet of Things (IoT), artificial intelligence, and big data become more ubiquitous.

Modern industry talent training requires more diversified knowledge, techniques, and

人對電力行業的既定印象，甚至破格邀請中學生用活潑生動的影片向他們的同代人宣傳，同時將對象擴闊到女性和少數族群，讓更多人認識這個行業。

作為首任校長，Paul Sir 笑言這幾年間自己學習新事物的機會比以前更多，即使耗費不少時間和心力，但看見年青人找到自己專業（尤其是那些未能融入傳統學校編制的年青人），也替他們開心。「今年我們收了 450 個新生，是歷屆之最。其中學位課程本來只收生 60 個，卻增至超過 120 個。現在同事作為講師和實驗室設施都要增加，為免削弱年輕人向上游的機會，我們也會盡力去做得更好。」

mindsets. The CLP Power Academy is launching courses tailored to industry requirements and strengthening new technology training in advanced level courses such as the Dual Master’s Degree programme.

To break down young people's stereotypes about the power industry, CLP has also invited secondary school students to film videos to share with their peers, including women and people from ethnic minorities, so that more people understand the industry.

As the academy's first Vice Chancellor, Paul jokes that he has gone through a steep learning curve himself, but he takes great delight in seeing young people – particularly those who are uncomfortable with the traditional education pathway – find their way into rewarding careers in the power industry through the work of the Academy.

“We broke our admission record this year with an intake of 450 students,” he remarked. “Some of the degree programmes planned to take in 60 students but ended up taking in more than 120. Now we have to enhance teaching manpower resources from our colleagues and workshop as we didn't want to deprive them of the opportunity of moving upwards. We will try our very best to do better.”

種族及文化多元向來都是香港這個國際都會的特色，也是中電的核心價值。兩代均效力中電的印裔父子 Ved Prakash Sharma 和 Sandeep Sharma，就是最佳佐證。

故事可由父親 Ved Prakash 說起。1977 年來港以前，他曾在印度電廠及核能反應堆擔任研究工作 8 年，但為了與在香港土生土長的印裔妻子一起生活，Ved Prakash 在 1978 年加入中電鶴園電廠成為機械工程師，自此在香港落地生根，一直工作至 2011 年退休。期間他在中電香港所有電廠包括鶴園、青衣和青山發電廠都工作過。

「70 年代，青衣電廠已全面投產，而最早期的鶴園電廠機組則已老化無法全面發電。可是在 70 年代中至 80 年代，香港經濟迅速起飛，對電力需求大增，而另一間電廠——青山發電廠又未落成。當時我被委派復原鶴園電廠已退役的老舊機器，以應付需求。」

Building Cultural Bridges

The Sharma family's bond with CLP began with a love story. Ved Prakash Sharma relocated from his engineering job in India in 1977 and took up a position at the Hok Un Power Station so he could live with his fiancée, who was born and raised in Hong Kong.

He stayed with the company for more than 30 years until his retirement in 2011 and in his early career found himself at the heart of Hong Kong's emergence as an economic powerhouse, working in Tsing Yi and Castle Peak power stations as well as Hok Un as the city's demand for energy rocketed.

"Tsing Yi Power Station had gone into full operation in the 1970s, but the oldest generation units at Hok Un

Power Station were due to be retired," Ved Prakash recalled.

"Hong Kong's economy was prospering and demand for electricity grew rapidly from the mid-1970s through into the 1980s, but Castle Peak Power Station had not been built by then. I was therefore appointed to renovate the ageing Hok Un Power Station to help meet the rising demand for power."

Ved Prakash found himself back in India nine years when he was appointed head of CLP's India Business Unit as the company launched operations in the country in 1998. "The biggest challenge of doing business in India then was to ensure that operations adhered to professional ethics," he said.

父與子， 兩代共融在香港

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令 Ved Prakash 同樣自豪的任務，是 1998 年他被派駐印度長達 9 年，成為中電在當地公司的業務單位主管。「在印度發展，最大挑戰是如何恪守專業道德操守。」當時印度有多家獨立發電廠商（Independent Power Producers），中電要打開當地市場，不少人都認為要當地廠商接受中電做事原則，難度甚高，但 Ved Prakash 卻向主席米高嘉道理爵士誓言，只要他一日主理印度分公司的營運，都不會在中電價值觀上作出任何妥協。到了今日，中電不但成為印度最大的境外投資者之一，實踐了 Ved Prakash 當年的承諾，更在當地幫助貧困村民自力更生，猶如當年嘉道理勳爵幫助香港新界農民一樣。

Stay in Harmony with Local people
and follow the rule of Law for
which Hong Kong is well famous
and this is the root cause of
Hong Kong prosperity.

Upstems
V. P. SHARMA

「與本地人和諧共處，遵循香港聞名於世的法治，那是香港繁榮的根基所在。」

"Stay in harmony with local people and follow the rule of law for which Hong Kong is well famous and this is the root cause of Hong Kong prosperity"

Independent power producers were proliferating, and entering the India market, meaning CLP would have to make sure local producers complied with its strict principles. Ved Prakash promised Chairman Sir Michael Kadoorie he would never compromise the company's values.

He was true to his word, and to this day, Apraava Energy - formerly known as CLP India - has lived up to his pledge and become one of the largest foreign investors in the country while maintaining CLP's ethos of enriching and caring for the rural communities in which it operates.

In an echo of the way Lord Kadoorie assisted farmers in the New Territories in the post-war years, CLP India supports villagers trapped in poverty and encourages them to become self-reliant through a philosophy of helping people to help themselves.

主動融入本地社群

小時候的 Sandeep 在中電宿舍長大，左鄰右里都是中電員工，儼如一個大家庭。跟父親一樣，他也成為工程師，並在 2004 年加入中電。但這條路並不是由父親鋪排，而是他自己的選擇。他的成長經歷，也見證了少數族裔如何成功融入社群。

Sandeep 從小就讀本地學校，同學好友都是香港人。父親希望兒子能成為醫生。可是 Sandeep 怕血，在英國大學時選修了電子工程及管理學，畢業後順從母親意旨回港找工作，Sandeep 因此考上成為中電見習工程師。

「我加入中電時，爸爸已被派往印度工作，所以我們未曾一起共事。」憑著實力而不是父蔭加入中電，Sandeep 跟當年入職時已是高級工程師的父親相比，面對著不一樣的工作環境。「面試時我被問到是否懂得中文；若我不識聽不識講，在工作上會遇到很多困難。」見習工程師需要由基層地區工作做起，一口流利的廣東話，加上外向個性，成功打破與技工師傅之間的隔膜，融洽共處，讓他能從師傅身上學到不少豐富知識。「相處的前提是互相尊重。當時我們一共有 6 個見習工程師，只有我是從海外留學回來。最初我主動邀請大家下班飲啤酒時，他們也頗緊張的，可是很快大家便破了冰，並改變了他們對工程師一貫刻板的印象。」

Like father, like son

Ved Prakash's son Sandeep felt a part of the CLP family from his earliest days spent in company living quarters. He resisted his father's entreaties to become a doctor, graduating instead in electrical and electronic engineering with management in the UK before joining CLP as a graduate trainee in 2004.

"My father was working in India when I joined CLP, and we have never worked together," said Sandeep. Growing up in Hong Kong and speaking fluent Cantonese from years of Hong Kong schooling gave him an edge when he applied for a position with CLP.

"I was asked if I could speak Chinese during the interview. If I couldn't understand or speak Chinese, I might have come across a lot of difficulties at work," Sandeep recalled. His language skills and outgoing personality meant he got on well with experienced colleagues and picked up his professional skills more easily.

"Mutual respect is a prerequisite for teamwork," he said. "When I invited other trainees to have drinks after work, they were quite nervous at first. But from that moment, the ice was broken and it shattered their stereotypes of engineers."

誠實作為核心價值

雖說父子倆都是工程師，但在不同世代卻有不同發展。「爸爸的時代主要用石油及煤發電，我的興趣卻是可再生能源。」2006年，中電開始拓展可再生能源業務，剛滿實習期的Sandeep隨之加入該團隊參與內地及亞太區的工作。「當我在內地偏遠地方工作時，最初很擔心自己的普通話不標準；但很快便發現，其實國內每個地方都有著地方口音，就像我有廣東口音一樣。相反大家知道我會講普通話，往往留下深刻印象，原來自以為不足之處也能成為優勢。」

「未來掌握在自己手中，堅守崗位，抱持開放態度，共建香港未來。」

"The future is in our hands, stay put and help build HK's future together. The future depends on us, always stay open-minded."

The future is in our
hand, stay put and help
build HK future together
The future depends
on us, always stay open
minded!
Sandeep
Sharma

Ved Prakash Sharma & Sandeep Sharma

Sandeep Sharma (沈文匯)，中電中國區計劃及發展聯席總監，生於香港，父母親均為印度裔，能操流利廣東話、普通話、英語及印度文。Sandeep父親，Ved Prakash Sharma，也是中電工程師，畢業後加入中電，工作超過30年，一直至60歲榮休，期間被派駐印度9年，協助成立中電於印度的辦事處。

Sandeep Sharma, CLP's Associate Director of Planning and Development (China), was born to Indian parents in Hong Kong and speaks fluent Cantonese, Mandarin, English and Indian. Sandeep's father, Ved Prakash Sharma, worked as an engineer at CLP for more than 30 years and helped establish CLP India (now Apraava Energy) before his retirement.

一直在香港、英國和內地多個不同文化環境中成長，讓Sandeep汲取不同經驗，「前提是你要是個思想開放的人。」2010年，公司的領袖培訓計劃挑選他帶領可再生能源小隊，前往南極考察兩星期。在極嚴峻的大自然環境中，不但親身體會到地球暖化冰川溶解近在咫尺的危機，更讓他明白需要以創意和團隊合作精神去解決問題的道理。

2015年Sandeep一度離開中電往外發展，並在3年後回歸。但無論去到多遠、在哪個地方，Sandeep始終不忘中電的價值觀和從父親身上學到的正直誠實（Intergrity）精神。「記得當年爸爸看見我拿著公司工作紙回家，為此教訓了我一大頓。在他眼中，一張紙一枝筆都是公司的，也是Intergrity一部分。現在我在發展中國家工作時，更明白道德、誠實和安全性的重要。這正是中電的核心價值。」

Generational change

Sandeep joined CLP at a time when the company was at a crossroads not just between generations of employees but also generations of energy. "In my father's era, electricity was mainly oil-fired and coal-fired, but my interest is in renewable energy," Sandeep explained.

When CLP began to expand into the renewable energy sector in 2006, Sandeep – who had just finished his training – quickly signed up to the movement and travelled around Mainland China and the Asia Pacific to source clean energy.

"When I first visited remote areas of Mainland China, I was worried my Mandarin was not good enough, but I soon realised there are local accents in every region, in the same way that I speak with a Cantonese accent," he recalled.

"I actually made a strong impression on people by communicating with them in Mandarin. What I thought was my weakness turned out to be my strength."

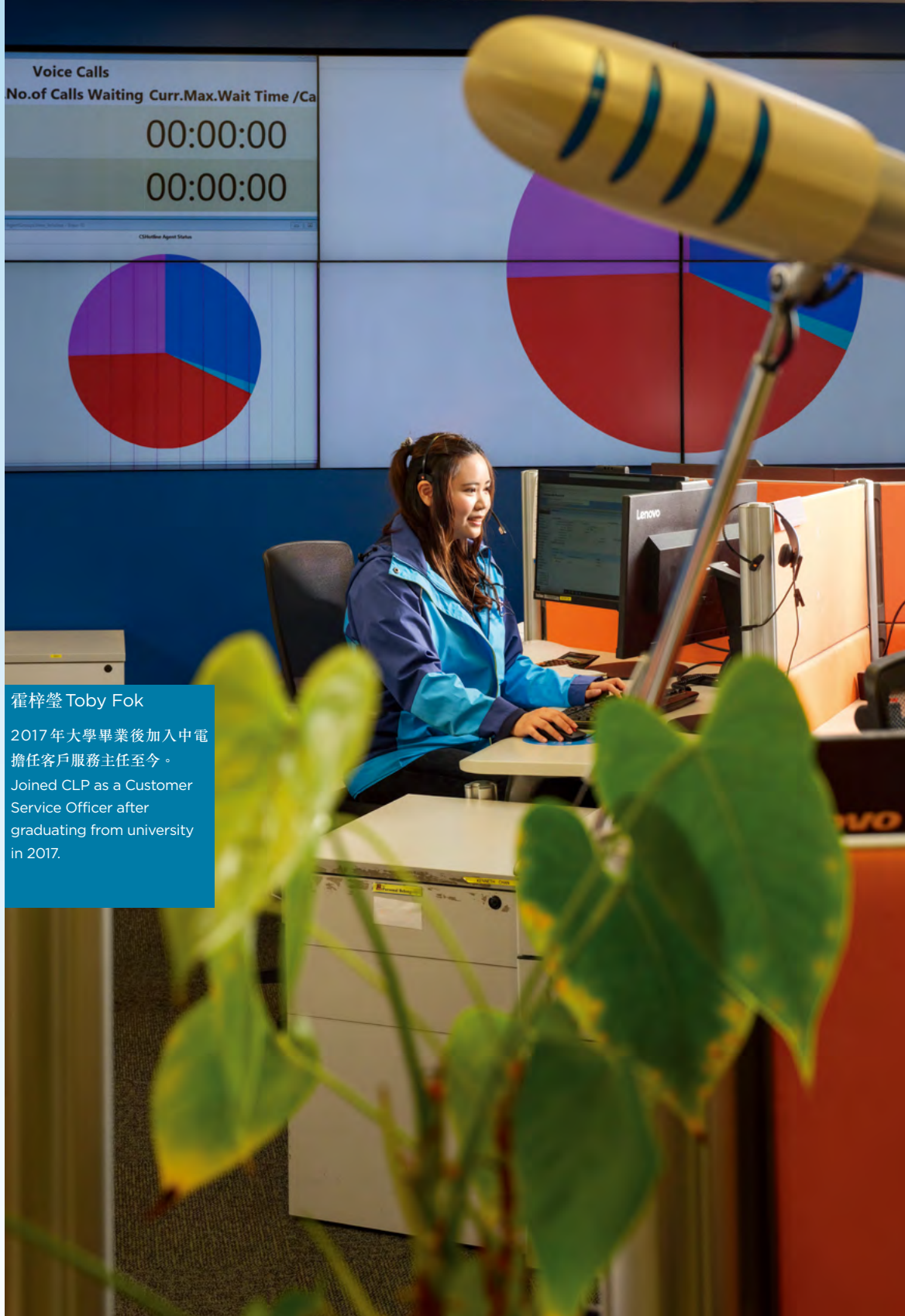
Living in three places with different cultural

backgrounds – Hong Kong, the UK, and Mainland China – also proved invaluable. "The key is to be open-minded," he said.

In 2010, Sandeep was selected by CLP's Leadership Training Programme to lead a CLP team on a two-week exploration trip to Antarctica where he not only gained first-hand experience of the effects of global warming but also discovered the importance of creativity and team spirit in problem solving.

Sandeep left CLP in 2015 to further his professional development but returned three years later. Wherever he is in the world, he has an unbreakable bond with CLP and continues to be guided by the values of CLP and his father's life lessons.

"I remember my father once scolded me for taking company worksheets home. To him, whether it was a piece of paper or a pen, it belonged to the company and that's part of having integrity," Sandeep said with a smile. "Now, whenever I work in developing countries, I learn more about the importance of ethics, integrity, and safety. They are CLP's core values."



霍梓瑩 Toby Fok
2017年大學畢業後加入中電
擔任客戶服務主任至今。
Joined CLP as a Customer
Service Officer after
graduating from university
in 2017.

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以同理心 與客戶同行

位於沙田石門的中電客戶服務熱線中心，每天接聽多達2、3千個電話查詢。在場工作的70位客戶服務員，既要有效率，務求在9秒時間內接聽客人查詢，同時又要耐心地解說。客戶服務是一家企業了解客戶的重要渠道，也是不能或缺的溝通途徑。90後的Toby在這裡工作4年，工作熱情有增無減，甚至將颱風山竹如此巨大的危機，視作提升自己能力和情緒智商的契機。

「遇上山竹，是入職1年來挫敗感最大的一次，但這次颱風也讓我更獨立成長。」2018年颱風山竹吹襲香港，前所未有的天災讓人感覺無力。當熱線中心的電話徹夜未停，電話不斷傳來焦急的求助，還有無數憤怒的謾罵時，Toby卻自告奮勇，在1星期內自發超時工作31小時，甚至連續22小時當值。到今日她還清楚記得，獨居在偏遠鄉郊的婆婆，電話中傳來的抖顫聲音；還有工程同事如何主動為被圍困的傷健人士移走家門外塌樹的情景——即使未能幫助前線同事一把，到現場參與緊急維修，她也希望堅守自己的崗位，安撫在困境中絕望求助的人。

A Calming Voice in the Eye of the Storm

In more normal times, the CLP Customer Service Hotline Centre in Shek Mun, Sha Tin, handles an average of between 2,000 and 3,000 calls a day. A team of 70 officers aims to answer calls within nine seconds and deal with queries patiently and efficiently.

The centre is much more than just a means of handling everyday customer problems: It is a key platform to establish an understanding with service users, and an indispensable communication channel.

Toby Fok joined CLP as a Customer Service Officer after graduating from university in 2017. A year later, she found herself in the eye of a storm as Typhoon Mangkhut battered Hong Kong and left many customers struggling with floods and blackouts.

She voluntarily put in 31 hours of overtime in a week and stayed on duty for 22 hours non-stop as calls from worried, angry, and bewildered

customers poured in day and night in the aftermath of the most severe storm to strike the city for years.

Toby still recalls the trembling voice of an elderly woman living alone in a remote rural area, and the way in which her engineering colleagues rushed out to remove fallen trees for disabled people trapped in their homes.

She found herself comforting people as they waited for help to arrive. "It was a very stressful time, but the experience of handling all of those calls was good for my emotional intelligence. It allowed me to grow and become more independent," Toby reflected.

Before joining CLP, Toby thought customer service officers just answered calls and dealt with bill queries. She found the job scope far wider and the level of professionalism needed far greater than she imagined, especially after Typhoon Mangkhut.

未加入中電前，Toby以為客服只是聽聽電話，解釋一下電費詳情。及後她發現，工作範圍比想像中更廣更專業。除了不斷增進知識，也要學習如何應對客戶的情緒。「客戶一定是基於某些需要才會打電話給我們。最重要是抱著平常心同理心，幫助他們解決問題。」而這些經驗，都必須自己親身經歷，才能歷練成長。「客服的專業性在於：用心了解每一位客戶的需要和感受，然後盡力去解決。公司的服務承諾是『我們盡心，客戶放心』。只要用心服務，客人是感受到的。」

兩年前，Toby調任到社交平台支援小組，

主力在網絡回應客戶查詢。「電子平台讓客戶多了途徑聯絡我們，但挑戰性也大了，不但需要同時間回覆不同客戶，有時遇上一些專業的技術問題，亦要與各部門同事溝通聯繫。」為此她主動參與影子工作坊，了解其他同事的工作情況，又加入義工隊、擔任公司聖誕派對司儀等等，藉此認識更多同事，打破彼此隔膜。她更憧憬，將來可以晉身為培訓組經理，將自己一直以來累積的經驗心得與同事分享。

「從小到大，我們都面對與別人比較的壓力。倘若明天的我比今日的我學習了多一點，保持進步，便是最大的得著。」

不求與人相比，但求超越自己。
Toby Fok.

「不求與人相比，但求超越自己。」

"Don't compare yourself with your peers. Look for personal excellence instead."

Her ability to deal with people's emotions has risen along with her professional knowledge. "Customers call us because of particular needs," she said. "We have to help solve their problems with empathy."

"Professionalism in customer service is about putting customers at the heart of what we do, and solving their problems with the utmost effort. Our service motto is 'In Good Hands Because We Care'. When we do our job well, customers can feel our sincerity."

Two years ago, Toby was transferred to the Social Media and Chat Support Team where she answers mainly online enquiries. "Digital platforms provide another channel for customers to contact us, but our job is getting more challenging," she explained.

"Not only do we need to reply to different customers at the same time, but we also need to

enhance our knowledge of the power industry and communicate more with colleagues from different departments."

As a result, Toby took the initiative to join a shadowing workshop to learn more about the work of employees in different departments. She also joined the CLP Volunteer Team and acted as emcee of the company's Christmas party to meet a wider range of colleagues and break down interdepartmental communication barriers.

As she broadens her career horizons, Toby hopes to one day become a Training Team Manager and share her experience and insights with other employees.

"We face pressure because we compare ourselves to other people from an early age," she said. "What really matters is that I learn more, and become a better person tomorrow than the person I am today."

將心比己，
以人為本，

Lighting Up Lives



連智聰 Lin Chi Chung

中電義工隊創始會員，現職元朗運作中心工程師。
A founding member of the CLP Volunteer Team.
Currently a Senior Technical Officer at CLP Power Systems' Yuen Long depot.

1994年成立的中電義工隊，現時是全港最具規模的企業義工團隊之一。綽號「大聰」的連智聰1989年加入中電，親歷並見證了義工隊的成立及壯大，至今仍然是中堅分子之一。由當初血氣方剛學師仔，到現在變成中年成熟的主管及爸爸，他對做義工的初心卻始終如一。

「將心比己，能夠幫到人就幫。」是大聰經常掛在嘴邊的一句話，而從他口中吐出的感人故事，即使記憶多麼久遠，語氣中依然能夠感受到關懷弱勢的熱誠。其中一個發生在10多年前卻令他記憶猶新的個案，受助人是一位年屆70、與家人居於山上木屋的老伯。當時大聰不敢相信，香港竟然還存在這種以為窮鄉僻壤才會有的惡劣居住環境：「屋子是老伯自家搭建的，但狀況令人心酸：屋內是泥地，孩子只靠一顆燈泡做功課，浴室沒有燈，又有漏電危機。社署雖有探訪，但無法幫忙修理電線，後來找來明愛機構聯絡我們幫忙。」那一次，大聰和10多位義工同事，連續花了兩個周末，不但將電線重新鋪好，裝上防水電燈，更邀來電錶房同事為老伯裝上安全掣。他也曾遇過雙腳截肢聽力退化的長者，「我們特地為他設計了一盞門燈，讓他知道何時有人到來，還加裝遙控窗簾。」義工隊提供的服務雖然是拉電線、換燈泡等，但從以上這些例子，可見他們事事從心出發，在幫助別人時，細心留意別人所需，抱著以人為本的精神。

A young apprentice when the CLP Volunteer Team was founded in 1994, Lin Chi Chung is now a senior CLP supervisor, and remains a mainstay of the team. He tells his younger colleagues: "Put yourself in other people's shoes, and help as much as you can."

Chung vividly remembers the day he visited a 70-year-old man and his family in a mountainside shack in the early days of his work with the CLP Volunteer Team, leaving him with a sense of disbelief that Hong Kong people could live in such conditions.

"The house was poorly built by himself, and the conditions were pitiful," he said. "The ground was muddy and there was only a lightbulb for the children to do their homework. There was no light in the bathroom and there was a risk of electric shocks."

The CLP Volunteer Team was alerted by Caritas after social workers visited the family. Chung and his colleagues spent two consecutive weekends rewiring the home and fitting waterproof lights, and called in specialist engineers to ensure the building was safe.

Another case Chung recalls is when volunteers created a lamp which lit up when people called at the door of an elderly man with hearing loss and amputated legs. "We also installed a smart curtain operated by remote control for him," Chung said.

Over the past three decades, the CLP Volunteer Team has grown to more than 1,800 employees and retirees with their families and friends. It provides services to elderly people and disabled people, and – as society's needs evolve – low-income families and young people.

除了重鋪電線外，義工隊更會不時構思一些新點子，例如帶失明長者外出燒烤或踏單車，甚至與他們一起玩扭計骰等，關懷他們的心靈需要。「帶他們去做一些平日做不到的事，他們會好開心。長者貢獻社會那麼多年，到我們這一代，能力所及的話，應該回饋他們。」與長者相處，大聰覺得自己亦有得著，除了從他們身上學習到傳統生活智慧外，潛移默化下，自己性情也變得溫和不少。而這份助人的喜悅亦感染到15歲的女兒，太太對他投放大量時間在義務工作之上，也同樣理解和支持，有空時更會和他一起參與。

現時，義工隊成員已經超過1,800人，包括現職及退休員工，及其家人朋友。義工隊和不同社福機構合作，服務範疇變得多元化，除涵蓋重鋪電線外，還舉辦電力安全及節能工作坊、愛心探訪、清潔沙灘、網上輔導班、派發熱餐等，服務對象包括獨居及雙老長者、認知障礙症患者、傷殘人士、青少年及低收入家庭等。

能夠有能力
就盡量幫助別人！
大聰

「能夠有能力，就盡量幫助別人！」
"Put yourself in other people's shoes,
and help as much as you can."

As well as rewiring homes, volunteers arrange home electricity safety talks, and organise caring visits and other activities including beach clean-up.

The team also turns its creativity to novel initiatives, such as barbecues and cycling events and Rubik's Cube challenges for visually impaired elderly people.

"People feel happy when they can do something that seems impossible in their daily life," explained Chung. "Elderly people have made a significant contribution to society, and it's time for us to reward them."

The benefits flow both ways. Chung says spending time with elderly people is truly rewarding, gifting him with their wealth of life experience and making him calmer and more contemplative as time goes by.

As the CLP Volunteer Team continues to expand its size and reach, Chung is happy in the knowledge that its work will continue to flourish in younger hands. When he gives up his free time today, he is often joined not only by his wife but also their daughter, aged 15.

A man with short dark hair, wearing a blue short-sleeved button-down shirt and blue jeans, is sitting on a small yellow plastic stool. He is smiling and looking towards the camera. Behind him are large windows with multiple panes, showing a view of a city with tall buildings. The floor is made of large, light-colored square tiles. The wall behind the windows is made of light-colored stone or concrete panels.

服務鄉郊 中間人

Lifelong Devotion of a Caring Brother

蘇焯成 So Shiu Shing

1982-2019 屯門區議會議員，於2013至2021年間任屯門區中電客戶諮詢委員會主席，現為中電客戶諮詢委員會榮譽委員。

Tuen Mun District Council member from 1982 to 2019, and the Chairman of the CLP Tuen Mun Local Customer Advisory Committee between 2013 and 2021. He is currently a member of the Honorary Customer Advisory Committee.

1994年，中電成立地區客戶諮詢委員會。委員會成員來自不同界別，既有專業管理人員，也有居民團體、中小企、社區及鄉事委員會代表等。現時中電共有14個地區客戶諮詢委員會，定期為中電提升客戶服務質素提出意見。

人稱「成哥」的蘇焯成擔任屯門區議員逾30年，不但是資歷最深的區議員，2003年至2021年間參與屯門區中電客戶諮詢委員會，成為中電服務區內居民的重要溝通橋樑。

早在1970年代屯門發展為新市鎮之前，蘇焯成已開始在區內工作，見證了屯門由僅2萬人口的漁村，蛻變為今日逾50萬人的市鎮。然而鄉郊幅員廣闊，屯門有40多條鄉，每處都有自己風俗習慣，無論是推動政策或者興建公共設施，都必須得到地區居民的理解和支持。

「從前屯門交通很不方便，鄉郊不少農地仍未發展，中電發展鄉郊電力城市化計劃時也面對不少困難。」蘇焯成回憶道，當時中電要在掃管笏等鄉村興建變電站，曾遭村民反對，他憑藉地區人脈，聯絡村民，展開長達數月的連繫工作，最終成功斡旋。後來，中電在龍鼓灘興建香港第一台天然氣發電機組，以及增設其他發電設施時，客戶諮詢委員會也發揮向公眾解說的角色，爭取地區人士認同。同時作為屯門交通及運輸委員會主席，蘇焯成也成功說服當局在屯門公路大欖涌段設立巴士轉乘站，縮短區內居民的交通時間。

In 1994, CLP formed Local Customer Advisory Committees (LCACs) to strengthen customer communication, comprising community leaders and business representatives from each of the company's 14 supply areas.

A district councillor from 1982 until 2019, So Shiu Shing participated in the CLP Tuen Mun LCAC between 2003 and 2021, playing a key role in helping steer the New Territories district into the 21st century.

Affectionately known as Brother Shing, So has seen his Tuen Mun community grow from a sleepy fishing village of 20,000 people to a vibrant, sprawling district of 500,000 residents and 40 outlying villages.

So liaises between different interest groups and communities in the Tuen Mun district, ensuring that each new policy and infrastructure development achieves consensus and earns the buy-in of residents.

Recalling the early days of Tuen Mun's transformation, So said: "Transport was not convenient and accessible as many areas of farmland in the countryside were undeveloped."

在交通網絡改善下，近年屯門區人口日益膨脹，居民需求也隨時代而變遷。一方面，鄉村人口與日俱增，對水電供求就更殷切，用電模式也跟從前大不同；另一方面，屯門區有逾3成人口為65歲或以上長者，當中不少更是來自基層甚至獨居。年屆82歲的蘇炤成，依然積極參與區內事務，尤其關顧鄉郊長者。中電在2018年開始分批為客戶更換智能電錶，並優先為屯門等鄉郊地區更換電錶，由於鄉郊地區較易受惡劣天氣影響，2018年颱風山竹襲港期間，不少被吹倒的大樹損毀架空電力設施，影響部分鄉郊居民的電力服務，及早更換穩定性和準確度更高的智能電錶，電力公司能更有效調配應變措施，解居民於危急。「橋樑」聯繫社區與企業，努力改善社區福祉。

繼續回饋社區

蘇炤成

「繼續回饋社區」
"Continue to serve the community."

CLP faced challenges as it put forward its rural electrification scheme and residents in villages such as So Kwun Wat opposed plans for new substations. So used his personality and network of contacts in the district to win over objectors.

When CLP constructed its first natural gas power generation unit in Lung Kwu Tan, So was chairman of Tuen Mun's traffic and transport committee and negotiated key concessions on behalf of residents.

Today, Tuen Mun's population is continuing to soar with a corresponding surge in water and electricity demand. At the same time, elderly people make up 30% of the population, many of them living alone and struggling by on low incomes.

So continues to play an active role in district affairs, paying special attention to the welfare of elderly people in rural areas who were badly affected when Typhoon Mangkhut brought trees down on power lines in 2018.

Shortly after the storm, CLP began installing smart meters for all residents in the area to improve their supply reliability and provide faster reaction times in the event of emergencies.

Throughout the process, Brother So has been at the heart of the communities he has served for so many years, liaising with residents, speaking up on their behalf, and gently guiding them towards a brighter and more secure future.

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曾玉安 Tsang Yuk On
梅子林村村長
Head of Mui Tsz Lam Village

讓鄉願是，
心願是，
永續

Shining a Light
on a Rich Heritage

位於沙頭角半島、面向印洲塘水域的慶春約是由客家7村——荔枝窩、梅子林、蛤塘、牛屎湖、三桠村、鎖羅盆及小灘組成。有3百多年歷史的梅子林村，位置偏僻，從市區乘車途經沙頭角禁區轉街渡，再沿小徑走20分鐘才能到達。村民世代在山上開墾梯田務農為生。在這裡成長的現任村長曾玉安表示，在60年代全盛時期，村內共有16戶人家，人口約80至100人；但80年代後農業式微，村民紛紛外流，空置的老房子頹圯，梯田也一片荒蕪，斷水斷電。曾玉安小時候在荔枝窩唸小學，其後遷出到新界唸中學，並從事教育工作。2001年在他47歲時，雖未及退休年齡，他卻毅然放下安穩的工作，全心投入鄉郊復育，守護童年成長地。

「人生不過百來歲，有些事情若等到退休才做，可能已經無法做到。」雖然不少同村兄弟響應，但初期全情投入並四出奔波的只有曾玉安一人，也經常遭到村中父老反對。要得到政府資助，更需漫長的等待——早於2003年，他已申請將荒廢的公立小學變成荔枝窩故事館，呈現客家村落的歷史和生活文化，並復修有數百年歷史的土牆。直至2018年後廢校才得以重生，古老土牆則只靠村民自行籌款翻新。這條活化傳統鄉郊之路，漫長而崎嶇，都是耐性和決心的考驗。

飲水思源

曾玉安

「飲水思源」
"Never forget where everything comes from."

Mui Tsz Lam on the Shau Tau Kok peninsula was once a thriving community where, for more than 300 years, locals farmed terraced hillsides and passed agricultural skills from one generation to the next.

As Hong Kong's modernisation gathered pace in the 1970s, however, the appetite for rural lifestyles waned as families relocated to urban areas, leaving behind barren farmland, empty houses, and a village with no water or electricity.

Village head Tsang Yuk On decided in 2001 to turn back the tide and revitalise the abandoned Hakka village where he grew up. "Life is short and I decided I had to act," he explained. "If I had left it until I retired, it would have been too late."

曾玉安的熱誠亦凝聚愈來愈多志同道合的夥伴，2019年開始，中電為梅子林和鄰近的蛤塘村恢復供電，以配合近年鄉郊復育及生態旅遊發展。為了安裝掛棟式變壓器和鋪設五公里地底電纜，由於山路不能行車，中電需以人手將電纜拖入村中，並在村內安裝智能電錶。整項工程花了約兩年時間完成，過程艱辛。但有電就有光，不但晚間可照明，夏天更有電風扇送來涼風，現時曾玉安每星期與義工們回來清除雜草，也不用在山下把電動除草機充電，再沉甸甸的揹上山去。

2019年慶春約太平清醮時，有隆重的酬神儀式及神功戲外，各個村落包括梅子林，亦同步展示一些新生代藝術家的壁畫創作，刻下還有建築保育的學生在包括曾玉安本人荒廢的祖屋上，進行傳統建築技術的研究實驗。村落原來的生命力，重新點燃。飲水思源，珍惜鄉郊的價值，延續文化傳統之餘，社區亦得以活化，真正貫徹可持續發展的精神。

He gave up his job and returned to Mui Tsz Lam to promote countryside conservation and revitalisation, and faced an uphill struggle. Although fellow villagers supported his idea, he faced opposition from some elders and a long wait for Government subsidies.

It took him 15 years to successfully restore an abandoned school and turn it into the Siu Ying Story Room, which now showcases the history and culture of Hakka villages, and is testament to Tsang's patience, determination and vision.

His passion to preserve rural heritage won him a growing number of important allies, and in 2019, CLP restored electricity to Mui Tsz Lam and other nearby Hakka villages in a major feat of logistics that took 2 years to complete.

With no driveable road to the village,

engineers cut their way through dense undergrowth to set up pole-mounted transformers, and laid five kilometres of underground cables to put Mui Tsz Lam on the grid. Today, it not only has electricity but even new-generation smart meters.

The project not only lit up the village but the lives of the community, allowing them to celebrate the Da Jiu Festival with opera performances and worship in the cluster of Hakka villages in 2019. Wall art by emerging artists has been showcased by the villages and an architectural study is currently being carried out on Tsang's own ancestral home.

The transformation of Mui Tsz Lam and the other Hakka villages demonstrates how preservation of heritage is at the heart of rural sustainability – and how one man's determination can reconnect people to a rich and priceless past.

由現在做起，未來

「我們希望為基層年青人建立一所未來學校。」李建文校長說，培養學生在技能、態度、價值觀和知識四方面的能力，對他們建立自己和社會的未來，至為關鍵。

學校健身室內，由幾位中四、五男生組成的單車隊，在體育科老師陪伴下，愉快又專注地踏著單車。在他們面前的 iPad 畫面，顯示著不同國家的風景，以及身旁隊友的進度。而每段踩經的里數，都一一記錄並顯示在學校網頁上。單車隊在過去一個學期已經累積100公里，運動除鍛鍊心肺功能，參與的學生都知道，里數會由有心人捐助化為善款，捐助予社區有需要人士或機構，第一階段的受惠者正是服務邊緣學生的正生書院。即使疫情令學校無法正常上課，學生們反而更珍惜能回校踩單車發電的機會，而老師將里數公開，也令學生更積極進取，每次領先而來的滿足感，都鼓勵他們持續參與。

李校長表示：「中電資助的太陽能板不但為學校提供節能方案，也是一個教育方案，讓學生明白怎樣轉化再生能源。我們也希望學生思考社區的需要，構思更多節能減碳的可能。」這個將強身健體、節能教育和社區參與三者結合為一的「梅記發電站」，不但獲得了中電「創新節能企業大獎」，也結合了校長對於建立 future school (未來校園)、well-being school (健康校園) 和 community shcool (社區校園) 三者的願景。

Exercising Young Minds

In the gymnasium of Salesians of Don Bosco Ng Siu Mui Secondary School, senior students pedal away on static bicycles under the watchful eye of a PE teacher, while iPads in front of them show their progress through scenic virtual routes and track their teammates.

Each mile they cycle is recorded and uploaded to the school's website, and they have clocked up more than 100 km in the past term alone. The workouts not only make students healthier but also generate electricity and raise money for people in need.

Even though the school has still to resume its normal class schedule, students seize every opportunity to get on the bicycles and pedal for a good cause. One of the first beneficiaries is Christian Zheng Sheng College, which supports children from disadvantaged backgrounds.

"In the future, we hope to build a school for grassroots youth," explained Principal Li Kin Man, who says the key to personal development is to build students' capabilities in four areas: Skills, attitude, values, and knowledge.

The bicycles are just one feature of a green technological awakening at the school which is also fitted with solar panels, generating energy through a system called the Mui Power Plant and teaching youngsters important life lessons at the same time.

"The solar panels are subsidised by CLP and provide the school with an energy-saving solution, as well as an educational programme through which students to learn more about renewable energy," said Mr Li. "We hope our students will take community needs into consideration, and come up with more solutions for energy saving and carbon reduction."



李建文 Li Kin Man

天主教慈幼會伍少梅中學校長。中電「創新節能企業大獎」2020 — 節能方案大獎得主之一。大獎旨在鼓勵企業和機構善用節能方案，節省營運開支之餘，亦可提升能源效益，為環保出一分力。Principal of Salesians of Don Bosco Ng Siu Mui Secondary School, a winner in the 2020 CLP Smart Energy Award programme. The award recognises organisations for their outstanding performances in energy saving, energy management, and the application of smart energy.

「近10年來，學生雖然學到很多知識和技能，卻鮮有關心精神和心靈的需要。怎樣令他們身體力行，保持身體和精神健康，同時思考自己在社區和世界扮演的角色？」本著關注學生身心靈、鼓勵他們參與社區的win-win（雙贏互利）理念，校內各種綠化設施，包括EcoLab生態實驗室、太陽能光伏發電系統和智能節電班房等綠化設備，都變成培養正向價值觀的「教育場

Dream BIG
Start Small
Act NOW ☺

「踏出一小步 成就大夢想」
"Dream Big. Start Small. Act Now."

Mr. Li

For Mr Li, the focus on green energy fit his vision of creating a future community school that concentrates on well-being and addresses student learning in a holistic way. "In the past, students were equipped with knowledge and skills, but paid little attention to their mental and psychological needs," he said.

"We want to motivate them to maintain their physical and mental health and, at the same time, to reflect on their roles in the community and the world by practising what they preach."

As well as the solar system and power-generating exercise bikes, the school has an EcoLab and smart classrooms, all of which are used in educational scenarios to nurture positive values among students.

Students learn about elements of energy saving in daily life, raising their environmental awareness and fostering a mindset in which they realise the importance of making a contribution to the community.

景」，讓學生在日常接觸中了解到節能原理，提高環保意識，同時引導他們建立貢獻社群的訊息。老師設計的創意教案，不但激發學生好奇心和自發性，更鼓勵同學尋找他們認為值得幫助的弱勢社群，構思怎樣運用學校設施令對方受惠。「在參與過程中，帶出『我可以，我需要』的信息很重要。若每個人都能如此，me 就會變成 we，並建立起這種文化。」

在過往，資源匱乏的基層學生往往會感歎「這些機會不是我的。」李校長卻強調，「基層學生也很努力，但社會往往只記著誰人做了狀元。狀元當然也很努力出色，但也不應忘了不是狀元的那些人。我們不是要做慈善，而是為他們提供機會。教育所講的3個I：inspire, innovate, impact，就是要啟發學生，通過實踐去溝通，從而為社會帶來正面影響。」

The creative plans have led to greater curiosity and spontaneity among students and encouraged them to keep society's less advantaged people in mind and find ways to help them, Mr Li has found.

"Through the process, it is crucial to bring home the message: 'I can, and I need to'," he said. "If everyone possesses this mindset, 'I' will become 'We' and the culture will then take root."

Mr Li believes passionately in increasing opportunity and life chances for students from less privileged backgrounds. "Students from grassroots families work hard, but society only remembers the top scorers," he argued. "Undoubtedly, top scorers work hard and perform well too, but we should not ignore those who are not in the top tier. This is not charity, but simply offering opportunities."

"There are three 'I's in education: Inspire, innovate, and impact. We are here to inspire students to innovate and communicate so that they can have a positive impact on society."

逆轉人生，
一念之間，



A Recipe for Success

黃詠恩 Grace Wong

2019「中電新世代·新動力獎勵計劃」得獎者。計劃旨在嘉許新世代青年勇敢面對生活逆境與考驗，以獎學金及師友形式協助他們擴闊生活體驗。

A winner of the 2019 CLP Energy for Brighter Tomorrows award programme, which helps broaden the horizons of young people who have overcome adversities in life by providing them with scholarships and mentors.

Grace不但擅長做餅，由建立網店、設計禮盒包裝、以至送貨都一手包辦，一派新世代創業者的全能。誰會想到，小時候的她曾經歷過流離失所的日子。

人生能夠逆轉，往往是自己的一念之間。困境也可能變成機會。

從小父母離異，母親失去聯絡，父親又有不良習慣，Grace一直由祖母和姑母帶著，直至小學三年級時隨爸爸前往深圳與繼母同住，因為遭受虐待，又被接回香港，並在小六時入住家舍。在充滿規條的家舍，半點都不易適應。當時無心向學的她，曾因為與宿友打鬧而差點被趕走。但面對無家可歸的危機時，人一下子便長大了——為了能夠留下來，Grace發奮讀書，不但考上班上前五名，更入讀一所質素較好的中學。

「過去，只是起點不是終點。」

"The past is just a conduit and the life there at the end is where I will be."

The past is just a conduit and the life there
at the end is where I'll be. *Grace*

Bright, confident, resourceful, and talented, Grace Wong is the epitome of an emerging young entrepreneur. She has turned her flair for cookery into a thriving business, setting up her own online bakery and designing and packaging her own unique range of goods.

Behind her achievements, however, lies an inspiring story of a challenging childhood and a determination to triumph over adversity and find her way in life.

Grace's parents separated when she was little and she found herself passed between relatives in Hong Kong and Shenzhen. When she was in Primary 6, she was sent to live in a children's home where she struggled to settle and was almost kicked out for fighting with other youngsters.

但路途並沒有從此平順，「每次爸爸回來，我的生活就會被打亂。」升上中學後，爸爸曾連番要求與她同住，Grace亦曾嘗試，但每次都失敗告終。中三那年，她再次入住家舍至中學畢業。家舍充滿了她的成長記憶，並培養她對烹飪的興趣，甚至發展成為養活自己的事業。

每個入住家舍的女孩子都要輪流做晚飯，年紀小小的Grace因此開始接觸廚房工作，一次過預備20人的家常便飯並沒有難倒她。「我享受下廚的時刻，腦子什麼都不用想。」暑假時，她報讀甜品課程，又在義工的幫助下，到餐廳跟隨甜品師學藝。這份短期工作卻成為創業的契機，從網店開始，她建立網站和Facebook銷售平台，生意也漸漸有了

起色。

將興趣變成事業，雖有滿足感，但生活壓力未斷，當朋友在玩樂時，她還要到餐廳或酒店去兼職。「要兼顧學業和做餅外，因為自己搬出來住，也要兼顧生活費。」跟當紅偶像姜濤同樣只有22歲的她，從小已習慣獨立面對問題，「我是一個積極的人，不會讓自己坐著等待；我也習慣想得比較遠，再資料搜集，從不衝動做選擇。」正修讀服務管理高級文憑課程的她，已有日後到外國做交換生甚至工作的計劃。

過去，只是起點不是終點。不被從前的創傷所困，敢試敢闖，才能為人生創造更多可能。

It was then that Grace realised she had to work hard to turn her fortunes around. She concentrated on her studies and was soon ranked in the top five of her class and won a place in a good secondary school. Grace also developed a love for cookery, which she has now turned into a business.

Today, aged 22, Grace juggles her Instagram bakery shop with part-time jobs while studying for a higher diploma in service management, and hopes to go on to study and work overseas. "I'm a proactive person," said Grace. I don't just sit around and wait for things to happen to me. At the same time, I don't make impulsive decisions. I think ahead and do my research before every step."

The lessons of Grace's inspiring transformation from a troubled childhood to a successful online business and bright prospects are clear: Don't give the past the power to shape your future – embrace life and all of its endless possibilities.

連繫社區 的味道

熙來攘往的北河街，橫街窄巷中隱藏著一家百年老字號、躋身米芝蓮推介之選的公和荳品廠。第四代負責人蘇意霞（Renee）畢業後投身金融業，當年因母親患病決定放棄高薪厚職接手老店，這種故事也許屢見不鮮，但不同的是 Renee 此舉卻被爸爸大潑冷水，說不出3個月她便会打退堂鼓。

口裡說是賭氣，心底卻是因為知道爸爸的心血都投放在這裡。「八號風球沒有車他也堅持回來開舖。」爸爸這份熱誠亦是 Renee 堅持下去的原因。面對股市處變不驚，卻曾因為這家售賣十元八塊的荳品廠而感到氣餒。2016年，公和因只持有「工場牌」而遭受檢控。要申請「食肆牌」首要解決的是「電」的問題。Renee 解釋：「這裡樓齡超過60年，要符合牌照的標準，實在不容易，很感謝中電的前線以至工程人員，認真處理每一宗申請，令公和可以延續下去。單是加大電壓工程便要整幢大廈中斷電力兩小時，也要得到街坊和鄰店同意。」這個危機更加凸顯這間小店保留的，不單是地道小食的味道，也是鄰里守望相助的人情味。「幾十年來，父母在這裡和街坊建立深厚感情。爸爸親身向住客和鄰店解釋我們的情況，得到大家的支持和體諒。」一步一步，終於處理好牌照問題。下一步，就是要讓食店走得更遠。

Food for Thought

When Renee So gave up a well-paid job to become the fourth generation of her family to run the Michelin-recommended Kung Wo Beancurd Factory, her father predicted she would tire of her new role within 3 months.

In 2016, she immediately faced a battle for survival as the shop was prosecuted for holding only a food factory licence instead of a food business licence, leaving Renee with the daunting challenge of upgrading the dated electricity supplies of the building in bustling Pei Ho Street.

"The building is more than 60 years, and it wasn't easy to meet the licence requirements," she recalled. "I am deeply

grateful to the frontline and engineering staff of CLP for expertly handling each application so that our business could keep the lights on."

The works required suspending the electricity supply to the whole building, meaning the power would go out temporarily not just for the Kung Wo Beancurd Factory but for all of the building's residents and businesses as well.

"Fortunately, my parents had built a close relationship with our neighbours over the decades," Renee said. "My father explained what was happening to the residents and shopkeepers and, thankfully, we finally got everyone's support."



蘇意霞 Renee So

公和荳品廠董事。公和荳品廠由駱公和在1893年所創立。最初位於尖沙咀，1958年因拆樓遷至深水埗北河街，及後駱家後人移民，遂將深水埗店易手予蘇家繼續營運至今。

Director of the Kung Wo Beancurd Factory, an iconic food shop with a history stretching back nearly 130 years. Opened in Tsim Sha Tsui in 1893 by Lok Gong, it relocated to Sham Shui Po in 1958 and was later taken over by the So family.

石磨豆漿

Daily Fresh Soya Bean Milk
とうにゅう 厚湯 Susu Kedelai
樽 15元
Bottle

養生黑豆漿

Daily Fresh Black Soya Bean Milk
とうにゅう 厚湯 Susu kedelai
樽 15元
Bottle

為改善營運，Renee 決定以電磁爐取代石油氣爐，爸爸和員工卻異口同聲反對，堅持「明火」才夠「火候」。「員工擔心會被科技取代自然抗拒，因此互信很重要。我不但和他們一起分別用電磁爐和石油氣爐炸豆卜，以事實證明兩者的出品並無分別。更要讓他們知道，更換設備是為他們提供更舒適的環境，不用對著火爐，又不用搬動石油氣罐。」Renee 說來輕鬆，事實上她花了3年時間，讓員工慢慢適應學習，到現時更會與她一起試用新設備。改變的不只是廚房的溫度，還有人與人之間的溫度。

食店得到各方支持得以營運，她也積極回饋社會。其他行家擔心搶生意，她卻毫不保留與社企分享製作豇品的心得，更介紹供應商給他們。她還與大專院校合作，藉著活化地道食店比賽激發學生創意。為了這個與她淵源甚深的地區，她經常和不同機構合作推介這裡的特色。

公和豇品廠不單是一個香港老字號的傳承故事，它的價值和意義，是將小店的力量延伸至社區每個角落，那正是香港人精神的核心。

與時並進
♥ Renee 霞園 ♥

「與時並進」
"Evolving with the times."

Saving the Kung Wo Beancurd Factory not only preserved a decades-old family business but also a much-loved example of authentic Hong Kong cuisine.

After the licence was issued, Renee took steps to develop and improve the business further by modernising the kitchen and replacing all the gas cookers with electric cookers. She faced immediate opposition from her father and the shop's employees who insisted the food tasted better cooked with a naked flame.

"Resistance to change is a natural reaction, as employees are worried technology may cost them their jobs," Renee reflected. "Fostering mutual trust is the key to making changes of that kind."

Even so, it took almost three years for Renee to win them over. She demonstrated the new

technology to show employees how it would make their work easier and lower the temperature in the kitchen. Finally, they all warmed to Renee's new ideas.

Meanwhile, Renee is giving back to the neighbours and community who have supported her. She shares her business knowledge with social enterprises, takes a role in local food revitalisation projects, and cooperates with different organisations to promote the unique characteristics of Sham Shui Po.

The Kung Wo Beancurd Factory today is much more than a legacy of a century-old Hong Kong brand. It is a symbol of the spirit and resilience of Hong Kong people, and a shining example of how a small, family-owned business can make an outsized contribution to the richness of the community.

邁向永續未來

2021,
A Year
To
Remember

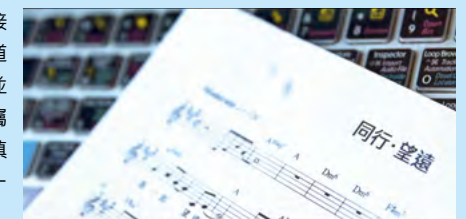


1 願景，一起走向未來 「同行望遠120載」短片及主題曲

Vision: Together towards the future

"120 Years of Shared Vision" Theme Video and Theme Song

百多年來，一份對明天的期盼連繫著中電和社群。中電為迎接120周年而特別製作的短片「同行望遠120載」，由主席米高嘉道理爵士與兒子斐歷嘉道理，回顧中電與香港同行的精彩歷程，並展望未來。我們亦以「同行·望遠」為主題，創作了第一首專屬於中電的主題曲。歌曲由年輕工程師黃國雄先生一手包辦作曲填詞，旋律及歌詞發放正能量，帶出中電的願景及價值觀，並由一眾同事演繹，引起大家共鳴。



Over the century, a shared vision for a better tomorrow has connected CLP with the communities it serves. Celebrating CLP's 120th Anniversary, Chairman Sir Michael Kadoorie and his son Philip Lawrence Kadoorie talked about the colourful history and the future of CLP and Hong Kong in a video themed "120 Years of Shared Vision". In addition, young engineer Sammy Wong, composed CLP's first theme song with a positive, uplifting message that embodies the company's vision and values. The song is performed by CLP staff and resonates with all employees, past and present.



2 珍藏，未來始於現在 Cherish: The future is on

紀念標徽：120周年的紀念標徽由色彩鮮明的線條組成，象徵未來源於過去。當中「O」字的獨特設計代表中電和社群連繫一起，並懷著對明天的一份期盼。而另一活動標徽則加入了「未來始於現在」的主題口號，猶如鐘錶錶盤的設計，寓意時間和願景。

特色紀念品：為答謝所有同事的貢獻，中電特為每位同事準備一份紀念禮盒及一套紀念T恤。禮盒內包含120周年紀念標徽扣針及中電車隊，包括別致的粉煤灰車、高壓電力測試貨車、緊急維修車及電動車連充電器。另為不同持份者特別設計的3款特色紀念品，包括磁浮燈連無線充電器、迷你積木、煮食爐具磁石，亦在一系列的紀念活動中派發。

Anniversary Brandmark and Programme's Key Visual: The anniversary brandmark designed for CLP's 120th anniversary has dynamic coloured lines which represent a future built on the experiences of the past, while the interweaving pattern forming the "O" symbolises a shared vision for the future. The programme's key visual, which resembles the face of a timepiece with bright colours and an energetic design, represents CLP's timeless values.

Special Souvenirs: CLP gave commemorative gift sets and T-shirts to every single employee to express its gratitude for their contribution. The gift set comprised a 120th anniversary logo pin and a CLP model fleet, including a coal ash tanker, a high-voltage testing lorry, an emergency van, and an electric vehicle with charger. Three other special souvenirs - a maglev light with a wireless charger, mini nanobricks and cooking set magnets - were distributed to stakeholders at anniversary events.



3 同行，樂享身心靈健康 Together: Nourishing bodies and souls

在11月13及14日，分別贊助120名員工及家屬朋友，參加於嘉道理農場舉辦的「中電120周年——同行，同樂」活動。在大自然的環境下，一方面為保育工作籌款，另一方面與員工共享身心健康愉悅的體驗。

On November 13-14, CLP hosted 120 employees, together with their families and friends, at a special outdoor event called "CLP 120th Anniversary - Hike, Hunt, Have Fun" at the Kadoorie Farm and Botanic Garden, raising funds for the farm as well as nourishing the minds, bodies and souls of employees.



4 分享，企業核心價值 Share: Our corporate core values

於7月6及7日舉行了兩場慶祝典禮，凝聚約550名來自不同界別的持份者，包括政商界領袖、專業團體、環保組織、社福機構及社區組織等代表。會場內設置中電鐘樓模型，回顧過去120年中電在香港的發展歷程，更展出不同歷史展品及相片，讓持份者了解中電歷史及核心價值，並繼續攜手開啟更光明、創新及可持續的未來。

On July 6-7, CLP held two celebration ceremonies for 550 stakeholders, including Government officials, business leaders, professional groups, environmental groups, welfare agencies and community organisations. A CLP Clock Tower model was on show, together with other historical exhibits and photos, to mark the company's 120th anniversary, explain its history and core values, and inspire stakeholders to work together to create a brighter and a more innovative and sustainable future together.





5 投入，社區電力之旅

Engage: Community Power Journey

分佈在社區中的配電箱，經本地藝術家美化後，將人和社區聯繫起來，亦同時宣揚對綠色社區及可持續發展的願景。配電箱美化計劃先在紅磡、深水埗、荃灣西和屯門（新墟）推行，並舉辦為年青人而設的「社區電力之旅」，參加者可透過欣賞美化配電箱及社區景點，認識有關電力、節能及社區文化歷史等知識。

By showcasing contemporary work created by local artists depicting landmarks, culture, and green elements, the Distribution Box Beautification Project connects art with people and the community, and aims to help create a greener and more sustainable community. The project has been piloted in Hung Hom, Sham Shui Po, Tsuen Wan West and Tuen Mun (San Hui), with an extended programme, the "Community Power Journey", particularly arranged for young people. Participants can learn about electricity, energy conservation, and community culture and history through appreciation of the beautified distribution boxes and local landmarks.



6 舞動，為社區注入能量

Dance: Energise the community

「中電愛跳舞」活動為中電大型社區及義工項目，旨在鼓勵市民跳舞做運動，並推廣節能環保，幫助有需要人士，希望在疫情下為香港注入正能量，成為可持續發展的活力都市。120秒長的主題舞蹈象徵中電120周年，舞蹈編排由本港著名排舞師負責，共分3個版本，適合不同年齡人士。「中電愛跳舞」活動於社區舉辦一連串活動，包括與不同持份者、社區夥伴合辦的社區跳舞班、設有中電工程師研發跳舞氈的流動宣傳車遊走社區、親子網上跳舞比賽等，以及重點項目跳舞馬拉松，讓公眾以比賽一展舞技。

"CLP We Love Dance" was a large-scale community and volunteering initiative encouraging people to work out through dance, promote energy-saving, and help the underprivileged, with the aim of energising the community during the pandemic and turning Hong Kong into a more sustainable and energetic city. The 120-second theme dance with 3 versions to suit all ages symbolised the 120th anniversary of CLP and was choreographed by a renowned Hong Kong choreographer of a reality TV programme. A series of activities were organised for members of the public, including community dance classes. A mobile truck with a tailor-made dance mat game developed by CLP engineers toured the city, an online family dance contest was organised, and a Danceathon challenge will be arranged as a finale.



7 有燈，就有人的故事

Light: Story of people

由一間小規模的發電站開始說起，由城市到鄉郊，由發電廠一路深入社區，由人手到智能化，由燃煤到可再生能源，由1901年來到現在，一起同行望遠。一連10集的電視特輯，介紹中電的過去與未來，並由中電員工分享工作的趣聞軼事。

A 10-episode TV docuseries was made to introduce the stories of employees with a shared vision along with the history of CLP, starting from a single power plant and expanding from urban to rural areas, from power plants to the community, from manual to smart technology, from coal to renewable energy, from 1901 to today.



放眼未來120年

回溯過去，再思當下



Anniversary Reflections A Proud Past and a Future Full of Possibility

回顧過去的瞬間，也是為未來準備的時機。中電在過去120年一直與香港同步成長，在迎接面前重大的蛻變時，中電集團首席執行官藍凌志與中華電力總裁蔣東強藉此良機細說中電的歷程、永續傳承之道，以及邁向低碳能源時代的前景。

CLP Group Chief Executive Officer Richard Lancaster and CLP Power Managing Director Chiang Tung Keung reflect on the company's 120 years of history, the ingredients of its continuing success, and its prospects for the future in a new era of low-carbon energy.

藍凌志
Richard Lancaster

Q：90年代初時，你為什麼選擇來香港發展？又是什麼原因令你繼續留在這裡30年？

無論生活還是工作，香港都是一個令人興奮的地方，也是亞洲中樞。我在1992年來到香港，第一天到埗便充滿活力，這裡的人友善熱情，和他們共事實在是樂事。最初我住在何文田，鄰近油麻地和旺角一帶，多元化的社會面貌令人著迷，而這種振奮的感覺仍然猶新。那時候香港距離回歸還有5年，雖然有很多不確定性，但同時充滿機遇。當時有很多龐大的基建發展，而這些機會至今仍不斷出現。

Q：這120年間，香港和世界一直在改變，當下中電最大的挑戰是什麼？

中電擁有120年歷史，一直朝著可持續發展方向努力，否則不可能屹立至今。電力行業與環境息息相關，我們每一個決定，都會影響社會的長遠發展。當下最大的挑戰便是氣候變化，我們要停止倚賴化石燃料；另外，世界也正變得愈來愈數碼化，我們要在機構內推動數碼化，同時兼顧網絡安全。這些年間，人與人溝通的方式也改變了很多，我們要以不同的方式向公眾尤其是年輕人解釋能源的重要性。

Q: Why did you decide to move to Hong Kong in the early 1990s, and what has kept you here for 30 years?

Hong Kong is an exciting place to live and work, and it is at the heart of Asia. When I came to Hong Kong in 1992, I was energised from the very first day. The people here were so warm, welcoming, and friendly, and it was a pleasure to work with them. In the beginning, I lived in Ho Man Tin, close to Yau Ma Tei and Mong Kok. The diversity of the neighbourhood fascinated me, and that excitement about Hong Kong has remained with me to this day. I arrived five years before the handover and there was an air of uncertainty at that time, and yet a lot of opportunity as well with huge infrastructure projects under way. Those opportunities have continued to emerge ever since.

Q: Hong Kong and the world have changed a great deal in the past 120 years. What is the biggest challenge facing CLP today?

CLP has a 120-year history and has always pursued sustainability. Without that commitment to sustainability, it would not be here today. The power industry's work is inexorably linked to the environment, and every decision we make has an impact on the long-term development of society. Our biggest priority at the moment is to deal with climate change and stop society relying so much on fossil fuels. Also, the world is become more digital, so we must promote digitalisation within the organisation while paying attention to cyber security. In recent years, channels of social communication have changed greatly, and we need to evolve the way we engage with people, particularly young people, about the importance of energy to the community.

Q：擁有外國經驗，是否助你從不同角度了解香港？

我27歲便離開澳洲，在香港生活了30年，留港時間比在澳洲還要長。我認為香港需要保持其國際城市的地位，這也是香港的優勢所在。當下世界就像一個社群，不少香港人都曾在外國生活、讀書或工作，而香港本身也擁有多元文化，讓人很容易接觸其他地方的文化。我的孩子在香港成長，兒子第一天上學時，同班的16位同學中，沒有一個是相同國籍的，這就是國際化。擁有國際視野絕對是香港在大灣區城市中的獨特之處。我認為香港低估了自己的優勢。大灣區若沒有香港，依然會是bay area（灣區），但就不會是great（大灣區）。香港在大灣區扮演的角色很重要。

Q：可以分享在中電工作有什麼難忘經歷？

由住宅客戶以至大企業，由市區到郊野，中電的服務範圍既廣且闊。在這裡工作讓我有機會接觸社會不同層面。中電擁有義工隊，在成立之初主要為幫助長者。大約12年前，公司支持慈善團體的電器回收計劃，我們動員義工隊幫忙將電器送到受惠人士的家中。我在某個周末跟隨義工隊來到一個單親媽媽的家，義工將一個雪櫃送達後，還主動幫忙安裝接駁電線。之後媽媽很感動，說我們的服務比電器舖還好多。讓我最感自豪的是，沒有人要求我們做什麼，但大家都自動自覺把事情去做好。這個家庭的生活得以改善，她的女兒更送了一幅畫給我們表示答謝。我作為一個僑民（expatriate），能做這些事情的機會不多，而這只是我所體驗過人情味的芸芸例子之一。以人為本一直是中電的核心價值。

Q: Does your experience of working in other countries give you a different perspective and understanding of Hong Kong?

I left Australia at the age of 27 and I've lived in Hong Kong for 30 years, longer than I was ever in Australia. I think it is important for Hong Kong to maintain its international status. It's a strength we need to preserve. To me, today's world is like a community, and many Hong Kong people have lived, studied, or worked abroad. Hong Kong also has a diverse culture, and people are continually exposed to cultures from other parts of the world. My kids grew up in Hong Kong, and when my son first went to school, he was in a class of 16 students, all with different nationalities. That's what 'one world' means. International vision gives Hong Kong a tremendous competitive edge in the Greater Bay Area. I always feel Hong Kong underestimates its advantages. Without Hong Kong, the Greater Bay area would be just a Bay Area and it wouldn't be as great. Hong Kong definitely plays a key role in the Greater Bay Area.

Q：120周年紀念的此時此刻，你對未來有什麼願景？

中電由漆咸道一台發電機組，演變至亞太區規模最大的電力公司之一，期間與香港並肩同行，一同經歷社會、經濟和金融危機，到今天一起面對疫症，但我們決意不斷成長和發展。我寄望大家懷著希望放眼未來的120年。若我們能夠成功轉型減碳，便能為其他行業提供低碳的能源、技術和新方案；如果我們能夠駕馭科技的轉變和數碼化，便可以將服務擴展至其他範圍。科技的急速發展帶來很多機遇，一如1870年代二次工業革命時，電力成為其中一項重要技術，當下也是電力行業和中電的一個轉捩點和里程碑。我深信未來將會是另一個黃金年代。

Q: What have been your most memorable experiences of working with CLP?

From individual customers to large enterprises, from urban areas to rural villages, CLP's service scope is broad and deep. Working in CLP has given me the privilege to see Hong Kong life up close. We have a CLP Volunteer Team, which primarily aimed to help elderly people when it was first established. About 12 years ago, the company supported a recycling programme for electrical appliances. We mobilised our volunteer team to deliver appliances to underprivileged families in different areas. One weekend, I went to the home of a single mother with the volunteer team and delivered a fridge. Our volunteers not only delivered the fridge but installed and connected it too. The mother said to us happily that our service was far better than an electrical goods store. No one had asked us what and how to do things but we always take the initiative and do it anyway. That impressed me and gave me a great sense of pride. The family's life was improved and the lady's daughter sent a little painting to thank us. As an expatriate, I don't get many everyday opportunities to do things like this, and it was one of the many human touches I have experienced

here which have been so rewarding. Caring for people has always been a core value of CLP.

Q: On this 120th anniversary, what is your vision for the future?

CLP has grown from a single power station on Chatham Road to become one of the biggest electricity enterprises in the Asia Pacific region. During this time we have stood shoulder to shoulder with the people of Hong Kong through every social, economic, and financial crisis, and now the pandemic. We are determined to keep growing and developing and I hope everyone can look forward to the next 120 years with optimism. If we manage to decarbonise and transform, we will have great opportunities to offer low-carbon energy, technical skills, and new services to other industries. If we can master technology and digitalisation, we can extend our services to new areas. Rapid changes in technology present great opportunities to us. Electricity was one of the key developments during the second industrial revolution in the 1870s, and today we are at another important crossroads for both the power industry and CLP. I am confident an exciting new era lies ahead for us.

蔣東強

Chiang Tung Keung (TK)

Q：你於1988年加入中電成為見習工程師，到2017年出任總裁。兩種性質的工作有沒有共通之處？

管理機器時，要了解每部分的功能和關係，將所學附諸實踐，讓它運作暢順，解決問題。管理一家機構，從宏觀去看兩者差別

不大，但注意的地方不同。機器主要從技術及知識層面出發，需要的專業知識可能更深入；但機構就是人，不確定性更大，也會受其他因素影響，所以要從關顧的心出發，例如面對疫情時便要考慮很多，同事壓力更大。但人有別於機器，沒有感應器（sensor）會事先發出警號，所以我會盡量爭取機會和同事聊天，了解他們的工作狀況，聆聽他們的想法和意見。



Q: You joined CLP in 1988 as an engineering graduate trainee and became Managing Director in 2017. What, if anything, do those two positions have in common?

To manage a machine, we must understand the functions of each part and their relationship to each other, and put into practice what we learn. This ensures the machine operates smoothly and any problems can be addressed. Managing an organisation is similar to managing a machine from a broad perspective, but the focus is different. A machine is mainly about technology

and knowledge and requires in-depth professional knowledge, while an organisation is about people and is subject to more uncertainties and external factors that influence it. We have to lead with our heart. For instance, when we faced the pandemic, we had to take many things into consideration, and our colleagues were all working under a lot of stress. A human is not a machine with a sensor that warns you about problems. That is why I seize every opportunity to talk to colleagues to find out about their situations and to listen to their thoughts and ideas.

Q：如何發揮團隊的潛能？培訓人才時面對什麼挑戰？

我相信人的潛能是無限的，但未必每個人都知道怎樣去激發潛能，所以我們會為同事提供更多機會，有時會通過調動崗位去提升能力，甚至將他們放在一個不完全舒服或嶄新的環境中，讓他們面對刺激或壓力，反而更能激發內在潛能，讓同事認識自己更多。人才培訓一直是中電的重點，我們擁有自己的價值觀架構，以人為本是我們的核心價值，自2013年來我們也多次獲得Randstad頒發的最具吸引力僱主獎項。在工程界別，中電某程度上儼如少林寺。曾在這裡工作的人，都為自己能對香港作出貢獻而感到自豪。但刻下我們正在經歷重大蛻變，原因之一是要減碳，無論在營運、投資和設備上都有翻天覆地的改變；其二是數碼化，所以人才需求更廣。但當下人才競爭愈來愈激烈，我們的競爭對手也擴展至其他行業，例如科技界的人才便不一定很熟悉中電，甚至以為我們是一間傳統的電力機構。所以建立品牌很重要，除了吸引客戶，也吸引求職者。

Q: How do you unleash the potential of a team, and what challenges have you encountered in talent training?

I believe human potential is unlimited, but not everyone knows how to realise their full potential. We therefore provide our colleagues with more opportunities to develop, sometimes by moving them to different positions to raise their capabilities, or taking them out of their comfort zone into a new environment so they feel a sense of excitement and pressure. These approaches allow them to learn more about themselves and help unleash their hidden potential. Talent training has always been a key focus of CLP. We have our own value framework, in which caring for people is a core value. We have been named 'Most Attractive Employer' by the multinational human resource company Randstad every year since 2013.

To a certain extent, CLP is the Shaolin Monastery of the engineering sector. People who have worked here feel a sense of pride for the contribution they make to Hong Kong. At the moment, we are undergoing a significant transition towards decarbonisation and

digitalisation. It has brought major changes in our operations, our investment, and our equipment, and we need to acquire more people with talent. However, competition for talent is getting more and more fierce, and our competitors include other industries. Talented people in the IT industry, for instance, may not be familiar with CLP and may consider us a conventional power supply organisation. Branding is crucial, and it is vital we reach not only our clients but prospective employees too.

Q: Sustainable development depends upon talent training. How do you communicate with a new generation of employees?

Modern society is getting wealthier, and people from the new generation have different insights on sustainable development. They look for corporate social responsibility in a company to see if it matches their values, and they pay more attention to job satisfaction and their personal well-being. We have to keep pace with these changes, so we pay close attention to the opinions of employees, and invest a great deal of resources into upholding the well-being of our team members and helping them strike a healthy work-life balance.

Q：可持續發展也有賴人才培養。面對新世代同事，會怎樣溝通？

現代社會富裕了，新世代對可持續發展也有不同看法，更關心一家公司的社會責任與自己的價值觀是否吻合，也很重視工作的意義和身心健康，因此我們也要與時並進。近年我們在提升團隊的身心健康方面投放了不少資源，幫助同事在工作和生活間取得平衡，這也是聽取同事的意見而得來。

Q：面對當下的重大轉變，中電對於香港的角色，跟從前有什麼不同？

中電一直以香港為家；也希望香港視中電為這個家的一分子，共同建設家園。從前香港經濟起飛時，對電力需求大，中電當時悉力為香港提供足夠電力；有了足夠電力後，就

追求可靠和質素。當下則再進一步，朝向環保減碳前進，目標是在2050年時達至碳中和。2019年，香港三分之二的碳排放來自發電，約20%來自交通工具。若能將發電減碳為零，推動交通電動化，便能去除8成的碳排放。過去120年間中電與香港同步成長，未來怎樣協助香港達至碳中和，中電有著很重要的任務。

Q：你希望中電的未來是怎樣子？

剛上任這個崗位時，我有問過自己，退休時希望見到這家公司會變成怎樣？雖然很難具體去形容，但人始終最重要，他日回望公司時，若能看見每位同事都很有動力，每一天都繼續學習，讓自己和公司整體進步，並因為在這裡工作而感到自豪，我便會感到很滿足。

Q: With so much changes over the decades, how has the role of CLP in Hong Kong society changed?

Hong Kong is the home of CLP, and we hope to continue to be a part of this city and make a positive contribution to its future. When Hong Kong's economy first flourished, there was a high demand for electricity and CLP worked hard to provide the city with sufficient electricity. Later, when the electricity supply was sufficient, CLP aimed for higher stability and quality. Today, we are working towards green energy and decarbonisation with the goal of becoming carbon neutral by 2050. In 2019, two-thirds of carbon emissions in Hong Kong came from power generation while around 20% came from transportation. If we can achieve zero carbon emissions and promote electric transport, we can decarbonise by 80%. Over the past 120 years, CLP has grown and developed with Hong Kong, and we bear a great responsibility to ensure tomorrow's Hong Kong is carbon neutral.

Q: How do you see the future of CLP?

When I first became Managing Director, I asked myself what kind of CLP I would like to see when I retire. Though it's hard to describe in detail, I think what matters most is people. When I look back on my career, I will feel satisfied if I see that every employee is motivated to learn and improve themselves, as well as the company, and that they are proud to work here.



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